



Safe Routes to School Assessment: Carter & MacRae Elementary School

NOVEMBER 7, 2025

PREPARED BY:



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1. School Overview

School Information

- Carter and MacRae Elementary School
 - One of 13 elementary schools in the School District of Lancaster
 - Located just south of the Central Business District
 - School walkshed includes parts of Cabbage Hill, South Side, Mussertown, and Churchtowne neighborhoods
 - Building also contains district administrative offices



School Layout and Location



- School fills entire block surrounded by Prince, Farnum, Beaver, and Conestoga Streets
- Can be accessed from all sides, but primary parking areas and student entrances are on east and south sides of building, along Beaver and Conestoga

2. Arrival and Dismissal Observations

Arrival & Dismissal Operations

- **Observation Times:**

- Arrival: Approx. 7:55 AM – 8:40 AM
- Dismissal: Approx. 3:00 PM – 3:45 PM

- **Observation Locations:**

- Strawberry St and Fremont St
- Prince St and Farnum St
- Beaver St and Farnum St
- Prince St at School Entrance
- Beaver St at School Entrance
- Prince St and Conestoga St
- Beaver St and Conestoga St
- Queen St, Church St, and Conestoga St

- **Observation Procedures:**

- All observers were stationed at their respective locations for the full arrival and dismissal process.
- Observers spent the time looking for a variety of potential issues, including but not limited to safety concerns, highly traveled routes and access points, interactions between travel modes, curb space uses, compliance with traffic control devices, and vehicle queuing.
- For the dismissal observation, observers were rearranged to have the opportunity to observe a new location.
- After each observation, all observers immediately convened to discuss any observations or concerns about the arrival and dismissal operations.

General Observations

- Due to the school being bound by a City block, there are multiple locations where pick-up and drop-off activities occur. On Beaver Street, signage indicates a Bus Drop-Off Area near the school entrance. On Farnum Street, Conestoga Street, and Prince Street the curbside is designated for on-street parking, even though these areas were observed to be used for bus or car drop-offs/pick-ups.
- Students crossing Prince Street at Farnum Street experience relatively high levels of stress and high-speed traffic on Prince Street is common. There is an existing overhead 'School Speed Limit When Flashing' sign on southbound Prince Street on the approach to Farnum Street. Students crossing Farnum Street on the east side of the intersection frequently encounter vehicles that are blocking the crosswalk while waiting at the stop sign.
- There is no marked crosswalk at Beaver Street near the school entrance and Save A Lot parking lot, even though this parking lot is being used as a drop-off/pick-up area and a walking route.
- There are no marked crosswalks at Beaver Street to cross Farnum Street or Conestoga Street. This becomes particularly chaotic at Conestoga Street. Buses and cars stop both along the curb and in the travel lanes. Students walk across this unmarked crossing with varying levels of caution. Students were also observed walking through parked cars to cross at the Farnum and Beaver Street intersection.
- Vehicles exiting southbound on Beaver Street onto Conestoga Street do not respect the stop bar and drift across the crosswalk, despite the poor pedestrian visibility due to the building.
- Similarly, vehicles traveling southbound on Beaver Street at the Farnum Street intersection do not respect the stop bar and drift across the crosswalk, despite poor pedestrian visibility due to a building right against the edge of the street in the northeast corner.

General Observations (Cont.)

- To cross Queen Street, many students use the crosswalk at Conestoga Street. Some students cross at unmarked locations, either near the Save A Lot, or near the Strawberry Street/Howard Avenue intersection.
- The crossing guard at Queen Street and Conestoga Street is generally well respected, and several parents commented that more crossing guards are needed.
- Both large and small buses are used to transport students. At both arrival and dismissal times, students are both dropped off and picked up at the school, as some buses transport students to/from before and after school care, shelters, and other schools.
- Of the students who do not come to school by car or bus, the vast majority walk. A few come by bicycle or scooter.
- The observers estimated that roughly half of the walking students are walking with an adult.
- Students exercise varying levels of compliance with safe behaviors around traffic. Many do not thoroughly check for vehicles when crossing streets.

