



Implementing Actions: The Plan

IMPLEMENTING ACTIONS

Implementation is a critical piece of any planning study. All too often, plan recommendations are ignored in day-to-day decision-making. To ensure that the research, analysis, and consensus building that went into this plan inform policy at multiple levels, we have set out the action items that emerged from this transportation planning process

The slate of short, medium and long term measures laid out in this document requires collaboration between constantly shifting sets of actors. We have attempted to identify primary and secondary actors for each action item. No single set of collaborators on a given measure is necessarily complete or ideal, but these designations are at least a start in identifying the "players" who can make it happen.

This section also is organized around the strategic goals and objectives that emerged from the process. This strategic aspect is the bond that ties all of the actions together, that allows the collective set of measures to make sense and work cohesively. Finally, the actions are further organized into time frames that represent the degree of constraint involved in getting the measure underway; some items can be achieved in a year or two, while some might take a decade or more. It does not mean that short term items are more important as public policy than the medium or long term ones; it simply makes sense to set the more easily achieved measures in motion. These time frames are further explained below.

Implementing actions in the Transportation Element are listed under four time frames for implementation: Ongoing, Near Term; Intermediate Term; and Long Term. Ongoing actions are those of a continuous nature with no set end date. Some of these measures might already exist, at least to a degree. Near Term actions are relatively simple, low cost measures, which can be undertaken in a short period of time with a limited amount of planning and permitting. Included with Near Term actions also are steps to initiate the planning and permitting processes required to implement Intermediate and Long Term actions. Intermediate Term actions are somewhat more costly and more difficult to implement than Near Term actions. Some design and permitting may be needed before they can be implemented. Intermediate Term actions could be implemented within a two to five year time frame. As with Near Term actions, some Intermediate Term actions may include initiating the development of Long Term actions. Actions anticipated to take longer than five years to bring to fruition are Long Term actions. They generally are higher cost actions requiring more extensive study, planning and permitting.

Because of the long lead time required to complete these actions, initiating the process to develop the actions may be included as a Near Term or Intermediate Term action.

It should be noted that the time frames in this element are somewhat longer than those in the first four elements of the Comprehensive Plan, as transportation improvements tend to not only involve multiple parties, but also complex land assembly and engineering and extensive public process.

Table 10. Implementation Time Frames

Category	Ongoing	Near Term (NT)	Intermediate Term (IT)	Long Term (LT)
Difficulty	Varies	Least Constraint	Medium Constraint	High Constraint
Initiating Time Frame	Continuous	1-2 years	2-5 years	5+ years
Cost	Varies	Low	Medium	High

Implementing actions are identified by goal, by implementing actor, and by time frame. The boards or officials that would best be responsible for initiating the action are identified in italics, followed by the time frame. These boards and officials include the Board of Selectmen, the Planning Board, the Zoning Board of Appeals (ZBA), the Town Manager, the Transportation Coordinator, and the Department of Public Works (DPW). Interested committees include the Lexington Bicycle Advisory Committee (LBAC), the Traffic Safety Advisory Committee, the Transportation Advisory Committee, the Historic Districts Commission, and the Design Advisory Committee. Under each board or official and within each category of action, actions are listed in order of priority, as established by the transportation planning process. The actor or actors in bold should be considered the lead in implementation.

It should be noted that these Implementing Actions assume an increased staffing level in the Transportation Services Section of the DPW. In the past, the section has been staffed by a full-time Coordinator and a half-time assistant. At that level, they were fully occupied by a wide range of duties - from municipal parking to paratransit. The Transportation Coordinator position, along with the LEXPRESS bus service, was eliminated for fiscal year 2004. Consequently, many of the action items listed below will need to be postponed until Transportation Services funding is again available.

1. GOAL: PRESERVE THE QUALITY OF LIFE IN LEXINGTON THROUGH IMPROVED TRAFFIC MANAGEMENT.

A. Reduce peak hour commuter traffic and tie-ups

B. Improve traffic safety in high-accident locations

The preceding two objectives are presented as they were articulated in the Vision 2020 process and the first four elements of the Comprehensive Plan. While important goals, they are so broad in scope that they encompass the majority of implementing actions below. To avoid redundancy, those actions are not repeated here.

See: Goals, Objectives, and Actions to follow throughout this section.

