



SECTION 4:

Plan Elements



SECTION 4: PLAN ELEMENTS

The Envision Concord Plan lays out a systems approach to complex issues that cross multiple planning categories and Town departments. The Big Ideas for integrated planning in Section 3 illustrate the benefits of thinking across disciplines and interests. Many of the goals in these ideas were cited as priorities for the community. However, to meet the needs of Town departments and because not every issue or policy influences multiple disciplines, this Plan includes separate recommendations organized by each plan element, including the recommendations contained in Section 3. All of the plan elements are represented in this Section 4.

4.1 Cultural + Historic Resources

4.2 Economic Vitality

4.3 Housing

4.4 Land Use + Zoning

4.5 Mobility + Transportation

4.6 Open Space + Natural Resources

4.7 Public Facilities + Infrastructure

4.8 Fiscal Planning

Each plan element section contains the following information:

- Introduction
- What the Community Said
- This “Element” Today (Existing Conditions)
- Goals + Policies, Strategies, and Actions
- Systems Matrix

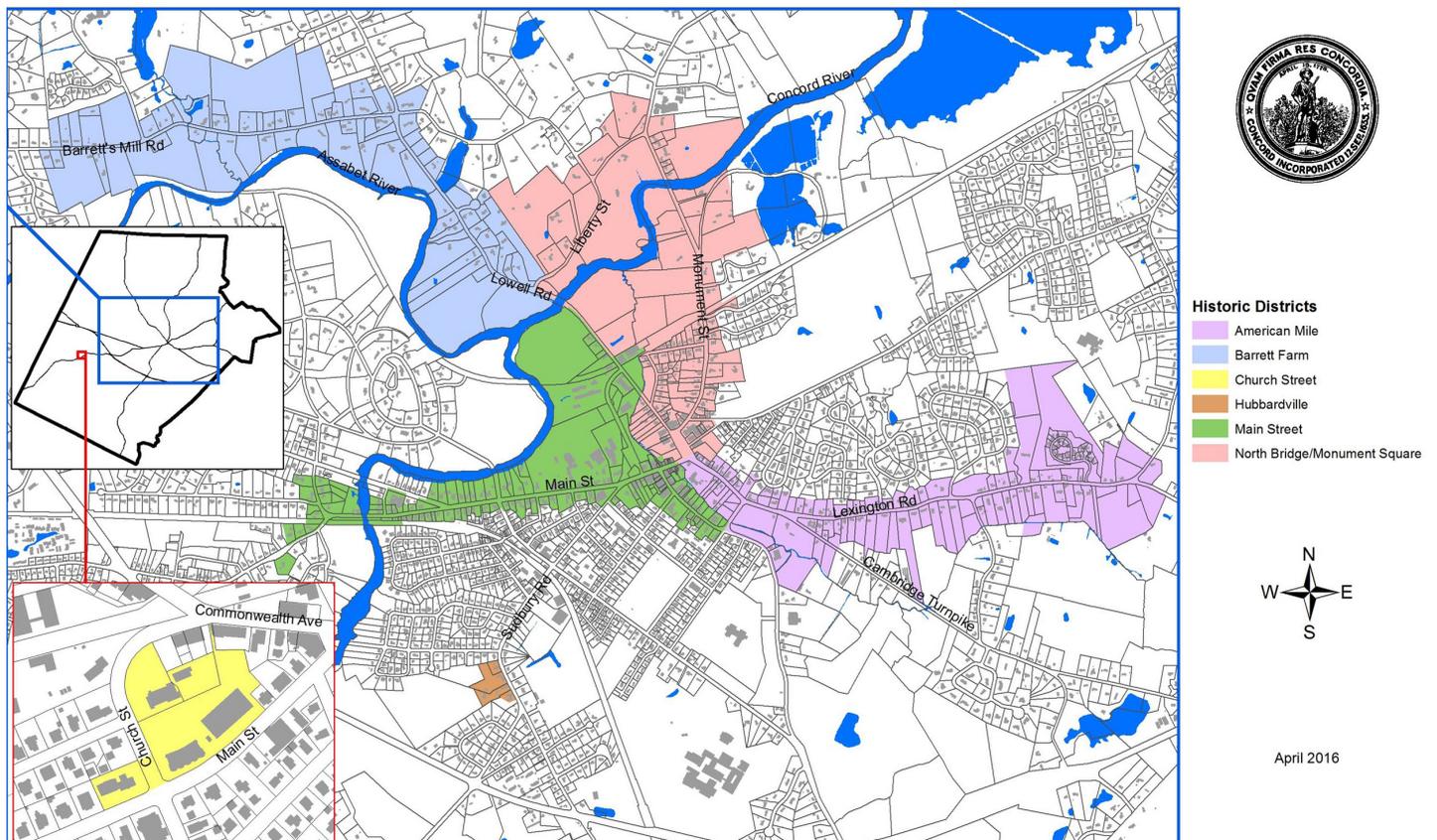


Figure 14 Town of Concord Historic Districts Map illustrating the six historic districts of the town.