Arrival Observations

- There was some student activity during the entire AM observation period, but the heaviest student arrival period was roughly 8:15 – 8:40 AM.
- Students enter the building through the doors on the east side of the building (Beaver Street) or the south side of the building (Conestoga Street).
- Even with school staff present, drop-off patterns are disorderly, and there are buses and cars using both Beaver St and Conestoga St to drop off, as well as a few cars using Farnum St.
- Some vehicles use the Save A Lot parking lot to access Beaver Street or to drop off students in the parking lot.
- The drop-off period conflicts with drop-off patterns at the adjacent preschool on the east side of Beaver Street.
- On Conestoga Street, cars and buses drop off on both sides of the street, not just curbside by the school.
- There is only one active crossing guard, located at the intersection of Queen and Conestoga Streets.



Pedestrians crossing uncontrolled crossing at Prince Street and Farnum Street intersection.



Pedestrians crossing at Conestoga Street and Beaver Street in a location without a crosswalk or curb ramps. Vehicles on Beaver St. have insufficient sight lines.

Dismissal Observations

- There was some student activity during the entire PM observation period, but the heaviest student departure period was roughly 3:10 – 3:30 PM.
- Timeline of dismissal is slightly more condensed than arrival, as students leave closer to the same time as each other. Because of this, walking students tend to be in slightly larger groups.
- Similar to the arrival period, buses and cars use both Beaver Street and Conestoga St, and some cars also use Farnum St for pick-ups.
- Significant queuing occurs on Conestoga Street between Prince Street and Queen Street due to the combination of school dismissal activity and general through traffic.
- There is only one active crossing guard, located at the intersection of Queen and Conestoga Streets.



School bus and parent pick-up on Beaver Street.



Vehicles stopped in crosswalk and parents/guardians picking up children in-lane at Prince Street and Conestoga Street intersection.

3. Walkshed Inventory

Walkshed Area Observations

- ADA Concern
- Barrier to Access
- Focus Area for Observations
- Maintenance Needed/Poor Condition
- Other - See Comments
- Traffic Control Device Concern
- Traffic Safety Hazard
- Observed Desire Line
- Other - See Comments
- Sidewalk Gap
- Sidewalk Over Capacity
- Sidewalk Replacement Needed



Sidewalk Network

- Generally, sidewalk connectivity is very good near Carter and MacRae.
- Due to the nature of being an older city with high density, many of the sidewalks in surrounding neighborhoods are very narrow. They can become completely blocked by residents parking on the sidewalk or trash cans that are left out.
- Some of the sidewalks need maintenance due to damage from tree roots or other wear and tear.



An area of rough sidewalk on Poplar Street



A narrow sidewalk along Andrew Street, affected by steps and a utility pole

Curb Ramps, Driveways, and ADA Compliance

- Many of the curb ramps in the area of Carter and MacRae are in good condition and are ADA compliant.
- Some ramps, particularly on smaller side streets, are either non-compliant or do not exist at all.
- In a few locations, utility poles, porches, or landscaping cause the sidewalk to be narrowed to less than the appropriate width for a handicap-accessible route.



On Howard St, handicapped parking signage impedes accessibility along the sidewalk.



This curb ramp at Filbert Street and Vine Street is in poor condition and lacks the detectable warning surface (DWS) seen on the opposite side of the intersection.

Crosswalks

- The majority of crosswalks near Carter and MacRae are well marked.
- At a handful of intersections, markings are faded or damaged by vehicle wear and tear.
- There are a few notable locations that lack crosswalks, including some locations on Queen Street, Church Street, and Beaver Street.
- The layout of the city streets can occasionally result in long crossing distances where streets meet at an unusual angle.



Just south of Carter and MacRae, there is no marked crossing at Conestoga Street and Beaver Street



Pedestrians were observed crossing at an unmarked location at Church Street and Christian Street

4. Existing Conditions Data

Total Crashes in Walkshed



Source: City of Lancaster Crash Data Dashboard

Vision Zero High Injury Network

- The high injury network is a set of city streets that experience a high frequency of injury and fatal crashes.
- The high injury network is only 6% of city streets, but account for 77% of serious and fatal crashes.
- Most of the streets on the high injury network are those where vehicles travel at higher speeds.
- At Carter and MacRae, the blocks immediately adjacent to the school on Prince and Conestoga Streets are part of the high injury network.
- Additional blocks within the school walkshed on Water, Prince, Queen, Duke, and Conestoga Streets are also part of the high injury network.



