

To: Alyssa Sandoval From: Stantec Project Team
Project: Concord Transportation and Mobility Strategy Date: January 26, 2025

Reference: Public Workshop #2 Summary

1 Introduction

The Concord Transportation Strategy project team hosted two public workshop sessions for the Transportation Strategy on Wednesday, November 19th, 2025, followed by an online version of the workshop.

For the in-person workshops, the team held a morning session from 7:30am to 9:00am in the Town Offices Building on Keyes Road in Concord Center, and an evening session from 6:00pm to 8:00pm in the Harvey Wheeler Community Center in West Concord. These two sessions allowed community members with varying schedules and obligations multiple opportunities to engage with the project. Transportation issues and opportunities had already been identified through the first public meeting process in October 2023. The purpose of these workshops was to gather feedback on preliminary strategies that address transportation issues in Concord.



The Town also hosted an online version of the in-person workshop. This version of the workshop was available immediately following the in-person workshop and ran for approximately 6 weeks, from November 19th through December 31st, 2025. This online workshop was intended to provide residents with an additional opportunity to provide feedback on transportation strategies, and to allow people to read and process information at their own pace.

2 Format

The workshop was organized around seven different transportation topics. For the information included in each, see section 7, Appendix 0.

- Transit Patterns
- Public Transportation
- Bicycle Network
- Pedestrian Network
- Crashes
- Pavement and Sidewalks
- Policy and Coordination

Within each topic, the workshop provided a summary of key issues (except for Policy and Coordination), a list of potential strategies, and key “action items” within each strategy. Table 1 provides an overview of this organization.

Topic Area	Strategies	Action Item
Travel Patterns	Work with local large employers, including schools, Town staff, etc. to implement TDM programs for trips that support multimodal commutes.	Establish a TDM working group with representatives from large employers to understand transportation gaps and develop alternatives.
		Require TDM as part of zoning in key locations and/or for large developments.
		Coordinate with private entities to support local transit options.
	Encourage development that supports the thousands of Concord residents who primarily work from home.	Support the development of "daily needs" retail such as grocery stores, childcare, and healthcare in locations that are accessible without a vehicle.
		Establish and support the vibrancy of co-working spaces, libraries, coffee shops, recreation spaces in locations that are accessible without a vehicle.
	Reduce 73% of in-town Concord trips which use automobiles by improving infrastructure so more people can choose to walk or bike.	Invest in walkability improvements in commercial locations.
Invest in a bicycle network focused on connecting commercial locations to neighborhoods.		

		Invest in walkability improvements in neighborhoods.
		Invest in a bicycle network concentrated on residential neighborhoods.
	Pursue traffic calming projects so that traffic such as commuting vehicles and trucks passing through Concord travel at slow speeds	Vertical Deflection
		All-way Stops
		Road Narrowing
		Speed Transition Zones
		Intersection Narrowing
		Mini-Roundabouts
	Proactively manage public parking to create availability in key locations.	Consider opportunities for shared parking agreements.
		Provide better information regarding parking availability, including signage and online resources.
		Adjust pricing of parking supply to create parking availability in key locations and encourage other choices such as walking.

Table 1: Sample Topic Area, Strategy, Action Items

For the in-person workshop, posters with issues and concerns had a blue header and outlined opportunities and challenges related to that topic which had been discerned through an existing conditions analysis and the 2023 public meeting. Posters with strategies had a green header and illustrated potential strategies that addressed those issues. The content displayed in the morning and the evening workshop sessions was identical with the exception of a large map showing an aerial view of Concord. This map was displayed only in the evening due to space constraints.

Green strategy posters had space where participants used sticky dots to vote on which action items were most important in addressing that topic’s associated issues. For each poster, participants had two less votes than the total number of action items for each topic area. This format encouraged participants to prioritize and indicate their top preferences. People were able to vote for the same item multiple times if they wished. Each strategy poster also had space for participants to leave written feedback and comments by placing sticky notes.

The voting results between the in-person and online versions are not analogous. However, looking at both sets of results reveals patterns and preferences for particular action items.

The format of the online workshop differed slightly, which means that ranking results cannot be easily combined with the workshop voting results. Each topic area received its own link, which was posted on the

Town website for this study. While the content exactly matched the content of the in-person workshop, participants could first click on a graphic summarizing issues, then view the poster of associated strategies. The online tool then asked a series of questions where participants could rank which action item was most preferable within each strategy. Online respondents were also able to provide open ended input for each topic area.

Due to this format, the voting results between the in-person and online versions are not analogous. However, analyzing the ranking results of the online workshop together with the voting results of the in-person workshop reveals general preference of action items.

3 Attendees

Over 100 people participated across both in-person and online workshops.

For the in-person workshops, both the morning and evening sessions were well attended. Approximately 30 residents attended the morning workshop at the Keyes Road location. As this location was proximal to other town offices, these residents were joined by roughly 10 members of town staff with representatives from Community Development as well as Public Works. Representatives from the Transportation Advisory Committee were also present at this workshop.

The evening workshop at the Harvey Wheeler Community Center drew more residents, with approximately 60-70 in attendance. Also in attendance were Community Development staff and members of the Transportation Advisory Committee.

Participation across the seven topic areas of the online workshop varied, ranging from 24 to 45 responses. A total of 229 non-unique responses were recorded for the 7 different topic areas. It is likely that many online respondents engaged with multiple topic posters.

4 Feedback

Across both morning and evening in-person workshops, participants cast over 1,600 votes on 22 strategies across the seven topic areas, and online participants provided over 200 responses. Figure 1 shows which topic received the most votes per strategy at the in-person workshop, indicating that more people engaged with that topic. Figure 2 highlights the topic areas that received the most participation online, which similarly shows which topics were of most interest.

Overall, the bicycle network and travel patterns were generally the most popular topics for workshop participants. Pavement and policy were the least popular; receiving fewer votes and engagement. However, pavement is a fairly specific topic, and policy is not easily understood without additional context, so these results are not surprising.

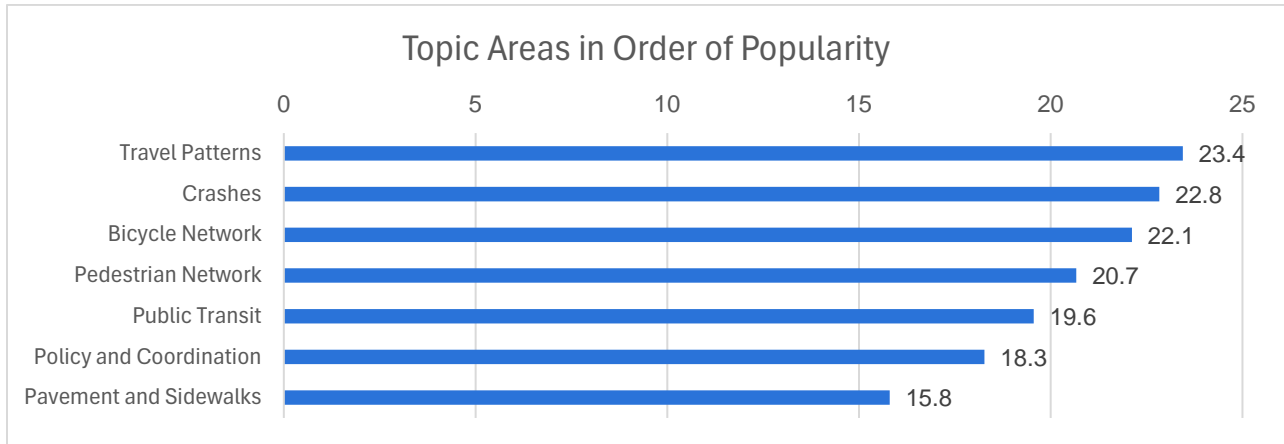


Figure 1: [IN-PERSON WORKSHOP] Topic areas ranked by votes per action item

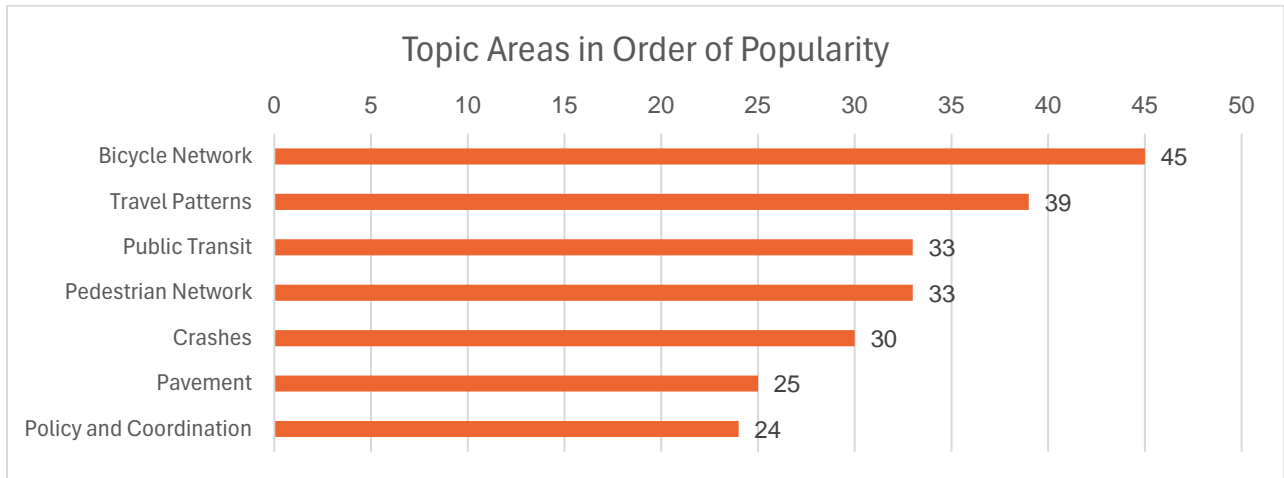


Figure 2: [ONLINE WORKSHOP] Topic areas ranked by total responses

At the in-person workshop, the action item that received the highest vote rate among all topic areas and strategies was to establish a staff role within Town government focused solely on transportation planning. This was followed by the action item to improve the bicycle network between residential and commercial neighborhoods, and then the item to create off-road trail connections between key destinations. Traffic calming at intersections also received many votes from participants (Figure 3).

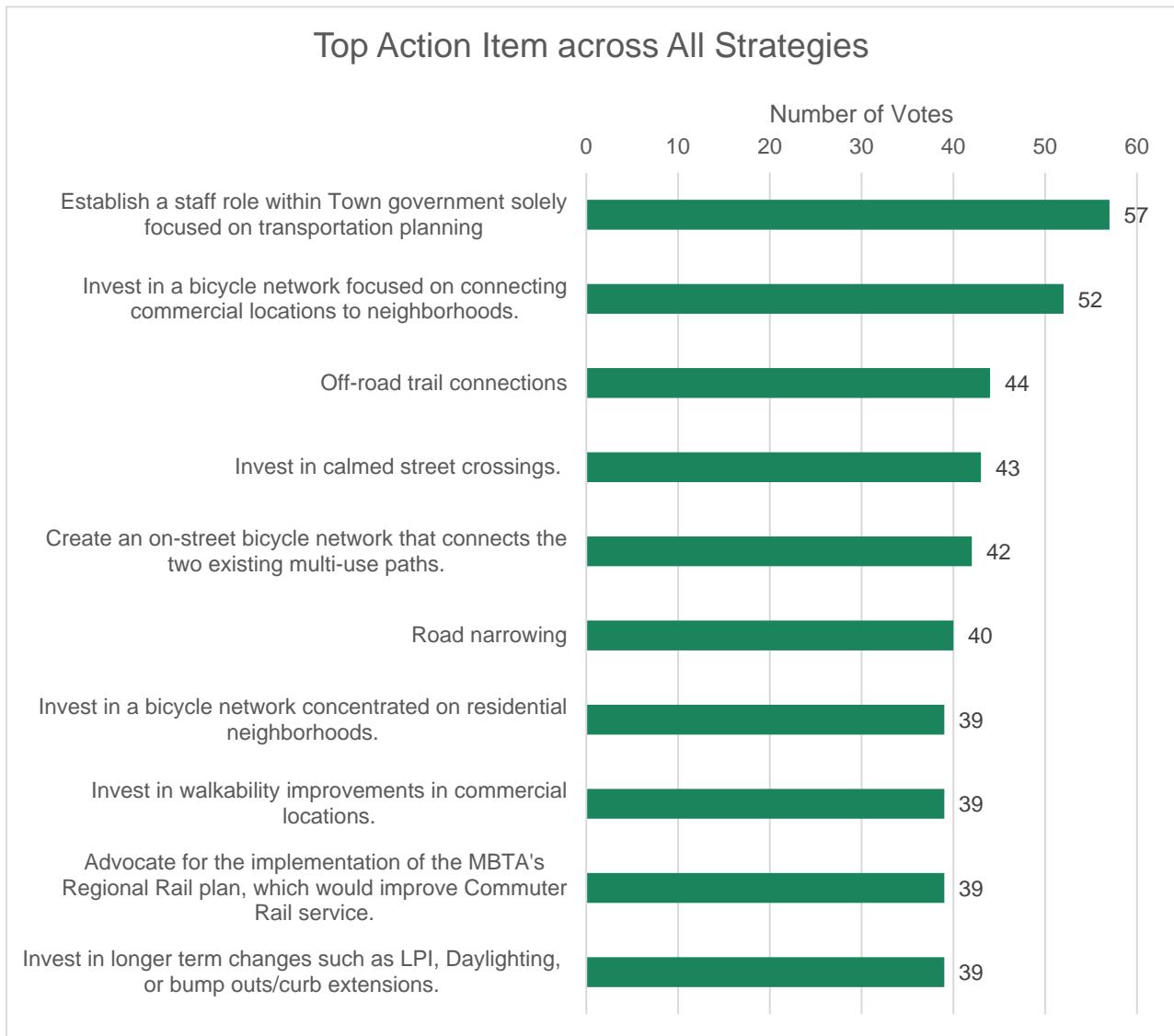


Figure 3: [IN-PERSON WORKSHOP] Top 10 Action Items (All Strategies)

The following sections review the feedback within each topic area. As a reminder, each topic area had a set of strategies, and within those strategies there were “action items.” Participants in the in-person workshop could choose which strategies to engage with.

4.1 Travel Patterns

The poster illustrating Concord’s existing travel patterns and potential strategies for better aligning mode share with Town goals offered five overarching strategies for public input. Public preference was predominantly towards strategies that encouraged improving bike and pedestrian infrastructure, or pursuing traffic calming to reduce the allure of using local Concord roads for “pass through” trips.

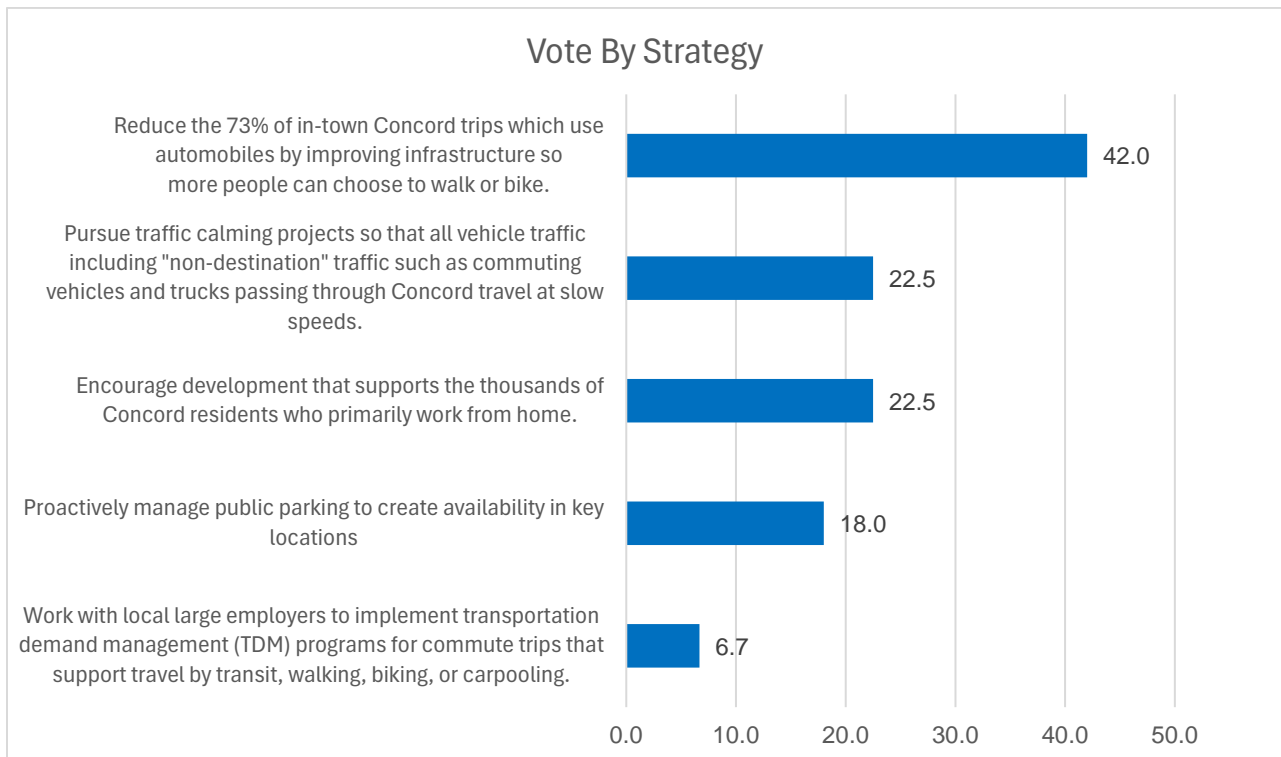


Figure 4: [IN-PERSON WORKSHOP] Transit Pattern Strategies by Sum of Votes Normalized by Number of Action Items

The following charts compare the preferences for different action items within each strategy. Overall:

- The most popular action items related to the strategy of reducing the 73% of in-town Concord trips taken by car was to invest in a bicycle network prioritizing connection between commercial and neighborhood and invest walkability improvements in commercial centers. This indicates a particular desire for more multimodal infrastructure approaching and within commercial hubs.
- Road narrowing and vertical deflection (such as speed bumps or speed tables) were the most popular action items corresponding to the strategy of pursuing traffic calming projects to encourage vehicles passing through Concord to travel at slow speeds.
- Respondents favored shared parking agreements as the most attractive action item for achieving more proactive management of public parking. Shared parking agreements allow different businesses to share parking facilities, lowering the overall need for parking spaces by leveraging differences in peak popularity and operating hours of businesses. An example agreement could be possible between churches and office buildings.
- The action item relating to the needs of work-from-home professionals that received the most support would have Concord prioritize development of “daily needs” establishments such as grocers and daycares. This was favored over investment in “third space” coworking establishments.

Participants were also given the opportunity to write comments regarding recommendations or concerns not explicitly addressed by strategies or action items. An analysis of these comments reveals that pedestrian

safety was a priority for participants when considering the topic of travel patterns, with attendees requesting more sidewalks and crosswalks in general, but especially: by schools, in West Concord, and near libraries and community hubs. Comments also brought up a concern that any road narrowing without adding bike lanes or improving bike connections could potentially make the existing biking experience even more dangerous. For more detail, see Section 5 (Feedback and Comments).