2. GOAL: INCREASE TRANSPORTATION ALTERNATIVES TO SINGLE OCCUPANCY VEHICLE TRIPS.

A. Increase availability of public transportation (local, regional and intercity).

- 1) Initiate limited bus service between Hartwell Avenue and the Lowell Commuter Rail Line at the Anderson Regional Transit Center in Woburn to test the feasibility of providing more extensive service. This could be combined with the route suggested in #4. *Transportation Advisory Committee, Board of Selectmen, Town Manager, Transportation Coordinator, MPO Representative, Planning Board; NT*
- 2) Initiate bus service between Waltham Center and Lexington Center to provide access to the Waltham stop on the Fitchburg Commuter Rail Line; to provide peak hour service to Hayden Avenue and all day service to the Waltham Street/Lexington Street corridor; and to provide access to MBTA buses in Waltham Center. *Transportation Advisory Committee, Transportation Coordinator; NT/IT*
- 3) Investigate the feasibility of extending the hours of operation and increasing frequency of service of Lexpress to serve a larger share of the town's population, including commuters. *Transportation Advisory Committee, Transportation Coordinator; IT*
- 4) Initiate bus service between Winchester Center and Lexington Center to provide access to the Lowell Commuter Rail Line, which is planned to be extended to Nashua, New Hampshire; service to Countryside, Lexington Center and some Winchester neighborhoods; and connect with Winchester MBTA bus routes. *Transportation Advisory Committee, Transportation Coordinator, MPO Representative, Business Community; LT*
- 5) Advocate for extension of MBTA bus route #78 to Hayden Avenue during peak hours in the event the 128 Council TMA Alewife Shuttle service is reduced or eliminated. *Transportation Advisory Committee, Transportation Coordinator, MPO Representative; LT*
- 6) Advocate for extension of MBTA bus route #77 to Lexington Center to provide service for Arlington residents who work in Lexington. *Transportation Advisory Committee, Transportation Coordinator, MPO Representative; LT*
- 7) Advocate for an increase in the frequency of service on MBTA routes 62 and 76, particularly during peak hours, to improve access between Alewife station and Lexington. *Transportation Advisory Committee, Transportation Coordinator, MPO Representative; LT*

B. Increase use of bicycles.

- 1) Seek easements from public and private landowners to extend bicycle and pedestrian facilities. *LBAC, ZBA, Planning Board; Ongoing*
- 2) Rigorously implement Town’s Transportation Demand Management Policy to support walking and bicycling in and around new development and redeveloped sites. *Transportation Coordinator, LBAC, Planning Board, ZBA, Town Manager; Ongoing*
- 3) Incorporate bicycle route plan map in the Comprehensive Plan and update regularly to reflect changing needs and opportunities. *Planning Board, LBAC; NT*
- 4) Update bicycle route signage. *DPW and LBAC; NT*
- 5) Encourage pedestrian and bicycle amenities, such as benches, bike racks, and bicycle lockers, at key locations especially along the Minuteman Bikeway. *LBAC, Planning Board, ZBA, DPW; NT*
- 6) Identify satellite “park and bike” locations on the outskirts of town along the Minuteman Bike Path to relieve parking demand in the Town Center. *LBAC, Planning Board, DPW; NT*
- 7) Define flexible standards for various types of bicycle and sidewalk facilities that are tailored to reflect the character of the community *Design Advisory Committee and LBAC, DPW, PB, Historic Districts Commission; NT*
- 8) Develop and implement zoning regulations to support and encourage walking and bicycling. *Planning Board, LBAC, Economic Development; NT*

C. Increase employer based transportation demand management programs and employee incentives to use them.

- 1) Review and revise Article XII of the Zoning Bylaw¹ for better enforcement and monitoring. *Planning Board, ZBA*
- 2) Support carpooling by Lexington residents and by employees working in Lexington. *Transportation Coordinator and Business Community, Transportation Advisory Committee, Planning Board; NT*
 - Expand on existing area programs
 - Promote ridematching services offered by CARAVAN for Commuters and/or the 128 Business Council
 - Collect information, conduct outreach, and implement marketing strategies.
 - Seek financial incentives for carpoolers/vanpoolers.

¹ Article XII, Traffic, sets thresholds for development, beyond which traffic studies, mitigations, and TDM measures can be required.