5. Public Engagement

Public Engagement Overview

- RK&K in collaboration with Connect the Dots developed a public engagement strategy with the City that included:
 - Coordination with the Lancaster Vision Zero Coordinating Committee
 - Held a pop-up event in tandem with the Donuts with Grownups Event – 5/21/25
 - Online engagement opportunities through the City Engagement Platform.



Pop-Up Event

Approximately 75 people attended the event, and the team interacted with approximately 40% of the attendees. Engagement Activities included:

- Playmat and coloring station for children,
- Brief one-on-one interactions with parents/guardians,
- Interactive map for locating areas of concern.



Students engaged in a playmat discussing safe streets



Student Submitted Drawing of their vision for a safe street

Pop-Up Event Feedback

The following provides a summary of feedback received during the pop-up event:

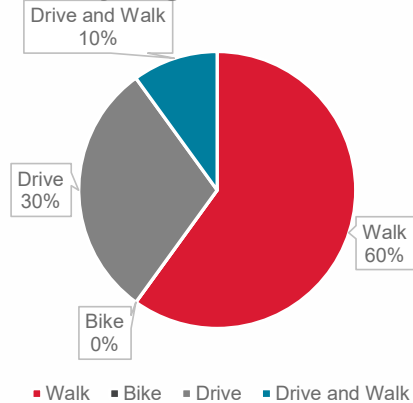
Things that currently work well for walking:

- Crossing guard makes walking feel safe,
- Beaver Street is safe for walking.

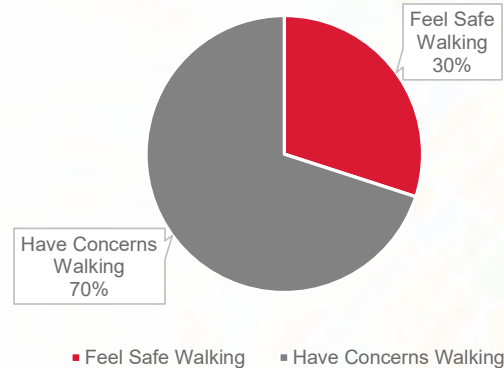
Reasons for driving:

- Convenience, they drop students off on the way to work,
- Save-A-Lot parking lot works well for parking,
- They have special needs children that they don't feel comfortable walking with,
- Safety concerns: vehicles drive too fast, not safe crossing streets, and too much traffic,
- Safety concerns: crime and kidnapping.

How do you get to/from School?



Does walking to/from school feel safe?



Pop-Up Event Feedback



Things that could be improved for walking:

- Additional crossing guards.
- Prince Street and Conestoga Street improvements (crossing guard, better lighting, slow drivers, etc.)
- Beaver Street and Conestoga Street intersection improvements (add crosswalks),
- Beaver Street and Farnum Street intersection improvements (add crosswalks),
- Provide Signs that students are in crosswalks and school zone signs on Queen Street,
- Slow down drivers.

Vision Zero Open House – Summer 2025



An interactive display board provided at the Carter & MacRae Pop-Up was also displayed at the Lancaster Vision Zero Workshop held at the Lancaster Public Library on July 30th, 2025.

- The graphic to the left depicts a composite of feedback received from both events.

Public Engagement Summary

- The major streets around the school are challenging to cross. (Prince Street and Queen Street)
- Beaver Street is missing crosswalks near the school. (Conestoga Street and Farnum Street)
- The Save A Lot parking lot is acting as a drop-off/pick-up area and a walking route.
- Arrival is challenging due to parents/guardians, buses, and daycare students all accessing Beaver Street.
- Conestoga Street becomes congested and chaotic with buses, cars, and pedestrians, especially during dismissal.
- There is a shortage of crossing guards.
- There are safety concerns in the area around Culliton Park.
- Many parents feel that driving their children to school is safer and more convenient.

6. Recommendations

Recommendations Overview

Recommendations are based on the existing conditions data, arrival and dismissal observations, walkshed inventory, public engagement, and other projects within the walkshed. The recommendations within this study include a relative cost of implementation, as well as an anticipated time frame to implement as follows:

- **Short-Term Improvements**
 - Improvements that can likely be completed by City of Lancaster or School District Staff
- **Mid-Term Improvements**
 - Improvements that likely can be completed as part of a Capital Improvement Project, that can potentially be completed under the Lancaster Vision Zero Implementation Program.
- **Long-Term Improvements**
 - Improvements that likely can be completed as part of a Capital Improvement Project, which will likely require additional funding beyond what is available within the current Lancaster Vision Zero Implementation Program.

