



# Appendix B: Community Participation

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## **B-2 Envision Concord Committee Summaries**

## Comprehensive Long Range Plan Committee Correspondance Log

The Comprehensive Long Range Plan Committee decided at the outset of its data gathering process to maintain a "correspondence log" of public comments. The purpose was to create a mechanism for capturing public input into the planning process. The Committee has invited comments in numerous different forums, including public information sessions, newspaper articles and social media. Comments have arrived in the form of emails to the Committee and posts to the Envision Concord website.

The correspondence log provides two data points for each comment. First, it provides a substantive summary on the comment. Second, it provides a "mapping" to the American Planning Association (APA) principles and best practices as set out in the APA's "Sustaining Places: Best Practices for Comprehensive Plans." This framework guides long range planning process and stands as part of the Committee's charter.

The correspondence log now includes over two hundred fifty entries, covering a wide variety of subject areas and identifying both broad themes and particular project opportunities. The mapping to specific APA principles and best practices allows sorting comments by subject matter and also confirms that the Committee has received public input that touches virtually all of the applicable planning principles and best practices.

The Committee now is entering the data analysis phase. The correspondence log will play an important role, along side data from multiple surveys, public forums and other sources of input. The Committee will make it a priority to ensure that every comment is considered during the analysis process.

The Committee will take advantage of the mapping of comments to organize and assign ongoing responsibility for each comment. We have sorted the comments by applicable APA principle (basically, six principles such as "Livable Built Environment" and "Healthy Community") and given individual Committee members or teams of members responsibility for the input of the comments in their areas into the data analysis process. In addition, the assigned members will have responsibility to follow their assigned comments through the planning process.

#	Date	Submitted by	Comment/Issue	Plan Mapping				Link
	8/22/2017	Debra S.	More community social events (informal, low or no cost). More dialogue between business and town residents. More bike racks.	BP 1.1-Plan for multimodal transportation.	BP 3.5-Encourage community-based economic development and revitalization.	BP 7.7-Continue to engage the public after the comprehensive plan is complete.		Co-urbanize
	9/14/2017	Lori Pazaris	Encourage home energy systems, refurbishing of environmentally sub-standard structures, and landscape practices using natural plants and enhanced soil carbon dioxide stabilization. Review current bylaws and regulations to provide incentives to do this.	BP 1.10-Implement green building design and energy conservation.	BP 2.4-Enact policies to reduce carbon footprints.	BP 2.6-Encourage climate change adaptation	BP 2.7-Provide for renewable energy use	BP 5.1-Reduce exposure to toxins and pollutants in the natural and built environments.
10	3/20/2017	Lori Pazaris	Provided peer reviewed article on how forests can be used to mitigate problems related to water scarcity and global warming. Encouraged the CLRP Committee to consider forest and tree preservation as ways to reduce climate change.	BP 2.1-Restore, connect, and protect natural habitats and sensitive lands.	BP 2.2-Plan for the provision and protection of green infrastructure.	BP 2.6-Encourage climate change adaptation.	BP 2.9-Encourage water conservation and plan for a lasting water supply.	L. Pazaris
9	3/15/2017	Lori Pazaris	Provided information on the link between land management and water cycles. Request the Committee consider this link between land management and water in the Comprehensive Long Range Plan.	BP 2.2-Plan for the provision and protection of green infrastructure.	BP 2.2-Plan for the provision and protection of green infrastructure.	BP 2.6-Encourage climate change adaptation.	BP 2.9-Encourage water conservation and plan for a lasting water supply.	BP 6.3-Coordinate local open space plans with regional green infrastructure plans.
	9/13/2017	Lori Pazaris	Change zoning regs to allow current structures to be converted to multi-family living units. Encourage cluster housing to preserve land.	BP 1.2-Plan for transit-oriented development.	BP 1.6-Plan for infill development.	BP 4.1-Provide for a range of housing types.		Co-urbanize
11	4/18/2017	Elise Woodward	Notes from ConcordCAN Meeting. Comments on town government, redevelopment/tear-downs, stopping growth, net-zero or passive house standards for new construction, and change in property tax structure.	BP 7-Authentic Participation.	BP 1.10-Implement green building design and energy conservation.	BP 4.1-Provide a range of housing types.	BP 7.4- Develop alternative scenarios of the future.	BP 2.3-Encourage development that respects natural topography.
	9/7/2017	Tyler Spring	Add pedestrian bridge over the Assabet to connect West Concord Village with Baker Ave. businesses.	BP 1.1- Plan for multimodal transportation.	BP 3.3-Plan for transportation access to employment centers	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-urbanize
	9/5/2017	Janet Rothrock	Study deer density and attendant problems including incidence of tick borne disease, car accidents, and impact on wildlife and plant habitats.	BP 2.1- Restore, connect, and protect natural habitats and sensitive lands.	BP 5.2-Plan for increased public safety through the reduction in crime and injuries.	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-urbanize and letter
	9/19/2017	Gary Kleiman	Build track over capped landfill at CCHS.	BP 1.6-Plan for infill development.	BP 3.6-Provide and maintain infrastructure capacity in line with growth or decline demands.	BP 5.6-Plan for access to healthy, locally grown foods for all neighborhoods.		Co-urbanize
	8/22/2017	Debra S.	More parks with benches, finished bike path, more community gardens, more parking for retail in WC.	BP 1.1-Plan for multimodal transportation.				Co-urbanize
16	5/12/2017	Nick Pappas	Insight from the Ag Committee on housing for Agricultural Workers in Concord. In particular, the issues raised include the availability of affordable housing for farm workers, the difficulty of navigating local and state housing regulations, and the potential for using empty housing stock on Minuteman NP property.	BP 3.4--Promote green businesses and jobs.	BP 4.1--Provide a range of housing types.	BP 6.5--Promote regional cooperation and sharing of resources		N. Pappas
35	7/14/2017	Tanya Bartevevan Galus	Give emphasis to natural preservation. Affordable housing goals need not be inconsistent with natural preservation goals. Survey questions calling for choices between two goals should not be binary; they should allow an "other" response.	BP 2.1- Restore, connect and protect natural habitats and sensitive lands.	BP 4.1- Provide a range of housing types	BP 7.2- Seek diverse participation in planning process		T. Galus
	8/6/2017	Andy Smith	Install electric charging stations at Keyes Rd Parking Lot.	BP 2.4- Enact policies to reduce carbon footprints	BP 1.1-Plan for multimodal transportation			Co-Urbanize
19	5/17/2017	Wade Rubenstein	Adopt complete street policies that create access to safe, comfortable and healthy multimodal transportation options including walking, bicycling and transit	BP 1.1--Plan for multi-modal transportation	BP 1.4--Provide complete streets serving multiple functions			Co-urbanize
20	5/17/2017	P. Huston	access to all schools by bike or foot	BP 1.1--Plan for multi-modal transportation.	BP 1.4--Provide complete streets serving multiple functions			Co-urbanize
27	5/31/2017	Josh Burgeel	Ped-activated crosswalk in order to access Willard, Sanborn, Peabody, and the Bruce Freeman RT.	BP 1.1--Plan for multi-modal transportation.	BP 1.4--Provide complete streets serving multiple functions			Co-urbanize
29	6/3/2017	Ruthy Bennett	Bike/pedestrian crossing at route 2, so people can easily travel to both sides of town, especially school aged kids riding their bikes	BP 1.1--Plan for multi-modal transportation.	BP 1.4--Provide complete streets serving multiple functions			Co-urbanize
	10/2/2017	S Izra	access to Warner pond and dredge Warner Pond	BP 5.4-Plan for physical activity and healthy lifestyles.	BP 2.1-Restore, connect, and protect natural habitats and sensitive lands			Co-Urbanize
	9/12/2017	Joan Kennedy	Protect healthy watershed and water quality for future generations.	BP 2.9-Encourage water conservation and plan for a lasting water supply.	BP 2.10-Protect and manage streams, watersheds, and floodplains.			Co-urbanize
24	6/2/2017	Mark Hanson	Land uses (CCHS landfill) that are compatible with environmental improvement such as composting or providing school bus parking closer to CCHS	BP 5.3-Plan for the mitigation and redevelopment of brownfields for productive uses.	BP 2.4--Enact policies to reduce carbon footprints.			Co-urbanize
	9/17/2017	Joan Kennedy	Review how best to protect still water ponds, vernal pools, and wetlands in light of global warming	BP 2.1-Restore, connect, and protect natural habitats and sensitive lands.	BP 2.6-Encourage climate change adaptation			Co-urbanize
	9/17/2017	Cheryl Baggen	Review how best to protect still water ponds, vernal pools, and wetlands in light of global warming	BP 2.1-Restore, connect, and protect natural habitats and sensitive lands	BP 2.6-Encourage climate change adaptation.			Co-urbanize
	9/13/2017	Lori Pazaris	Consider adopting sustainable practices like grey water. Update outdated wastewater and storm water systems.	BP 2.2--Plan for the provision and protection of green infrastructure.	BP 2.9-Encourage water conservation and plan for a lasting water supply.			Co-urbanize
5	10/19/2016	Joanne Gibson	Restrict Real-estate and business uses in 1st floor business districts: I hope the Board will sponsor Town Meeting legislation which would limit the number of these commercial ventures that can occupy the first floor of Concord Center buildings.	BP 1.4 - Complete Streets: Streets that serve multiple functions can accommodate travel, social interaction, and commerce, to provide for more vibrant neighborhoods and more livable communities.	BP 3.1 - Physical capacity for economic growth: ensuring that adequate space will be available for commercial and industrial development and redevelopment for nonresidential land uses.			J.Gibson
22	5/30/2017	James Bryant	Commercial development in multi use development zones to increase our tax base and connect these zones via multimodal transportation systems.	BP 3.2--Plan for balanced land-use mix for fiscal sustainability.	BP 3.3 Plan for transportation access to employment centers.			Co-urbanize
	8/22/2017	Debra S.	Business that protect our environment, diversity and humanity.	BP 3.4-Promote green businesses and jobs.	BP 3.5-Encourage community-based economic development and revitalization			Co-urbanize
	9/13/2017	Lori Pazaris	Encourage businesses that are aligned with Concord's sustainability principles and support the health and well-being of Concord residents. Private-public partnerships should be based on funders who do not benefit financially from the endeavor.	BP 3.4-Promote green businesses and jobs.	BP 3.5-Encourage community-based economic development and revitalization.			Co-urbanize
	8/20/2017	Stephanie Chrobak	Celebrate diversity, food needs, health, local matters.	BP 5.4-Plan for physical activity and healthy lifestyles.	BP 4-Interwoven equity			Co-urbanize
33	6/19/2017	Joseph Stein	Place a annual cap on the number of properties purchased by developers	BP 1.7 - Livable built environment: encourage design standards appropriate to the community context.	BP 4.1--Provide a range of housing types.			Co-urbanize
	8/19/2017	Alice Lehmann	More townhouse condos options close to Main Street and Thoreau Street and Concord Center- encourage walking and biking.	BP 1.2-Plan for transit-oriented development.	BP 4.1-Provide a range of housing types.			Co-urbanize
	8/20/2017	Stephanie Chrobak	Focus economic development on farming, local goods, art	BP 3.5-Encourage community-based economic development and revitalization	BP 4.1-Provide a range of housing types.			Co-urbanize
	10/25/2017	Mark Hanson	Improve Adult Ed program. More affordable housing for middle income residents	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.	BP 4.1-Provide a range of housing types.			Co-urbanize
	8/18/2017	Leslie Pelton	High density, clustering of homes close to trains and stores.	BP 1.2-Plan for transit-oriented development.	BP 4.1-Provide for a range of housing types.			Co-urbanize
12	4/18/2017	Ann Sussman	Housing Options for Concord--Looking at Nantucket. Discusses the Tiny House Movement in Massachusetts and zoning bylaw barriers. Describes the need for affordable housing and implications of not having sufficient affordable housing stock.	BP 4.1-Provide a range of housing types.	BP 4.2-Plan for a jobs-housing balance.			A. Sussman
23	5/30/2017	James Bryant	Increase affordable housing so those who work here can live here and our seniors can stay.	BP 4.1-Provide a range of housing types.	BP 4.2-Plan for a jobs-housing balance.			Co-urbanize
	9/19/2017	Brian Foulks	Concord Light work with local businesses to install energy storage systems to manage building demand and Concord Light peak expenses. Also, provide power to businesses during natural disasters.	BP 3.7-Plan for post-disaster recovery.	BP 4.6- Upgrade infrastructure and facilities in older and substandard areas.			Co-urbanize
	8/18/2017	Leslie Pelton	Safer walking and biking. Need more bike lanes.	BP 1.1--Plan for multimodal transportation	BP 5.4-Plan for physical activity and healthy lifestyles			Co-urbanize
	9/13/2017	Lori Pazaris	Provide more bicycle and walking paths connecting areas of town.	BP 1.1- Plan for multimodal transportation.	BP 5.4-Plan for physical activity and healthy lifestyles.			Co-urbanize
	10/9/2017	Bob Andrews	Maintain recreation facilities, but do not expand them. Preserve natural open space	BP 2.2-Plan for the provision and protection of green infrastructure.	BP 5.5--Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.			Co-Urbanize
26	5/30/2017	John Boynton	Look at creative ways to reuse the remediated landfill at CCHS for recreation	BP 5.3-Plan for the mitigation and redevelopment of brownfields for productive uses.	BP 5.5--Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.			Co-urbanize
	10/3/2017	Sarah Bustin	Supports playgrounds and cultural institutions	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.	BP 5.5--Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.			Co-Urbanize
	9/13/2017	Lori Pazaris	Satisfied with existing municipal structures such as libraries, playgrounds, community gardens, rec center and community centers. Should consider simplifying as opposed to building more.	BP 5.5-Provide accessible parks, recreation facilities, greenways, and open spaces near all neighborhoods.	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.			Co-urbanize
	8/20/2017	Stephanie Chrobak	More activities with kids. Target health and social solutions we are struggling with.	BP 5.4-Plan for physical activity and healthy lifestyles.	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.			Co-urbanize
7	2/26/2017	Eric Green	Proposes the town formally adopt a guiding principle that public access to town owned open space is a priority.	BP 5.5-Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.	BP 6.3-Coordinate local open space plans with regional green infrastructure plans			Co-urbanize
8	3/9/2017	Lori Pazaris	Consider promoting landscaping and land management practices to increase use of native plants, reduce carbon emissions and water use, sequester carbon dioxide, and reduce/eliminate pesticide and artificial fertilizer use.	BP 5.5-Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.	BP 6.3-Coordinate local open space plans with regional green infrastructure plans.			E. Green
14	5/7/2017	Judy Zaunbrucher	Town Meeting comments--concerns raised about sustainability of pace of property tax rate increases over past decade.	BP 8.3-Connect plan implementation to annual budgeting process.	BP 8.5-Identify funding sources for plan implementation.			L. Pazaris
	8/20/2017	Stephanie Chrobak	Walking and biking trails help family keep active. Cars need to slow down.	BP 1.1-				J. Zaunbrucher
	8/18/2017	Leslie Pelton	Make CCHS more accessible without a car--bigger bike racks, access to bike shares, moped and electric scooter sharing and parking. Make student parking more expensive and limited.	BP 1.1- Plan for multimodal transportation.				Co-urbanize
	10/15/2017	Regina Ryder	Better sidewalks and crossings	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	10/19/2017	Bill Montague	Small bus running several times a day	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	10/20/2017	Erin Cusker	Sidewalk connections	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	10/22/2017	Alice Kaufman	Bike lanes	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	10/23/2017	Beverly Ridpath	Connecting bike lanes	BP 1.1- Plan for multimodal transportation.				B. Ridpath
	10/24/2017	Peter Baty	Identified several areas in West Concord that could use improved sidewalks, bike paths, and crossings	BP 1.1- Plan for multimodal transportation.				Co-urbanize
	7/19/2017	Josh Burgeel	Pedestrian and bike connections around Willard School	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	7/21/2017	Linda Nieman	Safe bike path to schools	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	8/3/2017	Betsy Olsson-Machowski	More public transportation options	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	8/4/2017	Andy Smith	Pedestrian bridge between Cousins and Harrington Park	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	8/8/2017	Kristen Haertry	Bike lanes	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	8/12/2017	Millie Rose Stubblebine	Sidewalks	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	8/15/2017	Garrison Benavides	Sidewalk needed on Walden St	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	8/15/2017	Karen Sullivan	Walking and biking trails	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	8/16/2017	Valeria Petracchi	Bike lanes and sidewalks along Harrington Ave	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	8/16/2017	Colleen Walston	Sidewalk along Old Stow Rd	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	8/17/2017	Kristen Dahmann	More, better sidewalks and bike lanes	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	9/28/2017	Todd Kokoszka	Sidewalks and crosswalk improvements needed	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	9/25/2017	Regina Ryder	Better sidewalks	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	9/26/2017	Chris Hart	Connect BFRt with Sanborn MS	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	9/28/2017	Nate Kemp	Expand/connect walking and biking trails throughout town	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	10/2/2017	S Izra	Sidewalks along Cottage St	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	10/2/2017	Regina Ryder	Rt crossing for walking and bikes	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	10/5/2017	Brad Hubbard-Nelson	Bike lanes	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
	10/8/2017	Bob Andrews	More bike trails and sidewalks connecting the town	BP 1.1- Plan for multimodal transportation.				Co-Urbanize
30	6/3/2017	Ruthy Bennett	Some kind of shuttle all over Concord so people don't have to drive their car for a short trip or kids can have another option besides being driven.	BP 1.1--Plan for multi-modal transportation.				Co-urbanize
	8/19/2017	Martin Padilla	Build more pedestrian walkways, especially connecting Harrington Avenue to West Concord.	BP 1.1--Plan for multi-modal transportation				Co-urbanize
	9/1/2017	Valeria Petracchi	Add sidewalk from Harrington to WC. Include pedestrian bridge over Assabet connecting Harrington Park to Cousin Park	BP 1.1-Plan for multimodal transportation				Co-urbanize
	10/26/2017	Stephanie Chrobak	More small family homes, affordable, near route 2 and train.	BP 1.2-Plan for transit-oriented development				Co-urbanize



Item #	Date	Name	Description	Plan Reference	Plan Correspondence Log	Other
	10/9/2017	Bob Andrews	Provide recreation and exercise services for senior citizens	BP 4.4-Plan for improved health and safety for at-risk populations		
	8/18/2017	Leslie Pelton	Change school structure to 5 individual k-12 school buildings	BP 4.4-Plan for improved health and safety for at-risk populations		Co-Urbanize
	7/11/2017	Hugh Cargill Trust	Concern growing financial needs of many residents to cover basic living expenses in Concord. The Hugh Cargill Trust funds are likely insufficient to cover these growing needs in the future.	BP 4.5-Provide accessible, quality public services, facilities, and health care to minority and low-income populations.		Hugh Cargill Trust Committee
	10/20/2017	Janet Bever	Provide more resources for over 65	BP 4.5-Provide accessible, quality public services, facilities, and health care to minority and low-income populations		Co-Urbanize
	6/21/2017	Stan Black	Create an office to oversee needs of individual seeking financial assistance and raise money to support. Aim to meet diversity goals.	BP 4.5-Provide accessible, quality public services, facilities, and health care to minority and low-income populations		Co-Urbanize
	9/23/2017	Dorrie Kehoe	Address traffic in WC during rush hour	BP 4.6-Upgrade infrastructure and facilities in older and substandard areas.		Co-Urbanize
	7/4/2017	Sanford Feman	Electrify commuter rail	BP 5.1- Reduce exposure to toxins and pollutants in the natural and built environments		
	10/9/2017	Melissa McBride	Understand the health impact of wireless radiation	BP 5.1-Reduce exposure to toxins and pollutants in the natural and built environments		Co-Urbanize
	9/13/2017	Lori Pazaris	Incentivize and encourage farmers to use sustainable agricultural practices.	BP 5.1-Reduce exposure to toxins and pollutants in the natural and built environments.		Co-Urbanize
	7/17/2017	Dave Elden	Better speed limit enforcement on major commuter routes through town	BP 5.2-Plan for increased public safety through reduction in crime and injuries.		Co-Urbanize
	7/21/2017	Linda Nieman	Crosswalk light for safety	BP 5.2-Plan for increased public safety through reduction in crime and injuries.		Co-Urbanize
	8/4/2017	Andy Smith	Traffic safety at rotary	BP 5.2-Plan for increased public safety through reduction in crime and injuries.		Co-Urbanize
	8/10/2017	Tanya Barteveyan Gallus	Emergency shelters	BP 5.2-Plan for increased public safety through reduction in crime and injuries.		Co-Urbanize
	8/25/2017	Jon Stephenson	Address safety hazard at WC railroad crossing	BP 5.2-Plan for increased public safety through reduction in crime and injuries.		Co-Urbanize
	8/30/2017	Linda Nieman	Improve traffic safety at Old Bedford Rd and Merriam Rd.	BP 5.2-Plan for increased public safety through reduction in crime and injuries.		Co-Urbanize
	9/22/2017	David Owen	Crosswalk opportunities to improve safety	BP 5.2-Plan for increased public safety through reduction in crime and injuries.		Co-Urbanize
	9/27/2017	Katharina Zuellig	Address traffic safety on Lawsbrook Rd	BP 5.2-Plan for increased public safety through reduction in crime and injuries.		Co-Urbanize
	9/12/2017	David Dyer	Improve safety at intersection of Brook Trail Rd. and Main Street (Rte. 62)	BP 5.2-Plan for public safety through the reduction in crime and injuries		Co-Urbanize
15	5/7/2017	Judy Zaunbrecher	Town Meeting comments--several participants requested CC-RSC review options for landfill use based on campus wide needs at CC-RSD property.	BP 5.3-Plan for the mitigation and redevelopment of brownfields for productive uses.		J. Zaunbrecher
25	5/31/2017	Josh Burgel	Forward thinking CCHS landfill re-use - even income generating - is essential	BP 5.3-Plan for the mitigation and redevelopment of brownfields for productive uses.		Co-Urbanize
	8/13/2017	Christian Krueger	More parking at CCHS	BP 5.3-Plan for the mitigation and redevelopment of brownfields for productive uses.		Co-Urbanize
	8/18/2017	Jon Stephenson	Town sponsor road race event to highlight Concord's historic and scenic beauty. Reinvest proceeds into infrastructure and facilities to encourage outdoor lifestyle.	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	8/18/2017	Leslie Pelton	More focus on schools and students well-being.	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	8/22/2017	Debra S.	Start human "sustainability" programs--morning yoga in town centers, townwide lunch walks, bringing own utensils to public functions, carefully consider refreshments served, etc.	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	8/22/2017	Debra S.	Uses Thoreau Club. Enjoys walking and biking.	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	9/23/2017	Dorrie Kehoe	Accessible walking trails for everyone	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	9/28/2017	Elissa Brown	Open school gyms for public use	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	10/2/2017	Regine Ryder	Maintain trails in woods	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	10/21/2017	Anna Stevens	Build track on CCHS campus	BP 5.4-Plan for physical activity and healthy lifestyles.		B. Andrews
	8/12/2017	Millie Rose Stubblebine	Public outdoor swimming, trails, parks	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	8/15/2017	Caty Fiedderjohn	Affordable swim pool and outdoor space for leisure activities	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	8/3/2017	Jessica Harvey	Keep land open to all.	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	9/12/2017	Alison F.	Handicap friendly dock to provide access to the Assabet, Sudbury, and Concord Rivers.	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
	10/20/2017	Kevin Nellstrom	Bring back beach area at Warner's Pond	BP 5.4-Plan for physical activity and healthy lifestyles.		Co-Urbanize
31	6/7/2017	Nancy P. James	Watching both girls and boys in sports activities at Emerson Field. The Rec Dept. is doing a wonderful job with events, all seasons	BP 5.5--Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.		Co-Urbanize
	8/4/2017	Andy Smith	Connect trails in west Concord	BP 5.5-Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.		Co-Urbanize
	9/1/2017	Aimee Christian	More fully adaptive and accessible playgrounds.	BP 5.5-Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.		Co-Urbanize
	9/12/2017	OARS	Add handicap friendly dock to access rivers	BP 5.5-Provide accessible parks, recreation facilities, greenways, and open spaces near all neighborhoods.		
	7/14/2017	Tanya Barteveyan Gallus	Goals with respect to agriculture should be separately denominated and should not simply be grouped under open space or land use, in view of their importance to Concord's well being.	BP 5.6- Plan for access to healthy, locally grown foods for all neighborhoods		T. Gallus
	8/3/2017	Betsy Olsson-Machkowski	Year round farmer's market	BP 5.6-Plan for access to healthy, locally grown foods for all neighborhoods.		Co-Urbanize
	8/15/2017	Karen Sullivan	Support local farming	BP 5.6-Plan for access to healthy, locally grown foods for all neighborhoods.		Co-Urbanize
	8/16/2017	Janet Anderson	Protect farming and farm stands	BP 5.6-Plan for access to healthy, locally grown foods for all neighborhoods.		Co-Urbanize
	8/22/2017	Debra S.	Help farmers adopt organic practices.	BP 5.6-Plan for access to healthy, locally grown foods for all neighborhoods.		Co-Urbanize
	9/1/2017	Aimee Christian	Gardening lessons for all ages.	BP 5.6-Plan for access to healthy, locally grown foods for all neighborhoods.		Co-Urbanize
	9/23/2017	Dorrie Kehoe	Support local farming	BP 5.6-Plan for access to healthy, locally grown foods for all neighborhoods.		Co-Urbanize
	10/19/2017	Bill Montague	Local food from local farms	BP 5.6-Plan for access to healthy, locally grown foods for all neighborhoods.		Co-Urbanize
	10/23/2017	Beverly Ridpath	Support local farms	BP 5.6-Plan for access to healthy, locally grown foods for all neighborhoods.		B. Ridpath
	9/1/2017	Aimee Christian	Kid friendly programming at library	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		Co-Urbanize
	9/10/2017	Pam Ressler	Concord Free Public Library system is great.	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		Co-Urbanize
	9/28/2017	Elissa Brown	Maintain our libraries	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		Co-Urbanize
	10/15/2017	Regine Ryder	Support library and Beede	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		Co-Urbanize
	10/19/2017	Bill Montague	Use Scout House for inexpensive family activities	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		Co-Urbanize
	10/19/2017	Bill Montague	Uses library, 51 Waldin, etc.	BP 5.7-Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		Co-Urbanize
	9/22/2017	Dorrie Kehoe	Consider world outside of Concord	BP 6-Responsible regionalism		Co-Urbanize
	8/7/2017	Rick Herdeman	Connect BFR to Minuteman Trail and trails to Bedford	BP 6.1- Coordinate local land-use plans with regional transportation investments		Co-Urbanize
	7/4/2017	Sanford Feman	Prohibit cell towers on RR right of way	BP 6.5- Promote regional cooperation and sharing of resources		Co-Urbanize
34	6/20/2017	Randy Brown	Develop transportation between Concord and Carlisle	BP 6.6--Enhance connections between local activity centers and regional destinations.		Co-Urbanize
	8/7/2017	LWVCC	Increase public involvement and input into process.	BP 7-Authentic Participation		Co-Urbanize
	10/5/2017	Mark Gallus	Comments on survey	BP 7-Authentic Participation		M. Gallus
	7/14/2017	Tanya Barteveyan Gallus	The Long Range Plan Committee should assure that it gives the planning consultant the town has engaged, Civic Moxie, guidance based on citizen input and the committee's deliberations	BP 7.1- Engage stakeholders at all stages of the planning process		T. Gallus
	9/29/2017	Bob Andrews	Comments to deadlines set for data gathering engaging the environmental community	BP 7.1-Engage stakeholders at all stages of the planning process.		B. Andrews
	10/8/2017	Tanya Barteveyan Gallus	More public engagement in CLRP process.	BP 7.1-Engage stakeholders at all stages of the planning process.		Co-Urbanize
		Tanya Barteveyan Gallus	Make the public information gathering process, even with private business groups and developers open to the public. These groups should be treated the same in the process as individual citizens and town committees.	BP 7.1-Engage stakeholders at all stages of the planning process.		T. Gallus
		Tanya Barteveyan Gallus	Work products developed by a sub-committee and then published by the CLRP Committee (i.e. survey) should be reviewed at a public meeting.	BP 7.1-Engage stakeholders at all stages of the planning process.		
	10/25/2017	Tanya Barteveyan Gallus	Hold focus groups with conservation interests	BP 7.1-Engage stakeholders at all stages of the planning process.		
3	9/5/2016	Russell Robb	Committee Recruitment: Take a more active approach to recruiting younger generations for committee membership	BP 7.2 - Authentic participation: Seek diverse participation in the plan development process		R. Robb
			Weighting resident survey data in favor of the younger age group (due to fewer responses) is inappropriate. Assumptions about relative time availability of older residents to complete surveys may be incorrect. The sample size from the younger age group is too small to project from.	BP 7.2- Seek diverse participation in planning process		T. Gallus
36	7/14/2017	Tanya Barteveyan Gallus	Plan input meetings to include all, especially people who work and families with children	BP 7.2-Seek diverse participation in the planning process.		Co-Urbanize
	10/9/2017	Todd Benjamin	Include focus groups with land and energy/climate conservation interests.	BP 7.2-Seek diverse participation in the planning process.		
	10/4/2017	Lori Pazaris	Increase public awareness of APA principles	BP 7.5- Provide ongoing and understandable information for all participants		Co-Urbanize
	10/25/2017	Tanya Barteveyan Gallus	Post survey results	BP 7.5-Provide ongoing and understandable information for all participants.		
	8/10/2017	Tanya Barteveyan Gallus	Community bulletinboard	BP 7.6-Use a variety of communications channels to inform and involve the community		Co-Urbanize
1	9/5/2016	Russell Robb	Create a standing "Concord Futures Committee"	BP 7.7 - Authentic participation: Continue to engage the public after the comprehensive plan is adopted		R. Robb
4	9/5/2016	Russell Robb	Ongoing citizen role for addressing issues related to tourism and quality of life	BP 7.7 - Authentic participation: Continue to engage the public after the comprehensive plan is adopted		R. Robb
	9/11/2017	Lori Pazaris	Establish a long term communication and feedback system for the long term.	BP 7.7-Continue to engage the public after the comprehensive plan is adopted.		Co-Urbanize
18	5/16/2017	Todd Benjamin	Diversify tax base. Move away from an over reliance on residential property taxes.	BP 8.5--Identify funding sources for plan implementation		Co-Urbanize
2	9/5/2016	Russell Robb	Benchmarking our schools: help inform the school committee with appropriate school and district benchmarking statistics	BP 8.6 - Accountable implementation: Establish indicators, benchmarks, and targets		R. Robb
	8/22/2017	Debra S.	Likes community celebrations like Picnic in the Park			Co-Urbanize



## Appendix H: Envision Concord Summary of Comments from Boards and Committees

The following summaries are lightly edited excerpts of comments received by the Committee from 21 Town Boards or Committees.

### **2229 Main Street Oversight Committee**

The 2229 Main Street Oversight Committee stressed the importance for clear, definitive plans for redeveloping the superfund site to be included in this Concord Comprehensive Long Range Plan. Cleanup, restoration, and reuse of the Site should be a very high priority for the Town in order to realize the potential value of sustainable development of this 46 acre parcel of ecologically and economically valuable land in the Town. One opportunity to accelerate and realize that value would be for the Town to engage EPA in the designation of the Site as one of its "Pilot Sites" under the Superfund Task's Force's recommendations.

Opportunities: The Comprehensive Long Range Planning Committee should consider these potential future uses of the site:

- Residential Uses
- Outdoor recreation & Recreation buildings
- Conservation & Education
- Transportation hub
- Truck/bus parking & maintenance
- Energy production
- Dog Park

The current CLRP SWOT considers many of these opportunities by listing the 2229 Main Street site as a potential site of a new village center, as a site for transit oriented development, as a mixed land-use site, and as a place with natural beauty. The committee would like to point out that ALL of these options could be realized at this site.

Threats: While the contamination at 2229 Main Street does not directly threaten Concord's town water supply, it does threaten the availability of drinking water in neighboring towns. Concord's main water supply is a reservoir in another town. The Town needs to consider that drinking water supplies are a limited resource, and support efforts to restrain and remove contaminants that are travelling off the site as we expect other towns to protect our water supply.

### **Agricultural Committee**

Despite the historical and present-day importance of agriculture in Concord, the future of farming in this community is uncertain. With 1004 acres in active agricultural production, with approximately 16 farm businesses and 11 farm stands, Concord stands out among the suburbs of Boston as a place that is friendly to agriculture.

- Protecting farmland from development and ensuring that farmland remains dedicated to agricultural use is essential to the survival of farming in Concord. The Ag Committee



supports collaborative efforts to buy farmland with existing housing and farming infrastructure, which can then be leased to new farmers. The Town's purchase of McGrath Farm is a great model for how this can work.

- The Ag Committee also recommends prioritizing seasonal farm worker housing in the Town's affordable housing plans.
- In the interests of sustaining a strong local economy in Concord, the Ag Committee would like to partner with the Town and its many local retailers to make the case to the community for regularly spending their dollars locally.
- The Ag Committee looks forward to working with the Town and local businesses to identify projects and find funding to keep Concord farms on the cutting edge of the local food movement, as well as competitive with the convenience and low prices of grocery stores, and offers several examples.

## **Board of Health**

### Board of Health--Core Values

- Health, well-being and safety of all residents
- Employ a broad definition of health that includes physical, mental, emotional and spiritual health, and not merely the absence of disease or infirmity.
- Incorporate "health in all policies" into town planning efforts. Health should have parity with other planning goals.
- Healthy Community principles should guide town planning. A healthy community is one that continuously creates and improves both its physical and social environments. Such communities help people to support one another in aspects of daily life and to live to their fullest potential.
- Healthy Community principles should be as important as Sustainability principles in town planning efforts.

### Board of Health Current issues:

- Opioid crisis
- Need for resources for increased public outreach/education on current and emerging public health issues
- Youth mental health
- Continuing need for health education in schools
- Transportation—for all ages including seniors and youth; need for traffic reduction in town.
- Tensions between bicyclists and drivers.

### Anticipated Future Needs that should be addressed:

- Needs (social, mental health, housing, transportation) associated with increasing senior population.
- Programs and resources to assist seniors to maintain independent living.



