

WEST CONCORD VILLAGE MASTER PLAN - IMPLEMENTATION MATRIX

		Master Plan section	Graphic MP ID#	Project or Program	Description	Task Force Goals*	Task Force priority**	Type	Projected Time Frame***	Project Leaders	Project Assist	Comments	Potential Funding Sources
Policies and Regulations													
A	1	Sec. 5.6; RRD-4		Establish consensus around vision for industrial, business districts. Continue to refine understanding of redevelopment potential of large underutilized areas.		1,2,3,4,5	A	Public-Private	Short-Term	WCTF	PB, TM, BOS, CPW, property and business owners	None	NA
A	2	Sec. 5.2; POL-3		Appoint West Concord Advisory Committee		1,2,3,4,5	A	Public	Short-Term	BOS	WCTF	None	NA
A	3	Sec. 5.2; REG-4		Revise the zoning district map for West Concord village		2,3	A	Public	Short-Term	PB	WCTF, PLM, BOS	None	NA
A	4	Sec. 5.2; REG-2		Adopt business size and formula-based business restrictions		2,3	A	Public	Short-Term	PB	WCTF, PLM, BOS, CBP	None	NA
A	5	Sec. 5.2; REG-1		Propose zoning amendments for the Business and Industrial Districts		1,2,3,4,5	A	Public	Short-Term	PB	WCTF, PLM, BOS	None	NA
A	6	Sec. 5.2; REG-5		Amend parking requirements		1,2,3		Public	Short-Term	PLM	CPW, WCTF, PB, BOS	None	NA
A	7	Sec. 5.2; REG-5		Adopt Design Guidelines for village center		1,2,3,4,5	A	Public	Short-Term	PB	WCTF, PLM, BOS	None	NA
A	8	Sec. 5.2; REG-8		Prepare form-based code and design standards for West Concord village		1,2,3,4,5	B	Public	Short-Term	PB	WCAC, PLM, BOS	None	NA
A	9	Sec. 5.2; REG-6		Revise the sign bylaw for West Concord village		2,3		Public	Short-Term	PB	SBC, WCAC, PLM, BOS	None	NA
A	10	Sec. 5.2; REG-7		Revise site plan review		1,2,3,4,5		Public	Short-Term	PB	WCAC, PLM, BOS	None	NA
A	11			Update study of historic assets of West Concord			C			HC			
A	12	Sec. 4.2; REG-9		Adopt "Complete Street" policy and design hierarchy of new streets and existing corridors	Comprehensive street planning and design that takes into account needs of cars, pedestrians, and bicyclists.	1,2,3,4,5	B	Public	Short-Term	PB	CPW, PLM, BOS	None	NA
A	13	Sec. 5.2; POL-1		Integrate elements of the WCVMP into the Town's next Comprehensive Long Range Plan		1,2,3,4,5	A	Public	Medium-Term	??	WCAC, PLM, BOS	None	NA
Transportation Network and Circulation													
B	1	Sec. 4.2	T-6	Extend Beharrell Street to the west and connect to Commonwealth Avenue		1,2,3,5	A	Public-Private	Medium-Term	CPW and Property Owners	PLM, PWC, TM, BOS	None	MTC, TF, property owners
B	2	Sec. 4.2	T-7	New connector street from Beharrell Street to enter commuter train parking lot		1,2,3	A	Public-Private	Medium-Term	CPW and Property Owners	PLM, PWC, TM, BOS	None	MTC, TF, property owners
B	3	Sec. 4.3	SS-7	Enhance pedestrian access to and within the commuter/public parking lot		1,2,5	C	Public	Medium-Term	PLM	CPW, PWC, PB, TM, BOS, property and business	None	MTF, PWED, DIF, MBTA, TF, property