The study also provides a recommended prioritization order for these improvements to help guide implementation.

Types of Improvements

Traffic calming measures recommended for further evaluation and installation have previously been implemented within the City of Lancaster or will soon be implemented as part of other Vision Zero Improvement Projects. These improvements are derived from the following guidance documents:

- City of Lancaster Vision Zero Safety Toolbox
- PennDOT Publication 13 Design Manual Part 2 Contextual Roadway Design, Traffic Calming Chapter
- U.S Department of Transportation Federal Highway Administration (FHWA) Proven Safety Countermeasures
- FHWA Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations (FHWA STEP Process)



Example: Intersection Daylighting



Example: Pedestrian Refuge Island, Bicycle Facilities, and Rectangular Rapid Flashing Beacon

Other Projects

The City of Lancaster is in various stages of development of other projects within the walkshed. Safety recommendations in this report assumes that these projects will be completed in the next 3-years. These projects include:

- Water Street Bicycle Boulevard
- Queen and Farnum intersection improvements
- Church Street Complete Street Project
- South Duke Street Mobility
- Strawberry Street Resurfacing Project

Additionally, the City of Lancaster is conducting a Two-Way Restoration Study on several streets within the Walkshed. Recommendations from this study will be evaluated for inclusion in those studies. These Streets Include:

- Prince Street
- Queen Street
- Duke Street

Lastly, the City of Lancaster recently completed improvement projects within the walkshed. The historic crash data may not reflect safety improvements achieved by these projects. The City should evaluate these areas in the future to see if any further improvements are required. These include:








- Fremont Street



Walkshed Recommendations Map



Walkshed Recommendations

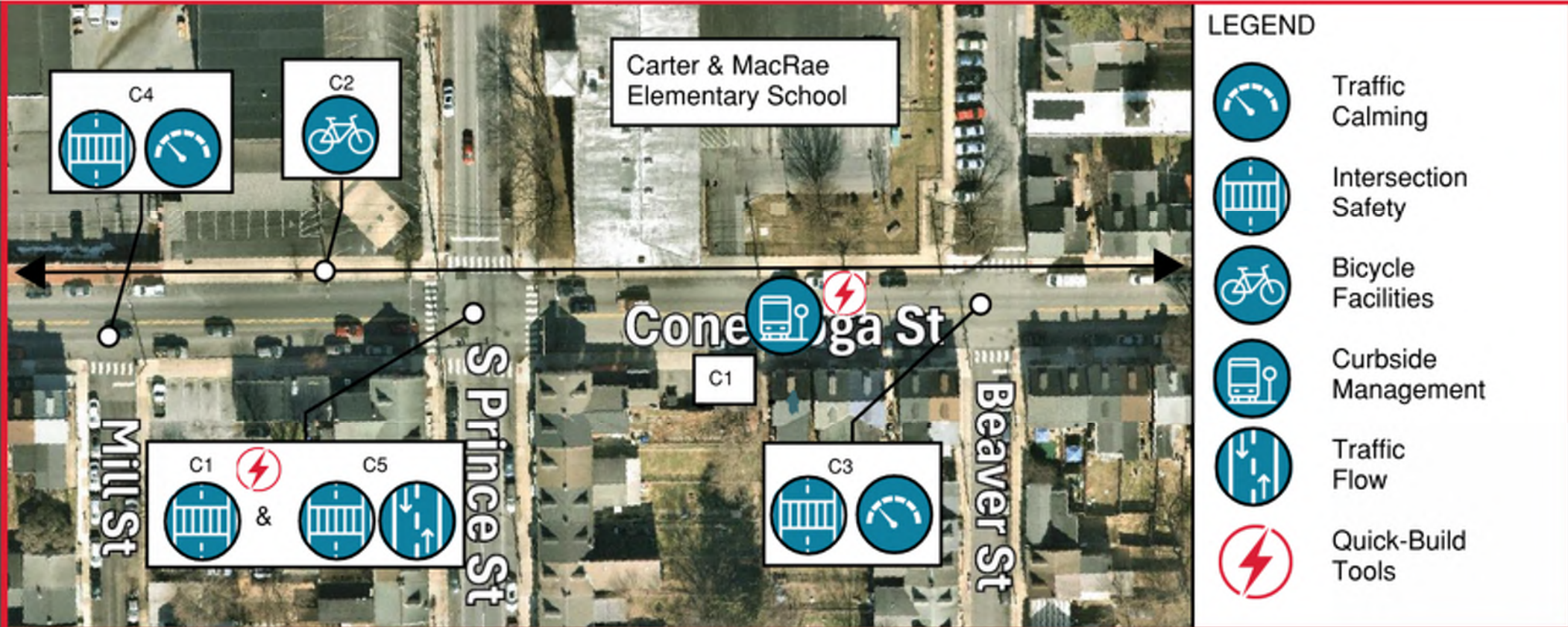
ID #	Legend Symbol	Location	Recommendation	Time Frame	Cost
W1		Beaver St and Andrew St	Intersection Safety – Quick-Build Improvement: Evaluate warrants to convert from two-way stop control to four-way stop control intersection. Install intersection daylighting.	Short-Term	\$
W2		Vine St and Filbert St	Intersection Safety: Replace curb ramps on east side of the intersection.	Short-Term	\$\$
W3		Union St, Filbert St & Conestoga St	Intersection Safety – Quick-Build Improvement: Construct quick-build intersection daylighting and decrease intersection footprint with painted edge lines and delineator posts.	Short-Term	\$
W4		Union St and New Dorwart St	Intersection Safety – Quick-Build Improvement: Implement intersection daylighting and repaint crosswalks.	Short-Term	\$
W5		Beaver St & Christian St	Traffic Calming – Quick-Build Improvement: Perform a speed study along frequently observed walking routes. Install low-cost traffic calming elements (i.e. speed humps, chicanes, intersection daylighting, etc.) to align with desired target speed.	Mid-Term	\$\$
W6		Several Locations	Repair sidewalks that are damaged or uneven to promote the safe passage of all users.	Long-Term	\$\$\$
W7		Several Locations	Expand sidewalk space on streets with narrow sidewalks that are obstructed by poles, trash cans, steps, etc.	Long-Term	\$\$\$

