



Appendix B: Community Participation

B-3 Town Department, Commission, Board, and Committee Comments

To: CLRPC
From: Affordable Housing Funding Committee
Re: Draft Comprehensive Plan

May 1, 2018

1. 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 which in turn drives all other goals of the CLRPC. Affordable housing is the bedrock upon which Concord must build to reach its goals.
2. The distribution of affordable housing in Concord should be discussed.
3. 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.

4. 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.
5. 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.

Please don't hesitate to contact me with any questions.

Best regards,

Todd

Todd Benjamin
Chair
Affordable Housing Funding Committee



CONCORD BOARD OF HEALTH

141 Keyes Road
Concord, MA 01742
Phone: (978) 318-3275
Fax: (978) 318-3281



Public Health
Prevent. Promote. Protect.

To: Gary Kleiman
Elise Woodward
Comprehensive Long Range Plan Committee

From: Susan Rask, Public Health Director on behalf of the Concord Board of Health

Re: Board of Health Input on Comprehensive Long Range Plan SWOT Analysis

CC: Elizabeth Hughes, Town Planner

Date: September 25, 2017

At its September 25, 2017 meeting, the Board of Health discussed the Comprehensive Long Range Planning SWOT analysis and request from the Comprehensive Long Range Plan Committee for input towards the plan. The Board of Health provides the following information.

SWOT Analysis—What's Missing?

The Board feels the SWOT analysis is very thorough and incorporates many Healthy Community principles. It should be shared widely with town residents to assist them in better understanding the planning process.

Board of Health--Core Values

- Health, well-being and safety of all residents
- Employ a broad definition of health which includes physical, mental, emotional and spiritual health, and is 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 that 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

A Brief Report on the Present Work and Future Concerns of the Concord Cemetery
Committee, Submitted by Paul Cooke, Chair

September 29, 2017

To Gary Kleiman and Elise Woodward, Co-Chairs, CLRPC
At EnvisionConcord@concordma.gov

Principal vision for the Cemetery Committee

Concord's three cemeteries constitute a physical testimony of the history of the first English-speaking settlement above tidewater in New England, a place where a significant portion of America's great cultural, religious, political and literary heritage may be touched upon and remembered. Sleepy Hollow Cemetery, furthermore, was designed not only as a place to remember the past, but to be a setting for the refreshment and inspiration of the living. The Committee's task is to help protect and preserve all three of these sites which have been provided for the town—an inheritance of national importance—by those who came before us.

Recent major accomplishments

1) Major roadway, stone wall and drainage improvement project. This year—and for the past two years—the Concord Cemetery Committee has undertaken, with the invaluable work of the town's Public Works Department, a major roadway, stone wall and drainage improvement project for Sleepy Hollow Cemetery. This fall Phase One of the project, concentrating on the east side of the cemetery, will be entirely completed. Earlier this year (2017), funds were secured for Phase Two of this project which will concentrate on the west side of the cemetery. Engineering survey work for Phase Two was completed this summer and design work will be completed during the winter at which time advertisement for bids will go out. The execution of the improvements called for by Phase Two is anticipated to begin next spring, with completion looked for by the fall. This much-needed two-phase project will protect and preserve the cemetery for years to come as it continues to serve as a principal tourist destination and a favorite place of refreshment for many citizens of Concord. The Committee is proud to have been involved in this significant accomplishment.

2) Master Plan Update. The Committee, aware of the need to prioritize pressing issues before us, has undertaken this year to do a major review and update of the Cemetery's Master Plan. The existing plan had not been used for some time. A subcommittee constituted of Ms. Whitney Kocher and Ms. Andrea Solomon was commissioned to review the old Master Plan and present their findings to the full Committee, which has in turn begun a step-by step review of the subcommittee's findings in order to determine the top items in need of attention. They suggested, and the full committee agreed, that the Master Plan be reviewed yearly.

Pressing Issues

1) Additional Burial Space for Cremations. Mr. Daniel Rowley, Cemetery Superintendent, and Cemetery Supervisor Ms. Patricia Hopkins have also brought to the Committee's attention the growing need for more spaces for cremation burial. Close to 65% of all the funerals in Sleepy Hollow Cemetery are now interments of cremated remains. While we presently have sufficient accommodations for these interments, we will need to explore the feasibility of, and invest in, land to be used for this function in the future. The town presently has property in and near Sleepy Hollow that may be employed for this purpose, but plans will need to be made to involve these options. Discussions have also involved considerations of a columbarium and a scattering garden for ashes.

2.) Stone Wall Renovation. As the Committee addressed the need for the major roadway, stone wall and drainage improvement project, we became aware, thanks to the attentions of Mr. Rowley, that in future years we will need to secure funding for extensive stone wall work in Sleepy Hollow and Old Hill Cemetery.

3.) Restoration of the Melvin Memorial. The historic monument located in the heart of Sleepy Hollow Cemetery and featuring the beautiful sculpture of Mourning Victory by Daniel Chester French, is overdue for significant preservation work. An Invitation for Bid document has been professionally created through the efforts of Mr. Rowley and advertisements for bids will go out this fall. Our hope is that a conservator will be selected in the Spring of 2018 and that the preservation project will be completed by the fall of next year.

4.) Ongoing restoration and preservation of gravestones in all three cemeteries, along with monitoring headstone standards. This past spring, Ms. Hopkins created a photographic record of 160 headstones in the cemeteries that are in need of repair and also created a priority list of 33 stones in greatest need of work. The current plan is to devote \$10,000 a year to the project of repairing headstones. The method of installing new monuments in the cemetery has also been reviewed to ensure use of a method that would allow stones to be moved later if needed.

5.) Considerations for providing additional mausoleums in Sleepy Hollow. There is presently only one mausoleum in the cemetery and there are little or no records detailing plans for additional mausoleums. However, a request two years ago to purchase a site adjacent the first mausoleum for a similar kind of burial arrangement has prompted a good deal of discussion among Committee members and prompted the Committee to revisit and begin to revise our Cemetery Master Plan—in part that we might evaluate this interesting request in the context of overall cemetery development.

Special Strengths

The Concord Cemetery Committee has been blessed to have the private organization, The Friends of Sleepy Hollow, a group of local citizens concerned to preserve and protect the

Cemetery, often come alongside us to share ideas, provide funds and lend encouragement to the work of preserving this important part of Concord's history. The Committee hopes that the ties between the Friends and the Cemetery Committee will continue to be strong—it's not every Committee in our town that has this additional element of support. Their extra eyes and ears and concerns provide the Committee with much appreciated assistance.

Opportunities

Concord's cemeteries are recognized by a great many citizens as a precious heritage that should be cared for lovingly and consistently. When appealing to Town Meeting for the needs of the cemetery this recognition, and the goodwill that accompanies it, makes the Committee's work exceedingly pleasant and agreeable. That connection to the town should be treated with respect and gratitude. Realizing how easy it is to get a majority of the town to appreciate the needs of the cemetery should make those who serve on the Committee want to be especially respectful of that good will. It presents a great opportunity, for whenever there is a need, the town seems most willing to help meet it.



The CHDC discussed the issues and opportunities related to affordable housing as Board input to Concord's long-term plan, at its monthly board meeting on October 10, 2017.

The CHDC noted the following models that can be used to create affordable and restricted housing. Additional innovative methods should be explored.

1. Convert existing market rate homes to affordable homes.
This model has the benefits of preserving existing housing stock, generally the smaller homes, though the high per unit subsidy (\$300 - \$450) prohibits much production
2. Increase the required affordable component for private development.
Units created and funded by private developers. Potential for public subsidy to create deeper affordability or more units – by negotiation.
3. Sponsor development on public land.
This is the 'Junction Village' model. Perhaps there are Town-owned, or Concord Housing Authority parcels that could be explored.
4. Other zoning ideas, including more infill development
This is a scattered site method, though creates denser neighborhoods, which is often opposed.

More education is needed to build support. There continues to be public opposition, either directly or through coded language. Perhaps more should be done to put a face on affordable housing, to dispel some of the mis-conceptions.

The affordable housing terminology is difficult – affordable housing as a term is misunderstood. Other possibilities are flexible housing, sustainable housing, restricted housing, workforce housing.

One challenge is the predominance of restricting available land that is suitable for housing to open space. This reduces the amount of land in Concord for housing, and drives up the cost.

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

The overall objective is to translate the traditional Concord spirit into 21st century living.

The CHDC has a strong role in housing diversity in Concord. It has broad powers and duties to investigate and implement alternatives for the provision of affordable 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 an advocate for potential models or solutions for affordable housing.

The CHDC is setup to be nimble, proactive and action-oriented. Though it lacks a sufficient and consistent funding stream to achieve its objectives. Currently CPA is the most consistent source, though the current Junction Village project has used most of the available funds.

To: CLRPC
From: Council On Aging
Re: Draft Comprehensive Plan

April 23, 2018

1. Transportation- The Board is appreciative of the draft's inclusion of the need for efficient transportation services to Boston medical centers but strongly recommends the inclusion of the need for expanded local door to door transportation services to meet the needs of the projected significant 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.

2. Housing - The Board 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 . There is major concern, however that 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 that make it possible to remain in their homes while also providing entry level housing to others.

3. Related services- In response to the LRPC's questions regarding what other town services are reasonable and needed to assist seniors who wish to remain at home, the COA has several recommendations. 1. Increase the current COA Outreach Worker hours to meet increasing demands. ((The outreach worker evaluates senior's 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. Outreach hours to not fully meet the needs of the current senior population and will fall behind further as population increases) 2. 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 state in implementing age friendly and dementia friendly initiatives. A larger COA Space will also be needed as the population of seniors increases.

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

We thank you for your efforts to date and would be happy to answer questions or help in any way with the implementation of these recommendations

Sharyn Lenhart M.D.
COA Chair



TOWN OF CONCORD

COMMITTEE ON DISABILITY

P.O. BOX 535 "22 MONUMENT SQUARE" CONCORD, MA " 01742

Email address: disabilitycom@concordma.gov

September 28, 2017

Envision Concord (via email)

Dear Committee Members,

The Commission has discussed your request for input from our group at our last two committee meetings, and we are happy to provide our perspective.

1. What are the pressing issues for your board/commission?
We want to be a resource to the Town and its citizens by assisting with access issues as well as sensitivity and disability rights concerns. Our hope is that people with disabilities will be seen as equal and necessary members of the community.
2. Where are the tensions in your work? Conflicts?
Our main concern is connection with and communication with Town management. We have a Select Board representative who comes to most meetings and is a very good spokesperson for us with the Select Board. Unfortunately we do not have such a good connection with Town management. We meet monthly at 5:00 pm, but the Town's ADA Coordinator only attends about one meeting per year. We feel this is a crucial position to have regular attendance and a deep understanding of the concerns of people with disabilities in the Town of Concord. This does not seem to be a priority, and that perpetuates the sense that people with disabilities are less important than others.
3. Is there a particular project, program or goal that your board is proud to have accomplished in the past year or so?
We urged changes which improved access at local venues such as Bank of America, Heywood Meadows, Beede Center Pools, and Gaining Ground. We reviewed plans and offered 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. We have worked with the Trails Committee to improve access to trails and identify additional trails which could be made assessed or accessible, either in whole or in part. We also presented a Warrant at Town Meeting to change our status from a committee to a commission, and that was passed resoundingly. This allows the Commission to be able to apply for grants through the Massachusetts Office on Disabilities and other sources.

Thank you for the opportunity to provide input to Envision Concord.

Sincerely,

Jean A. Goldsberry, Chairperson

To: Gary Kleiman and Elise Woodward, Co-Chairs, CLRPC
and Members of the CLRPC
From : The Concord Housing Authority Board of Commissioners (CHA)
Date: September 28, 2017
Re: Requested Board Response to SWOT Analysis and CLRPC Letter of August 7, 2017

The Concord Housing Authority (CHA) would like to first thank the entire *EnvisionConcord* CLRPC for the thoughtful and excellent work to date presented in the materials sent to us with your request for board and committee response. We also applaud the committee for its ongoing creative and broad-based outreach to reach a diverse sector of citizens' responses to your work.

The following is provided in outline form to respond to the committee's input requested:

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, rather than a term selectively used for only certain principle categories in the SWOT analysis.
- As an effective property manager of a significant number of local affordable low-income housing units, CHA witnesses the anguishing decisions some of our 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 do so with an ever-increasing price tag for housing. Financial implications of the final CLRPC plan recommendations are likely to exasperate this reality without a balanced approach to "town character".
- The population already in, or who would benefit from affordable housing often are highly under-represented in outside groups' attempts to solicit feedback. This provides an additional burden on the CLRPC is its endeavor to reflect citizen need 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.

We hope this information is helpful and will assist the CLRPC with the important task before it. Keep up the great work!



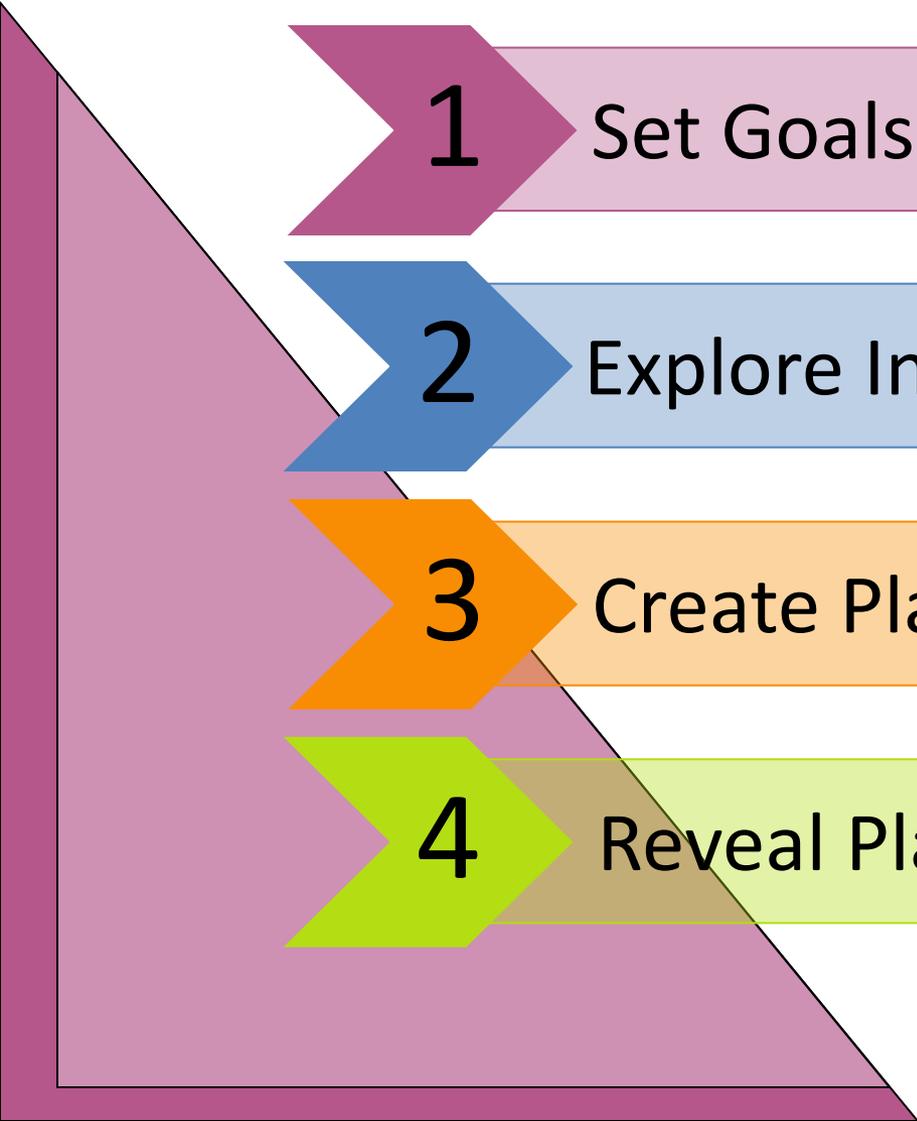
CONCORD MUNICIPAL
LIGHT PLANT

ELECTRIC | BROADBAND | ENERGY MANAGEMENT

Strategic Plan 2018 - 2025

Presented
on August 16, 2017

Agenda



1 Set Goals

2 Explore Initiatives

3 Create Plan

4 Reveal Plan



We will **partner** with our customers, civic institutions, and employees to **foster** a vital **community**, in the near and in the long term, in which to live, raise a family, work, and operate a business.

THE POWER OF A ***VISION STATEMENT***

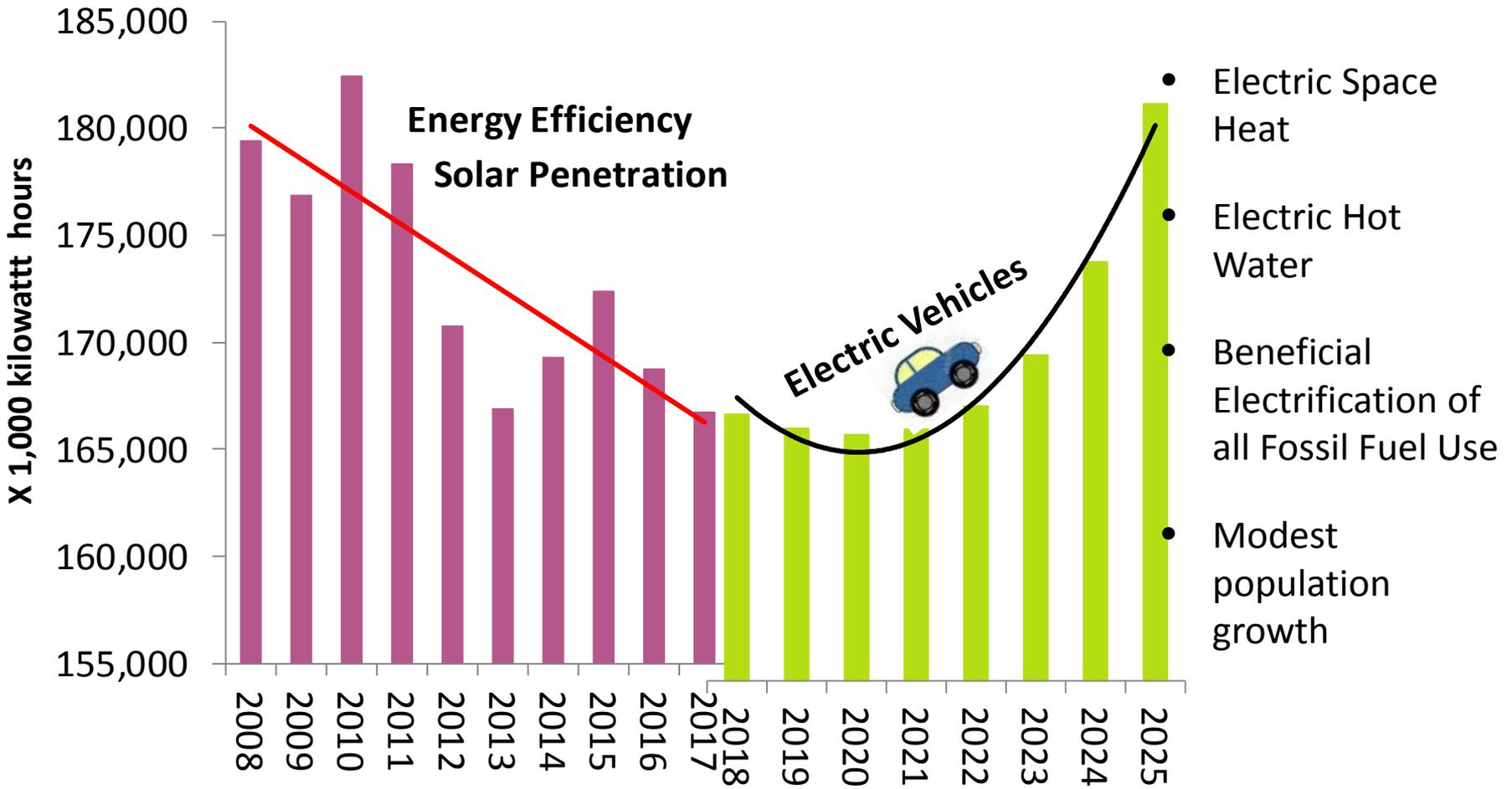
Step 1:

SET GOALS

CMLP's Goals

	Goal	Target Value
1.	Maintain System Reliability	No change in customer rating (95.2%)
2.	Maintain or Increase Customer Satisfaction/Perception of Value	≥ 85.8%
3.	Provide Energy Related Services to As Many Customers as Possible	25% Res. Participation 50% Comm. Participation
4.	Increase Revenue	0% to 5%
5.	Increase Net Operating Income	0% to 5%
6.	Reduce GHG Emissions	100% of 35% goal for 2025

Adjusted Load

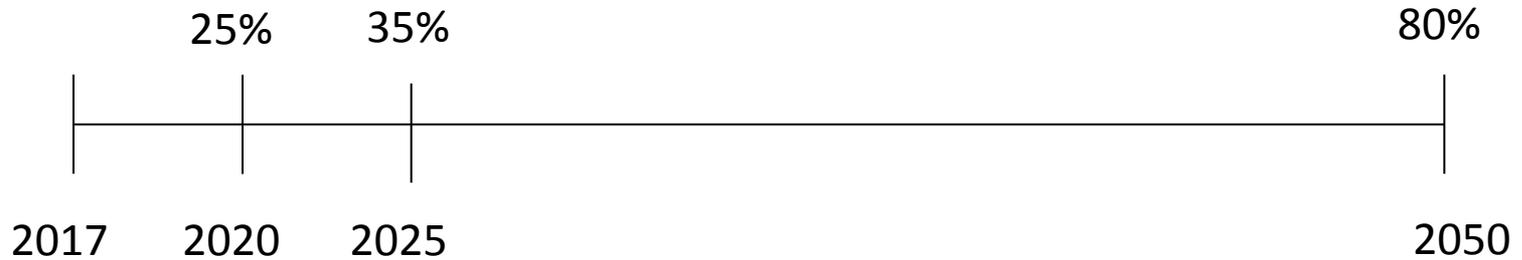


CMLP's Goals

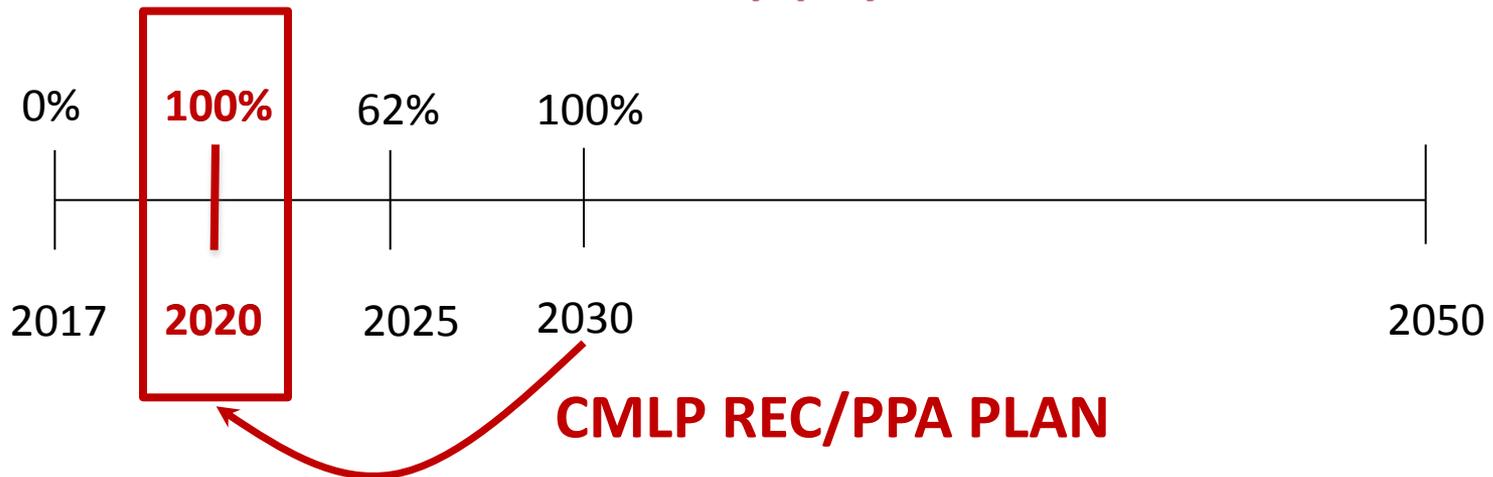
	Goal	Target Value
1.	Maintain System Reliability	No change in customer rating (95.2%)
2.	Maintain or Increase Customer Satisfaction/Perception of Value	≥ 85.8%
3.	Provide Energy Related Services to As Many Customers as Possible	25% Res. Participation 50% Comm. Participation
4.	Increase Revenue	0% to 5%
5.	Increase Net Operating Income	0% to 5%
6.	Reduce GHG Emissions	100% of 35% Town-wide goal for 2025

EFTF GHG Emissions Goals

GHG Emissions Goal



Carbon Free Power Supply



GHG Reduction Target

Source	2008 GHG emissions (tons)	2025 Town Reduction Goal (tons) (35%)	2025 CMLP Contribution (%)	2025 CMLP Contribution (tons)
electric	83,850	29,348	100%	83,850
gas	51,643	18,075	← 7.5%	1,356
fuel oil	47,056	16,470	← 7.5%	1,235
gasoline	68,302	23,906	← 5.0%	1,195
total	250,851	87,798		87,636

} 3,786

CMLP Contribution as % of 2025 Town Reduction Goal 99.82%

Step 2:

EXPLORE INITIATIVES

Narrowing the List

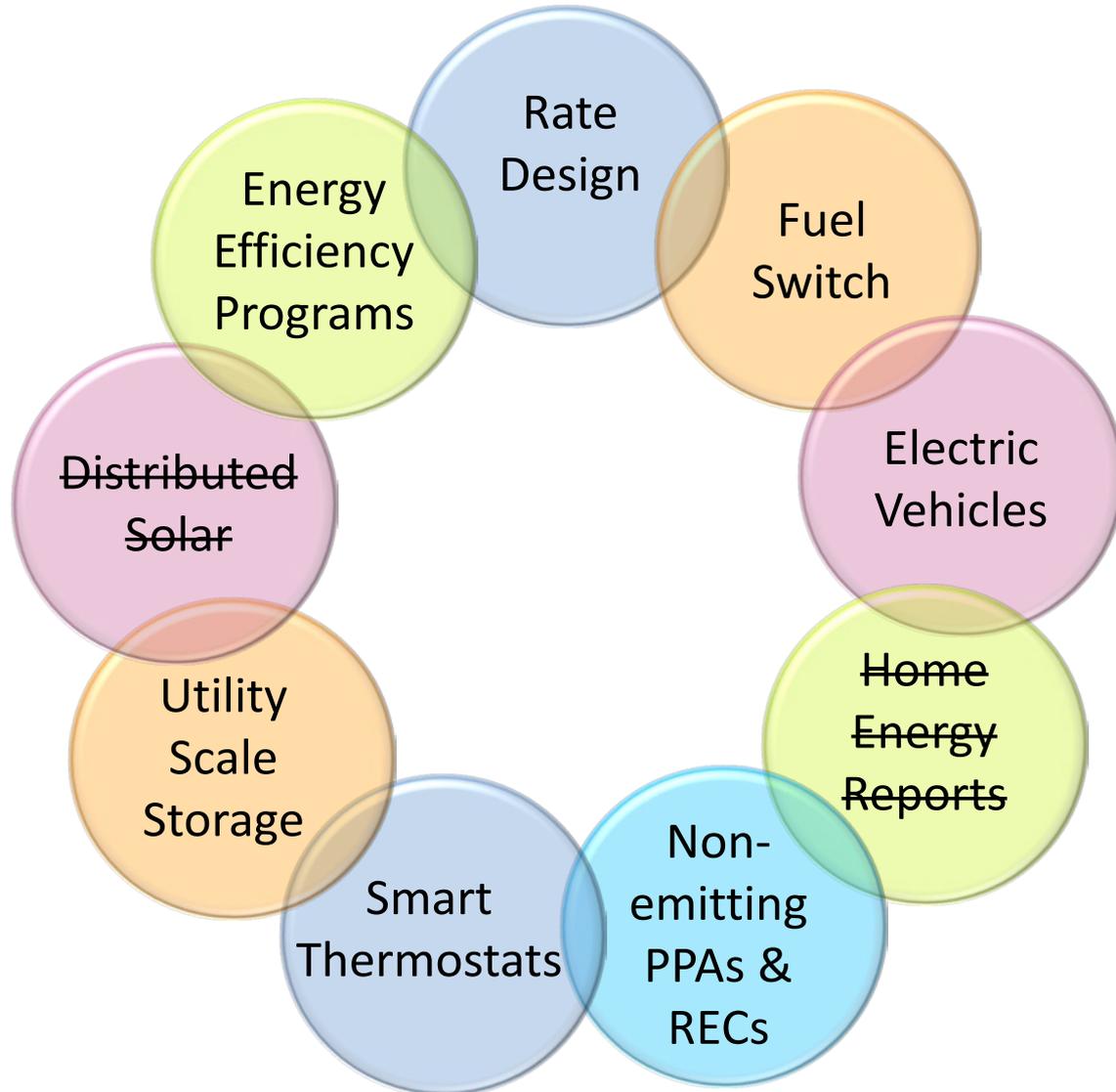
Impact on Goals

-  Revenue
-  Net Income
-  GHGs
-  or  Customer Satisfaction
-  Reliability
- Engage Many Customers

Feasibility

- Level of effort
- Capital Intensity
- Uptake Potential
- Timing
- Risk
- Leveraging Other Programs

Strategic Initiatives



Strategic Initiatives – Impact on Goals

- Time of Use Rate
- Higher Fixed Charges
- Fuel Switch
- Electric Vehicles
- Utility Scale Storage
- PPAs & RECs for Non-emitting Power
- Smart Thermostats
- Energy Efficiency Programs

REV	NET INC	GHG

REV	NET INC	GHG

REV	NET INC	GHG

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REV	NET INC	GHG

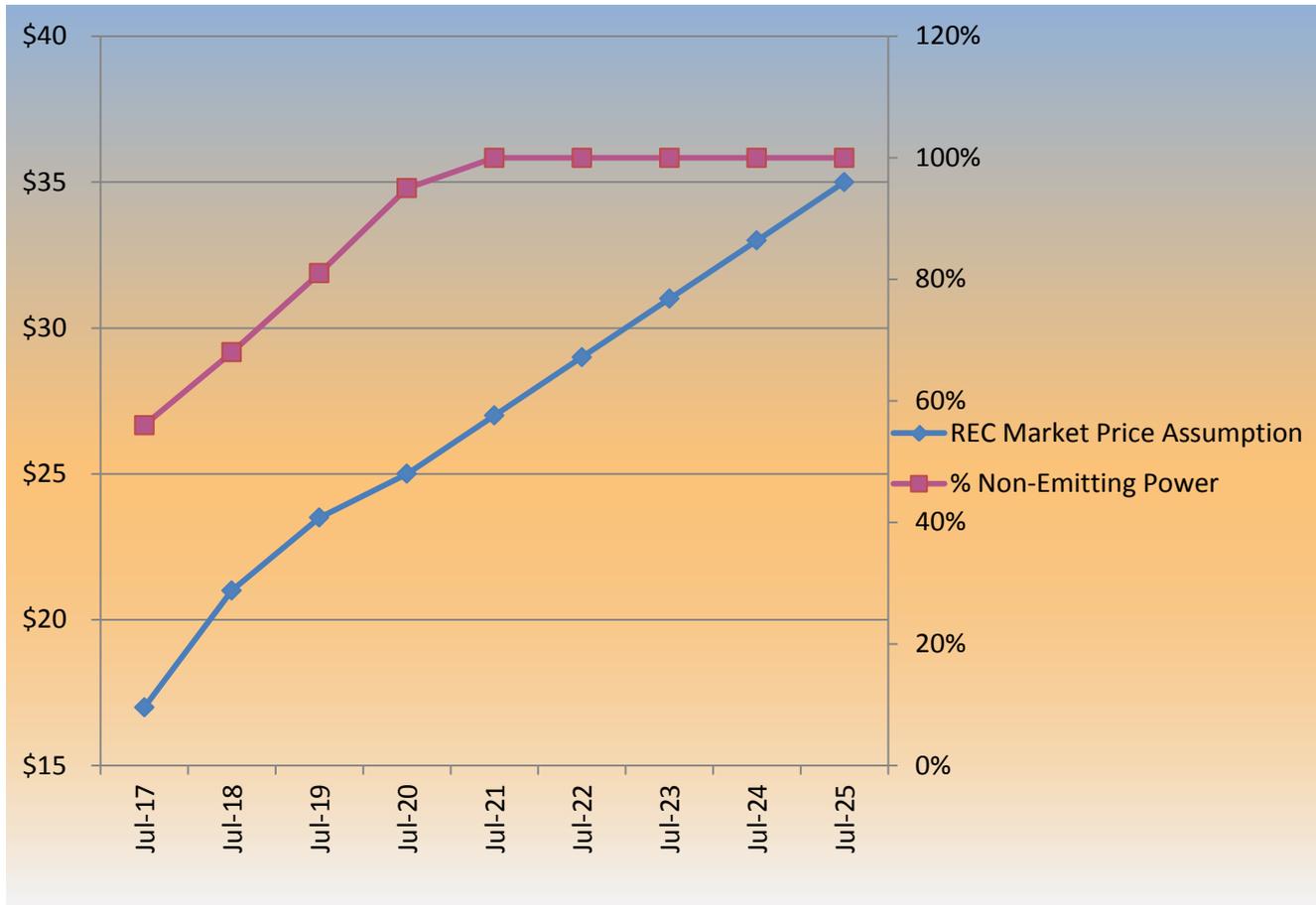
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PPAs and RECs for Non-Emitting Power

Description	Purchase RECs and Non-Emitting Power						
Purpose	Provide customers with a non-emitting power supply						
Input Assumptions	<p>By 2021, increase REC purchases to offset all GHG-emitting power sold</p> <p>By 2025, increase non-emitting power purchased through PPAs (RECs retired) to 25% of portfolio</p>						
Impacts on Goals	<table border="1" data-bbox="562 1001 1014 1098"> <thead> <tr> <th data-bbox="562 1001 712 1046">REV</th> <th data-bbox="716 1001 863 1046">NET INC</th> <th data-bbox="867 1001 1014 1046">GHG</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 1049 712 1098">■</td> <td data-bbox="716 1049 863 1098">■</td> <td data-bbox="867 1049 1014 1098">■</td> </tr> </tbody> </table>	REV	NET INC	GHG	■	■	■
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Outstanding Issues	Uncertainty in future REC and power prices						

PPAs and RECs for Non-Emitting Power



Rate Design – Residential

Time of Use Rates

Description	Two –Period Time of Use Rate with Opt-Out Option						
Purpose	Send a price signal to customers to shift their consumption to off-peak periods						
Input Assumptions	On-Peak to Off-Peak Rate Ratio is 2.5:1 On-Peak is 2pm to 7pm on Weekdays						
Impacts on Goals	<table border="1" data-bbox="643 828 1095 925"> <thead> <tr> <th data-bbox="643 828 794 875">REV</th> <th data-bbox="794 828 944 875">NET INC</th> <th data-bbox="944 828 1095 875">GHG</th> </tr> </thead> <tbody> <tr> <td data-bbox="643 875 794 925">■</td> <td data-bbox="794 875 944 925">■</td> <td data-bbox="944 875 1095 925">■</td> </tr> </tbody> </table>	REV	NET INC	GHG	■	■	■
REV	NET INC	GHG					
■	■	■					
Outstanding Issues	More in-depth rate design will need to be done						
Case Study	Reading Municipal Light Plant						

Rate Design – Higher Fixed Charges

Description	Moves More of the Cost of Grid Connection into Higher Monthly Fixed Charge						
Purpose	Sends clearer price signal to customers and grid services providers about value of the connection they are using						
Input Assumptions	Residential and G1 Charges Rise to \$30/Mo. by 2021 G2 & G3 Charges Rise to \$100/\$600 by 2021						
Impacts on Goals	<table border="1" data-bbox="625 829 1079 928"> <thead> <tr> <th data-bbox="625 829 778 876">REV</th> <th data-bbox="782 829 929 876">NET INC</th> <th data-bbox="933 829 1079 876">GHG</th> </tr> </thead> <tbody> <tr> <td data-bbox="625 879 778 928"></td> <td data-bbox="782 879 929 928"></td> <td data-bbox="933 879 1079 928"></td> </tr> </tbody> </table>	REV	NET INC	GHG			
REV	NET INC	GHG					
Outstanding Issues	More in-depth rate design will need to be done -- impact on GHG emissions -- impact on low use/low income customers						
Case Study	Minster Electric, Minster Ohio						

Fuel Switch

Description	Rebates, Promotion and Technical Assistance to Foster Adoption of Air Source Heat Pumps (ASHPs) and Heat Pump Water Heaters by Residential and G1 Customers						
Purpose	Beneficial Electrification						
Input Assumptions	770 new ASHPs installed by 2025 2,362 kWh used annually per ASHP \$1,500 customer acquisition cost per ASHP						
Impacts on Goals	<table border="1" data-bbox="579 891 1031 988"> <thead> <tr> <th data-bbox="579 891 730 936">REV</th> <th data-bbox="730 891 880 936">NET INC</th> <th data-bbox="880 891 1031 936">GHG</th> </tr> </thead> <tbody> <tr> <td data-bbox="579 936 730 988">  </td> <td data-bbox="730 936 880 988">  </td> <td data-bbox="880 936 1031 988">  </td> </tr> </tbody> </table>	REV	NET INC	GHG			
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Outstanding Issues	Program Details Timing						

Electric Vehicles

Description	Increases number of electric vehicles owned by residential customers, above and beyond BAU projection						
Purpose	Beneficial Electrification						
Input Assumptions	<p>40 CMLP-driven purchases per year = 320 additional EVs by 2025</p> <p>\$1,500 customer acquisition cost per EV</p> <p>4,500 kWh used annually per EV</p>						
Impacts on Goals	<table border="1" data-bbox="562 872 1014 972"> <thead> <tr> <th data-bbox="562 872 712 918">REV</th> <th data-bbox="716 872 867 918">NET INC</th> <th data-bbox="871 872 1014 918">GHG</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 921 712 972">█</td> <td data-bbox="716 921 867 972">█</td> <td data-bbox="871 921 1014 972">█</td> </tr> </tbody> </table>	REV	NET INC	GHG	█	█	█
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Outstanding Issues	Mechanisms needed to ensure that charging is done off-peak, including participation in TOU rates or controlled charging programs						
Case Study	Belmont Municipal Light Department						

Utility Scale Storage

Description	Installation of one utility-scale battery storage system						
Purpose	Shave Monthly Peak Demand Charges						
Input Assumptions	5 MW Discharges 15 MWh over 3 hours \$4.5 million cost in 2017; Costs decreasing 7% per year						
Impacts on Goals	<table border="1" data-bbox="595 819 1047 915"> <thead> <tr> <th data-bbox="595 819 745 865">REV</th> <th data-bbox="749 819 900 865">NET INC</th> <th data-bbox="904 819 1047 865">GHG</th> </tr> </thead> <tbody> <tr> <td data-bbox="595 868 745 915"></td> <td data-bbox="749 868 900 915"></td> <td data-bbox="904 868 1047 915"></td> </tr> </tbody> </table>	REV	NET INC	GHG			
REV	NET INC	GHG					
Outstanding Issues	System Engineering, Cost						
Case Studies	Minster Electric, Sterling Municipal Light Department						

Smart Thermostats

Description	Promotes residential customer adoption of smart thermostats that allow control by CMLP						
Purpose	Shave Monthly Peak Demand Charges						
Input Assumptions	\$85 up-front incentive Ongoing management costs 290 sign ups in year 1 and 90 more per year thereafter						
Impacts on Goals	<table border="1"> <thead> <tr> <th>REV</th> <th>NET INC</th> <th>GHG</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	REV	NET INC	GHG			
REV	NET INC	GHG					
Outstanding Issues	No widely adopted standards for communication/control technologies						
Case Studies	Austin Energy; Green Mountain Power						