B	4	Sec. 4.2	T-9	Upgrade intersection of Beharrell Street and Commonwealth Avenue	To allow separate left and right turn lanes for exiting.	1,2,3	B	Public-Private	Medium-Term	CPW and Property Owners	PLM, PWC, TM, BOS	None	MTC, TF, property owners
B	5	Sec. 4.2	T-10	Reconfigure intersection of commuter lot driveway and Commonwealth Avenue		1,5		Public	Medium-Term	CPW and MBTA	PLM, PWC, TM, BOS	None	MTC, TF, MBTA
B	6	Sec. 4.2	T-1	Extend MBTA platform to east; expand handicapped ramp	Extend platform further east toward Assabet River to prevent inbound train from blocking Comm. Ave intersection.	1	A	Public	Long-Term	CPW	MBTA, TM, BOS	May intrude into wetlands near Assabet River	MBTA
B	7	Sec. 4.2	T-2	Construct pedestrian bridge over Assabet River	Attached to or near existing railroad bridge. To connect Baker Avenue business area/parking to train station and shops.	1,3,4,5	A	Public-Private	Medium-Term	PLM	CPW, NRC, BOS, property owners	None	EOEA, TF
B	9	Sec. 4.2	T-8	New connector street between Commonwealth Avenue and Maple Court		1,2,3		Public-Private	Medium-Term	CPW and Property Owners	PLM, PWC, TM, BOS	None	MTC, TF, property owners
B	12	Sec. 4.2	T-12	Commonwealth Avenue/Laws Brook Road/Kenneth Dunn Square intersection - Option 1: roundabout	Roundabout with splinter islands, curb extension and cross walks; extend sidewalk on north side of Laws Brook Road to Pail Factory Bridge.	1,5	A	Public	Long-Term	CPW	PLM, PWC, TM, BOS	Traffic calming, pedestrian safety enhancements, improved vehicle safety and sightlines. Would require small land takings of intersection properties.	MTC, TF, EOEA
B	13	Sec. 4.2	T-12	Commonwealth Avenue/Laws Brook Road/Kenneth Dunn Square intersection - Option 2: T-intersection	T-Intersection with two stop signs, curb extensions, and cross walks. Extend sidewalk on north side of Laws Brook Rd to Pail Factory Bridge.	1,5	A	Public	Long-Term	CPW	PLM, PWC, TM, BOS	Much cheaper alternative to roundabout. Offers traffic calming, pedestrian safety enhancements. Could provide better access to Kenneth Dunn memorial.	MTC, TF, EOEA
B	15	Sec. 4.2	T-14	Improve Main Street-Baker Avenue-Cottage Street intersection	CPW is working with state on this intersection.	1	B	Public	Short-Term	CPW	PLM, PWC, TM, BOS	None	MTC, TF
B	16	Sec. 4.2	T-11	Reconfigure Main Street and Commonwealth Avenue intersection	Enhanced center island and curb extensions with new bike/ped cross walk.	1,5	B	Public	Medium-Term	CPW	PLM, PWC, TM, BOS	None	MTC, TF
B	17	Sec. 4.2	T-15	Stairway or ramp from Commonwealth Avenue to Harvey Wheeler Center and proposed Overlook Park	In area behind Teacakes.	1,5	B	Public-Private	Medium-Term	PLM	CPW, PWC, TM, BOS	None	TF
B	18		T-15	Create pedestrian only zone between Concord Teacakes and Twin Seafoods	Allow Teacakes and Twin Seafoods to have outdoor seating, maintain pedestrian passageway.	1,2,3,5	A	Public-Private	Medium-Term			Town has formal 6' easement on privately owned land. Would need to be expanded.	