Participant Preference Results: Travel Patterns

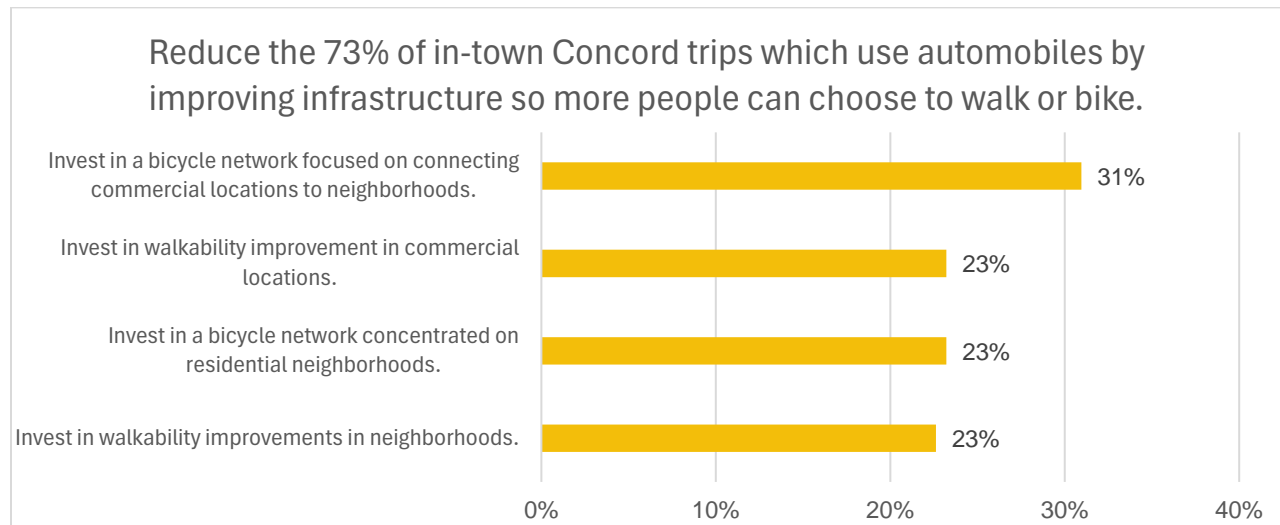


Figure 5: [IN-PERSON WORKSHOP] Percent of votes for each action item under the most popular strategy: "Reduce the 73% of in-town Concord trips which use automobiles by improving infrastructure so more people can choose to walk or bike."

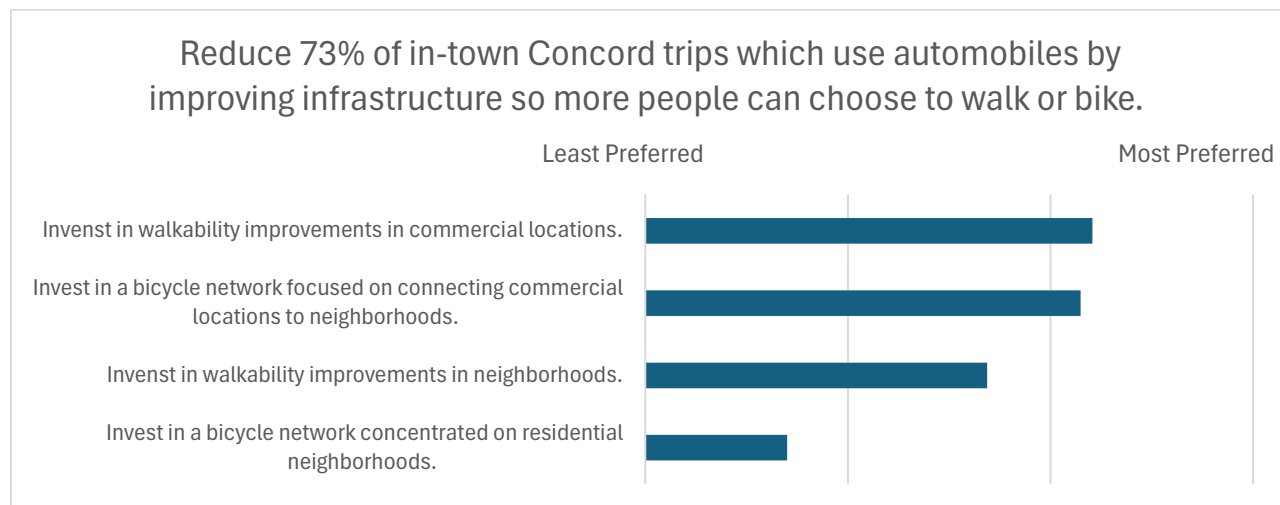


Figure 6: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Reduce 73% of in-town Concord trips which use automobiles by improving infrastructure so more people can choose to walk or bike."

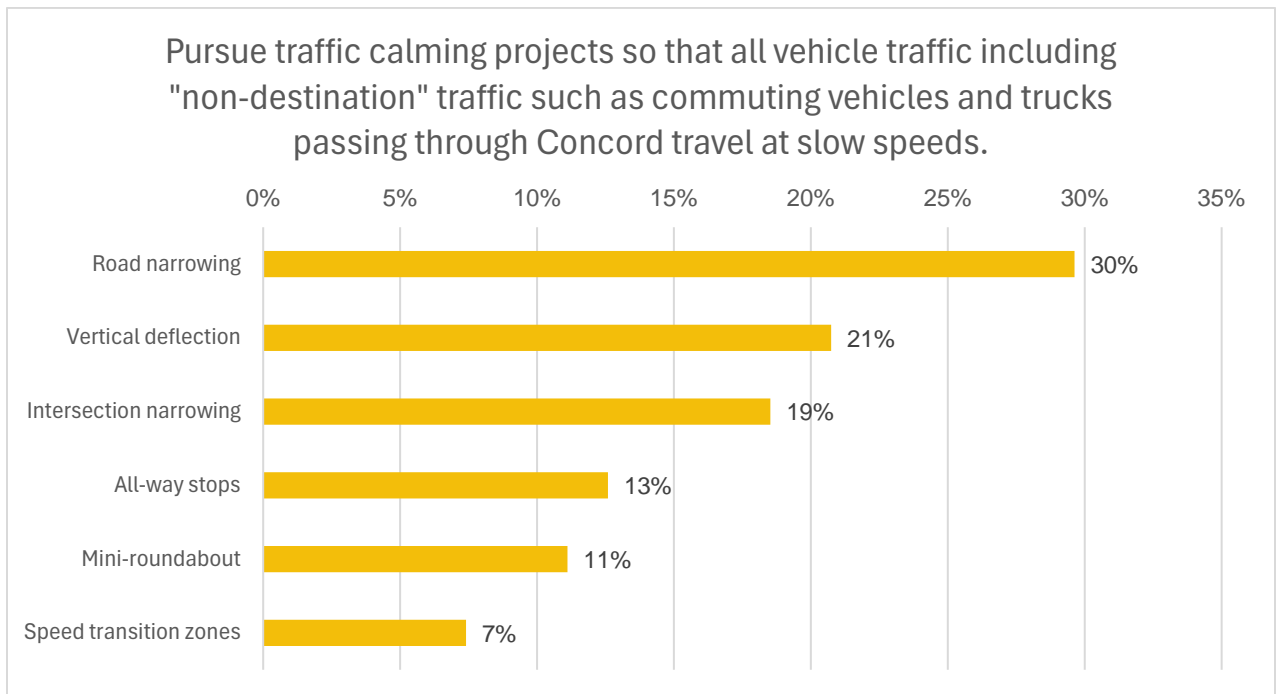


Figure 7: [IN-PERSON WORKSHOP] Percent of votes for each action item under strategy: "Pursue traffic calming projects so that all vehicle traffic including "non-destination" traffic such as commuting vehicles and trucks passing through Concord travel at slow speeds."

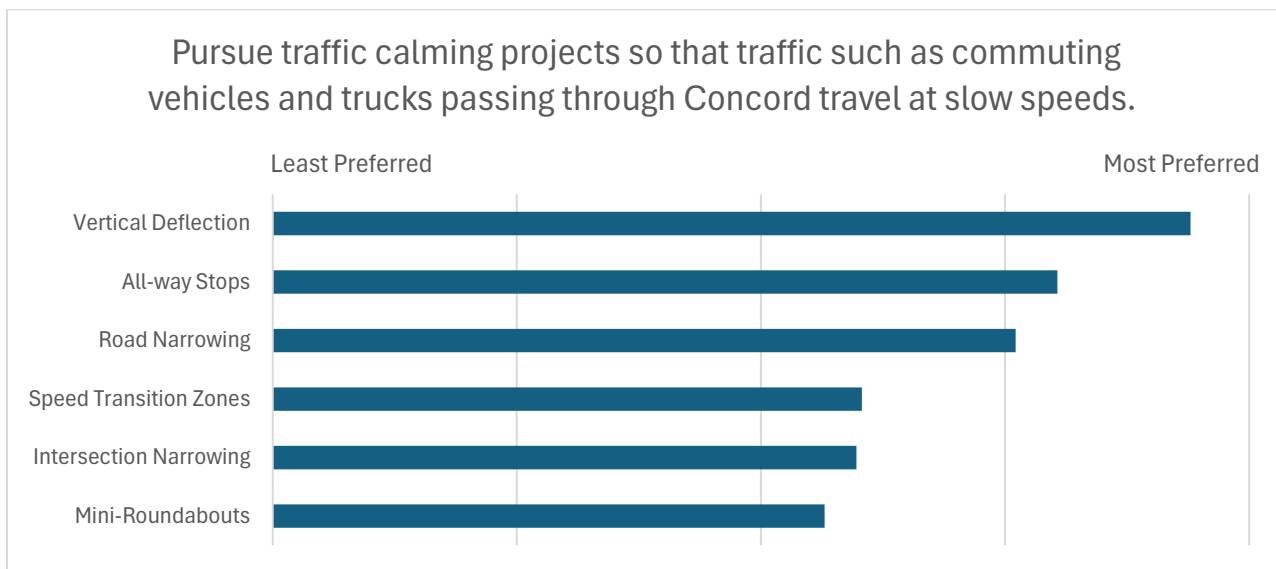


Figure 8: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Pursue traffic calming projects so that traffic such as commuting vehicles and trucks passing through Concord travel at slow speeds."

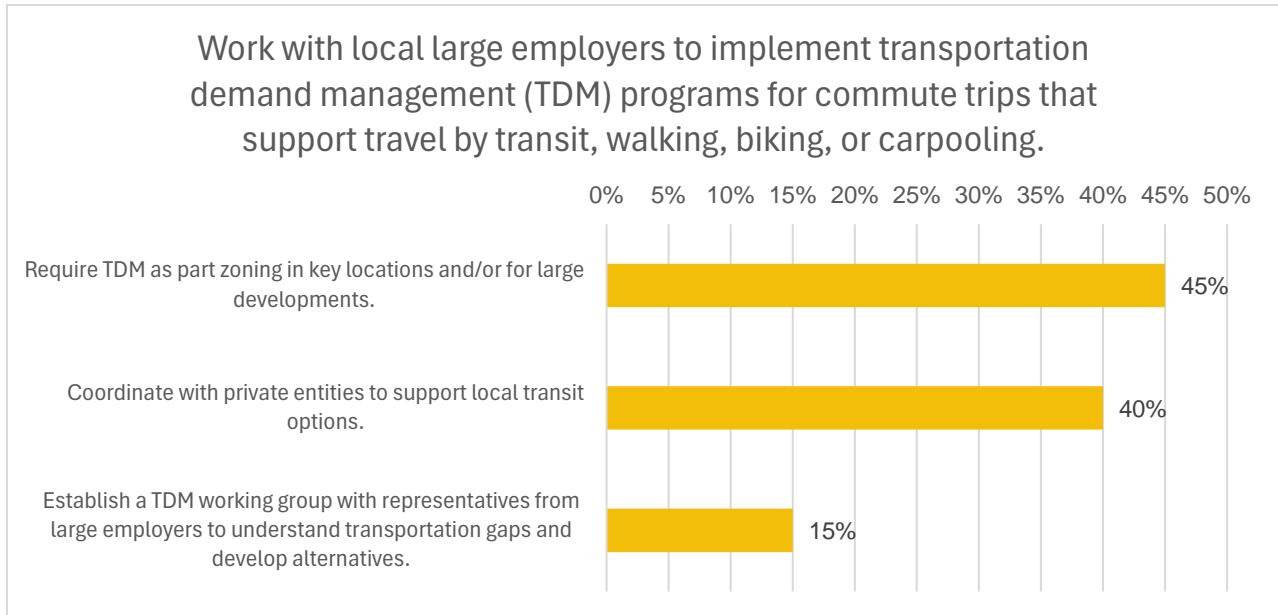


Figure 9: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Work with local large employers to implement transportation demand management (TDM) programs for commute trips that support travel by transit, walking, biking, or carpooling."

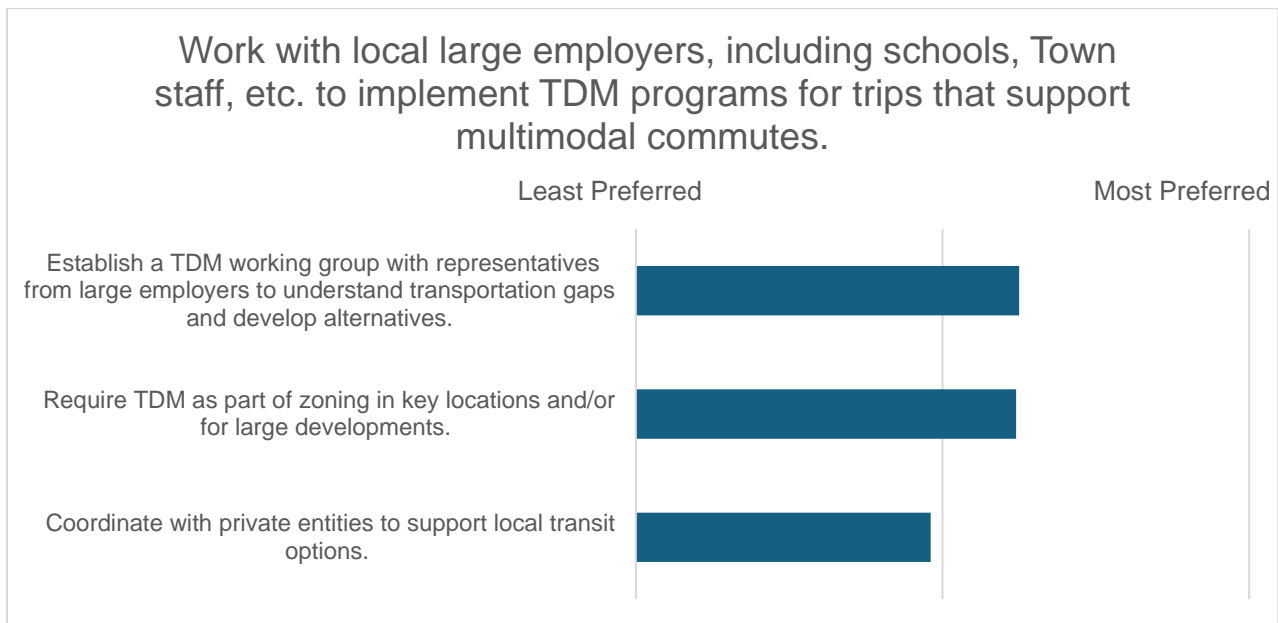


Figure 10: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Work with local large employers, including schools, Town staff, etc. to implement TDM programs for trips that support multimodal commutes"

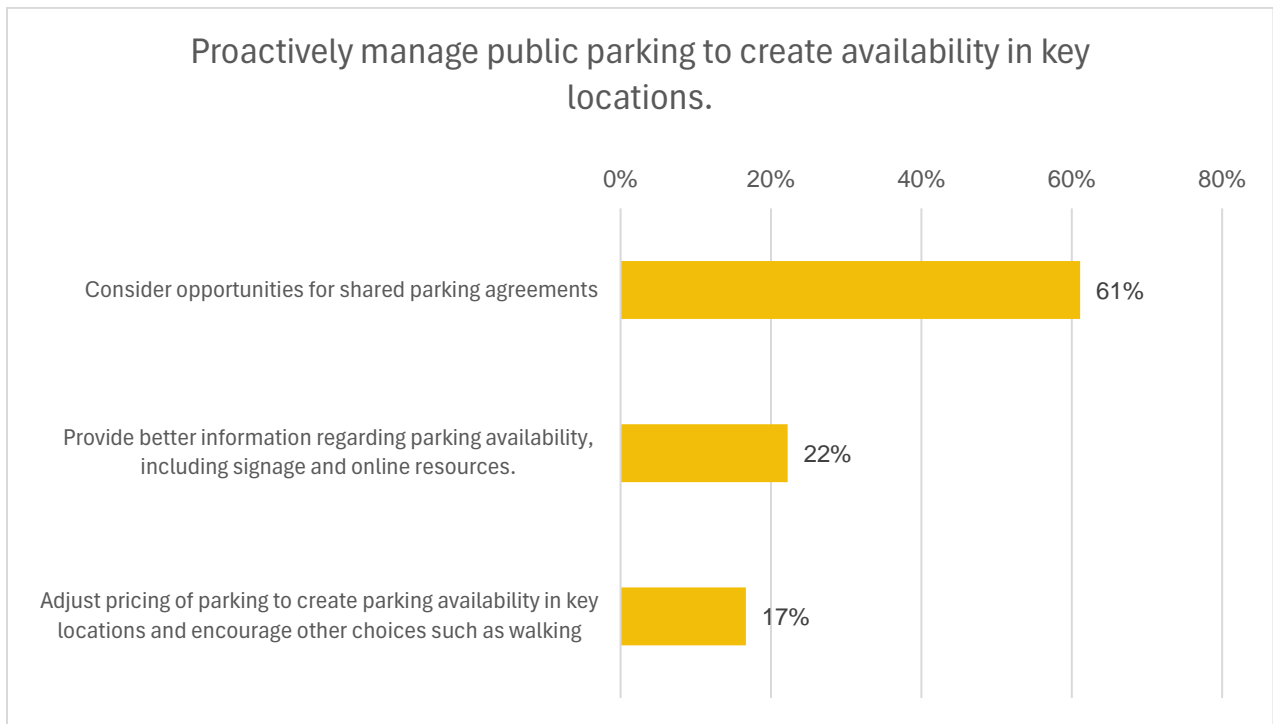


Figure 11: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Proactively manage public parking to create availability in key locations."