- Cultivation of community relationships for mutual social support.
- Increasing need for mental health services, especially for youth and geriatric populations
- Anticipated increased need for preventative health services
- Capacity of town to respond to environmental threats and emergencies and plan for the needs of vulnerable residents in disasters.

#### Tensions/Conflicts/Roadblocks to Board of Health work

- Limited staff/resources in Health Division to deliver proactive public health programming and respond to emerging public health needs.
- Many Concord residents have a perception of “we have no problems” in Concord; it is difficult to change this perception.
- It is difficult to promote non-auto transport in the town without expanding alternatives such as bike lanes, sidewalks, adequate parking at train stations or providing alternate methods of transport (van service, etc.).

#### Recent Accomplishments

- Healthy Community Planning and Implementation program: Healthy Concord
- Recently awarded grant from CHNA15 for Community Substance Use Assessment project
- Tobacco Control efforts—prohibitions on: sale of tobacco and nicotine delivery products to persons under age 21; sale of flavored tobacco and nicotine delivery products; sale of tobacco products in pharmacies.
- Education programs on prevention of tick borne illnesses

### **Cemetery Committee**

#### Special Strengths

The Friends of Sleepy Hollow: a group of local citizens to preserve and protect the 3 Cemetery sites, provide funds and lend encouragement to the work of preserving this important part of Concord’s history. Concord’s cemeteries are recognized by many citizens as a precious heritage that should be cared for lovingly and consistently.

#### Recent major accomplishments

- Major roadway, stone wall and drainage improvement project.
- Master Plan Update

#### Pressing Issues

- Additional Burial Space for Cremations.
- Stone Wall Renovation.
- Restoration of the Melvin Memorial.
- Ongoing restoration and preservation of gravestones in all three cemeteries, along with monitoring headstone standards
- Considerations for providing additional mausoleums in Sleepy Hollow.

### **Commission on Disability**

The Commission is a resource to the Town and its citizens to assist with access issues as well as sensitivity and disability rights concerns. The Commission’s hope is that people with disabilities will be seen as equal and necessary members of the community.



## Opportunities

Improve communication with Town management and regular participation from the ADA Coordinator

## Recent successes

- Changes to improve access at local venues such as Bank of America, Heywood Meadows, Beede Center Pools, and Gaining Ground.
- Plan review and suggestions concerning access at locations such as 51 Walden, CCHS fields, parking at visitor center at Walden Pond, First Parish renovations, working collaboratively with these entities.
- Working with the Trails Committee to improve access to trails and identify additional trails that could be made assessed or accessible, either in whole or in part.
- Affirmative Warrant Article at Town Meeting to change our status from a committee to a commission to allow the Commission to be able to apply for grants through the Massachusetts Office on Disabilities and other sources.

## **Comprehensive Sustainable Energy Committee**

CSEC's mission is to assist the Town in identifying, designing, and implementing programs for fostering energy conservation, energy efficiency, and renewable energy generation in the Town and in all segments of the community and strongly endorses embracing these goals as core guiding principles for the Long Range Planning efforts.

Concord should aspire to be a leader in regional and national efforts to aggressively address energy conservation and green development planning. It is especially important that the Town address the challenge of its built environment to ensure that residential, commercial and municipal buildings are as energy efficient with as low-carbon footprints as possible.

Concord's opportunities and responsibilities to pursue energy efficiency through control of its electric utility should be addressed in the Long Range Plan. The Town should promote utility-scale renewable energy supply and complementary utility-scale storage solutions. Creative tax policies, stronger building codes and innovative incentive-based utility pricing will contribute to promoting investment in sustainable energy solutions.

The Town of Concord needs to address transportation issues to reduce our dependence on automobiles and reduce carbon emissions from internal combustion engines. Incentives for more efficient vehicles, improved infrastructure for electric cars and bicycles and local public transportation opportunities should be considered.

Net zero goals as employed by other municipalities for building code standards should be analyzed for their utility in Concord.

A pressing issue for CSEC is to support Concord's priority to ensure every project or plan is as sustainable and energy efficient as possible. Requirements for construction of Junction Village may be cited as a case study to determine the cost-benefit calculations for the "social cost of carbon" over the life of the project.



Another tension is the balance of using undeveloped space for renewable energy production vs. other purposes. The Town's goals for reuse of 2229 Main Street present an excellent opportunity to assess the optimal choices for this property.

Tensions in the work of this committee include attention to adequate funding for energy efficient projects now that the Sawyer Funds have been expended.

### **Concord Housing Authority**

SWOT Analysis and Values:

- The use of “town character” in the SWOT Analysis for CHA suggests inclusivity of all Concord citizen sectors and town characteristics.
- As an effective property manager of a significant number of local affordable low-income housing units, CHA witnesses the anguishing decisions some of Concord’s long-term citizens have to make when they can no longer afford to live here and waiting lists or availability of affordable housing options are limited or non-existent. Taking action on issues of affordable housing opportunities sooner rather than later requires political will, commitment and cultivated citizen engagement.
- Local economic diversity of residents has already been seriously eroded and will continue to be with an ever-increasing price tag for housing. Financial implications of the final CLRPC plan recommendations are likely to exacerbate this reality without a balanced approach to “town character”.
- The population already in, or who would benefit from affordable housing is often under-represented in offering feedback. This provides an additional burden on the CLRPC to reflect citizen needs and priorities.
- More cross-town automotive transportation options are particularly important for some sectors of our community (individuals and families).
- Regionalization can also be viewed as a threat to providing a range of local affordable housing options to maintain diversity and “town character”.
- Political uncertainty is a potential real threat to future funding for public housing.
- Generational and citizen differences in defining priorities for their tax dollars are an equity issue and point of tension.

### **Pressing Issues for the Concord Housing Authority**

- To fund the preservation and modernization of existing CHA scattered site low-income rental housing units for seniors and families, with particular attention to sites close to town centers and transportation.
- To retrofit existing bathrooms to increase accessibility in older housing units designated for seniors.
- Complete a strategic portfolio analysis to identify opportunities for greater efficiencies and/or readiness for new opportunities.



- Develop a new strategic plan to meet existing and future affordable housing needs.
- Continue to work with town entities and departments in meeting the goals of the 2015 Housing Production Plan.

#### Recent Major Accomplishments for the Concord Housing Authority

- Major Peter Bulkeley Modernization Project with the last four units recently completed.
- Proven affordable housing town resource with a well-run portfolio that seamlessly blends into the community.

#### **Concord Housing Development Corporation**

Diversity of people is an asset to the community, especially different income levels. There is a social aspect to housing.

The CHDC is responsible to maintain and increase a diversity of housing types and sizes to meet the needs of the Town and its traditionally diverse population, and to recommend to the Select Board policies and by-laws that promote the creation and retention of housing diversity, including affordable housing, throughout the town. The CHDC is set up to be nimble, proactive and action-oriented, though it lacks a sufficient and consistent funding stream to achieve its objectives. Another challenge is the predominance of restricting available land that is suitable for housing to open space.

Additional innovative methods to create affordable and restricted housing should be explored.

1. Convert existing market rate homes to affordable homes.
2. Increase the required affordable component for private development.
3. Sponsor development on public land as in the 'Junction Village' model.
4. Other zoning ideas, including more infill development in a scattered site method.
5. More education is needed to build support.
6. Other possibilities are flexible housing, sustainable housing, restricted housing, workforce housing.

#### **Concord Municipal Light Board**

CMLP's Strategic Plan, Version 1 is a living, working plan that will continue to evolve over time and will create benchmarks that can be tracked. Annual adjustments will be required to our programs to stay on track and respond to market conditions. The next step is to do detailed planning for each initiative.

While we have a credible plan that will achieve CMLP's goals, the forward capacity, transmission and REC markets, along with policy changes that affect those markets could vary greatly from our assumptions and must be watched carefully.



This plan finishes the job of reducing GHG emissions from electricity use by 2021, and begins the transition from fossil fuels to non-emitting power for space and water heating and transportation. The community's main focus needs to be on completing that transition to ensure that the Town's 2050 GHG reduction goal can be met.

A secondary focus will need to be on reducing the remaining fossil fuel use in Town. Weatherization of buildings that are still partially or fully heated with fossil fuels will be important. Working on ways to reduce vehicle miles driven will help reduce GHG emissions while the vehicle stock transitions from internal combustion engines to electric vehicles.

Involvement by the new Director of Sustainability, other Town departments, and active citizens and volunteers will be essential. CMLP looks forward to working with many partners to achieve this mission in the years ahead.

### **Council on Aging**

#### Pressing Issues

Senior Transportation. More in town vans will be needed as well as transportation outside Concord especially for medical visits. Cross Town Connect is not likely to work for ill and frail seniors due to long waits. Neighborhood school bus shuttles were employed in the past during hours when not in use by students. Consider revisiting this idea.

#### More Flexible and Affordable Housing:

More small houses are needed for seniors scaling down and young families starting out

#### Multi family and Mixed Use Zoning.

- Build senior housing close to grocery and drug stores e.g. near/above Crosby's Market
- More access to affordable home management services e.g. snow shoveling.

More Social Service/Public Health Outreach and Intervention Services e.g. hoarding and mental health issues.

#### -More Emergency Financial Aide

There will be more seniors with inadequate savings.

#### Conflicts

Presently only a small percentage of the town's budget goes towards senior services but the population of seniors is expected to rapidly reach 40% which will require reallocation of resources and ensuing conflicts. Can facilities and budget keep up with growing demand?



## Recent Accomplishments

- Creation of Concord After 60
- Increase in nursing outreach hours

## Finance Committee

Achieving Town goals will have a financial cost and must be analyzed in detail, carefully planned for and managed proactively. Long range capital planning efforts identified in the 2005 Comprehensive Long Range Plan are still needed.

Certain APA Principles will affect Town Finances:

- Objectives related to infrastructure improvements
- Subsidizing affordable housing
- Protection of land
- Assistance to those at risk
- Use of renewable energy
- A balanced mix of land use

The Finance Committee considers Financial Sustainability to include maintaining Concord's economic soundness, financial strength and flexibility through maintaining excess levy limit capacity to avoid overrides, a free cash balance, and continuing investments in capital needs.

Broadening this conversation beyond the Finance Committee will create a more integrated approach. For the past 6 years the FinCom has issued a five-year projection of the expected range of taxes and maintains cooperation with the Concord Public Schools and Concord Carlisle Regional High School Committees to benchmark costs and outcomes.

## Historical Commission

The Concord Historical Commission is charged with attending to the broad historical interests of the Town, including identification and preservation of the historic built environment and the heritage landscape.

### Protection of built environment

Two years ago, town meeting passed the first update to Concord's demolition delay which has succeeded in providing oversight and temporary protection for more than a thousand Concord buildings outside the Historic Districts. Following a year of applying the new bylaw and developing procedural regulations, the CHC is concerned that the present demolition review bylaw still falls short of the protective and constructive functions that are required for strong protection of historic assets. Ideas for improvement include:

- Require that owner/contractor provide professional other-party proof of structural failure if that is the stated cause for wishing to demolish; add regulations concerning owner/contractor participation in seeking alternatives during delay period; consider including a longer delay period, and adjusting "historic" cut-off date to later year (1950?) or period of time (50 years or older).
- Work on identifying options to prevent demolition. Expand options for the individual homeowner or developer. Beyond this, investigate possibilities such as Town purchase of property to renovate for elderly, affordable, or single parent housing. The reuse of these houses can link to Envision Concord goals beyond historic preservation such as affordable housing,



diversity, sustainability, in an effort to lower the number of demolition applications and the number of demolitions following the imposed one year delay.

More broadly, the Commission is concerned about the important and problematic concepts of “unique character” and “historical integrity” as applied to our town. Comments:

- Does the town have specific growth and economic development goals? What are they? Such goals should be tested carefully against the overriding goal of "maintaining the unique character of the town."
- Growing threats to the character now include: mass and scale of development, building out-of-scale residences in neighborhoods--often leading eventually to the destruction of small scale neighborhoods; pressure to build on open land (for example, seeing open land as a place to build affordable housing rather than integrating such housing into existing neighborhoods or using existing housing).
- Has the "unique character of the town" been defined in ways that allow us to test changes against this? The Town used to say the goal was maintaining the character of the town as a New England village or town. It is important to remember that this character is a result of landscape, topography, open land, agriculture, architecture, small business--many factors interacting with and impacting each other.
- How can the character and history of West Concord be protected without using it as a tax base and place to develop in order to keep other parts of town free from this development.
- How can the interests of preserving Concord's historic integrity be balanced with maintaining strong financial health. Concord's historic integrity is defined as open space, farmland, historic vistas, preservation of historic structures and scale. The impact of any major alteration or construction on historic integrity must be considered.

#### Importance of historic landscape and archaeological resources

The landscape of Concord is deeply valued as an environmental resource, an aesthetic pleasure, and a medium of continuity with the past. It helps to form and perpetuate the community. It furnishes numerous opportunities for recreation. It adds to the economic value of real estate. And it serves as a backdrop of our lives. In preservation and planning, it is important to find ways to make the landscape not just a backdrop but an integral part of our lives in the present. Can it be a living heritage, and are there ways that the preservation process can promote such relevance? While Concord provides landscape protection to those areas covered by wetlands regulations, there is no comparable protection for the majority of the town's acreage where wetlands legislation does not apply. Conservation Commission, Concord Land Conservation Trust and the Historical Commission would do well to work in close cooperation to protect publicly owned parcels and raise the consciousness of citizens concerning the heritage value of all land within the town. This is particularly true as pertains to archaeological resources, both pre-Columbian and from the historic area. These resources, like the land itself, are not replaceable. The CHC is working on developing a predictive archeological sensitivity map for the whole town. This project, being done in partnership with Brandeis University, is expected to be completed within the next 3-5 years, and be available for consultation by all public & private entities whose work will involve ground disturbance,

#### Collaborative/coordinated interpretation and engagement

The CHC feels strongly that the best ally in historic preservation is an informed and engaged public who understand the depth and fragility of even the most humble aspects of the historic past. Primary partners in this effort are/should be:

- Concord Recreation Department – Concord Visitor Center

11/6/17



- Concord media including the Journal and Town website
- Concord schools including CCHS and private schools
- The Concord Historical Collaborative and its members

Examples of historic sites that might be enriched for outreach include the current Brandeis “dig” at Barrett Farm, and the Wheeler-Harrington House and Park, which the CHC and NRC jointly manage. Target audiences include residents all along the age spectrum, including young adults in the post-college/pre-kids range and seniors. It is a goal of the CHC that these connections, and specific outreach programs connecting Concord’s past to Concord’s future will be initiated within the year, and “up and running” within 3-5 years.

## **Hugh Cargill Trust Committee (HCTC)**

### Recent Financial Concerns

Since CY2013 the HCTC annual distributions to needy clients have consistently exceeded \$24,000 per year increasing to an all time high of \$29,856 in 2016. In contrast, the \$24,000 distribution was only exceeded twice between CY2007 and CY2012. Meanwhile, the Trustees of Town Funds have indicated that they will limit distributions from the Hugh Cargill Trust Fund to only the interest generated. This interest is typically \$4,600 per year compared to the average \$17,000 per year that has been distributed in 2015 and 2016. The Trustees have also indicated that the Silent Fund, for which HCTC now has responsibility, will receive \$7,000 per year rather than the \$20,000 received and distributed in 2015 and 2016.

The additional funds brought in through the donations to the Tax Relief Fund and/or the Hugh Cargill Trust Fund will allow continuation of our mission through the balance of CY2017. However, the primary focus and energy of the HCTC should be working directly with clients and not fund raising. It is important that clients are receiving both the financial and non-financial support they need to become more independent. In many cases this may require referrals to and discussions with the Town social workers and other support groups. For this reason it is important that a good long term solution to the growing future needs of our needy Concord citizens be identified.

### Town of Concord 2015 Housing Production Plan Data Supports The HCTC Concerns

The Town of Concord 2015 Housing Production Plan is based upon 2010 census data and includes the following important points:

- About 1 of every 5 Concord households has low incomes and roughly 76% of these low-income households are ‘cost burdened’ because they are paying more than 30% of their income toward housing costs.
- More than half of all Concord’s elderly residents who are not living with family are also ‘cost burdened’, and about 43% of all renter households are ‘cost burdened.’
- Concord has more than quadrupled its affordable housing in the last decade from 177 units to 718
- As of 2015 there were 210 households on the Concord Housing Authority waitlist, of which 156 were waiting for Section 8 vouchers
- 1,213 households are expected to be added between 2010 and 2030
- Maintaining 10% of these new households as “affordable” means that an additional 121 households will most likely be “cost burdened” requiring some level of financial assistance.

- In addition to these new ‘cost burdened’ households, by 2030 the over-65 population is estimated to reach 6,181 residents, an increase of 74% from 3,546 in 2010. This older population is among the most financially needy. They are citizens who have lived for decades in Concord and are now struggling to stretch their limited resources.

## Natural Resource Commission

The NRC advocates for protection of open space and natural resources as a high priority in the Long Range Plan for the following benefits:

- Maintain the Town’s character
- Protect water resources and biodiversity
- Improve recreational access and connectivity
- Protect agricultural land, including fields, meadows, and orchards
- Open space and natural resources are irreplaceable.

Approaches to protect open space and natural resources include:

- Work with other Town Committees and Departments to expand implementation of Transferrable Development Rights (TDR) and Conservation Restrictions (CR)
- Increase financial resources available to protect open space and natural resources
- Actively pursue the use of Agricultural Preservation Restrictions to protect agriculturally productive land through permanent restriction
- Identify lands of conservation interest using the criteria laid out in the OSRP Seven-year Action Map
- Continue to connect trails and open space both within Town and with adjoining communities
- Climate Change Resiliency

## Benefits of Best Practices Protection of Open Space and Natural Resources

### Liveable Built Environment

- BP 1.1 – connecting trails and open space
- BP 1.2 – Use of Transfer of Development Rights
- BP 1.4 – Trails can supplement and connect to complete streets
- BP 1.5 – Use of trails to encourage walking and TDR’s to free up land for new mixed-use developments
- BP 1.6 – Use of TDR’s
- BP 1.7 – Include Conservation Restrictions as part of design standards for individual houses, planned residential developments and industrial / business development to help maintain Concord’s rural town character
- BP 1.8 – Use of mobility devices on conservation land trails
- BP 1.9 – Include open spaces and natural resources as part of Town’s historic resources (such as Emerson – Thoreau Amble)

### Harmony with Nature

- BP 2.6 – Role of protecting open space and natural resources in adapting to climate change



## Resilient Economy

- BP 3.1 – Use of TDR's

## NRC Key Accomplishments 2016-2017

- Timely hearings and issuance of decisions under the WPA and Bylaw
- Protection of over 50 acres of land throughout Town for conservation purposes in fee interest with an additional 69 acres protected through conservation Restrictions
- Expanded trail network on the Baptist Brook conservation land and between Second Division Brook and Harrington Park, at Black Birch and October Farm
- Returning the Rogers land to agricultural production

## Planning Board

The Planning Board can contribute to Concord's Comprehensive Long Range Plan by passing zoning bylaws, updating rules and regulations and participating in Town task forces and committees that support the APA "Sustaining Places" principles. For example, over the past year, the Board proposed and passed a Tree Preservation Bylaw at Town Meeting that aligns with Principle #2, Harmony with Nature. Similarly, for FY2018, the Planning Board's goals include adding sustainability criteria to all site plan reviews. Looking ahead, the Planning Board has prioritized the following long range planning initiatives that we would either lead or support:

- Higher density, more walkable and economically diverse neighborhoods (Principles 1.6, 1.7, 3.1 and 4.9). Investigate zoning changes to encourage mixed-use development within the village centers, consider whether to allow 2-family housing by right in village residential districts, and evaluate how to integrate form-based code concepts into Concord's zoning bylaw. Encourage affordable housing production through the site plan review process and future zoning bylaw amendments.
- Enhanced environmental sustainability (Principles 1.10, 2.3, 2.4 and 2.10). Consider raising the energy-saving requirements of the Building Code, with the long term goal of achieving Net-Zero development, promote low-impact development (LID) by proposing a residential lot stormwater bylaw, review how future precipitation projections due to climate change may affect our floodplain designations.
- A multi-modal and efficient transportation infrastructure (Principles 1.2, 1.3, 1.4, 3.3, 6.1 and 6.6). Recognizing that most transportation initiatives relate to public infrastructure (outside of the Planning Board's charter), the Board can still work to reduce minimum parking requirements, update design standards to be compatible with Complete Streets and contribute to alternative transportation projects such as the Bruce Freeman Rail Trail.

The Board is also committed to the principles of Authentic Participation (Principle 7) and Accountable Implementation (Principle 8). We will look for opportunities to engage the public via workshops, surveys, broader access to planning documents and communications outreach. We will also continue to publish an annual set of goals and formally evaluate our progress against them.

## Public Works Commission

### 1. Roads, Sidewalks and Multi-Modal Accommodations -

The Public Works Commission adopted a "Public Works Commission Road Policy" in December 1999 focusing on context sensitive design which states "In the reconstruction and construction

of roads, the Town of Concord seeks to maintain those aspects of the existing environment which enhance the historic, scenic, and agricultural properties of the roadway consistent with public safety and in addition to consider alternative transportation accommodations on the Town's roads consistent with this policy and public safety". This policy includes a focus on pedestrians and cyclists. The Commission and staff will continue to evaluate the "complete streets" program and leverage program funding and participation when benefits are clearly identified as well as multi-modal transportation when feasible. It must however be recognized that at times, infrastructure improvements may not be compatible with community desires and historic layout.

2. Walden Street Landfill – A Public Works and Town Priority – The Commission voted "No Action" be taken on Article 12 - Landfill Conservation Restriction at the 2013 Annual Town Meeting. The Town's landfill on Walden Street is an invaluable asset to the Community providing a location for many activities. Among them are winter snow storage, management of bulky materials and storm debris, recycling of various materials, composting and brush management, storage of equipment and a fire training site. It is used by many stakeholders including Concord Citizens, Public Works, CMLP, Natural Resources, the School Department and Fire Department. Due to its location, topography and configuration it can serve as a 24/7 operational site while having minimal impact to abutters. It's critical that the landfill site must always remain unencumbered by any restrictions which would impede Concord Public Works or other entities from carrying out their responsibilities. The Commission requests that this statement, as supported by Town Meeting, be codified in the Comprehensive Long Range Plan

3. Infrastructure - Provide and maintain infrastructure capacity in line with growth or decline in system demands. Ensure cost of expanded infrastructure is recognized and captured through rates or fees. Explore and leverage other funding sources for infrastructure maintenance and expansion including grants, private contributions, and developer fair share contributions for facility expansion and impacts. Continue with a proactive approach with replacement/upgrades. Ensure adequate water supply, wastewater treatment, stormwater management, transportation infrastructure (multi-modal) emergency preparedness (winter maintenance), integrated solid waste management and recreational facilities, etc. are properly planned, maintained and rehabilitated.

4. Water Supply and Wastewater permit capacity – As regulations become more rigid and supply becomes more limited it will be vital for the Town's future that Concord officials and stakeholders aggressively defend any challenges to its water supply rights and permitted/registered water capacity. This includes NPDES Wastewater permitting and Nagog Pond Water rights established in 1884. In line with this is the inclusion of appropriate language (easements) in future property acquisitions and conservation restrictions to ensure flexibility for crossing and use of these protected properties for water, wastewater, drainage and other utility infrastructure in the best interest of the Town to maintain local control.

5. Water and Wastewater Facility Security – Increased Investments in robust security measures, both physical barriers and electronic surveillance around drinking water and wastewater facilities are a priority for the Commission. In addition the growing threat of cyber-attacks to critical water and wastewater infrastructure must be addressed with the continued investment in system vulnerability assessments and implementation of best practices and recommendations.



6. Water and Wastewater Conservation – To manage a finite supply from both a permitting and operational sense, the Commission recommends inclusion of conservation efforts specifically addressing outdoor irrigation, smart metering and steps individuals, businesses and institutions can take to minimize wastewater demands.

7. Public Works Facility Space Constraints – CPW continues to be challenged with making use of the limited existing space at 133 Keyes Road while the CPW program and responsibilities grow. Under cover storage for equipment and materials (salt, mix) is critical when evaluating response times and equipment longevity. Although the 133 Keyes Road campus site footprint is sufficient for operations and the location provides for an optimal response to all areas of Concord, the existing layout is not optimized resulting in inadequate administrative, fleet and operations space, outdoor storage of equipment resulting in premature degradation and insufficient supply of deicing materials.

8. Public Right of Way - The Public Right of Way (ROW) is an important aspect in delivering utility services to residents, businesses and institutions in Concord. Inefficient use or insufficient planning of this ROW will result in costs being transferred from investor owned utilities (i.e National Grid, Comcast, Verizon) to Concord taxpayers and ratepayers. The PWC supports a consistent application of ROW use to ensure delivery of uniform and efficient utilities services to the public in accordance with the MGL Chapter 164.

9. Integrated Solid Waste Management –Substantial analysis has taken place around the benefits and detriments of single stream recycling in comparison to CPW’s existing dual stream program. After systematically reviewing this option the conclusion is that dual stream recycling is the most cost effective collection solution and provides the largest diversion benefit providing clean, high quality paper in high demand from paper mills and recycled material processors. Concord consistently leads the Commonwealth in its curbside recycling program with a rate exceeding 40% of waste diversion.

10. Regulatory Permitting – The Commission recommends an assessment of proposed regulations be established before it is enacted to indicate the true “environmental yield” or net benefit resulting from the regulation is identified to ensure it is in alignment with Town goals and objectives. Regulations or permit conditions which do not meet this “environmental yield” test should be challenged to protect the Town from being burdened with unnecessary and costly regulations.

11. Leadership and Professional Staffing – Continue to strengthen Concord’s town government by attracting and retaining the highest quality professional and volunteer staff for all Departments, Commissions and Boards.

## **Recreation Department**

Healthy Community BP 5.4 Plan for physical activity and healthy lifestyles

### Strengths

- Recreation Facilities Strategic Plan inclusive of long-term goals through 2018+ (incorporated by reference)
- Large ratio of open space : population
- Access to a track that is not on a public school’s grounds which creates more self-direct and public use opportunities

11/6/17

14



#### Weaknesses

- Need for more inclusive and accessible recreation spaces that are accessible beyond basic ADA design
- Lack of braille signage, large print text, and other languages at parks and in Recreation facilities/brochures
- No master plan for park spaces
- Lack of group exercise space at Beede Center
- Current lack of communication and collaboration amongst public and private entities in Concord in scheduling the use of indoor and outdoor recreation facilities
- Lack of indoor and outdoor special event space(s) ie., amp theater, large presentation spaces, etc.
- Current overlap of out of school hour programming by multiple entities (Concord Libraries, Umbrella Arts, Schools, Recreation Department, Community Ed, Private Sector, etc.)

#### Opportunity

- Self-guided walking tours at visitor center with audio and maps
- Bike share program at visitor center
- Create self-directed fitness circuits at parks and throughout town
- Healthy Concord initiative makes recommendations for more stress reduction programs for youth and adults
- Combining the Parks Department with the Recreation Department for more fluid programming and facility management
- Transition the Beede Center to a Revolving Account instead of an Enterprise Account to provide better administrative support

#### Threats

- Limited General Fund support for Recreation Department programs as compared to the national average. 5.9% of the General Fund budget comes from taxes, as compared to the typical Department receiving 70- 75% of expenses from taxes.
- There is 1 picnic pavilion throughout the town system. The recommended standard is one pavilion per 5,000 population (Concord would therefore need 4)
- Comparative data shows a need for 2.9 additional playgrounds for the current population

#### Responsible Regionalism BP 6.5 Promote regional cooperation and sharing of resources

##### Strengths Weaknesses Opportunity

- Create a Concord/Lexington Tourism Council inclusive of the Concord Visitor Center, Minuteman National Park, Lexington Visitor Center, DCR, local museums for better service to tourists and guests
  - Creating a community event signage space that is organized and coordinated by a Town entity to better communicate events in Concord
  - Over signage of events run by municipal, federal, state, private and state run programs
- Responsible Regionalism BP 6.6 Enhance connections between local activity centers and regional destinations
- ##### Strengths

#### Weaknesses

- Lack of signage or maps directly off of the local transportation centers in Concord and West Concord



#### Opportunity

- Bike share program at visitor center (in works with Concord Visitor Center and Lexington Visitor Center)

#### Threats

- Limitations involved with partnering and planning for improvements that deal with state run features such as a flyover bike path at route 2 or doing anything with the MBTA.

#### General Comments

- Lack of commitment to tourism from the community as a whole. For a very historic town, there is little for visitors (transportation services and otherwise)
- Traffic congestion deters participation in programs based on location. Re-designate certain roads as one way only, restrict specific roads to drive-through during certain hours only. Set goal to reduce the amount of traffic lights in Concord by 30%
- Need for dog parks so there is less use of sport fields by animals and pet owners (health and safety reasons)
- Overall lack of an established "community center" that would allow for more impromptu recreation
- Lack of a coordinated Capital Improvements Plan
- Need to establish long term plans for school buildings that may be retired from the school system
- Lack of cell phone service throughout the Town
- Lack of free wifi throughout the Town
- Lack of parking around parks, specifically Emerson Park area
- Lack of remaining home inventory for down sizing empty nesters.
- Over development of large multi-unit "affordable condos/apts."

#### Recreation/Open Space

- Continue Concord's "right to first refusal" purchase of any farm land that comes on the market.
- Expand Beede footprint to provide full service fitness needs under one roof; swim, cardio, weight training & group fitness programs.
- Approve a limited number of Open Space/Conservation Lands in Concord as dog accessible.

#### Public Schools

- Consider Consolidation of 1 new Middle School

#### Culture/Historic

- Maintain character and historic importance of Concord.

Pressing issues for the Recreation commission include:

- a) Receiving more concise and accurate accounting data from Town Finance department. Work in process.
- b) Understanding why the Town of Concord does not provide a higher % of tax Dollars to Concord Recreation (noted above)

- c) Beede not paid “User Fees” by CCHS Swim Team (eg; CCHS Hockey pays \$35k in User Fees annually to The Edge in Bedford for ice time).
- d) Lack of membership support from Concord community and why.
- e) The Beede Center's operations and budget are pressing issues. The lack of response to advertising is alarming; presumably the age of the average member is rising, so how best to reach the next generation of members? Traditional advertising is unlikely to be the best route. Also, how to get Beede paid by the schools for the services it provides is critical.
- f) Maintaining/increasing participation in the recreation programs. It seems like summer camp is stable, but how best to increase participation and visibility of programs beyond young kids? Also, how to best deal with the encroachment of club sports (e.g., girls basketball).
- g) How to balance the need for stable/increased revenues with the need for providing affordable services to the town (I think summer camp is a good example of how this can be well done) but rates for other programs such as after-school care seem high. There was a mandate to cut prices for summer camp; how or why was this mandate not extended to all programs?

Tensions/conflicts in the Commissions’ work:

- a) Lack of specific updated monthly information from Beede ie; (work in process)
  1. Number of new memberships sold – 10 days pass, 3 month, 1 year
  2. Total monthly revenue sold
  3. Membership monthly sales YOY 4.
  4. Monthly revenue YOY
  5. 3-6 Month Marketing Plan

Accomplishments in the past year:

- a) Rideout Park
- b) Ripley Playground
- c) Beede's revised pricing and billing structure was a solid accomplishment. Offering members other ways to join (10 visit passes) and pay (monthly vs. annual renewals) will serve to bring in more revenue after an adjustment period from members. It also more aligns the Beede with current health club offerings at other facilities.

### **School Committee**

Pressing issues facing the School Committee

- Strategic Planning – process to begin January, 2018
- Supporting new Superintendent and implementing effective Superintendent review process
- Communicating widely and effectively with broad community (including parents, students, staff, and all town citizens)
- Communicating with Finance Committee regarding Budget
- Finding a common language to discuss Budget, “per pupil spending”, and success metrics
- Identifying sources and solutions relative to student stress levels; encouraging mindfulness throughout all schools
- Ensuring Cultural Proficiency throughout the schools and Districts to keep pace with a changing population and world, especially with increased varied housing in town (multi-family, affordable, cluster building, etc)
- Educating ALL students in an ever-changing environment and population while balancing the cost challenges



- At CCHS – Utilizing, maintaining, and continually improving the campus, including the building, renovated fields provided by CC@Play, and all school land
- At CPS – Upgrading/ replacing middle school facilities

#### Tensions or conflicts in School Committee work

- Lack of a common language around budget creation and approval processes
- Lack of trust around budget process
- Balancing increasing costs with a priority on what is best for students (the high quality services that Concord expects often cost more)
- Educating over 3,000 students, at 2/3 of the Town's Budget, with only ~30% of families/citizens in Concord having school aged kids in the public system
- Increasing diversity and resultant demands on staff and resources (i.e. increase in English Language Learners necessitates increase in ELL teachers )
- Challenges at Concord Middle School of attempting to conduct 21<sup>st</sup> century learning in aging, inadequate facilities which are overcrowded and inefficiently spread over two campuses

#### Recent School Committee Accomplishments

- Hiring a new Superintendent who is already building bridges, looking at things in new ways, and becoming attuned to the needs of the Districts and the town
- Improving communications and relations between the School Committees and the community
- Implementation of a later Start Time at CCHS
- Introduction of Spanish at the Elementary Schools and Latin at CMS
- Completion of a new Transportation facility
- Transition to the new CCHS building
- Initial Facilities Study of Concord Middle School and submission to MSBA for inclusion in construction funding application process

#### Considerations for Envision Concord Plan

- The provision of a “range of housing types” for the community - as discussed in the SWOT analysis - should be considered as both an “opportunity” as well as a “threat” in terms of the effect on schools.
- An improved Middle School facility should be considered as an opportunity to advance the Town's public infrastructure as well as green building design and energy conservation.

#### Select Board

The Select Board underscores that a sustainable community must balance the economic, environmental and social components of society. Our community thrives on its tourist economy and the vibrant downtown areas where visitors shop, eat, and learn about our history. Identifying current incentives that drive our small businesses to succeed is important as well as those that create impediments to success. Rising rents may be outpacing business returns and small businesses may need assistance from the town and commercial property owners to



remain profitable and attractive. Other issues raised as concerns include zoning, fees, congestion and in-town transportation limitations.

The Select Board is mindful of the balance required for a future where young and old can share in the economy, town services and rich environmental history.