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Housing Strategy													
C	1	Sec. 5.4; H-1		Establish comprehensive strategy for housing in West Concord village		2,3,4,5	A			PB		PLM updating Housing Plan. Smart Growth and diversity considered.	
C	2	Sec. 5.4; H-2		Incorporate housing development provisions into zoning regulations for West Concord village		2,4,5	A	Public	Short-Term	PLM	WCTF, PB, CHDC, BOS	None	NA
C	3	Sec. 5.4; H-3		Encourage "Life Cycle" housing types in appropriate locations in the village and surrounding neighborhoods		2,4,5		Public	Short-Term	PLM	WCAC, PB, CHDC, BOS	None	NA
C	4	Sec. 4.5	D-13	Housing and open space development on southern portion of MCI Concord property	Acquisition and development of affordable cottage community and public park.	1,2,4,5		Public	Medium-Term	CHDC	MCI, CHA, PLM, NRC, BOS, CPW	None	DHCD, Federal
Community Development Strategies													
D	1	Sec. 5.5		Hold village events, activities, and celebrations		3,5		Public-Private	Short-Term	WCFFC, PCCC, CC, CBP	WCAC, property and business owners	None	BID, CC, CBP, Town, Property Owners, Business Owners
D	2	Sec. 5.5		Create economic development initiatives and incentives		2,3,4		Public-Private	Short-Term	PLM, CC, CBP	Property and business owners	None	BID, CC, CBP, Town, MOBD, Property Owners, Business Owners
D	3	Sec. 5.6		Develop, implement a facade and sign improvement program		2,3		Public-Private	Short-Term	PLM	WCAC, CC, CBP, CPW, property and business owners	None	FSIP, TF, BFI, private
Streetscape and Parking													
E	2	Sec. 4.3		Develop and implement a parking management plan for West Concord		1,2,3	B	Public-Private	Medium-Term	PD	CPW, FD, PLM, TM, BOS	None	TF, Private
E	3	Sec. 4.3	P-2	Enhance and expand public off-street parking lots	Improve directional signage; reorganize, coordinate, connect off-street parking lots.	1,2,3	B	Public-Private	Medium-Term	PLM	Property and businesses owners, CPW, TM, BOS	Improves circulation efficiency and promotes business development.	TF, Private
E	4	Sec. 4.3	P-3	Expand public parking along RR spur	In combination with Bruce Freeman Rail Trail or sidewalk.	1,2,3,5	A	Public-Private	Medium-Term	PLM	BFRTC, property and businesses owners, CPW, TM, BOS	Supports surrounding local businesses and provides parking for trail users. Requires approval of state and minimizes buffer between trail and surrounding development.	TF, EOE, Private
E	5	Sec. 4.3	P-1	Enhance private off-street parking lots	Reorganize, coordinate, connect off-street parking lots.	1,2,3	B	Private	Medium-Term	Property Owners and businesses	PLM, CPW, PB	Would improve circulation, reduce traffic congestion, reduce overall parking needs, and support business development; significant coordination between multiple property owners required.	Private
E	6	Sec. 4.3	P-4	Designate satellite commuter parking area at Baker Avenue Business Park	Designate portion of this large parking lot at the Business Park for local commuters; in combination with pedestrian bridge over Assabet River to MBTA platform.	1,2,3,4,5		Public-Private	Medium-Term	PLM	Property owners, CPW, NRC, TM, BOS	Would reduce traffic in village center. May free up spaces at MBTA station to support local businesses. Requires commitment by business park owners and potentially costly pedestrian bridge. Incentives for use could include low cost and/or overnight parking.	TF, EOE, MBTA, CPA, Private
E	7	Sec. 4.3	P-5	Screen large parking areas		2,3,4	B	Public-Private	Medium-Term	PLM	Property owners, CPW, NRC, TM, BOS	None	TF, MBTA, CPA, Private
E1	8	Sec. 4.3	SS-1	Improve pedestrian crossings at key locations along Main Street and Commonwealth Avenue		1,5	A	Public	Medium-Term	CPW	PLM, PWC, PB, TM, BOS, property and business owners	None	MTF, PWED, DIF, EOE, TF
E1	9	Sec. 4.2	T-5	Improve sidewalk on Main Street bridge over Assabet River	Cantilevered walkway on north side of bridge to enhance pedestrian connection and safety.	1	A	Public	Long-Term	CPW	PLM, PWC, TM, BOS	None	MTC, TF
E1	10	Sec. 4.2	T-13	Upgrade pedestrian safety at intersection of Church Street and Commonwealth Avenue	New curb extensions with relocated new bike/ped cross walk.	1	A	Public	Short-Term	CPW	PLM, PWC, TM, BOS	None	MTC, TF
E1	15	Sec. 4.3	SS-6	Upgrade pedestrian alleys		1,2,3,5	C	Public-Private	Medium-Term	PLM	CPW, PWC, PB, TM, BOS, property and business owners	None	MTF, PWED, DIF, TF, property owners
E2	1	Sec. 4.3	SS-8, SS-9, SS-10, SS-11	Install gateway treatments at four entrances to village	Install a coordinated directional sign system to welcome visitors and lead them to public parking.	1,2,3		Public-Private	Short-Term	PLM	WCAC, CC, CBP, PB, CPW	Provides attractive signage and branding tool for village; provides more efficient circulation. Costs can vary depending on number and materials used. Concord has well-established antipathy to signs.	BID, TF, Private
E2	2	Sec. 4.3	SS-12	Install wayfinding signage		1,2,3		Public-Private	Short-Term	PLM	WCAC, CC, CBP, PB, CPW	None	BID, TF, Private
E2	3	Sec. 4.3, 5.6	SS-13	Install informational kiosks and business directories		1,2,3,5	C	Public-Private	Short-Term	PLM	WCAC, CC, CBP, CPW, RD, property and business owners	None	BID, TF, Private