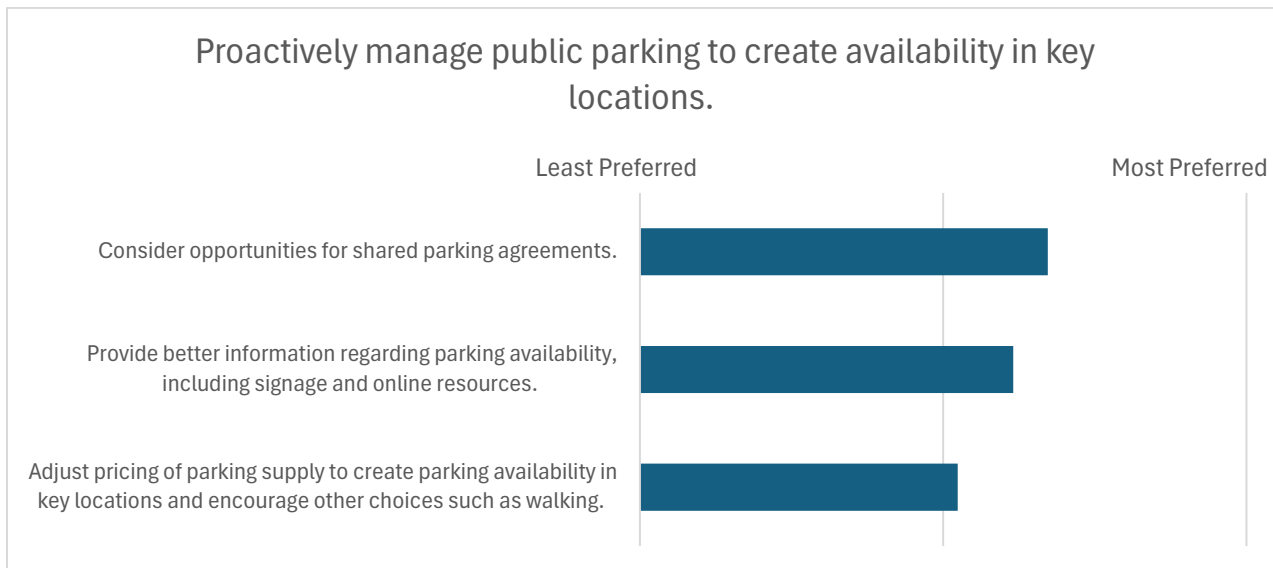


Figure 12: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Proactively manage public parking to create availability in key locations."

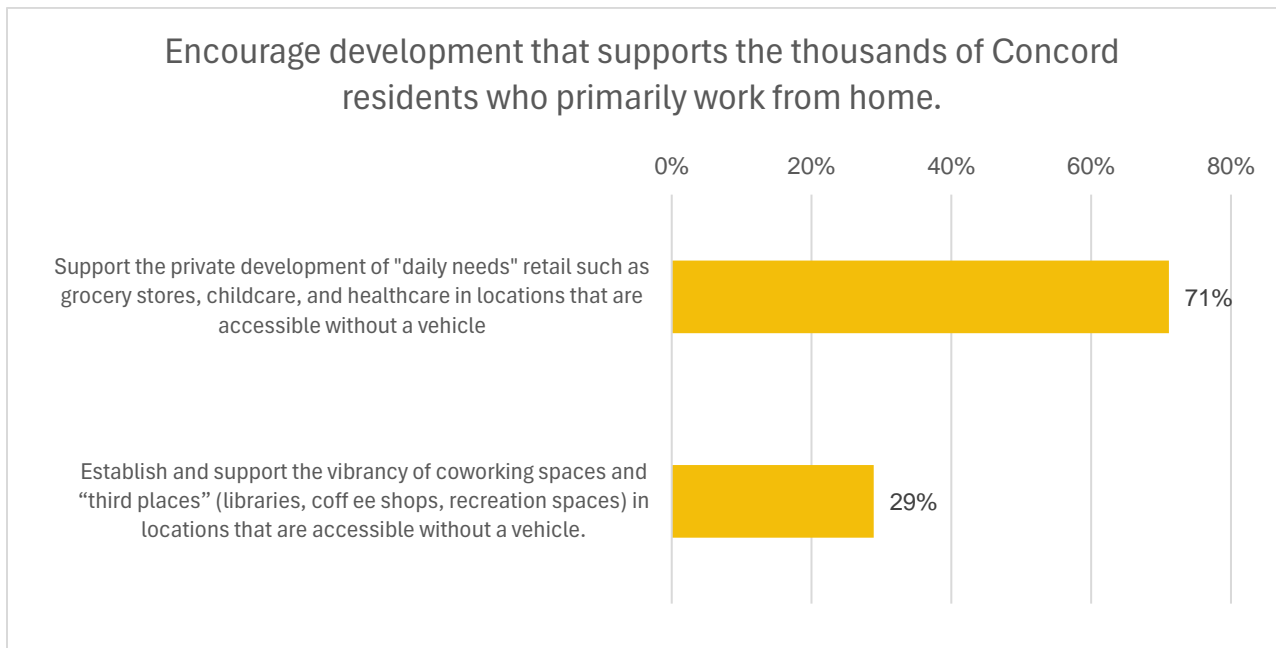


Figure 13: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Encourage development that supports the thousands of Concord residents who primarily work from home."

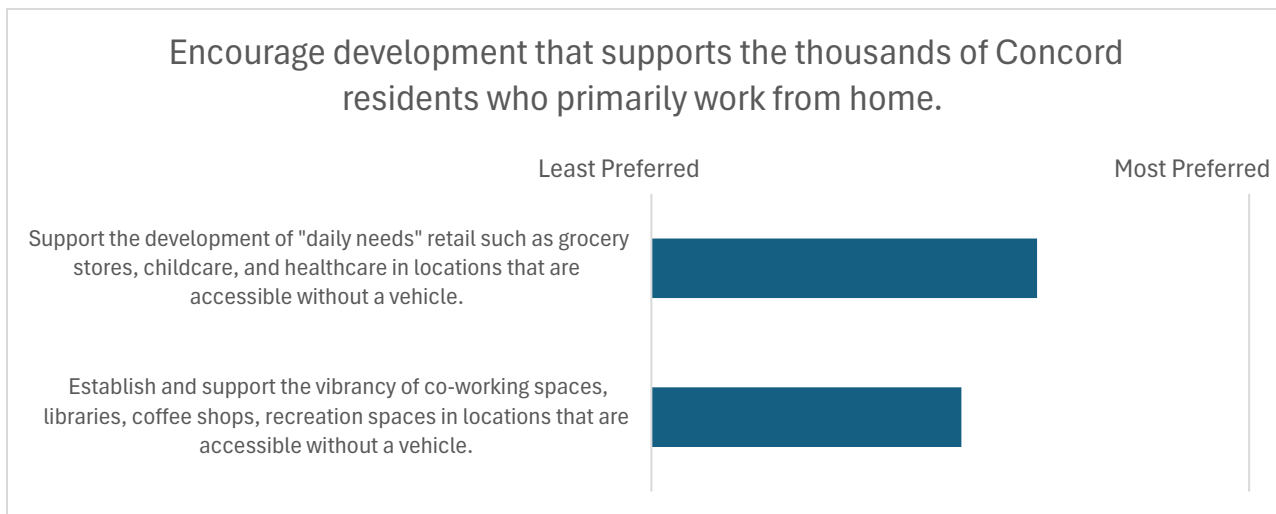


Figure 14: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Encourage development that supports the thousands of Concord residents who primarily work from home."

4.2 Public Transportation

Posters offering residents the opportunity to vote on strategies regarding public transit use and transit quality in Concord garnered 176 total votes at the in-person workshop. These votes were distributed across 3 strategies which had a total of 9 corresponding action items. Exploring ways to have visitors and tourists

better utilize the Commuter Rail when traveling to Concord was the strategy with greatest popularity among participants (Figure 15).

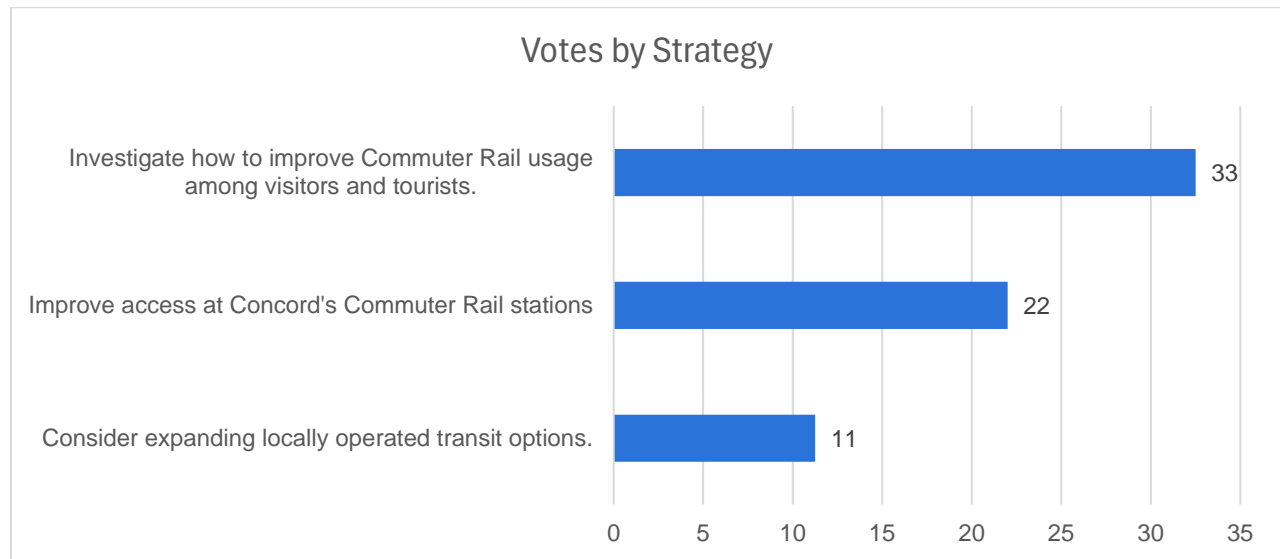


Figure 15: [IN-PERSON WORKSHOP] Public Transit Strategies by Sum of Votes Normalized by Number of Action Items

The following charts compare the preferences for different action items within each strategy. Overall:

- ADA compliance and investment in “last mile” connections were nearly tied as the most popular action items related to the strategy of improving access to Commuter Rail stations.
- The most popular action item relating to the strategy of increasing the attractiveness of commuter rail usage among visitors and commuters was advocating for the MBTA’s Regional Rail Plan and the associated increases in commuter rail service.
- Respondents favored the action item implementing a new, locally run transit service in response to the strategy of expanding local transit options, rather than other options such as providing vouchers for rideshare (i.e. Uber/Lyft).

For the topic area of public transit, meeting attendees offered comments regarding recommendations or concerns not explicitly addressed by the strategies or action items. An analysis of this topic area’s open-ended comments reveals that limited frequency and lack of reliability are popular barriers to commuter rail usage. Respondents also frequently mentioned that improved ADA compliance and additional ramps would make public transit more accessible and attractive. Participants further noted the need for a bus or van service, potentially by expanding the Council on Aging’s existing van service. Lastly, comments mentioned that the MBTA ought to reduce the cost of commuter rail trips within Concord. For more detail, see Section 5 (Feedback and Comments).

Participant Preference Results: Public Transportation

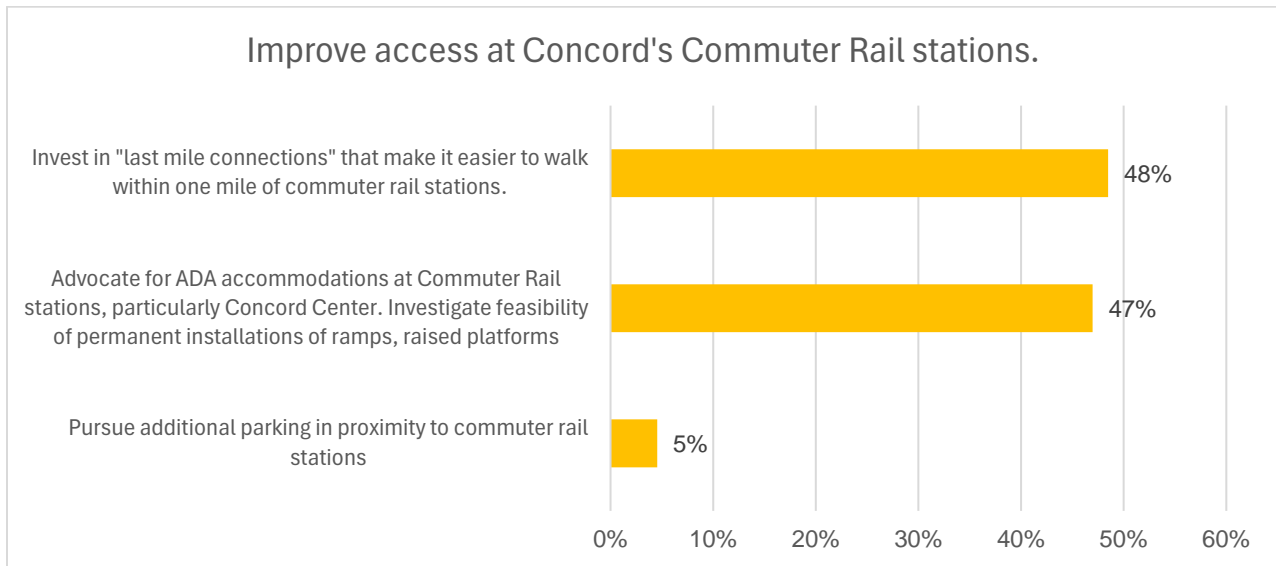


Figure 16: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Improve access at Concord's Commuter Rail Stations."

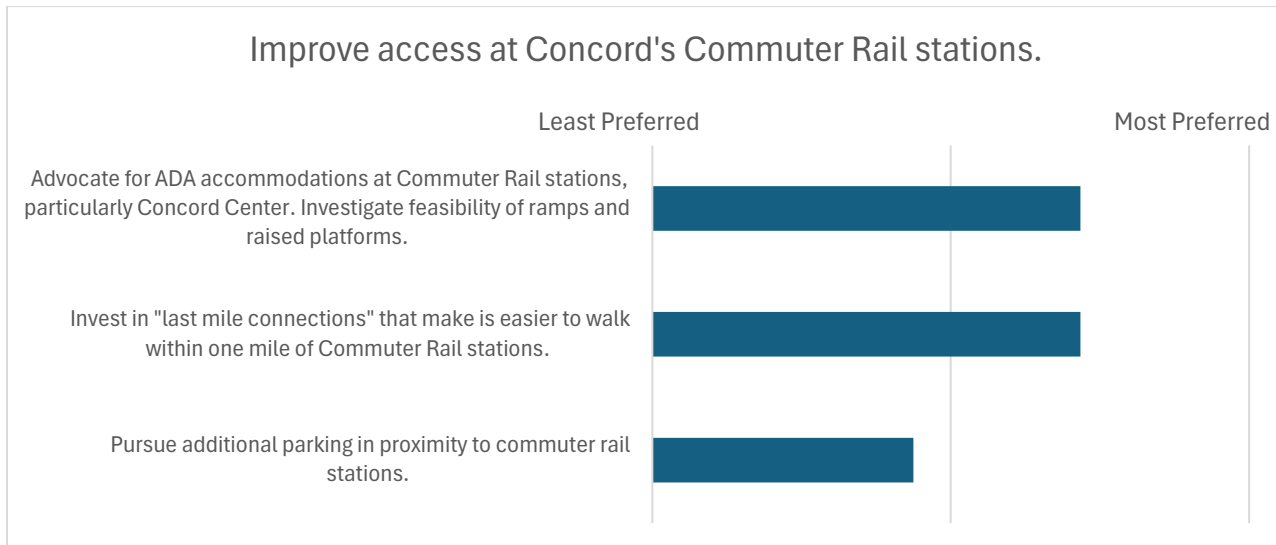


Figure 17: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Improve access at Concord's Commuter Rail stations."

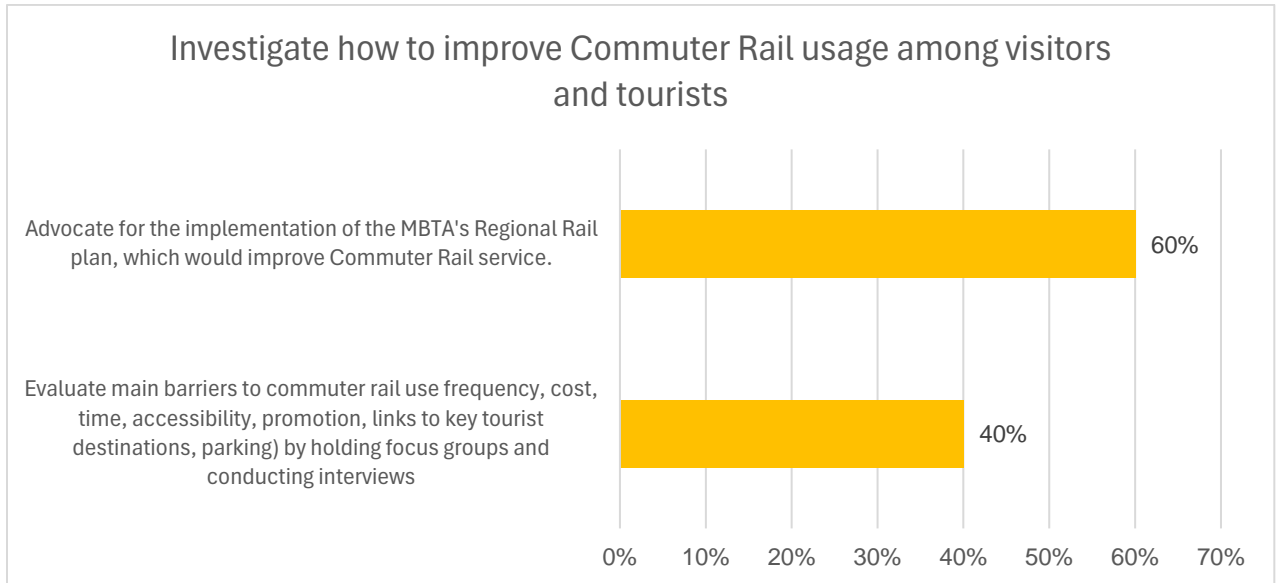


Figure 18: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Investigate how to improve Commuter Rail usage among visitors and tourists."

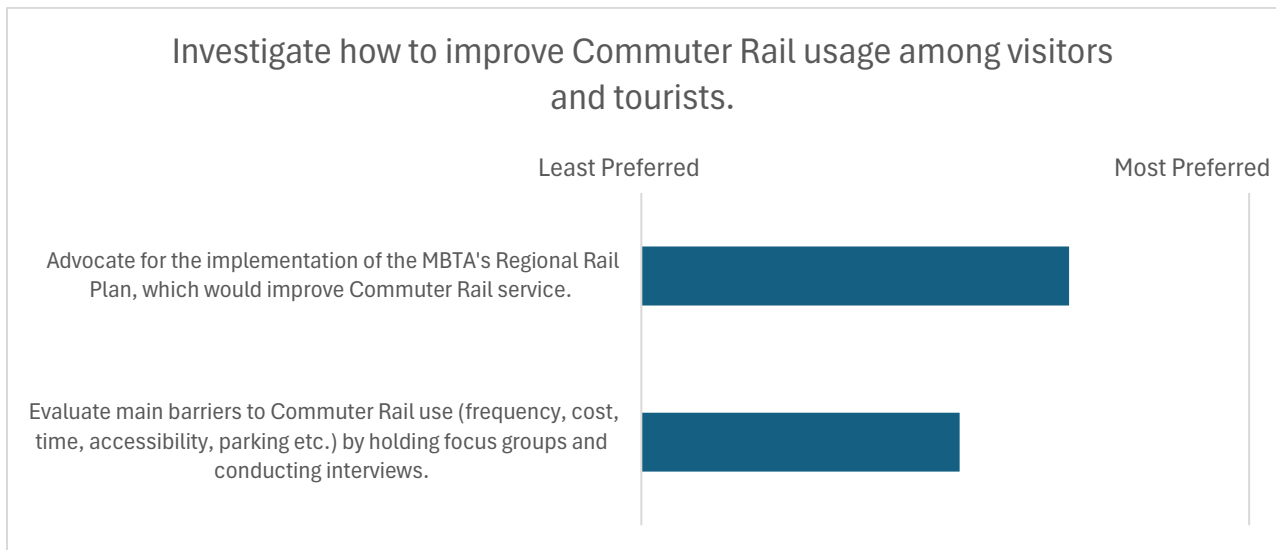


Figure 19: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Investigate how to improve Commuter Rail usage among visitors and tourists."

