

## **Minutes of the CLRPC Meeting of April 27, 2018**

Pursuant to a notice filed with the Town Clerk, the Comprehensive Long Range Plan Committee (CLRPC) met at 8:00 a.m. on April 27, 2018 in the first floor meeting room, 141 Keyes Road, Concord, MA.

### Members Present:

Gary Kleiman, Co-Chair  
Wally Johnston  
Tory Lambert  
Barbara Morse

Nick Pappas  
Jim Bryant  
Judy Zaunbrecher

Marcia Rasmussen, DPLM Director  
Elizabeth Hughes, Town Planner  
Susan Silberberg, CivicMoxie, CLRP Consultant

The meeting was called to order by Mr. Kleiman at 8:05 a.m., who stated that the meeting was being recorded and that member John Boynton was participating remotely by telephone.

## **Minutes from March 9<sup>th</sup>, March 30<sup>th</sup>, April 6<sup>th</sup> and April 13, 2018**

Mr. Kleiman noted that the minutes of April 13, 2018 were not available.

Mr. Lambert and Mr. Bryant provided minor typo amendments. Mr. Lambert moved to approve March 9<sup>th</sup> as amended. Mr. Pappas seconded with all voting in favor.

Mr. Bryant moved to approve March 30<sup>th</sup> as written. Mr. Johnston seconded with all voting in favor.

The Committee postponed discussion of April 6<sup>th</sup> minutes.

## **Correspondence**

Mr. Kleiman acknowledged receipt of comments from Lori Gill Pazaris regarding resilience, public comments from the public hearing and the web site. He noted that comments from other boards and committees have started to come in and will be distributed to the Committee.

Ms. Zaunbrecher noted that the NRC Director and she would be meeting with the DPLM Director to discuss some issues and concerns before they submit their comments.

Mr. Johnston noted that the School Committee discussed the draft Plan and did not have any comments, but is looking forward to working with the Town on the issues identified in the draft Plan.

Mr. Kleiman stated that he and Ms. Woodward would be taking on synthesizing the board and committee comments. Ms. Silberberg noted that on Monday, the consultant team would be putting all of the web site comments into a document for the Committee. The Committee discussed how to process the public comments and agreed that members would look at all the comments, but would focus on their area of expertise.

## **Check in on Process and Schedule**

Mr. Kleiman noted that April was spent refining the goals and identifying additional action items. He thought the draft Plan should be realigned to these revised goals and that in May the Committee would start going through all of the actions that underpin the goals.

The Committee discussed the process for transitioning from goals to actions and the draft illustrated systems approach graphic. Mr. Kleiman asked Ms. Silberberg if the consultant team would be able to go through the revised goals and create a list of action items. Ms. Silberberg stated that they have already started putting the actions items into a chart based on the new goals.

The Committee discussed how the action items would be turned into Section 5 Implementation Plan, which would identify the authority, budget and resources, timing for implementation of an action item, coordination between departments and who takes the lead on action items.

Mr. Boynton noted that if the Plan did not identify any action items, the Town's budget would still grow 2 to 4%. He commented on whether the Plan should also identify where there can be savings. The Committee agreed.

Mr. Kleiman thought this Plan is creating a systems-based action items list and the Committee still need to go through the process of aligning the action items through the filters, but realizes that the Committee will be doing this in Section 5.

The Committee discussed the potential decision making process that will be developed for the Town to use when putting the action items through the lens.

Mr. Kleiman informed everyone that the Finance Director is creating a 2, 3, 4% growth illustration for department budgets over the next 3, 5, 10 years so the Committee can start working on the fiscal impacts.

## **Public Hearing Follow-up Discussion**

Mr. Kleiman thanked everyone who attended and acknowledged that the public comments were robust and highlighted some specific issues.

Mr. Pappas found that the comments were more aligned with the direction that Plan is going now that it is further along. Mr. Lambert asked what members should do if they heard things that they felt should be incorporated. Mr. Kleiman noted that the Committee would continue to refine the goals based on comments that were heard.

Mr. Bryant thought that the comments regarding growth need to be further explained since the Committee is not saying the Town needs to grow. Mr. Kleiman thought Section 2 of the Plan needs to be beefed up and this is where further discussion regarding the factors to deal with growth should take place.

## **Section 4 Goals Review and Discussion**

Mr. Kleiman began the discussion with question 1 under Section 4.1 of the April 27 discussion topics. The Committee discussed the differences between Section 4.1 Goal 1 and 5. Mr. Pappas suggested an action item of creating a calendar that shows all of the events happening and believes this would force the coordination between cultural organizations, historic groups and local businesses. The Committee agreed.

The Committee discussed whether the two goals should be merged. Mr. Kleiman suggested merging the two goals and then having sub-goals. Ms. Rasmussen believes they are two different functions and that there are boards and committees that have been tasked with education. She believes that bringing groups together is not something the Town has been doing in the past in a proactive way. Mr. Kleiman will work on refining these two goals.