Notes:




See following sheets for detailed recommendations for Conestoga St, Farnum St, and Queen St.








Conestoga St Recommendations Map



Conestoga St Recommendations

ID #	Legend Symbol	Location	Recommendation	Time Frame	Cost
C1		Conestoga St between Beaver St and Prince St	Intersection Safety and Curbside Management – Quick-Build Tools: Establish a defined school loading zone along the westbound curbline, between Beaver Street and the school driveway. Implement intersection daylighting in the northeast corner of the Prince Street and Conestoga Street Intersection.	Short-Term	\$
C2		Conestoga St between Filbert St and Queen St	Bicycle Facilities: Implement a complete street with bicycle facilities between Filbert Street and Queen Street. This street is on the City's High Injury Network, and proposed improvements should include improved safety for vulnerable road users. Additionally, the City of Lancaster Bicycle Network identifies Conestoga Street as a planned bicycle route providing connectivity between Filbert Street, the proposed shared use path on Church Street, Water Street bicycle boulevard, and Culliton Park. The proposed bicycle facility should be designed to accommodate all ages and abilities of riders to encourage additional bicycle use by students to/from Carter & MacRae Elementary School. This will most likely require a shared use path on Westbound side of Conestoga Street between Water Street and Queen Street. The road section of Conestoga Street should also be designed to facilitate the school loading zone implemented in C1, and the westbound Conestoga Street approach to Prince Street should be evaluated for the need to include a dedicated left-turn lane.	Mid-Term*	\$\$
C3		Beaver St Intersection	Intersection Safety and Traffic Calming: Install a crosswalk across Conestoga Street on the west side of the intersection. Follow the FHWA STEP Process and implementing treatments such as curb bumpouts in the northwest and southwest corners of the intersection and/or a raised intersection. Consider green infrastructure within the curb bumpout and design to limit parking within 20' of the crosswalks on Conestoga Street and Beaver Street. Additionally, realign the southbound Beaver St approach to the intersection a few feet to the west of the house at 25 Conestoga Street. Construct a small pedestrian landing near the corner of this house, such that pedestrians crossing from east to west are visible to southbound Beaver Street traffic. This will also require removal/reconstruction of the curb and sidewalk on the northwest side of the intersection around the existing tree. Reduce curb radius as practical while accommodating bus turning movements. **	Mid-Term	\$\$

Conestoga St Recommendations (Cont.)

