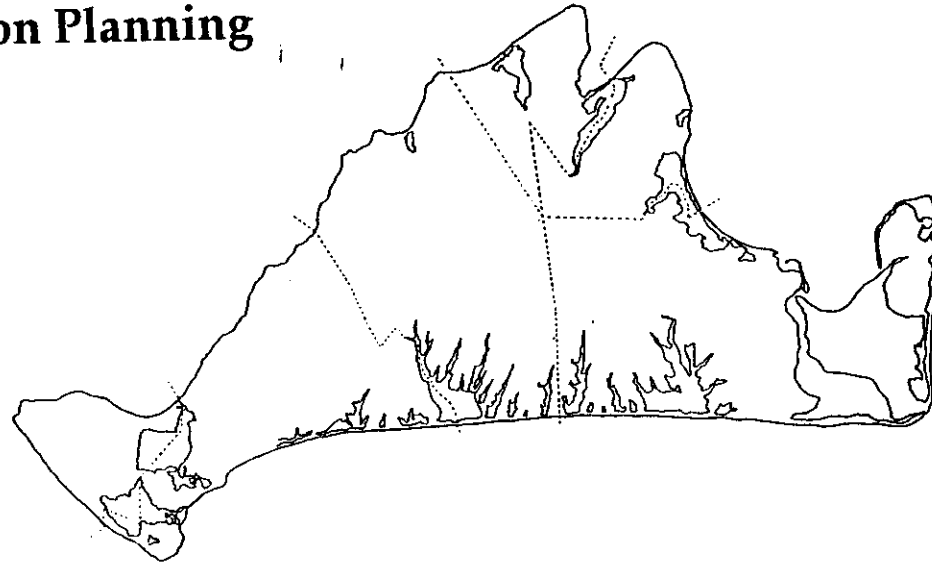


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Final Report on  
**Transportation Planning**



presented to:  
**Martha's Vineyard Special Task Force on Transportation**

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*"Planning for our changing island is demanding, it is hard work, but it also has large rewards"*  
*Looking at the Vineyard, Vineyard Open Land Foundation*

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## INTRODUCTION

### *Why This Study:*

Martha's Vineyard is changing.

The cumulative forces of population growth, congestion, land use policies, national vacation trends and international publicity are converging, so as to impose severe pressures on the Island way of life, on its rural character, and on the perception of the Island as a special place.

Strains on the infrastructure such as the recurring septage problem in Oak Bluffs, 4th of July traffic jams, and increased congestion on the Island during July and August suggest that the Island is approaching its carrying capacity.

The peak summer season, while always a busy time on the Island, is seen increasingly as a real problem, not merely as an inconvenience.

### *Why Now:*

Before problems elevate to unmanageable proportions, steps can be taken to protect the special qualities of Martha's Vineyard. The Vineyard has taken bold and effective action in previous times when the Island felt similarly threatened. The creation of the Land Bank and the Martha's Vineyard Commission are excellent examples of Island-wide responses to concerns widely shared.

This report is one step toward a response to the many concerns on the Island today. As part of its charge to examine the transportation problems associated with growth on the Island, the Special Task Force on Transportation, supported by the Steamship Authority and the Martha's Vineyard Commission, hired our firm, Catherine Donaher & Associates, to propose a course of action to address some of these problems. We were asked to review past traffic and transportation studies,

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undertake additional studies, collect current data and to report to the Task Force on policies and actions to support transit and discourage automobile use on the Island.

*What is Involved:*

In this report, we present work performed between August and October, 1995, and offer the recommendations summarized below which introduce a sliding scale of actions, from inducements for transit use to restrictive measures that discourage car use on the Island:

**Incentives:**

Good Transit Service with Effective and Far-reaching Promotion

Introduce new and improved transit services including:

- SSA Express buses from ferry terminals to an SSA lot on the Island
- Targeted Trolley services from Park and Ride lots
- Updated Inter Town Shuttle Service connecting to Trolleys and Express buses
- Personal Taxis and Taxi-transit
- Water Taxis

**Promote:**

"The Island Way of Life - Leave your cars and your cares at home", participants include:

- the General Public
- the Island's Six Towns and the County
- SSA and MVTA
- Chamber of Commerce
- Realtors and home renters
- Hospitality Industry
- Transit providers
- Media - newspapers and radio station

**Disincentives:**

Pricing, Convenience and Behavior

- Expand SSA reservation system and limit standby
- Use pricing to discourage auto usage during peak season
- Charge higher fares for same day standby
- Limit supply and discourage use of rental cars
- Restrict parking locations and hours

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- Vigorous enforcement of parking and speed limit restrictions, and traffic regulations

A Vineyard mechanism must be found, either within existing agencies or a new agency, to provide the professional responsibility, expertise and enterprise that will be necessary to implement an active, effective and integrated transportation system.

To achieve real success, transportation planning activities should continue to be rooted in the Island community itself. Residents, seasonal homeowners, and businesses need to be consulted and to play a role in shaping, and promoting new ways of moving around the Island. The on-going process of planning, implementing and operating transit should be constantly informed and reviewed by all the parties with a stake in the future of Martha's Vineyard.

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## Part I. The Issues

### A. GROWTH

*Issue: People, People everywhere. . .*

The number of people living on Martha's Vineyard -- both permanent and seasonal residents -- has grown considerably over the past fifteen years. On average, both groups have seen increases of about 3.5% per year<sup>1</sup>. With a combined population growth rate of over 7% per year, the Island is absorbing substantially more people each year. This rate of population growth outstrips that of the state of Massachusetts and the USA. If this growth rate were to continue unabated, the population of Martha's Vineyard in the summer would double in fourteen years.

In 1994, 25% more building permits were issued on the Island than in 1990. About 3900 permits were issued in the high growth period of the 1980's.

By 1995, the number of cars and trucks registered on Martha's Vineyard had grown to over 16,500, up from about 14,000 in 1991 -- an increase of over 2500 vehicles (about 3.7 % per year).

The relationship between people and automobile trips is a direct one. People generate trips and use automobiles to make them. Vehicle trips are generated by people in the process of carrying out the daily functions of life such as going to work, shopping, transporting children, visiting friends and relatives. As the number of people grows the number of trips grows at a multiplicative rate. Using an estimate that each person generates about 2.3 trips/day, it would suggest that over 5000 trips per day are now generated by those who have come to live on Martha's Vineyard since 1990; about twice that number (11,000) are generated by seasonal residents who have come in the same time period. This number of trips/day will double by the year 2000, if the population continues to grow at its current rate.

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<sup>1</sup> Based on US Census and Martha's Vineyard Commission estimates

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Visitor related trips are harder to measure since vacationers and tourists are not engaged in the usual activities of daily life when they are on the Island, and seasonal employees are not easily counted. However, we can hypothesize from ferry figures that, since the growth in passengers and cars is substantial, the automobile trips on Martha's Vineyard associated with the increase in travelers is also growing correspondingly.