The Select Board is interested in engagement in a dialogue, not static one-way communication, with all residents in the community. Additionally, the Board seeks to improve civic literacy and training for volunteers on boards and committees in the principles of good governance.

Town Character is consistently touted as the highest valued attributes of our community, yet there is not a definition of Town Character nor unanimity on how to preserve it. The heart of the challenge may be to balance the elements that may reinforce Town Character: our place in history during the American Revolution, during the Age of Authors, our farming heritage, the recreational and open space opportunities, the economic vitality of our town centers, Concord as a Welcoming Community in keeping with our transcendental history.

### **Tax Fairness Committee**

The Tax Fairness Committee suggests the Comprehensive Long Range Plan include the effect of the property tax on the character of the Town, including ways to preserve economic diversity in Town, and ways to ease the tax burden on homeowners of modest means. The 2005 Comprehensive Long Range Plan stated as an objective “Adopt tax policies that align the tax burden more closely with income than with property values”. The Tax Fairness Committee is concerned that the property tax in its current form does not take into account Concord homeowners’ ability to pay. The Tax Fairness Committee has proposed a means tested senior property tax exemption which was approved by the state legislature, and passed by the 2017 Town Meeting as well as by voters at the 2017 Town election. The Board of Assessors is currently preparing for the implementation of this new exemption in 2018.

### **West Concord Advisory Committee**

Livable Built Environment:

- We would like to see a unified and committed effort to install a bridge across the Assabet River, connecting the Baker Street businesses and the Village. The benefits to the people who work on Baker Avenue, and the local residents who frequent those businesses, is incalculable. This would also allow untold numbers of commuters to get out of their cars and take the train to the Village to access their jobs at local commercial and retail businesses. We also see this as a cross-over to the Resilient Economy category.
- We recommend establishing a formal town-wide Bike Committee that will not only encourage bike use for recreation and commuting, but will also look at infrastructure issues on topics that need attention such as a safe, non-motorized passage across Rte. 2, a bridge across the Assabet River in West Concord for both bike and pedestrian use, and general “safe routes” considerations to various points of interest including the schools and business corridors. This group, which would ideally report to a person or group with authority such as the town manager or Select Board, could also work on systemizing the town’s offering for safe bike storage (racks, sheds) and even bike rentals in the future.



- We recommend creating a body that will look at smart growth and density as it affects long range planning. We are seeing a number of high-density building projects in West Concord and believe there needs to be alert stewards who will look specifically at how to balance a desire for density around the train station with a strain on services in town such as schools.

#### Harmony with Nature:

- We would like to see a unified effort to bring people back to the river in West Concord. This is an important potential economic engine and also a recreational bonus that many people don't know how to access or take advantage of. Our committee has begun work on this issue in planning for a West Concord River Festival, but there is more to do. Part of this could and should be planning to take better care of the debris on Concord's rivers, so boaters could use them. Also, we would like to see better signage alerting people to access points and parking at or near the river. We also see this as a cross-over with the Resilient Economy category, because of the destination potential of West Concord for boaters.

#### Resilient Economy:

- We would like to see the addition of food trucks and other affordable food options in town to handle the coming influx of people on the rail trail, as well as from employees at the Baker Avenue businesses who will eventually have easier access to the Village through the pedestrian bridge we hope to see installed.
- We would like to see an effort to incorporate the arts and arts-related interests as part of our resilient economy. That could be in the form of support for more arts spaces, such as development of "maker spaces" or artists' studios, as well as a concerted effort to install more public art, which we see as a draw for more visitors and therefore a boon to our businesses.

#### Interwoven Equity:

- We would like to encourage more formal interaction with the Committee on Disabilities to ensure that accessibility to all of our amenities is always considered for people with disabilities.

#### Healthy Community:

- We would like to see fruition of the much-discussed new culvert reconstruction on Rte. 2 to help reduce truck traffic through the Village and thus reduce noise and pollution.
- We would like the town to consider installing outdoor exercise equipment in the form of a workout circuit along the back of Rideout Park.

#### Responsible Regionalism:

- We believe that no long-range plan can exist without accounting for changes with the MCI prison property. We have become aware that the state could close that facility within the next 20 years. That event would be a game changer for the Rte. 2 corridor and West Concord. We see it as an opportunity for an exploration of dynamic mixed uses, such as housing (including affordable units), retail and light industrial interests. This high-profile piece of property could satisfy many categories on this list, including Resilient Economy and Livable Built Environment, and we would be remiss not to take it under consideration sooner rather than later.

comment	creator	date_created	tags	title	votes	comment #	lat
thank you for your updates along with the link to the AG's response; much appreciated	Lydia Lodynsky	Mar 06, 2018, 03:59 PM	General	Re: Any other suggestions to make Concord a better place to live?	0	1	
Such lack of transparency and availability of the long term plan as it is being developed often cause residents like myself to stay home from public meetings when they occur.	Judy Hill	Mar 06, 2018, 05:06 PM	General	Re: Any other suggestions to make Concord a better place to live?	1	2	
if only more of us would consider trees and land as not something that is owned, but rather, something that is leased while we are on this earth, on that piece of property. Trees often outlive generations. They don't belong to us.	Lydia Lodynsky	Mar 06, 2018, 06:46 PM	Sustainability	Re: Where and how do you think Concord can upgrade its sustainability practices?	2	3	
how are copies of the draft supplied to individuals who do not have access to the website?	Lydia Lodynsky	Mar 06, 2018, 06:58 PM	General	Any other suggestions to make Concord a better place to live?	0	4	
Hi Lydia, the most recent drafts, and many other documents are viewable on the CLRPC webpage, <a href="http://concordma.gov/1067/Comprehensive-Long-Range-Plan-Comm">http://concordma.gov/1067/Comprehensive-Long-Range-Plan-Comm</a> I encourage everyone to look at them. There are some good things, too..However, I have an objection that the distinct drafts that the committee chairs prepared (ie what the committee's own findings are, without superimposed additions from consultant and staff opinions in the final version) were communicated outside of public meetings, via emails. The committee itself has done a lot of good work, and we should be able to see that, and compare it to what has been added from Town consultant and staff. I have requested that the committee post their own drafts and edits, and am hoping they will oblige..	Tanya Gailus	Mar 06, 2018, 08:15 PM	General	Re: Any other suggestions to make Concord a better place to live?	0	5	
In this case, there has been a mix of transparency and opacity, which is in some ways more complicated, because there is the 'illusion' of transparency (which really is a form of additional opacity.) It is, I believe, even more important, that the public becomes engaged and insists on the committee's own work to receive the visibility and primacy it deserves. I respect the work Committee members have done. I just do not have complete trust in the larger project because of too many behind the scenes elements.	Tanya Gailus	Mar 06, 2018, 08:18 PM	General	Re: Any other suggestions to make Concord a better place to live?	2	6	
Create bronze figures to be placed in Monument Square of our most notable citizens who have earned their place there. Such as Thoreau, Emerson at least. Daniel Chester French etc. Bill Montague	Bill Montague	Mar 06, 2018, 08:20 PM	Cultural + Historic Resources	What can Concord do to honor its history and culture?	0	7	
Limit the parking to one side of the street! Why? you would be cutting our parking spaces in half. We are already short of parking spaces now.	Bill Montague	Mar 06, 2018, 08:36 PM	Could be better	Re: What's great about Concord today "and what could be even better tomorrow?"	0	8	42.45734
again - that is access via a website. Not everyone in this town goes to the web for information, especially with documents so long.	Lydia Lodynsky	Mar 06, 2018, 08:44 PM	General	Re: Any other suggestions to make Concord a better place to live?	0	9	

The Long Range Plan Committee should please post soon the plan drafts that its own chairs provided towards the final document, as well as committee member edits to these. This circulation of these materials among committee members was carried out outside of open meetings (per chairs' described plan on Feb.23), via using consultant as an intermediary, which is very likely still against the Open Meeting Law. It is also simply ethical for the public to know what the CLRPC itself recommended, given all the private interviews and meetings consultant had with select developers and business interests. Authenticity is one thing, secrecy and opacity is another. The Attorney General recently found that the CLRPC had violated the Open Meeting Law during survey preparation. <a href="http://www.oml.ago.state.ma.us">http://www.oml.ago.state.ma.us</a> It is also ironic that this webpage service, coUrbanize, boasts (rightly) in its publicity that contributors have accountability because we sign in with our names and emails, whereas the consultant boasted (Sept 8, 2017) the utmost privacy they provide to the developers they interviewed.	Tanya Gailus	Mar 06, 2018, 09:24 AM	General	Any other suggestions to make Concord a better place to live?	5	10
Yes, I hear you, and it isn't that simple. The committee is working hard. Where I lack some trust is where the developers have had too strong a thread in the process. Their desires are not always in the interest of the town's future.	Judy Hill	Mar 07, 2018, 09:29 AM	General	Re: Any other suggestions to make Concord a better place to live?	0	11
Thank you for your comment. Copies of the Draft Plan are available for reviewing at the Town Clerk's Office, the Main Library, the Fowler Library and the Planning Division Office. You can also purchase a copy for \$8.70 by calling or emailing Planning Division Administrative Assistant Nancy Hausherr at 978-318-3290 or <a href="mailto:nhausherr@concordma.gov">nhausherr@concordma.gov</a>	Town of Concord	Mar 07, 2018, 10:33 AM	General	Re: Any other suggestions to make Concord a better place to live?	1	12
Thank you for this comment Lydia. A similar perspective I have is that people usually consider ownership of trees (and their fates) an 'individual right.' What is often not recognized is that many peoples right to enjoy trees and benefits is ALSO an individual right.. As such, I find it a misnomer to pit 'individual rights' against 'communal benefits'. It really is individual rights vs individual rights. I know this is a slightly different nuance than your recognition of trees as their own living beings, but process-wise, I think it is relevant to the discourse on matters like this.	Tanya Gailus	Mar 13, 2018, 01:30 PM	Sustainability	Re: Where and how do you think Concord can upgrade its sustainability practices?	2	13
John Boynton, a CRLP committee member presented a response to the committee referencing my comment - you can find that response here: <a href="http://concordma.gov/DocumentCenter/View/12706">http://concordma.gov/DocumentCenter/View/12706</a> . It concerns me that he did not provide that response here where everyone could see it. I only learned that I was being quoted in this document late the evening before the CRLP meeting when it was going to be discussed.	India Hoeschen-Stein	Mar 13, 2018, 01:42 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	2	14
Thank you India H, for including Mr. Boynton,s response. The home-replacements projects he gives for examples seem to serve the opposite of diversity. The original seller of a ranch wins, the buyer (eg., Ms. Boynton), in order to put up a larger new home, wins when she sells the house, but the town does not win. Developers can't keep building bigger, \$1m-plus homes and expect teachers and firemen to buy them. They will be bought, instead, by two and three-car commuter families making large incomes, and Concord becomes even more a bedroom community, adding citizens who aren't invested in local issues, other than being sure their children's schools remain great.	Judy Hill	Mar 13, 2018, 02:59 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	6	15
It is not necessarily true that the original seller wins either. There is no need to assume that an average family or starter couple (or even a middle aged empty nester couple) would not pay good market value for a modest ranch in a treesy setting with other local advantages, - whereas a developer would try to bargain the price down since the existing building would be of no value to them.	Tanya Gailus	Mar 13, 2018, 03:29 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	5	16

In fact, in Conantum, a family sold to what they assumed was another family. It turned out to be a proxy buy which was then flipped into a McMansion. It was heartbreaking to the family who had participated in the founding of the neighborhood. It also signaled the first intrusion of an oversized house into an historical mid-century neighborhood. The Boynton Company, along with Hills Bros, has been unwilling to talk about community-influence development and has referred concerned residence to property law.	Jeffrey Kerr	Mar 13, 2018, 03:51 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	7	17
I also live on Elsinore Street (14 years as a renter, outbid on an offer I placed about three years ago on a home), and am seeing the change take place in this neighborhood as several houses over the past few years have sold to developers, who in turn build a 'McMansion' that in no way complements Concord's history or historic vibe, while taking up a good deal of land, and driving up the cost of for all homes in the neighborhood significantly. The cost of a 1000 sq. foot home is now roughly 700,000, making it impossible for many (including myself) to own in this neighborhood, or Concord in general. Even rents are sky high. E.g., 1 bedroom 688 sq. foot apartment in W. Concord for \$2,300 plus utilities! Concord is no longer affordable to the middle class (unless you earn so little income you qualify for affordable housing). On a happy note, the house next door to my building was torn down, as the owners are rebuilding with 'green' in mind. :-)	Brianne K	Mar 20, 2018, 01:18 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	4	18
Jessica - I don't agree that these 60 year old ranch houses are fuel suckers. I worked as an engineer in the energy industry for many years and most (if now all these houses) were insulated and retrofitted during the 90's under the demand-side management era. The gas utilities were offering huge subsidies for energy improvements for many years. I definitely agree that for folks selling their house they will take the best offer. Unfortunately, small, affordable energy efficient houses are not being built in their place. Across the street from me a 960 sqft (3 bedrm, 1 bath) selling for \$580,000 was replaced by a 4,600 sqft home with 4 bedrms and one bath costing \$1.6 million. At the rate that this is happening across Town I can guarantee that Concord will see it's energy use (and cost) rise and age and income diversity will also disappear.	India Hoeschen-Stein	Mar 20, 2018, 01:25 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	6	19
India-I live in a 60+ year old drafty home that has blown in insulation and the fuel consumption is more than the 4,000 sf newly-built home behind me. Not all homes were insulated and retrofitted.	Jessica Harvey	Mar 20, 2018, 03:00 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	0	20
I agree with the statement that older homes are not necessarily 'fuel suckers', since in most cases one can improve home efficiency greatly (taking advantage of rebates from either MassSave or the Town of Concord to help pay for it). These smaller homes serve a wider, more diverse market which is not well served by the \$1M+ new homes. I see nothing wrong with a home buyer deciding to add to or replace a home to suit their needs, but the trend of buying and demolishing small homes to build spec houses - essentially deciding what the market should be - does not serve this town well. Those spec houses, generally built to code-minimum standards, are not necessarily more energy efficient than a smaller home that has been upgraded.	Brad Hubbard-Nelson	Mar 20, 2018, 03:13 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	4	21

Yes smaller homes and even older homes can be better insulated especially over the ceilings on the top floors. This is where most of the heat escapes. Heat rises so the ceiling on your top floor is most likely 90 deg or higher. If the rafters above that ceiling are not insulated well say 12 inches or more of blown insulation then this is where most of your heat is going. You also lose through the windows. The side walls need to be insulated by blown in insulation. The windows can have heavy drapes that one can close at night when you do not need the light. Cheers Bill	Bill Montague	Mar 20, 2018, 07:50 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	0	22
Spelling error : Heat Rises ( not Heat rises)	Bill Montague	Mar 20, 2018, 07:52 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	0	23
Jessica, all, this is a great discussion. I just want to reiterate, though, that my initial comment was that Mr. Boynton's implication that only developers will pay the best price, and that the larger the allowed new house the better, is not correct. Otherwise, yes, the seller will of course often (though not necessarily always) sell to the highest bidder - and of course energy efficient measures are desirable in older OR newer homes. The point, though, is that the seller won't necessarily get more money from a developer if we have fewer rules about new house sizes. She/he will still get whatever (more or less) the property is worth. Nor will a developer pay more than someone who wants to use the existing building. So the letter's claims and implications are not necessarily so. The discussion is not whether any new houses should be built. It is whether limiting the size of new construction will in fact hurt the seller, as the letter implies- and it probably will not.	Tanya Gailus	Mar 20, 2018, 10:01 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	1	24
Hi Tanya, As a Realtor and someone who lives in a transitional neighborhood, I can tell you that the developers were the highest offers on the Capes in my neighborhood. Now, the Capes have become a high demand commodity. People want the Capes for downsizing and for starters, for which they are paying more than the developers at this point. One thing to keep in mind, the developers are not the bad guys. They pay what the seller wants and for them to make money, they have to build a home that will give them a return on their investment...as, in any business.	Jessica Harvey	Mar 20, 2018, 10:56 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	1	25
Here's a thought: you are selling your home...it is 60 years old and in a nice neighborhood, close to town. You get multiple offers...what do you do? Choose the highest and best offer or pick one that you think may not knock it down? Most people will choose the highest offer. Whether it is a developer or a young family, your nice little home no longer meets the building code of today...it is a fuel sucking monster, with little insulation. New builds and renovations are well-insulated, utilizing less fuel and meeting building codes. Something to ponder...	Jessica Harvey	Mar 20, 2018, 12:30 PM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	0	26
Yes a public restroom is needed in West Concord. The train depot I believe has restrooms in the train station in the Depot Area.	Bill Montague	Mar 21, 2018, 04:47 AM	Open Space + Natural Resources	Re: What recreational facilities do you enjoy, and what would help your family stay active?	0	27

<p>Hi Jessica. *Nowhere* did I say or have said that 'developers are the bad guys.' Nor did I say they should not make money on their investment. The subject is questionable statements in *Mr. Boynton's specific letter* that a *seller* will be necessarily hurt by limits on new housing sizes. As you mention, depending on market, sometimes it is the developers who will pay higher, other times 'families', - and developers will pay what the seller wants (more or less.) It is fine for a developer (or realtor) to complain that if new housing size is limited that will limit their own immediate profits. They have a right to openly state their complaint and look out for their profits. *However, it is not fine for someone to then claim (presumably to garner community support by scaring sellers) that the seller will hurt, when that will not necessarily be the case. *Thank you for disclosing that you are a realtor, and I do not disagree with what you are saying and have no problem with truthful discourse. However, please do not misrepresent my comments. The discussion is not about developer's rights to maximize profits. It is about potentially misleading statements in a particular letter, by a CLRPC member, that a *seller* will necessarily hurt by limiting sizes on new development. As you point out, people will pay market value no matter what, and therefore a seller is not likely to be hurt - so no need to scare the community.</p>	Tanya Gailus	Mar 21, 2018, 06:41 AM	Cultural + Historic Resources	Re: What can Concord do to honor its history and culture?	1	28
<p>Please attend Town Meeting April 9, 10, 11, and support Article 20, Independence of the Press, and Article 23, Community Resilience Goals. Article 20 asks the Town Manager and the SelectBoard to allow CCTV to remain an independent entity rather than to be taken over by the Town Administration. Please set aside both April 9th, Monday and April 10th, Tuesday as possible dates for this article to come up. Keeping our media venues free of government influence is important for transparent government broadcasting and for guaranteed unhindered access for dissenting opinions. Article 23, Community Resilience Goals, is also essential, since natural preservation has taken a back seat from the start in the Town's ongoing Long Range Plan process.</p>	Tanya Gailus	Apr 02, 2018, 08:33 AM	General	Any other suggestions to make Concord a better place to live?	0	29
<p>Please post the initial two drafts prepared by CLRPC co-chairs, sent to the consultant around February 19, and later shortly after Feb 24-25, so that the public (and CLRPC itself) knows what the committee's own contribution was to the final draft plan - as distinct from revisions by consultant (and also additions by planning division.) These two drafts were prepared by the co-chairs on behalf of the committee and should be publicly posted documents.</p>	Tanya Gailus	Apr 03, 2018, 07:18 AM	General	Any other suggestions to make Concord a better place to live?	1	30

<p>In the introduction, a statement about authentic participation says: 'Not replacing existing processes of participatory democracy in Concord (Town Meeting, public hearings), but supplementing these to draw broader participation and input.' This reveals a misunderstanding about democratic process. Replacing democratic process in the Long Range Plan was never an option in the first place. Nor is the matter Concord specific or limited to Town Meeting and Public Hearings. Transparency rules and guidelines about democratic process are State mandated. The 'authentic participation' should have taken place according to proper public process, certainly involving everyone, but inviting parties to state their views openly and publicly, in person or by proxy. Instead, the democratic process was thwarted by extending special privileged private input to for-profit parties, using public funds. Relatedly, persistently calling the CLRPC the 'Envision Concord Committee' reduces the solemn and central public function of the committee to that of a subordinate and is (unintentionally) pejorative. Similar to calling a Ms. Y. 'Mrs. X.' when Ms. Y. is the leader of a joint project. The project is Envision Concord. The Committee is the Comprehensive Long Range Plan Committee. The sentence 'Not replacing ...' exposes lack of understanding at best and an over-protesting denial of correct process evasion at worst. The Long Range Plan has been a public private partnership, except in this case the public has helped finance private interests - rather than the other way around. Very disappointing that CLRPC and its chairs continue to play along.</p>	Tanya Gailus	Apr 05, 2018, 07:35 AM	Draft Plan	Share your thoughts on the Envision Concord Draft Plan	1	31
<p>Relatedly: About the 'Values Statement' at the end of Section 1 : 'The Town of Concord seeks sustainable growth and diversity that protects its historic and natural resources, while preserving its values, qualities and culture.' The primary goal should not be 'growth' - even when 'sustainable.' The bulk of public comment has not been about growth, but about preserving what is good, plus 'affordable housing' - not 'growth.' Push for growth has likely come from closed meetings with business and development interests as mentioned above - ie a handful of individuals - not 'Town of Concord.' Values Statement should instead read: 'The Town of Concord seeks to preserve and protect its historic and natural resources, qualities, and culture, while inviting diversity and encouraging sustainable growth as needed.'</p>	Tanya Gailus	Apr 05, 2018, 08:00 AM	Draft Plan	Re: Share your thoughts on the Envision Concord Draft Plan	1	32
<p>Thank you, CLRPC, for agreeing to post the above requested documents. Much appreciated.</p>	Tanya Gailus	Apr 06, 2018, 10:42 AM	General	Re: Any other suggestions to make Concord a better place to live?	1	33
<p>Sustainability and climate resiliency matters received strong support during Town Meeting, and the committee is deliberating on these aspects with more focus, and also is open to public input in all areas. Please try to attend the Public Hearing on April 25, 7 pm, and also peruse the documents on the CLRPC's webpage, including previous and current meeting documents. <a href="http://concordma.gov/1067/Comprehensive-Long-Range-Plan-Comm">http://concordma.gov/1067/Comprehensive-Long-Range-Plan-Comm</a></p>	Tanya Gailus	Apr 16, 2018, 11:05 PM	Draft Plan	Share your thoughts on the Envision Concord Draft Plan	2	34
<p>That public hearing is important, as is the event the next night April 26 on the Climate Solutions Series, 7:30 at Willard School. See the flyer here: <a href="http://files.constantcontact.com/c6979f58201/cf7581ca-fdff-4d4c-b39e-9e84efa8c42f.pdf">http://files.constantcontact.com/c6979f58201/cf7581ca-fdff-4d4c-b39e-9e84efa8c42f.pdf</a></p>	Judy Hill	Apr 17, 2018, 11:31 AM	Draft Plan	Re: Share your thoughts on the Envision Concord Draft Plan	1	35

<p>The draft plan should include more planning to increase community gardens. Community gardening is a great recreation. Community gardens bring together all ages of our community. In addition Concord's gardens are organic, so they provide better habitat for endangered pollinators than farms which use pesticides and herbicides. Community gardening is becoming popular. In Conantum 10 years ago 10% of our households had a community garden plot. Over the past decade we've improved our gardens to exclude deer and (almost) rabbits and voles. Coincidentally among new residents there's been a big increase in interest. So, this year 35% of our households have community garden plots. Envision Concord where 35% or more of our residents have the ability to raise organic vegetables, berries and fruits successfully either on their own land or on a community garden plot. We're doing it in Conantum and we could do it in Concord!</p>	Mark Hanson	Apr 21, 2018, 04:36 PM	Draft Plan	Share your thoughts on the Envision Concord Draft Plan	0	36
<p>Section 4.4 - Land Use / Zoning - the goals as elaborate in the draft are excellent, but as summarized in the handout at the hearing on 4/25 are seem diminished. The action to 'adopt zoning that recognized the value of landscape as well as the built environment' could be reworded, suggest replacing 'the value of landscape' with '...the ecological services of the natural resources'</p>	Joan Entwistle	Apr 27, 2018, 01:32 PM	Draft Plan	Share your thoughts on the Envision Concord Draft Plan	0	37
<p>Goal 3 action under sectoin 4.5: need an overall plan on how to connect the bike paths and trails and commercial and tourist attractions to direct the choice of projects.</p>	Joan Entwistle	Apr 27, 2018, 01:36 PM	Draft Plan	Any other feedback on the draft plan?	0	38
<p>Draft section 4.5 - Pedestrians and Bicycles: this paragraph seems more concerned with existing constraints rather than plans and visions. It's disconcerting to read 'the future level of use of new sidewalks and bike paths is uncertain'. Certainly not every new subdivision needs sidewalks, especially if they are required to build connections to existing trails and bike paths. This should be a top consideration of every development plan, commercial or residential. Past experience with trails and bike paths shows that if you build it they will come. Areas of town that are densely developed but have few sidewalks - such as between rt 2 and W. Concord, need more sidewalks, and a separate bike lane or path on rt 62, which needs to be part of the planned bridge replacement. Sudbury has done an excellent job of providing aesthetically pleasing sidewalks on narrow, busy country roads, creating safer, healthier neighborhoods.</p>	Joan Entwistle	Apr 27, 2018, 01:54 PM	Draft Plan	Share your thoughts on the Envision Concord Draft Plan	0	39
<p>Concord needs to make safe walking + biking a priority; this means more sidewalks + bike lanes + lower speed limits throughout town (25 mph max). (Lexington, Arlington, Cambridge have already done this.) It shouldn't be so scary going from one side of town to the other on foot or bike! Concord needs to make sure its planning is around people and public physical + social health - not around cars (the driving concern in the 20th century) (Ask, what would Thoreau do?!) It needs to look what other communities have done to make their planning less car-centric (like Copenhagen!) Concord also need to do more 'evidence-based' design, copying prototypes that worked well in other communities both here and abroad, and importing them. It also needs to engage in post-occupancy evaluation of completed plans + developments; assessing how well a new project turned out so the town can learn from its best practices + avoid mistakes. This doesn't seem to happen much now and it shows; the quality of most recent new commercial and public buildings in town is lower than in the past. The future of design and planning will be data-driven with key metrics gleaned from measuring the positive or negative human experience of place; we need to get ready for that now!</p>	Ann Sussman	Apr 27, 2018, 10:22 PM	Draft Plan	Share your thoughts on the Envision Concord Draft Plan	0	40



## Envision Concord May 31, 2017 Kick-Off Event

### Summary

The event was opened by Elise Woodward and Gary Kleiman, both co-chairs of the Envision Concord Committee (Comprehensive Long Range Plan). The co-chairs provided a brief history of the committee's membership and work to-date in data gathering and listening to community members on the range of issues and topics that are encompassed in a comprehensive plan.

The Town's Director of Planning & Land Management, Marcia Rasmussen, gave additional background on why the town is updating its comprehensive plan now, with the last one being completed in 2005. The demographics of the town have noticeably shifted since then with a growing segment of seniors living in Concord, with increasing needs around health, transportation, and housing.

Susan Silberberg from CivicMoxie, the planning consultant selected to assist the Planning Division and Envision Concord Committee, explained the structure of the evening's event. Using the "World Café" model, participants sat at round tables with large paper tablecloths and plenty of markers with four envelopes and a set of general guidelines to help foster conversation.

Each envelope contained a question to start a thoughtful discussion about Concord, and people were encouraged to write, draw, and doodle their thoughts, ideas, and questions. Some tables chose to consolidate their thoughts into a single set of notes, while others didn't. After twenty minutes, participants were asked to move to different tables with different people to start the next conversation with a new group.

Below is an abbreviated list of the most common responses to the table questions asked during the Envision Concord Kick-off event on Wednesday, May 31, 2017, at the Concord-Carlisle High School cafeteria. The comments are organized by category and include the number of tables that appeared to have the same response (number of tables/out of total of 9 tables).

#### ***Question 1: You are talking to a visitor about Concord and want to explain what makes Concord a great place to live or work. What would you tell him/her?***

Cultural & Historic – People/ community (9/9); History/ historical resources (9/9)

Economic Vitality – Two active town centers (6/9); Small businesses (5/9)

Housing – Colonial houses (2/9); (three negatives – cost; downsizing options)

Land Use – Agricultural or conserved land (4/9)

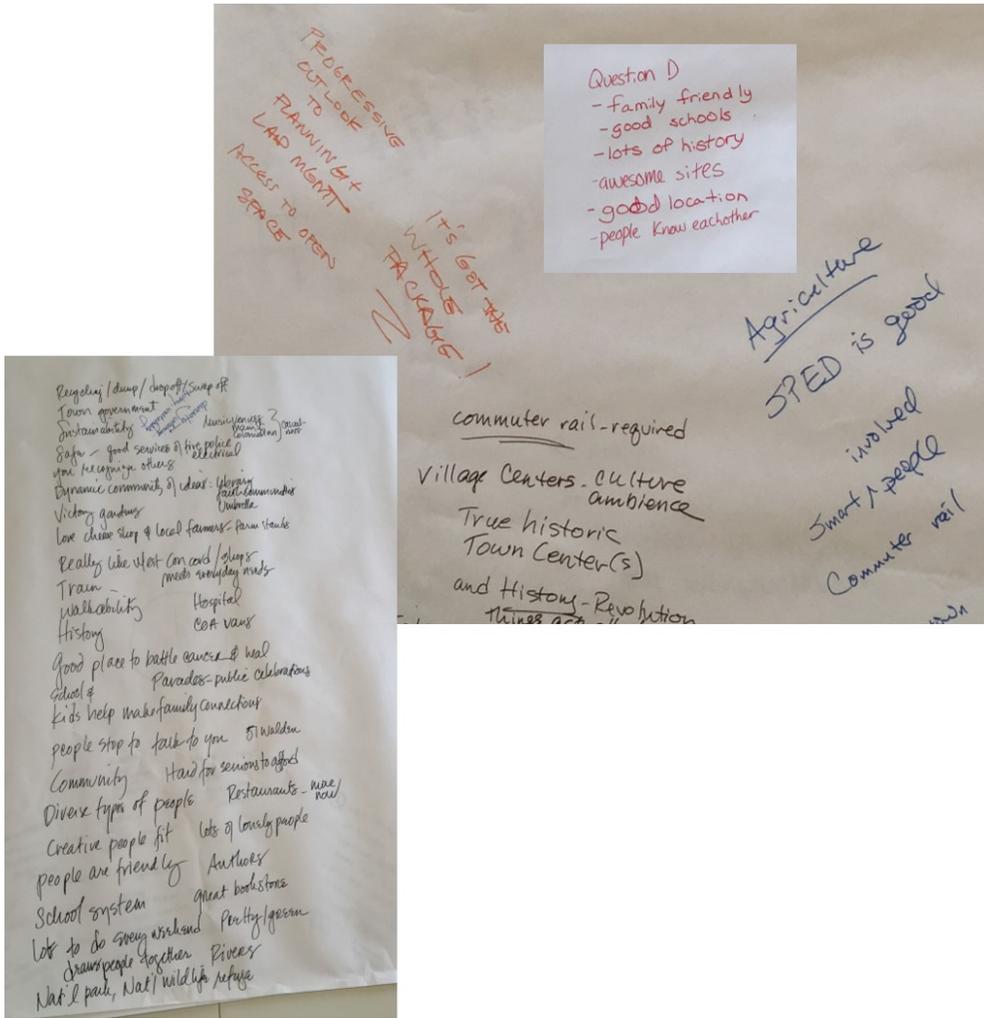
Mobility – Trains/MBTA (7/9); Walkability/bikability (4/9)

Open Space & Natural Resources – Open space/natural beauty (9/9)

Public Facilities & Infrastructure – Town services/government (5/9); Hospitals/health care (4/9)

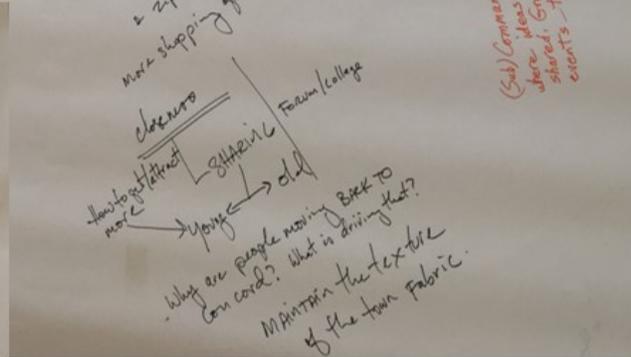
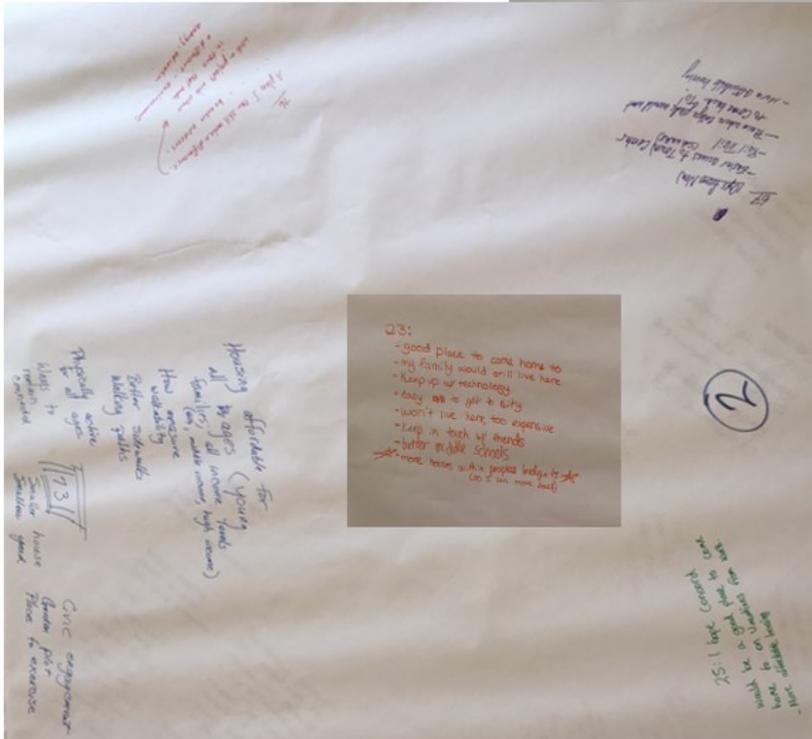
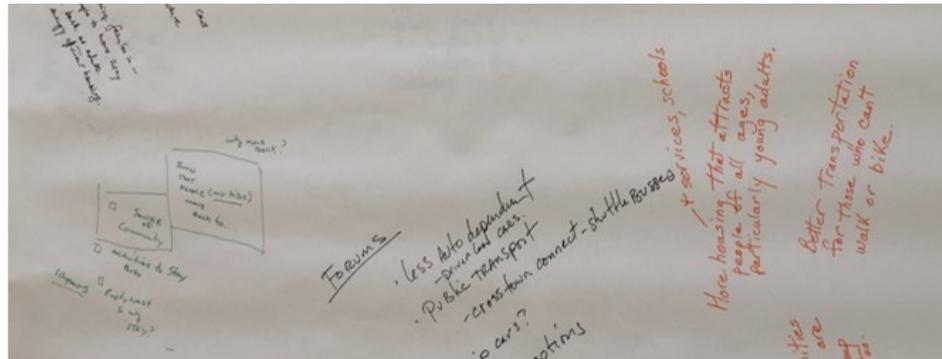
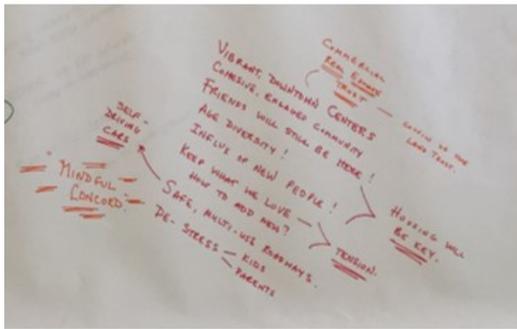
Sustainability – Environmentally aware/sustainable (5/9)