- 3) Provide information on alternative commuting choices. **Transportation Coordinator and Business Community, Route 128 Business Council; NT**
 - Work with other officials, as well as private sources, to establish an effective and comprehensive marketing program utilizing a variety of methods.
- 4) Work with other officials to enhance the Transportation section of the Town's Website. Provide all transportation measures and services in addition to Lexpress schedules and maps. Include links to other transportation resources, including MBTA, CARAVAN, and the 128 Business Council. **Transportation Coordinator, Transportation Advisory Committee, Business Community, Route 128 Business Council, MIS; NT**
- 5) Provide financial and non-financial incentives for alternative modes of travel by offering T-passes, Lexpress tickets, gas coupons or preferential parking for carpoolers, or other means. **Transportation Coordinator and Business Community; IT**
- 6) Establish TMA Services: assist employers in joining Transportation Management Associations or forming new ones where appropriate. **Transportation Coordinator and Business Community, Transportation Advisory Committee, 128 Business Council; IT**
- 7) Provide small-scale services in office parks. **Business Community, Economic Development Officer, Planning Board; NT**
 - Encourage small businesses to use lunch trucks to bring lunch to employees to provide an option to driving to lunch.
 - Encourage small businesses, such as day care, ATM, dry cleaning, snacks and sundries to locate within office parks. (see also Goal 6, Objective A)
- 8) Investigate providing improvements by means of a betterment district along the length of Hartwell Avenue and Maguire Road. **Board of Selectmen and DPW; IT**

D. Increase pedestrian activity.

- 1) Develop and implement zoning regulations to support and encourage walking and bicycling. **Planning Board, LBAC, Economic Development; NT**
- 2) Pursue a 3E (Education, Encouragement and Enforcement) program for students and the larger community in support of walking and bicycling to encourage a comprehensive approach. **School Committee, LBAC, Transportation Coordinator, Board of Health; NT**

See also: Goal 4, Objective C

E. Increase school bus usage and reduce traffic at schools. Discourage driving to school by providing incentives to use other modes.

- 1) Promote use of LEXPRESS for transportation from after-school activities. **School Committee**, *Transportation Advisory Committee, Transportation Coordinator; Ongoing*
- 2) Implement a pilot Safe Routes to School Program to test the concept for possible adoption of a town wide program. **School Committee and LBAC**, *Transportation Coordinator, Board of Health, PTO; NT*
- 3) Investigate feasibility of providing incentives for students to commute by walking, biking, bus, or carpool through preferential dismissal or other means. **School Committee, PTO, Transportation Coordinator; NT**

3. GOAL: USE PARKING STRATEGIES TO HELP ACHIEVE TRANSPORTATION GOALS AT CERTAIN LOCATIONS

A. Amend parking requirements so as to avoid excessive parking supply for commercial and industrial uses.

- 1) Study existing parking regulations to assess impact on transportation choice; consider revision. **Planning Board, Business Community; IT**
- 2) Provide incentives to reduce parking demand and automobile use. **Planning Board, Transportation Coordinator; IT**
 - Explore federal, state, or local tax breaks or other sources of funds for reimbursing employers based on actual cash-back
 - Establish a parking cash-out program for employers.

B. Reduce vehicular trips from High School.

See: Goal 2, Section E

4. GOAL: IMPROVE AND BETTER MAINTAIN THE INFRASTRUCTURE

A. Institute a capital improvements plan for traffic calming at strategic locations.

See: Goal 4, Objective B, particularly as regards roundabouts, bulb-outs, and crosswalks.

B. Improve road conditions.

- 1) Initiate planning for the following long-term roadway improvement (**DPW, Board of Selectmen, Capital Budget Committee; NT**):
 - Improvements at Marrett Road and Waltham Street (currently underway)
 - Improvements at Bedford Street and Hartwell Avenue (see description under long-term improvements)

- 2) Implement traffic improvements at the following intersections (*DPW, Board of Selectmen, Town Manager*):

Near Term**Hartwell Avenue and Bedford Street**

- Modify the traffic signal phasing to provide separate phases for the eastbound Hartwell Avenue and westbound Bedford Street jughandle approaches.
- Allow right turns from the southbound jughandle approach.

Waltham Street and Marrett Road

Install a "Yield" sign at the channelized right turn on southbound Waltham Street.

Maple Street and Lowell Street

- Paint gore (zebra) striping around the islands with signal posts to better delineate the islands
- Paint a left-turn lane on Maple Street (lane is already in operation).

Worthen Road and Bedford Street

- Paint a crosswalk across Camelia Drive (sidewalk and ramps already in place).

Intermediate Term**Marrett Road at Waltham Street**

- Consolidate driveway access at Gulf Station on southwest corner and provide sidewalk.
- Install signal ahead sign on southbound Waltham Street due to limited sight distance.

Maple Street at Lowell Street

- Upgrade signal equipment to provide protected left-turn phasing on northbound Lowell Street approach and pedestrian crossings.
- Upgrade pedestrian crossings to be ADA-compliant.