These numbers suggest that congestion experienced on the Island during the peak season has many sources: permanent residents, seasonal residents, as well as visitors to the Island.

*Issue: Crowded Ferries, Crowded Island*

The Steamship Authority carries about 75% of the passengers traveling to Martha's Vineyard by boat, and all of the cars coming to the Island. Passenger-only ferries which operate only in the peak season bring the balance of travelers.

Passenger volumes are heaviest during July and August when SSA ferries bring an average of about 5600 people per day. Almost 75% of the passengers traveling each year to the Vineyard come in the six month period May to October; 35% come in July and August.

The trends in passenger volumes point to continuing increases, particularly in the peak months. August 1995 volumes were 3% higher than August 1994, and over 7% higher than August 1993. Year-to-date figures for 1995 show that about 6.8% more passengers have traveled to Martha's Vineyard this year over 1994; 1994 shows an increase of 7.5% over the comparable period in 1993. However, passenger ferries reported that they experienced little, if any, growth during the past peak season.

The number of cars carried annually on the ferries increased by about 7% from 1993 to 1994; year-to-date figures for 1995 show that the volume this year has increased by 3.4% over the comparable period last year. However, between 1993 and 1994, the same January to August period showed growth of over 10%. On average, the ferries carried 690 cars/day during July and 730/day in August, 1995.

Truck activity is more evenly distributed throughout the year than either car or passenger movements. About 55% of the truck activity occurs between May and October. The peak

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months for truck movement are May and June. The number of trucks coming to the Island during these two months has grown substantially between 1993 and 1995 (over 20%/year). However, significantly fewer trucks came during July and August, 1995 than in either of the two previous years.

Visitors and residents also reach the Island by airplane and recreational boats. While these modes bring a much smaller percentage of people to Martha's Vineyard than the ferries, they nonetheless contribute to both the reality and the perception of crowding and growth on the Island.

The patterns of growth and change on the ferry system reflect larger national trends and directions in vacation choices, and they respond to increases in capacity on Martha's Vineyard. As the number of building permits has begun to increase again after the economic downturn of the late 1980's, more houses and rooms are available to rent, and more people can be accommodated on the Island. Resident and visitor services -- restaurants, shops, entertainment -- grow to meet these increasing demands.

Over the past decade there has been a movement in the USA to take more frequent vacations, but shorter ones, thus also increasing demand for ferry service for passengers, cars and trucks, and placing ever greater demands on the very limited roadway capacity and infrastructure of the Vineyard.

The demand for ferry service generated by the Island's increasing population, its proximity to major population centers, its greater capacity to accommodate overnight visitors, its high level of visibility after several years of heavy media exposure, and its natural beauty and many attractions is largely met by the Steamship Authority. When the demand peaks in July and August, the effects are felt on Martha's Vineyard, especially in the down-island communities of Vineyard Haven, Oak Bluffs and Edgartown where the resident population is greatest and where visitors are concentrated.

*Issue: Island Way of Life - Quality of Life*

As current growth trends continue, Islanders ask: Is there a limit? How many people and vehicles can the Island absorb and still maintain the special sense of place that attracts both

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visitors and residents? Even with almost one half of the land area of the Island preserved or under some type of restriction, substantial growth is anticipated if existing trends continue. The pressures associated with growth and population increases are not unique to Martha's Vineyard. Resort areas across the country are experiencing these same pressures.

Actions and decisions regarding growth need to be informed by the premise that the Island is felt by most to be a special place. Quality of life issues are difficult to articulate, and involve many intangibles and personal perceptions. Engaging in active and open debate about what are the important aspects of "the Island Way" may help to sort out priorities and needed action. Many of the underlying aspects of "quality of life" are directly affected by transportation.

Every segment of the population has a stake in these quality of life decisions. If growth continues unabated, visitors and residents will find Martha's Vineyard less attractive. Some business owners feel this trend has already begun.

The community of Martha's Vineyard is at a crucial moment when it can take positive action to define itself and to preserve the Island's way of life.

## B. TRANSPORTATION RELATED ISSUES

### *Issue: Congestion*

#### Town Centers

Narrow streets, dense commercial areas and concentration of demand in peak periods leads to congestion on several stretches of Vineyard roadways, and in the down-island town centers of Vineyard Haven, Oak Bluffs and Edgartown. The location of facilities used daily by most people --such as the Post Office, the grocery store, shops and services generating high volumes of trips -- coincides with heavy trip generators such as ferry terminals, tourist attractions and restaurants. While it is desirable to have active, bustling town centers, if congestion gets out of hand, people will avoid them and their economic viability will be threatened.

The down-island town centers are busy with pedestrian activity during the warm months. For the most part, the sidewalks in these towns are narrow with little or no room for widening.

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Slowing down vehicle movements, enforcing parking regulations, and providing shuttle buses to town centers, appear to contribute to improved conditions for pedestrians. Also attention by merchants and business groups to pedestrian comfort and safety, and a general interest in promoting pedestrian activity as a generator of business are increasingly seen as supporting the economic vitality of town centers.

### Ferry Terminals

The ferry terminal is the life line of an island community. People, vehicles, and goods intermix and generate an energy and excitement that is special to islands, and distinguish them from other places. Because "it's where the action is" on an island, a ferry terminal is somewhat chaotic, uncertain, and often crowded. While the terminals at Vineyard Haven and Oak Bluffs operate quite efficiently, they also possess the qualities of busy intermodal centers. It is important to maintain this quality of excitement and anticipation at the Vineyard terminals, while introducing services and amenities that can improve the experience of the traveler to Martha's Vineyard and reduce bothersome congestion.

By virtue of the growth in passengers and vehicles coming to Martha's Vineyard over the past decade, the activity at the terminals is outpacing the ability of the nearby streets to handle associated traffic. Opportunities exist for introducing new services to better handle peak period impacts at the terminals, such as remote transit/parking facilities and remote parking for standbys.

Pick up and drop off of passengers generates substantial congestion in the vicinity of the ferry terminals. Cars approaching the terminals with passengers and baggage must navigate the already busy streets of Vineyard Haven and Oak Bluffs in order to reach the terminals, thus contributing substantial additional traffic to already overburdened streets and intersections. During busy times, it was estimated that about 30 - 40 % of the passengers coming and going to the Vineyard are dropped off and picked up by automobile at the terminals. If many of these trips could be deflected to a location removed from the downtowns, one major contributor to heavy congestion could be reduced.