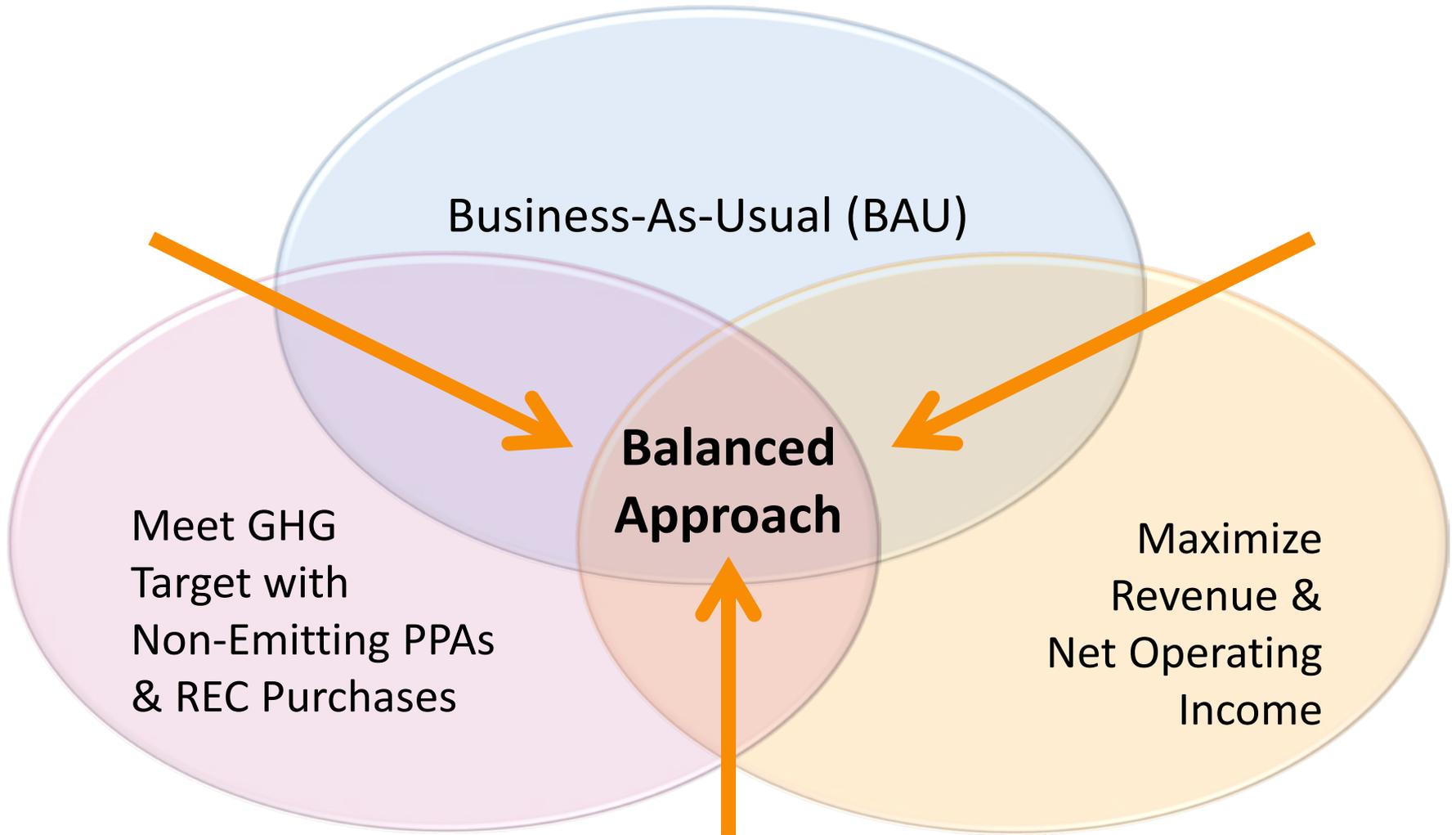
Energy Efficiency Programs

Description	Efficient products and upgrades in the residential, commercial, and low-income customer sectors; lighting, HVAC, refrigeration, compressed air, process heat, and motors end-uses; and new construction, retrofit, and replacement markets.						
Purpose	Help customers reduce their electricity bills						
Input Assumptions	Residential savings of 2.5% of sales by 2025 Commercial savings of 3.2% to 4.6% of sales by 2025						
Impacts on Goals	<table border="1" data-bbox="577 933 1029 1031"> <thead> <tr> <th data-bbox="577 933 728 979">REV</th> <th data-bbox="732 933 879 979">NET INC</th> <th data-bbox="882 933 1029 979">GHG</th> </tr> </thead> <tbody> <tr> <td data-bbox="577 982 728 1031">■</td> <td data-bbox="732 982 879 1031">■</td> <td data-bbox="882 982 1029 1031">■</td> </tr> </tbody> </table>	REV	NET INC	GHG	■	■	■
REV	NET INC	GHG					
■	■	■					
Outstanding Issues	Uncertainty regarding the nature and extent of effective energy efficiency programs over the next few years						

Step 3:

CREATE PLAN

Solution Scenarios



Scenario Planning Tool

- Questions answered
 - Can the goals be accomplished?
 - Are alternative solutions possible?
 - How to balance solution elements?
 - Does it document milestones and metrics?



CMLP Business Component: Electric Sales and Customers

Sales Assumptions		alternative year-by-year from ISO 2017 CELT											-0.3%	-0.5%	-0.3%	-0.5%	-1.0%	-1.2%	-0.9%	-0.1%	
Sales Growth Rate (CAGR)	-0.7%	ISO NE "CELT" repc Gross Sales less PV less passive DR											-0.7%	-0.7%	-0.7%	-0.7%	-0.7%	-0.7%	-0.7%	-0.7%	-0.1%
Residential Sales (% of total)	42%	see calculations below											42%	42%	42%	42%	42%	42%	42%	42%	4%
Small GS Sales (% of total)	8%	see calculations below											8%	8%	8%	8%	8%	8%	8%	8%	1%
Medium GS Sales (% of total)	19%	see calculations below											19%	19%	19%	19%	19%	19%	19%	19%	1%
Large GS Sales (% of total)	32%	see calculations below											32%	32%	32%	32%	32%	32%	32%	32%	3%
Residential customer growth rate	1.1%	EIA form 861 Customer Sales and Concord FY18 Proposed Budget											1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1%
C&I customer growth rate	0.6%	EIA form 861 Customer Sales and Concord FY18 Proposed Budget											0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0%
Municipal customer growth rate	0.0%												0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0%
BAU																					
Sales	source	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
Residential sales (MWh)	Concord FY18 Propos	70,455	68,905	72,471	71,314	70,735	73,875	71,349	72,156	71,737	70,699	70,080	70,171	70,572	71,449	73,057	75,788	80,245	87,300		
Small GS (MWh)									13,281	12,858	12,726	12,704	12,616	12,528	12,441	12,355	12,269	12,184	12,000		
Medium GS (MWh)									31,985	30,966	30,648	30,595	30,383	30,172	29,962	29,754	29,548	29,342	29,100		
Large GS (MWh)									54,927	53,177	52,631	52,541	52,176	51,814	51,454	51,097	50,742	50,389	50,000		
Commercial sales (MWh)	Concord FY18 Propos	98,000	97,000	98,000	96,000	89,000	82,000	86,095													
Municipal sales (MWh)	Concord FY18 Propos	11,000	11,000	12,000	11,000	11,000	11,000	11,837													
Total Sales (MWh)		179,455	176,905	182,471	178,314	170,735	166,875	169,281	172,348	168,738	166,703	165,920	165,345	165,086	165,307	166,263	168,346	172,160	178,600		
Peak Load		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
Residential (MW)									17.4	17.3	17.1	16.9	17.0	17.1	17.3	17.7	18.3	19.4	21.0		
Small GS (MW)									4.3	4.1	4.1	4.1	4.1	4.0	4.0	4.0	3.9	3.9	3%		
Medium GS (MW)									6.9	6.7	6.6	6.6	6.5	6.5	6.5	6.4	6.4	6.3	6%		
Large GS (MW)									11.9	11.6	11.4	11.4	11.3	11.3	11.2	11.1	11.0	11.0	10%		
Total (MW)		45	42	44	45	41	43	37	39.8	40	39	39	39	39	39	39	40	41			
% Change			-7%	7%	2%	-9%	4%	-12%	6%												
Average % Change									-1.3%												
Adjustment to add EV load																					
Total Sales (MWh) w/out EV load											166,015	164,862	163,717	162,580	161,451	160,330	159,217	158,111	157,000		
Additional Residential load from EV (BAU)											688	1,058	1,628	2,505	3,855	5,933	9,130	14,049	21,600		

Step 4:

REVEAL STRATEGIC PLAN

Strategic Initiatives in Balanced Plan

- Rate Design
- Fuel Switch
- Electric Vehicles
- PPAs and RECs for Non-Emitting Power
- Utility Scale Storage
- Smart Thermostats
- Energy Efficiency Programs



CMLP's Goals

Goal	Target Value	Projected Value
Maintain System Reliability	No change in customer rating (95.2%)	No change in customer rating (95.2%)
Maintain or Increase Customer Satisfaction	≥ 85.8%	≥ 85.8%
Provide Energy Related Services to Many Customers	25% Res. Participation 50% Comm. Participation	25% Res. Participation 50% Comm. Participation
Increase Revenue	0% to 5%	15%
Increase Net Operating Income	0% to 5%	2%
Reduce GHG Emissions	100% of 35% goal for 2025	98% of 35% goal for 2025

Planned GHG Reduction Projection

Source	2008 GHG emissions (tons)	2025 Town Reduction Goal (tons) (35%)	2025 CMLP Contribution (%)	2025 CMLP Contribution (tons)
electric	83,850	29,348	100%	83,850
gas	51,643	18,075	3.24%	1,119
fuel oil	47,056	16,470		-
gasoline	68,302	23,906	4.00%	956
total	250,851	87,798		85,925

CMLP Contribution as % of 2025 Town Reduction Goal	98%
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CMLP Contribution as % of 2025 Town Reduction Goal	100%
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original

Recommended Timing and Dependencies

	Initiative	Calendar Year Projection	Dependencies
1	Non-Emitting PPAs and RECs	2017 - 2025	none
2	NISC	2017 - 2018	none
3	Electric Vehicle Adoption	2018	none
4	Smart Meters (AMI)	2018 - 2019	2
5	Utility Scale Storage	2019	4
6	Fuel Switching for Space & Hot Water Heating	2019	none
7	TOU Rates and Higher Fixed Charges	2020	2,4
8	Smart Thermostats	2020	4
9	Energy Efficiency Programs	2020	none

Other Considerations

- RECs will drive rates up about 17% over 4 years (consistent with the forecast in the EFTF Final Report)
- RECs are not our long term strategy
- Other initiatives will increase rates less than 5%
- FCM, transmission, REC markets and policy changes could vary greatly from assumptions



Challenges for Concord

- Ramp Up Fuel Switching
 - Facilitate electric space and water heating in new construction and existing buildings
 - Speed the adoption of electric vehicles
- Reduce Remaining Fossil Fuel Use
 - Weatherize buildings still partially or fully heated with fossil fuels
 - Reduce vehicle miles driven

Final Thoughts

- CMLP alone can achieve the Town's GHG goals by 2025
- Long downward trend in sales is predicted to end (EV, HP)
- We have a plan!



Comprehensive Long Range Plan Council on Aging Board Comments September 25, 2017

Following is a summary of the answers Council On Aging Board generated in response to the Comprehensive Long Range Plan Committee's questions.

1. Pressing Issues

- Senior Transportation. More in town vans will be needed as well as transportation outside Concord especially for medical visits .Cross Town Connect 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 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.

2. 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?

3. Accomplishments

- Creation of Concord After 60

- Increase in nursing outreach hours

TO: Comprehensive Long-Range Plan Committee (CLRPC)

FROM: The Comprehensive Sustainable Energy Committee: Bradley Hubbard-Nelson (Chair), Bill Lehr (Clerk), Alan Whitney, Gilda Gussin, Janet Miller, Douglas Sharpe, Sam Lines, Julie Kleyn

DATE: April 27, 2018

This letter provides comments to the CLRPC from Concord's Comprehensive Sustainable Energy Committee (CSEC) for its Envision Concord plan draft report.

Overall, our committee 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.

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.

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 CO₂ 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 CO₂ 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.

Comments on 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.

Summary

We commend the CLRPC for its tremendous effort and excellent work towards the Comprehensive Long-Range Plan. CSEC would appreciate very much your taking our suggestions for improvements and would be willing to discuss these items with the CLRPC as needed to help get the report finished.

Speaking for myself (though the committee might agree), it makes me proud to live and volunteer in a town which takes this planning effort as seriously as you are doing.

Sincerely,

Bradley Hubbard-Nelson, CSEC Chair

TO: Comprehensive Long-Range Plan Committee

FROM: The Comprehensive Sustainable Energy Committee: Bradley Hubbard-Nelson (Chair), Bill Lehr (Clerk), Alan Whitney, Gilda Gussin, Janet Miller, Douglas Sharpe, Sam Lines, Julie Kleyn

DATE: October 10, 2017

This letter provides comments to the CLRP Committee from Concord's Comprehensive Sustainable Energy Committee (CSEC) for its *Envision Concord* plan.

The Comprehensive Long-Range Plan (CLRP) Committee is soliciting comments for its *Envision Concord – Bridge to 2030* report, Concord's 2018 Long Range Plan. The plan will identify guiding principles and make specific actionable recommendations for how best to achieve the goals of the plan. To help guide commenters, the CLRP Committee provided a SWOT analysis that was prepared following the American Planning Association guidelines. Threaded throughout this analysis and the principles included therein is a strong commitment to a *Livable Built Environment* and *Harmony with Nature*.

To a large extent, these principles echo the mission statement of the Comprehensive Sustainable Energy Committee's (CSEC) mission statement which 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." The membership of CSEC strongly endorse the efforts of the CLRP to embrace these goals as core guiding principles for Concord's long-range planning efforts. CSEC's intention and hope is to support the Town's efforts to promote greater energy efficiency by municipal, commercial, and especially, residential users in Concord. The success of these efforts should move Concord toward a lower carbon footprint future, as the Town's citizens supported by an overwhelming vote for Article 51 at the 2017 Town Meeting, committing to 80% reduction of greenhouse gases (GHG) by the year 2050.

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 such as solar, wind, and geothermal wherever possible.

Because Concord owns its own municipal electric utility, we have a unique opportunity and added responsibility to pursue energy efficiency and green development goals more aggressively and with more innovative planning than many of our neighbors that are dependent on investor-owned utilities for electricity. This is an opportunity that should be reflected in Concord's long-range planning efforts. In addition to promoting renewable energy supply deployments by Concord citizens and commercial establishments, 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 can all contribute to promoting greater investment in sustainable energy solutions.

As pointed out in the SWOT analysis, the Town of Concord also needs to address transportation issues to reduce our dependence on automobiles and reduce carbon emissions from internal combustion engines, which now account for 28% of household CO₂ emissions in the USA. Reducing this will be a vital reduction towards the Article 51 Goal. Much more needs to be done to incentivize the adoptions of more efficient vehicles, to improve infrastructure for electric cars and bicycles, and to provide local public transportation opportunities such as might be provided by Cross-Town Connect.

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.

The CLRPC letter expressly requested that each Committee consider the following three questions, included below with our answers immediately following:

1. What are the pressing issues for your board/commission

CSEC is the single voluntary committee in Concord with energy efficiency as its central focus and CSEC stands ready to work with the new Sustainability Manager for the Town and other Town boards and committees, including the CLRP Committee to promote green energy efficiency in the Town. As noted above, CSEC's mission is to promote a more efficient and greener energy future for Concord. The SWOT analysis highlights that the CLRPC already includes a commitment to green energy development principles. CSEC agrees that these should be a priority in all aspects of Town planning. For every major development project (new schools, transport planning, CMLP planning, commercial zone planning, building codes, municipal renovations, etc.), a key question should be how to ensure the project or plan is as green and energy efficient as possible.

2. Where are the tensions in your work? Conflicts?

The efforts of CSEC to promote energy improvement projects in the Town, including rebate programs to incentivize greater efficiency are limited by budget constraints. In past years, CSEC benefited from the Sawyer Trust funding, but those funds are nearly expended. If the Town is to do what needs to be done, additional sustainability funding sources will be needed. Building a greener future for Concord will require resources and that means continuing budget allocations to finance energy efficiency projects.

In many cases there will be conflicting needs, for example between making a project cost-effective and net-zero energy, a goal which our committee views as consistent with Article 51.

An example taking place in the near future is Junction Village, a facility that is constrained by cost to be affordable, and the preliminary design of which has been stated to be "as energy efficient as possible". In that case, the definition of what was "possible" was to fit within a budget; it would in fact be possible to build such a facility to be net-zero energy, saving residents money in the long term. One possible suggestion we might make is that when cost-benefit calculations are done for such projects, an appropriate "social cost of carbon" (in some estimates \$50/Ton) should be included over the life of the project, as someone does pay that cost even if it is not us.

Another potential conflict or tension is between the use of undeveloped space for renewable energy production vs other purposes. In 2010 (?) the Town adopted a goal of installing up to 25 MW of Solar PV capacity, which is only partly realized. An example here is 2229 Main St (former Nuclear Metals site) once remediated, which may present an excellent opportunity for a sizable solar array. The SWOT document mentions this site for different purposes – a new town center, housing development and conservation land, but not energy production. Developing this as a renewable energy site coupled with storage would have likely benefits of reasonable cost and enhancing our energy security in the long term. It may be claimed that letting such a site return to nature, as conservation land, would sequester significant amounts of carbon in the soil as trees grow; in fact a standard analysis shows that the value in CO2 emission reduction would be 10 to 20 times higher with a large solar PV array. We recognize that there are other benefits to preserving open space, and the comparable value should be decided on a case by case basis, keeping the Article 51 goals in mind.

3. Is there a particular project, program or goal that your board is proud to have accomplished in the past year or so?

Last February 2017, CSEC was proud to take the lead in organizing the Cooler Concord Fair that helped educate citizens on practical steps they can take toward greener energy efficient living. This event provided an opportunity to launch a range of rebate programs with support from the Town and CMLP, and helped provide the initial content with which to launch the CSEC-sponsored Cooler Concord website (<http://coolerconcord.org/>) to provide an ongoing resource for the Town and community to learn and share information about ways to promote greener, more efficient energy living in Concord, and by so doing, help us collectively reduce our carbon footprint.

Reviewed and submitted with committee approval, October 10, 2017



Bradley Hubbard-Nelson, CSEC Chair

Elizabeth Hughes

From: Lynn Salinger <
Sent: Thursday, October 12, 2017 10:06 AM
To: Elizabeth Hughes
Cc: David Wood; Peggy Briggs
Subject: Concord Light Board inputs into CLRP
Attachments: Strategic Planning Progress Report 10-10-2017.docx; Concord Municipal Light Plant Strategic Plan081517.pdf

Greetings, Elizabeth,

On behalf of the Concord Light Board and in contribution to the comprehensive long-range planning being undertaken by the town, I would like to share with you two elements of the draft CMLP strategic plan currently in development. The first is a draft narrative, prepared by CMLP staff to summarize many months of work to develop a comprehensive approach, including a number of strategic initiatives, to guide CMLP toward Concord's energy future. The second is a set of slides that accompany that narrative.

I would underscore that the narrative is currently in draft form, to be modified in the next several weeks based on input being gathered from staff, the Light Board, and the Town Manager. We anticipate that, once finalized and posted (in November), the CMLP will hold a public forum to explain the strategy, provide opportunities for townspeople to learn more about the strategic initiatives that will be emphasized, and gather feedback from the public. We expect that this will take place in mid-November, though dates are yet to be scheduled.

In addition, I believe Peggy Briggs has already shared with you a CMLP memo and minutes of a recent Light Board meeting, indicating CMLP's strategy for accomplishing the objectives set out by the Energy Futures Task Force, as endorsed by 2017 Town Meeting's Article 51.

I hope this packet of information, taken together, will provide the Planning Department and the CLRP team with the information it needs from the Light Board and CMLP to address energy and greenhouse gas related topics in the plan. Please let us know if you have any questions.