Concord Avenue at Waltham Street

- Upgrade signal equipment to provide protected left-turn phases on Waltham Street.

Spring Street at Marrett Road

- Install an island on northbound Spring Street to better channelize vehicles entering and exiting Spring Street.
- Extend northwest corner of Spring Street to reduce the width of eastbound Marrett Road and to improve channelization.
- Extend curb from one-way Bridge Street toward Marrett Road to reduce the amount of pavement and to better channelize vehicles.
- Investigate the feasibility of providing a separate left-turn lane on westbound Marrett Street within the existing right-of-way.

Worthen Road at Bedford Street

- Provide an exclusive left-turn lane on northbound Bedford Street.

Massachusetts Avenue at Woburn Street/Winthrop Street

- Install bulb-out on Woburn Street to reduce amount of pavement at the intersection and to slow and better channelize vehicles exiting Woburn Street onto Massachusetts Avenue.
- Extend island westward to prohibit vehicles from crossing

Long Term

Bedford Street at Hartwell Avenue

- Widen the jughandle approach to provide three lanes (a shared left-turn/through lane, a through lane, and a shared through/right-turn lane).
- Widen the Hartwell Avenue approach to four lanes (two exclusive left-turn lanes and two exclusive right-turn lanes)
- Widen the Bedford Street approaches to two full lanes in each direction.
- Upgrade traffic signal equipment and implement new phasing and timing (including a split phase for Hartwell Avenue and the jughandle).

Bedford Street at Eldred Street

- Install traffic signal and coordinate with signal at Hartwell Avenue².
- Widen Bedford Street northbound approach to three lanes.
- Install detectors to monitor queues from the southbound I-95/Route 128 exit ramp.

Marrett Road at Waltham Street

- Re-stripe the Waltham Street northbound and southbound approaches to provide an exclusive left-turn lane and shared through/right-turn lane.
- Provide two approach lanes on eastbound Marrett Road (an exclusive left-turn lane and a shared through/right-turn lane).
- Upgrade the signal equipment, including installation of pedestrian signal heads, and adjust signal timing and phasing.

Maple Street at Massachusetts Avenue

- Install traffic signal.
- Consider signalizing Marrett Street at Massachusetts Ave and coordinating the two systems.

Maple Street at Lowell Street

- Investigate limited widening of Lowell Street approaches to provide an exclusive left-turn lane in each direction and determine if widening can be accomplished with little or no impact to adjacent properties.
- Investigate limited widening of Winchester Street approach to provide an additional lane and determine if widening can be accomplished with little or no impact to adjacent properties.
- Reconfigure channelized right-turn lanes to slow traffic and provide easier pedestrian crossings.

Concord Avenue at Waltham Street

- Widen westbound Concord Avenue to provide two lanes. Additional traffic analysis will be necessary to determine the appropriate lane utilization for the widened approach.

Massachusetts Avenue at Woburn Street/Winthrop Street

- Install traffic signal or modern roundabout.

Pleasant Street at Massachusetts Avenue

- Install traffic signal or modern roundabout.

Pleasant Street at Watertown Street

² There is concern that this will attract cut-through traffic to Eldred St, which could impact its status as a proposed bicycle route. Any signalization project should study this possibility and its impacts.

- Install traffic signal or modern roundabout.

Spring Street at Marrett Road

- Install modern roundabout

C. Improve and expand sidewalk network.

- 1) Write and adopt policy on importance of creating and maintaining sidewalks for safety, health, and mobility. **Planning Board and Board of Selectmen and DPW; NT**
- 2) Update and maintain sidewalk inventory **DPW; IT**
- 3) Develop prioritization strategies and screening criteria for sidewalk improvements **DPW; IT**
 - Include consideration of major pedestrian generators such as schools and senior centers.
 - Consider pedestrian safety.
- 4) Consider identifying criteria for roadways where sidewalks may be constructed on only one side. **Planning Board, LBAC, DPW; IT**
- 5) Create Task Force to study retrofit of Hayden Avenue, the commercial area of Spring Street, and the Hartwell Avenue commercial area with non-automotive infrastructure. **Economic Development Officer, Board of Selectmen, Business Community, DPW; IT**
 - Provide multi-purpose trails for pedestrians and bikes
 - Reduce front setbacks to encourage transit, TDM and pedestrian use
 - Orient building entrances to the street
 - Provide bus pullouts and shelters
 - Provide for on-site multi-passenger vehicle drop-off/pick-up areas at individual businesses.