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### Roadways and Intersections

The road system on the Vineyard has remained relatively unchanged for many years. Indeed, the narrow winding roads throughout the Island contribute to the rural, pastoral image of the Island. Attempts to widen or straighten roads, to add new thoroughfares or to introduce traffic controls are met with great resistance, overridden only by the necessity to improve safety in particularly dangerous circumstances.

By keeping the roadway infrastructure relatively constant while the number of residents and visitors grows at three to four percent per year, the resulting congestion on the Island is inevitable. The continuing growth in SSA patronage in combination with increased car use by residents is overwhelming many of the down-island roadways, streets and intersections. Indeed many of them are now offering poor or failed service levels.

The situation on the roadways is compounded by the increasing interest in bicycling as both a means of transportation and as a sport on Martha's Vineyard. With bicycles competing for space on the roads, safety for both auto and bicycle is often threatened. Drivers are impatient with having to slow down for bicycles and bicyclists often do not observe traffic rules.

Enforcement of speed limits and traffic laws on the roadways throughout the Island is limited during the summer, because of the demands on the police departments for directing traffic and managing crowds in the busiest areas of the Island.

The Island can respond to this capacity issue either by changing its roadway system, seen as an unacceptable choice by many, or by a switch in emphasis to public transportation. Without following one of these two paths, the transportation system on the Island -- especially in the down-island areas -- will be overwhelmed in the peak season.

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## C. EXISTING TRANSPORTATION SERVICES

### *Issue: Ferry Service*

The ferry service provided by the Steamship Authority to Martha's Vineyard is stable and reliable and is seen as the lifeline from the Island to the mainland. The Steamship Authority is the only unsubsidized ferry operation in the country that provides passage for freight, cars and passengers and that runs year-round. It is fair to say that the quality of the ferry service to Martha's Vineyard has been the major contributor to the growth of the Island and to the health of its economy.

Sources differ in their calculations of the Steamship Authority market that year-round residents represent (from 10%<sup>2</sup> to 33%<sup>3</sup>). By virtue of their access to discounted fares, their contribution to SSA revenues is somewhat less. Residents want and rely on the high level of service provided by the ferries year-round, but at the same time decry the impacts on their lives and on the Island imposed by the many cars and passengers brought by ferries in the peak summer months.

This duality is underscored by the two mandates imposed on the Authority in its enabling legislation: 1) to serve the essential needs of the Islands, and 2) to be financially self-sufficient. In order to provide the high level of ferry service enjoyed year round, the Authority depends increasingly on the revenues generated during the peak visitor months. When the market demand for ferry service was not as great as it has been over the past years of marked growth, these two mandates were not in direct conflict. As congestion increases and its impacts are felt on Martha's Vineyard, Islanders begin to consider imposing limits on ferry service, especially on the transport of automobiles.

The Steamship Authority responds to the market demand for ferry service generated by the Island's many attractions, and the availability of rooms and homes for rent. As more resident and visitor accommodations have been provided on the Island, and as awareness of the Island's charm and appeal has spread, the demand for access to Martha's Vineyard has increased in

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<sup>2</sup> Pilsch et al. The Impact of a Ferry System upon its Communities

<sup>3</sup> Ewell, Wesley J. (SSA) correspondence with C. Kilmer (MVC) 10/30/95

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parallel. However, because limits can be imposed on the level and amount of ferry service by constraining the number and capacity of ferry trips, regulating ferry service is often seen as one potentially effective mechanism for limiting the number of people and cars on the Island.

Although Island residents benefit from reduced fares, the Steamship Authority has not used pricing mechanisms to influence demand, or to manage its peak loads during summer months and busy weekends.

The current system of guaranteed standby is under review by the Authority. This policy, which guarantees passage to cars in line at the terminal by 2 PM any day, while responding to demand for access to and from Martha's Vineyard, does not allow the SSA to fully manage the demand on its services and facilities, nor does it work to reinforce a policy of encouraging transit as the preferred mode of circulation around the Island. Some Islanders view this policy as an incentive to the use of automobiles and a generator of congestion during the summer; yet some other Islanders see the policy as the key to the economic well-being of the tourist industry on the Island.

*Issue: SSA role on Island*

In addition to providing ferry service, the SSA offers remote parking and shuttle buses to Island bound visitors in Falmouth and Woods Hole. The Authority has not yet introduced similar services on Martha's Vineyard. The SSA can play an important role in providing transportation services associated with ferry travel -- especially to relocate the drop off and pick up of passengers -- in order to alleviate some of the strain on the Island's infrastructure around the terminals, in the town centers of Vineyard Haven, Edgartown and Oak Bluffs, and to maintain the small town lifestyle of these communities.

The Steamship Authority could be an active collaborator with the down-island towns, Island public agencies and private groups to promote the use of transit on Martha's Vineyard. Some of the actions that the SSA can take on its own are: to reallocate space at the terminals to give highest access and visibility to transit vehicles; to set standards and requirements for services and vehicles which use the ferry terminals, including buses and taxis; to provide information on Martha's Vineyard transit services with all ticket reservations, with requests for information, and on all SSA vessels; to provide bus service to remote parking for overnight and standby

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vehicles; to encourage remote pick up and drop off of passengers, and to provide a seamless ferry/transit connection to the comparable services on the mainland.

*Issue: Inter Town Shuttles*

Martha's Vineyard has had shuttle service in the peak summer months between the six Island towns since 1984. This service is run by a private company, Martha's Vineyard Transit Services (MVTs), (formerly Island Transport) which also operates the school buses on the Island. MVTs uses the school vehicles for the inter-town shuttle services during the summer. The dual use of the buses allows MVTs to significantly reduce their capital costs for the shuttle, and to compete effectively for the school bus contract.

The Down-Island Shuttle route serves Vineyard Haven, Oak Bluffs and Edgartown; the Up-Island Shuttle route serves Vineyard Haven/Edgartown, West Tisbury, Chilmark and Gay Head. Down-island service runs at 15 to 30 minute intervals between 7 AM and midnight during the peak period from the end of June to early September, and on a more limited schedule in May, September and October. One way fare from Vineyard Haven to Edgartown is \$3.00. The Up-Island Shuttle runs less frequently -- approximately hourly, from 9 AM to 6 PM-- during summertime only; the round trip fare between Vineyard Haven and Gay Head is \$8.00.

Eighty-five percent (85%) of the MVTs shuttle ridership are day-trippers to the Island. Although most day-trippers do not bring cars, this service does contribute indirectly to reducing congestion caused by automobile trips. Shuttles perform a valuable service because without them, either those visitors would not have come to the Island or they would have brought their cars. However, as currently used, the current shuttle service operates more as a point-to-point supplement to tour bus services, also offered by MVTs, than as a transit service.