Education (extra category) – Schools (9/9)



**Question 2: In 10 years, I/my family member/friend/neighbor will be \_\_\_\_ years old. What do you hope Concord will be for you, your family, friend or neighbor?**

- Cultural & Historic – More diverse (5/9); Keeps its sense of community (3/9)
- Economic Vitality – More functional shopping options (2/9)
- Housing – More housing options (including senior/downsizing/2-family) (9/9); Affordable housing (9/9)
- Land Use – Maintain farm land (2/9)
- Mobility – Improved transportation to city and around town (7/9)
- Open Space & Natural Resources – Keeps open space (3/9)
- Public Facilities & Infrastructure – Has better sidewalks/bike paths (3/9)
- Sustainability – More environmentally sustainable (5/9)
- Education (extra category) – New/better middle school (2/9)
- Other – A place to come back to and call home for a lifetime (7/9)



**Question 3: What are your top 3 issues or challenges that we need to address in Concord?**

- Cultural & Historic – Diversity of people (age and racial) (8/9)
- Economic Vitality – Income diversity/affordability (9/9)
- Housing – Affordable housing (9/9); affordable senior housing (6/9)
- Land Use – New zoning (4/9); Affordable farming (3/9)
- Mobility – Transportation/traffic (9/9); Bike lanes (5/9)
- Open Space & Natural Resources – Protect open space (3/9)
- Public Facilities & Infrastructure – Lighting (better street lighting or less) (3/9)
- Sustainability – Sustainability of energy, water, natural resources (8/9)
- Education (extra category) – Maintenance of high quality school system (2/9)

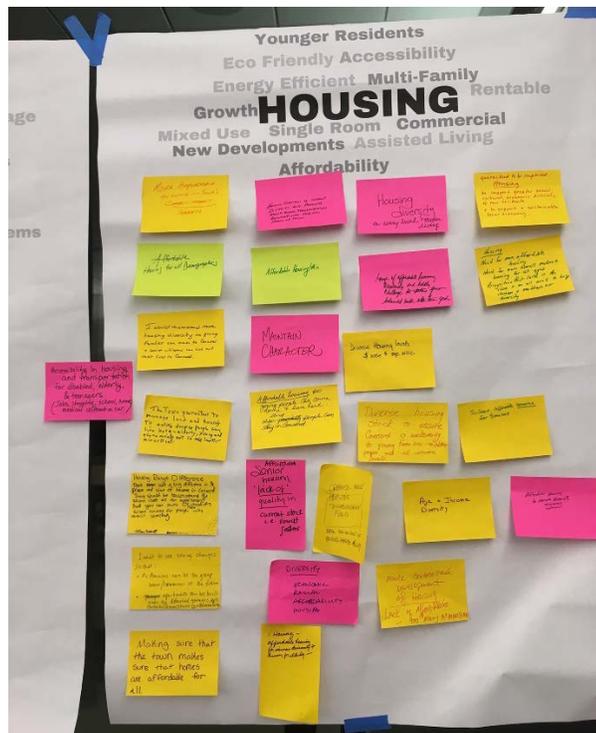
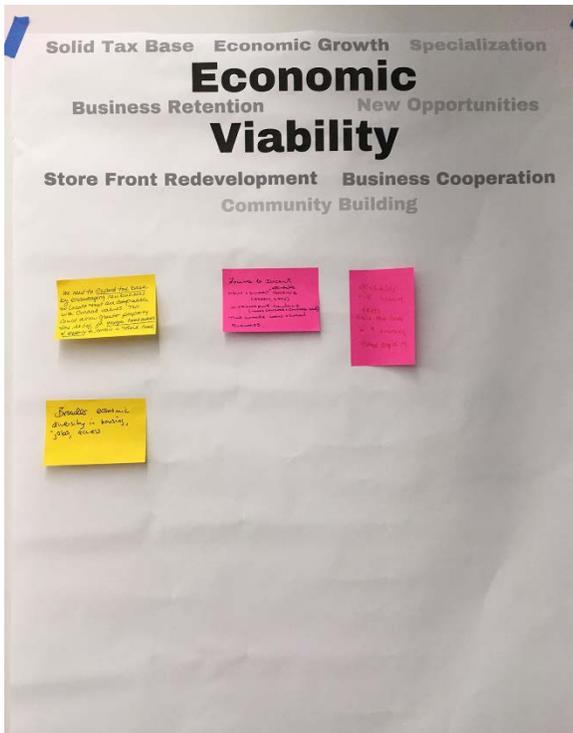


For the last question, people were asked to write his/her own comments onto a self-sticky note that he/she then had to place onto a sheet on the wall by category.

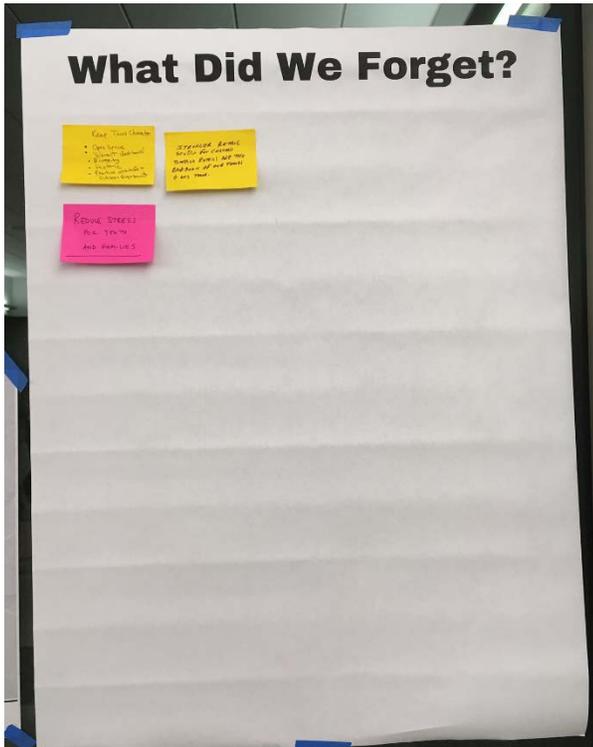
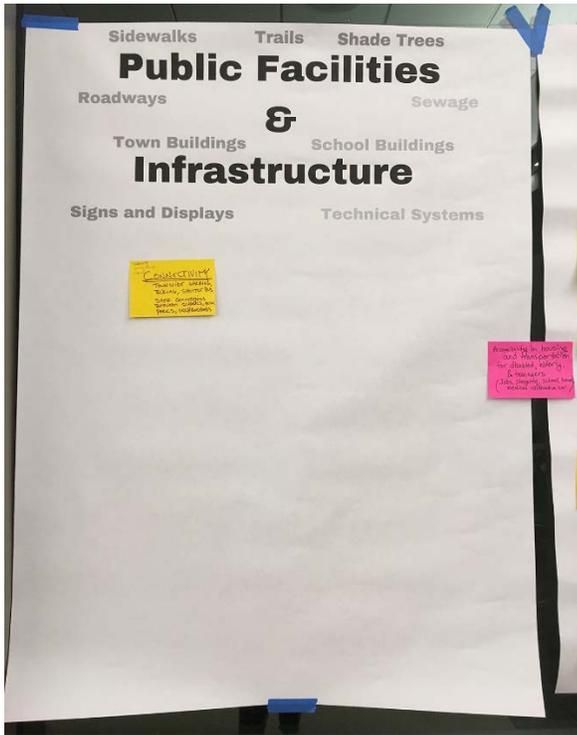
**Question 4: If this planning process highlights one thing guaranteed to be improved, what would you recommend?**

Top 8 Recommendations:

1. Affordable housing for income diversity, young, and the elderly (20)
2. Diversity -racial, economic, age (7)
3. Multimodal Transportation linking all of Concord and surrounding communities - bus from Center to West Concord (7)
4. Improving transportation for all modes other than single occupied vehicles - public, walking, biking, shuttle buses, and more trains to Boston (5)
5. Safer pedestrian and bicycle travel through town, separate from automobiles (3)
6. Deepening and Broadening citizens commitment to action that supports environmental sustainability (2)
7. Greater socio-economic diversity for a vibrant community (2)
8. Commitment to preserving Concord's unique characteristics: environment, economics, transportation, diverse housing stock, independent business (2)









## Envision Concord October 21, 2017 Event

9:30 AM – 12:00 PM

Concord-Carlisle High School Cafeteria

### Summary

Elise Woodward and Gary Kleiman, co-chairs of the Envision Concord Committee (Comprehensive Long Range Plan), welcomed everyone and opened the event. The co-chairs assured the community that the Committee, Town staff, and consultant team are looking at and reviewing all sources of data and data collection as the planning process continues. They explained that by using the American Planning Association Comprehensive Plan Standards for Sustaining Places, this planning process would look different from the previous 2005 Comprehensive Long Range Plan. The principles point to issues and potential solutions as “systems” instead of separate categories, which are the traditional components of comprehensive plans. The APA guidelines also include “authentic participation,” which, in addition to the existing democratic process and meetings in Town, encourages new methods of outreach to get input from community members who typically do not or cannot participate in planning processes.

The Envision Concord Committee will hold a public hearing on November 16<sup>th</sup> at 7:00pm at the Willard School Auditorium.

Marcia Rasmussen, the Town’s Director of Planning & Land Management, spoke of the three main themes from the 2005 Comprehensive Long Range Plan, and how the Town has successfully been moving forward toward these goals:

1. Protect Concord’s Assets and Character
2. Enhance Quality of Life
3. Balance Town Needs with the Ability to Pay

Susan Silberberg from CivicMoxie, the planning consultant assisting the Planning Division and Envision Concord Committee, gave a quick review of the overall planning process schedule and then reviewed existing conditions and initial thoughts.

Copies of the PowerPoint presentations (parts 1, 2, and 3) are available to download on the project website: [www.envisionconcord.org](http://www.envisionconcord.org) through the Updates tab or Info tab.

Following the first two presentations, CivicMoxie gave meeting attendees the opportunity to participate in real-time voting on a short series of questions. The following are the questions and responses.

### **Real-Time Voting:**

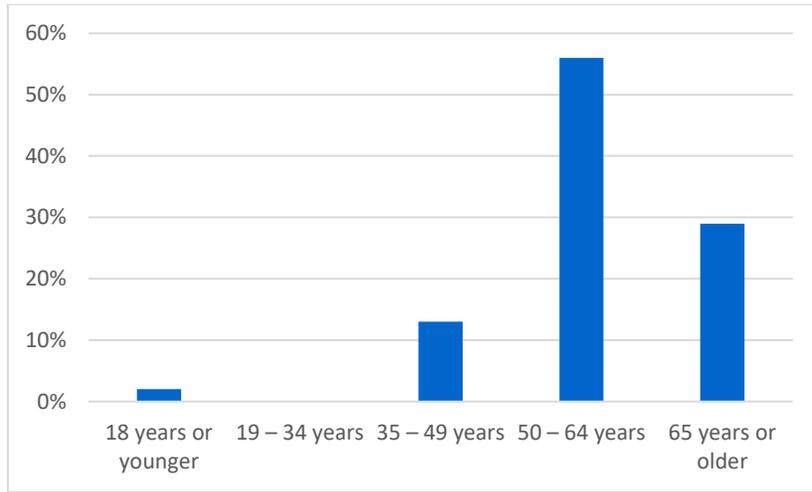
(Range of 51-55 responses per question)

Question #1: Did you attend the May 31<sup>st</sup> kickoff event?

Responses:      Yes 33%      No 67%

Question #2: How old are you?

Responses:



Question #3: Do you live in a historic district?

Responses: Yes 3% No 90% Don't know 4%

Question #4: Do you have children under 18 living at home?

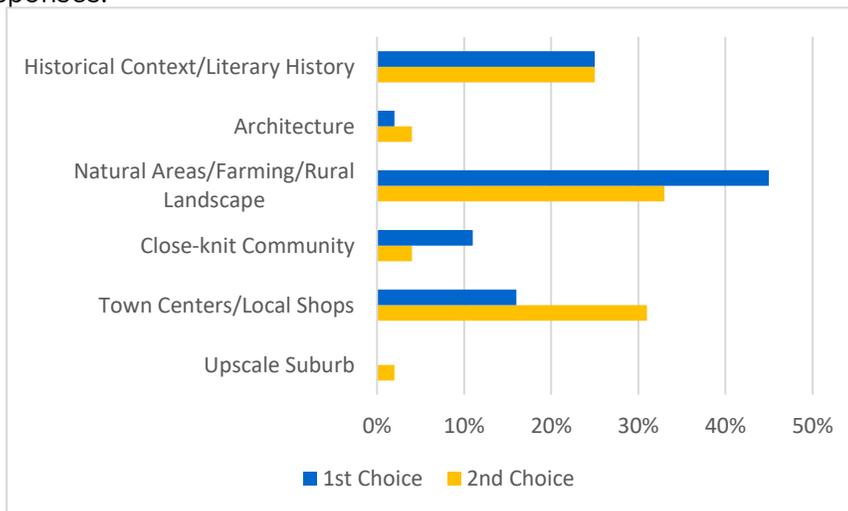
Responses: Yes 38% No 62%

Question #5: Are you currently on a Board or Commission or Committee in Town?

Responses: Yes (on 1) 30% Yes (on >1) 13% No 57%

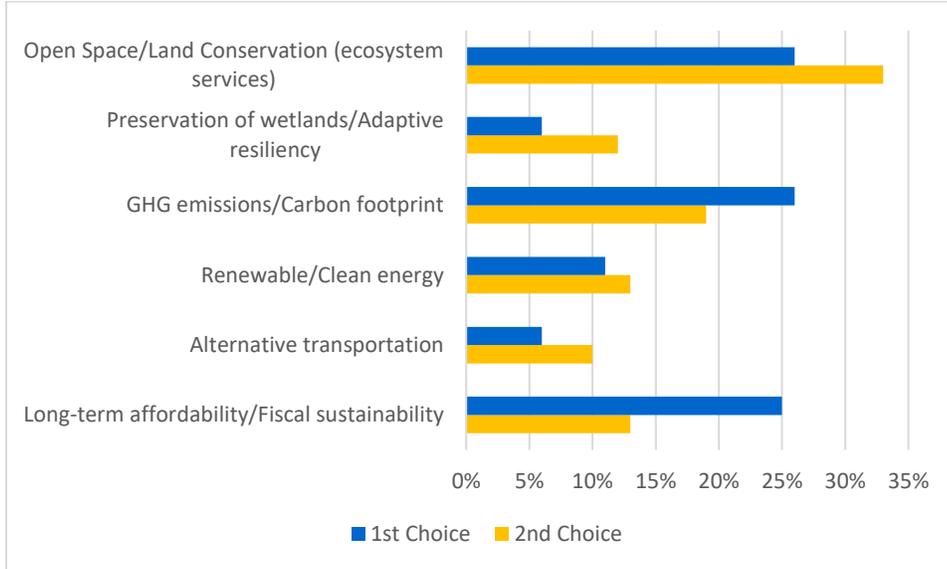
Question #6a and 6b: When you hear the phrase “town character,” what defines the word *character* for you? 1<sup>st</sup> and 2<sup>nd</sup> choices

Responses:



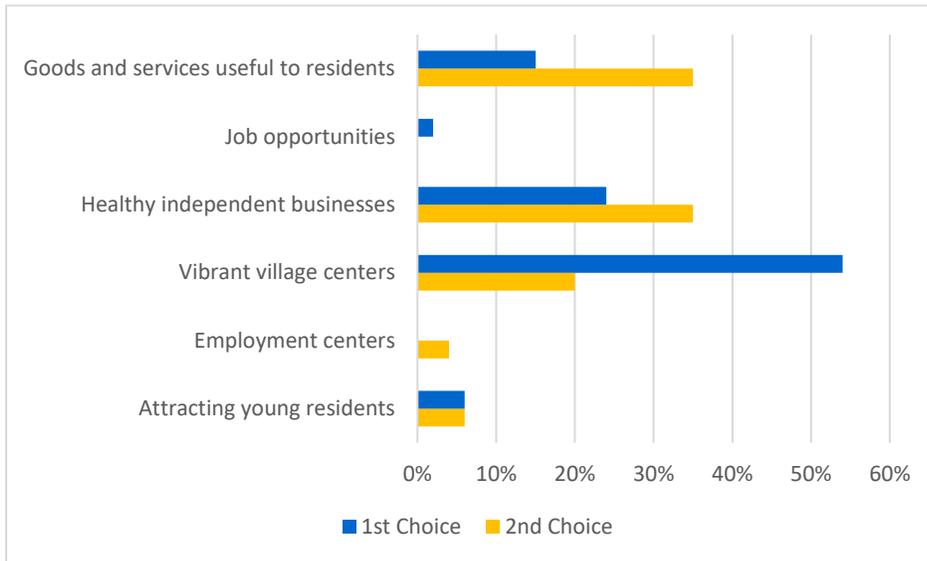
Question #7a and 7b: What do you consider important to Sustainability in Concord?  
1<sup>st</sup> and 2<sup>nd</sup> choices

Responses:



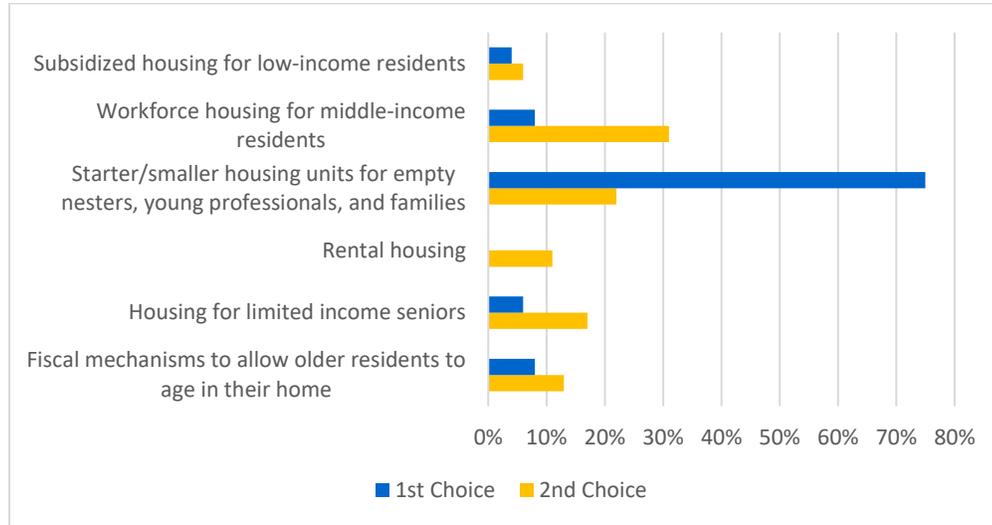
Question #8a and 8b: What do you consider important to Economic Vitality in Concord?  
1<sup>st</sup> and 2<sup>nd</sup> choices

Responses:



Question #9a and 9b: What do you consider the most important types of housing needed in Concord? 1<sup>st</sup> and 2<sup>nd</sup> choices

Responses:



After the real-time voting portion, Susan Silberberg highlighted results from the Envision Concord Survey, the intercept surveys that were done on Friday, October 20<sup>th</sup> as part of the Open House tabling in Concord Center and West Concord.

In the interest of time, the co-chairs asked attendees if it would be acceptable to hold an open comment/ questions session instead of break-out sessions, with opportunities for break-out conversations with Committee members in the next two weeks (see information below). Attendees agreed given the time and below are the questions and comments.

**Comments/ Questions:**

Comment: Definition of terms are helpful and important when talking about these issues. What is a “small” business – is it an employer with three employees? Does the Dunkin Donuts count if it has 12 employees? What is “workforce” housing? Is that “affordable” for families making \$100,000/year or is it low-income?

Question: There was a good amount of data presented – is this everything? Will distillation of the data be coming?

Answer: There is still more data that wasn’t shown, including comments from Commissions, Boards, and Committees, with most of the information collected by the end of the month. Also, yes, the distillation process will be starting.

Question and Suggestion: Does Planning have a distinction between “internal” versus “external” development? There’s a nuance because “internal” development includes re-use and renovation of existing buildings, which is separate from “external” new construction, which tends to make people nervous.

Comment: “Sustainability” should be at the forefront of all of the planning goals and components. The Town voted to support living sustainably and adopted a set of Sustainability Principles.

Comment: It may be helpful to “define the end” and then detailing how to get there. Look at scenario planning, for example, controlled and managed vehicular access. Europeans look



ahead 10-50 years and work steadily towards a bigger vision. Some of those larger components of the vision would be preserving the character of Concord, and thereby protecting land but also attracting tourism to maintain economic vitality, and coordinating transportation. Visioning sometimes means suspending disbelief for a bigger vision.

Comment: We should try to move away from the dichotomy of development versus sustainability. Development can be renovation and re-use. There may need to be more than just accessory units to fill in the needs, but there could be more structure to development.

Comment: 1) There are underrepresented parts of the population (just looking around the room). The youth are the future, and we need to engage them and be more diverse. 2) Also, there may be limits to growth – confusion between preservation and potential “Disneyfication” with tour buses putting pressure on planning and traffic.

Response: The Committee and consultant team have been working with the Town’s Youth Services coordinator to try to engage more youth in this process.

Comment: Supports the need to reach out to young families who are so busy and can’t come to meetings. It may help to go through the schools to reach this part of the community.

Comment: There are many people 65+ who also don’t attend Town Meeting or go to other hearings or meetings because they have difficulty with vision and hearing loss. Other towns are finding ways through infrastructure/technology to help this population participate in Town meetings (such as Closed Captioning, large print text, etc.).

### **Next Steps:**

Members of the Envision Concord Committee will be hosting “Listening Sessions” on the topics below. Participants were encouraged to sign up to receive reminders of sessions they’re interested in attending. The sessions are open to the public.

Culture + History/ Economic Vitality Listening Session – 10/26/17 at 3:30pm at the Wheelhouse, 33 Bradford Street

Open Space + Natural Resources/ Housing/ Land Use Listening Session – 11/06/17 at 3:00pm at Fowler Library Meeting Room, 1322 Main Street

Transportation + Infrastructure/ Housing/ Social Services Listening Session – 10/31/17 at 9:00am at Main Street Café, 42 Main Street

Town Character/ Culture + History/ Diversity Listening Session – 11/02/17 at 5:00pm at Reasons To Be Cheerful, 110 Commonwealth Avenue

Sustainability Goals + Policies/ Town Resources Listening Session – 11/03/17 at 7:30am at the Wheelhouse, 33 Bradford Street

\*Special thank you to the CCHS staff and students, especially for their assistance with the real-time voting activity.

# Envision Concord

## Focus Group Summaries

11/09/17

### 6/7/17 – Concord Business Partnership meeting

Town's strengths/ challenges and environment for starting and operating a local business:

- Fellow business owners want to see each other succeed
- Real estate is expensive in town; increasing rents
- Zoning, Historic District Commission, Signage bylaws all take time to navigate – possible to streamline the process?
- Consider instituting a business welcoming committee
- How to combat the “Amazon” effect? Need to get people into the shopping districts
- Perception that town is well-off and businesses can handle themselves
- Water and sewage is expensive (based on older data)
- Parking (limited)
- Finding a necessary workforce → lack of affordable housing in town and regional transportation

Would like to see:

- More affordable housing and diversity of housing, including investigating smaller-scale, modest housing
- Stabilization of real estate costs
- Bring in fresh talent
- Expansion of cultural and historical resources
- Expanded roadways, for safer travel and better parking
- Make initiatives regional, not local. Expand water bottle and plastic bag ban to other towns – effects size of customer base.

### 9/14/17 – Concord Historic Commission

- Need to balance preserving “character” with desire for growth/economic growth
- Historical assets include not just structures but also landscapes (esp. agricultural land) and archaeological resources
- Historic landscape preservation is necessary to protect character of the town
- Open space shouldn't be used for development of affordable or other new housing; that should be integrated into existing neighborhoods or buildings
- Concern demolition delay bylaw is falling short of intended impact/effectiveness
- There is a great need to engage and educate the public in a coordinated way about all aspects of the town's diverse historic resources so that they can become allies in their preservation

## 9/21/17 – Wheelhouse Coworking Space businesses

- Co-work space users are a mixture of self-employed individuals, artists, small firms and non-profits; 5 of the 8 participants live outside Concord
- People are drawn to the collaborative nature of the space, interesting mix of entrepreneurs and amenities in West Concord
- Half of the participants have plan to grow their enterprise and would prefer to stay at the Wheelhouse or West Concord
- Ideas for how Concord can support their business/business growth:
  - Support expansion of Bradford Mill Space/other space to incubate businesses
  - Make arts and businesses in Concord more visible & easier to find (wayfinding, Art Trail; maps and apps to provide information on businesses)
  - More town/resident support for businesses
- Priorities for Comprehensive Plan:
  - Improved and expanded bike infrastructure
  - Concentrate businesses around train stations
  - Allow higher density development near train stations (rather than industrial uses)
  - More diversity of population: expand housing stock and support services

## 10/02/17 – Cultural + Historical Organizations

- General feeling is that everyone takes Concord's history for granted
- Landscape and farmland: Farmland is most important thing the town has...more important than buildings or anything else
- Concord very complex...lots of trails and historical tours...hard to see it all and understand how it fits together
- Big Question: Do you preserve what is old and historic, or do you contribute to the town's health by building new and changing?
- Love of town's history leads to desire for no change because residents can't see what positive change could be...it's just a negative

### Communication and Collaboration:

- Town needs more marketing – beyond the little Visitor Center; Lexington coordinates the visitor experience much better
- Regional events, i.e., coming Rev 2025 (250<sup>th</sup> birthday of the country), many events being planned locally and regionally – requiring discussion about parking, possible use of Lexington's Liberty Ride shuttle bus
- Town's website not visitor-friendly; no integrated/coordinated message about the town; Concord Journal not as automatic go-to for calendar events/information as it used to be
- Need a destination map, using historical destinations map as a start (including the Library)
- Need to reach a new level of locals and tourists
- Signage needs improvement; not visitor-friendly and should be better coordinated so there is less but more impactful

- Organizations are competing for the same funding – every organization has spent a lot of time and money cultivating its donor list; also, a lot of competition in town for time and energy of residents
- Nothing to do for youth and young adults

Transportation Issues:

- Traffic in Concord Center is bad – cut-through for commuters; impacts quality of life
- Like the idea of remote parking and a shuttle. Pay for parking; shuttle free. Need to be creative with transportation solutions
- Parking a continuing issue

**10/03/17 – Real Estate Brokers**

Population looking for housing or leaving Concord:

- Downsizers looking for alternatives but not sure if they want smaller SF home, condo, or apartment
- City-millennials to 40s are new to Concord, attracted to new housing and good schools
- Spurt of young families, want a location close to everything – downtown, schools, commuter rail – connected and walkable
- People still moving within Concord
- People leave Concord because the commute is too hard now or want idyllic view but buy in Acton, Needham, and Sudbury due to price

Housing ideas:

- Different housing types (rental and owner) have been doing well – Riverwalk, Brookside Square, Black Birch, Newbury Court, Concord Crossing – they fill up quickly and then prices rise
- Don't have housing supply in \$500,000 range; \$100K earners can't afford to live here
- Could be higher density in certain locations – put two houses on a 0.5 acre lot or townhouses could work; attractive and well-spaced but closer together
- More housing and residents near the town centers; allow some upper floor residential
- Lots of regulations, long processes – streamlining

Businesses:

- Business in Concord Center are hurting due to increasing rents that locals can't pay
- Business growth is key - understand the value of the health of the business community
- We are a tourist town, but we love and hate tourists
- Town should have a staff member for business development

**10/05/17 – Social Services + Financial Assistance providers**

Transportation

- Terrible Traffic – commuter, local, impacts all age groups but affects lower income residents even more (people going to Open Table in Maynard find it hard to get there)

- Families and veterans at the Mews “out there,” need to get to jobs/services with fewer options
- Vans are booked solid and now have to increase buffers between appointments because of traffic; reliability and big windows for appointments a problem
- Carpooling doesn’t seem to happen here; shuttle system like Lexington would help, but previous Concord bus system didn’t work

#### Housing

- For 2-bedroom unit, wait time ~ 6 years for a current Concord resident; wait time for a “senior” unit (might also be a 1<sup>st</sup> floor unit) is 4 years
- There are homeless people in Concord, which is not recognized
- Housing has been changing - the tear-towns and new mansions- leads to wealthy stratum
- Scattered site - harder to give social and other support beyond housing

#### Social Services/ Financial Services

- Providers starting to have to say “no” after having carried clients for many years
- MEWS has changed the demographics for service, a more transient population tends to be in Concord for available housing, not necessarily to be in Concord
- Many financial requests for help are working-age but in need of emergency funds
- Property taxes – significant impact on seniors
- Health care needs increasing
- Collaboration about financial assistance sources and coordinate policies – everyone is being stretched thin
- Would like to see projections of what the financial needs will be to help funders know what to expect and how to try to plan to meet the coming needs

#### Population

- Current seniors are of the “savers” generation (and tend to have pensions); next generations coming are not savers. There’s so much pride in seniors, there’s probably unmet need, but next generation will be asking more.
- Traditionally, Concord not a transient community with generations living here
- “Diversity” goals- valued by people but challenging and needs real support

#### **10/05/17 – Artists + Art groups**

- Concord is a challenging place for artists to sell work... it’s difficult to sell at a high price in the town as Concord isn’t marketed as an arts destination
- Many missed opportunities to incorporate public art into the town: challenges with historic district guidelines that need to be addressed, also opportunities at trail heads and in natural areas
- Retail and artist sales need people to buy goods – retail can’t depend on Concord residents alone. Feeling that town doesn’t support what is needed to keep businesses and artists going. General sentiment against tourism but should be a way to attract tourists who can appreciate history here and art.

- Too many things to get involved in...so many committees and efforts that everyone is spread too thinly...hard to rally enough support for any one initiative
- Must address accessibility issues – access to shops and venues is difficult in older buildings with steps, narrow doorways, small building footprints, etc.