Best regards,

Lynn Salinger

Concord Municipal Light Plant

Strategic Planning Report

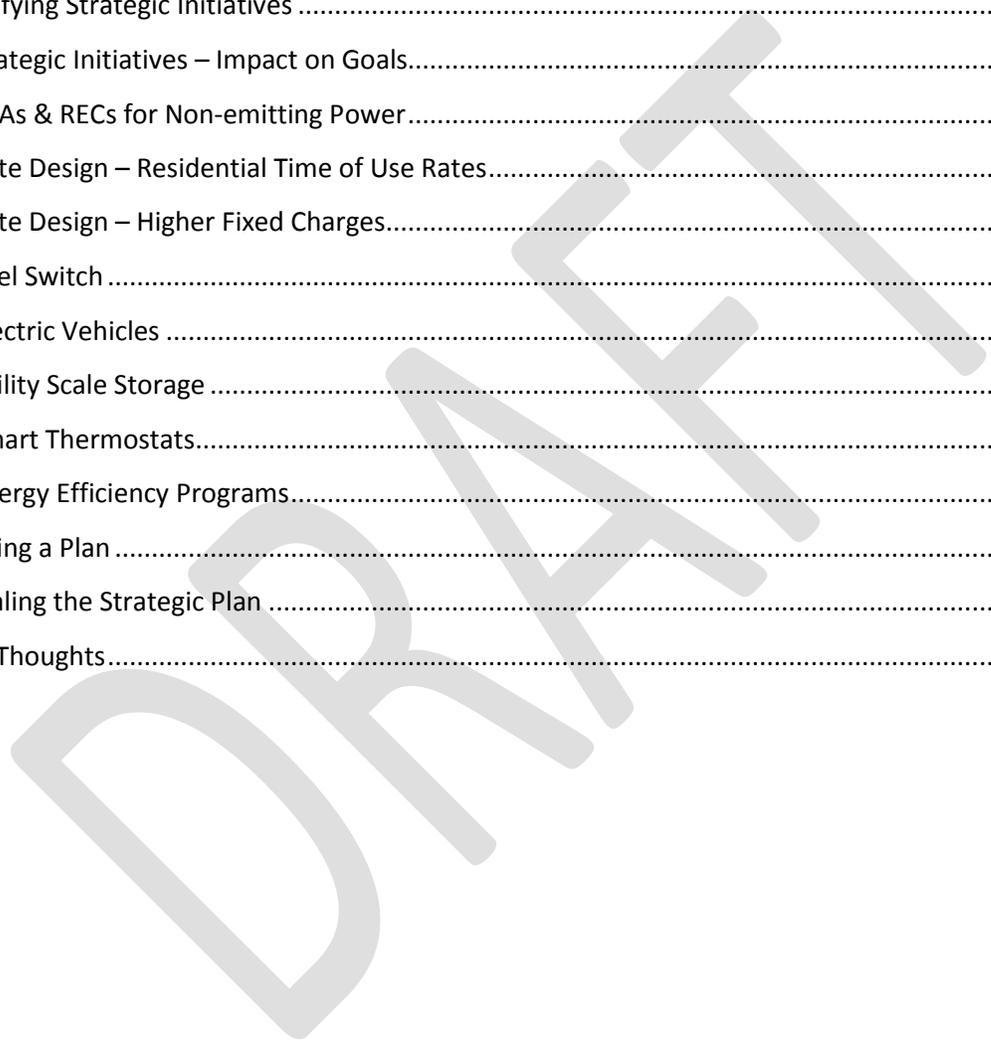
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DRAFT

CMLP Strategic Planning Committee
October 2017

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Overview

CMLP is happy to present Version 1 of our Strategic Plan, which lays a path forward for the next eight years, from 2018 through 2025. CMLP’s Strategic Plan is a living, working plan that will continue to evolve over time. We view this strategic planning effort as the first step in incorporating long-term planning into the way we guide our business here at CMLP.

CMLP’s Vision

Early in our planning process, we re-visited our Vision Statement and realized it was time to update the statement to better reflect where CMLP is today and where we want to be.

We used the re-worked Vision Statement to inform our goals, found a way to narrow a list of forty initiatives to seven, and built a strategic plan around them.

We recognize the public interest imperative to protect our current and future customers from the profound consequences of climate change. CMLP applauds the ambitious goals developed by the Energy Future Task Force and embraced by the community in its support of Article 51 at Town Meeting. We believe that this plan will be a critical component of the community’s efforts to reach its vision of a clean energy future.

We also know it is important to address how CMLP will remain financially viable amidst changes in the way the world generates and uses energy differently than it has in the past. Short and long-term planning efforts are essential to completing the complex projects that will be necessary to get the results we need, and to make the course corrections that will be required in a fast-changing world. Our strategic planning initiative gave us a way to decide among the many initiatives we could undertake to reach CMLP and community goals.

As such, we look forward to receiving feedback from the Light Board and the community on our Strategic Plan Version 1. We believe this plan can serve as the heart of the Town’s efforts to reduce its greenhouse gas emissions, while maintaining CMLP as a financially-healthy business that can continue to provide the reliable, high quality, and the customer-friendly services for which it is known.



CMLP’s Vision Statement
We will partner with our customers, civic institutions, and employees to foster a vital community, in the near and in the long term, in which to live, raise a family, work, and operate a business.

Setting CMLP Goals

In November of 2016, CMLP hired the consulting firms Optimal Energy and Industrial Economics to support our strategic planning work. They worked closely with us on each step of the planning process. Our first step in the process was to ask, “What goals are important for CMLP during the next eight years?”

We identified six important goals, five of them related directly to maintaining a healthy business. Three of these are related to how our customers see us. Our remaining business goals, increasing revenue and net operating income, are related to sales and finance. The 6th goal is related to Concord’s vision of a clean energy future.

Table 1

	CMLP Goals	Target Value
1.	Maintain System Reliability	No change in customer rating (95.2%)
2.	Maintain or Increase Customer Satisfaction/Perception of Value	≥ 85.8%*
3.	Provide Energy Related Services to As Many Customers as Possible	25% Res. Participation 50% Comm. Participation
4.	Increase Revenue	0% to 5%
5.	Increase Net Operating Income	0% to 5%
6.	Reduce GHG Emissions	100% of 35% goal for 2025

In our 2015 customer survey, 95% of our customers rated our service reliability as good or very good, and we want to keep it that way. Many other businesses would envy the level of customer satisfaction that we enjoy, and our goal is to maintain or increase the level of satisfaction.

We know that customers value other aspects of our service, too. We calculated a composite score of 85.8% based on the following eight other scores from the 2015 customer survey:

- Responsiveness to Customers
- Helpfulness and Knowledgeability of our Staff

- Community Service
- Communication with Customers
- Our helpfulness to customers in conserving Electricity
- Rates
- The degree to which customers feel that CMLP is doing all it can to keep prices fair
- % Describing Themselves as Advocates or Loyal Customers of CMLP

Finally, we serve everyone. We want to provide energy-related services to as many customers as possible. We set participation targets for different customer classes, defining participation as any engagement with CMLP beyond paying a bill on a standard rate. This could include a customer participating in a time of use rate, purchasing a heat pump or electric vehicle, or participating in an energy efficiency program, for example.

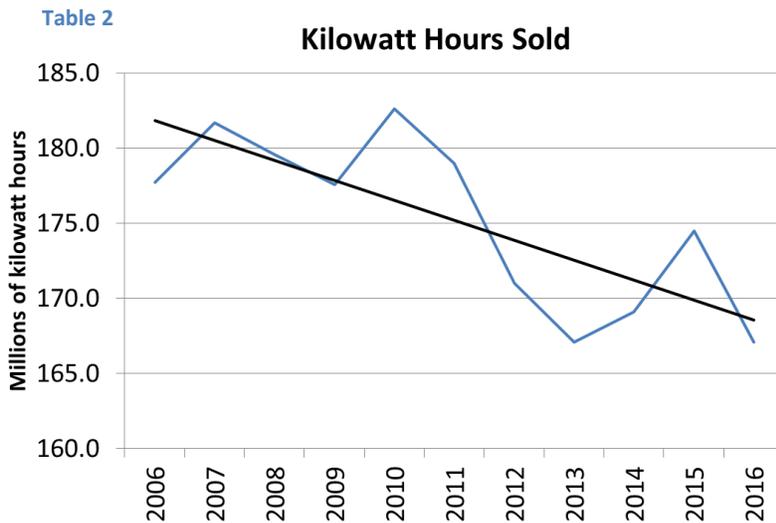
Our remaining business goals, increasing revenue and net operating income, are related to sales and finance.

Load Trends

CMLP’s load has been declining in recent years. If we project the trend from the recent past, CMLP’s future as a business does not look particularly good. We saw the risks and needed to understand what was coming.

Our consultants confirmed the risks as we saw them and projected a 5% to 10% kWh sales decline by 2025 for CMLP. The consultants attributed the decline to limited customer growth in Concord, natural efficiency, especially the market transformation occurring in the lighting sector, and increases in customer-sited generation – predominately solar PV systems. Our consultants projected more than \$2 million in lost revenue to these factors.

On the other side of the equation, electric vehicle adoption is expected to grow rapidly over the next several decades. We want to position ourselves for that and other changes that are coming.



CMLP’s Business Goals

We believe that increasing CMLP’s revenue is desirable. Revenue is a measure of the size of a business, and we envision CMLP growing in size, not shrinking, in particular due to increased sales of electricity, as

our customers transition from burning fossil fuels to using carbon-free electricity to meet their energy needs for transportation and space heating. The consultants we worked with felt that a target value of a 0 to 5 percent revenue increase was realistic, given the factors expected to affect electricity consumption absent any action on CMLP’s part.

Our net operating income is the difference between our revenues and our expenses. Not only are changes coming to CMLP on the revenue side, but power supply expenses are expected to fluctuate as well. There have been questions, both inside and outside of CMLP about whether we have the proper business model to maintain our net operating income.

Because net operating income is such an important measure of CMLP’s financial stability, we are aiming to maintain or increase it slightly.

CMLP’s GHG Reduction Goals

Our goal for reducing GHG emissions by 2025 will singlehandedly keep the Town on track to meet its 80% emissions reduction goal by 2050.

To develop a GHG reduction goal, we began by looking at the goals that the EFTF issued for the Town and CMLP. The EFTF sets a GHG reduction goal (in relation to 2008 levels) of 25% by 2020 and 80% by 2050 for the entire Town. In order to make steady progress towards this goal, therefore, we assumed that by 2025, the end of our 8 year planning horizon, the Town will have needed to reduce its GHG emissions by 35%.

GHG Reduction Target

Table 3

Source	2008 GHG emissions (tons)	2025 Town Reduction Goal (tons) (35%)	2025 CMLP Contribution (%)	2025 CMLP Contribution (tons)
electric	83,850	29,348	100%	83,850
gas	51,643	18,075	← 7.5%	1,356
fuel oil	47,056	16,470	← 7.5%	1,235
gasoline	68,302	23,906	← 5.0%	1,195
total	250,851	87,798		87,636

3,786

CMLP Contribution as % of 2025 Town Reduction Goal	99.82%
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Initially, we also assumed that to make steady progress towards meeting the EFTF's other goal of a non-emitting power supply by 2030, CMLP's power supply would have needed to be 62% emissions-free by 2025. However, now that the Light Board has approved the REC procurement strategy for reaching a 100% emissions-free supply by 2020, we have incorporated that decision into our goal setting.

The Town's GHG emissions were about 250,000 tons in 2008 as shown in the second column of Table 3 and is the baseline to which the EFTF's emissions reduction goal applies. The third column shows what a 35% reduction in emissions for each fuel type would look like.

As displayed in the fourth column in Table 3, just about 88,000 tons of CO₂ would need to be avoided by 2025 to reach that 35% reduction that will keep us on track for 2050. CMLP can contribute almost 84,000 tons towards the reduction by transitioning to an emissions-free power supply by 2020. The Light Board's decision to transition to an emissions-free power supply by 2020 means that we will have reduced GHG emissions due to electricity consumption to zero before 2025.

CMLP's percentage contributions for natural gas, fuel oil and gasoline emissions reductions are percentages, not of the 2008 baseline amount, but of the 35% 2025 reduction goal for that fuel type in the second column. During our initial goal setting process, the consultants proposed these percentages as a projection of what they thought we could achieve through strategic electrification. For example, they projected that we could reduce emissions from gasoline by 1,195 tons, or 5% of the 23,906 ton target for 2025.

By helping customers switch from natural gas, heating oil and gasoline to electrified space heating and transportation, we think CMLP can contribute about another 3,800 tons of GHG reduction. This means that with just these two CMLP programs, the Town can meet 100% of the 2025 GHG reduction goal.

Identifying Strategic Initiatives

Once we completed this initial goal setting exercise, we began the process with the consultants of identifying the initiatives that could best help us achieve those goals. We started with a list of 40 possible initiatives.

The consultants qualitatively evaluated each one of the initiatives based on whether they advanced each of our goals and on their feasibility, as measured by a positive, neutral, or negative rating of the level of effort needed for the initiative by in-house staff and/or contractors. They also evaluated the initiative's capital intensity; the feasibility of implementing the initiative within the eight-year time horizon; the risk entailed in implementing the initiative; and whether opportunities exist to leverage neighboring utility programs in order to implement the initiative.

With additional input from CMLP regarding initiatives of particular interest to us and to the community, they narrowed the list to nine, and each one of these initiatives has a positive impact on one or more of our goals:

1. PPAs & RECs for Non-emitting Power

2. Rate Design (For our discussions going forward, Rate Design will be split into two initiatives: Time of Use Rates and Higher Fixed Charges)
3. Fuel Switch
4. Electric Vehicles
5. Smart Thermostats
6. Utility Scale Storage
7. Energy Efficiency Programs
- ~~8. Distributed Solar~~
- ~~9. Home Energy Reports~~

Both Distributed Solar and Home Energy Reports raise rates and decrease revenue and net income while not reducing GHG emissions very much. Therefore, neither is included in our final plan. At the lower levels of rooftop solar that we might expect beginning next year once the SREC program is no longer available to Concord residents, an ongoing solar rebate only results in a 0.2% decrease in GHG emissions at its peak, which is very small in relation to its cost and rate impacts.

Even if an SREC program were available to Concord residents, selling the SRECs on the market would prohibit us from counting that solar electricity in the carbon-free portion of the power supply.

Home Energy reports tell residents how much energy they used in comparison to similar homes in their region and include tips on how to reduce energy consumption. The objective is to motivate customers to make behavioral changes and investments in efficiency upgrades. The analysis showed that Home Energy Reports do not offer anything the other initiatives don't already accomplish at a larger scale.

We also concluded that the level of difficulty involved in assessing the quantitative impact of these initiatives on customer satisfaction and system reliability was beyond the scope of our planning process at this time. However, the available information indicates that these initiatives are likely to have a positive or neutral effect on customer satisfaction and system reliability.

Strategic Initiatives – Impact on Goals

We will go through each initiative and show you the impact on revenue, net operating income, and GHG reductions. In the charts below, gray means no change; green represents a positive impact; yellow means it is not clear whether there will be a change; and red indicates a negative impact.

PPAs & RECs for Non-emitting Power

Description	PPAs & RECs for Non-emitting Power
Purpose	Provide customers with a non-emitting power supply

Input Assumptions	By 2021, increase REC purchases to offset all GHG-emitting power sold By 2025, increase non-emitting power purchased through PPAs (RECs retired) to 25% of portfolio						
Impacts on Goals	<table border="1"> <thead> <tr> <th>REV</th> <th>NET INC</th> <th>GHG</th> </tr> </thead> <tbody> <tr> <td style="background-color: green;"></td> <td style="background-color: gray;"></td> <td style="background-color: green;"></td> </tr> </tbody> </table>	REV	NET INC	GHG			
REV	NET INC	GHG					
Outstanding Issues	Uncertainty in future REC and power prices						

This first initiative, transitioning to a non-emitting power supply, is based upon the CMLP GHG reduction policy recently approved by the Board.

Based on the figures REC procurement strategy, we will purchase increasing amounts of Class I Renewable Energy Credits so that the percentage of non-emitting power in our portfolio reaches 100% by 2021. Prices for RECs are assumed to escalate on the same trajectory that is projected over the next several years.

This initiative does assume that 25% of our non-emitting power comes through PPAs by 2025, for which the RECs are retired.

Rates must increase to cover the purchase of RECs, therefore, revenue increases as a result of this initiative. Future REC and non-emitting power prices will determine the rate increase needed. Net operating income will not be affected if rates increases just offset the additional clean power costs. GHG emissions decline dramatically as a result of this initiative.

Rate Design – Residential Time of Use Rates

Description	Two –Period Time of Use Rate with Opt-Out Option						
Purpose	Send a price signal to customers to shift their consumption to off-peak periods						
Input Assumptions	On-Peak to Off-Peak Rate Ratio is 2.5:1 On-Peak is 2pm to 7pm on Weekdays						
Impacts on Goals	<table border="1"> <thead> <tr> <th>REV</th> <th>NET INC</th> <th>GHG</th> </tr> </thead> <tbody> <tr> <td style="background-color: gray;"></td> <td style="background-color: green;"></td> <td style="background-color: yellow;"></td> </tr> </tbody> </table>	REV	NET INC	GHG			
REV	NET INC	GHG					

Outstanding Issues	More in-depth rate design will need to be done
Case Study	Reading Municipal Light Plant

This initiative involves modifying our rate structure so that a two-period time of use rate is the default for our residential customers, with an opt-out option. The purpose of time of use rates is to send a price signal to customers to shift their consumption of off-peak periods. The key parameters are the ratio of the peak to off-peak rate and the duration of the peak period.

The model assumed a 2.5 to 1 ratio and a 5-hour peak based on the consultant’s initial recommendation. Research has shown that time of use rates with a substantial difference between the on and off peak rates do provide an incentive for customers to shift their consumption to off peak periods. This works best when the on-peak period is five hours or less. However, a more in-depth rate design will need to be done if we adopt TOU rates, so these parameters are subject to change.

A time of use rate would be designed to be revenue neutral. It reduces our capacity and transmission expenses, which increases net operating income. But, it reduces our capacity and transmission expenses, thereby increasing our net operating income. The impact of time of use rates on GHG emissions is uncertain. There may be effects on emissions resulting from changes in load patterns, but we were not able to assess that in this version of our strategic plan.

Our initial information is that commercial customers don’t have much ability or incentive to shift their consumption patterns permanently, their electric bill is usually a small portion of their costs and the savings are not worth the disruption. Therefore, we are not proposing time of use rates for commercial customers at this time.

More in-depth rate design needs to be done prior to implementation. We will do a detailed study and have discussion with the Light Board before setting new rates. The consultants did some research on how time of use rates were implemented by Reading Municipal Light Plant. We are watching their progress closely and this gives us a case study to refer to as part of future rate design efforts.

Rate Design – Higher Fixed Charges

Description	Moves More of the Cost of Grid Connection into Higher Monthly Fixed Charge
Purpose	Sends clearer price signal to customers and grid services providers about value of the connection they are using
Input Assumptions	Residential and G1 Charges Rise to \$30/Mo. by 2021 G2 & G3 Charges Rise to \$100/\$600 by 2021

Impacts on Goals	REV	NET INC	GHG
Outstanding Issues	More in-depth rate design will need to be done -- impact on GHG emissions -- impact on low use/low income customers		
Case Study	Minster Electric, Minster Ohio		

The Rate Design initiative has a second component, increasing the fixed amount that we charge customers each month, and lowering the variable charge. In the past, CMLP has recovered most of our fixed charges through our energy rates and maintained a low meter charge. We are assuming we will move in the direction of more accurately allocating infrastructure and program costs into the fixed cost bucket. The assumptions involve a gradual increase in which the fixed charge goes up from \$9 per month for residential and G1 customers to \$30 per month by 2021. Complete fixed cost recovery would mean a monthly \$77 fixed charge per customer. Our assessment assumed that fixed charges for G2 would increase from \$33 to \$100 and G3 customers from \$325 to \$600.

In its purist form, called Straight Fixed/Variable Charges, the variable charge would only cover costs that vary with the amount of electricity used, and the monthly fixed charge would cover all system infrastructure costs that are not affected by usage, along with all salary, administrative and energy management program costs. Its purpose is to send clearer price signals to customers, and eventually vendors who may provide various services to customers about the value of the electricity they are using or sending to the grid.

Because we didn't assess the impact of a pure Straight Fixed/Variable Charge, in which all the non-variable costs are moved into the fixed charge, we refer to this initiative as "Higher Fixed Charges." The fixed charge amounts are the consultant's initial recommendations. However, a more in-depth rate design will need to be done if we adopt higher fixed rates, so these parameters are subject to change.

The effect of higher fixed charges on CMLP's revenue and net operating income is intended to be neutral. We are simply moving some of what we currently charge in the variable kWh portion of the rate into the monthly fixed charge portion of the rate. The impact on GHG emissions is uncertain. It depends on how customers and grid service providers react to the lower variable kWh rate that will result from higher fixed charges.

The consultants did some research for us on how higher fixed charges have been implemented by Minster Electric, a municipal utility serving the village of Minster, Ohio.