(Source: www.concordnet.org/1528/Map-of-Historic-Districts)

SECTION 4.1 CULTURAL + HISTORIC RESOURCES

INTRODUCTION

From the time before the first white settlers to the Revolutionary War to the transcendentalists and beyond, Concord boasts an incredibly rich past that is celebrated by its residents. Today, Concord is well-known for the extent, quantity, diversity, and quality of its historical and cultural resources, especially those that have been in continuous use for centuries. These resources are essential attributes of Concord’s unique character and contribute greatly to quality of life for residents and workers in addition to drawing visitors that boost the local economy. The prevalence of agricultural uses in the town, the existence of houses that were home to literary giants, the charm and unique identities of the village centers, and the existence of historical and cultural organizations all contribute to the core of the town’s character.

Historical resources have been effectively managed by independent organizations and by Town government through the Historical Commission and Historic Districts Commission. Significant information is available to the public about local historical resources, although coordination among different entities sharing this information could certainly be improved. There is a healthy, enlightened, and somewhat unusual sense in Concord that the “unique character of the Town” is a result not only of the abundance of well-preserved structures that figure prominently in the nation’s political and literary history, but also of the interplay between the various land uses, topography, architecture, landscape and clusters of businesses, institutions, and other uses interacting together. Together, these extraordinary assets join to create a unique and compelling place to live, work, and play that is much more than a sum of its parts.

Despite effective management of these historical resources and a long history of careful attention to preservation concerns and issues in the town, there remains a sense that more attention should be given to protect and preserve these resources now, to ensure that the resources residents treasure will be protected and preserved for the future. Outside of the established historic districts, large numbers of historic homes are unprotected from alteration or demolition. There is real concern amongst Concord residents that these homes will undergo small or incremental changes, or even be replaced by much larger homes that disregard local context, that will gradually erode town character. Further, especially in the case of archaeological resources, the location, characteristics, and value of some resources are not yet fully identified, surveyed, or studied, so that there may be high risk of losing these resources, particularly in times of increased real estate development pressure.

Concord’s wide-ranging cultural organizations and institutions include historic sites that contribute to the various stories of the town and the nation. Some are as small as a single house while others include hundreds of acres, such as the Minute Man National Historical Park. Also included are venerable town institutions that primarily serve residents (such as the Concord Free Public Library), organizations focused on Concord’s unique history (such as the Concord Museum), as well as a wide range of arts organizations provide cultural programming that benefits both town residents and outside visitors and patrons. Indeed, managing the high volume of visitors attracted by the town’s historical and cultural amenities is a major challenge in Concord. At the same time, the cultural activities and the attendance (of both residents and visitors) generated are an important driver of the local economy. Coordinated efforts to manage, promote, and strengthen the cultural sector, including the creation of a clearinghouse of user-friendly information about Concord’s historical and cultural resources, are seen as a major need and a key to the sustainability and vitality of these organizations and assets.



North Bridge in Minute Man National Historical Park

WHAT THE COMMUNITY SAID...

October 2017 Envision Concord Survey Highlights

(Total of 458 Respondents from mid-September to mid-October 2017)

In **Question 1** – “How important do you feel is each category below to the quality of life and the health of Concord?” respondents ranked cultural and historic resources 7th out of 9 categories of attributes that they found important to the quality of life and the health of Concord.

In **Question 2**, Cultural and Historical Resources ranked 7th out of 9 in the list of qualities that are important to Concord’s future as a desirable community in which to live and work.

In **Question 4** – “Do the town’s cultural and historic resources need improvements?”, almost 79% of respondents expressed the belief that the town’s cultural and historic resources are in good shape; 20% felt some improvements are needed; only 1% felt major improvements or changes are needed. Given a chance to elaborate on their responses, the three most common issues related to cultural and historic resources cited by respondents were the:

- Need for ongoing maintenance and repairs to historic structures.
- Desire for better coordination among and visibility for the many historic and cultural sites.
- Recognition of the pressure from development and tourism on cultural and historic resources.

In **Question 5**, 46% of respondents reported that they visited historic and cultural destinations only 2-3 times per year, 23% said once a month, 12% 2-3 times per month, 7% once a week, and 5% multiple times a week. Compare this with responses to Question 23, where 40% of respondents reported that they visited Concord’s parks or trails multiple times a week.