### **10/11/17 – CC High School students**

Words to describe Concord: historic, expensive/people with means, quiet, small, environmentally-aware, charming, welcoming, sheltered (Concord bubble), stress/expectations (for youth)

Things you like about Concord: school system, library, safe, lots of parks/green space, easy to get around, Concord Center, Christmas tree lighting, 400-pound cheese wheel

- Poor walkability in areas of West Concord – lack of streetlights and sidewalks
- Students seemed to agree that the community was relatively sheltered (referred to Concord bubble) and that there were a lot of expectations amount students (somewhat stressful)
- General consensus that many students would like to move back eventually, after some time away (once they could afford it/had kids)
- Many agreed that there was a need for more town-wide events, perhaps during times other than the summer (when many people are away on weekends) – town fair?
- Discussed traffic congestion at Route 2 rotary, “Starbucks corner,” Route 62 – how this delayed school buses
- Many students talked about need for smaller houses; stop tear-down of smaller homes
- Desire for more sustainable practices – could there be solar panels in CCHS parking lot?
- Desire for teen-focused shops in town centers

### **10/17/17 – Boy Scouts troop**

Words to describe Concord: historic, wealthy / affluent / loaded, sustainable / green, educated, small, not diverse, bubble, safe, expensive, fun, liberal, friendly, welcoming, organized, accessible, quiet, athletic, old, leafy, nature, non-industrial, happy, suburban

Things you like about Concord: security, education quality, parks and fields, recreation programs, opportunities, town centers, Walden Italian Kitchen, train stations, layout, historical background, people, Walden and White Ponds

- Many of the Boy Scouts traveled by bike, but acknowledged that it was difficult to travel between the two parts of town
- Lack of diversity can be difficult for minority students despite sentiment that Concord is a very welcoming community
- The majority felt that the recreational opportunities were an incredible resource and enjoyed many of the natural and/or historic areas (Minuteman Park, Walden Pond, Emerson, etc.)
- Desire for more places in town centers accessible to youth, and open later. Feeling that Concord is a “retirement town”
- Poor bus routes and auto traffic also seen as impediment to transportation
- One HS student noted lack of meaningful internship opportunities

## 11/07/17 – Conservation Coffee

- Open Space and Natural Resources are the “invisible visible” – additional resources should be allocated to ensure Concord maintains current open space and natural lands
- Desire for improved bicycle and pedestrian connections, including at Route 2 to avoid dangerous conditions and improve safety on roadways and enable more alternative transportation options
- Concern about new populace moving in that doesn’t understand Concord’s background and replacement of small homes with new, larger developments
- Missed opportunity to create pathways around Mill Brook that better integrate with downtown retail in Concord Center
- Desire for West Concord trail connections along Assabet River bluffs with a bridge connection near Thoreau School and connection to the Bruce Freeman Rail Trail
- Better coordination with the High School on natural resource protection
- Need to make sure there is better coordination so that all Public Works projects are done with a “Concord lens”

# Envision Concord

## List of Interviews and Discussions

### Interviews and Discussions Conducted with CivicMoxie Team during Planning Process (Separate from Focus Groups)

Elizabeth Akehurst-Moore, Trails End

Todd Benjamin, Chair of the Affordable Housing Funding Committee

Margaret Burke, Concord Museum

Brian Butterworth, Colonial Inn

Peter Carbone, Novaya Ventures, Owner of 300 Baker Avenue Building

Heather Carey, Administrative Assistant, Concord Historical Commission

Jim DiGiovani, Period Realty Trust

Greg Droczy, Linear Retail developer of former Concord Toy Shop Building

Ben Elliot, Salt Box Kitchen

Maynard Forbes, West Concord Five and Ten

Claire Gauthier, Concord Historical Commission

Mark Giddings, Chair, Concord Historic Districts Commission

Robert Gross, Concord Historical Commission

Michael Hachey, Emerson Hospital CFO

Elizabeth Hughes, Town Planner

Kevin Hurley, Development Consultant

Andrew Koh, Concord Historical Commission

Heather Lamplough, Senior Planner, Concord Historic Districts Commission

Nancy Nelson, Concord Historical Commission

Marcia Rasmussen, Director, Planning & Land Management

Richard Reine, Director, Public Works

Diann Strausberg, Concord Historical Commission

Electa Tritsch, Chair, Concord Historical Commission

Elise Woodard, CLRP Committee Co-Chair

**Comments from interviews and discussions were incorporated into overall Community input and feedback.**

**TOWN OF CONCORD, MASSACHUSETTS**  
**NOTICE OF MEETING OPEN TO THE PUBLIC**  
*(In accordance with M.G.L. Ch. 30A, §§18-25)*

**DATE POSTED:** October 23, 2017

<b>Town Board or Committee</b>	<b>Meeting Place</b>	<b>Time</b>	<b>Date</b>
Comprehensive Long Range Plan Committee Culture + History/Economic Viability + Vitality Listening Session	The Wheelhouse at 33 Bradford Street	3:30 pm	10/26/17
Comprehensive Long Range Plan Committee Transportation + Infrastructure/Housing/Social Services Listening Session	Main Street Café at 42 Main Street	9:00 am	10/31/17
Comprehensive Long Range Plan Committee Town Character/Culture + History/Diversity Listening Session	Reasons To Be Cheerful at 110 Commonwealth Avenue	5:00 pm	11/2/17
Comprehensive Long Range Plan Committee Sustainability Goals + Policies/Town Resources Listening Session	The Wheelhouse at 33 Bradford Street	7:30 am	11/3/17
Comprehensive Long Range Plan Committee Open Space + Natural Resources/Housing/Land Use Listening Session	Fowler Library Meeting Room at 1322 Main Street	3:00 pm	11/6/17

## Listening Session

### **Comprehensive Long Range Plan Committee: Culture + History/Economic Viability + Vitality Listening Session**

Meeting held at 3:30 pm, October 26, 2017 at the Wheelhouse, 33 Bradford St, Concord

Attendees:

John Boynton, CLRP Committee member  
Tory Lambert, CLRP Committee member  
Ingrid Detweiler  
Sally Satterthwaite  
Jerry Wedge:  
Ann Sussman:  
Greg Higgins:  
Jane Obaggy:  
Terry Ackerman:  
Karen Currie:  
Maynard Forbes:

Mr. Boynton opened the listening session at 3:30 pm.

The meeting was hosted by John Boynton and Tory Lambert of the CLRP Committee.

Over the course of the meeting, 16 citizens participated.

Mr. Boynton provided a brief overview of the EnvisionConcord project and timeline, and emphasized the importance of community input to producing an effective comprehensive plan. He then projected a slide with several questions to start the conversation:

*- Is there a way to connect/use the cultural and historic assets of the town to help the sustainability of local businesses?*

*- What are the positive and negative impacts of supporting cultural/historical/visitor economy and commercial growth in the town centers?*

*- Are there creative or innovative ways to address these impacts?*

*- Are possible solutions any different if you consider environmental or energy resources or community health?*

*- What are potential Town resource implications to solutions –financial, land, and/or human resources?*

Several additional questions were posed by Mr. Boynton and Mr. Lambert Tory during the conversation, including:

*- Would increased tourism be helpful to local businesses?*

*- How important is business growth to Concord?*

- *How important are vibrant town centers to your experience as residents?*
- *Can you think of ways for cultural/historic to make people better customers?*
- *Is economic vitality the responsibility of the Town or Business?*

The following is a summary of points made by participants on what was most important for the Committee to consider when creating the plan.

- The business community needs to be proactive within the community and make sure that those who are making decisions understand the needs of businesses.
- We better be ready for the BFRT - public art, bike racks, rest rooms, and capacity to handle all the extra people that will bring.
- We need to ensure we have good data from the business community and residents to make informed decisions (e.g., who is responsible for providing bike racks and restrooms with the BRFT).
- Long term viability of businesses depends on sitting down with residents and creating a shared vision of the future. **The three retail districts must find a way to work together on certain issues; staying separate is not a positive.**
- Expect change, think about walking and biking, and get out ahead of what is likely to happen.
- Look into the communities that have already put lower speed limits in place (Boston, Cambridge, Arlington) and improve life for walkers and bicyclists.
- There was a real consensus around public art and bike racks.
- The Town website is not a good vehicle for finding all these ongoing conversations - **it's hard to find out what happened in different meetings**
- Improved communication, across silos, is essential.

The meeting was adjourned at 5:05 pm.

Respectfully submitted,

John Boynton

## Listening Session

### **Comprehensive Long Range Plan Committee: Housing/Open Space + Natural Resources/Land Use Listening Session Minutes**

The meeting was held on Monday, November 6, 2017 at 3:00 p.m. at the Fowler Library in West Concord.

#### Attendees:

Judy Zaunbrecher, CLRP Committee member

Janet Rothrock

Charles Phillips

Linda Escobedo

Sue Myers

Mary Hartman

Terry Rothermel

Terri Ackerman

Lori Pazaris

Jeff Collins

Dorrie Kehoe

Allison Field-Juma

Liz Rusk

Jim Pazaris

Stephan Bader

Ardis Bordman

Ms. Zaunbrecher opened the listening session at 3:00 pm.

#### Points made regarding housing needs:

- Question was raised about whether Concord needs more housing.
  - Individual involved with the Town's affordable housing program pointed out there is a waiting list for affordable housing in Concord.
  - To meet the 10% affordable housing unit standard set by the state, more of this type of housing is needed because as new market priced housing is built, more affordable housing units are needed to maintain the 10% goal.
  - About 40 new housing units are built each year on greenfield spaces (not teardowns).
  - Some thought Concord has the responsibility to contribute helping alleviate the state's housing problems.
- The group thought the following types of housing are either needed in Concord or should be protected in some way.
  - Housing for people who want to downsize in the \$600,000 or less price range.
  - Starter housing for young middle class families.
  - More affordable housing spread throughout the community.
  - One person's experience in purchasing a small Cape Cod house in Concord was that developers outbid individuals by about \$250,000 for these homes. The developers then teardown the home and build larger, high end homes. This reduces the availability of moderate priced homes for empty nesters and young families looking for starter homes.

- The group was concerned that Concord was becoming less diverse because of the housing dynamic in Concord towards new, expensive large homes replacing smaller, moderately priced homes.
- Group agreed a broad price range of housing is needed.

Ideas on types of housing and development that would help maintain Concord's character and preserve open space.

- Group defined Town character to include:
  - Has a neighborhood feel
  - Has rural outer area with village center (reminiscent of the old farms on outskirts/town commercial and population center).
  - The physical appearance of the housing stock.
- Characteristics for new housing, particularly to meet the needs of people who want to downsize and young families include:
  - PRD's like Riverwalk in West Concord. The design of this fits well in West Concord.
    - Clustered housing that does not have large individual lots and has shared services. This type of housing may appeal to young families in addition to older people because it reduces the time and expense of maintaining a large yard.
    - Provide common open space to maintain character and give residents areas to enjoy outdoors, common playgrounds, garden, etc.
    - Allow building of 2 family homes on half acre or larger lots. Make sure design elements fit surrounding community character.
    - Parking out of sight from street.
    - Looks and feels like a neighborhood within the PRD.
- The point was made that thought needs to be given to what is the essence of Concord's character and regulations/bylaws put in place to protect these characteristics. An example of this was a bylaw passed in the 1960's prohibiting lighted signs in shop windows in Concord Center and how this has shaped Concord Center's visual character.

Projects and priorities were identified to address housing needs (especially moderately market priced housing and affordable housing) and maintain open space./use land effectively:

- Strategy 1: Carve out some land for housing units when open space is acquired.
  - For instance, could a few housing units be built on the Gerow land (in West Concord along Warner's Pond) without taking away from the recreation/open space opportunities of this land.
  - Requires Select Board to identify these opportunities as parcels are considered for purchase.
  - Housing built would need to have a neighborhood character and fit into its surroundings.
  - Does not need to be close to transportation hubs or commercial centers since families have cars.
  - Could lead to a variety of housing types being integrated through the Town, not clustered all in one area.
  - An issue that could arise is the seller of open space land to the Town may not want any housing built on the land.

- Strategy 2: Create more living space/housing units with existing building footprint.
  - Take advantage of existing housing stock and convert it into multi-unit housing, particularly larger homes in the area. Prioritize using existing housing more efficiently versus building new housing.
  - This would preserve existing open space, flood plains, and wetlands.
  - Provide more affordable units to maintain diversity.
  - Expand use of accessory apartments.
  - Allow really small apartments (300 to 400 sq. ft.) in town centers.
  - Change zoning to achieve this.
- Strategy 3: Town purchases land and then sells to developers leading to a variety of housing units.
  - Deed restrictions put in place to ensure moderately priced homes or affordable housing is built and maintained.
- Strategy 4: The CPS Middle School is consolidated to one building at Sanborn, the Peabody School land be used to build a PRD or neighborhood of moderately priced and/or affordable housing unit.
- Strategy 5: Use natural resource zoning districts to preserve valuable open space and maintain town character and/or use transferrable development rights to protect open space/natural resources and concentrate housing in other areas. This approach could then lead to developing transportation hubs and neighborhood centers to better meet resident's needs.
- Strategy 6: Require more than 10% affordable units in all PRD's.

Improvements to alternative means of transportation and the need for fiscal sustainability were identified.

- Alternative transportation needs:
  - Sidewalks need better maintenance since many are cracked and heaved by the frost. Some are almost impassable because of this.
  - Some sidewalks, especially in West Concord along Main Street have restricted access because of utility boxes.
  - Make more areas of Town easily and safely accessible by bicycle.
- Fiscal sustainability was discussed on several levels:
  - High property taxes make it difficult for middle class families and elderly to remain in Concord, even if they find housing they can afford.
  - It was recognized new larger, expensive homes help finance the Town. A dramatic slowdown in these new homes would either cause property tax rates to increase across the board or require a slowdown in the rate of Town/School budget increases.
  - The point was made existing building stock that is divided into multiple smaller units might lead to an increase in tax revenue compared to its current uses.
- The funding of affordable housing could be achieved by a surcharge on home additions and new houses built that are over a defined square footage. This money would be put into a fund and used by the CHDC to purchase existing moderately priced homes that would be then deed restricted as affordable housing. This was the warrant article originally proposed at April, 2017 ATM.

Potential Town resource implications identified were:

- Impact on schools if number of families with school age children increases. This could cause taxes to increase.
- Car traffic was a concern.
- Wetlands and flood plains need protection. Some suggested Concord needs stricter enforcement of the current WPA and Bylaw. Additionally, some thought Concord should pass a stricter Wetlands Bylaw.
- Town sewer and water capacity was identified as a barrier to new housing.
- Understanding the impact on tax revenue of various housing strategies is needed. Impact of reining in growth needs to be factored into such a scenario.
- Various Town Committees and Commissions need to collaborate more to develop innovative solutions to this tension area.
- Private landowners will likely sell to the highest bidder making it difficult to maintain an affordable or moderately priced housing stock.

The meeting was adjourned at 5:00 pm.

Respectfully submitted,

Judy Zaunbrecher

## Listening Session

### **Comprehensive Long Range Plan Committee: Sustainability Goals + Policies/Town Resources Listening Session**

Meeting held at 7:30am, November 3, 2017 at the Wheelhouse, 33 Bradford St, Concord

Attendees:

Gary Kleiman, moderator, CLRP Committee member  
Judy Zaunbrecher, Recorder, CLRP Committee member  
Janet Rothrock  
Lori Pazaris  
Jim Pazaris  
Bernie Andrews  
Bob Andrews  
Doug Sharp, CSEC member  
Allison Field-Juma. OARS Executive Director  
Joan Entwistle

Mr. Kleiman opened the listening session at 7:30 am.

#### Vision

- The CLRP should develop a vision for a sustainable future for Concord
- Consensus was Concord should move beyond just considering energy usage to more broadly consider how to reduce Concord's contribution to climate change.
  - Establish a more influential Sustainability Committee or Climate Resilience Committee.
    - Reinvent the CSEC. The CSEC is running out of funds.
    - The Climate Resilience Committee idea may be brought to Annual Town Meeting.
- Two-track approach: Public Education and Policies... both are needed.

#### Public Education

- Educate public on sustainability to gain buy-in.
- An educational element should be included to educate citizens on the importance of sustainability and the impact of climate change and the benefits to them of adopting sustainability policies and programs. In particular, the impact on climate change on Concord should be more clearly articulated. For instance, climate change will likely lead to more violent and frequent storms leading to more flooding including in areas that do not typically flood. Tensions regarding the type of housing people want and its impact on sustainable practices were acknowledged.
- Educate students to create a culture of sustainability thinking.
  - Acton Schools and Fenn School were cited as examples.
- Leverage Cooler Concord fair and website to provide practical solutions for homeowners.

#### Town Sustainability Initiative Ideas

- Talk with Fenn School on the energy monitoring and education program they have put in place. This has created opportunities to educate students and increased visibility for sustainable practices at the school. Reduced energy usage by one-eighth in some buildings.
- Convert municipal vehicles to hydrogen fuel cells.
- Monitor Town buildings energy usage and take action to reduce it.

#### Land Use and Building Codes policies

- Protect open space and natural resources to increase climate resiliency
  - Open space allows more water absorption to protect water supplies, reduce pollution, and reduce flooding.
  - Trees draw up lots of water to help reduce flooding.
  - Open space can sequester carbon in the soil.
- Protect 500-year flood plan (versus current 100 year standard) in Town regulations. MAPC has information on this approach.
  - Use projections for potential flood plains and rainfall projections versus using historical data.
- Review what Cambridge has been doing to reduce potential catastrophic flooding through new building codes, zoning restrictions, and flood plain protection. Kathy Watkins in Cambridge is a knowledgeable person on this.
- Review building standards and building codes to ensure they permit/encourage sustainable practices.
  - Consider impact of mansionization and whether further restrictions should be put in place.

#### Water Usage and Policies

- Envision a more sustainable water system versus just duplicating the current model.
- Limit growth of water usage.
- Change the current business model so that water conservation is encouraged (the same concept as electricity “decoupling” that light plant is pursuing but for water. High water usage is currently desirable since it is the “cash cow” for the Water Department.
- Concord may have the water rights to Nagog Pond, but concern was expressed that using it is not a long-term sustainable practice.
- Understand how the Enterprise Fund model works with regard to the Water Department.
- Look into how to implement a gray water system. Currently, state law currently presents barriers to this. Consider advocating at state level to change these laws and regulations.
- Explore the Alliance for Water Efficiency and talk to Acton about their involvement in this study/program.
  - Adopt Net Blue program.
  - Consider policies to improve water usage in new developments.
- Concord Town wells draw on shallow aquifers. How resilient is it to long periods of drought? Can it capture water from less frequent, but large rain events. The total rainfall may be the same, but the pattern of this rainfall is likely to change with climate change.
- Consider policies to reduce lawns that require irrigation.
- Restrict private wells. They probably draw on the same aquifers as the Town wells. Sudbury has looked into this and the state is considering restrictions.

### Waste water and solid waste disposal

- Concord's sewer plant currently discharges into the Concord River. This water is then taken out to sea and not recharged into the ground water. Should this be reconsidered? A task force is looking into this (?). Acton's plant off of High Street discharges into the ground, not the Assabet River.
- Concord should consider building small, decentralized satellite plants to accomplish discharging the effluent into the ground, not the river.
- Set up a Town or Regional bio-digester to compost food waste and other organic waste.

### Housing

- Over 60 age demographic has expressed a desire to age in place. These are the houses they have owned for many years leading to one or two people living in homes built for families with children. What impact is this having on sustainability?
- The trend of building larger homes with landscaping that requires maintenance (lawn mowers, leaf blowers, lawn chemicals, turf grass) was seen as not sustainable.

### Energy Policies

- Consider trade off of cutting down trees to install solar arrays.
- Leverage Smart Meter technology to reduce energy consumption. Educate the public on how to do this.
- CSEC work with new Town Energy Manager on how to monitor energy usage.
- Empower the new Energy Manager through CLRP strategies and recommendations.
- CMLP provide and promote services to help citizens reduce energy usage.
- Shift CMLP to a service provider from an energy provider. Make money by providing energy services to citizens and regulating energy service transactions on the grid that reduce energy usage versus current model that makes money from users using more energy (aka "decoupling").
- Understand how the Enterprise Fund model works with regard to CMLP. How to change this model so that reduction in energy use is rewarded.

The meeting was adjourned at 9:00 am

## Listening Session

### **Comprehensive Long Range Plan Committee: Town Character/Culture + History/Diversity**

Meeting held at 5:00-7:00 pm November 2, 2017 at Reasons to be Cheerful

Attendees:

Peggy Briggs—CLRPC member  
Elise Woodward—CLRPC member  
Walter Birge  
Lori Gill-Pazaris  
David Karr  
Jonathan Keyes  
Bill Satterthwaite  
Sallie Satterthwaite

Minutes:

Meeting commenced at 5:00pm with the questions to be discussed:

- What makes up the Town's Character?
- How do you keep the character but allow the Town to flourish because change will happen whether planned or not?
- Are possible solutions any different if you consider environmental or energy resources or community health?
- What are potential Town resource implications to solutions – financial, land, and/or human resources?

The conversation was informal and varied with the following points noted.

- Tax Fairness Committee recommended Tax Relief to allow Seniors to stay in their homes to a maximum of .5% of Town budget. This will support a variety of residents, some of whom have modest means as they age
- Lien (held by Town) with 4% interest is an alternative – the Town will be repaid when property is sold. Also reverse mortgages.
- Wellesley has a strategy for Senior Housing.
- Concord's character is not that of a "bedroom community".
- There is great diversity of thought at Town Meeting although racial diversity remains an issue in Town.
- How can we be open to younger families?

- When there is an aging population there is a financial issue of adding school aged children.
- Large houses with accessory dwelling units could accommodate more flexible housing choices, including Multi-families living in one home
- Co-housing - is successful in Acton – does Concord need zoning changes?
- Keep long term residents - invite younger people in.
- Town employees should be able to afford to live here
- We are wasting possibilities by allowing “tear-downs”
- Incentives to prevent “tear-downs” – invest or subsidize by Town?
- Another issue is combining smaller lots into one large lot to decrease density
- Emerson Hospital has recast itself as a community resource by establishing a Community (Patient and Family) Advisory Committee to assist elders and link to COA and churches.
- One aspect of character includes the bonds between people who live here vs. those who are more transient—the “continuity” of relationship.
- Town character includes downtown historic aspects
- Avoid “chain” businesses
- Do we rely on tourists? We both rely on tourism and loathe it. What are our obligations to support tourism to this historic town?
- Could we eliminate automobiles in Town Centers with centralized parking a la the European model?
- Businesses/retailers rely on tourism
- Amenities needed such as restrooms, bike lanes, bicycle parking, accommodations for busses (parking), shuttle lots to downtown
- The character is identified with the nature of local businesses:
  - Locally owned
  - Vanderhoofs, W. Concord 5 & 10, Colonial Stores provide goods and services to local residents—the essentials – this is the character of local businesses
  - We should be “curating” the Town centers
- Housing for farm workers
- Will there be privatization of MCI Concord? Is this an opportunity for the Town? Is the Prison Farm protected land? How will we develop the 2229 Main Street property?
- How should we address potential re-development of Hanscom via a BRAC?
- It should be possible to purchase a local parking sticker—or resident parking sticker
- Walking dogs off leash – does this make Concord a destination via the Internet? Could dog walkers be ticketed if they are not Concord residents as is done in Cambridge? To leash or not to leash is part of the Town character, as is the quality of behavior of residents.
- The Estabrook Road “squabble” between the Town and private land owners is regrettable.

- Safety issues include sidewalks and street lights. Lawsbrook Rd. sidewalks are a path to public transportation.
- An alternative to bike lanes is the 2' wide space for bicycles on the shoulder within the right of way.
- Highlight Scout House: a private non-profit property that serves the community needs well.
- Development is robust in West Concord – don't allow this to fragment the Town. Emphasize "one community".
- Parking – it is important that the parking solutions do not "put off visitors".
- There is an equity issue to require someone who parks to have a smart phone.
- Traffic
  - WAZE GPS exacerbates traffic
  - 8:00 AM opening of CCHS exacerbates traffic
  - traffic is greater because economy is strong
  - look at Waverly Square in Belmont—traffic improved but character has changed
  - Primary public transportation connections are the two commuter rail train stations
  - all traffic is not under our control
  - other intersections: Lowell Road and Barrett's Mill, Route 2 Rotary.
  - Concord's historic road fabric is "hub and spoke"
  - Should the trolleys be re-established or busses in their stead?

The meeting was adjourned at 7:00 pm

## Listening Session

### **Comprehensive Long Range Plan Committee: Transportation + Infrastructure/Housing/Social Services**

Meeting held at 9:00am Oct 31, 2017 at the Market Street Café

Attendees:

James Bryant—CLRPC member

Paul Lovecchio

Terry Gleason

Brian Foulds

Stephen Bader

Sallie Satterthwaite

Sue Myers

Edie Lipinski

Joan Entwistle

Mark Gailus

Janet Miller

Minutes: Meeting commenced at 9:00am with James Bryant handing out the questions to be answered and asking for input on the first-- the likelihood of the use of alternate shared transit by students, seniors, and adults.

Would be used if more attractive than driving.

We need to make driving more difficult—take parking off of the streets in town centers for example.

More pedestrian and bike friendly town centers.

One integrated transit system with shuttles to all high volume areas.

We should look at the Lex Press system in Lexington.

Concord Mews has no transit in or out, a big problem.

What is the status of inter town connection in the region with Cross Town Connect.

Are there creative or innovative ways to address transportation needs and challenges by thinking of alignment of other goals (economic development, visitor economy, environment)?

Alternate fuels should be a focus—B2 gas to reduce emissions and conversion to electric.

The town should think of incentives for use of autonomous vehicles which could include a town owned UBER like service or a partnership with a vendor to create one.

Economics are being hurt because tourists on buses to North Bridge don't come into town centers as there is nowhere for the buses to park. We should incent buses to come into town and give them facilities to do so.

We need a shared bike system for tourists, for our students and for the town in general. We should create a Bicycle and Pedestrian Master Plan.

Bike racks for both single and tandem bikes should be located throughout town.

We should compress roads in town centers by getting rid of on road parking and putting in bike lanes, bike racks and pedestrian rest area to enable socialization.

We need visitor center like rest rooms in the Thoreau and West Concord centers.

Buses and shuttles should be able to carry bikes.

Shift town parking to concentrated areas like on Keyes road.

Growth should be controlled around smart growth and mixed use principles.

Are possible solutions different if you consider environmental, energy resources, or community health?

Housing—seniors want to stay in their neighborhoods but be able to downsize. Allowing large homes to be divided into multiple units should be zoned and the Meriam Close should be used as an example.

There is too much focus on seniors in our future demographic as the farther you go out in time the less likely our high percentage of seniors will stay up. Rather we should focus on housing and schools to attract millennials.

People who work in town should be able to live in town, to enable this we need more multi-tenant affordable housing which is designed to be consistent with the character of the area of the town which it is in.

7% of our population has incomes low enough to require social services. These services are provided by a variety of organizations which are not coordinated. As a result we are not effectively supporting those who need help. We need to raise the awareness of the need for social services and raise the priority of their delivery. This requires forecasting of requirements, planning for resources, communication and coordination of the services.

What are the potential town resource implication to solutions—financial, land, and/or human resources?

Social workers and services--- more needed. This is an emotional need as well as a financial need.

Generational equity is needed as our population ages by shifting more taxes to community programs and less to schools.

Concord is a stickier community for residents staying as they go through their life stages, we need a primary demographic forecast that echoes this but also alternative demographic outcomes to plan for contingencies.

Does the street listing census contain the prison population?

Traffic through town is an ongoing problem. Should we make our main thoroughfares toll roads during rush hours?

Is co-housing allowed in the zoning?

We need to improve the town web site currency and completeness.

We need zoning which allows repurposing of housing to increase quantity of affordable housing while maintaining neighborhood character.

The meeting was adjourned at 11:00 am



8.4.2017

## **Planapalooza for Town of Concord Senior Management Team**

**July 27, 2017 8:30 – 10:45AM**

**Police/Fire Station Training Room, 219 Walden St.**

### Town of Concord Attendees:

Chris Whelan, Town Manager

David, Wood, Municipal Light Plant Director

Mark Cotreau, Fire Chief

Joseph O'Connor, Chief of Police

Richard Reine, Public Works Director

Kerry Lafleur, Finance Director

Kerry Cronin, Library Director

Marcia Rasmussen, Director of Planning & Land Management

Amy Foley, Human Resources Director

### CivicMoxie Team Attendees:

Susan Silberberg, CivicMoxie Principal

Sue Kim, CivicMoxie Project Manager

Karl Seidman, Karl Seidman Consulting, Principal (Economic Development)

Laurie Toscano, Weston & Sampson, Project Manager (Transportation & Municipal Facilities)

Jeff Gonyeau, Jeffrey Gonyeau Preservation Services, Principal (Preservation)

## **Welcome & Overview of Process and Schedule**

Marcia provided some background information, explaining that the last plan was done in 2005 with over 300 action items; 100 having been implemented, 100 to 150 in process of being implemented, and others no longer relevant. Among current Dept. Heads, only Chris Whalen was involved in past Comp Plan.

Since that time, town adopted sustainability principles and new technologies that called for new plan.

Using APA principles. CLRP Committee has been meeting for a year and has done a SWOT analysis as a starting point.

Now, receiving input, collecting information through fall; come back in January with initial proposals.

Susan gave brief overview of process, schedule and Envision Concord website. Asked about questions that department heads have— possibly add them to the next round of text sign questions with all responses going up on the website. Time frame for plan is from now to 10 years out. Short term to long-term.

## **Questions & Responses**

**Q1: What is your highest priority for the Envision Concord Comprehensive Plan?**

1. Sustainable Finances
  - a. More + more challenging
  - b. \$12k average – 7th or 8th highest tax bill in the state; difficult to afford; no end in sight; people want to build new schools; people moving out of town due to cost
2. Business
  - a. Retention
  - b. Losing them – has impacted us to balance (MLP) rate; see trend continuing
3. Fire/EMS
  - a. Demographics: highest percentage of 65+ living alone
  - b. Infrastructure/service pop – where people are being added is an issue
  - c. "Wicked" increase in service demand
  - d. Need to convert to 24/7 – i.e., add 2nd ambulance for 2<sup>nd</sup> overnight shift
4. Wastewater/Water capacity – meets needs right now but need to plan for future
  - a. Water resources and Wastewater resources - State storm water regs coming
  - b. Improvement sewer fee needed – businesses don't like it but real costs
5. Police – growth in 65+ visitors (now problem solver)
  - a. Increases and changes in the general population affects them – have been changing from emergency response to problem-solving focus
  - b. Police facilities (bursting & need renovation); headcount hasn't increased since '90s
  - c. Planning decisions affect all parts of police department
6. Parking in Concord Center a challenge
  - a. More public transport options
  - b. Vans – shuttle; bike accommodations
7. Economic sustainability of town businesses
  - a. Traffic and pedestrian safety, high speeds – impacts customers and tourists
8. Increasing connectivity – transportation options
  - a. Improve transit options
  - b. Can we connect beyond to south Acton by trail?
  - c. Make crossing Route 2 safer
9. Human resources
  - a. Retention
  - b. Affordable housing didn't plan for additional service demand
  - c. Allow people to stay in their homes
  - d. Increase budget to senior services but not keeping up
  - e. Geographic placement of MEWs at town line – too far away
  - f. Assisted living in downtown works well to get them quick services
10. Resources for staff to meet
  - a. New initiatives (sustainability/space) – insufficient space to accommodate staff – growing too fast
11. High daytime service population
  - a. Businesses on Baker Ave; health care facilities
  - b. MEWs in WC
  - c. Driver on highway
  - d. Hospital
  - e. Train commuters
  - f. Walden Pond visitors - 600k/year
  - g. Minuteman National Park, etc. visitors
  - h. Compare with Needham or Lexington on service pop
  - i. Departments want to provide exceptional service

**Q2: Looking across departments/disciplines, tell us at least one other issue/focus in town that you think needs more collaboration. Between which departments?** (Example: tension between affordable housing and land preservation)

1. Time for staff to really figure out efficient collaboration
2. Things that require sustained effort
3. Economic development– coordinate activities for business and recreation, parking, etc. in commercial centers, involving Planning, Recreation, PW and IT Depts
4. Municipal building infrastructure – town and school buildings and offices all spread out
  - a. Collaborate and prioritize municipal needs (facilities and location) – harder to fund improvements compared to schools
  - b. Better collaboration with school department
  - c. All town departments in different buildings impedes water cooler talk
5. Sustainability – collaborate on the goals, help departments prioritize what’s important, and coordinate how to do something
6. Public safety – collaboration happens regularly but would also like to be seen as a resource for issues like design, land use planning, and experience (for business)
7. Technical review for development review (new software they have will help) and consolidating reports, studies, documents/files
8. Coordinate town facilities and resources for cross-department issues
9. Elder service – Coordinate resources well but issue is that demand keeps increasing (i.e., effective hoarding task force consisting of a few cross-department staff people were eventually pulled away for other work). Council on aging works with other departments but so many needs.
10. Improve collaboration within staff/managers.
11. Balance goals (environment) with infrastructure needs, i.e. widen roads for bikes – good/bad?

**Q3: Describe a recent “win” or accomplishment**

1. Jail diversion program with other communities and linking people to social and health services
2. Nagog Pond bus facility (West Concord) – PW working with Town Manager and School Dept.
3. Funding for projects (state and federal) - \$7.5M from state for flooding mitigation
4. Identified gap – required fire prevention vs. what they are doing and got another inspector (mostly covered by fees)
5. Installed 5-MegaWatt solar array
6. Getting talented staff
7. Record number at Thoreau event (300+) and other successful programs and activities
8. Library – solar study and property acquisition for expansion (schematic design done)
9. 55 Church St property (soon to be acquired); purchase of Balls Hill Road property
10. Improving collaboration between town and school
11. Bruce Freeman Bike Rail Trail under construction
12. Powder Milk Rd
13. Bridge over Assabet River
14. Automating processes (for potential and existing employees)
15. Training for all the supervisors

**Q4: Top trends driving your department's work?**

1. Technology – some people want paper; others want digital
2. Regulatory trends at state and federal levels – water, wastewater, and transportation infrastructure
3. All hazards approach (hazard mitigation plan)
  - a. EMT, emergency service demand
  - b. Access to trails, water, etc. – not cleared anymore (both public and private lands)
4. Changing workforce – aging and retirement of key workers
  - a. Restructuring positions; restructuring of positions
  - b. New staff - expectations, retention
5. People looking for meeting and collaborative spaces
6. Library – safe space
  - a. Collaborative space – heavy use of meeting spaces by users
  - b. Use of digital media
  - c. Heavy use of internet
  - d. Safety net – collaboration with Police and social services
7. Goal to reduce greenhouse gases
8. NIMBY – public wants town to buy land for public but keep people away (dogs)
9. The internet – popular space because it is online; good for attracting more people but also creates controversy

**Q5: Tensions between your goals and other town priorities or constraints?**

1. "Friends of ..." groups not always helpful or collaborative in helping other groups or the Town
2. Environmental extreme activists who oppose anything
3. Dogs – owners who want unrestricted use of public lands vs residents who want lands preserved
4. Historic preservations (tear-downs of older buildings that may not be specifically designated)
5. Zoning by-laws to promote the smaller house movement (tree bylaw passed)
6. Previous use of wastewater management constraints to control development growth via septic systems in conflict with need to improve wastewater infrastructure
7. Traffic – quality of life
8. Tension between groups – bikes/cars, affordable housing impacts
9. Environmental goals without seeing impacts on businesses, i.e., water bottle and polystyrene bans that town staff must then regulate
10. Funding – public/private
  - a. PPP – differing requirements
  - b. Public expansions through private funds (who's in control)
11. Public records law – providing transparency but take into account amount of staff time
12. Not enough money; not enough time

**Q4. Tensions/Priorities**

Affordable Housing (as it was a priority at the first public event)

1. Infrastructure
2. More accurate projections of service demands from new development, i.e., MEWS development estimated 55 new students, actual over 100.

3. Seniors – EMS/Services demand
4. Don't want to stigmatize affordable housing – helps qualify people for other needed services
5. “Affordable” housing – does that mean Workforce housing and/or subsidized housing?
6. Affordable unit tax bills high (still can't afford)
7. Not just purchase prices for condos/townhouses (maintenance, taxes, fees)
8. Locations (centers are logical but easier to get approvals on edge)
9. Income limits – qualifying? – workforce or not?
10. Connectivity – transportation
11. CPA spending? 1/3? on historic preservation – housing was not as high
12. Integrating residents into community
  - a. Schools and Recreation Depts. role?
  - b. Resident councils with help from property management
13. Town employees – some success in getting units through lottery
14. Trust funds – to help residents with utilities and taxes
  - a. DEC tax relief appeal
15. Past task force on affordable housing; current task force only focuses on financing. Groups working on affordable housing:
  - a. Concord Housing Development Corporation
  - b. Concord Housing Authority
  - c. Concord Housing Trust Fund
  - d. Youth Services Coordinator; Recreation

In January, CivicMoxie will come back to the Senior Management Team and discuss draft elements of the plan. There will be a two-day public event in October. The consultant team may also contact individuals from this meeting for specific questions and discussions.