Mr. Kleiman suggested that under Goal 2 the update of the Historic Resources Master Plan could be an action item.

The Committee discussed Goal 4 and agreed that it could be dropped so long as it is adequately covered in Section 5. The Committee was comfortable with the way the goals were stated with the refinements of Goal 1 and 5

Mr. Kleiman noted Ned Perry's comment at the public hearing about the need to include the libraries. The Committee agreed that libraries need to be adequately covered in the actions.

*(Ms. Morse left at 9am. At this time, the Committee did not have a quorum of members present in person. The Chair continued to receive input from the remaining members in order to refine Section 4.2. No votes were taken. The Committee did allow public comment.)*

The Committee discussed the first discussion question and the need to make a transition to a Concord Center that is more socially vital and pedestrian friendly, differentiating between town character and economic vitality.

Mr. Pappas believes that the Town needs to assist wherever there are barriers, whether it is regulations or permitting, to ensure thriving businesses. Mr. Bryant suggested that the Town needs to make a fundamental change to the village centers to make them more socially inviting and pedestrian friendly. Mr. Kleiman suggested a goal to make a transition to village centers that are more pedestrian friendly, socially vital and enables social engagement on a wider scale. The Committee acknowledged that this would be a challenging thing to implement purely on a public level. Ms. Silberberg agreed with that sentiment based on increased on-line shopping competition and thought that the only way to get people to the retail businesses is to promote a positive experience.

The Committee discussed the difference in the types of businesses that support the economic vitality, which includes retail, visitors, commercial, and farms and the need to support tourist and residents. The Committee discussed Ned Perry's comment at the public hearing about creating a medical corridor and the need to support the medical businesses due to the changing demographics of the population. Mr. Boynton thought the Plan needs to be sure to mention and support Emerson Hospital.

Mr. Pappas thinks Section 4 is weak on specifics and is too generic. Mr. Kleiman will work on making it more specific for the next draft.

Mr. Boynton thought that getting employees and finding space to use needs to be included as action items. Mr. Pappas highlighted what Boston did with a business improvement district to support the Greenway.

## **Public Comment**

Tanya Gailus, 62 Prescott Road, noted that since Ms. Morse left the Committee did not have a quorum present in person. She stated she was not able to attend the April 25<sup>th</sup> public hearing and commented on public hearing presentation Slides 5 regarding the statement of not replacing

existing processes of participatory democracy. Ms. Gailus questioned the assumption of new housing growth concepts and asked where this assumption came from.

Mr. Pappas noted the huge demand for housing in the community because of the schools and services and the assumption this demand will continue to create growth in housing. Mr. Kleiman noted the lengthy discussions regarding growth at the public hearing and earlier by the Committee this morning. Ms. Gailus questioned whether this means the Town needs to accommodate people. Mr. Kleiman stated that the Plan will be agnostic in terms of the topic of growth and believes the Plan needs to focus on the conditions in towns that affect how to deal with that growth.

Mark Gailus, 62 Prescott Road, commented on ConcordCAN workshop the previous evening and some good resources regarding planning for resiliency. He suggested having a shuttle between key places in Town so that people could arrive by a car at one place, but then get to the other places without a car, thereby linking all of these places.

Joan Entwistle, 53 Staffordshire Lane, thought that when thinking about building connections to promote economic vitality that an overall plan to improve pedestrian and bicycle connections should be considered because that will help promote businesses and neighborhoods which helps improve economic vitality and support sustainability. She noted the loss of 25 to 35 year olds residents and suggested some higher density housing around some of the commercial centers, not just the villages as a way of competing with the urban centers.

Lori Gill Pazaris, 1376 Old Marlboro Road, asked what was the process for identifying the tensions and big ideas and why are they the same as from the beginning. Mr. Pappas noted they were three examples, and not exclusive and maybe the Plan should make that clear that these three are not the only ways of thinking. Mr. Bryant thought they were developed through the SWOT analysis. Mr. Lambert also noted that it was from input in the surveys. Mr. Kleiman added that the Committee agreed to limit it to three big ideas in this Plan since this is a new way of thinking. Ms. Pazaris did not think the big ideas should have such a prominent role in the Plan. Mr. Kleiman pointed out that they are themes that kept coming up as priorities during our data gathering process that they should be addressed in the Plan.

Ms. Pazaris questioned when the Committee would be writing up the topic regarding growth. Mr. Kleiman stated that the Committee would be discussing this topic further at another meeting in May.

The meeting adjourned at 9:30 am.

List of documents presented which are on file in the Planning Division Office at 141 Keyes Road, Concord, MA:

- April 27<sup>th</sup> Discussion Questions
- Section 4 – All Section Goals List 4-25-18

Respectfully submitted,

John Boynton, Clerk