While the shuttle services have been in existence on Martha's Vineyard for many years, they are not well known and are not recognized as a reliable means of transport along a marked route, connecting important origin and destination points for Island residents, employees and overnight visitors. MVTs does little, if any, promotion over and above publishing schedules. There are no maps of routes, stops are not well marked, flag stops are seldom made because of overcrowding on the buses, and very little marketing or advertising is undertaken. Many

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residents and repeat visitors expressed surprise upon being told in the course of this study that bus service existed between towns on Martha's Vineyard.

In order for transit to be effective as a means of transport for many people with different trip purposes, the existing day-tripper oriented services need to be supplemented with services oriented to different user groups. Specifications for this type of service need to be developed and field tested, including routes and frequency of service, types of vehicles and fare structure. The service would strive for high frequency of service, low operating and capital costs, vehicles equipped with necessary accessories such as luggage and bicycle racks, and various other amenities.

*Issue: Park and Ride/Trolleys*

Park and Ride services have been established by the Martha's Vineyard Transit Authority in Edgartown (1992) and Vineyard Haven (1994) and to South Beach/Katama (1992). Parking lots have been established just on the outskirts of both towns where patrons can park free for an extended time and board a bus or trolley for their trip into town (cost \$.25) or to the beach (\$1.50). These services have enjoyed consistently increased ridership in the few years they have been in operation. They offer frequent service -- 10 to 15 minute headways -- from May to September.

The Park and Ride services offer an alternative to bringing cars into congested town centers and to the ferry terminal at Vineyard Haven. As such, they represent a real contribution to reducing congestion. However, to be even more effective in reducing auto impacts, these services have to be integrated into a broader transit network, which serves more users and connects to other parts of the Island.

Introducing a Park and Ride service in Oak Bluffs may be desired as a means of reducing auto congestion in that town and to provide a transit/Park and Ride presence in all three down-island towns ; sites for remote parking lots and service routes have already been identified and await action by the town to implement service.

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Park and Ride/Trolley services have to be perceived as comfortable, safe and convenient. The Vineyard Haven Park and Ride lot at the dump site should be upgraded and made more attractive to encourage greater use.

The Park and Ride/Trolleys need to be promoted more visibly; ridership groups need to be targeted (see above) and incentives offered to encourage them to use these services. Far more promotion and active boosting of Park and Ride as a means of preserving the island way and pace of life is needed to generate greater ridership.

*Issue: Inadequacy of Current Transit*

The current transit service offered on Martha's Vineyard is seen as inadequate to serve the growing demand for transportation by residents and visitors. The Island looks to a more integrated and sophisticated transit system as the key to allow for continued health in its economy. By serving the growing numbers of visitors and residents on transit, the Island will not be left to absorb the impacts associated with ever more automobiles. By supporting reliable convenient transit, the Vineyard can market a viable alternative to the automobile as yet another of the Island's special attractions.

The current transit services do not operate as an integrated system with recognizable vehicles, interconnected routes displayed on maps, synchronized schedules, and comprehensive marketing. The MVTA, the public transit authority, MVTs (a private bus operator), the school system and the individual towns are all participants in the system, but it does not appear that they work together to define and execute the capital and operating requirements for an effective system. Nor does there appear to be a definition of standards and operating criteria to which all of the participating parties subscribe.

*Issue: Transit Riders*

Seasonal transit services can attract several types of users. In order to have the most impact on reducing congestion, transit services need to appeal to those who would otherwise drive to their destinations. Those groups include employees making work trips, residents doing their shopping, children, people going to restaurants and evening trips, and overnight guest



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traveling to various destinations, including beaches, galleries, nature walks and other Island attractions.

Nantucket introduced transit service during the 1995 peak summer season targeted to just these populations and had remarkable success with their first year ridership. (It rivaled that of the Vineyard after four years of service on some runs.) Although the two islands are very different, the success in Nantucket is attributed to widespread agreement there that the need for transit was great, that it had to target automobile users, that the service be attractive and have adequate capacity, and it be well promoted by the Chamber of Commerce, the tourist industry, the Steamship Authority and many others.

*Issue: Taxis*

Martha's Vineyard is served by about 50 taxi vehicles during the peak months and many fewer during off-season. Taxi operations on the Island appear to resemble a modified transit system -- in that they provide long distance service to many (up to 15) passengers at quoted flat rates and make many sequential stops; taxis vary from standard transit in that trip routes and stops are made in response to individual passenger demands.

The more personal service commonly provided by taxis is not characteristic of taxi operations during peak season on Martha's Vineyard. Those questioned about taxi service describe long waits for pick-up and roundabout routing for up-island riders.

Taxis could provide a supplementary transit function with little modification to their current practice. The taxi business on the Island could be diversified to provide a wider variety of transportation services, both personal service and transit services such as subscription courtesy service to hotels and inns, and for many children's group trips. The available fleet lends itself to be used as transit vehicles for routes where the ridership demand requires a small vehicle. Towns can develop incentives for wider use of taxi vehicles and set criteria for taxis to meet as part of the process for granting licenses to taxi operators.

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#### D. RESPONSIBILITIES FOR TRANSIT: PLANNING AND OPERATING

*Issue: Too many Cooks, not enough Heat*

Because the Island is comprised of six towns, the greater part of Dukes County, and has several Island-wide authorities, it is difficult to sort out just where responsibility, accountability and authority for transportation planning and operations resides. Some types of planning occur locally, others at the Martha's Vineyard Commission; some responsibilities for implementing services occur at the local level and others within regional authorities. The responsibilities for planning, financing, licensing, and implementing transportation services and facilities are distributed among the Selectmen of the six towns; town meetings; the Martha's Vineyard Transit Authority; Martha's Vineyard Commission; the Joint Transportation Committee, the Steamship Authority, the school system, and a private company, Martha's Vineyard Transportation Services, several state and federal agencies and others.

The lack of focus of responsibility for transportation results in scatter-shot implementation of transportation services at best without any widely agreed upon objectives and standards for the Island. In many instances, there appears to be inertia and a vacuum of leadership in coming to grips with the problems of growth and congestion on the Island.

The prominence and priority of transportation issues on the Vineyard demand professional expertise to deal effectively with them. The Vineyard does not have this capacity now. Outside assistance from consultants and specialists may continue to be necessary from time to time, but it is no substitute for staff with proven skills to carry out the recommendations of the Special Task Force, to oversee performance of transit operators, to evaluate progress, and to provide expertise to citizen boards and committees.

In years past, Martha's Vineyard has risen to action when threats to the Island were posed. The creation of the Land Bank was a moment of glory for the Island that has had lasting beneficial effect. Today, Martha's Vineyard is faced with problems that embrace both tangible and intangible factors, such as access to the Island, quality of Island life, traffic impacts, an inadequate transportation system to meet decades of cumulative growth, affordable housing, and deteriorating environmental conditions, which, to be solved, require a similar boldness of vision, steadfastness of purpose and call to leadership.