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E2	4	Sec. 4.3	SS-14	Install historic interpretation sign boards		1,2,3,5		Public-Private	Short-Term	PLM	WCAC, CC, CBP, PB, CPW	None	BID, TF, Private
E2	5	Sec. 5.6		Install West Concord murals		2,5		Public-Private	Short-Term	PLM		None	TF, private
E2	8		SS-3.1A	Main Street streetscape improvements - Segment 1	From bridge to Comm. Ave. - Selected street tree planting sites, planter boxes, curb extensions/cross walks, street furnishings (benches, bike racks), public art installations.	1,4,5	B	Public	Medium-Term	CPW	PLM, PWC, PB, TM, BOS, property and business owners	None	MTF, PWED, DIF, EOE, TF, property owners
E2	9		SS-3.1B	Main Street streetscape improvements - Segment 2	From Junction Park to Fowler Library - Selected street tree planting sites, planter boxes, curb extensions/cross walks, street furnishings (benches, bike racks), public art installations.	1,2,3,4,5	B	Public	Medium-Term	CPW	PLM, PWC, PB, TM, BOS, property and business owners	None	MTF, PWED, DIF, EOE, TF, property owners
E2	10	Sec. 4.3	SS-3.2A	Commonwealth Ave streetscape improvements - Segment 1	Junction Park to Church Street. Selected street tree planting sites, planter boxes, curb extensions/cross walks, street furnishings (benches, bike racks), public art installations.	1,2,3,4,5	A	Public	Medium-Term	CPW	PLM, PWC, PB, TM, BOS, property and business owners	None	MTF, PWED, DIF, EOE, TF, property owners
E2	11	Sec. 4.3	SS-3.2B	Commonwealth Ave streetscape improvements - Segment 2	Church Street to Kenneth Dunn Square. Selected street tree planting sites, planter boxes, curb extensions/cross walks, street furnishings (benches, bike racks), public art installations.	1,2,3,4,5	A	Public	Medium-Term	CPW	PLM, PWC, PB, TM, BOS, property and business owners	None	MTF, PWED, DIF, EOE, TF, property owners
E2	12	Sec. 4.3	SS-4	Beharrell Street extension streetscape improvements	On new street install sidewalks and selected street tree planting sites, street furnishings (lights, benches, bike racks), improved access to public and private parking areas.	1,2,3,4,5		Public-Private	Medium-Term	CPW	PLM, PWC, PB, TM, BOS, MBTA, property and business owners	Should be done in conjunction with any major redevelopment in Beharrell Street area.	MTF, PWED, DIF, EOE, TF, MBTA, property owners
E2	13	Sec. 4.3	SS-2	Bradford Street streetscape improvements	Install new sidewalks, on-street parking, and selected street tree planting sites; street furnishings (lights, benches, bike racks); screen Bradford Mills parking lot (evergreen); improve lot access for shared parking for Rideout playground.	1,4,5	A	Public	Medium-Term	CPW	PLM, PWC, PB, TM, BOS, property and business owners	None	MTF, PWED, DIF, EOE, TF, property owners
E2	14	Sec. 4.3	SS-5	Extend decorative light fixtures within the village center		2,3,4,5	B	Public	Long-Term	CPW	MLB, CSEC, PLM, PWC, PB, BOS, property and business owners	None	MTF, PWED, DIF, EOE, TF, property owners