Fuel Switch

Description	Rebates, Promotion and Technical Assistance to Foster Adoption of Air Source Heat Pumps (ASHPs) and Heat Pump Water Heaters by Residential and G1 Customers		
Purpose	Beneficial Electrification		
Input Assumptions	770 new ASHPs installed by 2025 2,362 kWh used annually per ASHP \$1,500 customer acquisition cost per ASHP		
Impacts on Goals	REV	NET INC	GHG
Outstanding Issues	Program Details Timing		

This initiative involves promoting the adoption of electrically-powered heat pumps and heat pump water heaters for space heating and water heating respectively, displacing the use of fossil fuels for these purposes. Promoting these technologies involves Rebates and Technical Assistance to foster adoption. Program costs can be expressed in terms of cost per device, such as air source heat pumps.

This initiative is expected to increase CMLP's revenue. The average residential customer consumes just over 10,000 kWh per year, so heat pump adoption would increase their consumption more than 20%. The effect on our net income is negative through 2025 because of the payback period. Fuel switching does not reduce GHG emissions.

Last year, Sagewell, Inc., another consulting firm CMLP partnered with, did some heat pump analytics and program design work for us. They projected heat pump adoption rates in Concord, based on what they've seen in other programs they've administered, assuming a level of technical assistance and promotion similar to what was carried out for the Green Your Heat weatherization program in Concord several years ago.

They estimated annual kWh consumption for the average sized heat pump expected to be installed in Concord, based on smart meter data they'd collected in comparable communities. Using that same smart meter data, they also estimated the impact on summer and winter peak demand in Concord, due to heat pump adoption. We've used these projections, along with estimates for the costs associated with rebates and administration of a program designed to promote heat pump adoption, in order to assess the impact of increased air source heat pump use on GHG emissions, and on CMLP's revenue and net operating income.

Our strategic planning consultants obtained analogous estimates for heat pump water heaters from MassSave program evaluation data.

Electric Vehicles

Description	Increases number of electric vehicles owned by residential customers, above and beyond BAU projection								
Purpose	Beneficial Electrification								
Input Assumptions	40 CMLP-driven purchases per year = 320 additional EVs by 2025 \$1,500 customer acquisition cost per EV 4,500 kWh used annually per EV								
Impacts on Goals	<table border="1"> <thead> <tr> <th>REV</th> <th>NET INC</th> <th>GHG</th> </tr> </thead> <tbody> <tr> <td style="background-color: green;"></td> <td style="background-color: red;"></td> <td style="background-color: green;"></td> </tr> </tbody> </table>	REV	NET INC	GHG					
REV	NET INC	GHG							
Outstanding Issues	Mechanisms needed to ensure that charging is done off-peak, including participation in TOU rates or controlled charging programs								
Case Study	Belmont Municipal Light Department								

This initiative aims to increase the number of electric vehicles owned by residential customers, above and beyond the BAU projection. Concord already appears to be running ahead of most communities in EV adoption. This program has the same benefits as fuel switching. The key implementation decisions are going to be around how much to spend on the program, and how to make sure that charging does not adversely affect peak demand.

This initiative is expected to increase CMLP’s revenue. Based on average annual EV usage in Concord, purchasing an electric vehicle would increase the average customer’s bill about 45%. As with heat pumps, the effect of investment in EV adoption on our net income is negative in 2025, but positive over the longer term. EVs do reduce GHG emissions.

The BAU projection is based on future growth rate equal to that required for the state to meet its 300,000 EV goal in 2025. State Initiatives to foster this objective, such as rebates for electric car purchases, are available to Concord residents. If the state goal were achieved, it would translate to a 12% increase in kWh sales by 2025, due to 4,800 new electric vehicles in Concord.

Of course, there is uncertainty associated with these projections. Recent national analyses indicate that the inflection point for EV adoption won't occur until sometime between 2025 and 2030, meaning that growth will be slower than we've estimated during our planning horizon. However, based on the state's electric car rebate data, there is one electric car per every 196 Concord residents, compared to one electric car per every 1,373 Massachusetts residents. That indicates we are way ahead of mass market adoption rates.

Our consultants did some research for us on a promotional program that Belmont Municipal Light has carried out, which has increased the number of EVs in Belmont, and has boosted the percentage of EV owners who are charging off peak. Using Belmont Light's program outcomes as a guide, we assume that we will be able to realize 40 additional EV purchases per year above and beyond the BAU growth in EVs, for a total of 320 additional EVs owned by Concord residents by 2025. Sagewell, which administers the Belmont program, indicates that the costs of EV adoption programs carried out by Belmont and other utilities range from \$1,000 to \$2,000 per EV. We've used the average cost in our modeling.

Our own data on electricity consumption by separately metered electric vehicles in Concord that are on our time of use rate, indicate that the average annual usage per EV is about 4,500 kWh per year. We assume that 95% of charge time for these new electric vehicles will be off peak. This assumes that the EV owners participate in a time of use rate, or in a controlled charging program.

Utility Scale Storage

Description	Installation of one utility-scale battery storage system		
Purpose	Shave Monthly Peak Demand Charges		
Input Assumptions	5 MW Discharges 15 MWh over 3 hours \$4.5 million cost in 2017; Costs decreasing 7% per year		
Impacts on Goals	REV	NET INC	GHG
Outstanding Issues	System Engineering, Cost		
Case Studies	Minster Electric, Sterling Municipal Light Department		

The utility scale storage initiative is based on the purchase and installation of one 5 MW utility-scale battery storage system, which can store 15 MWh, and then supply that electricity over a period of three

hours. As a preliminary estimate, this capacity would allow CMLP to shave peak demand charges on a monthly basis by discharging the battery. At current prices, this storage capacity would cost \$4.5 million. Battery storage costs are currently declining 7% per year, so the timing of our purchase will make a difference in its cost.

The effect of battery storage on revenue is neutral. It does improve net income by lowering our monthly peak demand. As with other load shifting technologies, the impact on GHG emissions is uncertain.

Engineering the system to ensure that we can hit the peak each month will be challenging. Depending on how we choose to control the battery, it is also possible that it could provide frequency regulation and other ancillary services. It is a very expensive initiative. However, because we would amortize the cost over 20 years or more, it doesn't have a negative impact on net income in 2025, as the previous initiatives did.

We do have some research on utility scale storage use at Minster Electric in Ohio and at Sterling Municipal Light Department here in Massachusetts.

Smart Thermostats

Description	Promotes residential customer adoption of smart thermostats that allow control by CMLP		
Purpose	Shave Monthly Peak Demand Charges		
Input Assumptions	\$85 up-front incentive Ongoing management costs 290 sign ups in year 1 and 90 more per year thereafter		
Impacts on Goals	REV	NET INC	GHG
Outstanding Issues	No widely adopted standards for communication/control technologies		
Case Studies	Austin Energy; Green Mountain Power		

Smart thermostats are currently the most popular of smart devices that people are installing in their homes. This initiative promotes residential customer adoption of “smart” thermostats that communicate over home “WiFi” networks to allow for control by CMLP, with the objective of lowering peak demand.

Smart devices increase net operating income by decreasing monthly peak demand charges. They do not affect revenue. Impact on GHGs is uncertain.

Controlling thermostats via our smart meters rather than via the internet may be a possibility, but communication and control technologies are far from standardized, so that is unclear at this time. We assume an \$85 one time, upfront incentive to customers who install smart thermostats, and ongoing costs to CMLP for connection to a website portal to manage each thermostat.

We assume a big push to sign up smart thermostat users in year one of the initiative and about 90 more per year thereafter.

Our consultants researched a program of this type run by Austin Energy in Texas. They also researched a more comprehensive program run by Green Mountain Power, which provides customers with a suite of smart devices that allow for peak demand control, including smart thermostats, heat pumps and hot water heaters. We hope to move towards more offerings in the future.

Energy Efficiency Programs

Description	Efficient products and upgrades in the residential, commercial, and low-income customer sectors; lighting, HVAC, refrigeration, compressed air, process heat, and motors end-uses; and new construction, retrofit, and replacement markets.		
Purpose	Help customers reduce their electricity bills		
Input Assumptions	Residential savings of 2.5% of sales by 2025 Commercial savings of 3.2% to 4.6% of sales by 2025		
Impacts on Goals	REV	NET INC	GHG
Outstanding Issues	Uncertainty regarding the nature and extent of effective energy efficiency programs over the next few years		

Energy efficiency includes programs supporting efficient products and upgrades in the residential, commercial, and low-income customer sectors.

Once our electricity supply is 100% carbon-free, efficiency programs to reduce electricity consumption will not provide further GHG reductions. We do propose to pursue energy efficiency programs that reduce electricity use and mitigate upward pressure on rates. Reducing electricity consumption during peak demand periods also extends the life of our capital assets.

Energy efficiency programs decrease CMLP's revenue. However, the available data indicates that it costs less to help a customer not use a kWh than it does to buy a kWh of non-emitting power. Assuming that is the case, efficiency programs will improve our net operating income by lowering our power supply costs. Assumptions about program outcomes and costs are based on actual Eversource program results from 2016.

Creating a Plan

With seven promising initiatives identified, the next step in our process was to begin building a plan.

At our consultants' suggestion, we pursued a scenario-based planning process, in which we evaluated the outcomes of scenarios composed of different combinations of the seven individual strategic initiatives. The four scenarios we looked at can be characterized as: #1, "do nothing we weren't planning to do anyway," #2, "reduce GHGs as much as possible," #3, "be the healthiest business possible, and #4, "take a middle of the road approach that also controls rate impacts."

Our consultants built an Excel-based Scenario Planning Tool for us allowing us to explore whether the goals we've set can, in fact, be accomplished by implementing one or more alternative scenarios. The planning tool is really a model of our entire business and includes numerous spreadsheets used to project sales and peak load through 2025 starting with our current actual figures and applying the ISO-NE forecast of a slight annual decrease in sales each year, and also the additional load due to electric vehicle adoption over time. There are additional spreadsheets that incorporate our historical load factor, our power mix, our power purchase expenses and our rates into the model.

The scenario summary page of the tool brings together on one page the bottom line changes in revenue, net operating income, GHG reduction and number of customers served as a result of each initiative or as a result of combined initiatives included in a particular scenario.

The summary spreadsheet also allows us to turn initiatives on or off, so that we can use this summary page to look at the impact of various scenarios, each containing a different combination of initiatives. For example, it allows us to set a target increase in net income, and it shows us the change in rates that will needed to be for each class, once the target net income increase and the combined changes in revenue and expenses due to the selected initiatives are taken into account.

Additionally, each of the initiatives that we shortlisted is modeled on its own spreadsheet in the Scenario Planning Tool.

Revealing the Strategic Plan

Given the work that's been done to identify goals and promising initiatives, and to build a tool to help us examine various scenarios, what plan did our consultants and CMLP staff recommend to pursue over the next eight years?

We are recommending the *balanced scenario* which includes all seven of the initiatives we've discussed in this Executive Summary. The timing with which we implement these initiatives could change, depending on how things actually play out.

The initiative to execute power purchase agreements and purchase RECs would follow CMLP's GHG reduction policy, was recently adopted by the Light Board. The retirement of RECs and plans to purchase RECs are already underway.

In addition to the seven initiatives, there are at least two enabling projects that need to be completed to enable us to interact with our customers. Some of the initiatives depend on us being able to do that.

We've prioritized implementation of the new NISC billing system because not only will it make implementation of time of use rates more efficient, it provides a host of other benefits as well. The system will streamline billing, freeing up staff time to promote customer participation in our other initiatives. NISC will enable electronic billing and virtual net metering. In conjunction with smart meters, it will allow customers to see their real-time electricity usage, enhancing responsiveness to time of use rates. NISC also includes an enterprise management system that will allow us to analyze the Town-wide smart meter data that will be available once our smart meter deployment is complete in 2019.

Time of use rates also require advanced metering infrastructure for implementation, and we are targeting 2018 – 2019 for smart meter deployment. Smart meters also have advantages for water and wastewater management.

Prioritizing the adoption of electric vehicles follows an existing trend in customer behavior and represents the biggest opportunity for electrification.

We also recommend large-scale promotion of heat pump and heat pump water heater adoption at this time. We responded to a Request for Proposal recently issued by DOER and MassCEC that provides an opportunity to participate in a 2018 pilot program to encourage the adoption of heat pumps. If we are selected, we would reprioritize the fuel switching initiative.

In the years leading up to 2020, we would design a time of use rate structure in preparation for implementation in that year. We also anticipate that higher fixed charges would be explored as a part of a rate design effort, although small steps towards higher fixed rates may be taken prior to 2020.

Some initiatives that require large capital outlays require some lead time for planning and approval by the Light Board and the Town Manager. In 2019, we recommend investing in CMLP-owned battery storage to begin lowering power expenses and help offset rate increases from other initiatives.

The promotion of smart thermostats in order to further control peak demand and related costs is another priority for 2020.

Finally, we would begin supporting expanded Energy Efficiency Programs in 2020. We would have the benefit of the most up-to-date information compiled by the IOUs on the effectiveness and costs of energy efficiency measures, as outlined in their next Three-Year Plan, to be completed in late 2018.

How does the balanced scenario plan meet the goals we laid out at the beginning of the planning exercise?

Table 4

CMLP Goal	Target Value	Projected Value
Maintain System Reliability	No change in customer rating (95.2%)	No change in customer rating (95.2%)
Maintain or Increase Customer Satisfaction	≥ 85.8%	≥ 85.8%
Provide Energy Related Services to Many Customers	25% Res. Participation 50% Comm. Participation	25% Res. Participation 50% Comm. Participation
Increase Revenue	0% to 5%	15%
Increase Net Operating Income	0% to 5%	2%
Reduce GHG Emissions	100% of 35% goal for 2025	98% of 35% goal for 2025

You may remember that we did not assess the impact of the initiatives on customer satisfaction or system reliability. However, the available information indicates that the impacts would be positive or neutral.

The participation goal was to involve 25% to 50% of our customers in one or more initiatives. Experience from other utilities is that about 16% of residential customers will opt out of time of use rates, meaning that we'd have 84% participation in that initiative for the residential sector. We are estimating residential and G1 participation in fuel switching at about 29% of our customer base by 2025 and 4 to 9% participation in electric vehicle and smart thermostat adoption in the residential sector. We are expecting that about 13% of residential customers will have participated in an energy efficiency program by 2025, and about 25% of businesses. Those numbers indicate we may fall short of our participation goal for the commercial sector. Additional efforts may be needed to boost participation.

In large part because rates must increase to cover the purchase of RECs, revenue increases about 15% in our balanced scenario, significantly more than our target range. Our goal was to increase net income by 2% and our balanced scenario achieves that.

Our initial goal was to achieve 100% of the 2025 35% Town-wide GHG reduction goal that will keep the Town on track to reduce GHG 80% by 2050. Now that we have assessed the GHG reduction potential of initiatives such as fuel switching and electric vehicle adoption, in addition to the purchase of non-emitting power and RECs, we find that our balanced plan still comes very close to achieving that goal.

The percentage reductions from fuel switching and electric vehicle adoption were a little lower than we originally thought. Reduction in GHG of 1,119 tons is attributable to fuel switching from both natural gas and fuel oil heating systems. In the end, CMLP is still able to contribute almost 100% of the Town's 2025 GHG reduction goal.

We will be looking for guidance from the Board on the boundaries of the rate changes we need to make to carry out the plan. REC purchases will drive rates up by about 17% over 4 years. However, RECS are not our long term strategy. We will need to transition beyond RECs to invest in actual non-emitting power generation facilities and that may add costs.

The other initiatives we've described will increase rates less than 5%, and will make us more able to address the complex environment in which we'll be operating in the future.

Final Thoughts

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. Our 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.

Appendix

DRAFT



Town of Concord
Finance Committee
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742

October 3, 2017

Comprehensive Long Range Plan Committee
Town of Concord
c/o Department of Planning and Land Management
141 Keyes Road
Concord, MA 01742

Attn: Gary Kleiman, Co-Chair
Elise Woodward, Co-Chair

Dear Mr. Kleiman and Ms. Woodward:

On behalf of the Concord Finance Committee I would like to thank you for your letter of August 7, 2017, and for this opportunity to comment on the SWOT Analysis done by the Concord Comprehensive Long Range Plan Committee (CLRPC) and how it may bear on the Finance Committee's areas of concern. We commend you on this impressive effort.

Having reviewed the six Principles and the Best Practice elements within them we find a number that will have an impact, ranging from minimal to significant, on Town finances. In particular we note the synopsis of elements putting forth objectives related to infrastructure improvement, subsidizing affordable housing, protection of land, assistance for those at-risk, use of renewable energy, and a balanced mix of land use, among others, that will have a fiscal impact one way or the other. At this preliminary stage it is very difficult to adequately assess the magnitude of that impact. We do expect that achieving some of the Town's goals will come at a financial cost. It is of absolute importance that these costs be carefully planned for, analyzed in detail, and managed.

Otherwise there does not seem to be much material in the SWOT Analysis that directly relates to Town finances. The previous 2005 Comprehensive Long Range Plan contained a Chapter 11(!!) on Fiscal Resources that, though it was not specifically required by Mass. Law (MGL Ch 41, S. 81D Master Plans) or, apparently, APA Principles, has been very useful in the establishment of our Town's Financial Policies. Further efforts suggested at that time, particularly in the area of Long Range Capital Planning, are still necessary.

For several years, the Finance Committee has been carrying on a conversation about "Fiscal Sustainability." In general, we see this in terms of maintaining our Town's economic soundness, financial strength, and flexibility through keeping a level of excess levy limit capacity so that general overrides are not necessary, a "free cash" balance, and continual investment in on-going capital needs, as well as avoiding burdening taxpayers beyond normal expectations of income growth or undermining the diversity of our population. We would welcome the opportunity to broaden this conversation beyond our individual committee.

As an accomplishment, we would point out that, for the past six years, our committee has issued a five-year projection of the expected range of taxes. This is a useful tool to assess the impacts of different levels of expenditure especially relative avoiding depletion of excess levy limit capacity. We are also engaging in an effort, in co-operation with the Concord Public School and Concord Carlisle Regional School Committees, to create a set of benchmarks that we can use to measure our costs and outcomes, both year-to-year and relative to other districts.

We look forward to further engagement with the CLRP process and, perhaps, to arranging a meeting with the Finance Committee and the CLRP Committee.

Sincerely,

A handwritten signature in black ink, appearing to read 'K. Packard', with a stylized flourish at the end.

Karle Packard, Chair
Concord Finance Committee

Second Memorandum on Proposed Addenda to the Draft Long Range Comprehensive Plan
To: Elizabeth Hughes; Recording Secretary, Comprehensive Long Rang Plan Committee
Town of Concord

From: Finance Committee, Town of Concord

Date: April 27, 2018

The following is a comment, mistakenly omitted from our memorandum of 4/17/18, re proposed amendments to the Town of Concord's Comprehensive Long Rang Plan (CLRP), offered by the Town of Concord's Finance Committee (FC).

The Finance Committee recommends the following question be added.

Section 5 - **IMPLEMENTATION ACTIONS:**

Page: 165

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

Memorandum on Proposed Addenda to the Draft Long Range Comprehensive Plan
To: Elizabeth Hughes; Recording Secretary, Comprehensive Long Rang Plan Committee
Town of Concord
From: Finance Committee, Town of Concord
Date: April 17, 2018

The following are the comments and proposed amendments to the Town of Concord's Comprehensive Long Rang Plan (CLRP), offered by the Town of Concord's Finance Committee (FC). These are ordered by section of the CLRP.

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.”

Preface: What have we accomplished since the 2005 CLRP?

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

Section 1: Demographics + Trends

Suggest that the MCI population number be identified, since it is referenced and the language needs clarification

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

FC recommends 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.

Housing

FC observes that the last paragraph in this section may be read to imply the issues of aging population and affordable housing are newly identified. FC recommends language be added to clarify that these issues have been a concern for decades.

Public Facilities and Infrastructure

Under the subsection “Water System; FC recommends the addition of language indicating concern about the adequacy of the Town’s water system to meet future needs.

Page 27; Vision for Concord in 2030

FC suggest the first sentence of this section be altered 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, FC recommends deleting the word “substantial” from the phrase “substantial fiscal resources”.

Section 2: Community Criterion 5: Fiscal Sustainability

In sub-part b) FC recommends “unintended or ancillary impacts” be changed to “negative ancillary impacts”.

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.

In the Introduction, FC recommends that item #1 be revised 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.