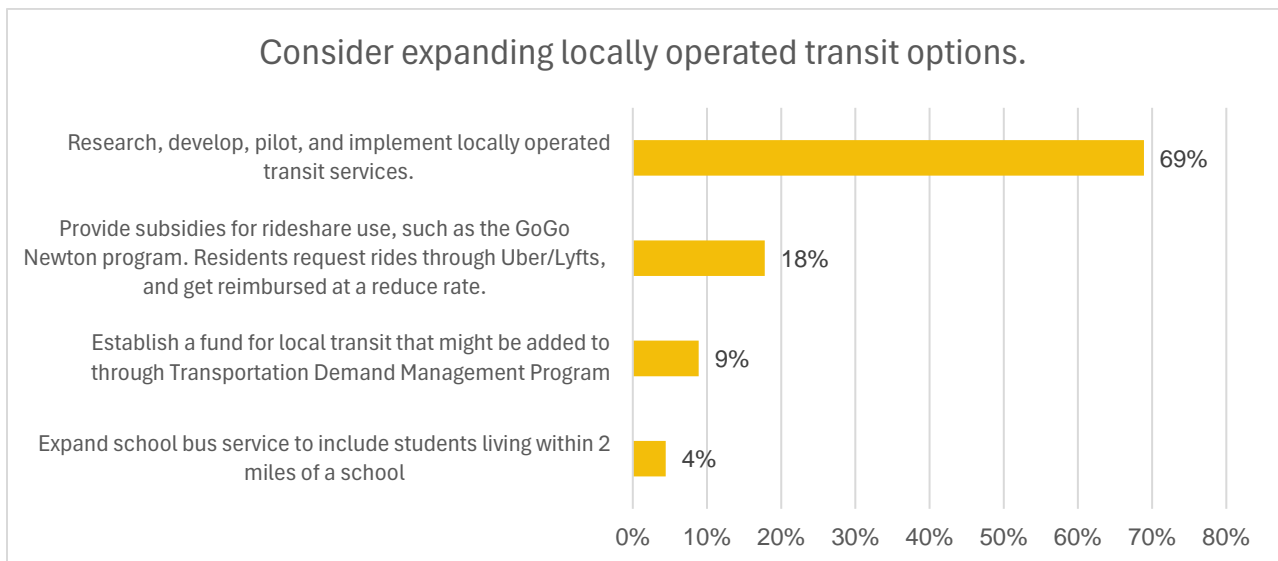


Figure 20: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Consider expanding locally operated transit options."

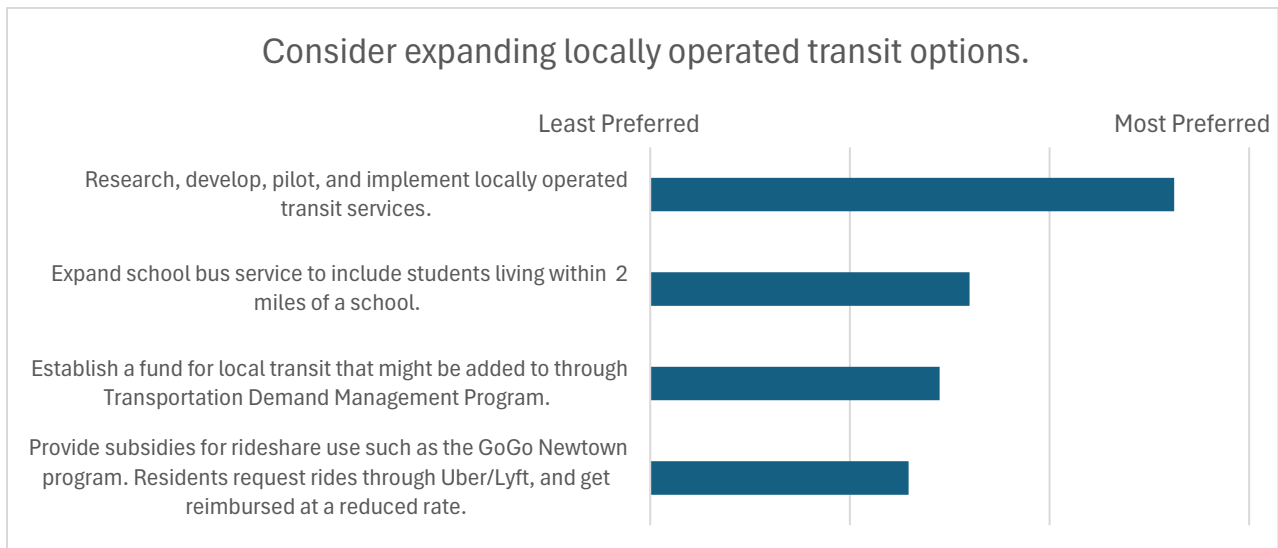


Figure 21: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Consider expanding locally operated transit options."

4.3 Bicycle Network

Bicycle network recommendations were separated into three major strategy categories. The most popular strategy area was prioritization of specific areas for investment regarding a future bicycle network (Figure 22). Within this overarching strategy, the most popular action item was to create connectivity between existing rail trails (Figure 23). Importantly, the top two strategies within this topic received a relatively even split of votes (after normalizing by number of action items) which suggests that there was strong interest in both bicycle network expansion and specifically, dedicated bicycle infrastructure build-out. Audiences were also offered the opportunity to vote on their preferred form of targeted bicycle infrastructure improvements, as seen in Figure 25 and Figure 26. Images of each of these forms of bicycle infrastructure can be found in Appendix 7.1, on the poster titled “Bicycle Network.”

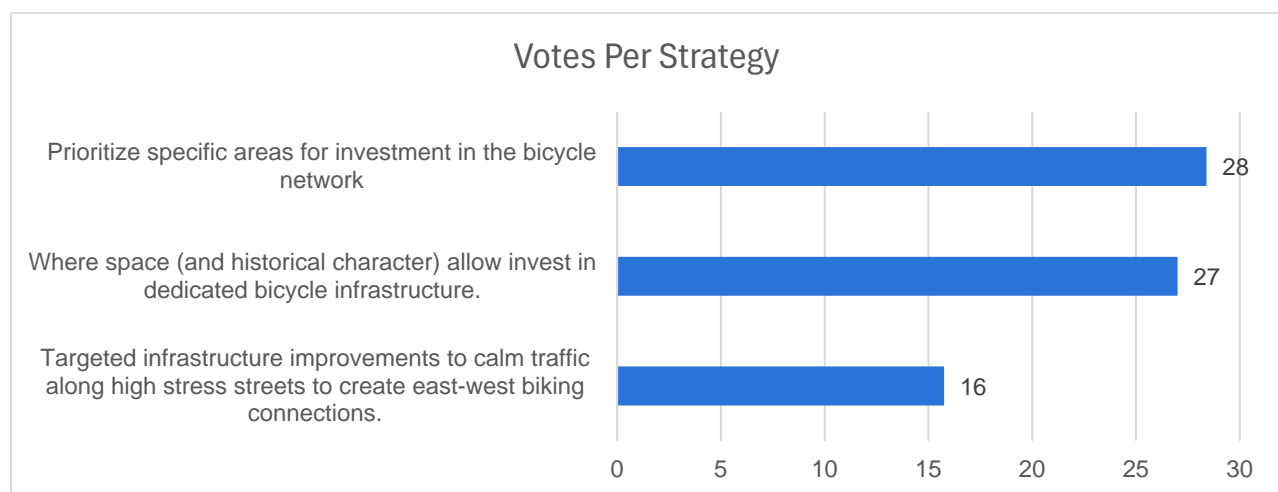


Figure 22: [IN-PERSON WORKSHOP] Bicycle Network Strategies by Sum of Votes Normalized by Number of Action Items

The following charts compare the preferences for different action items within each strategy. Overall:

- Participants favored prioritizing connection between the two existing multi-use paths when responding to the strategy of defining areas for investment in Concord's bicycle network.
- Respondents preferred green-backed sharrows and road narrowing to calm streets and create an east-west connection for cyclists on high stress streets.
- For the strategy prompting voters to designate their preference for bike infrastructure on streets where separated bike facilities are feasible, support was generally equal across permanent buffered bike lanes, off-road trails, and quick-build buffered bike lanes. The least popular option among respondents was raised cycle tracks. Raised cycle tracks are grade separated, allowing for greater buffering between cyclists and traffic.

An analysis of written comments reveals that feedback centered around multiuse trails, and the need to connect both existing trails, as well as linking Concord to the Minuteman Trail. There were many comments related to a debate about paving the Reformatory Branch Trail or leaving the path unpaved. Lastly, there

was a desire for more information regarding the relationship between road narrowing/traffic calming and bicyclist safety. For more detail, see Section 5 (Feedback and Comments).

Participant Preference Results: Bicycle Network

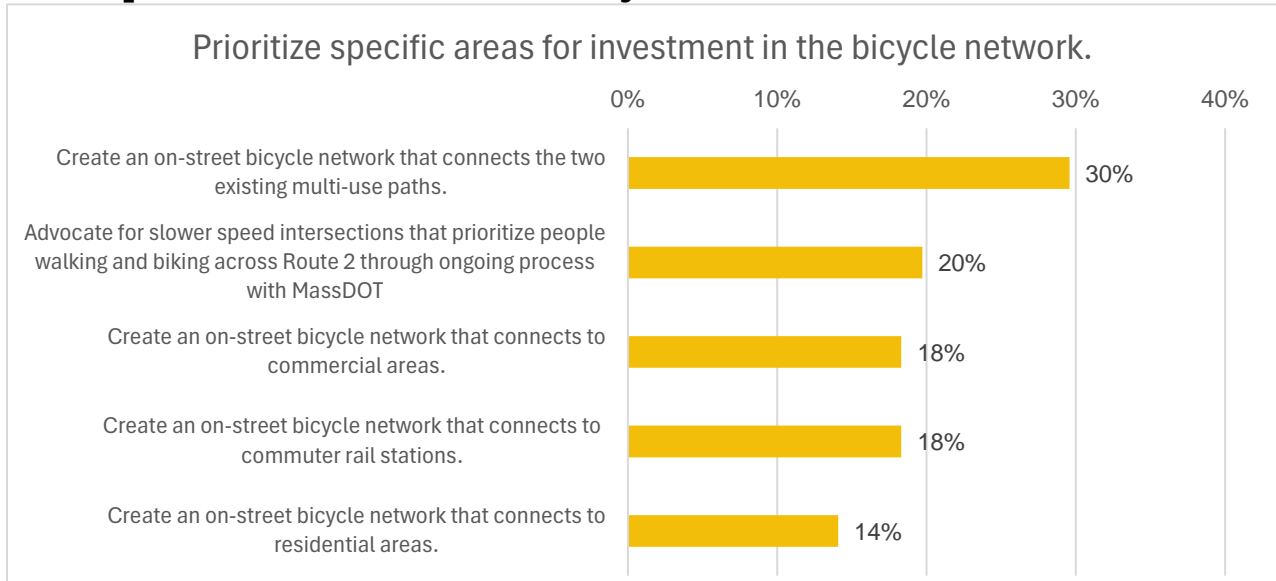


Figure 23: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Prioritize specific areas for investment in the bicycle network."

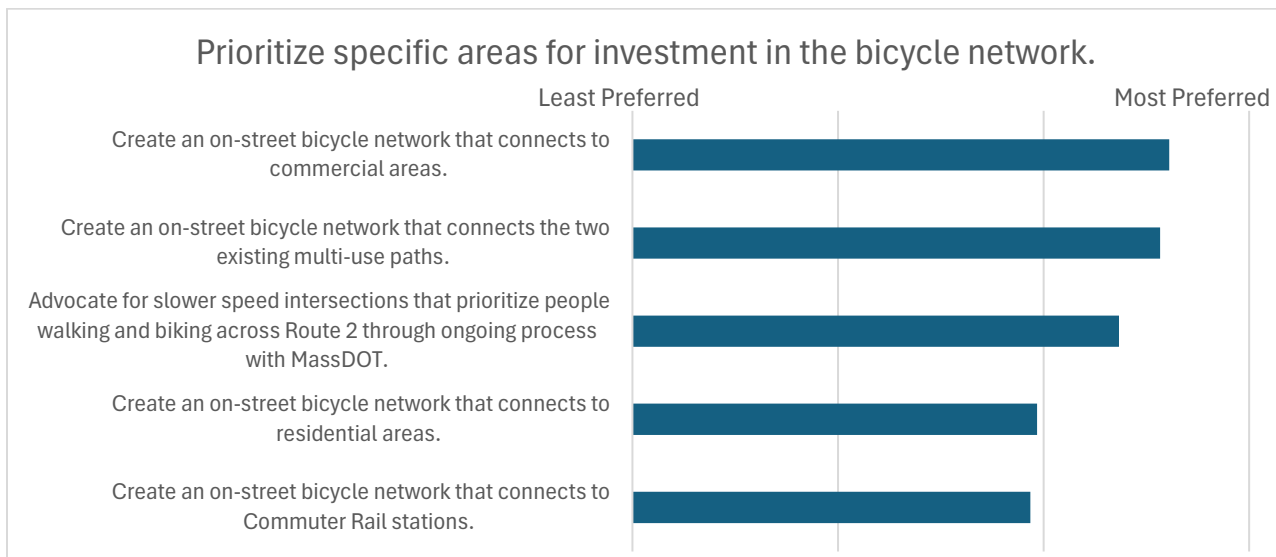


Figure 24: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Prioritize specific areas for investment in the bicycle network."

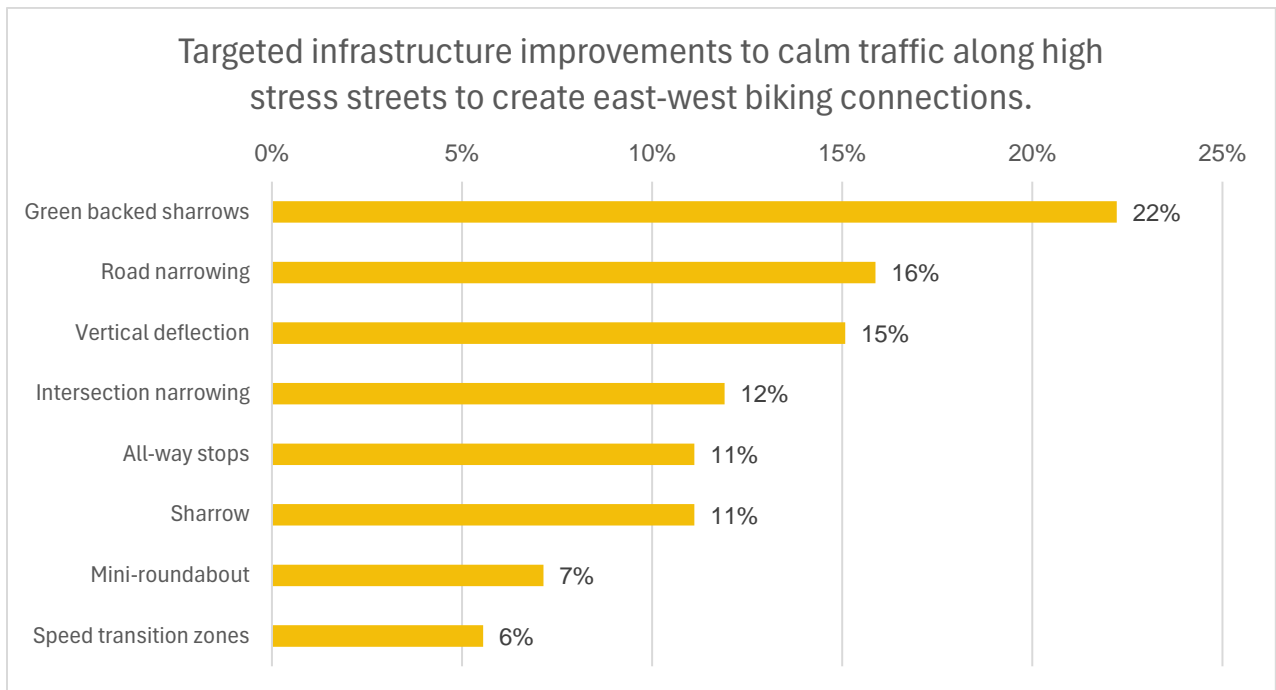


Figure 25: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Targeted infrastructure improvements to calm traffic along high stress streets to create east-west biking connections." Images of each of these forms of bicycle infrastructure can be found in Appendix 7.1, on the poster titled "Bicycle Network."

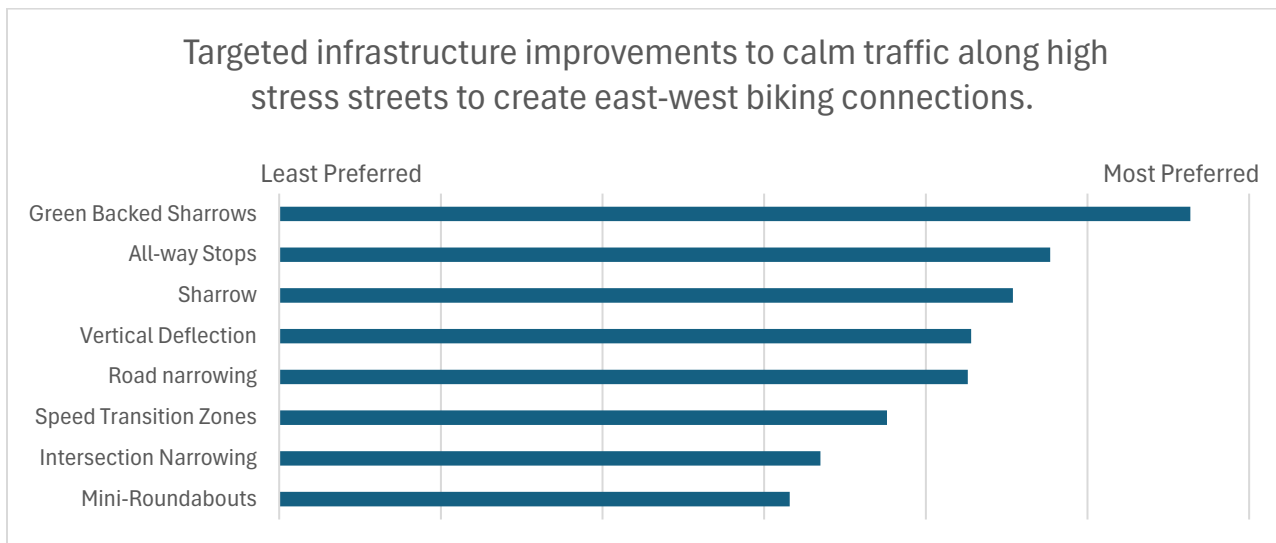


Figure 26: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Targeted infrastructure improvements to calm traffic along high stress streets to create east-west biking connections."