E2	19	Sec. 4.2	T-3	Maple Court enhancements	Add street trees and sidewalk on south side; improve parking and buffer on north side.	1,2,3	C	Public-Private	Medium-Term	CPW and Property Owners	PLM, PWC, TM, BOS	None	MTC, TF, property owners
Parks, Open Space, and Trails													
F	1	Sec. 4.2, 4.4, 4.5	OS-5, T-7	New village green at Commonwealth Avenue and Beharrell Street	Acquire 74 Comm. Ave. (Acadian Building) to create village green; move entrance to MBTA commuter lot and Concord Park (Section 4.2, T-07); connect to Mandrioli park across tracks to east (Section 4.4). Consider ice cream/coffee shop to enliven.	X	A	Public-Private	Long-Term	PLM	BFRTC, CPW, TM, BOS, PB, NRC	Already has beautiful shade trees. Would create an attractive public space in a center of the village and serve as a trail head for BFRT. Town should offer option to buy to current owner.	CPA, MTA, EOE, MBTA, TF
F	2	Sec. 4.4	OS-2	Mandrioli pocket park enhancements	Enhanced plantings, furnishing, lighting, signage and small expansion toward BOA kiosk (yew bushes). Relocate crosswalk directly in front with curb extension/street tree.	4,5	B	Private	Short-Term	Property Owners	NRC, PLM, CBP	Would improve visibility and use of this pocket park	CPA, TF, EOE, Programs, Private
F	3	Sec. 4.4	OS-1	Junction Park enhancements	Renovate existing park. Repair stairs and brick work, re-position RR crossing as more of a public art feature; add shade trees, benches, bike racks, lighting, informational kiosk; provide apron on MBTA lot for farmers market; expand improvements into adjacent areas for existing and future vibrancy (e.g. outdoor dining at Club Car Cafe and WC Shopping Plaza).	1,2,3,4,5	B	Public-Private	Medium-Term	RD	RC, PLM, CPW, TM, BOS	Preferred route for Bruce Freeman Rail Trail.	CPA, TF, EOE, Programs, MBTA, Private
F	4	Sec. 4.4	OS-3	New HWCC "Overlook Park" and access to Commonwealth Ave.	Small pocket park on north side of parking lot next to church office overlooking the village with a staircase and sidewalk abutting Concord Teacakes leading to Comm. Ave.	1,3,5	C	Public-Private	Medium-Term	PLM and Property Owners	CPW, TM, BOS, PB	Create an attractive view of village and direct access between Community Center and Comm. Ave.; Access stair case may be expensive and would cross narrow parking area behind buildings on Comm. Ave.	CPA, TF, MTF, EOE, Private
F	5		OS-4	New pocket park at Warner's Pond Dam	Small pocket park with terrace, benches and canoe landing overlooking pond. Future trail connection along the Nashoba Brook.	1,2,4,5	A	Public	Short-Term	CPW	PLM	Create attractive pocket park on an underutilized and attractive natural resource. Pedestrian crossing at this point of Comm. Ave can be difficult and has to be addressed. See Section 4.2, 4.3, T-12 A,B.	CPA, EOE, TF
F	6		D-14, OS-4	Expand Warner's Pond Dam pocket park	Acquisition of 169/171 Comm. Ave to expand small pocket park with terrace, benches and canoe landing overlooking pond. Future trail connection along the Nashoba Brook.	1,2,4,5	A	Public	Medium-Term	PLM	TM, BOS, PB, NRC	Town should offer owner an option to buy.	CPA, MTA, EOE, TF