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 FC did not discuss this but, I (TAT) believe the reference should be to the “median residential tax bill”, as, I believe 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.

Section 5 - Implementation of Plan

Page 165—“Fiscal Sustainability”: The FC 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.

Memo to: Gary Kleiman, Co-Chair CLRPC
Elise Woodward, Co-Chair CLRPC

From: Nea Glenn, Chair HDC

Date: April 22, 2018

Elise and Gary,

The Historic Districts Commission has discussed the DRAFT Envision Concord-Bridge to 2030 Plan and is comfortable that the concerns and priorities of the Commission have been addressed. The HDC has had significant input into the creation of this draft and is confident that the Plan articulates the issues facing the Town regarding preservation of historical resources.

Thank you for all your work.

CHC memo re Envision Concord 2030

September 30, 2017

The Concord Historical Commission (CHC) met on Thursday, September 14, 2017 with Jeffrey Gonyeau, Preservation Consultant, and Elise Woodward, Co-chair of Concord's Comprehensive Long Range Plan Committee, to discuss the CHC's perception of the Town's most pressing issues related to historic preservation and its relationship to Concord's future.

Following that meeting, the Chair of the CHC asked that further comments from Commission members be submitted to her for inclusion in this memo. The following is a synopsis of meeting discussion and follow-up comments arranged in an attempt to impose order on the most significant ideas that emerged.

The ideas and concerns broadly fall into three categories:

- Protection of built environment
- Importance of historic landscape
- Collaborative/coordinated interpretation and engagement

Protection of built environment

Two years ago, town meeting passed the first update to Concord's demolition delay bylaw since its inception. This was a major effort for the CHC and has succeeded in providing oversight and temporary protection for more than a thousand Concord buildings outside the Historic Districts. The CHC is proud to have authored this broadened protection of historic resources. 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 we would like to see it have. Commission ideas include the following:

- 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 further amendments of bylaw perhaps 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. It is a goal of the CHC to help make those links, in an effort to lower the number of demo applications and the number of demos 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? These areas are mentioned in the materials but I did not see specific numbers. Such goals should be tested carefully against the overriding goal of "maintaining the unique character of the town." Some of the changes/goals potentially add up to significant changes in the town's character. How these ideas are carried out

will determine how significant a change, so here the HDC, CHC and others need to have oversight. (cf: using open land for development, building around transportation hubs, developing a new village area, bike paths and sidewalks.)

- 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" we want to maintain been defined in way that allows us to test changes against this? I think the Town used to say the goal was maintaining the character of the town *as a New England village or town*. Was that specificity taken out on purpose? We need to keep in mind 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 we protect the character and history of West Concord? I sometimes sense that it will be used as a tax base and place to develop in order to keep other parts of town free from this development.
- I am deeply concerned about balancing interests of preserving Concord's historic integrity while also maintaining strong financial health. I define historic integrity for Concord as open space, farmland, historic vistas, preservation of historic structures and scale. When any major alteration or construction is contemplated, its impact on historic integrity must be considered - but what that means is different for everyone. On the other hand, I am mindful that we need a robust tax base to pay for our schools, police and fire, library, public works and that lands on the value of our real estate, a tax base that grows with the construction of every McMansion.

Importance of historic landscape

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

Examples of sites where the CHC is involved 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. These audiences have been underserved and their energy or life experience – as well as their potential volunteer engagement - has been underappreciated.

The drawback of any such collaboration is the amount of time and/or expertise that needs to be invested in forming and maintaining such connections.

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.

The Concord Historical Commission appreciates your interest in our input to *Envision Concord*. We are charged with attending to the broad historical interests of the Town, including identification and preservation of the historic built environment and the heritage landscape of which it forms a part. Your work puts ours in context and reminds us of the larger purpose of what we do.

Thank you.

Electa Tritsch
Chair, Concord Historical Commission

TO: Elizabeth Hughes
FR: EKT for CHC
RE: CLRP Draft comments

I have reviewed the *Envision Concord* – Long Range Plan draft and offer the following comments. In relation to the big picture, most of them are fairly nit-picking but seem perhaps still worthy of mention.

I found the integrated planning approach refreshing – especially moving from Section 3 to Section 4, where some of the same concerns and ideas arranged in different contexts provided good food for thought. Following are my comments:

- Sec 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.
- Sec 3, 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 – Martha Rohan’s “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)?
- Sec 3, p 36: “Focus on arts and art related...” doesn’t seem to belong here; if anything, it should be a separate bullet point.
- Sec 3, 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 – on the other hand, developing some sort of coordinating – perhaps committee? – which along the way developed volunteer-friendly projects involving these professionalized institutions would be great.
- Sec 3, 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.
- Sec 3, p 37: (re burial grounds) The paragraph might better read:
Raise awareness of and appreciation for the burial grounds and cemeteries....

I have no particular comments on Section 4, and appreciate how well the Planning Committee incorporated the Historical Commissions concerns and comments.

Finally, I see Section 5 as vital to be addressed ASAP, before the Town has a chance to shelve the plan and go about its disorganized business. Charts are very irritating – but invaluable in answering the question, What are we supposed to do next?

A mountain of work well done. Many thanks to the Committee.

LONG RANGE PLANNING FOR FINANCIALLY NEEDY CITIZENS

- Hugh Cargill Trust Committee (HCTC) formed by Select Board to screen requests from Concord citizens having emergency financial needs.
- HCTC and Select Board members see need for long range planning on how town will meet these needs in the future
- HCTC being squeezed three ways financially
 - Trustees reduced annual funding from ~\$17K to \$4.6K
 - 15-20% of our client population is returning each year (not “emergency”)
 - **Concord’s goal of affordable housing and diversity will require a greater amount of financial support**

LONG RANGE PLANNING FOR FINANCIALLY NEEDY CITIZENS

Highlights of Concord's 2015 Housing Production Plan

- About 20% of Concord households have low incomes and roughly 76% of these low-income households are 'cost burdened', 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 wait list, 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.

Elizabeth Hughes

From: Lynn Salinger <blsalinger@gmail.com>
Sent: Thursday, October 12, 2017 10:06 AM
To: Elizabeth Hughes
Cc: David Wood; Peggy Briggs
Subject: Concord Light Board inputs into CLRP
Attachments: Strategic Planning Progress Report 10-10-2017.docx; Concord Municipal Light Plant Strategic Plan081517.pdf

Greetings, Elizabeth,

On behalf of the Concord Light Board and in contribution to the comprehensive long-range planning being undertaken by the town, I would like to share with you two elements of the draft CMLP strategic plan currently in development. The first is a draft narrative, prepared by CMLP staff to summarize many months of work to develop a comprehensive approach, including a number of strategic initiatives, to guide CMLP toward Concord's energy future. The second is a set of slides that accompany that narrative.

I would underscore that the narrative is currently in draft form, to be modified in the next several weeks based on input being gathered from staff, the Light Board, and the Town Manager. We anticipate that, once finalized and posted (in November), the CMLP will hold a public forum to explain the strategy, provide opportunities for townspeople to learn more about the strategic initiatives that will be emphasized, and gather feedback from the public. We expect that this will take place in mid-November, though dates are yet to be scheduled.

In addition, I believe Peggy Briggs has already shared with you a CMLP memo and minutes of a recent Light Board meeting, indicating CMLP's strategy for accomplishing the objectives set out by the Energy Futures Task Force, as endorsed by 2017 Town Meeting's Article 51.

I hope this packet of information, taken together, will provide the Planning Department and the CLRP team with the information it needs from the Light Board and CMLP to address energy and greenhouse gas related topics in the plan. Please let us know if you have any questions.

Best regards,

Lynn Salinger

May 4, 2018

To: Comprehensive Long Range Plan Committee
From: Natural Resources Commission
Subject: Comments on Draft Long Range Plan

Preserving and protecting Concord's natural resources is a key value in Concord. Previous LRP's and Open Space and Recreation Plans have reflected this community value. Additionally, the Wetlands Bylaw passed by Town Meeting in 2009, the Farming Bylaw in 2011, and the long history of conservation land acquisitions, highlighted by the recent public-private partnership of the October Farm Riverfront acquisition, further reinforces Concord's commitment to preserving its natural resources.

Open space is generally defined as land that is valuable for conservation or recreation purposes, and contains little or no development. Preserving natural resources (upland and wetland wildlife habitats, forests, open meadows, fields, riparian corridors, watersheds, and significant geologic, plant community, or other natural features) is distinct from preserving recreation resources requiring different goals, strategies, and plans. The NRC strongly recommends the final CLRP clearly distinguish between the preservation and protection of natural resources from recreation. This should be done through separate goals, strategies, and action plans for natural resources and recreation. Since these three components of the CLRP are combined into one section (versus having three separate sections devoted to each as in the 2005 LRP), the NRC considers the separation of natural resource goals, strategies, and action plans as critical to protecting and preserving these key irreplaceable resources. We recommend that Section 4 be restructured with Open Space as the chapter heading, and Natural Resources and Recreation be separated within the chapter.

The NRC has other general and specific comments, as described below.

General Comments:

- Open space numbers vary throughout the document, and need to be revised for consistency. A definition of what lands are included in the open space category should be provided, and better clarity provided to distinguish between permanently protected open space and open space such as golf courses, sporting clubs, and other open space that may be developed in the future.
- The CLRP appears to put conservation in opposition to other Town priorities. While land conservation is one of several competing interests in land use, the language

appears inconsistent with the Town's approach to balancing the needs of all interests.

- All maps in the document are too small to understand what is being portrayed.

Specific comments:

- Glossary:
 - Provide definitions of Open Space and Natural Resources
 - Elaborate Natural Character definition to include large intact natural systems, scenic vistas, watersheds, and other elements identified in survey responses.
- Section 1, page 20: "One of the defining characteristics that makes Concord unique is its abundance of natural resources..." Strike remainder of sentence and INSERT: Within the floodplains of three major rivers, the juxtaposition of the western edge of the coastal plain and the southern extent of boreal plant communities, Concord has a higher than average diversity of natural plant communities. These features, along with the high amount of protected open space, contribute to the highest density of rare species records of any town between the Plymouth and Sturbridge area. Open agricultural fields contribute to the natural resources in Concord, providing sustainable food production, rural vistas, and a connection to Concord's agricultural history. Back yards and residential areas are also important areas that can be managed for natural resources values.
- Section 1, page 20. Second paragraph under Open Spaces/Natural Resources: INSERT: "Two of the primary goals of the Natural Resources Commission are to acquire land for conservation and passive recreation purposes, and to steward the Town's natural resources." The remainder of this paragraph should be revised to reflect the goals of Historical Commission, Recreation Commission, Agriculture Committee, and West Concord Advisory Committee to protect and guide use of Concord's open space.
- Section 1, page 21, Figure 7: We recommend that the Open Space Framework Map in the 2015 Open Space and Recreation Plan, which defines Large Natural Areas, Large Agricultural Areas, and Large Built Areas, be used in place of this map for consistency among these two planning documents.
- Section 3, page 33, fifth bullet: Further clarification should be provided about what is meant by and/or provide examples of where the Town can provide easy access to rivers served by sidewalks, as well as, what enhancements in spaces along the Assabet River in West Concord are desired.
- Section 3, page 41-42, Concerns and Challenges (last bullet): It is unclear what natural resources have to do with historic landscape protection. We suggest striking "natural resources" from this bullet.
- Section 3, page 42, Potentially Mutually Beneficial Systems-Based Solutions (first bullet): It is important to prioritize housing and conservation needs, but this bullet

only recognizes those two priorities, when there are several others (e.g. water supply, recreation, school uses). We recommend rewriting this to simply prioritize housing priorities, and strike references to conservation.

- Section 3, page 44, last paragraph. Same comment as above. Also, where is the map referenced in this paragraph?
- Section 3, page 45, Housing (second bullet): Remove “so-called” before “Chapter Land Program”. Note that changes to this program would require state action.
- Section 3, Page 46, Land Use (second bullet): Why consider open space only for housing? Shouldn’t open space be considered for its most appropriate use?
- Section 3, Page 46, Land Use (last bullet): Add to end of sentence, “and develop Conservation Restrictions, that include public access, to permanently protect these corridors.”
- Section 3, Page 47, Open Space and Natural Resources (first bullet): Rewrite to read, “Continue to pursue purchase of farmland in the Chapter 61A program when they come on the market.”
- Section 3, Page 47, Open Space, second bullet: Rewrite bullet to include consideration of BioMap2 areas, rare species mapping, adjacency to other protected conservation lands, agricultural lands, geologic, scenic, or other significant resources for consideration of land protection.
- Section 3, Page 47, Open Space, third bullet: It is unclear why affordable housing is included in this bullet.
- Section 3, Page 47, Open Space, fourth bullet: Include language to retain Chapter 61A lands in agricultural production.
- Section 3, Page 53, Transportation, sixth bullet): How would regional transportation to Walden Pond fit in with DCR limiting access based on their parking lot capacity?
- Section 4.4, Page 0, Introduction, second paragraph, first sentence: Replace “woodlands” with “the extensive amount of protected land”.
- Section 4.4 Page 0, Introduction, third paragraph, first sentence: The phrase “... and to acknowledge changes in climate-related issues, such as wetlands and floodplains” does not make sense.
- Section 4.4, Page 6, Land Use Category Table: Does Natural Lands/Open Space mean permanently protected open space?
- Section 4.4, Page 6, Land in Chapters 61, 61A, 61B Table: “Forest” should be “Forestry”.
- Section 4.4, Page 9, Smart Growth Analysis and Criteria (first bullet): INSERT “natural” so the phrase reads “Protect the historic, natural, and agricultural character...”

- Section 4.4, Page 12: Map: Open space on the map should be broken out into categories to clarify whether land is protected or unprotected open space.
- Section 4.4, Page 12, third bullet. Change “Not compromised by Wetlands or Conservation Areas” to “Outside estimated wetlands and Chapter 97 lands” Include a definition of “estimated wetlands” from GIS mapping, and Chapter 97 lands as municipal conservation lands, water supply lands, and recreation lands.
- Section 4.4, Page 12, fourth bullet. Some Chapter land may be suitable for development. We recommend including Chapter lands in a smart growth analysis.
- Section 4.4, Page 17, Goal 1. The last sentence unnecessarily pits conservation against development. We recommend striking the phrase “Along with conservation...”.
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Thank you for the opportunity to comment on the draft Comprehensive Long Range Plan.

Very truly yours,

Greg Higgins, Chair
Natural Resources Commission

Delia Kaye
Natural Resources Director



TOWN OF CONCORD
NATURAL RESOURCES COMMISSION
141 KEYES ROAD, CONCORD, MASSACHUSETTS 01742
TEL. (978) 318-3285 FAX (978) 318-3291

May 4, 2018

To: Comprehensive Long Range Plan Committee
From: Natural Resources Commission
Subject: Comments on Draft Long Range Plan

Preserving and protecting Concord's natural resources is a key value in Concord. Previous LRP's and Open Space and Recreation Plans have reflected this community value. Additionally, the Wetlands Bylaw passed by Town Meeting in 2009, the Farming Bylaw in 2011, and the long history of conservation land acquisitions, highlighted by the recent public-private partnership of the October Farm Riverfront acquisition, further reinforces Concord's commitment to preserving its natural resources.

Open space is generally defined as land that is valuable for conservation or recreation purposes, and contains little or no development. Preserving natural resources (upland and wetland wildlife habitats, forests, open meadows, fields, riparian corridors, watersheds, and significant geologic, plant community, or other natural features) is distinct from preserving recreation resources requiring different goals, strategies, and plans. The NRC strongly recommends the final CLRP clearly distinguish between the preservation and protection of natural resources from recreation. This should be done through separate goals, strategies, and action plans for natural resources and recreation. Since these three components of the CLRP are combined into one section (versus having three separate sections devoted to each as in the 2005 LRP), the NRC considers the separation of natural resource goals, strategies, and action plans as critical to protecting and preserving these key irreplaceable resources. We recommend that Section 4 be restructured with Open Space as the chapter heading, and Natural Resources and Recreation be separated within the chapter.

The NRC has other general and specific comments, as described below.

General Comments:

- Open space numbers vary throughout the document, and need to be revised for consistency. A definition of what lands are included in the open space category should be provided, and better clarity provided to distinguish between permanently protected open space and open space such as golf courses, sporting clubs, and other open space that may be developed in the future.
- The CLRP appears to put conservation in opposition to other Town priorities. While land conservation is one of several competing interests in land use, the language

appears inconsistent with the Town's approach to balancing the needs of all interests.

- All maps in the document are too small to understand what is being portrayed.

Specific comments:

- Glossary:
 - Provide definitions of Open Space and Natural Resources
 - Elaborate Natural Character definition to include large intact natural systems, scenic vistas, watersheds, and other elements identified in survey responses.
- Section 1, page 20: "One of the defining characteristics that makes Concord unique is its abundance of natural resources..." Strike remainder of sentence and INSERT: Within the floodplains of three major rivers, the juxtaposition of the western edge of the coastal plain and the southern extent of boreal plant communities, Concord has a higher than average diversity of natural plant communities. These features, along with the high amount of protected open space, contribute to the highest density of rare species records of any town between the Plymouth and Sturbridge area. Open agricultural fields contribute to the natural resources in Concord, providing sustainable food production, rural vistas, and a connection to Concord's agricultural history. Back yards and residential areas are also important areas that can be managed for natural resources values.
- Section 1, page 20. Second paragraph under Open Spaces/Natural Resources: INSERT: "Two of the primary goals of the Natural Resources Commission are to acquire land for conservation and passive recreation purposes, and to steward the Town's natural resources." The remainder of this paragraph should be revised to reflect the goals of Historical Commission, Recreation Commission, Agriculture Committee, and West Concord Advisory Committee to protect and guide use of Concord's open space.
- Section 1, page 21, Figure 7: We recommend that the Open Space Framework Map in the 2015 Open Space and Recreation Plan, which defines Large Natural Areas, Large Agricultural Areas, and Large Built Areas, be used in place of this map for consistency among these two planning documents.
- Section 3, page 33, fifth bullet: Further clarification should be provided about what is meant by and/or provide examples of where the Town can provide easy access to rivers served by sidewalks, as well as, what enhancements in spaces along the Assabet River in West Concord are desired.
- Section 3, page 41-42, Concerns and Challenges (last bullet): It is unclear what natural resources have to do with historic landscape protection. We suggest striking "natural resources" from this bullet.
- Section 3, page 42, Potentially Mutually Beneficial Systems-Based Solutions (first bullet): It is important to prioritize housing and conservation needs, but this bullet

only recognizes those two priorities, when there are several others (e.g. water supply, recreation, school uses). We recommend rewriting this to simply prioritize housing priorities, and strike references to conservation.

- Section 3, page 44, last paragraph. Same comment as above. Also, where is the map referenced in this paragraph?
- Section 3, page 45, Housing (second bullet): Remove “so-called” before “Chapter Land Program”. Note that changes to this program would require state action.
- Section 3, Page 46, Land Use (second bullet): Why consider open space only for housing? Shouldn’t open space be considered for its most appropriate use?
- Section 3, Page 46, Land Use (last bullet): Add to end of sentence, “and develop Conservation Restrictions, that include public access, to permanently protect these corridors.”
- Section 3, Page 47, Open Space and Natural Resources (first bullet): Rewrite to read, “Continue to pursue purchase of farmland in the Chapter 61A program when they come on the market.”
- Section 3, Page 47, Open Space, second bullet: Rewrite bullet to include consideration of BioMap2 areas, rare species mapping, adjacency to other protected conservation lands, agricultural lands, geologic, scenic, or other significant resources for consideration of land protection.
- Section 3, Page 47, Open Space, third bullet: It is unclear why affordable housing is included in this bullet.
- Section 3, Page 47, Open Space, fourth bullet: Include language to retain Chapter 61A lands in agricultural production.
- Section 3, Page 53, Transportation, sixth bullet): How would regional transportation to Walden Pond fit in with DCR limiting access based on their parking lot capacity?
- Section 4.4, Page 0, Introduction, second paragraph, first sentence: Replace “woodlands” with “the extensive amount of protected land”.
- Section 4.4 Page 0, Introduction, third paragraph, first sentence: The phrase “... and to acknowledge changes in climate-related issues, such as wetlands and floodplains” does not make sense.
- Section 4.4, Page 6, Land Use Category Table: Does Natural Lands/Open Space mean permanently protected open space?
- Section 4.4, Page 6, Land in Chapters 61, 61A, 61B Table: “Forest” should be “Forestry”.
- Section 4.4, Page 9, Smart Growth Analysis and Criteria (first bullet): INSERT “natural” so the phrase reads “Protect the historic, natural, and agricultural character...”