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## Part II. The Goal

*The Martha's Vineyard Special Task Force on Transportation is seeking, as its long range goal, to create "a radically different transportation system that is a model for minimizing the impact of the automobile and is designed for the special qualities of Martha's Vineyard".*

*The congestion problem and its attendant consequences are most felt now during the peak summer months of July and August, and in the down-island towns of Vineyard Haven, Oak Bluffs and Edgartown. As the number of seasonal residents and visitors increases in the shoulder season months of May and June, and September and October, and other areas of the Island experience an increase in interest and traffic, transit service will need to be extended to meet that demand.*

*The transportation measures proposed here add up to an integrated system of many parts, including new Express service from ferries to an SSA-run parking lot on Island; introduction of new transit services to supplement those already in place on the Island to serve those who would otherwise travel by auto; encouragement of entrepreneurial initiatives for water taxi service between Vineyard Haven, Oak Bluffs and Edgartown harbors; expansion of the park and ride service to Oak Bluffs; specialized services such as, taxi-transit, jitney cabs, courtesy vans.*

*What is "radically different" about this system? The greatest difference to be achieved in the Martha's Vineyard system will not come from the transit services and facilities alone. It will come in the spirit with which the Island, its people, businesses and visitors design it, embrace the system, promote it, and use it. That spirit will be drawn from the Islanders' desire to protect their special way of life, the seasonal resident's desire to protect the place where they seek respite, and the visitor's interest in spending some vacation time in a place apart. That spirit must extend to allowing room for experimentation as new services are introduced; some will be more successful than others; some should be discontinued without jeopardizing the overall concept, others reworked to reflect conditions encountered.*

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*Yet, even the spirit of the Island will not be enough to assure success. The system and each of its components must be designed to operate effectively. That means defining service and capacity to meet and anticipate demand, using appropriate vehicles, with sufficient capacity and amenities, providing maps of routes and stops with schedules, and developing a prominent public image for transit by distributing promotional materials throughout the Island, on the ferries, and in information packages sent out by the Chamber of Commerce, undertaking a marketing and advertising campaign; exploring the feasibility of using transit passes that can be made available with ferry tickets and room reservations, and by employers, renters, real estate agents and others.*

*Martha's Vineyard will not become a transit haven overnight or even in a year, but by setting a course and progressing from step to step, responding to identified demand, and using each year's experience to shape future actions, Martha's Vineyard can address many of the congestion and growth problems that exist today.*

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### Part III. The Agenda for Action

*In order to make these recommendations as useful and practical as possible, they are addressed directly to those parties who either have the authority, the responsibility, the mandate, or the special interest for implementing them. The timing suggested for implementation reflects the urgency with which the Special Task Force has pursued its mandate. If, in some cases, the timing is unrealistic due to constraints inherent in public processes, they can, of course, be extended. The larger and more important message about timing is that the time to act is now.*

#### A. Initiatives for Transit

To the Special Task Force on Transportation :

**Action Item 1.** *Responsibility for planning and implementation of transit on the Island is fragmented and as a result has not been effective. The Special Task Force was created in part in reaction to this realization and charged to remedy this circumstance.*

Because everyone is in charge, in effect, no one is in charge of transportation on Martha's Vineyard. The fragmentation of responsibility for planning and implementing transit services results in piecemeal increments of service added here and there. In order to undertake the action items proposed in this report, the issue of responsibility for transportation on the Island takes on immediate significance.

The open position of ~~Executive Director~~ at the Transit Authority offers a timely opportunity. Before that position is advertised and filled, the Task Force should meet with the MVTA to discuss how that role fits within the larger need for professional expertise in transportation on the Island. This moment should be seized to propose a revised structure for planning and implementing transportation services on the Vineyard and to consolidate financial and staff resources.

As its highest priority activity, the Task Force should consult with governmental entities on the Vineyard and resolve together to either assign responsibility for the

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Island-wide transit system to an existing agency of government or to create a new agency (hereinafter called the "Transit agency") by consolidating responsibilities now scattered among several entities. This agency must have strong leadership, an unwavering commitment to Island transit and the capacity to introduce and manage increments of service to implement the system. The first task of this agency will be to hire a capable energetic Professional with the necessary experience and expertise to see the potential of transit on Martha's Vineyard and to prepare, execute, and monitor its implementation. The agency and its lead transportation professional should work closely and in collaboration with the Steamship Authority and other Island agencies, as new transit services are introduced both by the Island and by the Authority.

**To the Steamship Authority:**

Action Item 2: **Limit the Ferry Capacity for Passengers**, cars and trucks to that provided in the 1995 summer schedule while the Island takes steps to put transit and other services in place to respond to growth in traffic and to reduce congestion.

By allocating the same level of ferry capacity as provided for the 1995 Summer Schedule, the Island can base its planning for transit on anticipated loads and use the experience from prior seasons to define schedules and other service requirements.

When: If possible, the 1996 season; if not, 1997

Action Item 3: As its highest priority activity in support of car-free travel to the Vineyard, the SSA should provide seamless Express Bus Service for Martha's Vineyard bound ferry passengers from its landside parking lots to a parking/service lot on Martha's Vineyard. The lot should be strategically located so as to both capture the greatest potential use and provide a convenient connection to Island transit services. The best location for the lot should be determined by the Steamship Authority in collaboration with the proposed "Transit agency". The parking/service lot should be designed to facilitate movements between new SSA Express bus service and the transit services currently provided on the Island, and those that may be introduced in the future as more demand is generated.

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Express bus service introduced by the SSA would shuttle passengers to and from the Vineyard Haven and Oak Bluffs ferry terminals to its new lot, similar to the parking and shuttle service now offered on the mainland. Express bus service to a parking/service lot on the Vineyard would reinforce the Steamship Authority's commitment to the proposed all-service (including ticketing) new remote lot on the mainland, by making a car-free trip workable at both ends of the ferry. Passenger buses would be supplemented by bike buses as are offered in Falmouth.

Baggage vans would take "checked" luggage directly from parking lots on the mainland to be retrieved at the SSA parking/service lot on Martha's Vineyard. Passengers who carry their luggage with them on the ferry will be able to take it directly to their destination using whatever transportation mode they choose.

The parking/service lot operated by the SSA should provide shade and shelter, phones, toilets, lighting, bike racks, benches and other amenities for travelers, their children and pets. The lot layout and design should be practical and efficient, yet should suggest the character and image of the Island, and be attractive for all users.