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F	7	Sec. 4.4	OS-6	New "Confluence Park" on north side of Nashoba Brook and Assabet River	Located at the north confluence of Assabet River and Nashoba Brook on Concord Prison Site. Passive recreational use (trails, picnics, observations, interpretive signage) with connections for future Bruce Freeman Rail Trail and housing development.	4,5		Public	Long-Term	NRC	MCI, CHTF, BFRTC, RD, RC, TM, BOS, PB	Provides better public access to Assabet River for passive recreational uses. Wetlands and habitat may pose constraints.	CPA, EOE, TF
F	8	Sec. 4.4	OS-7	Heritage Park along the Bruce Freeman Rail Trail	Pocket park with interpretive sign at former switching yard for West Concord Depot. Some equipment is still in place.	5	B	Public	Long-Term	RD	PLM, BFRTC, CLCC, CPC, HC, RC, TM, BOS, PB	At intersection of proposed Nashoba Brook Trail and BFRT	CPA, EOE, TF, MHC
F	9		D-15	Acquire reserve space for Rideout Playground	Acquisition of 51 Laws Brook Road would increase options for heavily used Rideout Playground.	5	C	Public	Undetermined	RD	RC, PLM, TM, BOS	Although current owner has no plans to sell property to Town, Town should consider offering option.	TF, SHP
F	10	Sec. 4.4	OS-8	Bruce Freeman Rail Trail	12-foot multi-purpose trail along RR ROW with small pocket parks and interpretive historic themes along the trail. Preferred route across railroad tracks is through Junction Park with at-grade crossing on platform. Sidewalk and parking located on spur to Comm. Ave. Sidewalk enhancements at Comm. Ave. crossing.	1,2,3,4,5		Public	Medium-Term	BFRTC	PLM, RC, TM, BOS, PB	If trail is instead routed along Commonwealth Avenue, no parking spaces should be removed.	EOEA, TF
F	11	Sec. 4.4	OS-9	Nashoba Brook Trail	New trail along the south side from Warner's Pond to Assabet River. Goes through Heritage Park, connects to BFRT and Assabet River Trail.	1,2,3,4,5	A	Public-Private	Medium-Term	NRC	PLM, RC, TM, BOS, PB	None	CPA, EOE, TF, Private
F	12	Sec. 4.4	OS-10	Assabet River Trail	Connect existing trail along the west side of the Assabet River from Nashoba Brook confluence to new pedestrian bridge over river to Baker Ave. business park. South of Main Street, develop new trail system with canoe access at Cottage Street and connections to neighborhoods, Thoreau School, and Cousins Park.	1,2,3,4,5	B	Public-Private	Long-Term	NRC	PLM, RC, TM, BOS, PB	None	CPA, EOE, TF, Private
F	13	Sec. 4.4	OS-11	Extend paved path in Rideout Playground	Accessible connection between Conant Street parking and play area.	1,2,3,4,5	A	Public-Private	Short-Term	RC	PLM, RC, TM, BOS, PB	None	CPA, EOE, TF, Private
F	14		OS-12	Create village loop trail	Mark three access points for paths on Warner Woods conservation land. Trail could start at Rideout Playground, up Conant Street, through woods to Wright Road to path on west side of Warner Pond/Nashoba Brook to Route 2 to BFRT to planned Nashoba Brook Trail.	1,2,3,4,5	B	Public	Short-Term	NRC	PLM, RC, TM, BOS, PB		
Infrastructure Management Strategy													
G	1	Sec. 5.3; INF-1		All Town departments should consider MP recommendations when designing infrastructure projects			A		Ongoing				
G	2	Sec. 5.3; INF-2		Provide and improve public utilities to support existing and compatible future development		1,2,3,4,5	A	Public	Medium-Term	CPW	PLM, WWTF, PWC, TM, BOS	None	MTF, EDA, TF, Private
G	3	Sec. 5.3; INF-3		Implement "Complete Street" policy	Developed by Planning Board	1,2,3,4,5	B	Public	Medium-Term	CPW	PLM, WWTF, PWC, TM, BOS	None	MTF, EDA, TF, Private
G	4	Sec. 5.3; INF-3		Develop and implement a traffic management plan for West Concord		1,2,3,4	A	Public-Private	Medium-Term	CPW	PD, FD, PLM, TM, BOS	None	TF, Private

***West Concord Task Force goals**

- 1 Improved flow & connectivity
- 2 Development attuned to village scale and character
- 3 Small business preservation & development
- 4 Best practices environmental sustainability
- 5 Enhance recreation & social engagement opportunities

****West Concord Task Force priorities**

- A = most crucial to implementing Master Plan
- B = crucial for implementing Master Plan
- C = important for Master Plan
- blank = dependent on achieving other listed projects or less urgent.

*****Projected time frame**

- Short-Term Within the next 2 years
- Medium-Term Within the next 5 years
- Long-Term Within the next 10 years