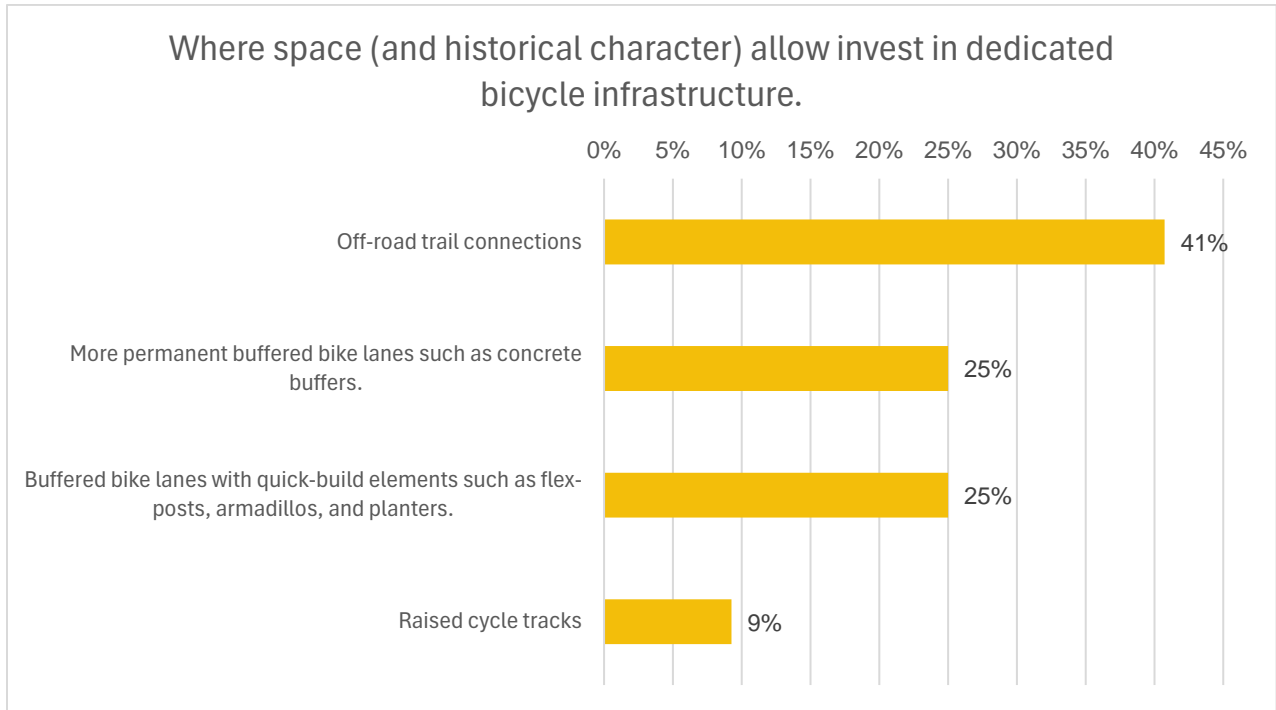


Figure 27: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Where space (and historical character) allows invest in dedicated bicycle infrastructure."

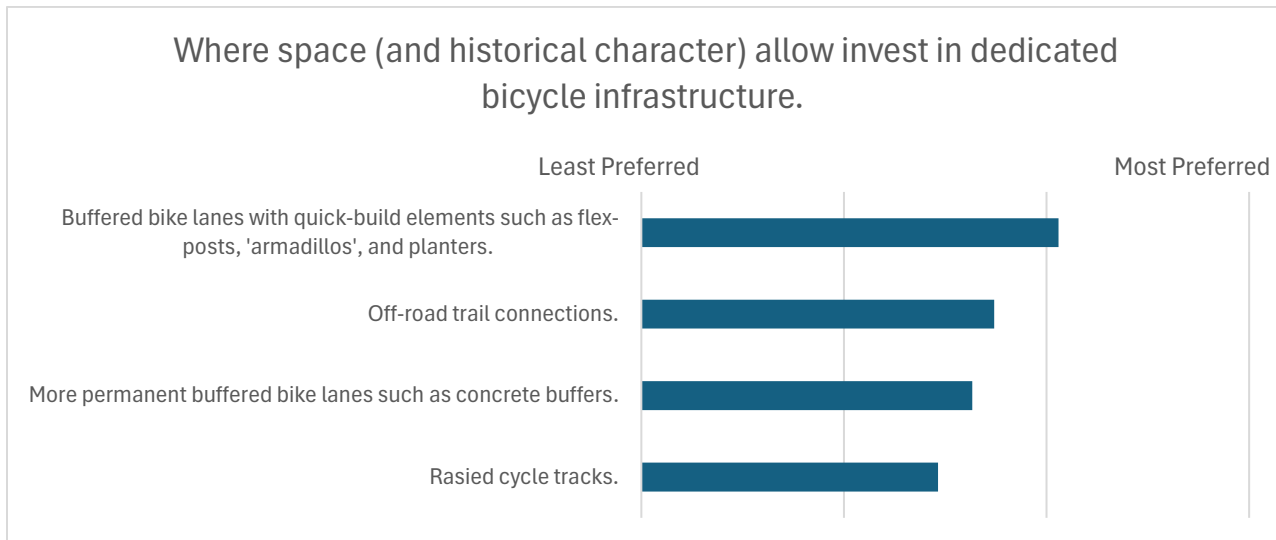


Figure 28: [ONLINE WORKSHOP] Average rank of each action item under the strategy "Where space (and historical character) allow invest in dedicated bicycle infrastructure."

4.4 Pedestrian Network

Pedestrian network input was divided among three major strategies. Of these three strategies, the most popular among respondents was prioritizing investment in missing sidewalks and sidewalks requiring maintenance (Figure 29). Within this overarching strategy, the most favored action item was to invest in calmed street crossings.

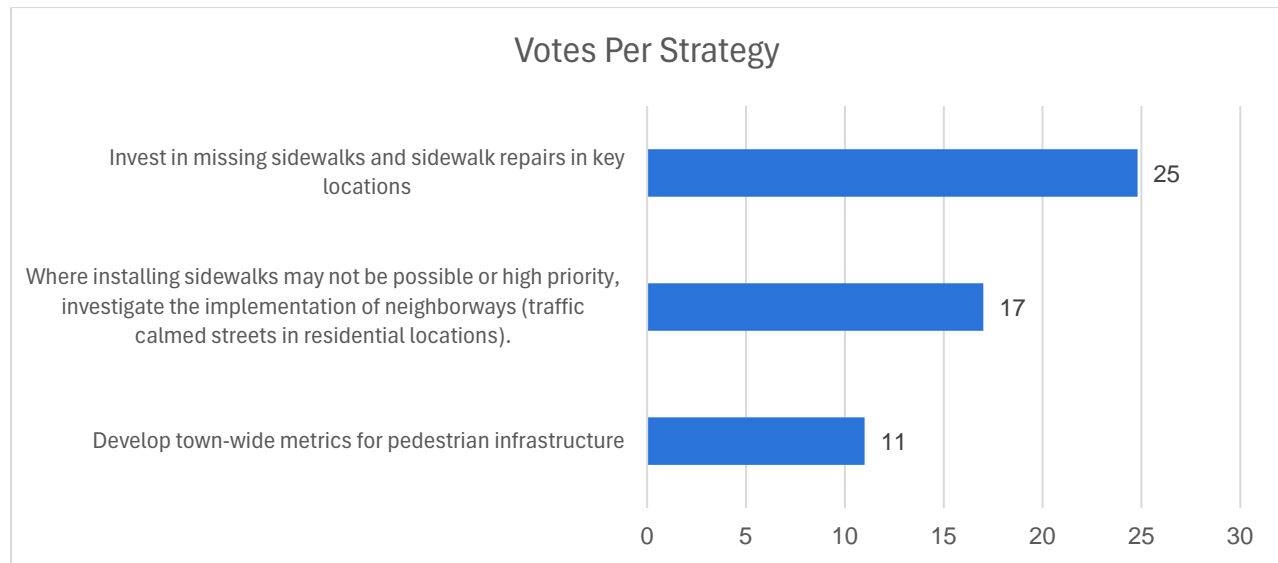


Figure 29: [IN-PERSON WORKSHOP] Pedestrian Network Strategies by Sum of Votes Normalized by Number of Action Items

The following charts compare the preferences for different action items within each strategy. Overall:

- Generally, two action items -- investment in calmer street crossings and investment in sidewalks within walking distance of schools -- were most important to participants when addressing key locations requiring new or repaired sidewalks.
- When sidewalks are not possible or high-priority, participants favored using speed bumps over other action items illustrating alternative interventions.
- As a potential town-wide metric for pedestrian infrastructure, respondents preferred using the percentage of streets within a certain distance of commuter rail stops over a more residential-based metric.

Open-ended comments in this topic area highlight shared concerns regarding short, signaled crossing times; the dangers associated with pedestrian crossings on Route 2; missing crossings; and limited connections between homes, schools, and commercial amenities. Respondents also mentioned feeling unsafe when crossing near the Assabet River, the need for additional crossing beacons, and a desire for more mid-block crossings and stop signs. For more detail, see Section 5 (Feedback and Comments).

Participant Preference Results: Pedestrian Network

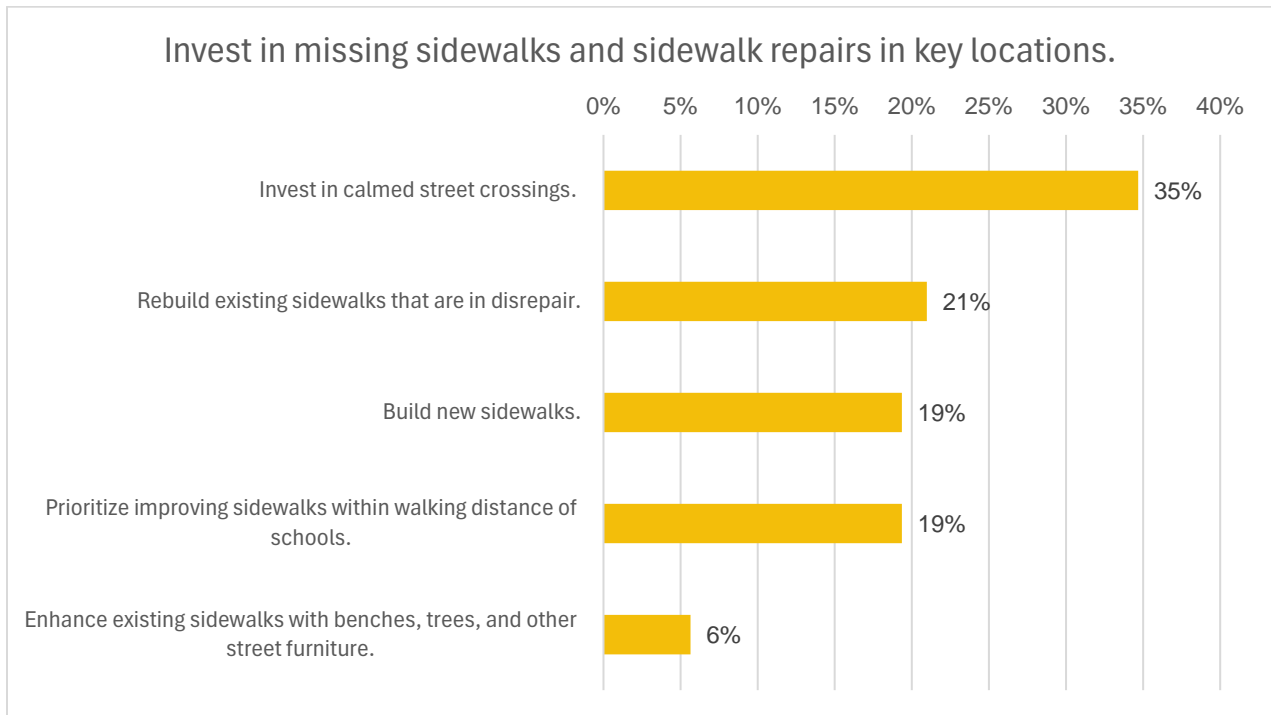


Figure 30: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Invest in missing sidewalks and sidewalk repairs in key locations."

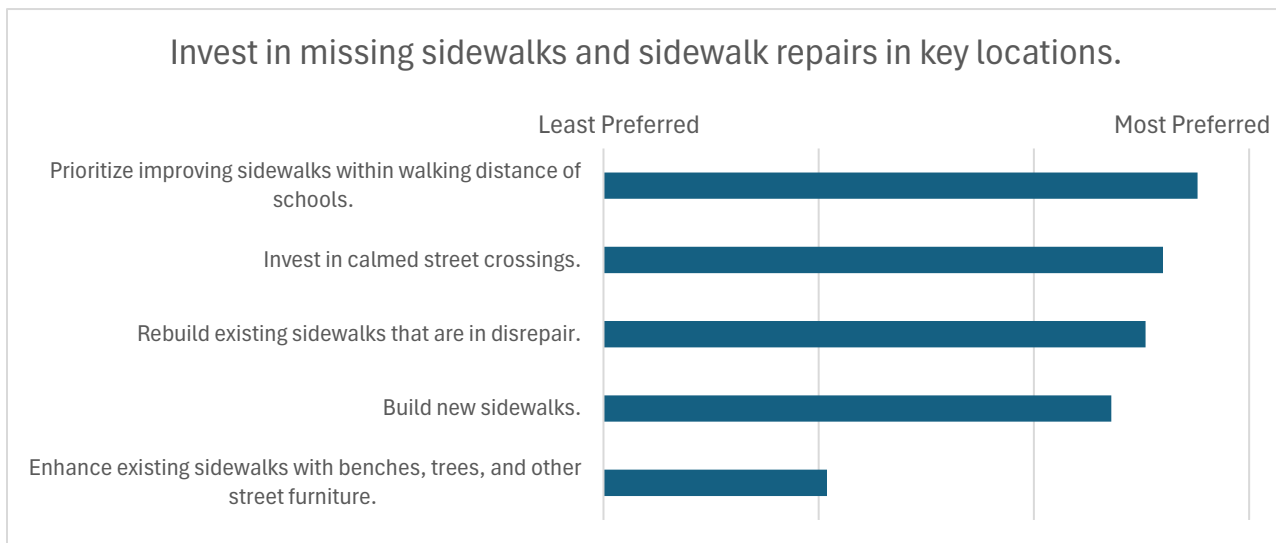


Figure 31: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: "Invest in missing sidewalks and sidewalk repairs in key locations."

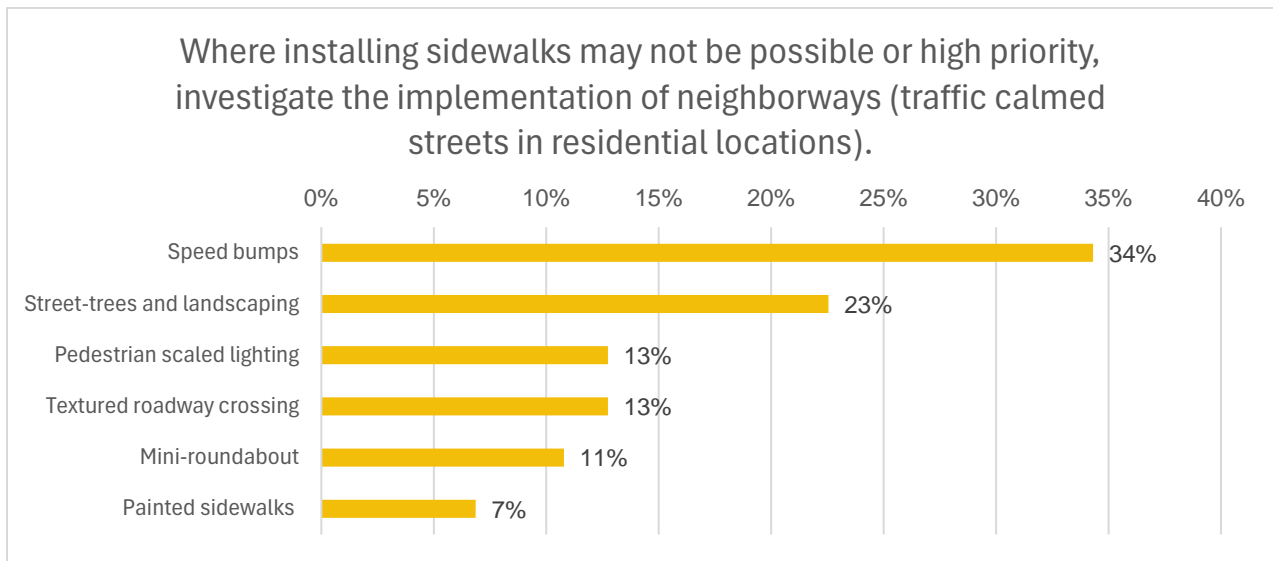


Figure 32: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Where installing sidewalks may not be possible or high priority, investigate the implementation of neighborways (traffic calmed streets in residential locations)."

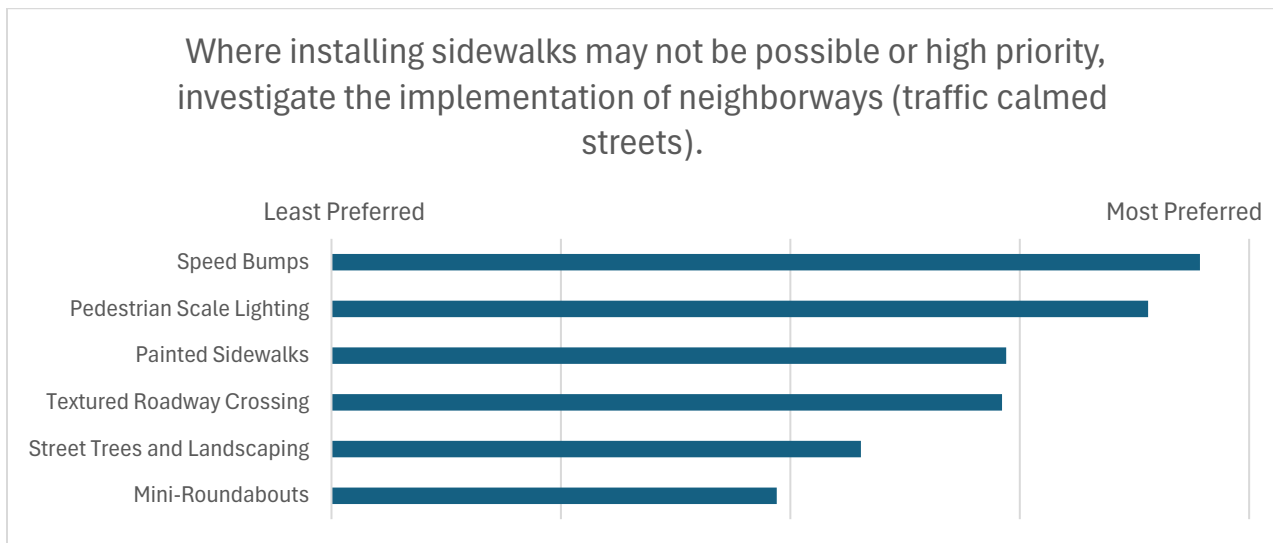


Figure 33: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: "Where installing sidewalks may not be possible or high priority, investigate the implementation of neighborways (traffic calmed streets)."