ID #	Legend Symbol	Location	Recommendation	Time Frame	Cost
W3		Union St, Filbert St & Conestoga St	Intersection Safety: Implement permanent improvements to Quick-Build recommendations provided under (W3).	Mid-Term*	\$\$\$
N/A	N/A	Water Street Intersection	Bicycle Facilities Based on the results of the Conestoga Street Complete Street Study (C2) implement modifications to Water Street intersection to connect proposed bicycle facilities to the proposed Water Street Bicycle Boulevard.	Mid-Term	\$\$\$
C4	 	Mill St Intersection	Intersection Safety and Traffic Calming: Implement recommendations of the Conestoga Street Complete Street Study (C2). Potential improvements may include a new crosswalk across Conestoga Street at the Mill Street Intersection. Follow the FHWA STEP Process and consider implementing treatments such as curb bumpouts.**	Mid-Term	\$\$\$
C5	 	Prince St Intersection	Intersection Safety and Traffic Flow: Evaluate lane configuration changes to reduce queuing on westbound Conestoga Street. Consider the effects of recommendation on the proposed bicycle facility (C2) with the implementation of a left turn lane. Modify the signal based on the study recommendations and implement curb bumpouts where feasible, based on the ultimate typical section for Conestoga Street and Prince Street.	Mid-Term*	\$\$\$

Notes:

*Requires coordination with Two-Way Restoration Study, PennDOT Signal Permit, and/or PennDOT Highway Occupancy Permit.

** May require utility and/or drainage inlet modifications.






Quick-build tools can be implemented more quickly and at a lower cost using road paint and flex posts.




Farnum St Recommendations Map



Farnum Street Recommendations

ID #	Legend Symbol	Location	Recommendation	Time Frame	Cost
F1		Prince St Intersection	<p>Intersection Safety – Quick-Build Tools: Construct quick-build curb bumpouts and/ intersection daylighting in the northeast corner to provided added visibility for pedestrians and for vehicles coming from westbound Farnum Street. Design should maintain access to existing driveway. Extend the stop bar across this leg of Farnum Street to show that it is one-way.</p> <p>Additionally, install intersection daylighting north of the intersection on both sides of Prince Street and provide yield line 20' min. from the crosswalk with R1-5L&R signs (Yield here to Pedestrians).*</p>	Short-Term	\$
F2		Between Beaver St and Prince St	<p>Implement Curbside Management: Establish a defined school loading zone for parents/guardians along the left curblines of Farnum Street, using signage, pavement markings. Utilize excess pavement width on Farnum Street to provide a buffer between the loading zone and thru-travel. Note that this loading zone will be left-side and will need to be coordinated with the School. This area was observed to be utilized by parents/guardians, and formalizing should reduce the need for them to utilize Beaver Street causing conflicts with buses.</p>	Short-Term	\$
F3		Water St Intersection	<p>Intersection Safety – Existing City Project: Construct curb bumpouts and other improvements that are proposed as part of the Water Street Bicycle Boulevard Project. **</p>	Mid-Term*	\$\$

Farnum Street Recommendations (Cont.)

ID #	Legend Symbol	Location	Recommendation	Time Frame	Cost
F4		Prince St Intersection	Intersection Safety: Implement permanent improvements beyond quick-build improvements implemented under (F1). Evaluate signal warrant for the Prince Street intersection. If a signal is not warranted follow FHWA's STEP program guidance to provide treatments including an RRFB and/or curb bumpouts. Evaluate green infrastructure within the curb bumpouts **	Mid-Term*	\$\$
F5		Beaver St Intersection	Intersection Safety and Traffic Calming: Construct a crosswalk and curb bumpouts to cross Farnum Street on the west side of the intersection. Evaluate green infrastructure within the curb bumpouts. Implement permanent solutions for the school loading area implemented as a quick-build improvement under F2. Evaluate construction of a raised crosswalk across the north leg of Beaver Street, to slow vehicles on approach to the intersection where there is insufficient sight distance due to existing buildings. Most buses accessing Carter and MacRae come from Queen Street, so they should not be impacted by the raised crossing.**	Mid-Term	\$\$
F6		Queen St Intersection	Intersection Safety – Other City Project: Construct RRFB, curb bumpouts and other improvements that are proposed as part of the Queen St and Farnum St intersection improvement project. **	Mid-Term*	\$\$