The SSA lot would be designed to serve, at a minimum, all ferry users. It should provide long term parking for Islanders taking the ferry, and holding areas for standby autos and trucks waiting for cancellations on scheduled service. ( see Action Item 7. re the Tisbury Park and Ride) The SSA should work with the proposed "Transit agency" to coordinate Express bus operations with other transit services on the Island, and to make appropriate provisions for the use of the SSA parking/service lot by the Island's transit providers. Connecting services provided at the SSA lot (Trolleys, connectors to the SSA Express, and Inter-town shuttles) should have clearly identified bus stops and waiting areas at the SSA lot.

Providing an alternative to passenger pick up and drop off at the SSA terminals, eliminates the need for many cars to travel though already busy and congested town centers. As a result, the SSA parking/service lot will become more familiar to residents and visitors and can heighten their awareness of transit services.

When: An introductory Express bus service from the Vineyard Haven ferry terminal to an SSA parking/service lot should be instituted for the summer of 1996, if at all feasible

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feasible/for the SSA. The SSA should investigate bus fleets used at winter resorts that would be available for a short term contract for an initial season.

Action Item 4: Field test an Express Bus route, schedule and vehicles during the 1996 season to promote the service, identify demand and determine how the service should be managed. Operating the first year as a limited test run will provide the Authority with data and experience for planning Express bus service for subsequent years. Monitor and evaluate the service on a regular basis during its first season of operation using rider feedback and surveys of ferry passengers.

Amenities to improve the quality of service, encourage ridership and increase customer satisfaction should be continually introduced in subsequent years as experience with the service grows and the opportunities to expand emerge.

The SSA should work closely with the proposed "Transit agency" in implementing Express bus service on Martha's Vineyard.

How: By offering Express bus service, and promoting that service to all ferry users and Islanders, and by establishing an attractive and conveniently located parking/service lot.

Action Item 5: Give High Priority to Transit at Ferry Terminals The area around the SSA ferry terminals in Vineyard Haven and Falmouth (and in cooperation with the town of Oak Bluffs for that terminal) should be reconfigured to accommodate the incoming and outgoing Express buses in the safest, most convenient and passenger-friendly way. By eliminating auto pick-up/drop off lanes from the terminals, sufficient space can be made available to accommodate the Express buses, and other transit services on the terminals.

SSA Express buses and other transit buses should be given the most prominent and readily accessible locations at the ferry terminals. Preferred locations, closest to the terminals and the ferry ramp, convey that priority is being given to transit users, and offer transit passengers greater ease in making their connections. Transit information



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should be readily available in the ferry terminals, on the boats, and also placed on signposts at each bus parking space to illustrate the routes and schedules of the express buses.

While this step will likely require the relocation of tour buses, taxis and other services currently located on the terminals, it is important to use every means available to promote transit and to project a consistent message about transit as the preferred travel mode to and around the Vineyard.

**Action Item 6.** Establish Standards for Transit vehicles and services using SSA facilities. In addition to its own Express bus service, the SSA should encourage transit services on Martha's Vineyard by making bus and other transit vehicle parking spaces available at their terminals to operators who meet SSA criteria for services using its terminal area. These standards and criteria should be developed in close collaboration between the Steamship Authority and the proposed "Transit agency". The standards promulgated should address vehicle types, level of service, schedule, promotion, contribution to an integrated Island-wide system, customer-orientation, and other relevant standards.

To the Steamship Authority, the "Transit agency" MVTs and taxi companies:

**Action Item 7:** Create an Integrated Transit System with new service increments introduced as services are promoted and demand is generated. The system would be comprised of Express buses, intra-town Trolleys, transit connectors to Express buses, and inter-town shuttles, and taxis. Over time new transit services may be added to serve other high trip generation activities. The overall objective of such a system is to reduce congestion by offering a system of transit services which 1) interconnect at selected points and, 2) which provide people with high quality service for getting around the Island during the busy summer season when demand is sufficient to warrant transit. For the off-season, taxis can be utilized to provide some of these services when demand is substantially lower. The system proposed is comprised of four services:

Type of Service	Target Audience(s)	Location (s)
SSA Express Bus	Ferry riders	Terminals to SSA parking/ service lot with connections to transit service to down-island towns and to an up-island station.
Intra-town Trolleys & Connectors to SSA Express	Shoppers, Employees Children, others	Vineyard Haven, Edgartown, Oak Bluffs, No./ West Tisbury, others as demand is generated
MVTS Inter-town Shuttles	Day-trippers, Shoppers Employees, others	Down-island, up-island Inter-town routes
Taxis	Islanders and Visitors	Personal transit and off-season "Express" service from terminals to parking lots

Each service would have a target audience(s), and be designed to serve that/those audience(s). For example, the "Ferry Express" would be targeted to ferry riders - primarily those being picked up or dropped off, and also to those who may transfer to the Trolleys. Existing "Trolley" services should be revised (i. e. routes, stops, etc.) to encourage use by employees, shoppers, children, restaurant diners, beach-goers, and others, in addition to those that they already serve, and to those not currently served, such as adding a transit connection between the proposed SSA lot to a location in West/North Tisbury for ferry travelers from up-island towns.

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When the site of the SSA parking/service lot is determined, it will be important to reevaluate the role of the present Park and Ride Lots. For example, if the SSA lot is located in Vineyard Haven, it may be more efficient and practical to relocate the Park and Ride services offered at the dump site to the SSA lot, as long as the parking capacity at the SSA lot is sufficient to meet the parking needs of both ferry travelers and "Trolley" riders. Alternatively, if the SSA chooses a site in Oak Bluffs, the lot could serve ferry travelers and a future Oak Bluffs "Trolley" as well. The route, stops and schedule of Trolley services operating out of the SSA lot should be designed or redesigned accordingly, to be marketed to their target audiences rather than the ferry riders (see above groups) who will now be served by the Ferry Express.

It is anticipated that several Trolley loops can, and in time will, run out of each Island Park and Ride lot (as is the case now with the Edgartown Park and Ride) and the SSA lot, in response to future demand generated by promotion and public education. All transit routes on the Island should be designed to interconnect in terms of location and schedule at Park and Ride lots (existing and future) and/or the SSA parking/service lot.

A study of a proposed "Trolley" service and Park and Ride lot in Oak Bluffs should be concluded to determine whether it would contribute to relieving congestion in the town center and to serving the Oak Bluffs ferry terminals.

A bus stop/waiting area should be established in an up-island location to capture on transit, trips originating at that end of the Island. Several site options exist in the North Tisbury/West Tisbury area. Transit service at this stop should be predictable, reliable and scheduled to connect with the Ferry Express at the SSA parking/service lot, as well as to the Inter-town shuttles.

The MVTs shuttles would continue to serve their current clientele, predominately day-trippers, and operate on the routes they now serve. The shuttle service needs to be upgraded to include better identification of their vehicles as Transit buses, mapped routes and marked bus stops. In order to participate as a part of the Island's integrated transit system, it is important that the MVTs cooperate with the SSA, the proposed "Transit agency" and the towns to synchronize their schedules and routes to

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connect at the SSA lot and the Park and Ride lots with other transit services on the Island.