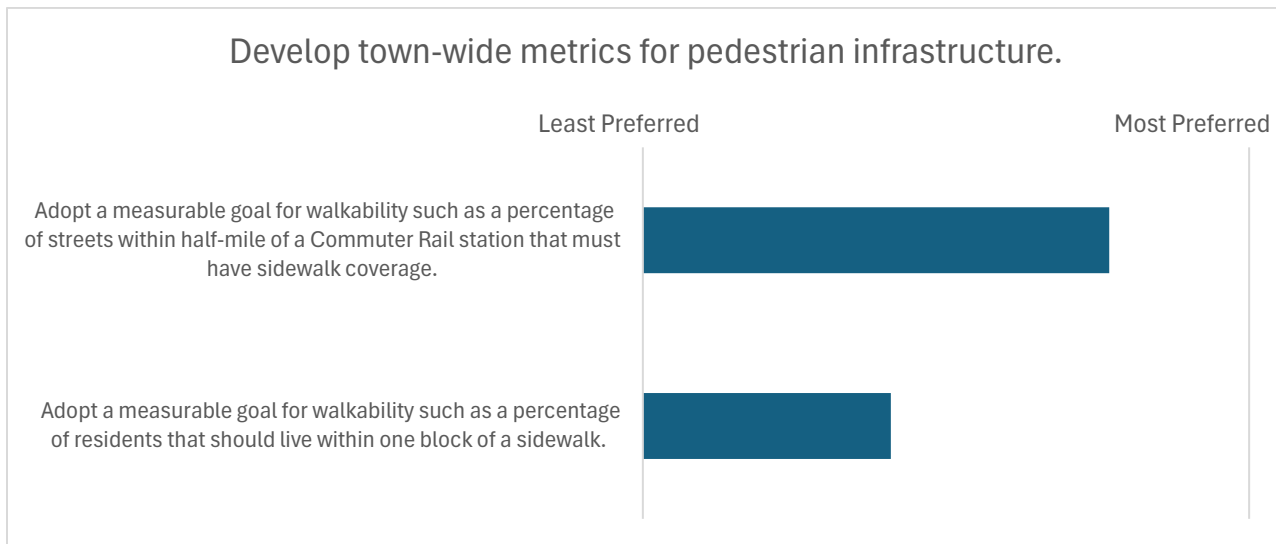


Figure 34: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: "Develop town-wide metrics for pedestrian infrastructure."

Note: Comparable results not available for in-person workshop format. Potential town-wide metric examples (seen above) were given as examples in the question title, so in-person participant input was limited to written feedback, and not quantifiable.

4.5 Crashes

Posters displaying crash data and areas for improvement regarding street safety for automobiles, pedestrians, and bicyclists caught the attention of many attendees. The most popular strategy of this topic area focused on investing in redesigning street configurations at points with the greatest pedestrian crash instances (Figure 35). The top action item within this strategy was to invest in longer term redesigns, rather than temporary installations (though the split in votes between these two action items was relatively similar, as seen in Figure 36).

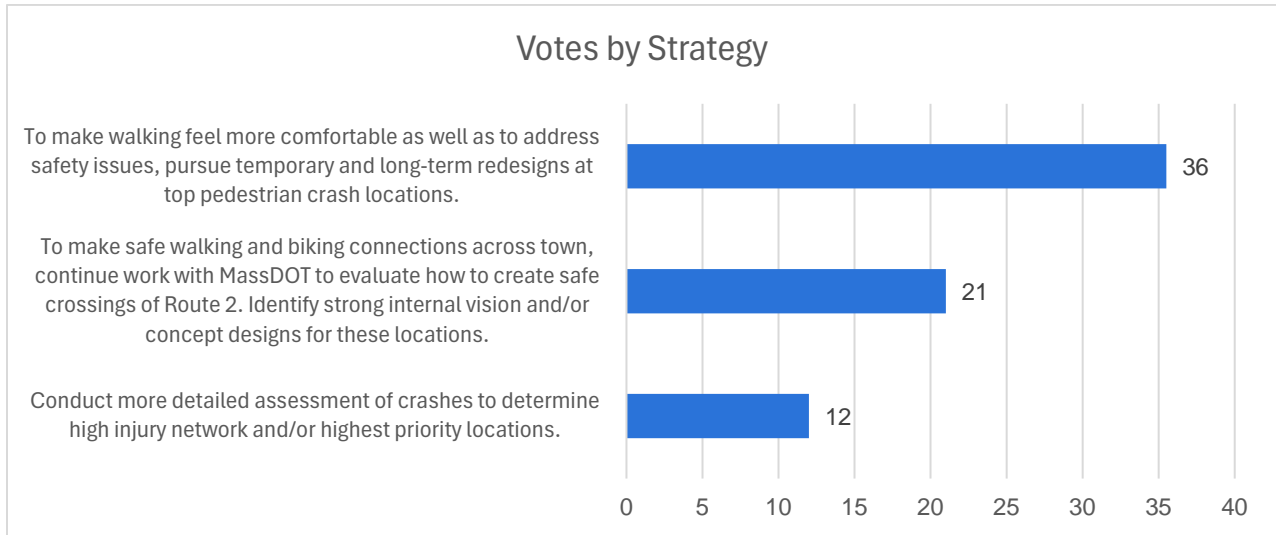


Figure 35: [IN-PERSON WORKSHOP] Crash Strategies by Sum of Votes Normalized by Number of Action Items

The following charts compare the preferences for different action items within each strategy. Overall:

- Respondents generally did not have a strong preference between long- and short-term interventions for redesigns at top pedestrian crash locations.
- There was a strong preference for the action item advocating for slower speeds at intersections and safer crossing conditions for people walking and cycling across Route 2. Respondents preferred this action item over removing intersections and access points on Route 2. This preference suggests that voters would rather redesign crossings to favor multimodal users on Route 2 than avoid the corridor as a potential part of pedestrian and bicycle networks.
- For the strategy related to creating a more thorough assessment of high-risk corridors and crash locations, online respondents favored creating a town process to standardize how to respond to crashes (e.g., when to apply short-term versus permanent interventions).

In addition to the action items and strategies offered for direct voting, respondents could also leave open-ended commentary. Across both the online and in-person workshops, the topic area of crashes and safety in general received extensive written-in feedback. Comments expressed concerns about excessive speeds near schools, unsafe and confusing traffic patterns at Monument Square, and frustration with delays in seeing physical improvements despite ongoing safety-planning efforts. Through these written-in comments, meeting attendees also identified specific areas where crashes have had a disproportionate impact. For more detail, see Section 5 (Feedback and Comments).

Participant Preference Results: Crashes

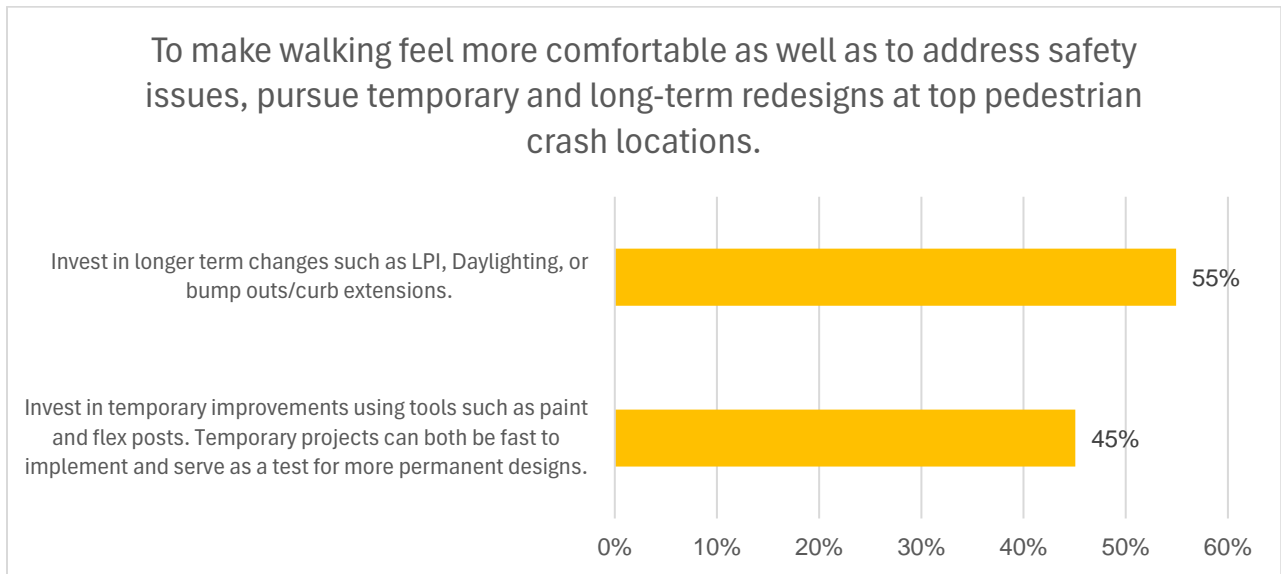


Figure 36: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "To make walking feel more comfortable as well as to address safety issues, pursue temporary and long-term redesigns at top pedestrian crash locations."

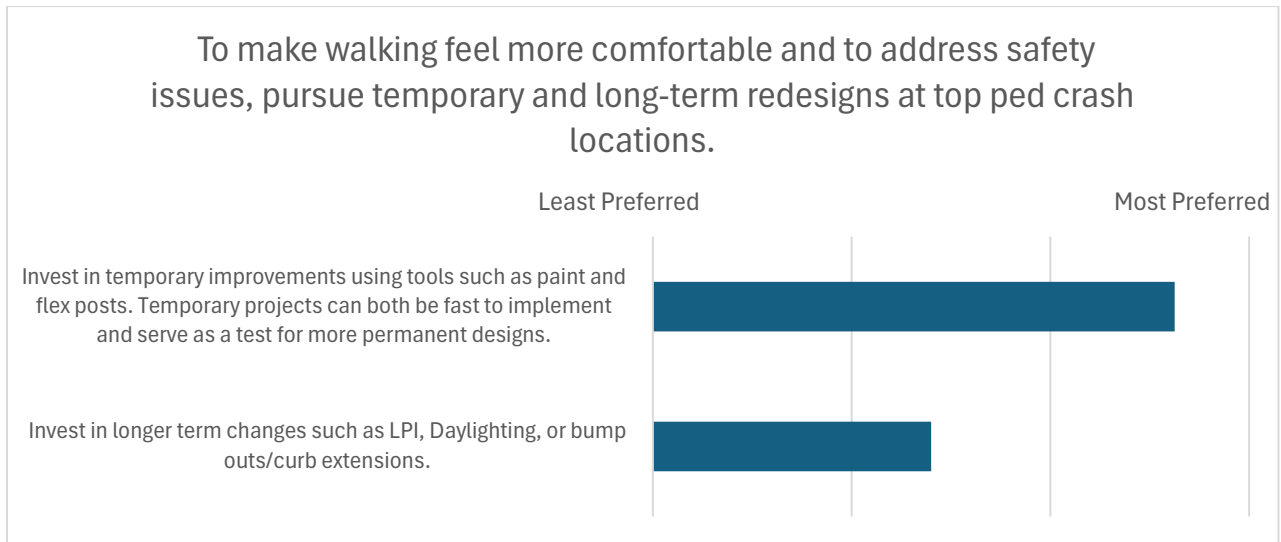


Figure 37: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: "To make walking feel more comfortable and to address safety issues, pursue temporary and long-term redesigns at top ped crash locations."

Note: Online participants were asked to rank individual elements of the long-term changes (LPI, daylighting). Responses were rescored to align with in-person workshop results to aid comparability.

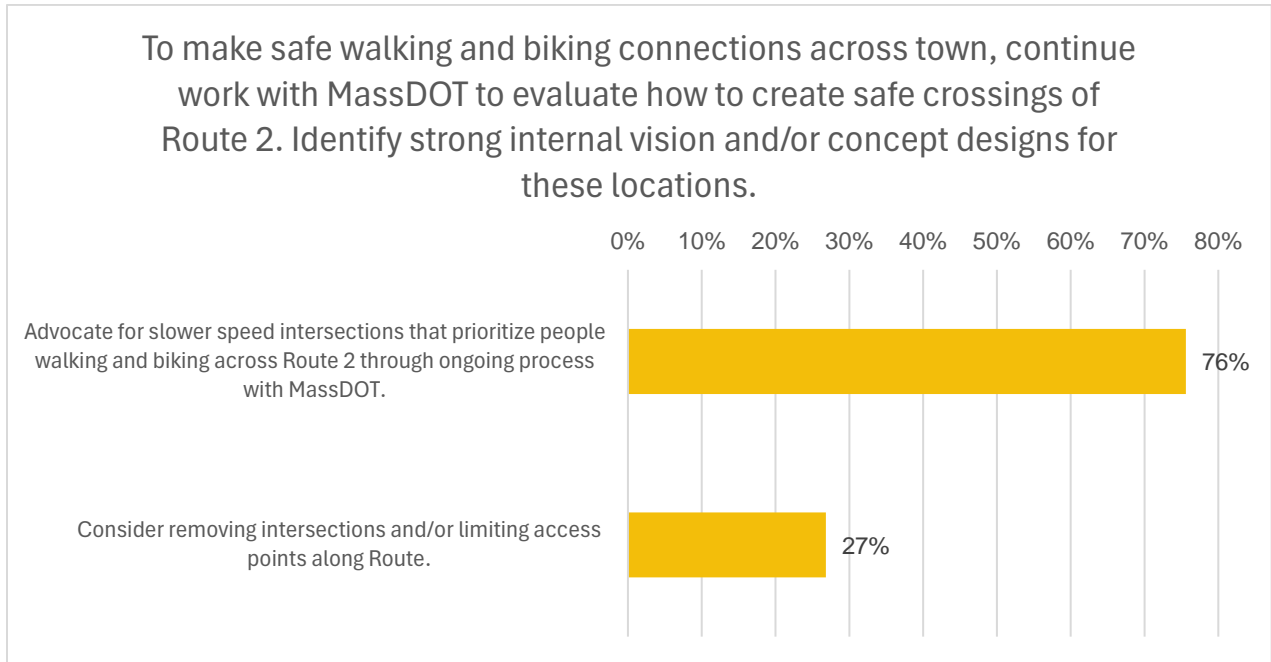


Figure 38: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "To make safe walking and biking connections across town, continue work with MassDOT to evaluate how to create safe crossings of Route 2. Identify strong internal vision and/or concept designs for these locations."

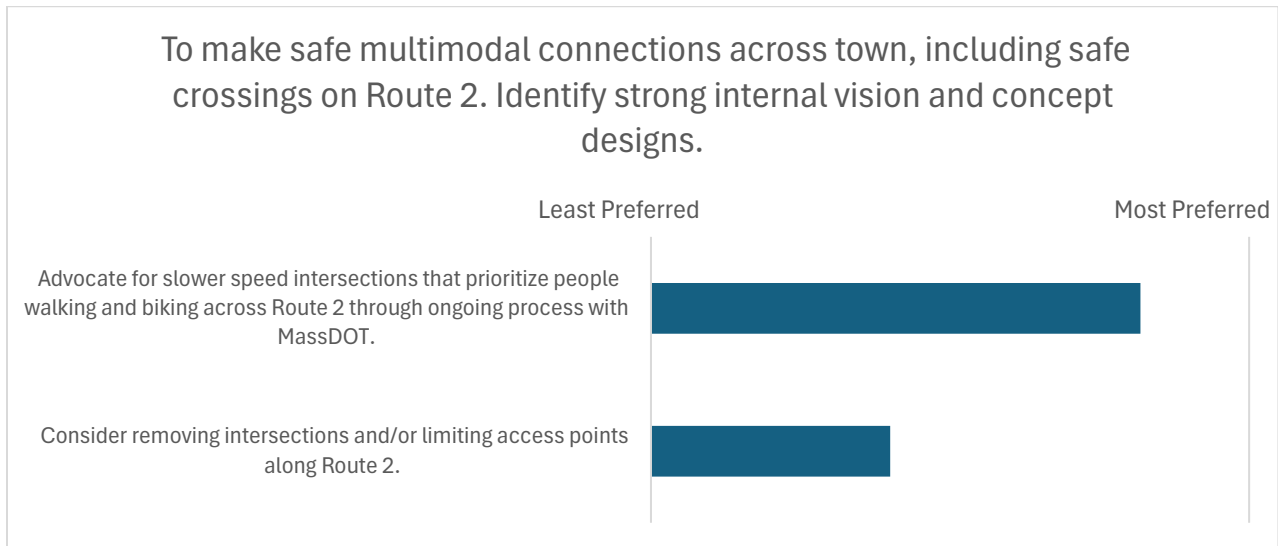


Figure 39: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: "To make safe multimodal connections across town, including safe crossings on Route 2. Identify strong internal vision and concept designs."

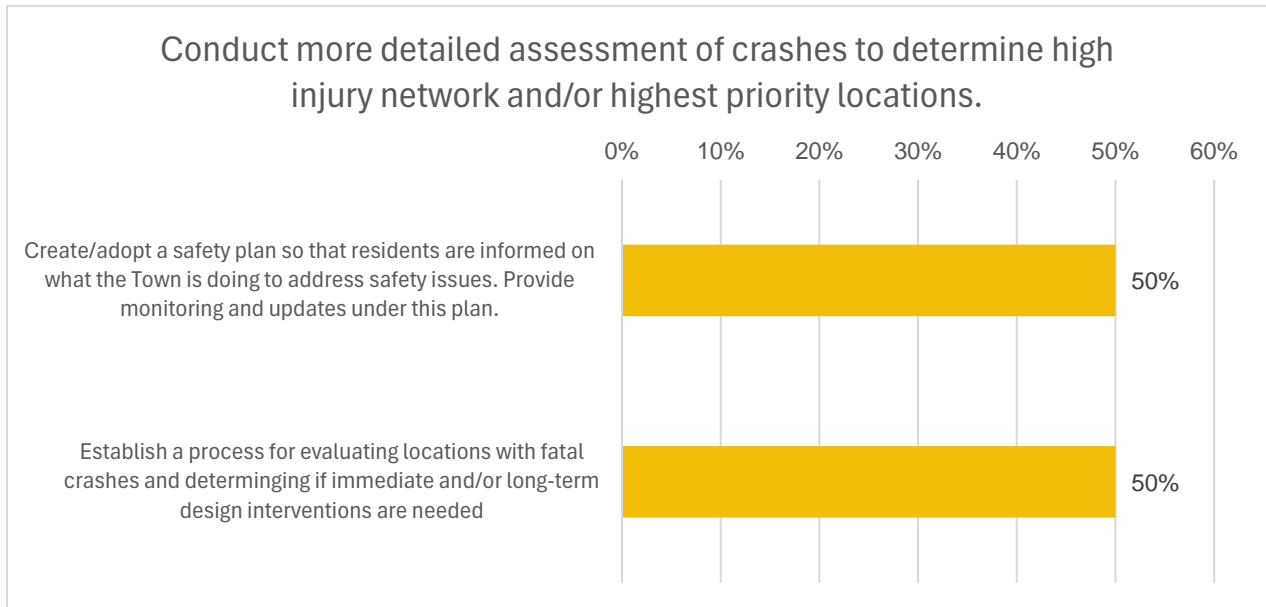


Figure 40: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Conduct more detailed assessment of crashes to determine high injury network and/or highest priority locations."