**Planapalooza II for Town of Concord Senior Management Team**  
**February 5, 2018 8:30 – 10:30AM**  
**Select Board Room, Concord Town House**

Town of Concord Attendees:

Christopher Whelan, Town Manager  
Kate Hodges, Assistant Town Manager  
Joseph O'Connor, Police Chief  
Tom Judge, Fire Chief  
Rich Reine, Public Works Director  
Kerry Lafleur, Finance Director  
Kerry Cronin, Library Director  
Amy Foley, Human Resources Director  
Mark Howell, Chief Information Officer  
Marcia Rasmussen, Director of Planning & Land Management

CivicMoxie Team Attendees:

Susan Silberberg, CivicMoxie Principal  
Lyndon DeSalvo, CivicMoxie Planner  
Karl Seidman, Karl Seidman Consulting, Principal (Economic Development)  
Laurie Toscano, Weston & Sampson, Project Manager (Transportation & Municipal Facilities)  
Jeff Gonyeau, Jeffrey Gonyeau Preservation Services, Principal (Preservation)

**Welcome & Schedule**

**How Do Decisions Get Made Now?**

Just as an example to help explain the Town decision-making process – Starmet Site (2229 Main Street) ~ 45 acres

Current status and hypothetical process:

- EPA has taken control; partial clean-up, but still requires \$77M to clean-up to residential standards
- Town Meeting authorized Select Board to acquire the site; Town committee would like acquisition now before final clean-up, but legal issues about the title and liability for the Town if acquired before clean-up
- No predetermined uses for the site – determine if there are necessary municipal uses and public process to sort it out
  - Rezone for commercial? Business incubator space?

- Solar?
- Fieldhouse?
- Transit fleet?
- Town Manager, Planning Division/ Land Management, Department of Public Works refer to 2005 CLRP and other reference documents to review:
  - Infrastructure reference for siting, sidewalks, housing
  - Adjacent to Minuteman? Expansion?
- Committee creation by Select Board to head decision-making
- Communities of interest; cyclical discussions
- Change in use drives conversation
- Community Preservation Committee discussions
- If there's developer interest, prompts shorter timeframe for analysis
- Other committees or organizations whose interests/charges might overlap, such as Minuteman ARC looking for space
- Select Board and Town Committee would have a public forum to discuss ideas – change in use creates lots of discussion
- Groups and organizations of interest would be involved – e.g., when bus transportation facility needed to be re-sited, Town did a survey about large open parcels that were available, and the school department and affordable housing advocates were involved
- Town is also opportunistic – e.g., when 55 Church Street became available, the Town saw the opportunity to create an office for the Town's Human Services Department.
- With different uses, consider anything that has an attribute of some sort of invisible hazard like electromagnetic hazard.
- Reconciling competing priorities – e.g., siting of the visitor center and bathrooms finally happened with work from Town, business community, and volunteers after 100 years of discussions
- Once Starmet site is acquired, use will likely come from Planning Division, which would also look for and pursue opportunities for grants and other connections:
  - Connecting trails is one example, where there's already a recommendation for the CIP that will be funded now. Long-term planning makes potential connections to new opportunities.
  - Process for determining possible uses on Starmet site once acquired:
    - a. What do we need? Tax generating? Public benefit?
    - b. Look at selling, leasing choices
    - c. The appointed Committee (members with diverse backgrounds) would form ideas and present to the Select Board.
    - d. Their proposals open discussions
  - These processes generally take time – WR Grace project is an example of something working at high speed

## Systems Approach

- SMT would like to see “financial sustainability” as a filter for operations. The debt plan isn't usually a problem, and equipment and facilities, i.e., getting a new fire truck or building, are less problematic. It's more difficult to anticipate and fund increased need for day-to-day operators, salary increases, and new positions.

- Trying to keep growth in spending to 3.4%; always concern about property tax increases
- Future population projections and trends very important to set expectations of what the trends are for the future, especially those that will cause fundamental shifts in expectations (2005 CLRP helpful)
- Town budget follows overall economy; cost of goods may be declining, but need for services and service delivery increasing
- Need clear explanation for conversations with residents about how short- and long-term trends and policies can have unintended financial implications, and trade-offs will need to be made
- Important to remember some financial consequences that aren't usually at the front – any considerable change in demand for Town services can have additional impacts beyond what the community sometimes sees – which means more office space, vehicles, staff support, computer systems, etc. – much more than what was anticipated
- Each department also has its goals, issues, and priorities that would need to be incorporated into this system so that they don't get forgotten, such as those brought up in the PWC comment letter to the CLRP Committee
- Town often steps in whenever anything is needed, and with needs growing, should ask if other sectors can help take responsibility for filling some gaps

### **Discussion – What Could Future Decision-Making Look Like?**

How can this “systems” approach be more formalized to help staff with processes and metrics?

- Checklists of some type would be a great thing for SMT – many departments already have several in place – but would need to be adaptable with some flexibility, using decisions and lessons learned to make changes.
- Some departments and staff naturally communicate and vet ideas across many other departments and commission/ committees to build support and coordination. Some type of coordination/ communication list could reaffirm and formalize what's already being done.
- A version of a checklist could be adapted to include outside parties – nonprofit and private entities – to increase coordination and leverage resources
- Even with a list, there needs to be a decision on how to prioritize and choose with limited resources. Would need to quantify the filters (criteria) and metrics – not sure yet what that would look like, and qualitative is also important.
- If all projects are at least being looked at through at least one set of common filters...it is easier to pick choices that highlights common goals and filter elements.
- 2005 CMLP strategic planning process was a good example – 5 qualified goals/ key performance indicators
- Having more information upfront from every department for an issue or project is better – all the consequences and impacts discussed to reduce surprises
- Sometimes projections are incomplete or inaccurate or factors outside of town come into play, such as the downturn in the economy or a continually highly-desired school system coupled with new development adding unanticipated numbers of students into the public school system.
- Is opportunity going to strengthen Concord's unique assets or move it towards a less distinctive character?



## Summary of Comments from Boards and Committees on the Draft Comprehensive Long Range Plan dated March 5, 2018

This summary is sorted by CLRP report sections and includes lightly edited comments received from the following 11 Boards and Committees: Affordable Housing Funding Committee (AHFC), 2229 Main Street Oversight Committee, Comprehensive Sustainable Energy Committee (CSEC), Concord Historic Commission (CHC), Council on Aging (COA), Finance Committee (FC), Historic District Commission (HDC), Natural Resources Commission (NRC), Planning Board (PB), Public Works Commission (PWC), Select Board (SB)

### General Comments

Please see general comments in attached memo from NRC dated May 4, 2018.

2229 Main Street: Since September, EPA has encouraged the Town to start planning for redevelopment at the site. They have offered the services of a contractor to help with our reuse planning process. The Concord Select Board has responded by creating an ad hoc committee to facilitate the reuse planning process. At Town Meeting, members voted to spend up to \$25,000 on reuse planning. It is expected that this money will be used to pay a planner to coordinate the efforts of the EPA contractor and the Town committee.

Those of us who are involved with the Superfund cleanup hope that we will not have to repeat work that has already been done by the CLRPC to identify Town needs that could be realized at the 2229 Main Street site. The 2229 Main Street parcel does not appear in the March 5 draft of the Comprehensive Long Range Plan. It is important that the Implementation Action Recommendations will include redeveloping this site in a timely fashion. Please consider with each recommendation for action, if the 2229 Main Street site could be the site of such an action.

And I hope that you will use your imagination as you contemplate each action recommendation. For instance, at the hearing, Mr. Montague suggested a parking garage on Keyes Road – perhaps the dump trucks and Public Works garage at Keyes Road could be based at 2229 Main Street, and a public parking deck could replace them. As you work on the “actions” section of the plan, I want to remind you again of the attributes and possible uses of this site (highlights from our previous comments):

Cleanup, restoration, and reuse of the Site should be a very high priority for the Town in order to realize the potential assets that sustainable development of a 46 acre parcel of ecologically and economically valuable land in the Town. The superfund site occupies parcel 2970-1 at 2229 Main Street (Route 62), at the extreme South Western edge of

Concord, near Acton and Maynard, two miles from West Concord center. The property also borders residences along Cranberry Lane, Maplewood Circle, Hayward Mill Road, and Border Road. Residences on Black Birch Road, the Thoreau Club, and Minuteman Arc are also close neighbors, with a narrow border of Concord conservation land between the site and these properties along Forest Ridge Road. It is currently zoned for light industrial and limited residential use.

The Starmet property formerly had large industrial buildings and extensive parking in level lots, so there is a lot of buildable area at the site. The site includes wooded areas and a sphagnum bog. There are numerous walking trails through the woods near this site.

The Comprehensive Long Range Planning Committee should consider these potential future uses of the site:

- Residential Uses– the ROD specifies that soils at the site will be cleaned up to an extremely protective interpretation of the residential cleanup level. While that is theoretically safe for babies, it might not be particularly inviting for growing families. But this site is less than half a mile from the Acton Stop & Shop and Rite-Aid, and close to the Thoreau Club – a great location for adults who might not be able to drive, like disabled or elderly adults. With good access to the main road, this property still backs up to the Thoreau Hills community. This is an ideal site for an assisted living facility, a nursing home, a group home, or a retirement community.
- Outdoor recreation & Recreation buildings – the large flat spaces at the site lend themselves to playing fields or a field house. The site is almost adjacent to Minuteman Arc, whose clients are in need of indoor exercise space – a field house could be used by MMA and the Council on Aging during the day, by CCHS in the afternoon for sports, and by Concord Recreation in the evening for exercise classes or basketball.
- Conservation & Education – the wetlands at the site provide a natural setting for outdoor classrooms for environmental education. A thousand year old sphagnum bog on the site provides a unique opportunity to study this rare ecosystem. There are walking paths from the Thoreau Hills community that could be extended through the property to provide access to the bog and other beautiful wetlands.
- Transportation hub – This site is on Main Street. If Concord is considering connecting up with other local towns for transportation, this is close to the road, but isolated. It is a great place for vehicles to connect at the end of their routes – and especially well located if any of the other potential uses of this site are planned.
- Truck/bus parking & maintenance – the site has plenty of large flat spaces for vehicle parking and maintenance facilities, further from the Assabet River and Mill Dam than many of the other vehicle parking facilities that Concord already operates.
- Energy production – buildings and parking at the site can be

configured easily with solar panels.

□ Dog Park – the site is easily accessible by trails from Thoreau Hills. Residents already use these trails to walk their dogs and would appreciate a designated, dog friendly area. There are locations at the site that could be used for this purpose almost immediately without disturbing potential remedial activities.

The 2229 Main Street Oversight Committee cannot stress enough how important it is that clear, definitive plans for redeveloping the superfund site are spelled out in this Concord Comprehensive Long Range Plan. If we wait another decade to plan for the use of this site, we risk undoing all of the work we have done to prevent this site from impacting our West Concord neighborhood.

Setting Planning Board Priorities: This draft does a very good job of incorporating the Board's earlier input on the SWOT Analysis from September 29, 2017. All of our stated priorities have been represented, including initiatives to:

- Encourage mixed use development within the village centers
- Investigate by-right 2-family housing near the village centers
- Integrate form-based code concepts into Concord's zoning bylaw
- Facilitate affordable housing production
- Enhance the energy-saving requirements of the Building Code
- Promote low-impact development (LID)
- Enhance resiliency by tightening floodplain standards
- Reduce minimum parking requirements
- Update design standards
- Foster alternative transportation

The draft plan also proposes some other initiatives that fall at least partly within the Planning Board's charter. These include:

- Updating mansionization / FAR bylaw provisions
- Developing zoning for open space conservation
- Drafting a private well bylaw
- Establishing neighborhood conservation districts and byway overlay districts

The Board will prioritize and work to address these issues over the next several years.

#### Transforming the Plan into a Living Document

The CLRP committee used online, interactive media to gather community input, but the core deliverable is still a traditional document. While available resources may be limited, it could be more effective for the long range plan to become an online "living document" or resource. Modern online content is easily navigated, searchable, and enables more information to be added over time:

- Tags, comments, revision control and hyperlinks to reference materials and online initiatives as they're implemented
- Embedded multimedia/video to capture current conditions, outcomes, interviews and examples from other communities
- Online checklist and scorecard of progress

To reduce the burden on town staff, Concord citizens and students from CCHS could contribute updates in the spirit of an “open source” project. There’s one other drawback of a printed document: the maps are too small to read. Hopefully, most readers will view the plan online.

### Making Evidence-based Recommendations

Many of the proposed initiatives do not reference any examples from other communities that Concord can emulate, or provide evidence of success. Some instances include the recommendations for:

- Wayfinding information infrastructure
- Unified clearinghouse of historical resources
- Public-private initiative to lease 1<sup>st</sup> floor retail spaces
- Elimination of outdated business regulations

### Elevating Environmental Sustainability and Resilience as a Theme

Article 51 (passed at Town Meeting last year) commits Concord to a long range goal for reducing carbon emissions. Yet in spite of being one of five Community Criteria identified in the Introduction, the plan only mentions this in the final bullet of Section 4.4, Section 4.5 (Goals 1 and 5), and Section 4.7 (Goal 3). The environmental sustainability discussion and strategy should be elevated in the plan. The current actions listed are very tactical and inadequate. The plan also does not mention some significant recent proposals, such as subsidizing heat pumps to move residents from fossil fuels for home heating to CMLP power, and incenting the purchase of electric vehicles. The long range plan should support initiatives that deliver the greatest impact at the lowest cost, such as increased CMLP use of renewable sources for its energy contracts. Also in light of the passage of Article 23 at 2018 Town Meeting (“resiliency goals”), the plan should prioritize environmental resiliency along with sustainability.

### Encouraging Future Development of Concord’s Non-Retail Commercial Economy

The draft plan covers the issues and opportunities for retail and mixed use development in the town centers very well, but it spends very little time discussing the non-retail commercial sector (office, industrial and service enterprises). This has been and should continue to be an important contributor of jobs, tax revenue and economic diversification. It’s worth considering how Concord can update its strong historical craftsman and artisan traditions to incorporate 21<sup>st</sup> century innovations such as startup incubators and maker spaces. However, large-scale businesses should also be encouraged to thrive here.

Overall, CSEC greatly appreciates the impressive effort which has gone into the draft plan, which we feel places a good emphasis on environmental sustainability and we incorporates many of the suggestions our committee and other community members have made since the start. Achieving Concord’s long-term greenhouse gas reduction goals, a primary focus of CSEC, will be a difficult challenge, which can easily be compromised by other goals. Below, we offer a few comments and suggestions on particular sections which relate to GHG reduction and community sustainability.

First, we reiterate our comment the Town of Concord should be a leader in regional and national efforts to aggressively address energy conservation and green development planning, leading by example. It is especially important that the Town address the challenge of its built environment to ensure that residential, commercial and municipal

buildings are as energy efficient and low- carbon footprint as possible and take advantage of opportunities to make use of renewable energy resources. CMLP is moving in the right direction in this regard, which CSEC enthusiastically supports and which the Comprehensive Long-Range Plan should as well.

We are concerned with our perception that new buildings are being built to a code-minimum standard (the Stretch code) which is not sufficiently energy efficient to meet the requirements of Article 51 (80% emissions reduction by 2050). We understand that this is a complicated issue, though recognize that other communities are pursuing net-zero goals which may be a good model for Concord. The key consideration is that the planning committee needs to be accountable with the towns decision to reduce emissions through Article 51, and recommend that a process be developed by the Planning Board in conjunction with the Sustainability Director.

Concord, in collaboration with a number of MA towns, has applied for and received the Age Friendly Designation. This requires on going planning to improve the quality of life for seniors and these requirements should be included in the Long Range Plan.

## **Comments on Glossary and Section 1**

Please see Glossary and Section 1 comments in attached memo from NRC dated May 4, 2018.

Glossary Page 2—Re: the definition of fiscal sustainability: the FC recommends that the working definition developed by the Fiscal Sustainability Working Group be substituted. It reads as follows:

“Any single annual Town budget or sequence of successive annual Town budgets is fiscally sustainable to the degree it is able to be maintained without resulting in any unintended long-term alteration to the character of the Town.”

In the Introduction, consider revising item #1 to read “Employ all prudent measures necessary to maintain a property tax burden which will allow reasonably well housed citizens to move to and remain in Concord.”

The second paragraph of this section includes a phrase “increases in revenue from sources other than property taxes are strongly preferred to any increase in residential property tax rates.” The FC recommends the addition of a few examples of such other sources of revenue.

Preface: What have we accomplished since the 2005 CLRP?

Re: “Three Themes of the 2005 Comprehensive Plan”: Theme three reads “Balance Town Needs with the Ability to Pay.” Consider including similar fiscal principles in the 2018 Plan, emphasizing the balance between the needs of the Town and the Town’s ability to pay.

Section 1 of the plan opens a conversation about Concord’s commitment to sustainability. While GHG emissions is the first and perhaps the largest component of a sustainable future, the discussion in this section lists a number of town initiatives but

leaves out as many as it includes. In a systems approach to planning, other non-energy items ought to be listed as well such as: rain gardens as example of natural bio-retention systems used throughout town, the installation of permeable pavers in newly constructed pocket parks, construction of high-performance schools, and the recently passed resiliency planning to be undertaken.

#### Section 1:

Demographics + Trends: Identify the MCI population number, since it is referenced and the language needs clarification.

Highlights of Trends in Concord; Economic Vitality; Property Tax Base:

Consider deleting reference to “the lowest tax rate”, in the first line of this section. Without defining the terms “tax rate” and “assessed valuation”, the reader may be left with false impressions regarding the status of the Town’s property taxes. The adjacent communities referenced in this section should be listed, in a parenthesis or a footnote.

### **Comments on Section 2**

#### Section 2, page 27; Vision for Concord in 2030

Consider altering the first sentence of this section to read: “Concord has long been regarded by its citizens as an excellent community in which to raise a family and remain engaged throughout their lives.” In the last sentence of this paragraph, consider deleting the word “substantial” from the phrase “substantial fiscal resources”.

#### Community Criterion 4: Environmental Sustainability

In general this section is quite comprehensive in its discussion of the various elements of open space and natural resources. Our comments are directed to the goals that do not seem as well articulated as the full text is.

#### Community Criterion 5: Fiscal Sustainability

In sub-part b) consider changing “unintended or ancillary impacts” to “negative ancillary impacts”.

#### Page 44: Fiscal Status Today

In the section “To be inserted by the Town”, item #1, the last sentence refers to “median tax rates”. The reference should be to the “median residential tax bill”, as there is no “median tax rate”.

#### Page 45: List of issues impacting fiscal planning

One of the bullets refers to “Long-range capital planning budgeting” as being not systematic. More should be made of this point, as long-range capital planning should be emphasized as a high priority.

## Comments on Section 3

Please see Section 3 comments in attached memo from NRC dated May 4, 2018.

Moving from Section 3 to Section 4 emphasized the integrated planning approach, where some of the same concerns and ideas arranged in different contexts provided good food for thought. Following are CHC comments:

### Section 3:

- p 32: “a map showing overall destinations and also maps with itineraries that connect sites...” is a great start, but needs to be more brochure-length (or mobile app-connected) and informative to be really useful.
- p 32: “Wild and Scenic River tour package” is a perfect vehicle for incorporating natural with historical experiences. Walden Pond is NOT on the river, however – perhaps a connection with the South Bridge Boathouse and its “party boat” cruises including an onboard guide who could connect Thoreau and local Indian populations with the river and its history might be appropriate (plus supporting local business)?
- p 36: “Focus on arts and art related...” doesn’t seem to belong here; if anything, it should be a separate bullet point.
- p 36: “i.e.: a citizen-run historical society”. First, that’s an e.g., not an i.e. Second, the last thing we would seem to need is another separate historical organization. However, developing some sort of coordinating committee to develop volunteer-friendly projects involving these professional institutions would be great.
- p. 37: prior to any distribution of relevant preservation planning documents, it is essential that the Historic Resources Master Plan be updated to reflect current conditions and trends. Both the thinking and information in this 2001 document are out of date.
- p 37: (re burial grounds) The paragraph might better read:  
*Raise awareness of and appreciation for the burial grounds and cemeteries....*

## Comments on Section 4

### Section 4.1 – Plan Elements: Culture / Historic Resources

Goal 1: Expand and better coordinate education of residents, Town, business community, visitors, and others about the existence, variety, and value of Concord’s rich historic and cultural resources. Also, make information more widely and easily available with proactive community engagement.

*Comments: The intro to this section in the plan is clear and states that “Concord is well-known for the extent, quantity, diversity, and quality of its historic and cultural resources...and these attributes are essential attributes of Concord’s unique character and contribute greatly to quality of life.”*

*This goal seems to fall in the category of community and visitor education/engagement. What is the intended outcome of this effort? An increase in*

*tourism? The introduction also explains that “managing the high volume of visitors attracted by the towns/ historic and cultural amenities is a major concern.”*

*(We should be mindful that this section ranked 7 of 9 categories, only 21% of respondents thought our cultural and historic resources need improvements, and residents rarely visit these sites.)*

*If the goal is purely education for our residents, consider the channels of communication to reach them – CCTV program and web presence etc.?*

Goal 2: Undertake additional survey and study work to identify historic resources that are currently unknown, not adequately documented, or not fully understood.

*Comments: This is a good goal for the Historical Commission to document Concord’s undocumented history.*

Goal 3: Enhance regulatory tools to protect and preserve historic character and resources.

*Comments: Perhaps the goal is not ‘enhance’ but to periodically review the effectiveness of regulatory tools in helping to protect and preserve historic character and resources.*

Goal 4: Integrate preservation and cultural goals and concerns consistently and more completely into all Town Department, Commission, and Committee work.

*Comments: Interesting, no additional comments offered here.*

Goal 5: Encourage collaboration between cultural organizations, historic groups, and local businesses to run coordinated programs and events that will bring residents together and visitors into town to experience the rich history and culture while supporting the locally owned businesses.

*Comments: Good goal and should included in the goals under every heading of the CLRP as it is an overarching framework.*

The Historic Districts Commission is comfortable that the concerns and priorities of the Commission have been addressed and that the Plan articulates the issues facing the Town regarding preservation of historical resources.

Section 4 well incorporated the Historical Commissions concerns and comments.

## **Section 4.2 - Economic Vitality**

This section is very comprehensive and presents a number of useful facts as a backdrop to the analysis. It points out a number of very positive assets the Town has that support business but is equally straightforward in listing a number of less favorable trends we also face. The internet is seen as a significant negative for the retail establishments, but the section points out a number of other concerns and challenges over which we have

more control. The trade-offs the Town must consider as it addresses the issue of vitality is stark. In discussing the challenges and opportunities, this section describes three perspectives from which to judge the various goals/strategies and actions: 1) business owner/manager, 2) workers and 3) customers.

The report presents four goals which center on attracting customers, the process of becoming a business, the Town's commitments to business development and workforce issues.

#### Goal 1 - Strengthen Concord's Village Centers

The actions proposed within this goal include zoning to 'allow mixed-use and appropriately dense development in and around village centers,' enhancing public space which includes transportation, parking and bicycles connections. Also suggested are a number of actions that would enhance the visitors' experience such as better WiFi and outdoor seating.

They suggest a PPP to market property and to provide more effective information and services to visitors.

#### Goal 2 - Be a Community that Supports Business and Social Entrepreneurs

Specific actions are presented in this section, but perhaps it's importance lies in the simple recognition of this type of activity and, in the early section of the report, the presentation of information indicating how many self-employed people and the number very small services businesses there are in Concord.

Goal 3 - Improve Concord's Environment for Business Success and Growth and  
Goal 4 - Build Civic and Government Capacity for Economic Development and Related Arts, Cultural and Tourism Activities.

These two goals taken together are the most comprehensive and most significant in the section of the Plan. They suggest a major effort by the town and civic organizations to recognize economic, cultural and arts development as a significant component of the long-range plan and Concord's future that is today, non-existent. The plan lays out a number of proposed actions from creating a Town staff position to connecting with regional and state economic and development resource.

Comment Related to "Expensive Water and Sewer Services" Within Section 4.2 Page 4, Bullet Point 3, it states "the Town is a challenging environment to start, operate and grow a business..." The bullet specifically highlights "expensive water and sewer services". The Commission is deeply concerned that this statement does not reflect the reality of the Town's water and sewer rates and competitiveness of these services as they compare to neighboring communities. Benchmarking with many peer communities, both MWRA and independent, demonstrate Concord's rates and structure to remain very competitive. Furthermore, in the most recent Town wide survey conducted in 2016, Town water and sewer services were rated as "a good bargain" or "reasonably priced" by 85% and 77%, respectively, of those surveyed,. The Commission believes the CLRP must include this fact based and data driven information when referencing cost of water and sewer services.

Responding to Changing Technologies (4.2) The introduction to section 4.2 acknowledges the impact of Internet-based businesses on traditional retail stores, but the goals and strategies do not explicitly address how to deal with this threat. For example, should the town encourage categories of business that are less vulnerable to Internet competition, or help local brick-and-mortar businesses open eCommerce storefronts of their own?

The plan should also consider the impact of other disruptive technologies, such as autonomous vehicles (which could affect traffic and parking) or distributed grid services (which affect energy production, distribution and consumption).

### **Section 4.3 and 4.4 Overview**

Envision Concord is a plan for Concord 2030, which employs systems thinking while threading through the concept of “sustainability” throughout all of its education and recommendations. While a new approach for the APA, their guidance was clear for the communities adopting it. Linkage across municipal actions in support of the long-term (sustainable) goals identified by the elements of the plan: Culture + Historic Resources; Economic Vitality; Housing; Land Use/ Zoning; Mobility/ Transportation; Open Space/ Natural Resources; Public Facilities/ Infrastructure; Fiscal Planning.

In this way it should be difficult to separate out any section of the plan as in essence the goals for every area of planning should be found reflected throughout and therefore Housing (4.3) and Land Use (4.4) should connect to open space, fiscal sustainability, etc. As a Select Board we have directional goal oversight through our work with the Town Manager and his collective management of the professional staff, as well as, all the towns boards and committees. In addition, it has been our practice to single out yearly annual objectives. Our review and synthesis focus on directional guidance as well as “big ideas.

The SB can encourage livability and implement its sustainable planning in, **Housing and Land Use** through engagement with the Town Manager as he develops the priorities for the town’s budget and land purchases; expansion, maintenance and diversity of the municipally owned housing units; alignment of board and committee charges to reflect connected goals; transparency and accessibility of incentives developed for residents; increasing shared/communal assets; and working regionally to import successful strategies used by like communities.

We have briefly noted each set of goals, policies, strategies and actions calling out observations and ideas.

### **Section 4.3 - Housing**

This section starts to identify the significance of opportunity to engage across town systems with sustainable actions, which planning and zoning can direct, budget priorities can support and committees can actively incorporate. It does this by intentionally demonstrating the conflation of current housing realities and our livability goals for diversity of choice in housing and affordable housing, as this is reflected in the public’s conflicts summarized in the Envision Concord Survey which found housing to be a “mid-level” concern, while more housing options encouraging “economic and social

diversity” remain a constant high-level interest. The characteristics of mandated diversity are shaped by the state’s 40(b) 10% affordable threshold, the development of “Concord affordable”, the desirability and market for workforce housing, senior housing and SMART growth neighborhoods. And yet the free marketplace for development in Concord supports higher price housing construction and real estate.

Identified Constraints include: Lack of developable land; Price of housing; Real estate/developer interests; Resident economic interests; Historic preservation; Loss of assets in existing Trusts and funds (where is the generosity going to come from? Are we willing to tax for this livability option?)

Some overarching SB actions could include:  
Add housing – affordable, workforce, diverse etc. to each preservation board and committee’s checklist. Create quarterly joint committee meetings between NRC, ZBA, PB, housing, HDC and HC with real estate and schools or have planning chairs’ breakfasts.  
Create incentives for sustainable implementation initiatives between town departments.

Affordable housing may be too concentrated in town centers. As we move to create small scale housing, we need to ensure that it addresses all groups in need. Also, scattered housing (as opposed to housing developments) allows for more innovative types of housing such as additions to existing houses.

Goal 1: Develop methods for consistently funding affordable housing of all types.

Big idea Question: how do we define affordable housing and is price the only value point? If we want an affordable housing mix in line with our rural nature, New England landscape and historic village centers, how do we customize our funds so as to allow affordability in a potentially more expensive type of housing unit?

Goal 2: Re-purpose existing buildings as housing and look for opportunities for in-fill housing.

Big Idea: Should there be a preferred checklist, which compares and contrasts different housing options aligned with other Concord plan elements so that funds follow the hierarchy of values. Is it a cost per unit or do we factor other values? How would repurposing an historic house within a transportation corridor for an affordable use stack up against a mixed use new multifamily? What enhances our livability?

Goal 3: Bring private and public groups together to solve housing issues.

Big Idea: Ensure that the boards and committees and town professional staff engaged in these areas attend and are on board in discussions.

Goal 4: Discourage the demolition of smaller homes and replacement with larger, more expensive homes.

Big Idea: Think about creating incentives that might make it worthwhile for families to sell their home to someone interested in rehabilitation rather than a tear down.

Goal 5: Encourage different housing models, such as accessory dwelling units within the existing structure (or modest addition).

Big Idea: Work with Planning Staff to develop “Concord preferred” options befitting multiple locations and feeding the range of model needs (workforce, senior, adult child etc.)

Goal 6: Use zoning and tax incentives to encourage developers to build housing the Town wants/needs, especially denser housing near town centers.

Big Idea: Work a set of developers to design pilot projects for identified opportunities

Preserving Rural Land (4.1 Goal 3; 4.4 Goal 2; 4.6 Goal 1) Will increasing density in village centers help preserve rural land? It could provide additional housing supply, but only a limited amount. Additional regulations regarding land use and restrictions on development may be required to support the long-term preservation of rural land.

Design Review or Neighborhood Conservation Districts (4.1 Goal 3) The draft plan identifies neighborhood conservation districts as a strategy to preserve the town’s character. While the Planning Board would like to evaluate them, we would also like to review alternative approaches (such as design reviews) to determine the most effective solution.

Increasing the Number of Affordable Homes (4.3 Goal 1; 4.4 Goal 3) Concord’s limited workforce housing initiatives to date have not generated enough moderately-priced units for municipal and service workers. More aggressive efforts may be needed in the future. One example is the Aspen-Pitkin County Housing Authority in Colorado, which manages nearly 3,000 units of sales and rental inventory. Sales and rental revenue, developer fees and real estate transfer taxes support the program. Employees who work in Aspen can enter a lottery to buy affordable (deed restricted) housing. The system has been working since the 1970s.

Discouraging Mansionization by Requiring Environmental Impact Mitigation (4.3 Goals 4 & 6)

Mansionization is another issue that Aspen has in common with Concord. In 2000, the City of Aspen and Pitkin County launched the Renewable Energy Mitigation Program (REMP). Designed to promote renewable energy and energy efficiency, REMP is the first program of its kind in the world. By requiring new homes to mitigate their environmental impacts, REMP has raised over \$12 million for energy efficiency and renewable energy projects. The REMP only applies to houses of 5,000 square feet or more and homes and businesses that feature outdoor spas, pools, or snowmelt systems. Owners of these structures must either pay a REMP fee or install on-site renewable energy systems.

Concord could consider a similar program, which might slow the pace of mansionization. However, it is not a direct remedy, and it would have to be combined with other initiatives.

Affordable Housing should be mentioned more strongly as a thread underpinning the entire CLRPC. Affordable housing is crucial to the economic vitality of the Town that in turn drives all other goals of the CLRPC. Affordable housing is the bedrock upon which

Concord must build to reach its goals.

The distribution of affordable housing in Concord should be discussed.

The term “affordable homes” should be used in place of the term “affordable housing” wherever possible. The term “housing” has a negative connotation. Many people think of housing as a place where transient populations live (e.g. student housing, military housing). It also has an institutional connotation which leads people to envision unattractive, poorly built structures. This is in contrast to the town’s goal of encouraging attractive and healthy homes for families and seniors.

Information dispelling many of the inaccuracies of multifamily and affordable homes as outlined in the attached report from the Joint Center for Housing Studies at Harvard University (see attached notes and report) should be included in the CLPR.

The vital role of the Concord Housing Authority (CHA) in supporting the town’s residents and of tirelessly working to promote affordable homes in Concord should be mentioned more prominently and more frequently. The CHA is barely mentioned in the report.

Housing - The COA commends the draft’s inclusion of completing sidewalks, providing seating in public areas, property tax breaks for seniors, and development of senior and entry level housing within walking distance of services. However the draft does not sufficiently address the needs of the majority of seniors who wish to remain in their existing homes. Regulations need to be eased to allow for floor plan adaptations, accessory apartments and subdivisions that do not alter the external appearance or character of existing homes but allow seniors the flexibility and income boosts to make it possible to remain in their homes while also providing entry level housing to others.

#### Comments on Section 4.3 - Housing

Consider including language to clarify that the issues of aging population and affordable housing have been a concern for decades and are not newly identified.

#### Comments on Section 4.3 - Housing

CSEC applauds the Long-Range Planning Committee’s goals to preserve smaller homes and encourage denser housing near town centers. In addition, CSEC encourages the CLRP to incorporate specific measures to reduce the overall footprint of residential buildings, including both new and existing stock. These measures are adapted from and explained in more detail in the report of the Energy Future’s Task Force. They include a combination of zoning, financial incentives and community education, all of which are needed to reach a large enough percent of the population to achieve our GHG reduction goals.

#### *1. Establish or strengthen zoning regulations to reduce the overall footprints of new developments*

Cambridge has enacted net-zero requirements for new construction that may be a reference for modifications to Concord’s zoning bylaws. Consideration may be given to the efficacy of educating applicants to consider solar readiness, siting, passive houses, and opportunities for installing electric heat pumps in lieu of gas or oil-fired heating and

ventilation systems.