D. Improve bicycle path conditions.

- 1) Maintain consistency in bicycle and pedestrian facilities. **DPW and LBAC; Ongoing**
- 2) Enforce snow removal policies and provide periodic sweeping of such facilities. **Town Manager, DPW, private abutters; Ongoing**
- 3) Incorporate bicycle needs in roadway projects. **DPW, Capital Budget Committee, Planning Board, LBAC; Ongoing**
- 4) Use bicycle needs in weighing priorities for roadway projects. **DPW, Capital Budget Committee, Planning Board, LBAC; Ongoing**

5. GOAL: INVOLVE LEXINGTON IN LOCAL AND REGIONAL TRANSPORTATION PLANNING

A. Increase involvement by Lexington in regional planning.

- 1) Coordinate with Boston MPO and MPO Advisory Committee to monitor regional projects. *MPO Representative; Ongoing*
- 2) Monitor Hanscom/Massport transportation impacts. *Planning Board, HATS; Ongoing*
- 3) Communicate directly with abutting towns on traffic aspects of developments of regional impact. *Planning Board; Ongoing*
- 4) Participate in MAGIC³ regional transportation planning efforts. *MAGIC Representative, Transportation Coordinator, Transportation Advisory Committee; Ongoing*

B. Improve access and coordination with regional transportation centers and airports (i.e. Woburn, Alewife, Route 128)

See: Goal 2, Objective A: “Increase availability of public transportation (local, regional, and intercity.”

C. Coordinate local planning efforts.

Coordinate implementation and updating efforts with the Selectmen’s ongoing Vision 2020 long-range planning effort. *Planning Board, Board of Selectmen, 2020 Vision Implementation Committee; Ongoing*

6. GOAL: INVESTIGATE LAND USE POLICIES THAT CAN ASSIST WITH TRANSPORTATION GOALS

A. Identify nodes and areas served by public transportation that might be logical for prudent planned development designations and greater mix of uses.

- 1) Plan for the future of the former Raytheon site (141 Spring St) with potential for a cohesive mixed-use development including office, limited commercial, R&D, and conservation/recreation uses. *Economic Development Officer, Planning Board; NT*
- 2) Consider creating a Business Improvement District to address transportation and parking issues, among others, in the Town Center. *Economic Development Officer, Board of Selectmen, Lexington Center Committee, Chamber of Commerce, Traffic Safety Advisory Committee; IT*

³ Minuteman Advisory Group on Interlocal Coordination, a subset of the Boston Metropolitan Planning Organization

- 3) Create an Overlay District for Hartwell Avenue Area that allows a modest Floor-Area-Ratio (FAR) increase if tied to a commitment for an overall TDM strategy and improvements at the Bedford Street/Hartwell Avenue intersection. As an alternative or complementary policy, businesses wanting to add space along Hartwell Avenue would be required to pay a fee that goes towards a fund dedicated to implementing transit programs and/or infrastructure improvements along Hartwell Avenue. **Economic Development Officer, Planning Board, Massport, US Dept of Defense, Business Community, HATS; IT**
- 4) Allow small-scale, service-oriented commercial uses in office parks to create synergy between employers and service-type uses to reduce auto trips. **Planning Board, Business Community; IT**
- 5) Investigate feasibility of establishing mixed-use development at commercial nodes. **Planning Board, Business Community; IT**
- 6) Encourage redevelopment in East Lexington along the Massachusetts Avenue commercial corridor that is transit and pedestrian friendly by supporting reduced setbacks and parking behind buildings. **Economic Development Officer, Planning Board; IT**
- 7) Promote greater use intensity at the commercial node on Bedford Street north of Route 128. **Planning Board and Business Community; IT**
- 8) Plan for the future of the StrideRite Site (191 Spring St); explore potential for a cohesive mixed use development with or without housing. **Planning Board and Economic Development Officer; IT**

B. Update home occupation provisions in zoning, to reflect changing economic activity and reduce commuting (but with protective controls).

- 1) Initiate revision of home occupation permitted uses in Zoning Bylaw to reflect changing work patterns and technologies. **Planning Board; IT**

C. Consider feasibility of adding limited housing uses at certain non-residential locations.

- 1) Initiate action to establish housing as an allowed use in upper stories in the Town Center and East Lexington. Establishing housing in the Town Center requires expansion of parking. The benefits of structured parking as a catalyst for residential use and for the Town Center in general should be considered. **Planning Board and Lexington Center Committee, Traffic Safety Advisory Committee; IT**