Inter-town transit service aimed at those who would otherwise need to use their automobiles (groups identified above) should be offered, either as an upgrade to MVTs' existing services, or as a supplementary transit service under the aegis of the proposed "transit agency".

The names of the different transit services should be standardized so people will understand the service each provides and how they correspond from town to town. (The names in the table above are suggestions to differentiate among the types of service) For example, the Edgartown "Trolley" and the Tisbury "Park and Ride" (both also referred to as the "Shoppers Shuttle" on the MVC map) offer similar services, but the different labels do not immediately suggest that similarity to a newcomer to the Island. If towns want to maintain a distinct identity in relation to transit, another means such as color differentiation or special logo, can be employed -- but the message about the same type of service should be clear.

Transit services and vehicles need to be designed to operate within the limits of the streets and roads of the Vineyard. Stops along routes must be clearly marked and checked with public safety officials. Scheduled stops should be limited to the minimum required and should provide shelter and benches as space allows; flag stops should be allowed at well marked locations, determined to be safe for the bus and rider, and capacity on the service should be sufficient to provide space to pick up patrons at flag stops.

A single transit map should be produced which shows in color code or other clear graphic form the services and routes. This map should be widely disseminated with ferry reservations, on the boats, to employers, businesses, tourist industry, home renters, by the Chamber of Commerce, and should be published in local newspapers on a periodic basis (also see Action Item 8).

Over time, as transit usage is promoted and more heavily used, additional transit services to the airport, to beaches and other high volume destinations may be introduced.

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**To the Chamber of Commerce:**

*with the active cooperation and participation of the Steamship Authority, "Transit agency", MVTs, and others*

**Action Item 8:** Create a High Visibility Public Image for Transit on Martha's Vineyard. An active and committed partnership among the Chamber of Commerce, the six Towns, the Steamship Authority, the hospitality industry, rental agents and home renters and others should be forged to promote the use of transit on Martha's Vineyard. Many of these groups already publish promotional materials that could be updated to send a clear and uniform message of "Come to the Vineyard; Leave your car and your cares at home". Flyers and brochures describing the express and transit services could be sent out with room reservation confirmations and Steamship Authority tickets. (*see statement about transit map above*)

A logo and color scheme should be developed for identifying and distinguishing among the proposed transit services, and to appear on all buses, schedules, stop markers, maps, brochures, flyers, etc. The transit message can be consistently reinforced through marketing and advertising campaigns, articles in the local newspapers, features in travel magazines and by other media. To convincingly make the switch to promoting transit, all parties with an interest in the well-being of the Island need to work together and participate in supporting and endorsing the use of transit by residents and visitors on Martha's Vineyard.

**When:** Start Now for next summer season

**To "Transit Agency":**

**Action Item 9.** A Transit Service Operations Specialist will need to be engaged by the new "Transit Agency" to prepare a transit operations plan for the Vineyard for 1996. The plan would include refining routes and stops to capture targeted ridership groups for Trolleys, setting the fare structure, preparing specifications for vehicles and equipment, projecting capacity needed for the first year and for subsequent years, and developing a marketing plan to be implemented well in advance of the service and to continue throughout the operating season.

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**Action Item 10:** Include Systematic Monitoring and Evaluation as part of the overall transit effort. Careful oversight and analysis of transit service must accompany the introduction of new transit services and modification of existing services. The design of transit to meet many travel demands and patterns is an inexact science, and should be approached for the first few years as a work in progress toward meeting its longer term potential. Riders should be encouraged to offer feedback on their experience; short questionnaires can be employed to get reactions as people move back and forth to the Island on the ferry. Transit operators should be required to provide data on operations, to troubleshoot their routes, stops, schedule, capacity and other aspects of their operations so that the system can consistently change and improve to respond to demand and potential ridership.

**Who:** The monitoring should be overseen by the "Transit agency" which should maintain close communication with the Steamship Authority and the Chamber of Commerce about recommendations for service changes and improvements. The purpose of monitoring and evaluating is to convey the message that the service need not be ideal in order to get started, but that it be undertaken with the collective sense that trial and error will lead to success and that all members of the Island summer community can play a part in achieving that success.

**Action Item 11:** Investigate the workability of a Pass System for Transit Users. A transit pass good for use on all transit services on the Island could ease access and operations of the system. Passes could also be used as a promotional item by Island businesses, by hotels and inns, by employers, and others. One side of the pass can carry advertising so that the promotional value can be further enhanced, and may help cover the costs of administering the program. The feasibility of a pass program, including cost, convenience and administration should be studied as part of the analysis of operations for the overall transit system.

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**To the Island Towns:**

**Action Item 12: Expand the Role of Taxis** to provide supplementary service to transit. The Island's taxi businesses could be encouraged to broaden their operations to provide both personal (door-to-door individual) service and para-transit services such as subscription courtesy service to hotels and inns, and for many children's group trips. The available fleet, which is comprised primarily of 5 to 15 passenger vehicles, lends itself for use as transit-type stop-to-stop service for some groups and along some routes. The control of taxis lies with the six towns which regulate licenses, fares and soliciting locations. The licensing process is a powerful tool for defining the services required, and for seeking taxi companies with a more entrepreneurial attitude to provide a broader range of transportation services on the Island.

During the off-season, taxi vehicles can be contracted to provide transit service between the SSA lot and the ferry terminals, when the demand is lighter and Express bus capacity is not needed. The towns and the SSA can work cooperatively to assure that some taxi companies commit to provide this service as a condition of their licenses and/or access to the terminals.

**Who:** The towns can work in collaboration with the Island's "Transit Agency" to prepare criteria for licensing taxis with preference given to those who offer a broader range of services.

**When:** In concert with the planning for the 1996 peak season.

**To SSA, Selectmen, License/Approval granting Boards:**

**Action Item 13: Encourage Water Transportation Services.** Water transportation options for the Island are currently underused, yet they appear to have widespread appeal to tourists and residents. Water transportation offers Martha's Vineyard a transit opportunity that capitalizes on its most obvious characteristic, namely, that as an island, many points on its periphery can be reached by water as well as by land. Martha's Vineyard can and should encourage water based transportation services to help relieve landside

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congestion. Local entrepreneurs have proposed water taxis for inter-town travel, and have implemented a bike ferry in Menemsha. These efforts should be encouraged, and assistance offered in gaining necessary permits and approvals.

Other service businesses such as delivery services should also be encouraged to offer an alternative to repeated shopping trips to busy areas, especially for groceries, videos and other high demand items.

Who: The "Transit agency" should review proposals and publicly support those they think workable for the Vineyard. It should also identify those opportunities for new local businesses that can support their transportation agenda.