*2. Encourage CMLP to provide a comprehensive set of energy efficiency financial incentives that meet or exceed those offered by Massachusetts investor-owned utilities.*

In the current marketplace, these financial incentives, combined with tax incentives, enable energy efficient and renewable technologies to be as affordable as fossil fuel options. These may even more important for commercial customers, large and small, concerned with saving costs.

a) One option for accomplishing this would be to join the Renewable Energy Trust Fund (RETF). Doing so would come with substantial benefits for homeowners and businesses and eliminate the need for custom designed efficiency programs in Concord. The benefits include more substantial rebates for energy-savings investments as well as eligibility for programs such as the 0% Heat Loan which make these investments possible. A perceived downside has been that the RETF is difficult to withdraw from once joined; however, given Concord's long term commitment to GHG reduction this concern may be offset by the benefits. The Comprehensive Long-Range Plan should recommend an analysis of the financial benefits and costs to the town, its homeowners and businesses, and make a decision based on those findings.

b) If not within the RETF, electricity rates are the most likely source of revenue for these incentives. It is recommended that other mechanisms for securing funding for energy efficiency and renewables be considered as well. For example

In 2000, the City of Aspen and Pitkin County launched the Renewable Energy Mitigation Program (REMP). Designed to promote renewable energy and energy efficiency, REMP is the first program of its kind in the world. By requiring new homes to mitigate their environmental impacts, REMP has raised over \$12 million for energy efficiency and renewable energy projects.

The REMP only applies to houses of 5,000 square feet or more and homes and businesses that feature outdoor spas, pools, or snowmelt systems. Owners of these structures must either pay a REMP fee or install on-site renewable energy systems.

*3. Provide education and marketing at a level sufficient to reach a large percentage of the population*

CSEC's considerable experience in managing campaigns to promote solar, weatherization, and heat pumps have been successful, and reached greater numbers than most other communities.

Nonetheless, these campaigns have recruited a relatively small percentage of the overall Concord population, in part because CSEC is a volunteer committee. It is recommended that paid staff take a more active role in promoting these programs.

## **Section 4.4 - Land Use**

Please see Section 4.4 comments in attached memo from NRC dated May 4, 2018.

In some respects, this section should come before housing as it dictates much of the developable asset base we have to pull from for housing as well as determines appropriate location-based uses.

This is also a section that begs for application of “big Ideas” i.e. a deep dive into long-term land use engagement. Embedded throughout our plan and echoed in the community input thus far is the relative consistency of our land-use planning. This Long Range plan seems to call out to some new thinking within historic use goals. Much focus and energy is directed at density options and that appeals to many residents, but if we are to reflect the whole of our population we need to apply similar livability values throughout town.

As there is discussion of Historic Village and parcel C vision, creativity in A or AA might have great value IF we truly want to implement sustainability across the town and not just in the denser centers. Likewise, new thinking about land use zoning around PILOT areas, specifically the schools such as Nashoba, Fenn and Middlesex were the A and AA parcels might have harmonious potential with new land use options. Meanwhile, shouldn't we be bringing in-town residents out to the open spaces that we preserve rather than just connecting outlying neighborhoods to the village economic centers?

We could work with other towns of rural/village/agricultural planning to incorporate the importing of ideas from other “like” communities so as to demonstrate new zoning appropriately applied to historic and rural spaces.

Our neighborhoods and sense of community have been parcel size, elementary school, and lifestyle choice driven. How will we accommodate changes in these, as our population base does? We have enormous long-term assets from the services offered as a town, to our open space and historic character to our outstanding schools. It will be very important to attract future residents to Concord for these livability choices.

Goal 1: Maintain Concord's combination of land uses and consider design standards that preserve the town's “New England character.”

Big Idea: What happens when “maintaining, New England character” is at odds with newer forms of land use. What is in fact an historic land use, and should we be more or less dogmatic in our approach to some parcel sizes and districts, while leaving others alone?

Goal 2: Allow for higher density, mixed-use, more walkable and economically diverse neighborhoods within/near village centers and increase accessibility of outlying neighborhoods to the core centers, regional transportation hubs, and services.

Big Idea: Should we have an in-town ride service – Concord LYFT so to speak or is this better left to the open market. Should the Chamber fund a ride program to bring residents to markets? Should we increase our sidewalks throughout town, especially the outlying areas?

Goal 3: Encourage production of small-scale affordable and workforce housing that is sustainable and consistent with Town character.

Big Idea: SCA and Workforce should be embedded in the historic rural New England Village identity of Concord, not a segregated area if we are to achieve the plan goals. Need to differentiate Small-scale affordable from workforce. SCA covers the range of needs from the starter home to the age in place and alongside it the land use. Workforce is anyone who works in Concord and may speak to a very different range of interests. We should work with the biggest employers (schools and hospital) to determine the interest/criteria that their employees would identify.

Goal 4: Support commercial and industrial uses within the existing zoned areas for the Town's long-term sustainability.

BI: Multiple opportunities for municipal service improvements or offers, from Broadband Internet services to better cell reception in addition to the water, sewer and municipal electric rate structures. Should there be a set of Concord business packages developed?

Goal 5: Require development, and whenever possible redevelopment, to meet or exceed environmental sustainability criteria with respect to both clean energy use and storm water, landscape, and irrigation while also considering life-cycle costs.

Big Idea: YES.

Using more Actionable Language (4.4) The verbs used for Goal 1 are “explore,” “study,” and “research,” while the language used in Goal 2 is more actionable: “increase allowable density,” “incentivize alternative housing,” and “identify zoning changes.” Exploration and research may be needed to achieve the larger goals, but actions should be measurable. Consider changing the language of the five core action areas, and use words like “explore,” “study” and “research” as supporting points. For example, rephrase Goal 1, Action 3 to “Adopt zoning methods that preserve the natural and architectural characteristics of Concord...”

Refining the Smart Growth Analysis (4.4) The analysis of development buffers is helpful, but it needs to go further. It would be good to subtract wild and scenic riverfront from these buffers, as well as the larger open space parcels along road buffers that ought to be preserved for their scenic value.

Protecting Village Character (Section 4.4, Goal 1) Section 4.4, Goal 1, is about maintaining Concord's New England Character. In a previous draft of the plan, the fourth action area was:

*“4. Consider a formula business bylaw that includes Concord Center and Thoreau Street Depot Area districts that is a variation of the version in place in West Concord. One form of bylaw could be a straightforward cap or limit to number of formula businesses, a tax/incentive structure, or hybrid ‘fee-bate’ model; only cap provides guaranteed preservation/protection alternative models provide incentives.”*

In the latest draft, that's been changed to:

*“4. Study the two-four remaining Business Districts (begin with Thoreau Depot and Concord Center) to identify the unique features and characteristics of each Business District in order to consider incentives or other regulations to help retain existing characteristics of the village centers.”*

This revised text drops any reference to the Formula Business Bylaw, a tool that's already available for maintaining the commercial character of Concord's village centers. Instead, it now proposes a study, and introduces a different set of strategies. With its Historic District and Cultural District designations, Concord Center's unique features are already evident. The original suggestion seemed more concrete, and easier to implement.

Preserving Rural Land (4.1 Goal 3; 4.4 Goal 2; 4.6 Goal 1) Will increasing density in village centers help preserve rural land? It could provide additional housing supply, but only a limited amount. Additional regulations regarding land use and restrictions on development may be required to support the long-term preservation of rural land.

Increasing the Number of Affordable Homes (4.3 Goal 1; 4.4 Goal 3) Concord's limited workforce housing initiatives to date have not generated enough moderately-priced units for municipal and service workers. More aggressive efforts may be needed in the future. One example is the Aspen-Pitkin County Housing Authority in Colorado, which manages nearly 3,000 units of sales and rental inventory. Sales and rental revenue, developer fees and real estate transfer taxes support the program. Employees who work in Aspen can enter a lottery to buy affordable (deed restricted) housing. The system has been working since the 1970s.

Avoiding Sprawl (4.4 Goal 3, Action 3b) In most places, the draft plan consistently promotes higher density development near the town centers and transportation hubs. However, 4.4 Goal 3, Action 3b proposes converting large single family homes on sizable lots to multifamily units. While the phrasing has changed from earlier drafts, the issue is the same: this strategy could result in more sprawl, and exacerbates traffic problems. It also conflicts with Section 4.3 Goal 6, Section 4.4 Goal 2 and (to a lesser degree) Section 4.6 Goal 2.

## **Section 4.5 - Plan Elements: Mobility/ Transportation**

This section tackles an element of the town that effects all areas of the planning process from tourism, recreation, commercial viability, access to other town activities for the disabled and aged, to a general standard of living. A number of factors are beyond the town's control such as commuting traffic and the possible change to self-driving vehicles. The list of improvements includes:

- 1) Improve coordination with regional partnerships for the purpose of reducing the traffic volume;
- 2) Create safe walking and bicycling connections;
- 3) Implement shared/on-demand vehicular transportation options;
- 4) Manage existing parking spaces and provide parking options and provide bus/shuttle transportation into village centers;
- 5) Incorporate policy changes that result in lower carbon emissions.

They are all excellent policies. We are disappointed that there was not a discussion of the transportation needs of the disabled and a completed section on the needs of the aged. We would also like to see the further discussion regarding the lack of bicycle facilities and a stronger recommendation that bikeways be developed in specific areas of town.

Goal 1: Improve coordination with regional partnerships for the purpose of reducing the traffic volume from commuter through-traffic (especially near the village centers) as well as congestion experienced by town residents using fiscally prudent and sustainable approaches.

The core actions suggested involve working with existing partners [neighboring towns and state agencies] and will likely be a continuous challenge requiring studying the effect of changes and town funding.

Goal 2: Create safe, cost-effective walking and bicycling connections between key pedestrian and bicycle paths/trails for mobility around Concord for the residential community and visitors.

The six core actions suggested to advance this goal involve developing a model for a cost/benefit analysis for transportation infrastructure improvements, studying possible paths and trails to create better links, improving signage, establishing a committee to analyze the needs. The most specific recommendation is to improvement infrastructure [dedicated paths/lanes, road markings, bicycle racks, etc.] in key locations. We would suggest that this goal ensure that walking and bicycling consideration include areas which address the special needs of the disabled and aged as well as include the ability of those who wish to walk with their dogs.

Goal 3: Examine and implement shared/on-demand vehicular transportation options (buses/shuttles) to improve mobility around Concord for residents (particularly but not exclusively for the non-driving public), as well as visitors.

The six core action areas are directed to planning how best to utilize a shuttle service which will require town funds and education on their effective use. The shared use of transit vehicles [action area 3] particularly makes sense and should be able to be accomplished with little new funding. We would suggest that a consideration be provided to assist those seeking to visit family members at M.C.I. Concord.

Goal 4: Manage existing parking spaces and consider providing parking options for the residential community and visitors outside of the village centers. Provide bus/shuttle transportation into the village centers and other Concord destination to reduce the need to park in the village centers.

As noted, "parking is a very polarizing issue". The recommendations involve identifying sites for remote parking, incentivize use of such parking, and develop a system for the utilization. Good plan, but easier said than done.

Goal 5: Incorporate policy changes that result in lower carbon emissions and/or otherwise encourage transportation-related environmental sustainability.

The six core action areas urge forward planning and possible changes to the zoning requirements. It also urges electric charging stations, bicycle racks, shared-car parking spaces, and preferred parking for carpool, vanpool and other high-occupancy vehicles. It does not go so far as to recommend more higher density housing development near town centers which is a discussion that needs to occur.

As population density grows, it is natural that congestion will increase. As a town, we encourage and benefit from outsiders coming into Concord to visit historic

sites, shop at the local stores, buy produce at the farm stands, and bicycle and walk [often with their dogs] its scenic trails. Usage of the town's roads and trails require the town to be creative in providing a safe, environmentally sustainable infrastructure. Developing a parking plan that is convenient and inexpensive has been and will continue to be a struggle. Transportation that is available to all must remain an overriding goal.

Providing adequate parking for single day use in Concord Center would incentivize commuters who commute less than 5 days a week to take mass transit rather than drive,

Roads, Sidewalks and Multi-Modal Accommodations – The Commission recognizes the importance of including multi-modal and ADA accommodations for its Roadway and Sidewalk programs. The draft plan provides focus around this issue by highlighting the Commonwealth's "Complete Streets" program while also recognizing the Commission's Road Policy adopted in 1999 which specifically highlights accommodation of multi-modal users, including cyclists and accessible Right-of-Way facilities. This Road Policy was adopted well in advance of the "Complete Streets" program and the Department has been implementing improvements in line with a context sensitive roadway design for close to two decades. Even with this progressive approach previously put in place by the Commission, the Department is interested in further evaluating the benefits of formal participation in the "Complete Streets" program. It's essential, however, to recognize that *Concord's transportation network is comprised of many miles of narrow roadways introducing certain constraints, including environmental, topographic/site, ROW and historic, which may result in limitations in which "Complete Streets" components can be incorporated. Notwithstanding these limitations, the overarching goal of preserving and enhancing Concord's scenic, historic and environmental resources in balance with improving the health, safety and mobility of the transportation system users while addressing needed infrastructure improvements in a flexible context sensitive manner is a key goal of the PWC.* The PWC suggests the italicized language above which highlights this goal while also acknowledging certain limitations be incorporated into the plan.

Also in section 4.5 page one, in a section titled "What the community said..." a bullet exists that expresses the most pressing mobility and transportation problems. Bullet 2 indicates the lack of sidewalks outside the village centers. In an effort for the CLRP to accurately depict the current condition, it's important for the CLRPC to correct this misperception. The Town has approximately 107 miles of roadway with almost 60 miles of sidewalk and 809 curb ramps. The sidewalk network extends well outside the village centers with a high density of sidewalks around schools and on many arterial and collector roadways. The Commission has also observed that there are other instances throughout the plan in which these "What the community said" comments are included without an explanation of how they align or misalign with the goals and objectives of the long range plan.

Furthermore, in section 4.5, Page 9, Goal number 2 makes a reference to "crosswalks being more easily accommodated within existing right-of-ways." It's unclear to the Commission what is intended by this comment. Concord Public Works has developed a well-defined crosswalk policy (*attached for your reference*) which provides standards around both crosswalk design and placement based on demand (current and potential). The PWC recommends that the CLRPC provide reference to this CPW policy and elaborate on this issue as the aforementioned statement has been included within a core action and

lends itself to confusion. (Please also note: the header refers to 7 core action areas when only 6 are listed.)

Transportation- The COA strongly recommends the inclusion of the need for expanded local door to door transportation services to meet the needs of the projected increase in the senior population. The shuttle services being considered will be of limited use to seniors who may be unable to walk to or carry packages to shuttle stops.

#### Comments on Section 4.5 – Mobility/Transportation

The Envision Concord Report includes many ideas as to how to improve transportation in the upcoming decade. The report notes the need to decrease individual car use to address problems of congestion, limited parking, and the need to decrease CO<sub>2</sub> emissions. The solutions envisaged in the report include applying Complete Streets policy wherever possible to improve safety for pedestrians and bicycles, as well as car drivers, and to provide shuttle services to link village centers, train stations, encouraging students to make use of school buses. These measures could encourage more people to walk or bicycle to their destinations.

CSEC supports ideas and plans that reduce our carbon footprint and decrease individual use of automobiles. In regard to this, CSEC has written to the CCHS School Committee noting that its current initiative to increase student parking at the high school runs counter to the CLRPC goals. We have also learned that the CCHS Green Team is working on an initiative that will facilitate carpooling, which would both reduce the need for parking and would lower Carbon emissions.

Many students could avoid motorized vehicles altogether if they bicycle or walk to school. CSEC suggests that schools could implement bicycling education to encourage bicycling and safe riding. Such a program could follow the example of Cambridge, which provides free bicycle education for all students in both Grades 4 and 8 and also gives free helmets to the students. Another suggestion, from the bicycling forum held in Lincoln on March 28, is that students who walk or bicycle to school could be dismissed 5 minutes earlier than others to provide an incentive for them and would also result in quieter roads for them.

Under Goal 2 (Create safe, cost-effective walking and bicycling connections... ) CSEC supports stressing the importance of Action 3 (Evaluate options for safe, convenient non-auto passage across/over Route 2 near Route 62.). This is a significant weakness currently, with Route 62 a somewhat dangerous street for riding, especially for inexperienced riders and at busy times. It is a clear missing link on the Figure on page 37 (Facilities/Infrastructure section). CSEC suggests a thorough study here, encouraging creative long-term ideas such as a bicycle corridor by the MBTA line, getting riders off 62 for a good fraction of the trip.

The report notes the need for improved infrastructure for EVs. It also suggests that funding could be sought for electric buses, including shuttle buses. These efforts are a good start but more could be done to encourage and facilitate the change over from internal combustion engines to electric motors in our vehicles. Transportation is currently responsible for 39% of CO<sub>2</sub> emissions in the USA, so it is essential that these emissions be lowered if we are to meet the goals of the Paris Climate Accord.

CSEC feels that there is a need to better educate Concord residents on the range of EVs and plug in hybrids (PHEVs) as well as providing public charging stations. Several of these should be fast (Level 3 or 4) charging stations in a couple locations near Concord Center and West Concord, which can be priced to be revenue neutral. Level 2 charging stations also have value when cars parked for several hours. Convenient access to these both will benefit out-of-town visitors (tourists spending money) as well as residents. Charging stations for condominium and apartment dwellers should also be encouraged and the town should look into obstacles for these people who would like to have an EV or a PHEV.

The Envision Concord report also supports shared transportation options, including carpool, vanpool, and other high-occupancy vehicles. The report suggests that the town should encourage these options by providing and promoting preferred parking for the transportation options as well as bicycles in public parking lots. CSEC suggests that these privileges could also be extended to EVs.

#### **Section 4.6 - Open Space / Natural Resources**

1. Goal 1: Maintain and Increase the Amount of Protected Open Space and Natural Lands, and Protect Rivers and Ponds
  - a. *Comments: This goal seems to lack clarity but stands as a statement of good intent. As a matter of public policy, we should determine whether we seek to maintain the lands and waterways we currently own or whether the town seeks to increase its spending to purchase lands that might otherwise fall to development interests. There is obviously a cost to both of these strategies and we ought to be mindful of how this goal intersects with the financial sustainability goals.*
  - b. *One possibility to further flush this one out is to include something about increasing the amount of protected open spaces through conservation restrictions on private lands. This too has financial implications that would need to be factored in to policy discussions.*
2. Goal 2: Ensure that all Concord residents understand the value of open space, natural resources, and recreational amenities.
  - a. *Comments: This seems like a public education effort that probably wouldn't rise to the level of a Goal. It seems more of a strategy employed in land purchases or in seeking private citizens to consider putting lands into a CR.*
3. Goal 3: Enhance the connections and access (physical and programmatic) between paths, trails, and open space/natural resources with the built environment, businesses, institutions and organizations, and activities.
  - a. *Comments: We believe this is meant to say that there should be walkways, paths, safe bike trails and the like to help people get from downtown areas to Concord's open spaces. It may also be a principle for determining future land purchases so that lands are contiguous and connected. The recent TM vote to purchase the Gerow land meets the*

*criteria We believe is inherent in this goal. This too may have cost implications should it be interpreted to increase sidewalks and other pathways throughout town.*

4. Goal 4: Protect and promote local agricultural activities, land, and traditions.
  - a. *Comment: Seems solid but conflicts may arise from interests to reduce or ban the use of certain pesticides commonly used or preferences stated for alternative farming practices than those used commercially by some of our local farmers.*
  
5. Goal 5: Provide ongoing management of ecosystems and open space and programming of open spaces, public spaces and trails.
  - a. *Comments: We am unclear what the terms 'programming' and 'ecosystems' means here. We believe this goal is intended to say that we should manage our open spaces as part of larger ecosystem. Is this intended to include the human component to the natural ecosystem? This goal seems overly broad for me, perhaps it is a planning tool rather than an actionable goal item with its own implementation strategies.*
  - b. *Another thought may be to combine this goal with goal 3. Both talk about managing open and natural spaces as ecosystems and for easier use/access.*

Another thought, absent here is any mention of resiliency planning that TM recently approved. Should there be a goal for Resiliency Planning? It could be an opportunity to tie in that could open space as a carbon sink and that it is in keeping with energy planning efforts and Art 51.

Finally, there's no mention of the preservation of historic landscapes.

Please see Section 4.6 comments in attached memo from NRC dated May 4, 2018.

*NOTE: These italicized comments were revised by NRC in this memo.*

*Some of the general issues that were identified include:*

- Open space needs to be defined;*
- Values of open space for each of the town boards and committees cited needs to be expressed (that is, what does the Historic Districts Commission value about open space; what does the West Concord Advisory Committee value about open space; etc.) not just lumped together into a run-on sentence.*
- Natural resources values need to be identified – not saving land for land's sake, but what aspects of open space are important*
- It was suggested that the chapter better integrate the Open Space and Recreation Plan, which had a significant amount of public participation and involvement*
- Maps used are too small to read; the source or origin is not included and the purpose for using particular maps needs to be better integrated into the written*

*descriptions/discussions; perhaps consider using maps from the Open Space and Recreation Plan.*

*· An issue identified by many is related to the different numbers/percentages being used throughout this chapter (and the report) – there needs to be a clearly statement about where these numbers came from or how they were derived.*

*· The chapter in particular seems to pit open space preservation against development – especially where there is the recommendation to re-evaluate existing open spaces for potential development.*

Preserving Rural Land (4.1 Goal 3; 4.4 Goal 2; 4.6 Goal 1) Will increasing density in village centers help preserve rural land? It could provide additional housing supply, but only a limited amount. Additional regulations regarding land use and restrictions on development may be required to support the long-term preservation of rural land.

Combining Parks Department with Recreation Department – Section 4.6 page 24, Core Action 4 recommends combining these Departments for more coordinated planning, use and maintenance of Town parks, fields and recreational facilities. The Public Works Commission was surprised when this core action was reviewed for several reasons. First and foremost, there have been no discussions on this topic of any kind, at any time and the Public Works Commission has not comprehensively considered the implications of integration of the Recreation Department within Public Works. Second, it is the Commission's and staff's opinion that any change in organizational structure and the delivery of services is outside of the purview of the long-range plan and in no case should this be included as a core action to achieve a goal without an in depth discussion around costs, benefits and need. Finally, the PWC is unaware of any demonstration that there is a lack of coordination or planning and this comment appears to advance a solution to a yet to be identified problem based on an unproven premise. On the contrary, field user groups such as, Friends of Concord Carlisle Fields, CC Youth Baseball, Concord Youth Soccer, Lacrosse as well as high school and adult leagues have been supportive and complimentary of CPW's planning and maintenance efforts. Following the review of this comment, discussions with staff in the Recreation Department responsible for the development of this comment were consulted. They indicated that this comment would be removed. Additionally, both parties agreed that a formal feedback process would be developed at the Department Head level to ensure continued productive coordination takes place. The Public Works Commission requests that Core Action 4 be removed in its entirety and the Public Works Commission be specifically notified if the CLRPC disagrees with this removal recommendation.

Improving Trail Maps and Guides (4.6 Goal 3, Action 5) Enhance connections and access (Action 5) talks about improving communication, but there was a much more specific request in the survey for an updated trail map and guide. While the Division of Natural Resources already publishes a set of trail guides, citizens either aren't aware of them, or would like to see them improved. I would hope to see that more clearly spelled out as a recommended action.

## **Section 4.7 - Public Facilities and Infrastructure (including schools)**

This is an extensive section which does an excellent job of describing the activities of the Town in providing and maintaining public facilities. Most of the recommended goals and action begin with the words “Continue” or “Maintain” indicating, perhaps that the Town is effectively addressing most of its facilities and infrastructure issue.

Goal 6, Social Service Infrastructure, however, seems out of place. All of the other notable goals are related to physical facilities/infrastructure. Also in this section, the work of the Huge Cargill Trust Committee, the Tax Fairness and Tax Relief Committee and the Trustees of Town Donations are not recognized. Each plays an important role in providing assistance to town citizens. Further, in other sections of the plan, diversity is stated and implied as an important goal. The goal of economic diversity is likely to increase the need of social service, including financial assistance and we should more forcefully address this issue.

Schools are included in this section of the plan, recommending a continuation of coordination on facility planning, including a potential Middle School project. It also recommends better collaboration with the schools regarding shared use of facilities. The Town has raised this issue before and hopes to make progress on this issue. The plan also recommends that the Town provide wireless connectivity options to better support communication and telecommuting. This issue, as we saw at Town Meeting, can be difficult.

Water Supply and Wastewater - Within Section 4.7, page 39, core action 2a, the Public Works Commission recommends the inclusion of “water” as it relates to minimization of demands. Likewise, core action 2c, would benefit with the inclusion of wastewater reduction along with the already included water conservation. Core action 4a, states “review implementation phasing of Comprehensive Wastewater Management Plan and pursue future sewer extension phases.” The Commission strongly urges the CLRPC to modify this core action by deleting “pursue future extension phases” and replacing with “reevaluate future phases for sewer extension based on need and available capacity”. Given the plan was finalized over 15 years ago, the Commission believes it would be prudent and necessary to recalibrate the plan utilizing the most current information and assumptions, including wastewater flow and permit limitations.

Walden Street Landfill – A Public Works and Town Priority – The Commission provided a detailed comment in its September letter highlighting the importance of the Walden Street landfill site to remain an unencumbered resource for the community for the many uses stated. The Commission highlighted the lack of support received at numerous Annual Town Meetings which proposed warrant articles to place limitations on this facility using a conservation restriction. Section 4.7 Page 36, last sentence of core action 2, states “Town Departments recognize that the community has concerns about some of the uses and their impacts on the land and potential impacts on adjacent open space, so it is important to balance those concerns and mitigate impacts while providing the Town Departments with a place to perform their necessary activities”. This statement appears to contradict the reality of the Walden Street landfill activities and overwhelming public support for its continued use as demonstrated through Town Meeting. **The Commission strongly requests that this last sentence be stricken in its entirety and replaced with “The Town must maintain unlimited access to this site for all uses of this**

**property and resist any effort to place a conservation restriction or limitations on the use of this property”**. Restricting access or activities on this site will result in a relocation of these core Town functions to other less isolated sites within residential neighborhoods which are less conducive for these activities and can have a much larger impact to abutters. Movement of any activities to locations more distant from the Town center would also entail greater vehicle travel and be counter to the Town’s stated sustainability goals.

As stated previously, the Town’s landfill on Walden Street is an invaluable asset to the community providing a location for many activities. Among them are winter snow storage, management of bulky materials and storm debris, construction staging, recycling of various materials, composting and brush management, storage of equipment and a fire training site. It is used by many stakeholders including Concord Citizens, Public Works, CMLP, Natural Resources, the School Department and Fire Department. Due to its location, topography and configuration it can serve as a 24/7 operational site while having minimal impact to abutters. It’s critical that the landfill site must always remain unencumbered by any restrictions which would impede Concord Public Works or other entities from carrying out their responsibilities. The Commission requests that this statement, as supported by Town Meeting, be codified in the Comprehensive Long Range Plan and requests confirmation on this point from the CLRPC.

Stating Infrastructure Requirements More Clearly and Strategically (4.7) Section 4.7 is the least polished part of the document, and it currently lacks vision. The discussion of new facility needs is vague. Town facilities need renovation/consolidation; Concord also likely needs a new middle school, which is only referred to obliquely.

Section 4.7 – Facilities/Infrastructure : Goal 3 (Maintain and expand alternative energy generation, delivery, and conservation) does not mention specifically the expansion of CMLP investments in utility scale Solar PV. CSEC recommends the report endorse a goal for continued investment, along the lines of the goal for 25MW of solar generation which the Town endorsed a few years ago but appears to have retreated from. There are limited sites for this, which have competition for other purposes, but in our view the GHG reduction impact, as well as potential energy resiliency benefit, of utility scale solar is important. One location which should be called out in the report for this is 2229 Main St, which was mentioned specifically for other potential purposes.

#### Section 4.7: Public Facilities and Infrastructure

Under the subsection “Water System,” consider adding language to indicate concern about the adequacy of the Town’s water system to meet future needs.

### **Section 4.8 - Fiscal Planning**

This section begins by reminding us that the Finance Department’s goals in the 2005 CLRP are still relevant today. These goals are tax fairness; prudent investment in infrastructure; and, stable operating budgets aimed at consistent improvement that treat all employees fairly with an equitable distribution of financial resource among citizens. Necessarily, perhaps, Fiscal Planning at this stage will be incomplete. However, the Plan does recommend using the CLRP Systems Checklist to, “ensure that there are no

unintended fiscal consequences from CLRP actions.” Meeting that goal will take significant discipline.

Goal 1 - Support the Finance Committee Policy Guidelines in CLRP decision-making and prioritization considerations. While we have no concerns with statements made in this section, we suggest that the word “Policy” be dropped. The Finance Committee does not make policy, it exists to advise Town Meeting. It provides guidelines to support its recommendations on prudent fiscal management of the Town financial resources.

Related services- Additional Town services needed to assist seniors who wish to remain at home, include: a. The COA Outreach Worker’s hours should be increased to fully meet the needs of the current senior population as well as the increasing demands of population increases. The Outreach Worker evaluates seniors’ needs and assists them in referrals to the appropriate services and also assists with the process of transitioning to nursing/ assisted living facilities when necessary. b. Increase the hours of the COA Public Health Nurse to implement a patient navigator service, maintain existing chronic disease and medical education programs, and work with the state in implementing age friendly and dementia friendly initiatives. A larger COA Space will also be needed as the senior population increases.

#### Section 4.8 – Plan Elements: Fiscal Planning

The members of the FC were agreed that this section is generally excellent and wish to convey this sentiment to the Long Range Plan Committee.

## **Section 5**

Section 5 is vital to answering the question, What are we supposed to do next?

### Section 5 - Implementation of Plan

Page 165—“Fiscal Sustainability”: Note that the chart really doesn’t address the issue of sustainability. While it may be a good capital project planning tool in that it is designed to uncover the costs of a proposal, it does not address the source or sustainability of funding.

Page 165 - Systems Checklist - Fiscal Sustainability – Consider adding this Example Question #5 - Does this project/program meet a demonstrated need?

END



## Summary of Comments from direct email on the Draft Comprehensive Long Range Plan dated March 5, 2018

This summary is [sorted by CLRP report sections](#) and includes lightly edited comments received in writing from the following citizens: Joanne Gibson, Ned Perry, Karl Packard, Janet Miller, Lori Gill-Pazaris, Joan Ferguson, Liz Rust for RHSO, Greg Higgins for Concord Business Partnership, Bob Andrews for Concord CAN, Pam Rockwell for OARS

### **General Comments**

*Farming and agriculture* may have become lost in the process despite it's having been a priority goal of the town for many years. I think that support for farming is pertinent to almost all the plan elements and I would hope would appear as Goals and Actions under

1. Culture/Historic Resources (and the idea of 'scaling up' so the historic landscape is there to support the built resources);
2. Economic Vitality; although farmers, farm workers and farm businesses will probably remain a small part of the local economy, they are certainly a diversifying element;
3. Housing because of the need for affordable housing for farmers and seasonal labor; to date, we seem to have been unable to figure out how to reduce property taxes on worker housing or to include it as part of traditional affordable housing programs;
4. Land Use/Zoning where support for the 'rural and pastoral qualities' already appears; I will note here that it is vastly preferable that such qualities derive from actual farming and that we not become a town of ersatz hayfields;
6. Open Space/Natural Resources, where agriculture is included in Goal 6 and I assume there will be Actions as well.

The fact that farming can fit within at least five of the Plan Elements and still get lost is suggestive of the problems of developing a cohesive program and strong advocacy. The fact that the Town has been able to preserve and create 'farmsteads' at the Marshall Farm and Barrett's Mill Farm is a testament to a lot of hard work across many agencies; I like to imagine a future where it wouldn't be so hard to achieve.

I continue to be impressed by the approach taken in the 2012 plan titled "Building Local

Food Connections, A Community Food Assessment.” This doesn’t fit particularly well within the framework of the Long Range Plan but is nevertheless full of relevant ideas and a strong argument for the importance of viable local agriculture.

I realize that the conventional farming practiced by so many of the older farmers in town does have problems in terms of sustainability, but just as there are incentives to improving the environmental impacts of construction, transportation and housing (like the LEEDS program), so too can there be incentives for mitigating the impacts of agriculture. The recent articles about sustainability and resiliency in farming are interesting but in early stages.

OARS, *the watershed organization* that advocates for the three rivers that come together here in our town: the Concord, the Sudbury, and the Assabet rivers, is pleased to see that many of our comments from October 2017 have been incorporated into the draft CLRP, and that the values of open space preservation and water conservation permeate throughout the plan.

OARS applauds the use of a systems approach for planning, and the plan-wide support of Net Blue principles. OARS would like for Concord to adopt a Net Blue Bylaw. But we also recognize that not everyone understands the term “Net Blue.” The plan would be more readable if there were a more detailed description in the glossary, and if terms like “recharge,” “rain gardens,” and “permeable surfaces” are added throughout the document when Net Blue principles are discussed (see: <https://bit.ly/2rjJ7TP> ). It is not just important that our natural resources be clean and beautiful – they need to be working for us: recharging our drinking water supplies, cleaning our wastewater, mitigating floods and droughts, supporting pollinators, and regenerating soil to grow healthy food supplies.

There are quite a few instances throughout the plan where OARS would like to see more definitive explanations of Net Blue principles, and more concrete plans to promote those values. But even as a draft, it is clear that the overarching theme of the CLRP is that developing denser housing in Town centers will help with many issues, like transportation and affordable housing. Since the plan balances this dense development with open space creation and protection in areas outside the dense Town centers, OARS supports this concept of sustainable development. But Concord’s Town centers are right along sensitive waterways. Unless some modifications are made, this plan is likely to reduce the amount of permeable surface (recharge areas) in Town centers, create a higher demand for Town water, and increase the demands on the Town’s only wastewater treatment plant.

OARS is pleased that the draft CLRP mentions researching ways to offset these negative aspects of dense development, but researching these offset ideas is not enough. OARS would like to see these offsets codified in zoning and bylaws, and efforts should be made to make wasting water more expensive. This means a commitment to enact zoning and bylaws to protect the 500 year floodplain, to mitigate loss of recharge areas in any type of development, to deter other open space loss, and to regulate private wells. OARS would like to see public water and sewer pricing used more effectively to support Concord’s conservation values. OARS also supports zoning that recognizes the value of functional landscaping, and we would like to see more tax relief for landowners that place use or landscaping restrictions on their properties to support open space and

recharge.