Notes:

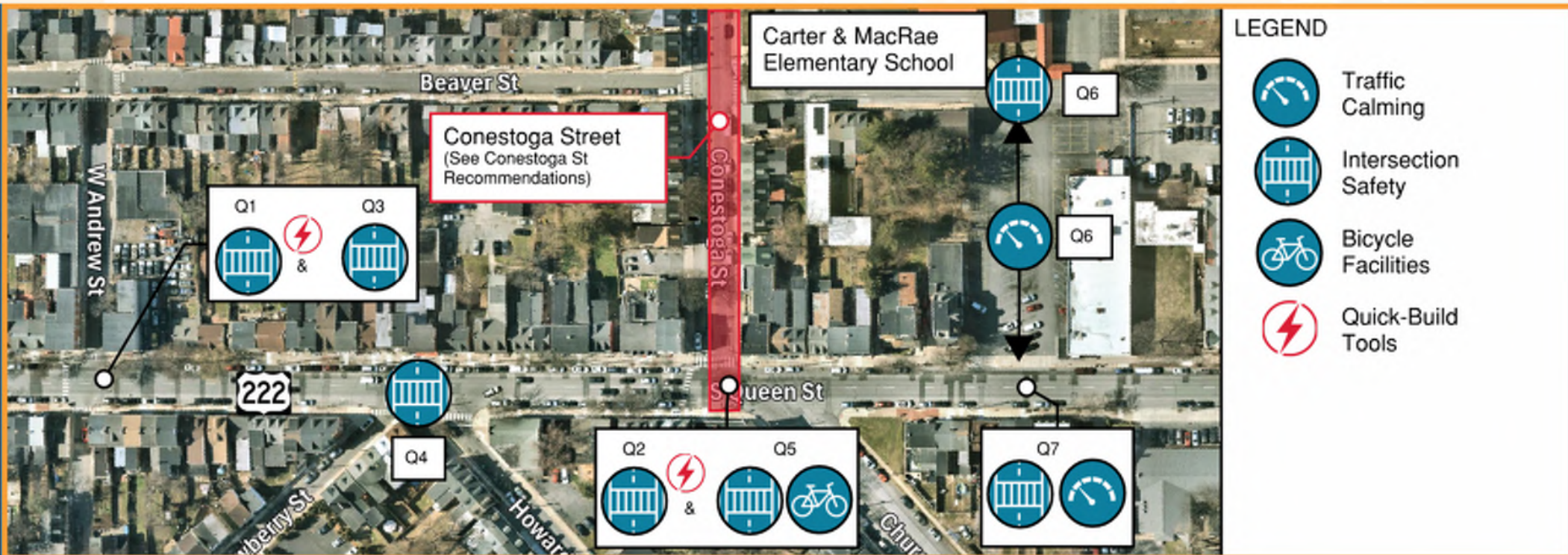
*Requires coordination with Two-Way Restoration Study, PennDOT Signal Permit, and/or PennDOT Highway Occupancy Permit.

** May require utility and/or drainage inlet modifications







Quick-build tools can be implemented more quickly and at a lower cost using road paint and flex posts.




Queen Street Recommendations Map



Queen Street Recommendations

ID #	Legend Symbol	Location	Recommendation	Time Frame	Cost
Q1		Andrew St Intersection	Intersection Safety – Quick-Build Improvements: Implement quick-build improvements recommended in the Queen & Andrew Crossing Concept Plan prepared by the City of Lancaster.	Short-Term	\$
Q2		Conestoga St Intersection	Intersection Safety – Quick-Build Improvements: In advance of the Church Street Complete Street project, repaint the northbound stop bar on Queen Street. Install daylighting along approaches with crosswalks for improved pedestrian visibility.	Short-Term	\$
Q3		Andrew St Intersection	Intersection Safety: As part of the Two-Way Restoration Study, evaluate upgrades to the uncontrolled pedestrian crossing by following FHWA STEP process with treatments potentially including an RRFB and/or curb bumpouts.**	Long-Term*	\$\$
Q4		Strawberry St/ Howard St Intersection	Intersection Safety: As part of the Two-Way Restoration Study, evaluate intersection reconfiguration to minimize skew and provide pedestrian crossing on Queen Street, utilizing FHWA's STEP process to identify treatments such as an RRFB.**	Long-Term*	\$\$\$


Queen Street Recommendations (Cont.)