- Section 4.4, Page 12: Map: Open space on the map should be broken out into categories to clarify whether land is protected or unprotected open space.
- Section 4.4, Page 12, third bullet. Change “Not compromised by Wetlands or Conservation Areas” to “Outside estimated wetlands and Chapter 97 lands” Include a definition of “estimated wetlands” from GIS mapping, and Chapter 97 lands as municipal conservation lands, water supply lands, and recreation lands.
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September 29, 2017

Gary Kleiman and Elise Woodward, Co-Chairs
Concord Comprehensive Long Range Plan Committee
141 Keyes Road
Concord, MA 01742

Re: NRC Input to Concord Long Range Plan (CLRP)

Dear Mr. Kleiman and Ms. Woodward,

The Natural Resources Commission (NRC) offers the following input to the Town's CLRP. This feedback includes input from the Conservation Restriction Stewardship Committee, the Heywood Meadow Stewardship Committee, and the Trails Committee.

The NRC has, for over 30 years, regularly developed and gained approval of the Town's Open Space and Recreation Plan, incorporating significant public input and contributions from key non-governmental conservation and environmental organizations in Town. The NRC's input to you is based in large part upon the priorities and action items identified in the 2015 Open Space and Recreation Plan.

The primary focus of our input is threefold:

1. Advocate for keeping protection of open space and natural resources a high priority in the CLRP.
2. Suggest approaches the CLRP and Town should consider to protect our open space and natural resources and meet other important strategic goals.
3. Outline the American Planning Association (APA) Best Practices not already identified in the Strengths/Weaknesses/Opportunities/Threats (SWOT) that can be achieved by protecting open spaces and natural resources.

Why continue to protect open space and natural resources

1. **Maintain the Town's character**--Concord is blessed with extraordinary natural resources and a strong culture and long history of preserving and protecting these natural resources. Our open space and natural resources are a critical part of Concord's town character. They have real economic value in continuing to make Concord a desirable town to live in and to visit. Many of Concord's historical and cultural institutions are linked as closely with open spaces and natural resources as they are with buildings. For instance, Heywood Meadow, witness to the march of

the Minutemen on April 19, 1775, stands as a welcome reminder of Concord's rural nature as one enters the heart of Concord Center. This evocative landscape has been successfully protected against several development proposals over the past 70 years. Protection of Concord's open spaces, including both larger parcels and smaller green spaces in the built areas of Town, is crucial to ensuring that the character of the Town is retained.

2. **Protect water resources and biodiversity**— With three nationally recognized Wild and Scenic Rivers that run through Concord, and numerous associated streams and brooks, Concord is endowed with a wealth of water resources that provide many public benefits to its residents and contributes to its high biodiversity. Concord is approximately 20 miles from Boston yet contains some of the Commonwealth's highest biodiversity and extensive protected wetland resource areas - a main reason people choose to live here.
3. **Improve recreational access and connectivity**—Concord's trail network is impressive. Through its Trails Committee, the NRC has developed off-road access to neighborhoods, schools, and natural resources throughout Town. Trail connectivity enhances the public's appreciation for land conservation, provides opportunities for better stewardship of the land, and underscores the importance of acquiring Conservation Restrictions. Providing connectivity through open spaces will also allow for less car-dependence and help reduce the Town's carbon-footprint.
4. **Protect agricultural land, including fields, meadows, and orchards**—The Town has long identified the importance of agricultural land preservation, both in active farmlands as well as small, connecting, neighborhood and community parks and commons. Residents want to protect farmland in Concord not only because of its scenic and historical importance, but also because of a desire to produce food locally.
5. **Open space and natural resources are irreplaceable**— Land is a finite resource and as it becomes scarcer, development pressures become more intense. It is critical that the Town continue efforts to protect land for conservation purposes, and guide development outside wetland resource areas to ensure that the quality and quantity of protected land remains high. Using the 2015 Open Space Framework (Attachment 1) as the overall guiding structure for protecting open spaces and natural resources as it relates to the development and implementation of the CLRP will ensure that Concord protects our valuable and irreplaceable natural resources.

Approaches to Protect Open Space and Natural Resources

Overall, the NRC recommends to the CLRP that the 2015 Open Space and Recreation Plan serve as the primary roadmap to protecting these resources. Key highlights from this plan that the CLRP should consider include the following recommendations.

1. **Work with other Town Committees and Departments to expand implementation of Transferrable Development Rights (TDR) and Conservation Restrictions (CR)**—TDR is a development tool that restricts growth in certain areas (sending districts) by transferring the development rights for those areas to more suitable locations (receiving districts). Use of TDRs could be an important way to achieve several best practice topics, such as land-use mix, job clusters, infill development, transit oriented development, housing, and economic growth and development, while maintaining the essential rural aspect of the Town's character and protecting natural resources. The CLRP should review the role CRs can play in protecting open space and natural resources and task appropriate Town committees to implement strategies to expand their use.
2. **Increase financial resources available to protect open space and natural resources**—The Town should continue to protect key areas for their ecological, agricultural, and recreational values through the use of tax funds, Community Preservation Act (CPA) funds, public-private partnerships, and bonds. Increasing financial resources to the Division of Natural Resources is highly recommended to improve management of conservation land and open space. This includes funds for an additional staff person and monies to survey, certify, and inventory the existing natural conditions of conservation land. In addition, the Division must have sufficient staff to address Conservation Land and Conservation Restriction violations, provide education to the public regarding the value of our natural resources and wetlands, and the threats to the landscape that are posed by invasive species. It is critically important that the Town provide the financial resources to protect its open spaces from degradation and encroachment that occurs on these lands from development pressures and increased human activities.
3. **Actively pursue the use of Agricultural Preservation Restrictions to protect agriculturally productive land through permanent restriction.**
4. **Identify lands of conservation interest using the criteria laid out in the OSRP Seven-Year Action Map (Attachment 2)**—This allows the Town to monitor such properties and develop strategies to protect these lands if and when they become available for acquisition. Additional efforts should include increasing the CPA annual allocation to open space and recreation to enhance the Town's ability to purchase and/or protect these invaluable resources and further developing partnerships with other local conservation organizations.
5. **Continue to connect trails and open spaces both within Town and with adjoining communities**—Connecting open spaces can increase walking and bicycling (where appropriate) leading to improved health and a reduction in carbon emissions from driving automobiles. The development of a program to provide accessible trails to people with disabilities would increase access to Town-owned open space for this population. In addition, responsible regionalism should include expanding open space and connecting trails across Towns to improve the mobility of both wildlife and people and to protect valuable wildlife habitat.

6. **Climate Change Resiliency:** Healthy forested ecosystems, wetlands, and floodplains buffer the Town from the increasing effects of stronger storms events, higher intensity flooding, and more frequent droughts. Protection of these areas contributes to lower costs associated with storm damage and flooding. Development within flood-prone areas should be avoided.

The Benefits of Best Practices Protection of Open Space and Natural Resources:

Open space and natural resource protection can contribute to achieving the following BP not already identified.

1. Livable Built Environment

- a. BP 1.1—Connecting trails and open space
- b. BP 1.2—Use of Transfer of Development Rights
- c. BP 1.4—Trails can supplement and connect to complete streets
- d. BP 1.5—Use of trails to encourage walking and TDRs to free up land for new mixed-use developments
- e. BP 1.6—Use of TDRs
- f. 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
- g. BP 1.8—Use of mobility devices on conservation land trails
- h. BP 1.9—Include open spaces and natural resources as part of Town’s historic resources (such as Emerson-Thoreau Amble trail)

2. Harmony with Nature

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

3. Resilient Economy

- a. BP 3.1—Use of TDRs

NRC 2016/17 Key Accomplishments

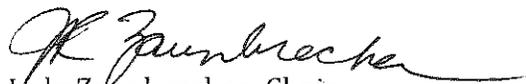
The NRC’s key functions include the implementation and enforcement of the Wetlands Protection Act (WPA) and Town Bylaw and the acquisition, preservation, and management of Town-owned Conservation Land and Conservation Restrictions. Notable accomplishments over the past two years include:

1. Timely hearings and issuance of decisions under the WPA and Bylaw. This includes working with applicants to find solutions that meet the requirements of the WPA and Bylaw and that take into consideration the goals of the applicants. This work also includes educating both applicants and the public on the value of the wetlands resource areas.

2. Protection of over 50 acres of land throughout Town for conservation purposes in fee interest, with an additional 69 acres protected through Conservation Restrictions. Much of this protection was accomplished through the purchase of the 80-acre October Farm Riverfront off Ball's Hill Road, with 22 acres dedicated as Town conservation land, and CRs over the remaining 58 acres of conservation land owned by the Concord Land Conservation Trust (CLCT), and water supply land managed by the Concord Public Works Commission. Additional land was protected at Black Birch as CR and conservation land off Forest Ridge Road, conservation land along Baptist Brook off Commerford Road, and a CR to be created at Junction Village off Winthrop Street. Protection was achieved through public/private partnering with CLCT, CPA funding, development agreements, borrowing, and, in the case of the October Farm Riverfront land, a \$400,000 state LAND grant spearheaded by the Division of Natural Resources.
3. Concord's trail network was expanded by creating new trails on the Baptist Brook conservation land, connecting to existing trails on Annursnac conservation land, a new trail connecting conservation lands between Second Division Brook and Harrington Park, new trails at Black Birch, connecting to existing trails in the Thoreau Hills neighborhood, and new trails at the October Farm Riverfront. Trail maps and brochures have been created to provide the public with information on the natural and historic values of these lands, and kiosks constructed at many trailheads to house this information.
4. The Rogers land off Harrington Avenue was returned to agricultural production in 2016, with the development of a community garden to expand the community gardening program in West Concord. A bedrock well was installed to provide irrigation to this land and nearby Marshall Farms.

The NRC thanks you for the opportunity to offer feedback into the development of Envision 2030.

Sincerely,



Judy Zaunbrecher, Chair
Natural Resources Commission

2015 Open Space Framework

The 1992 and 2004 *Open Space and Recreation Plans* established an objective and ecologically-based approach called the Open Space Framework (OSRP 1992, 2004). The town as a whole was examined to identify both overall land use patterns and specific sites of special interest. Two major town-wide landscape types, which are further broken down into constituent parts, combine to create an overall pattern: **Large Intact Areas** (“patches”) and **Major Corridors**. In addition, **Special Sites** are scattered across the town. These are small, but uncommon or important open spaces, such as rare species habitat or scenic views. The 2015 Open Space framework expands the natural areas to include Biomap2 core habitat, expands the agricultural areas to include adjacent Chapter 61A land, and adds an additional built area.

Three types of **Large Areas** with similar characteristics and function are present in Concord:

- Natural-vegetation areas
- Agricultural areas
- Built areas

Also three types of **Major Corridors** are present, namely those for:

- Wildlife movement
- Water protection
- Human use

For more information on the framework, see *Section 5*.

Large Agricultural Areas:

- A1. Nine Acre Corner
- A2. Lexington Road
- A3. Monument Street
- A4. Williams Road / Sudbury Road / Route 2
- A5. Reformatory Farms / Barrett’s Mill Road

Large Natural Areas:

- N1. Estabrook Woods Area
- N2. Great Meadows / Ball’s Hill Area
- N3. Walden Woods / Town Forest
- N4. Second Division Brook Area
- N5. Virginia Road Woods
- N6. Annursnac Hill / Strawberry Hill Road
- N7. Jennie Dugan Kames
- N8. Hanscom
- N9. White Pond

Large Built Areas:

- B1. Concord Center / Bedford Street
- B2. West Concord / Elm Street
- B3. Annursnac Hill / Barrett’s Mill Road
- B4. Peabody / Sanborn Schools
- B5. White Pond Area
- B6. Garfield Road
- B7. Thoreau School
- B8. Hillside Ave / Sorrel Road
- B9. Second Division Brook

Major Wildlife and Water-protection Corridors:

- C1. Assabet River
- C2. Sudbury River
- C3. Concord River
- C4. Saw Mill Brook
- C5. Spencer Brook
- C6. Second Division Brook
- C7. Jennie Dugan Brook
- C8. Second Division Brook / Jennie Dugan Kames to Assabet River
- C9. Virginia Road Woods Area to Walden Woods / Town Forest
- C10. Town Forest to Walden Reservation via railroad underpass and school land
- C11. Nashoba Brook / Warner’s Pond
- C12. Annursnac Hill / Strawberry Hill Road Area to Estabrook Woods Area
- C13. Virginia Road Woods to Great Meadows / Ball’s Hill Area

Carlisle

Bedford

Acton

Lincoln

Maynard

Sudbury

Wayland

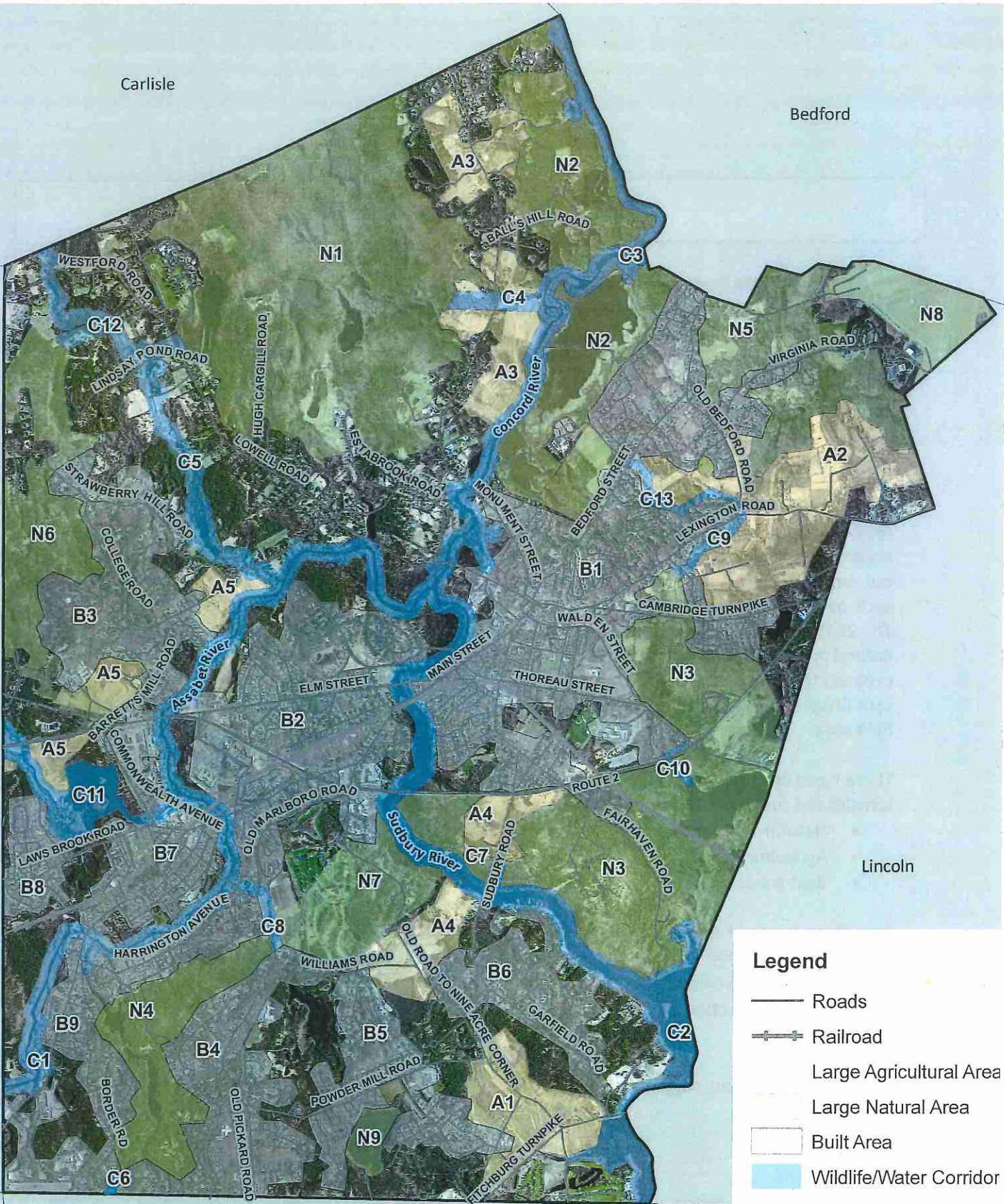
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2015 Open Space Framework

Legend

-  Roads
-  Railroad
-  Large Agricultural Area
-  Large Natural Area
-  Built Area
-  Wildlife/Water Corridor

0 0.25 0.5 1 1.5 2 Miles



Seven-Year Action Map

Seven-Year Action Map

The map on the next page identifies actions for the Town of Concord:

- Key areas to protect for their ecological, agricultural and recreational values (green numbers and areas);
- Potential Agricultural Overlay districts to be implemented (black polygons previously identified by the Town and proposed additional Agriculture Overlay based on current analysis in blue);
- Potential Transfer of Development Rights to within one-half mile of train stations;
- Potential vernal pools that should be surveyed and certified;
- Proposed trail improvements on publicly accessible protected land, making recreational resources more available throughout Town (dark orange and yellow lines).

Additional criteria that could be used to prioritize the identified lands of conservation and recreation interest include:

- Presence of prime or statewide importance agricultural soils;
- Proximity to identified Special Sites;
- Land that could be used for trails or to connect trails; and
- Current Use Program Lands (Chapter 61, 61A, and 61B).

Agricultural Preservation Restriction (APR)

APR is a state funded preservation tool that seeks to protect agriculturally productive land through permanent deed restriction. Towns can apply for, and sometimes match, state funds in order to purchase the restriction which limits use in order to maintain agricultural potential.⁴⁶

Transfer of Development Rights (TDR)

TDR is a development tool that restricts growth in certain areas (sending districts) by transferring the development rights for those areas to more suitable locations (receiving districts). In this way open space, agricultural land, sensitive habitats, and areas with some form of recreational potential may become permanently protected by focusing growth

in urban centers, areas near public transportation lines, or underutilized properties in town. For example, development rights might be transferred to areas within one-half mile of commuter rail stations. This would foster walkability in town and a decreased dependence on automobiles, thereby reducing carbon emissions in the town. In this way, important open space land is protected, economic growth and development is allowed to continue, and climate change issues are also addressed (see Appendix B for full discussion of TDR).⁴⁵

Transfer of development rights has had limited application in Concord. The 1992 Town Meeting adopted Zoning Bylaw Section 6.3.4 "Dedication of Land to the Town of Concord for Municipal or Other Public Uses," which allowed only property owners in the Limited Industrial Park District (Forest Ridge Road) to transfer development rights within the District. One property owner subdivided a 25-acre parcel into two parcels equal in land area; he then transferred the development rights from the land he gave to the Town as open space (creating a buffer between the StarMet site and other land in the Forest Ridge development) to the land he continued to own.

Transfer of development rights on a broader scale requires significant investment in community outreach and education to understand and agree upon the value of the land to be protected, the extent of development possible and the increased development potential of the land receiving the development rights. Concord has frequently found simpler and easier solutions to protect land that is valued for open space, agriculture, historic preservation, or recreation purposes.

Agricultural Overlay District

First discussed in the 2005 Comprehensive Long Range Plan, an agricultural overlay district essentially limits development in areas deemed agriculturally important through the assessment of certain key characteristics including: availability of prime agricultural soils, proximity to major blocks of farmland, the size of the parcel, the degree of development, and other risk factors. If a special Agricultural Overlay District were created, then the regulations of the underlying residential district would be modified by stricter controls and/or the provision of additional development options for use of the property.⁴⁰



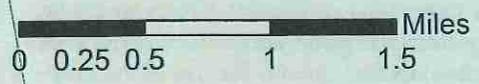
Carlisle

Bedford

Acton

Lincoln

Maynard



Seven-Year Action Map

- Proposed Wildlife Passages
- Invasive Species Management
- Implement Watershed Management Plan
- Proposed Overpasses
- Train Station
- Evaluate Potential Vernal Pools for Certification
- Selected 2004 Lands of Conservation Interest
- New Proposed Trails
- Develop Assessed Trails
- Trails to Assess for OPDMD
- Portion of Bay Circuit Trail to Re-reroute
- Ponds/Rivers
- Revised Lands of Conservation Interest
- Railroad
- New Proposed Ag Overlay District
- Proposed Ag Overlay Districts
- Proposed TDR Receiving Area
- Proposed Bruce Freeman Rail Trail
- Roads
- Monitor Town Conservation Restrictions





TOWN OF CONCORD

Planning Board

141 Keyes Road - Concord, MA - 01742

Phone: 978-318-3290

MEMORANDUM

To: Comprehensive Long Range Plan Committee
From: Planning Board
Re: Draft Envision Concord – Bridge to 2030 Plan
Date: April 24, 2018

The Planning Board reviewed the March 5th draft of the Comprehensive Long Range Plan, focusing on *Section 4: Plan Elements*. The broad scope and depth of detail in this draft reflect the committee's sustained effort to translate its vision statement and "big ideas" scenarios into an implementable plan. While some sections need further work, most are clear and comprehensive. Here is the Board's consolidated feedback on the March 5th draft. We look forward to reading the final document, and helping to implement the Envision Concord goals.