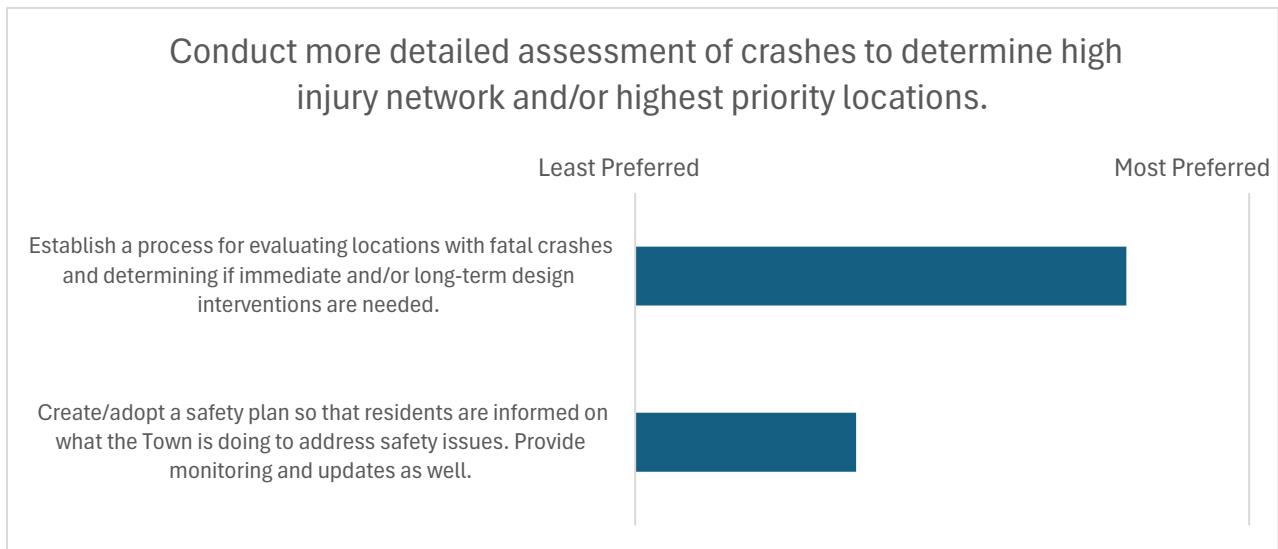


Figure 41: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: "Conduct more detailed assessment of crashes to determine high injury network and/or highest priority locations."

4.6 Sample Street Designs

The sample street design poster differed in design and function compared to other posters on display at the meeting. Rather than having participants vote for specific action items under strategies, this poster was placed between the pedestrian and bicycle network posters and illustrated how existing dangerous street designs could be reimaged to accomplish mobility goals.

Examples of locations featured on this poster include Conant Street, Kenny Dunn Square, Stow Street, Main Street, and Grant Street. Though participants were not explicitly asked to vote on redesigns, Conant Street's mock-redesign earned 25 stickers or post-it notes expressing enthusiasm. Kenny Dunn Square received 12 stickers or post-it notes indicating support for the sample redesign.

Another area for public input on this poster featured two possible scenarios of cross sections for Main Street. Of the two cross sections, scenario one (which offers two bike lanes), and scenario two (which uses the same street width for a parking lane), more favorable response were elicited from scenario one (though again, this poster did not explicitly request any voting). Other comments on this poster called out for new locations in need of intervention including traffic from Emerson Hospital onto Old Marlboro Road.

4.7 Pavement and Sidewalks

Participants were offered one strategy regarding recommended means for improving Concord's pavement and sidewalk network. This strategy was to "Identify additional pavement, sidewalk, and roadway design upgrades and improvements beyond what is to be constructed through the funded 5-Year Pavement Improvement Plan." This strategy offered five action items for ranking.

The following chart compares community preferences across the five offered action items. Overall:

- The most popular action item among respondents was to integrate requirements so that all new development, Town utility work, or permitting activities in Concord include sidewalk improvements or monetary contributions toward sidewalk improvements.
- Respondents expressed a desire to fund sidewalk improvements beyond those already identified in the Pavement and Sidewalk Study. They also supported using funded roadway projects as an opportunity to implement these sidewalk improvements.

Written-in comments for pavement and sidewalk conditions focused on the need for sidewalk improvements, with 19 comments suggesting the need for new sidewalks and greater attention to ADA compliance. Related to ADA compliance, there was written support for paving stone-dust sidewalks to improve accessibility.

Participant Preference Results: Pavement and Sidewalks

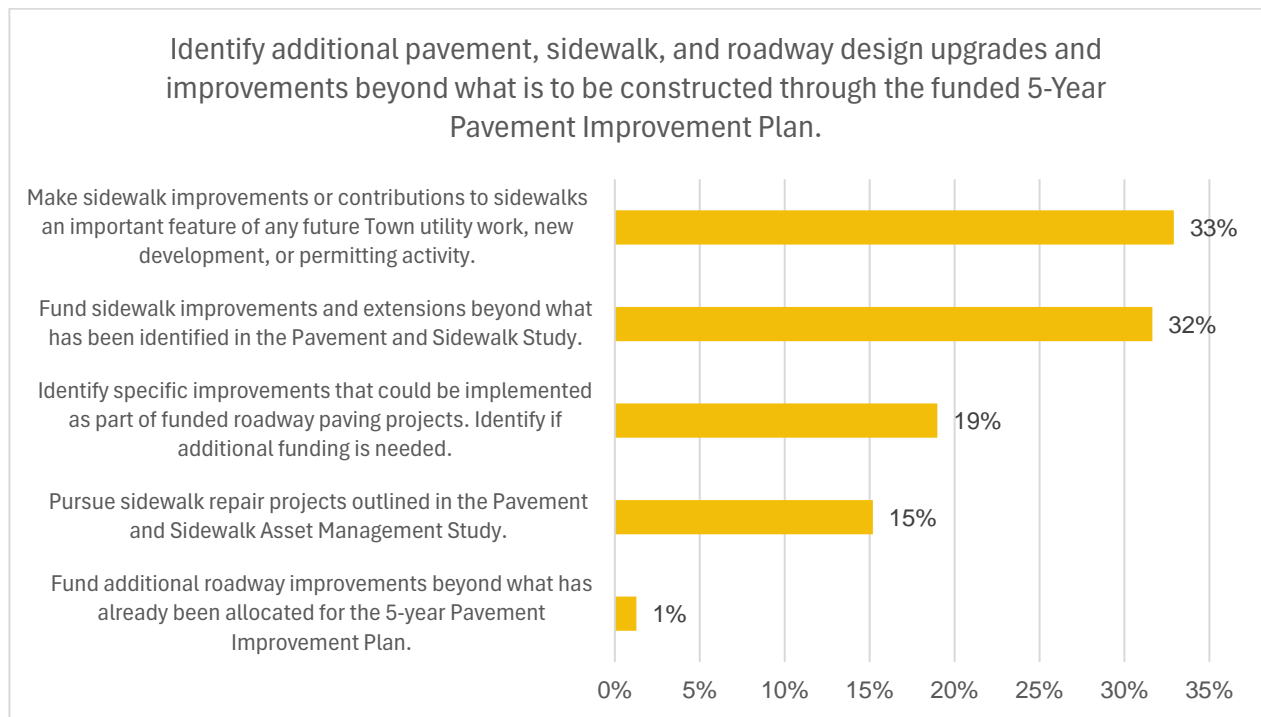


Figure 42: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Identify additional pavement, sidewalk, and roadway design upgrades and improvements beyond what is to be constructed through the funded 5-year Pavement Improvement Plan."

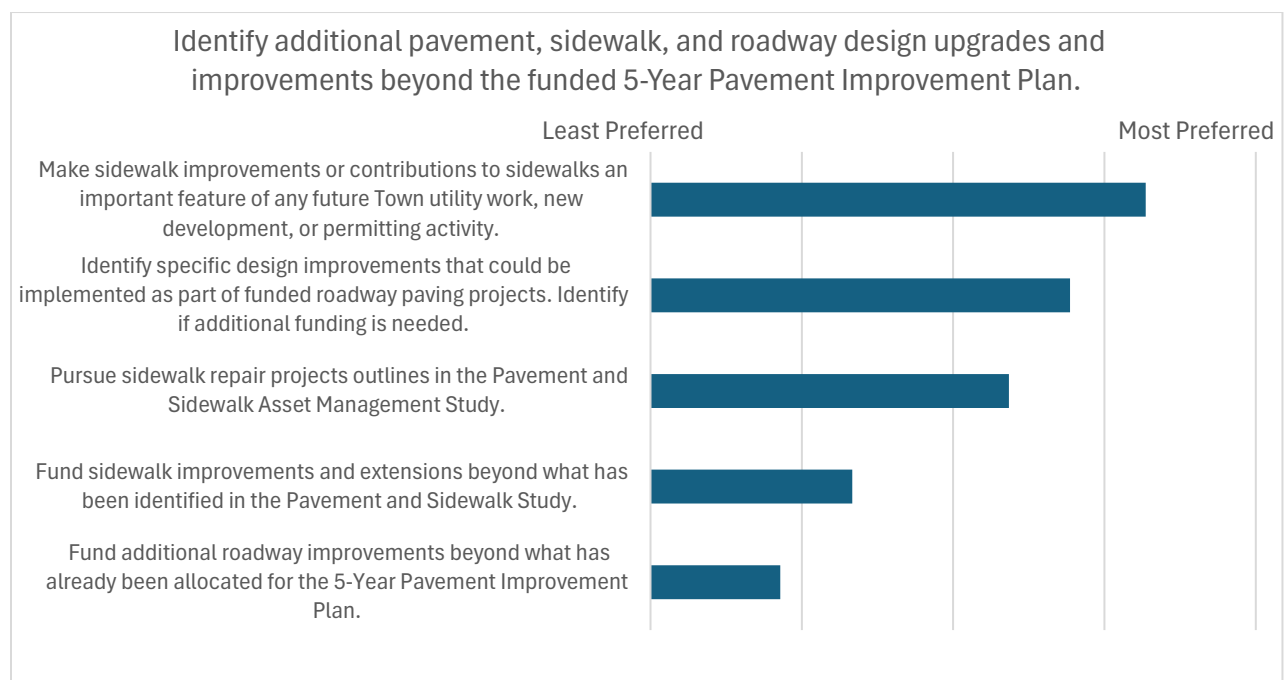


Figure 43: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: " Identify additional pavement, sidewalk, and roadway design upgrades and improvements beyond the funded 5-Year Pavement Improvement Plan"

4.8 Policy and Coordination

The topic area dedicated to policy and coordination was the broadest in terms of the focus of strategies offered for input. Of the four strategies put forward, the most popular was related to transparency and the need for a clear protocol for how community safety requests are addressed (Figure 44). Under this strategy, the most popular action item regarded the need for an on-staff transportation planning role (Figure 45). This action item received 57 votes, the most of any action item presented across all topic areas.

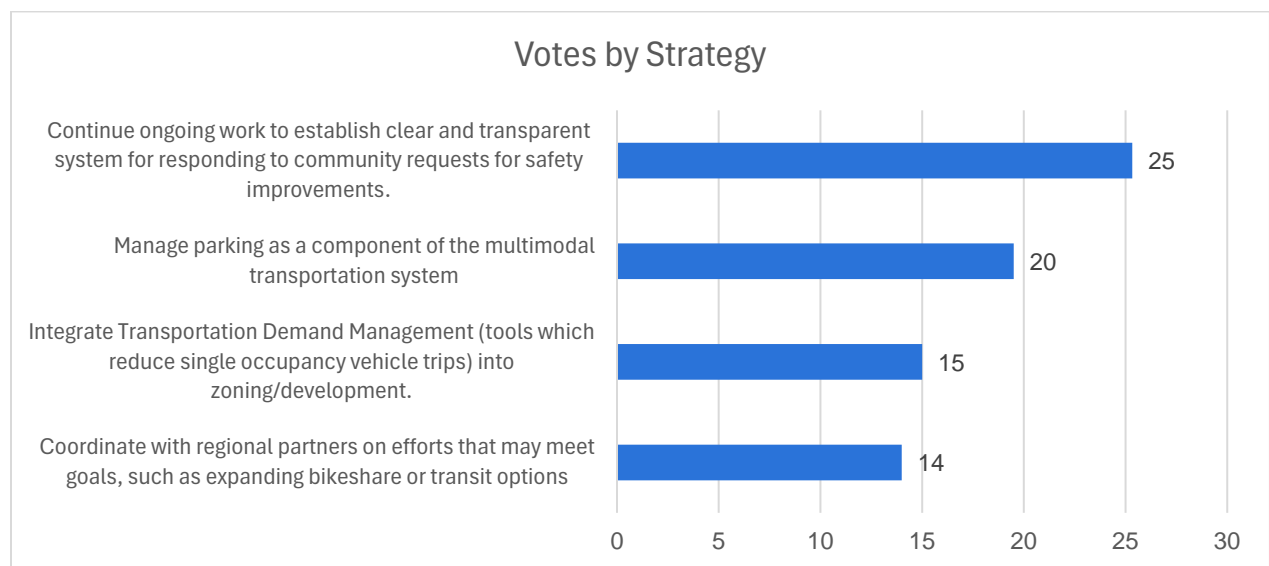


Figure 44: [IN-PERSON WORKSHOP] Policy and Coordination Strategies by Sum of Votes Normalized by Number of Action Items

The following charts compare the preferences for different action items within each strategy. Overall:

- Respondents highly favored creating a staff position for a Town transportation planner as a means of addressing the strategy related to greater transparency in responding to community requests for safety improvements.
- The most popular action item relating to the strategy of collaborating with other municipalities and organizations to reach transportation goals was creating a regional transit option with neighboring towns.
- Respondents supported integrating mandates to build multimodal accessibility (e.g., bicycle parking and shuttle services) into the zoning approval process. This action item corresponds to the strategy of introducing Transportation Demand Management (TDM) into Concord’s development process, though an action explicitly integrating a TDM ordinance was not supported—perhaps because this policy strategy lacked sufficient detail and explanation.

- Respondents favored addressing parking management through shared parking agreements, rather than through a more dynamic pricing model aimed at relieving high-demand areas.

When prompted to write in more open-ended commentary regarding policy and coordination in Concord, meeting attendees focused on the need to develop traffic-calming and traffic-management plans. They also emphasized that bicycle and pedestrian perspectives should be integrated into future policy. Lastly, respondents expressed frustration with the amount of planning that has occurred without any visible physical progress or intervention. For more detail, see Section 5 (Feedback and Comments).

Participant Preference Results: Policy and Coordination

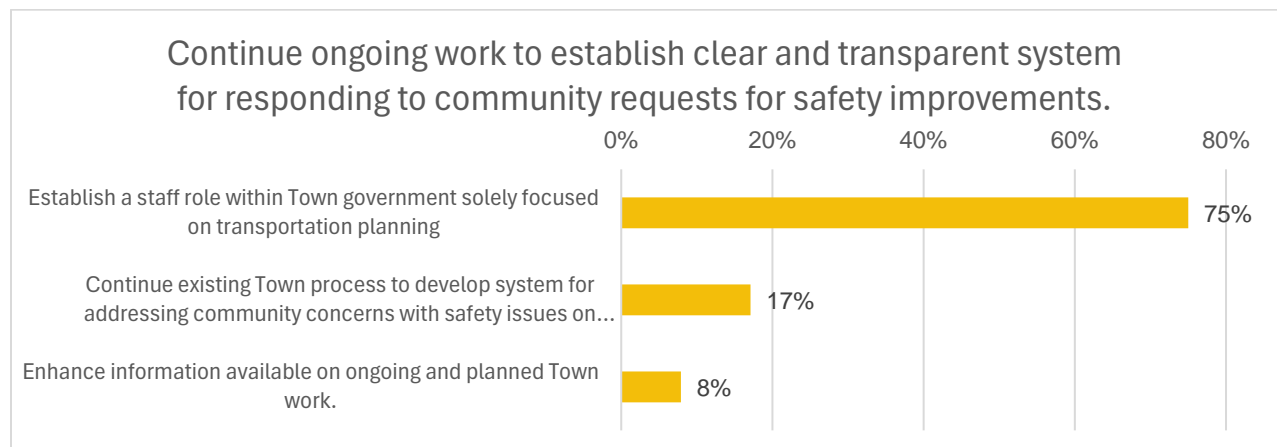


Figure 45: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Continue ongoing work to establish clear and transparent system for responding to community requests for safety improvements."



Figure 46: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: "Continue ongoing work to establish clear and transparent system for responding to community requests for safety improvements."

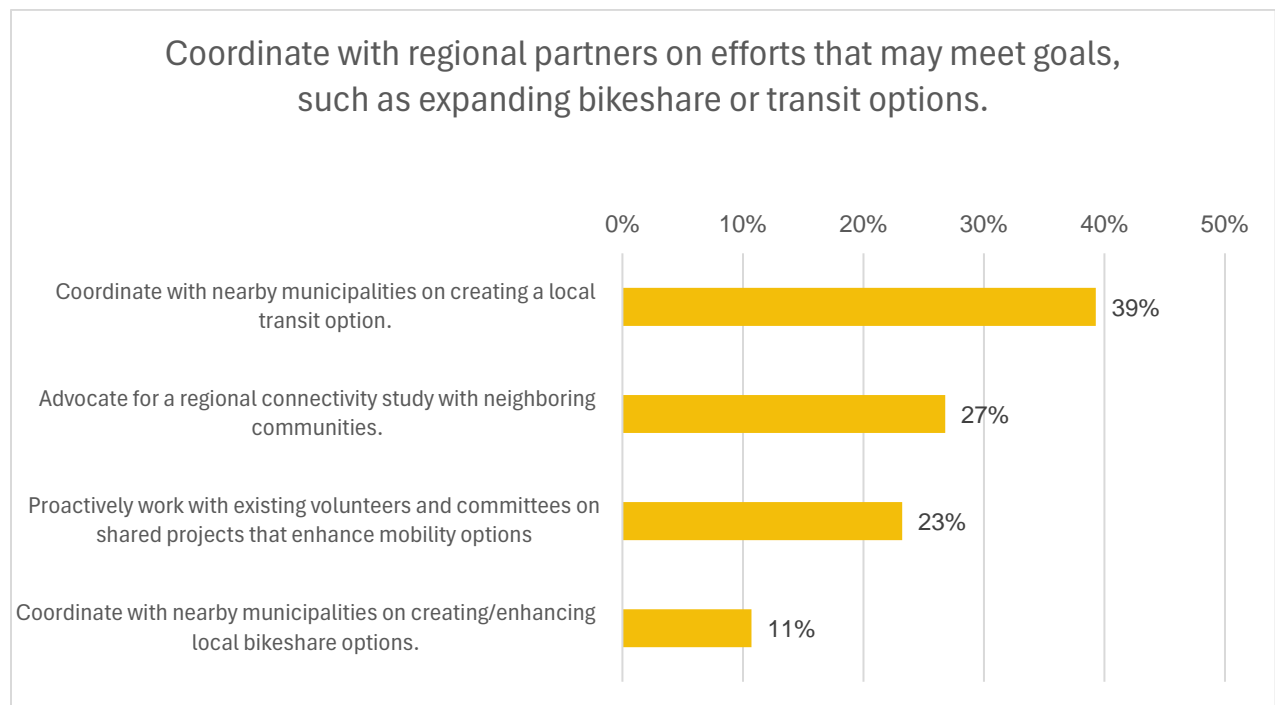


Figure 47: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Coordinate with regional partners on efforts that may meet goals, such as expanding bikeshare or transit options."