In sum, the survey responses indicate that historic and cultural resources in town are seen to be generally healthy but seem to be valued in a somewhat passive way, almost as a desirable backdrop to living in Concord. Although few of the respondents reported frequently visiting sites, there is recognition that the continued health of the sites and their contribution to preserving community character is worthy of focus in this long-range plan.

In **Question 28**, “Preserve the historical character, buildings, and spaces of Concord” ranked 3rd (behind “Keep our schools strong” (1) and “Conserve open space and land” (2)) in the list of 8 priorities for the comprehensive planning process.

In **Question 31** – “What motivated you to live in Concord?”, “Culture and History” tied for third place (out of a list of 12) with “Open Space and Recreation Opportunities (behind “Schools” (1st) and “Overall Community Character” (2nd)).

Envision Concord website:

Historical Commission, Historic Districts Commission, Focus Group, and other input:

- Preserving the unique character of the town is important but defining “character” is challenging.
- There is a broad view of what constitutes a historic resource – not just buildings and collections of buildings, but the spaces between buildings, the historic landscapes, agricultural lands, and archaeological resources.
- People take historic resources for granted – assuming they will always be there.
- People in Concord do not fully appreciate the quality, variety, and value of the town’s historical and cultural resources, nor the amount of work and resources required from organizations and individuals to maintain, preserve, and operate them.
- There is a need for more education of the public about what is historic and why.
- Historical and Historic Districts Commissions feel constrained about how active they can be with community education and outreach; they do not have the time or resources to do this important work.
- Preservation is “professionalized” in town and can seem intimidating. Historical organizations have professional staff, which can seem exclusive. Potentially interested people might wonder: “What do I have to add? I don’t know enough to be involved.”
- There is no single dedicated “clearinghouse” of information about Concord’s historical and cultural resources.
- Cultural programming is robust but not adequately coordinated – there is no one place to see what is available and how to experience the many “stories” of Concord beyond the list available through the Chamber of Commerce.
- There is a need for more regular communication and collaboration among cultural and historical organizations.
- There is a need for greater visibility and connectivity for businesses and historical and cultural assets.
- On the Envision Concord website, there are comparatively few comments in the Cultural and Historical Resources section, which asks the question “What can Concord do to better honor its history and culture?” Perhaps this reflects the sentiment expressed in the survey detailed above, that, for the most part, “things are just fine.”



Ralph Waldo Emerson House

CULTURAL + HISTORIC RESOURCES TODAY

Approximately 20% of Concord’s 8,374 buildings are surveyed, listed, or protected in some way. The Massachusetts Cultural Resource Information System (MACRIS) data maintained by the Massachusetts Historical Commission (MHC) lists 1,925 historic resource records for Concord, of which 136 are multi-building areas, 1,635 are individual buildings, and 104 are “structures,” such as bridges, mausoleums, fences, walls, gates, road/path systems, fields, etc. There are currently three National Register Districts and 24 other individual sites on the National Register, including six National Historic Landmarks.

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

In addition, the Town has designated six Local Historic Districts. The Town’s [2016 Demolition Review Bylaw](#) covers buildings outside of the Local Historic Districts built before 1941 and on the National Register or State Register and/or in Concord’s Survey of Historical and Architectural Resources, which is the Town’s record of historic structures and areas of historic interest.

The Town adopted the Massachusetts Community Preservation Act (CPA) legislation in 2004 to help preserve open space and historic sites and create affordable homes and recreational facilities. Since 2005, 36% of the total allocation of CPA funds of over \$19.7 million (or just over \$7 million) has been spent on historic preservation projects, which has been invaluable to preservation efforts in Concord.

Cultural programming is also very robust in the town, with many effective organizations offering high quality programs of various kinds. In 2012, Concord Center received a Cultural District designation from the Massachusetts Cultural Council (MCC), and West Concord Junction received this designation in 2016. Cultural District designations celebrate a specific geographical area in a town (that is considered to be “walkable”) where there is a concentration of cultural facilities, activities, and assets. However, there is a need to raise public awareness of these assets through greater coordination and collaboration among cultural organizations, as well as efforts to more effectively publicize and promote the large number and wide variety of programming offered in this rich environment.



The Umbrella Community Center

MACRIS

MHC Home | MACRIS Home

Results [Get Results in Report Format](#)
[PDF](#) [Spreadsheet](#)

Below are the results of your search, using the following search criteria:
 Town(s): Concord
 For more information about this page and how to use it, [click here](#).