General Comments

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 1st 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 21st century innovations such as startup incubators and maker spaces. However, large-scale businesses should also be encouraged to thrive here.

Section-Specific Comments

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.

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).

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.

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.

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.

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.

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.

Envision Concord Listening Sessions: Transforming Competing Priorities to Mutually Beneficial Outcomes

1. Culture + History/Economic Viability + Vitality Listening Session

[Thursday, October 26th at 3:30pm, The Wheelhouse at 33 Bradford St.]

- 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?

2. Housing/ Open Space + Natural Resources/ Land Use Listening Session, [Monday, [November 6th at 3:00pm, Fowler Library Meeting Room at 1322 Main St.]

- There's a demand for more housing –variety and types, and a desire to maintain natural resources –what are the ways that each of these goals can support the other?
- What do you think should be criteria for choosing priorities and projects?
- What are other considerations (transportation, economic development) that could have positive benefits for housing and environment goals?
- What are potential Town resource implications to solutions –financial, land, and/or human resources?

3. Transportation + Infrastructure/Housing/Social Services Listening Session

[Tuesday, October 31st at 9:00am, Main Street Café at 42 Main Street]

- Transportation affects every resident and worker in Concord, but would students, seniors, and adults use alternate shared transit/shuttles?
- Are there creative or innovative ways to address transportation needs and challenges by thinking of alignment of other goals (Economic development? Visitor economy? Environment?)?
- 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?

4. Town Character/Culture + History/Diversity Listening Session

[Thursday, November 2nd at 5:00pm, Reasons To Be Cheerful at 110 Commonwealth Ave.]

- 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?

5. Sustainability Goals + Policies/Town Resources Listening Session

[Friday, November 3rd at 7:30am, The Wheelhouse at 33 Bradford St.]

- How can sustainability policies support and add value to the Town and all of the comprehensive long range plan priorities?
- What are specific examples of potential mutually beneficial solutions utilizing sustainability models?
- How do we think "outside the box" to ensure sustainability is infused throughout this plan's recommendations and provides added value?
- What are potential Town resource implications to solutions –financial, land, and/or human resources

Planning Board Comments to CLRP Committee, September 29, 2017

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). The Board will 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. We will also continue to 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). The Board will seek to raise the energy-saving requirements of the Building Code, with the long-term goal of achieving Net-Zero development. We will also promote low-impact development (LID) by proposing a residential lot stormwater bylaw. Finally, we will review how future precipitation projections due to climate change may affect our floodplain designations.
- A more 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.

We look forward to working the CLRP and other Town committees to take Concord forward to 2030.

**Comprehensive Long Range Plan
Personnel Board Comments
September 21, 2017**

The Personnel Board has the following feedback:

Our suggestions for actions:

- Some board members expressed the wish that the town of Concord would be more proactive in supporting the growth and vibrancy of the Concord center business district, citing vacant stores. The request included more promotion and marketing outreach.

Our thoughts on our board/committee accomplishments:

- Pride in defining jobs profiles and compensation that positions the town to assure that Concord retains key talent and obtains the very best new talent. By keeping jobs in line with shifting needs (e.g. technology acumen) and providing incentives within all job categories for advancement of skills and pay.
- Consistent monitoring by Concord's HR department and hired consultants to assure job descriptions and pay fit within the regional economic dynamics. That is, that we match the marketplace.
- In summary, that we reward our town employees, commensurate for the services they provide and their alternative employment opportunities

Best
Ellen Quackenbush
Chair

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DATE: September 27, 2017

MEMORANDUM

TO: Comprehensive Long Range Planning Committee (CLRPC)

FROM: Public Works Commission

CC: Nick Pappas, CLRPC PWC Liaison
Christopher Whelan, Town Manager
Richard Reine, Director, Concord Public Works
Marcia Rasmussen, Director, Department of Planning and Land Management
Elizabeth Hughes, Town Planner
CPW – Division and Program Managers

SUBJECT: 2017 Long Range Plan – PWC Comments

This letter has been prepared at the request of the CLRPC following receipt of their August 7, 2017 letter which included a SWOT analysis. As you know the Commission's CLRPC liaison, Nick Pappas previously provided you with a document titled "Public Works Constraints". The purpose of the "Constraints" document was to summarize the areas which the Commission believes pose the greatest challenges and risk to achieve the Commission's and the Department's mission. These risks are economic, regulatory, cultural, operational and political in nature.

The Commission met at its regularly scheduled August 29, 2017 meeting to discuss in detail the CLRPC's request for comments. In advance of this meeting the Commission was provided with a copy of the CLRPC's SWOT analysis, along with a review outline to guide our conversation. PWC liaison, Nick Pappas attended the meeting and provided an overview of the process to date and input based on his participation on the CLRPC. Below in no particular order or priority are comments from the Commission. The Commission requests you consider them as you advance the plan and include these items in the finalized Long Range Plan as goals and objectives.

- 1. Roads, Sidewalks and Multi-Modal Accommodations** - The Commission notes an interest by some individuals through comments received in adopting a "Complete Streets" program. Many Concord Public Works staff have attended the "Complete Streets" training and are aware of the Town interests in providing multi-modal transportation when feasible and as conditions allow. The Public Works Commission adopted a "Public Works Commission Road Policy" in December 1999 focusing on context sensitive design which



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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, meeting and maintaining compliance with ADA, ensuring design consistency with engineering design best practices such as American Association of State Highway and Transportation Officials (AASHTO), the Manual on Uniform Traffic Control Devices (MUTCD), Public Right of Way Accessibility Guidelines (PROWAG), implementing traffic calming strategies where appropriate and maintaining a minimalist approach to design. The Commission and staff will continue to evaluate the “complete streets” program and leverage program funding and participation when benefits are clearly identified. 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 e.g. Sewer Improvement Fee for additional sewer capacity infrastructure or connection fees for expanded water demand. Explore and leverage other funding sources for infrastructure maintenance and expansion including grants, private contributions, and developer fair share contributions for facility expansion and



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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



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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. It's critical to recognize that 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** – The Commission notes a suggestion in the SWOT under “Harmony with Nature Best, Practice 2.8” which indicates “We need to research opportunity for single stream recycling”. The Commission would like to bring to the CLRPC’s attention that it is continually evaluating our solid waste program. On an annual basis a discussion of findings, changes and recommendations are provided at both the Solid Waste Rate Hearing and Finance Committee Public Hearing. 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 which has been consistently reached 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’s discussion included an evaluation around the impact of the overabundance of regulations placed upon the Town, regardless of local or regional interests. Frequently these regulations are single interest advocacy issues resulting in little, if any true measurable environmental benefit. It’s imperative that for each regulation proposed, 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 avoid the Town from being burdened with unnecessary and costly regulations making the project or program cost prohibitive. The time, money and bureaucracy of unnecessary regulations can distract

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and drain resources from efforts required to comply with other very legitimate, sound and beneficial 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.

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DATE: April 25, 2018

MEMORANDUM

TO: Comprehensive Long Range Planning Committee (CLRPC)

FROM: Public Works Commission

CC: Nick Pappas, CLRPC PWC Liaison
Christopher Whelan, Town Manager
Richard Reine, Director, Concord Public Works
Marcia Rasmussen, Director, Department of Planning and Land Management
Elizabeth Hughes, Town Planner
CPW – Division and Program Managers

SUBJECT: 2017 Long Range Plan – PWC Comments Following Release of Draft Plan

This memorandum has been prepared following the Comprehensive Long Range Planning Committee's (CLRPC) release of the March 5, 2018 draft Long Range Plan titled "Envision Concord - Bridge to 2030". The Public Works Commission (PWC) discussed this draft plan in detail at their March 14, 2018 meeting with an interest in understanding how the PWC's comments previously submitted within the Commission's September 27, 2017 letter have been incorporated into the draft plan. The Commission is appreciative of the hard work and significant effort the CLRPC has made in addressing the Commission's concerns as noted in their SWOT analysis. The PWC is supportive of the March 5, 2018 plan as reviewed by the PWC with the following understanding. The Commission understands that the draft will now be finalized to include the areas of concern noted in the Commission's SWOT analysis and currently included in the March 5, 2018 draft, as well as those noted below. If there are any substantive revisions to the draft plan, within the jurisdiction of the PWC, the Commission reserves the opportunity for further comment. The PWC has detailed below areas in which the Commission believes further emphasis or clarification would be helpful to ensure clearly defined Public Works and Town goals and objectives are included within the plan.

- 1. 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



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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 CLRPC 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 you 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.)



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- 2. 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.



DATE: April 25, 2018

MEMORANDUM

- 3. 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.

- 4. 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



DATE: April 25, 2018

MEMORANDUM

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.

- 5. 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.

Concord Recreation Department & Commission Consolidated Input

To the

Concord Long Range Planning Effort

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-directed and public use opportunities

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

Threats

- 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 amounts 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.

What are the pressing issues for your commission?

- 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 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?

Where are the tensions/conflicts in your 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

Is there a particular project or goal your board is proud to have accomplished in the past year?

- a) Rideout Park
- b) Ripley Play P
- c) working on the 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, ultimately, serve to bring in more revenue after an adjustment period from members. It also more aligns the Beede with current health club offerings

TOWN OF CONCORD
Comprehensive Long Range Plan

September 27, 2017

**Notes from the Concord and Concord-Carlisle Regional School Committees regarding
Envision Concord – Bridge to 2030, Concord’s 2018 Long Range Plan**

1. What are the pressing issues for your board/commission?

- 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

2. Where are the tensions in your work? Conflicts?

- 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 21st century learning in aging, inadequate facilities which are overcrowded and inefficiently spread over two campuses

3. Is there a particular project, program, or goal that your board is proud to have accomplished in the past year or so?

- 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

Feedback regarding SWOT Analysis

- Under Housing (specifically “Provide a range of housing types”):
 - Effect on Schools should be considered under both Opportunities and Threats
- Under Public Facilities + Infrastructure (all subcategories):
 - Improved Middle School facilities should be considered under Opportunities
- Under Sustainability (specifically “Implement green building design and energy conservation”):
 - Improved Middle School facilities should be considered under Opportunities

TO: Concord Long-Range Planning Committee

FROM: The Select Board

DATE: April 26, 2018

SUBJECT: Select Board Comments of the CLRP

Below are selected comments on various sections of the long-range plan. Thank you, too, for convening the public session on April 25. We look forward to receiving the final plan from the committee. In advance, you have our thanks and gratitude for the many long hours spent gathering information, discussing complex topics and for assembling a comprehensive draft of the plan.

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.

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.

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.

BI: 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

Section 4.4 - Land Use

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.

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,

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.

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 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.

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.

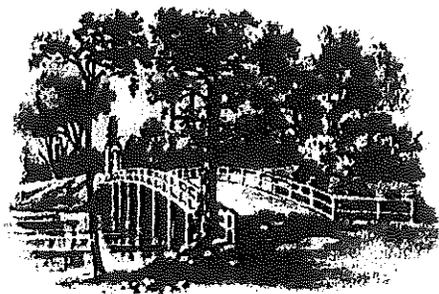
Schools are including in this section of the plan and it recommends a continuation of coordination on facility planning, including a potential Middle School project. It also recommends better collaboration with the schools regarding shared use of facilities. The Town has raised this issue before and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

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 and 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 what it believes to be prudent fiscal management of the Town financial recourses.

Copies to: Chris Whelan, Town Manager
Kate Hodges, Assistant Town Manager
Marcia Rasmussen, Director of Land Management and Planning.



OLD NORTH BRIDGE

TOWN OF CONCORD

SELECT BOARD'S OFFICE
22 MONUMENT SQUARE – P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

TELEPHONE (978) 318-3001
FAX (978) 318-3002

To: Comprehensive Long Range Plan Committee
From: Select Board

The Select Board wants to thank the Comprehensive Long Range Plan Committee for their efforts to date. The SWOT analysis provided was thorough, comprehensive and demonstrates careful thought. We want to acknowledge the enormous effort, long hours, public forums, and focus groups that went into producing this working document.

We discussed the appropriateness of the Select Board responding to the Comprehensive Long Range Plan committee as it is customary for the SB to receive, comment and approve the work of the committees that developed it. But after discussion at our meeting we thought that there are specific areas of our purview that should specifically be considered for the final report relating to good governance and transparency of government.

This brief memo will address the questions you posed to all town committees.

What are the pressing issues for your board/commission?

The Select Board underscores that a sustainable community must balance the economic, environmental and social components of society. We are acutely aware that our community thrives on its tourist economy and for that we need vibrant downtown areas where visitors can shop, eat, and learn about our history. BJ Dunn, superintendent of the Minuteman National Historic Park, recently presented to the Select Board that some one million visitors come annually to the visitor center and add considerably to the local economy. The Bruce Freeman Rail Trail will be bringing bicyclists and others through West Concord, and we are working to establish other forms of inter-town transportation.

We need to look at the current incentives that drive our small businesses to succeed and those that create impediments to success. We are concerned that rising rents are outpacing business returns in many cases and that small businesses may need assistance from the town and commercial property owners to make Concord attractive to these enterprises and profitable for them at the same time. Other issues such as zoning, fees, congestion and in-town transportation have also been raised as concerns.

Recent town demographics show that we are an aging community with nearly half our town population 50 years old or older. Sustainable communities grow

and thrive when younger families find starter homes and raise their children there, and older residents are able to affordably downsize and stay in the community they love. The Select Board is mindful of this delicate balance and want to plan for a future where young and old can share in the economy, town services and our rich environment.

Where are the tensions in your work? Conflicts?

The Select Board is interested in *engagement* with all residents in our community. This requires ongoing efforts to reach residents, wherever they are and through whatever medium they follow. Engagement is a dialogue, not a static one-way communication. The town recently hired a Public Information Officer who, as a Millennial, has the savvy to exploit social media along with more traditional outreach channels to engage our residents in civic affairs and to work on improving our technologic outreach capacity.

The Select Board also seeks to improve civic literacy and has developed workshop materials for volunteers serving on our town boards and committees. A specific challenge is how to more effectively engage a younger demographic to serve on town committees and boards or to gain their insights and input in other ways.

Year after year, residents respond that Town Character is among the highest valued attributes of our community. However, there is not a single definition of Town Character nor unanimity on how it is best preserved. For some it is the economic vitality of our downtown areas, to others it may be our farming heritage, or recreational, and open space opportunities, and still others may define our character by its place in history during the American Revolution. Concord is a Welcoming Community - a community value that is in keeping with our transcendental history. Surely each is an important complement of our character. Balancing these attributes with other components of the CLRP is indeed the heart of the challenge.

Is there a particular project, program, or goal that your board is proud to have accomplished in the past year or so?

The SB established several new committees that will reap long-term benefits to Concord. These include the Financial Audit Advisory Committee, Disability Commission, Estabrook Woods Access Committee, Public Private Partnership Committee and the Energy Future Task Force. Two new committees are just getting underway – Dog Park Feasibility Study Committee and Affordable Housing Finance Committee.

Sincerely,



Jane Hotchkiss, Chair
Select Board

September 28, 2017

To: Gary Kleiman
Elise Woodward
Co-Chairs, CLRPC

From: Concord Tax Fairness Committee

The Tax Fairness Committee is concerned that the Long Range Plan Committee draft does not address the effect of the property tax on the character of the Town, including the issue of economic diversity, and on ways of easing 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. Our Committee in its original form proposed a Local Option Local Income Tax (LOLIT) which was approved by the 2012 Town Meeting but was not permitted by the state legislature.

Unable to pursue the LOLIT, the Tax Fairness Committee 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.

The Tax Fairness Committee will continue considering ways to preserve economic diversity in our Town. We have been charged by the Select Board “to provide a mechanism for thoughtful and public examination of the issues surrounding local taxation, including the fair allocation of property tax burdens, potential alternatives to the property tax, and the loss of economic diversity resulting from reliance on the residential property tax in the Town of Concord”.

We believe that the issue of the effect of the property tax on the character of the Town, on the economic diversity of its population, and specifically on Concord homeowners of modest means should be included in the Long Range Plan.



TOWN OF CONCORD

West Concord Advisory Committee
c/o Department of Planning & Land Management
141 Keyes Road – Concord, MA - 01742

October 6, 2017

To: Planning Board; Marcia Rasmussen, Director, Dept. of Planning and Land Management;
Elizabeth Hughes, Town Planner

From: Members of the West Concord Advisory Committee

Re: Long-Range Planning

The West Concord Advisory Committee met on Wednesday, Oct. 4, to discuss its suggestions for the Comprehensive Long Range Plan Committee. For clarity, we have bulleted our comments below as they relate to predetermined categories of interest:

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.

Our committee is at your disposal to talk more about these ideas, or to work with you to explore them.

Sincerely,

Jeff Collins (chair), Peter Baty (clerk), Tim Alexander, Peter DeRosa, Don Detweiler, Carlene Hempel, Steve Irza

Financial Aid to concord Citizens History and Concerns

July 2018

Paul LoVecchio (Recent Hugh Cargill Trust
Committee Member)
& Bonny Wilbur (Community Services Coordinator)

Financial Aid Given to Concord Residents From 2013 -2017

- **Organizations Aiding Individuals (Alphabetic)**
 - Concord Cares (Heating)
 - Concord Development Housing Corporation (Small Repairs)
 - Concord Municipal Light Plant (Electricity)
 - Concord Recreation Dept. (Before & After School Programs, Carousel Preschool, Summer camp)
 - Corinthian Lodge

Financial Aid Given to Concord Residents From 2013 -2017

- **Organizations Aiding Individuals (Cont'd)**
 - First Parish Church Holden Fund
 - Hugh Cargill Trust (General Financial Aid)
 - St. Vincent de Paul (Financial aid & Budgeting)
 - Silent Fund (Camperships & Holiday Gifts)
 - Tax Relief
 - Others not yet included in total aid given (To be updated later)
- **Support to Organizations: Community Chest**

Financial Aid Given to Concord Residents From 2013 -2017

Note: Some Financial Aid Data Not Yet Received which will increase totals

YEAR		2013	2014	2015	2016	2017	
Total Financial Aid Given to Individuals		\$354,453	\$381,768	\$361,413	\$383,320	\$436,416	
Support to Organizations							
Community Chest		\$475,714	\$492,324	\$500,736	\$483,859	\$460,030	
Total Support to Concord Only		\$830,167	\$874,092	\$862,149	\$867,179	\$896,446	

Support from Hugh Cargill Trust Committee (HCTC) to Affordable Housing Residents

June 2018

- Over a five year period from 2013 to 2017 Hugh Cargill Trust Committee distributed a total \$205,627 to 215 families from the HCT, CMLP and Concord Cares Funds
- Out of 215 families financially helped, 105 families (49%) lived in below market rate affordable housing
- Therefore $\$205,627 \times 49\% = \$100,000$ was distributed to these 105 families
- **However, below market rate Affordable housing represents only 5% of total housing units in Concord**
- Meeting Concord's affordable housing goals each year requires **additional family** financial support. This should be recognized and addressed by the town

Concerns Presented in Concord 2015

Housing Production Plan

- **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**

Concerns Presented in Concord 2015 Housing Production Plan (Cont'd)

- **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 grow from its current 20% of the population to 34% of the population. (This from 2018 Envision Concord document) 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.**

Dramatically Increasing Number of Housing Assistance Requests to Community Services Coordinator

- 2016: 14 requests
- 2017: 54 requests
- 2018: 82 estimated (41 to July)

SUMMARY

- Concord is a compassionate town with many resources which are being used to support the financially needy citizens in town
- The needs of those living in below market rate housing, the demographic shift towards more seniors and maintaining or increasing population diversity will require increasing financial support in the decade ahead.
- **Recommend creation of a task force to study and propose how this increased financial support will be provided & coordinated**