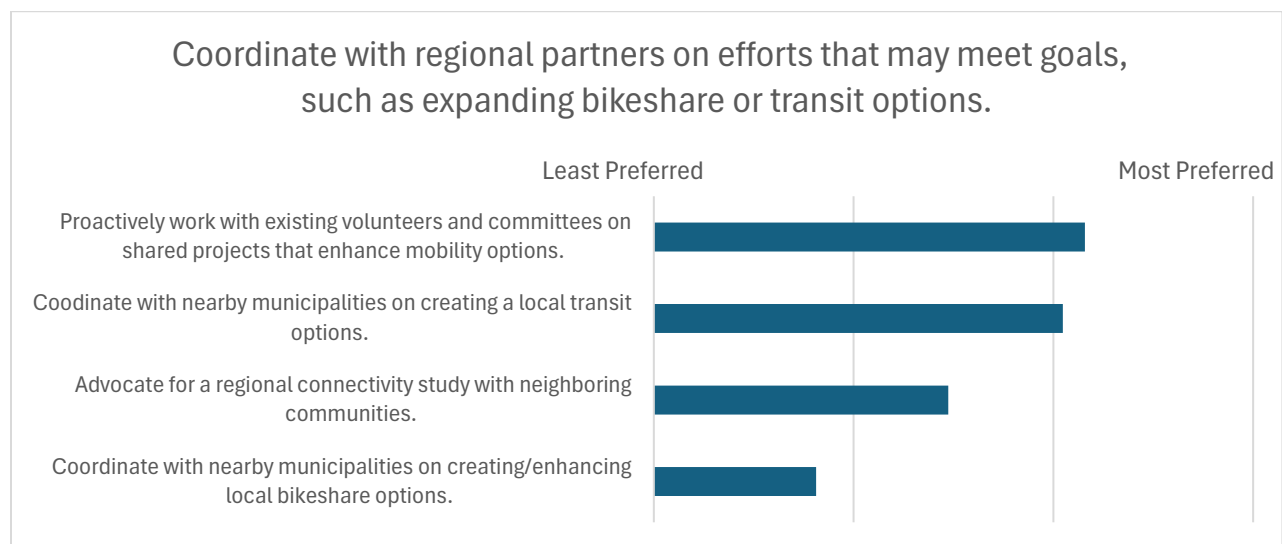


Figure 48: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: "Coordinate with regional partners on efforts that may meet goals, such as expanding bikeshare or transit options."

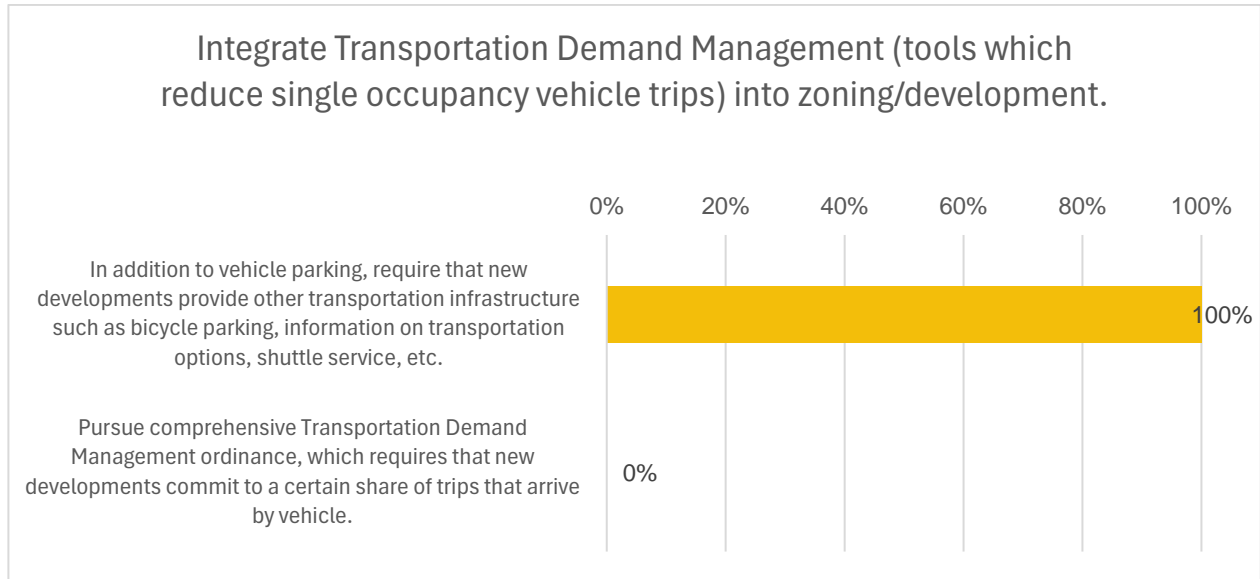


Figure 49: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: “Integrate Transportation Demand Management (tools which reduce single occupancy vehicle trips) into zoning/development.”

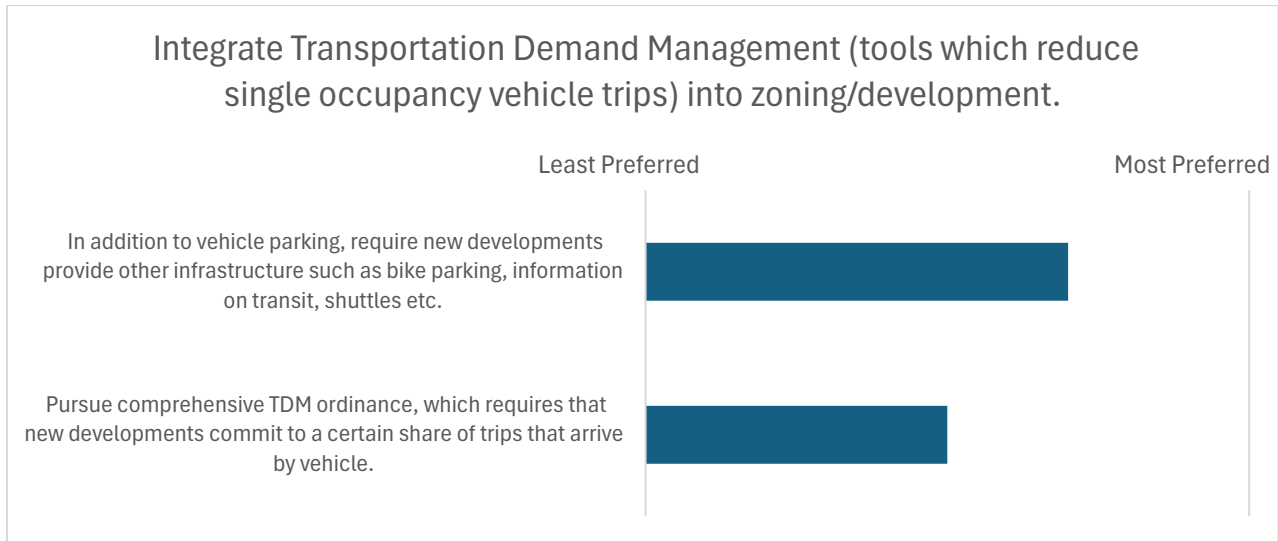


Figure 50: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: “Integrate Transportation Demand Management (tools which reduce single occupancy vehicle trips) into zoning/development.”

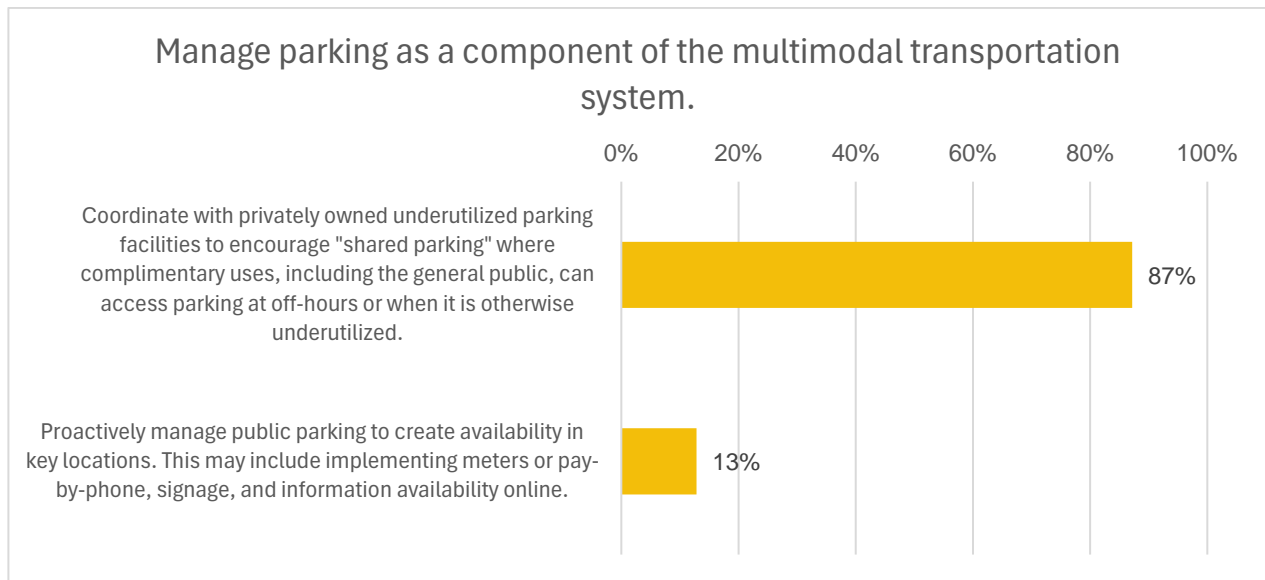


Figure 51: [IN-PERSON WORKSHOP] Percent of votes for each action item under the strategy: "Manage parking as a component of the multimodal transportation system."

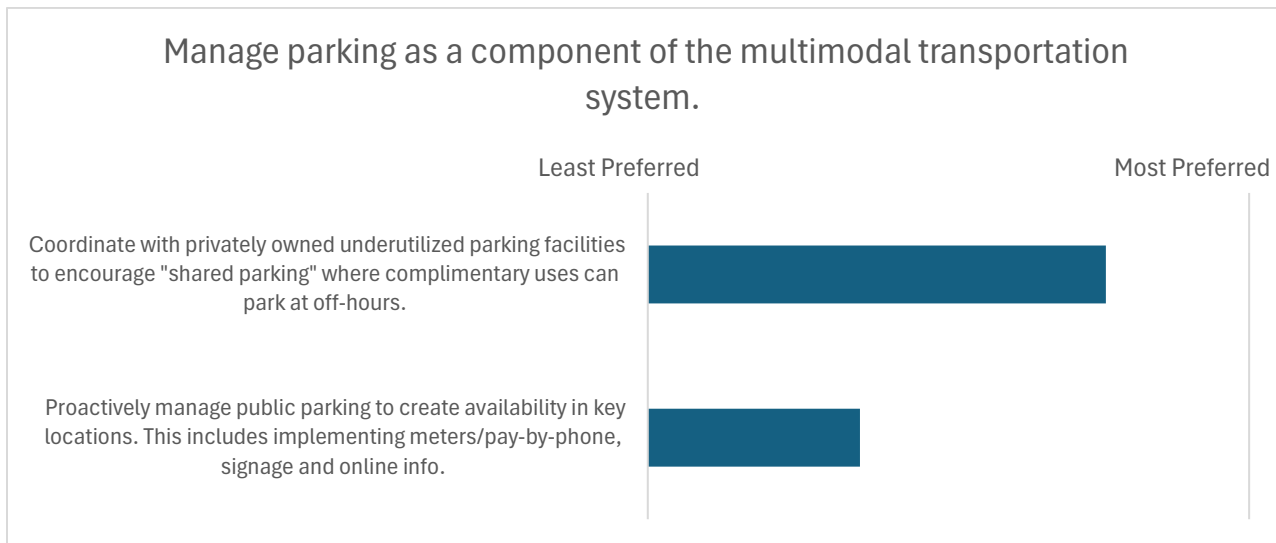


Figure 52: [ONLINE WORKSHOP] Number of votes for each action item under the strategy: "Manage parking as a component of the multimodal transportation system."

5 Feedback and Comments

Below is a summary of feedback and comments received during both the in-person workshop sessions, and online workshop. During the in-person workshop, participants left 262 comments and respondents of the online workshop left 221 comments.

Category	Detailed Concerns	Ideas and Feedback
Bicycle Network	<ul style="list-style-type: none"> • Many people emphasized the need for safe bicycle connections between the Bruce Freeman Rail Trail and Reformatory Branch • Route 2 as a significant barrier to connectivity • Residents were largely split over whether or not to pave the Reformatory Branch trail • Some residents remarked how e-bike speeds were too fast on the BFRT • It is currently unsafe to bike on most Concord streets • There is a sentiment that narrowing streets creates unsafe conditions for cyclists • The narrow nature of many old bridges in town limits the applicability of bicycle infrastructure • Many participants were highly concerned that the redesigns of the Route 62/Baker Ave intersection did not include any bicycle facilities 	<ul style="list-style-type: none"> • Study the area south of Barret’s Mill Road to look for safe bicycle routes • Improve bicycle infrastructure at key intersections with Route 2 • Explore grade separated bicycle connections over/under Route 2 • Connect the BFRT to the middle school • Develop a dedicated bicycle plan, and follow it! • Need for bicycle infrastructure along Main Street/Route 62 • More town DPW assistance is needed to maintain Reformatory Branch and make it more durable • Consider making certain 2-way streets 1-way for vehicles to provide space for bicycle infrastructure • Work with MBTA to install a bike lane adjacent to CR tracks under Route 2 • Implement bicycle infrastructure whenever repaving is done (even just sharrowes) • Covered, secure bike parking at CR stations and schools • Connections between multi-use paths and key town destinations (ex. schools)
Safety and Crashes	<ul style="list-style-type: none"> • Traffic calming has been discussed for years, but never has been implemented • Monument Square is unsafe → people go the wrong way in the rotary • Unsafe speeds are observed near the Town’s schools • Some comments discussed the importance of ensuring safety infrastructure doesn’t lead to increased traffic congestion 	<ul style="list-style-type: none"> • Reduce the townwide speed limit, and keep it consistent throughout town • Implement more vertical deflection, ex. speed bumps • Reconfigure Monument Square • Reformatory Branch needs a safer crossing at Lowell Ave • More enforcement is needed of existing traffic laws • Reconfigure intersections to remove slip lanes, “T” up crossings • Create a system to record locations with “near misses” between cyclists/pedestrians and cars
Cut-through traffic	<ul style="list-style-type: none"> • Many comments discussed the prevalence of cut-through traffic on local streets 	<ul style="list-style-type: none"> • Residents commented that they wanted the town to make it more difficult for drivers to cut-through Concord • Establish a dedicated traffic calming law • Some respondents remarked that signage alone would not be an effective solution • Build on findings and solutions outlined in 2019 Jacobs study
Pedestrian Network	<ul style="list-style-type: none"> • Route 2 poses a significant barrier for pedestrian connectivity 	<ul style="list-style-type: none"> • Pave stone dust sidewalks to improve accessibility • Paint sidewalks in West Concord

	<ul style="list-style-type: none"> Residents listed a variety of locations where sidewalks needed to be repaired or constructed Some comments remarked that pedestrian signal times were not long enough Some residents remarked that landscaping trucks often park on sidewalks, blocking and damaging them Residents remarked that connective pedestrian infrastructure between residential areas and schools, recreation, and healthcare were lacking Some residents had concerns regarding the cost of safety improvements 	<ul style="list-style-type: none"> Prioritize constructing sidewalks in areas that have long-term safety complaints from Residents Ensure there is a complete sidewalk network within 1-mile of schools Create a “walking school bus” groups for kids within 1-mile of schools Many residents agreed that the Town should host events that promote pedestrian activity, such as closing streets for festivals Safer crossings are needed near the middle school Increase pedestrian signal times, especially for crossing Route 2 Residents were largely in support in adding vertical deflection and curb extensions to improve crossing safety in key locations Many comments referenced Lexington Center as a good example of attractive and complete pedestrian infrastructure
Policy	<ul style="list-style-type: none"> Many residents remarked there is a lack of action and accountability for mobility and transportation initiatives More signage is needed in West Concord for parking facilities There is general frustration that the town has studied many transportation issues, but hasn't implemented many solutions 	<ul style="list-style-type: none"> The proposal for a full-time mobility planner received widespread support Consider shared parking policy, especially for church parking lots on non-Sundays MCI redevelopment offers a great opportunity for TDM policy
Transit	<ul style="list-style-type: none"> The frequency of the MBTA CR is a significant barrier to usage Accessibility issues at CR platforms Many residents remarked that more public transportation options are needed beyond the MBTA 	<ul style="list-style-type: none"> Increase funding of existing local transit (COA van) Advocate for improved service along the Fitchburg Line Advocate for more accessible CR stations Encourage more use of the CR between Concord Center and West Concord Some residents suggested for a town carpool app The MBTA should offer a reduced in-town trip fare for residents Town should offer rideshare discounts to residents for in-town trips
Travel Patterns	<ul style="list-style-type: none"> Residents discussed the difficulty of fitting all modes of travel safely within existing street ROW Some comments asserted that many ~2 mile trips within town are school related 	<ul style="list-style-type: none"> Convert portions of streets in commercial districts to one-way Create separated bike/pedestrian facilities wherever possible Focus on crossings/intersections Work on policies and incentives to get parents to put their children on school buses instead of driving

		<ul style="list-style-type: none">• Focus on improving throughput and capacity along key corridors while slowing others
Parking	<ul style="list-style-type: none">• There were some remarks regarding parking availability and lack of wayfinding to parking facilities	<ul style="list-style-type: none">• Incentivize off-street parking while simultaneously consider removing on-street parking to create more pedestrian space• The town should minimize its parking requirements

6 Next Steps

This public workshop culminated the project’s existing conditions phase and preliminary development of strategies. Input from in-person workshops and the online component will be used together with findings from the existing conditions analysis and coordination with Town staff to refine the final set of recommendations for this project and shape the final report. This project will culminate with a final report and presentation to Town staff in the spring of 2026.

7 Appendices

The following appendices include the posters displayed at the in-person workshop, scans of those same posters with participant feedback, and compiled written comments from both the on-person and online workshops