ID #	Legend Symbol	Location	Recommendation	Time Frame	Cost
Q5		Conestoga St/Church St	Intersection Safety and Bicycle Facilities: As part of the Conestoga Street Improvements install permanent intersection bump-outs in locations where quick-build daylighting was installed (Q2). Implement necessary modifications to bicycle facility connections between Church Street and Conestoga Street across Queen Street. All improvements should facilitate future two-way operations of Queen Street.	Mid-Term*	\$\$
Q6		Save A Lot Parking Lot	Traffic Calming: Evaluate options to formalize existing pedestrian access through Save A Lot parking lot with an easement or other means. Investigate the feasibility of constructing a sidewalk/crosswalk connection. Formalize a crosswalk across Beaver Street to the school entrance.	Long-Term	\$\$\$
Q7		Mid-block at Save A Lot	Intersection Safety and Traffic Calming: Based on the outcome of (Q6), evaluate the need for a mid-block crossing near Save A Lot, utilizing FHWA's STEP program guidance and PennDOT mid-block crossing guidance, with treatments potentially including an RRFB and/or curb bumpouts. **	Long-Term*	\$\$

Notes:

*Requires coordination with Two-Way Restoration Study, PennDOT Signal Permit, and/or PennDOT Highway Occupancy Permit.

** May require utility and/or drainage inlet modifications.

 Quick-build tools can be implemented more quickly and at a lower cost using road paint and flex posts.

Additional Recommendations

The following additional recommendations are provided for administration staff at the Carter & MacRae Elementary School.

ID #	Recommendation	Time Frame	Priority
A1	Explore hiring additional crossing guards. The highest priority intersection is Prince Street and Farnum Street.	Short-Term	\$\$
A2	Instruct school buses to avoid picking up and dropping off students on Prince Street.	Short-Term	\$
A3	When redistricting schools in the future, consider changes to the walksheds that will make walking/biking to school more inviting.	Long-Term	\$
A4	Coordinate with the Wonder Academy preschool to determine alternative AM drop-off times or locations that interfere less with Carter & MacRae arrival.	Short-Term	\$
A5	With the school and city working together, provide a continued education campaign for Vision Zero and Safe Routes to School. Materials should include the benefits of walking/biking to school.	Short-Term	\$\$

Prioritization

To implement the recommendations of this study the following project bundles are recommended. The time-frame of implementation will be subject to available funding and regulatory approval.

Order of Priority	Project Bundles	ID #
1	Quick-Build Implementation: The City and/or the School District should implement short-term recommendations contained within this report, starting with locations in close proximity to Carter & MacRae Elementary School. These improvements can be implemented as a standalone project or part of a larger Vision Zero project, providing systemic improvements City-wide.	Walkshed: W1 & W3- W5 Conestoga Street: C1 Farnum Street: F1 & F2 Queen Street: Q1 & Q2 Additional: A1, A2, A4 & A5
2	Existing City Projects: Implement planned safety improvements for projects on Water Street, West Strawberry Street, Church Street and the Queen and Farnum Street Intersection.	(Other Projects) Farnum Street: F3 & F6
3	Conestoga and Farnum Streets Complete Street Project: This project will install permanent safety improvements at key intersection on Conestoga and Farnum Streets in the vicinity of Carter & MacRae Elementary School. The project will also evaluate implementation of bicycle facilities with a shared use path on Conestoga Street between Water Street and Queen Street.	Conestoga Street: C2-C5 Farnum Street: F4 & F5 Queen Street: Q5
4	Queen Street Intersection Improvements Project: If the two-way restoration on Queen Street is determined to be feasible, implement recommendations from this report into its design. If the project is deemed infeasible, incorporate improvements into a Queen Street Safety Improvement project.	Queen Street: Q3- Q5, and Q6- Q7
5	Other Improvements: Implement other recommendations from this report as funding becomes available.	Walkshed: W2, W6- W7 Additional: A3