In OARS' view, discharging Concord's wastewater into the river as it flows out of Town is not a very effective way to protect the Town's water resources, and groundwater discharge at the current wastewater treatment plant does not add to the Town's water balance since it is at the downstream end of town. To both restore the water balance and gain the considerable benefits of having climate resilience (water supply, recreation, flood control, etc.), treated wastewater should be put back in the ground as near as possible to where it falls from the sky. If there is going to be denser development in West Concord center, or a new Town center at the 2229 Main Street Superfund site, then there needs to be an effective strategy for treating wastewater in West Concord, and groundwater discharge fields need to be located in West Concord or upstream.

The overall Plan takes a very clear systems approach, which we support. We believe that this approach needs to be applied to the town's water resources, which implies a watershed-based analysis. Some of Concord's drinking water comes from Nagog Pond, outside of Concord, in Acton and Littleton. Water is withdrawn from Nagog Pond and then used and discharged in Concord, drawing down the groundwater level for Nagog Brook, an ecologically valuable coldwater stream, and possibly affecting the ecosystem downstream in Nashoba Brook and Warner's Pond in Concord. This cross-basin transfer of water will only be exacerbated when the new, higher capacity filtration plant comes online, and denser development adds to the drinking water supply demands of the Town. To conform to Concord's Sustainability Principle #3 (Reduce encroachment upon nature), Concord should be taking a responsible role in the management of each watershed that it impacts. This should include: evaluating ways to enhance recharge in the Nagog Brook/Nashoba Brook/Warner's Pond ecosystem, monitoring streamflow changes downstream of Concord's water withdrawals, and considering adding fish passage at the Warner's Pond dam in anticipation of the restoration of fish passage at Talbot Mills Dam in Billerica so that migratory fish can return upstream.

## **Comments on Glossary and Section 1**

In Vision for Concord 2030 (section 1), environmental management principles are alluded to in the attributes, "Sustainability Principles" (adopted in 2011) and "promoting the enjoyment of the Town's natural bounty" sections. The Plan should explicitly include the four sustainability principles adopted in 2011. The sustainability principles were written with carbon neutrality and global warming goals in mind, without explicit regard to loss of aquifer recharge, which could be included under the very general principle: "Reduce encroachment upon nature." While natural resources do add to the Town's character, they are not just about beauty. We strongly support the intended addition to Section 1, Open Spaces/Natural Resources (p. 20), of a detailed description of how open space can benefit water-based ecosystem services (currently shown in brackets to be added). The Vision for Concord 2030 should also list as an additional attribute the maximizing of ecosystem services such as groundwater recharge, storm water mitigation, and floodplain resiliency. We are concerned that by broadening the application of "sustainability" to be "a more comprehensive term, requiring qualifiers including economic and fiscal sustainability as well as sustainability of housing and social services, infrastructure, and other Town services and programs," (p. 25) we not lose the standing of the fundamental and original focus on *environmental* sustainability.

The APA Framework Principles appear to support the primacy of being in “harmony with nature,” and we hope that this “primary objective” will be explicitly maintained throughout the plan and its implementation.

SECTION 1 Page: 12

Figure 2: Chart of Total Employment - Does this measure people who are employed in Concord including those who live elsewhere or people who live in Concord who are employed? This is not clear.

Page: 13: Bullet 5 – What facts make the basis for the statement “the town’s highly educated workforce is not well matched to the diversity of employer work force needs”?

## **Comments on Section 2**

OARS is glad to see that environmental sustainability is considered as a basic community criterion and that the Town plans to provide incentives to support individuals’ choices that further environmental sustainability goals (Section 2, Community Criterion 4). We suggest adding specific Net Blue principles like “maximizing water recharge” for municipal services, to the “carbon-neutral, carbon-sequestering, and water-efficient” criteria to make it clear that Concord is committed to maintaining the water balance, and not just to reducing water use. While terms like “water-efficient” might seem to encompass that concept to water specialists, it might not be as clear to the average homeowner or developer.

## **Comments on Section 3**

SECTION 3:p. 42 Bullet 5 “planning for growth” Question growth - Issues surrounding the term “growth” were discussed at the hearing on April 25<sup>th</sup>. Plain old “growth” itself, could be taken to mean population growth, which does not appear to be stated as particularly desired by the community, nor is it really a need of the Town, and it is not stated prominently as a goal in the draft CLRP. It should be recognized, however, that extreme population growth is the greatest problem facing the planet today and in the near future. It is entirely unsustainable. It is aggravated by global climate change and serves to compound climate change and its effects. Concord should not be contributing to that problem.

Of course, Concord’s location as part of a major urban region and the town’s amenities will attract a certain amount of population growth. In a free society this is inevitable. “Smart Growth”, which the Draft Plan does promote provides a means of tempering, mitigating, and diminishing the effects of population growth.

The Draft Plan should raise questions about commercial growth too. Growth of the footprint of commercial real estate can have many side effects, including effects similar to residential development. Today, commercial real estate is the source of only 8.5% of our property tax levy. Of course, every little bit counts, but a significant amount of commercial growth would be needed to beneficially impact the tax levy.

p 42 Potential Mutually Beneficial Systems-Based Solutions ; bullet 1 – “...“land that has few inherent barriers to development, that is connected physically to other neighborhoods and close to public safety services should be earmarked for affordable housing, not conservation).” Except neighborhoods need access to land that is conserved for open space and natural environment. This statement also unequivocally sacrifices one community goal for another without the ability to consider particular circumstances.

Page 43; bullet 4 and Page 48; Public Facilities + Infrastructure; bullet 2The “new ‘center’” idea crops up in several places. It requires some explanation – what needs is it addressing? 2229 Main Street and Hanscom land are mentioned. What makes these particularly suitable locations?

In Section 3, OARS is pleased to see that environmental sustainability figures prominently in the Three Big Ideas that frame the plan: supporting businesses, housing, and transportation. In Big Idea 1, OARS would be happy to collaborate in assessing the feasibility of a “Wild, Historic River” tour package and any other river-related ecotourism ideas. Under Big Idea 1/Land Use, we suggest including “cooler” neighborhoods (in the summer!) by increasing tree cover, white and green roofs, and green open space and green infrastructure. This will improve energy efficiency, livability, and water resources too, and could as well be included under complete streets, open space and natural resources, and/or public facilities and infrastructure. It is equally applicable to Big Idea 2, especially for any developments requiring a special permit.

In Section 3/Big Idea 2 solutions section, OARS would like to see a commitment to enact zoning and bylaws to protect the 500 year floodplain (to reflect predicted changes in precipitation and flooding due to climate change), to mitigate loss of recharge areas, to deter other open space loss, and to regulate private wells. We believe that public water and sewer pricing should reflect Concord’s conservation values and provide a strong incentive for water-use efficiency. Where needed, a mechanism can be put in place for lower prices for fixed/lower-income residents. We support the bullet to promote changes to state law that would allow wide use of gray water systems. However, these changes can, to some degree, be put in place already and should be incentivized. We applaud innovative ideas to support local businesses by promoting our rivers with a wild/historic river tour package, with increased access to the rivers by bikes and trails, and with new signage that identifies rivers and river access points. It would be helpful to complement these Big Idea 1/Business ideas by adding more natural settings to the connections described in Big Idea 3/Transportation: connecting river access to bike access and parking. The Earth Day parade (existing) organized by Musketaquid could be added to the list of festivals (Sec. 3, p. 32). We are very supportive of the Net Blue approach, listed under Open Space and Natural Resources (re: water efficiency, p. 48)—see our comments above regarding defining the term.

## **Comments on Section 4**

### **Section 4.1 – Plan Elements: Culture / Historic Resources**

Most important is to retain the livable quality and historic integrity of the existing neighborhoods near Concord’s two Centers rather than sacrifice them in a quest for density. Smart Growth is problematic in established neighborhoods. The idea of infill housing is of particular concern.

Section 4.1 page 7 the next to last paragraph states: "Further, protecting Concord's open lands may result in the degradation of the built-up areas of town, where infill housing, more accessory dwellings or other changes to the zoning code may negatively impact historic context and character". Also note on page 2 of section 4.1 the second bullet under Envision Concord website, Historical Commission, Historic Districts Commission, Focus Group and other input: "There is broad view of what constitutes a historic resource-not just buildings and collection of buildings, but the *spaces* between buildings, the historic landscapes, agricultural lands and archaeological resources."

Retention of traditional spacing between houses and small scale green spaces is vital to retaining livability, appearance and historic character of the already built neighborhoods in zone C near Concord and West Concord Centers. The landscape enhances and complements these mainly historic homes. Also, conserved pocket parks and green spaces such as Chamberlain Park, Heywood Meadow, Junction Park and the green space on Church Street help Concord's villages to retain their traditional New England appearance and give pleasure to residents and tourists alike. Rather than view small pieces of centrally located green areas as only ripe for development these areas should also be seen as potential conserved green spaces. My favorite historic landscape preservationist quote is "The landscape is the pizza and the houses the pepperoni"

If one were planning a new town extreme density in the center balanced with planned green space would be easier to accomplish. However, homeowners in Concord's centers bought with the expectations that their light, privacy, neighborhood character and sense of living in and near a traditional New England village would remain and that the underlying zoning was permanent.

There are some village neighborhoods that can support residential accessory buildings either because of larger lot size or pre-existing auxiliary buildings which can be converted into living quarters. Two successful examples of these conversions are on Pine and Maple Streets.

As noted in the Plan there are some centrally located areas such as Crosby's Marketplace and the Thoreau Street business district that could accommodate second story dwelling units and make excellent sites for Smart Growth and should be developed.

The Town planners will have the delicate task of crafting zoning regulations that provide for a variety of housing options without compromising existing neighborhoods. I hope the Long Range Plan will provide clear guidance emphasizing the need to preserve the historic quality and character of our villages.

Goal 1: Expand and better coordinate education of residents, Town, business community, visitors, and others about the existence, variety, and value of Concord's rich historic and cultural resources. Also, make information more widely and easily available with proactive community engagement.

Goal 2: Undertake additional survey and study work to identify historic resources that are currently unknown, not adequately documented, or not fully understood.

Goal 3: Enhance regulatory tools to protect and preserve historic character and resources **and enhance sustainability and resilience.**

Goal 4: Integrate preservation and cultural goals and concerns consistently and more completely into all Town Department, Commission, and Committee work.

Goal 5: Encourage collaboration between cultural organizations, historic groups, and local businesses to run coordinated programs and events that will bring residents together and visitors into town to experience the rich history and culture while supporting the locally owned businesses.

In Section 4.1, please include the Sudbury-Assabet-Concord Wild and Scenic River status when describing the rivers in Concord as an historic and cultural resource. In 1999 Congress specifically designated the three rivers for their “outstanding ecology, history, scenery, recreation values, and place in American literature.” It is the only river system in the country to be designated for literature and history!

## **Section 4.2 - Economic Vitality**

Goal 1: Preserve, Strengthen and Improve Concord's Village Centers as Business, Cultural, and Community Centers **without increasing footprint in 100 yr flood zone areas**

Goal 2: Become a Recognized and Supportive Community for Business and Social Entrepreneurs to Start and Grow New Businesses

Goal 3: Improve Concord's Environment for Business Success and Growth

Goal 4: Build Local Civic and Government Capacity for Economic Development and Related Arts, Cultural and Tourism Activities

**Goal 5: Encourage small green businesses that meet resident and tourist needs**

Medical Corridor: The 2005 CLRP mentioned Medical Corridor in Chapter 4 – Economic Development, Objective ED-4.1 in Action ED-4.12 “to attract economic development in target business sectors, including high tech, medical, R&D, service, and retail.”

Please consider land along Route 2 as possible locations for additional medical facilities. Emerson Hospital owns an additional 12 acres near its present campus which could be utilized for expansion of its facilities. Working with the Town of Acton some of the areas along Routes 2 and 2A might also be studied for additional medical facilities. This would align with the goals of keeping seniors in their homes and promoting first class medical facilities in Concord in the CLRP.

Local Businesses: Although growth is of interest, the CBP's primary interest lies in strengthening the health of the business centers and properties that currently exist. Formula businesses have their place as support to the local unique businesses. There will be opportunities arising from the BFRT and Assabet River pedestrian bridge. Numerous meetings have been held with guest speakers to enhance communication among all parties in Concord. Recently initial steps are being determined to create and sustain a vibrant, healthy community with arts, historic, cultural and non-profit entities working together. We urge the CLRP to make recommendations based on broad goals that will enable and require the CBP along with all others to work collectively for a better community in which to live, work and visit.

In Section 4.2, OARS is happy to see Concord's open space and natural resources considered a positive influence on the Town's economic viability because they make the Town more pleasant to live in, and applauds using more signage to promote riverways and doing more promotion of environmental festivals as a way to encourage more

environmentally-sensitive tourism.

### Section 4.3 - Housing

Goal 1: Develop methods for consistently funding affordable housing of all types. **And maintaining diverse housing options**

Goal 2: Re-purpose existing buildings as housing and look for opportunities for in-fill housing **outside of 100 year flood zones.**

Goal 3: Bring private and public groups together to solve housing issues.

Goal 4: Discourage the demolition of smaller homes and replacement with larger, more expensive homes

Goal 5: Encourage different housing models, such as accessory dwelling units within the existing structure (or modest addition).

Goal 6: Use zoning and tax incentives to encourage developers to build housing the Town wants/needs, especially denser housing near Town centers. **Explore adoption of LID bylaw to ensure sustainability and resilience of future projects.**

#### Section 4.4 – Plan Elements: Land Use / Zoning

Goal 1: Preserve **and increase** Concord's current combination of land uses (i.e. open space, agriculture, and historic and culturally rich village centers) and consider design standards that preserve the Town's existing character **in a sustainable and resilient manner** .

– Action: Adopt zoning and other alternatives to protect unique features of existing village centers (e.g. potential expansion of the existing formula business bylaw complemented by other fee/incentives options).

– Action: Adopt zoning that recognizes the value of landscape as well as the built environment.

**Enhance regulatory tools that preserve and restore important ecosystems, increase use of green infrastructure, and support use of permeable paving in 100 yr flood zones.**

Goal 2: Explore zoning alternatives (e.g. based on **promoting and maximizing use of free natural services and protecting** land characteristics rather than strictly geographic location) that enable higher density, mixed-use, more walkable and economically diverse neighborhoods within/near village centers while simultaneously preserving the rural and pastoral qualities of outlying neighborhoods and resilience of natural systems.

Goal 3: Encourage production of small-scale, affordable and workforce housing that is sustainable and **resilient and** consistent with Town character.

– Action: consider new financing opportunities such as sale and rental revenue, developer fees and real-estate transaction fees to support CHDC (e.g. [placeholder for salient features and characteristics of Aspen-Pitkin County Housing Authority in Colorado]).

– Action: consider linking renewable energy and energy efficiency, **sustainability, and resilience** requirements on large homes to financing of workforce housing (e.g. [placeholder for salient characteristics of Aspen-Pitkin County Renewable Energy Mitigation Program which only applies to houses over 5,000 sq ft in size, but has generated \$12 million, and Martha's Vinyard permit requirements for large homes]).

**Consider applying this to all homes over 3000 ft**

Goal 4: Support expansion of **sustainable and resilient** commercial and industrial uses within the existing zoned areas for the Town's long-term financial sustainability (i.e. through tax base).

Goal 5: Require development, and whenever possible redevelopment, to meet or exceed environmental sustainability and resilience criteria with respect to clean energy use, stormwater management, **ecosystem and** landscape protection, **groundwater recharge** and water resource **quality and quantity** preservation while also considering life-cycle costs.

1. The goals for housing are slightly different in the All Section Goals list than in the 3.5 draft. Notably there is a new goal to quantify the number of housing units desired. This seems to be difficult, and would be very hard to arrive at any consensus. Is there some text that provides any of the parameters, or how to count? As you know, the counting rules for the SHI are complex, and more complicated than one might imagine. This would be true for any counting.

2. The goal that was removed included repurposing existing buildings and to look for in fill development. I'm interested in what you think of that redeveloped barn in west concord on Pine St. I think it came out nice, but I might be in the minority. I think of this as small infill development, which can maybe produce new construction small homes, at a more modest price.

3. I think that payment in lieu should be included in the PRD bylaw, up to the discretion of the PB. We're working on this, albeit slowly, and this should be recognized as a tool.

#### Section 4.3 – Housing

1. Should the goal be to develop “innovative” funding mechanisms since we already have some (arguably inadequate) methods to fund affordable housing? Should the CLRP quantify a magnitude of funding required?

2. What do we intend with Goal 3? Currently only one action: “Sponsor regular professionally-facilitated housing round-table events that bring together key organizations”. Do we want this? Who should “sponsor”? Identify outcome? 3. Do we want to distinguish goals for truly “affordable” housing versus workforce housing? (i.e. goal 4 is more aimed at workforce housing, but is goal 1 only for “statutory” affordable? What does “all types” mean? Who will oversee?

4. . Do we intend Goal 5 to be implemented everywhere or only in specific zoning districts (some have pushed back on allowing this in A or AA). Should it be tied to redevelopment only? (i.e. not allow for new multi-family structures in AA, but allow existing Structures to incorporate accessory dwellings in exchange for landscape protections?) What is the appropriate Town responsibility for this?

In Section 4.3, OARS would like to see references to Net Blue sensitive design and to offsets for lost recharge areas built into the strategy for creating dense and diverse housing types in the Town centers.

#### **Section 4.4 - Land Use**

Formula Business Bylaw: Over 400 people have now signed an online petition calling

upon the CLRPC to include a new Formula Business bylaw in the long range plan as an option for the Planning Board. We would go beyond the petition, however, to ask that the committee recommend to the Planning Board that such a bylaw be written to include all of Concord's business centers now.

We feel strongly that the presence of the existing bylaw in West Concord provides a great model of the benefits of lending our support to local independent businesses. These businesses are a vital and highly valued part of

Concord's unique culture because they are attuned to what people who live in this community need, want, and enjoy. They build community, knitting people together and helping to prevent us from becoming more and more isolated from one another. This goes to the very core of sustainability and resilience. People who know and support each other and have personal relationships with their business owners and shop keepers will have the inner strength and trust to spring back when the storms of the century hit us. Big businesses with a formula for their stores can easily afford to crowd out the small businesses we love and respect; and some owners will prefer to rent to them because they can get higher rents.

The time to prevent this is now--not after an unnecessary further study of the business centers. We do not need to study this further because the unique attributes of Concord Center have already been studied extensively when the West Concord bylaw was established. We have an excellent model in West Concord Center; and a study would seem like a delay that benefits the formula businesses and the owners who prefer them. We are not asking for a ban, moreover; we are asking to safeguard the current proportion of independent businesses and formula businesses.

In asking for this new bylaw, we are asking that the Town honor the fourth sustainability principle which they adopted in 2011, which asks that human needs be met in a fair and equitable manner. Tax incentives, mentioned at the recent public meeting, may at first glance seem alluring to some because they would provide commercial property owners a choice. The proposed bylaw, in contrast, would put a requirement in place. Tax incentives cannot guarantee the protections that only a formula business bylaw with caps can provide. Offering a new bylaw to the Planning Board as an option would, we feel, be a timid approach to the issue and would be out of synch with the wishes of a large number of citizens of this community. We ask that you get squarely behind this and be true to the principles the Town has repeatedly embraced.

In Section 4.4, concerning land use options, In Goal #1 (p. 17), OARS would like to see landscape for "Town Character" also take into account recharge capacity for sustainability purposes. While stormwater management does not neatly fit into a character discussion, the rules that will describe and quantify the uses of land for these historical ecosystem services (agriculture, open space) can be easily extended to include recharge. For example, use of "country drainage," rain gardens and other green infrastructure best management practices may contribute positively to the visual character of the town and be in harmony with its history – while at the same time improve stormwater management. OARS applauds all of Goal #5 – especially the inclusion of 500 year floodplain protection, additions to the energy saving building code requirements, a residential stormwater bylaw, storm water infiltration protections, a Net Blue task force to consider adoption of a Net Blue Bylaw, and incentives for individuals who use sustainable practices. A stormwater bylaw should be added into the appropriate

section. To meet the demand for social equity among water users and sound drinking water resource management, a private well bylaw should be added to the land use goals under regulatory change.

## **Section 4.5 - Plan Elements: Mobility/ Transportation**

Goal 1: Reduce motor vehicle traffic volume within Concord in order to move to a more environmentally sustainable blend of transportation modes, to protect the character of the Town and to reduce the need for parking.

– Action: Create a transportation planning and coordination function within municipal government to:

- o Determine policies, services and plans most likely to achieve this and other goals (below), including consideration of implementing MA Complete Streets
- o Prioritize actions and projects in view of sustainability and other community lenses (e.g. addressing delivery truck related congestion beyond zoning permits).
- o Develop expertise for the Town in the area of transportation, and
- o Work with departments in Concord with regard to policy development and project planning (e.g. fleet coordination and other VMT reduction opportunities).

Goal 2: Provide effective mobility options to those who can't or don't want to use private vehicles, including for residents of outlying neighborhoods who require access to transportation and services in the village centers, and for residents who require transportation to Boston medical centers.

– Action: Explore mobility options, especially on-demand shared mobility solutions with the intent of implementing or piloting a program in the near-term.

– Action: begin dialogue with State around efficacy of shared mobility programs that utilize school fleets for integrated public transportation (by home-rule petition?)

Goal 3: Create safe, cost-effective walking and bicycling connections between key pedestrian and bicycle paths/trails for mobility around Concord for the residential community and visitors.

– Action: prioritize a set of financially sustainable projects that will improve connections between key bicycling and walking paths and sidewalks.

Goal 4: Improve coordination with regional partnerships for the purpose of reducing the traffic volume from commuter through-traffic (especially near the village centers) as well as congestion experienced by town residents using fiscally prudent and sustainable approaches.

– Action: partner with at least one other town in our region to provide a new transportation option to reduce regional traffic

Goal 5: Develop an approach to parking that balances the principles of sustainability with the Town's economic goals.

**Add goals for supporting and increasing electric vehicle charging stations and maximizing use of green infrastructure**

Traffic in the village centers was rated by what the community said as the most pressing mobility and transportation problem (#1 per p. 5)\*. While the village centers are attractive, they draw only a portion of the traffic. Geography and the historic road network that focuses on the historic shire town make Concord the node for regional traffic, including the railroad. It is part of the character of Concord, but it subjects Concord to more pass-through traffic than would otherwise be the case.

The Route 2 bypass, which was meant to facilitate traffic flow between the eastern and western parts of the Commonwealth was poorly planned and executed. The frequent at-grade intersections and the notorious Concord rotary cause the bypass to fail to meet the demand of traffic. Crosby's Corner was another bottleneck that has been resolved at significant cost (Hoorah!). Not surprisingly, as mentioned in the Draft Report, drivers seek ways around the bolus that exists along Route 2 in Concord around morning and evening drive times.

The issues of Rt 2 are not unique to Concord, but they have a particularly powerful effect on Concord. Action #1 of Goal #1 should be more specific about this. The State road crossings (62 & 126) are major bottlenecks. Solving this will require political action and funding at the state level.

\*It would be good to know how many vehicles/day. That might give people a sense of the magnitude of the problem. Hopefully there will be footnotes to Appendices.

The New York Times published, "[Cars Are Ruining Our Cities](#)". While Concord does not qualify as a city, the amount of traffic does reduce the quality of life in the town in similar ways. We need to make the roads more friendly to all users. I realize that this is a challenge, which is made more difficult than in many towns, thanks to the presence of three rivers, a major highway, and a rail line. Nonetheless, there are ways to make roads more pedestrian and bicycle friendly, as you have acknowledged, using the principles of Complete Streets.

Not so long ago, people spoke of the impossibility of making Boston a bicycle friendly city because of the narrow streets and perceived safety issues. But now those streets are teeming with bicycles and many young people do not even own cars. The reasons behind the change are in part that it is faster to get to a destination by bicycle and there are no problems with parking. Already, there are some similar incentives to travel by bicycle in Concord. For example, two days ago, I had a 9 a.m. meeting in the center of Concord. I chose to ride my bicycle from West Concord because I could predict how long it would take as I would not be held up by traffic. I also guessed, correctly, that it would be faster than driving because I could pass long lines of vehicles waiting for traffic lights to change.

Most of Concord is very flat, which makes for very easy bicycling. As more people ride bicycles, it becomes safer as drivers are more aware of the presence of cyclists and are also more likely to be cyclists themselves. Even now, studies have shown that the health advantages of cycling outweigh the risks. With safer roads that are designed with bicycle traffic in mind, many more people would ride and traffic congestion would decrease.

#### **Section 4.6 - Open Space / Natural Resources**

Goal 1: Maintain and Increase the Amount of Protected Open Space and Natural Lands **needed to increase resilience and protect important ecosystems and natural systems.** and **Enhance regulatory tools and standards to** Protect Rivers, **waterways,** Ponds, and **other bodies of water**

Goal 2: Ensure that all Concord residents understand the value of open space, natural resources, and recreational amenities and **the free services nature-based systems provide.**

Goal 3: Enhance the **sustainable and resilient** connections and access (physical and programmatic) between paths, trails, and open space/natural resources with the built environment, businesses, institutions and organizations, and activities.

Goal 4: Protect and promote **sustainable and resilient** local agricultural activities, land, and traditions. Goal 5: Provide ongoing [management] **protection, maintenance, and restoration** of ecosystems and open space and programming of open spaces, public spaces and trails.

Goal 6: Adopt a long-term and systems-based strategy for protecting open space and sustainability **and resilience** in the Town.

#### Sections 4.6 – Open Space / Natural Resources

1. Goal 1 - Maintain and increase?? We have discussed before. Are we still onboard? Do we want to be more specific about where or how we increase open space? i.e. link TDR in village centers with protection/payments to fund outlying area protection?
2. Goal 2: Is this recommendation for public education? Is this the place to articulate goals for tree preservation and replacement, greening neighborhoods, etc.?
3. If Goal 3 advocates for paths (and sidewalks) should the CLRP include recommendations for funding construction and maintenance?
4. Goal 4: How should the CLRP address environmental issues related to agriculture?
5. Are Goal 3 and Goal 5 distinct enough or could they be combined?
6. Given the Town Meeting vote, how should the CLRP strengthen resilience goals in this section? What's the relationship to overall Town energy goals?

#### Municipal Vulnerability Preparedness (MVP) Planning Grants

<https://www.mass.gov/municipal-vulnerability-preparedness-mvp-program>

##### Program Information

<https://www.mass.gov/service-details/mvp-program-information>

##### Planning Grant Eligibility Criteria

<https://www.mass.gov/service-details/mvp-planning-grant-eligibility-criteria>

##### Ensuring Success Webinars: MVP's Program Tool Box: Community Resilience Building (CRB) Framework

<https://www.mass.gov/service-details/ensuring-success-webinars-municipal-vulnerability-preparedness-mvp-programs-tool>

Webinar 1: Working with MVP Service Providers

Webinar 2: Advancing Social Equity in Climate Adaptation Planning

Webinar 3: Alternatives for engaging your community

Webinar 4: The importance of listening

Webinar 5: Bylaw review

Webinar 6: Nature Based Solutions

[https://register.gotowebinar.com/recording/recordingView?webinarKey=699434789530854604\\_9&registrantEmail=Lpazaris%40gmail.com](https://register.gotowebinar.com/recording/recordingView?webinarKey=699434789530854604_9&registrantEmail=Lpazaris%40gmail.com)

Webinar 7: Characterizing coastal flood hazards and increasing resilience

Section 4.6, Open Space/Natural Resources, appears to be incomplete and ends

abruptly on page 27 with two action areas listed in a section titled “Three core action areas will be used to advance this goal...” The online (and printed) draft combined all the goals for the section, while the hearing presentation separated goals for natural resources and goals for open space & recreation, and contained goals not in the draft plan.

OARS is pleased to see that Concordians want to be active stewards of open space. We applaud the strong support for open space, sustainability, agriculture, and public parks in the CLRP. We are pleased to see plans to develop better connectivity between green spaces in Concord, and more connections between green spaces and developed areas. We agree that increased public education efforts will help Concord residents to appreciate the full value of open space and to utilize these assets more effectively. We are especially pleased to see the annual OARS river cleanup among the service events that the Town will support to encourage better stakeholder awareness of the environment.

In Section 4.6, Introduction, paragraph 3 (p. 13), we suggest adding an additional threatening trend: (6) increased impervious cover and loss of stormwater recharge that diminishes base flow and increases pollution of streams and rivers.

Section 4.6 Goal #1 should state that Concord will work in partnership with neighboring towns with which it shares watersheds and protected landscapes to achieve this goal. These natural resources are not bounded by town borders, and this is a fundamental fact that should be clearly stated. There are also many regional non-profit, state and federal groups that are involved with management and stewardship of Concord's natural areas, and the town's collaboration with these entities is also key.

Goal 1 Action 4: In light of increased flooding anticipated due to climate change, the no-build area should be extended back to the 100-foot delineation.

Goal 1 Action 6: Plans to restore Warner's pond should go beyond dredging for a swimming beach. Plans to remove invasive plants and creating fish passage around the dam are important pieces to restoring the ecological health and connectivity of the whole ecosystem from Nashoba Brook to the Assabet River.

Goal 1 Action 8: We fully support considering extending protections to the 500-year flood plain to accommodate predictions for climate change in the next 30 years. This is an approach being considered in other communities since the FEMA floodplain mapping cannot use climate models in their calculations but can only be retrospective and use historical data.

In Section 4.6 Goal #2, OARS would like the Plan to point out that education needs to include how open space relates to water supply.

In Section 4.6 Goal #3, OARS would like to include river access points in the action item to connect hiking/biking/pedestrian paths.

The goals included in the hearing notes, but not in the CLRP draft, included a more detailed goal of protecting rivers and wetlands. OARS would like to see a section on protecting rivers and wetlands in the final plan.

## Section 4.7 - Public Facilities and Infrastructure (including schools)

Goal 1: [Continue to maintain and improve – to the extent Town and school budgets allow] – Find funding methods to continuously increase the sustainability and resilience of the Town's existing public buildings, facilities and general infrastructure and service delivery.

– Action: threat assessment and security plan around physical infrastructure

Goal 2: Evaluate cost-effectiveness of new Town buildings and/or infrastructure (e.g. new middle school or integrated Town services building) using integrated planning principles with a view to achieving multiple objectives with any specific investment.

Goal 3: Take full consideration of “complete streets” principles and integrated planning into future design of roadway, bikeway and sidewalk infrastructure with provisions for maintaining the rural character of select roads.

Goal 4: Strengthen near-term and long-range Town sustainability and resilience goals consistent with long-term climate change planning goals.

– Action: Make sustainability and resilience a priority on par with reliability and affordability in Light Plant operations, planning and practices.

– Action: Review municipal fleet procurement and maintenance plans with respect to Green Communities program recommendations and coordination with Schools.

– Others??

Goal 5: Make landscape resilience a central planning priority for Town operations, planning and practices to minimize social disruption and economic and environmental damage.

– Action: consider water system capacity (both fresh water systems and waste treatment) from perspective of preparation for future extremes (not historical) – both floods and droughts

– Action: consider land-use issues and irrigation systems from the perspective of resilience to future shocks on the water system

Goal 6: Coordinate, anticipate and strengthen social service infrastructure and annual needs

Goal 7: Establish cyber-security planning and harden IT infrastructure

– Action: threat assessment

– Action: develop security plan

– Action: comprehensive backup and recovery planning

In Section 4.7 Introduction, OARS supports an additional benefit bullet: Improved water quality, ecosystem health, recreation opportunities and property values. Goal #4, OARS would like more Net Blue principles applied to water supply and wastewater management to improve water use efficiency. We would like to see more aggressive measures taken to regulate and reduce Concord's exceptionally high seasonal outdoor non-essential water use, comprising mainly lawn irrigation. This could include increased water and sewer rates (with provisions for low/fixed income users) and enforcement. OARS believes that planning to meet Concord's wastewater treatment needs by planning for future increases in discharge capacity at the Bedford Street plant is shortsighted and not in the best interest of Concord. The Town should be developing local treatment and ground discharge options for any new high-density development in West Concord and avoid sewer system expansion wherever possible to “keep water local.”

## Section 4.8 - Fiscal Planning

### Section 4.8 – Plan Elements: Fiscal Planning

The Town of Concord strives to meet residents' needs for programs, services, and infrastructure while remaining fiscally responsible. The 2005 CLRP presented three main goals to help guide the Finance Department's planning:

- Ensure that the distribution of the tax burden allows Concord residents to remain in Concord.

- Provide high quality infrastructure through sustained, regular investment at the lowest reasonable cost.
- Maintain stable operating budgets that consistently improve Town services and School programs, and that treat all Town and School employees fairly, and equitably distribute financial resources among Concord citizens.

The main focus of the Town's Finance Committee for overall financial health and sustainability is to reinforce Concord's economic soundness, financial strength, and flexibility through maintaining excess levy limit capacity to avoid overrides, maintaining a free cash balance, continually investing in capital needs, and avoiding burdening taxpayers beyond normal expectations. Given the ubiquitous concern of rising property taxes and the consequent demands on social services, the current long-range plan sets out the following five goals:

Goal 1: Establish a process for long-term (12-15 year) fiscal planning including a long-term capital spending plan, a department-by-department illustration of anticipated level of service provision corresponding to three fiscal scenarios.

Goal 2: Establish a process for setting a "fiscal guardrail" (i.e. identify the highest amount of spending - without commensurate revenue generation - that protects the Town's ability to maintain the balance between livability and values described in the Community Criteria).

Goal 3: Evaluate new spending opportunities using integrated planning principles with a view to achieving multiple objectives with any specific investment. This includes actively seeking short-term capital investment ideas that will result in long-term cost-savings or revenue generation (e.g. public transit, centralization of Town offices, etc.)

Goal 4: Further strengthen Town-School fiscal coordination

OARS would like to point out that preserving the water supply is a fiscally responsible goal. The Town should make excessive water use practices cost much more, and should give appropriate fiscal advantages (lower taxes or fees) for individuals who make cost effective water management choices, like reducing water-dependent landscaping, or using greywater for flushing toilets or irrigation.

## Section 5

OARS would like to see "5. *Does this proposal increase water quality/availability?*" added to the checklist for Environmental Sustainability. The best plan is only as good as its implementation. We suggest that a timeline be added to this section that includes the formation of the task forces/committees, consideration of zoning and bylaw changes, and the other tasks laid out in the plan.

END