When: On an on-going basis.

To Task Force and "Transit agency":

Action Item 14. Pursue Several Avenues to Fund Transit Services. The funding to support expanded transit services will likely come from several sources: namely the Steamship Authority for Express bus service; local and state funding that is currently used for the Trolleys; passenger revenues, prepaid passes, other fees, promotional and advertising opportunities. The priorities of the Island for transit should be reflected in the capital and operating assistance requested in the Island's Transportation Improvement Plan prepared periodically by the Joint Transportation Committee.

The Task Force and the proposed "Transit agency" should examine and debate the benefits and drawbacks associated with different funding and fare structures. To qualify for most state and federal funding programs, some passenger fare is usually required. If fares are charged, they should be set low enough to encourage ridership and to conform with the requirements for state and federal funding.

Alternatively, should the Island pursue an independent funding source, such as a vehicle impact fee ( see Action Item 18), the fare requirement would not apply, and it would be possible -- as revenues allowed-- to offer free bus service.



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Pre-paid passes have been discussed above as means for encouraging transit and offering promotional opportunities. These passes tend to encourage regular use by purchasers. They also provide up-front revenue to the operator. Passes can be offered at standard or reduced rates, should be available for weekend, weekly, monthly and seasonal use, and be readily available through many outlets.

Advertising on buses and on passes can generate additional revenue. Local businesses can promote transit and themselves using this means.

Revenues from enforcement of parking restrictions can be dedicated in full or in part to promote transit. Should a vehicle impact fee be imposed for the peak months in the form of a mandatory parking permit on the Island, the substantial revenues from this charge could underwrite much of the cost of seasonal transit.

Who: The proposed "Transit agency" will be the governmental body responsible for implementing transit service on the Island. They should incorporate funding considerations into operations planning for all services. The "Transit agency" should play a lead role in the Joint Transportation Committee in defining priorities for state and federal funding that reflect the "Transit First" policy of the Island.

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## *B. Disincentives for Automobiles*

### **To the Steamship Authority:**

Action Item 15. Revise the Auto Reservations System on the Ferries. The current guaranteed standby policy of the Steamship Authority is not consistent with the "Transit First" message desired by the Vineyard. By offering any automobile passage on the day it shows up at the dock, travelers are offered no encouragement to rely on transit to travel around the Island. The number of cars on the Island can be controlled by scheduling the available ferry capacity up to limits established by Martha's Vineyard in collaboration with the Steamship Authority, and holding to that level of service during peak times. The special provisions available to Vineyard residents can remain in place, and standby passage can be available as cancellations occur.

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A more systematic reservation system, offers some predictability in the flow of cars onto the Island, allows for transit service to be planned accordingly, and reinforces the message of "Leave your cars and your cares at home".

Who: Representatives of Martha's Vineyard and the Steamship Authority

When: In advance of setting the 1997 peak season schedule.

**Action Item 16. Set Pricing Policies to Allocate Capacity and Moderate Demand for Automobiles**

Pricing is an effective tool for setting priorities and encouraging consumer behavior. Under the policies in place now, a car coming early on a Wednesday morning pays the same fare as one arriving on a busy Friday night, and a car traveling standby pays the same price as one with prior reservations. Current rates do not distinguish for the length of stay either. Varying pricing to influence demand should be pursued to help to reinforce the Island's "Transit First" interests. Charging higher rates for automobiles during the most congested periods and busiest days may help to reduce overcrowding on the Island. Adding a hefty premium for the convenience of a standby opportunity should also be considered.

In conjunction with limiting ferry capacity for automobiles during the peak season, the Island can reinforce emerging trends and promote the shoulder seasons -- May/June, and September/October.

By combining higher fares for cars with lower parking costs and transit services on the Island, the total effect is to make it more attractive to leave a car behind. The rate schedule for parking on the mainland should be used also as a tool to control traffic in Falmouth and Wood's Hole, as well as to discourage bringing cars on the ferries. By offering very low cost or free parking at the more remote lots in Falmouth, convenient services and good shuttle service, the mainland and the Vineyard both benefit.

Since bicycles are increasingly being used for transportation -- as an alternative to the car -- on the Vineyard, they should be encouraged by offering them free passage on the ferry.

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When: for the 1997 season

**To Vineyard Towns:**

Action Item 17. Limit the Supply of and Charge Premium Prices for Rental Cars. The supply of rental cars and their rate structure have to be factored into the overall picture for discouraging the use of cars on the Vineyard. In order to prevent the substitution of rental cars for personal cars, the size of the rental fleet must be restricted, and the rates charged must be substantially greater than the cost of bringing one's own car.

Who: Island towns in their licensing roles.

Action Item 18. Consider Other Deterrents to Automobile Use. Parking enforcement and speed limit enforcement also serve to discourage the use of automobiles. The allocation of public safety resources to these two tasks must be examined in light of other priorities for police time.

Should pricing and enforcement policies not be sufficient to control the increase in automobiles on the Vineyard, a vehicle impact fee might be considered. (see also Action Item 14) This would take the form of a required parking sticker for all cars on the Vineyard which park on certain streets, in public lots, and at beaches. The legal implications of such a system have to be researched, along with the price structure for the permits.

Who: The Task Force and the Island's transportation professional should review these issues and establish a framework for future study.

When: As part of the monitoring program incorporated into the operations of the transit system.

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### *C. Roadway Improvements*

**Action Item 19. Explore Infrastructure Modifications.** In collaboration with the towns, the Task Force should review past traffic and engineering studies to identify and recommend those few places on the Island where acceptable infrastructure modifications can be made to lessen congestion and to improve pedestrian and bicycle safety.

**Who:** The Task Force and the Island's transportation professional will undertake a review of traffic/directional signage on the Island to identify where it can be improved to make the Island roadway system more legible to visitors unfamiliar with it.

**When:** After other higher priority items have been addressed

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### *D. Land Use Related Actions*

**Action Item 20. Satellite Post Offices**

Post office satellite stations, like that in Edgartown, could be established in Vineyard Haven and Oak Bluffs to operate during July and August to handle peak loads.

**Who:** Town Planning Boards, Town Meetings and the Postal Service.

**When:** After higher priority items have been tried.

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*E. Items for Further Study*

Other aspects of the Island's transportation have been raised as subjects of concern during the course of this effort, such as accommodation of bicycles and whether bike lanes should be introduced along more roads on the Island; the use of mopeds on Island roads; the number and size of trucks on the Island, particularly as the large trucks try to navigate the narrow Island roads; provisions for handling dolly-freight; and transit connections to the airport. Due to the constraints of time and resources, these topics have not been addressed for this report. They remain items for the Task Force to pursue, along with the recommendations of this report.

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