Inv. No.	Property Name	Street	Town	Year	SR	INV
CONA	Concord Monument Sq-Lexington Road Historic Dist		Concord		SR	INV
CONB	Minute Man National Historical Park		Concord		SR	INV
CONC	Minute Man National Historical Park		Concord		SR	INV
COND	Westvale		Concord			INV
CONE	Concord Junction		Concord			INV
CONF	Derby Addition		Concord			INV
CONG	Harness Shop Hill		Concord			INV
CONH	Hosmer - Sheehan Farms		Concord			INV
CONI	Concord Reformatory		Concord			INV
CONJ	Riverside Park		Concord			INV
CONK	Bedford Street Area		Concord			INV
CONL	Bedford - Davis Courts Area		Concord			INV
CONM	Garrison House - Eaton Rental House		Concord			INV
CONN	Monument Street Area		Concord			INV
CONO	Lang Street Area		Concord			INV

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1926 Properties Found

[New Search](#) [New Search - Same Town\(s\)](#) [Previous](#)

[MHC Home](#) | [MACRIS Home](#)

Figure 15 Screenshot of MACRIS database for Concord showing a partial list of resources and total count for Concord of 1926 properties. (Source: www.mhc-macris.net)



Concord Free Library

GOALS + POLICIES, STRATEGIES, AND ACTIONS

While feedback from survey respondents indicates that many residents believe that Concord’s historical and cultural resources are “in good shape,” those who are more actively engaged in managing and stewarding these resources through committee, commission, or volunteer work have identified four broad areas that require additional or increased attention: 1) increasing community appreciation of and engagement with preserving the fabric of historical and cultural resources; 2) historic landscape protection; 3) archaeological sites protection; and 4) protection of 20th century-built environments.

- Concord continues its long history of supporting literary, art, music, and other cultural resources today. However, providers and coordinators of these important components have voiced concerns that the community has come to take these resources for granted and that they are underutilized by residents.
- Confirming the broad and holistic view that many individual elements or features combine to form “systems” of cultural and natural resources, historic landscape protection includes farmland, open space, and natural resources as well as the built features that characterize them such as stone walls, dams, trails, old roads and orchards. These landscapes and features are constantly challenged by an economy that defines land’s “highest and best” use as being development for human habitation. Archaeological site protection must be understood to include historic sites as well as pre-contact features. For example, whatever features remain on Brister’s Hill, of a mixed-race and economically disadvantaged 19th-century community, are as much archaeological sites as the riverside camp sites of Contact Period Musketaquid people. These sites share the importance of providing information about the Town’s history and people that is not available on any printed page. They also share the same fragility as most of them are unidentified.
- Regarding 20th-century resources, Concord prides itself on its long history and protects many of the structures identified with its most famous people and moments. However, the majority of Concord’s residents live, work, studies, and play in 20th century buildings and landscapes. Many of these properties have no preservation protection at all, as they are not covered by the Town’s Demolition Review Bylaw, which applies only to pre-1941 structures.

The following goals and strategies are enhanced when considered in concert with other Plan Elements, particularly Economic Vitality, Mobility + Transportation, and Open Space + Natural Resources and when decision making in the culture and history area considers fiscal implications and effects on mobility and accessibility.

Goal 1: Foster better collaboration between cultural organizations, historical groups, and local businesses for coordinated programs and events that will bring residents together and visitors into town to experience Concord’s rich history and cultural resource offerings.

Concord is blessed with a wealth of world-class historical and cultural resources. Navigating a landscape of such rich amenities can be a challenge, not only to those residents and visitors seeking to spend their limited free time and entertainment/cultural enrichment dollars, but to the organizations and entities which operate in this environment and must compete with their neighboring organizations for visitors, volunteers, supporters, and limited foundation, government, and other funding support. In addition, the variety of ownership and management models (small independent non-profits, large regional or national non-profits, state entities, federal entities, etc.) of these organizations and sites and their range of scales of operation, staffing, and financial capacity may present barriers to proactive cooperation and partnerships.

Concord’s businesses operate in a somewhat parallel universe, with local businesses of various scales competing for customers not only with larger regional or national businesses in town, but, in the case of retail in particular, with the online economy.

In such a competitive environment--and given that people typically combine leisure, educational, and visitor-oriented activities with shopping, eating, and drinking – it is logical for historical and cultural organizations to work with local businesses to explore collaborations that support each other’s visitation and patronage rates.

An aspect of this is the ongoing task of informing the public (both residents and visitors) about the presence of local amenities, and then making it easy for them to find and visit these amenities through directories, maps, signage, wayfinding, online resources, and other tools. These efforts may go beyond creating “information infrastructure.” Historical and Cultural organizations and local businesses may enter into cooperative arrangements to package activities with dining and drinking experiences, provide discounts for admissions to sites or events, or on goods and services in local shops and restaurants, to encourage patronage of a wide variety of Concord’s business, cultural offerings, and historical amenities.

Three core action areas will be used to advance this goal:

1. Develop a coordinated Concord Culture and Arts master calendar to avoid conflicts and enable collaborative opportunities (e.g., local restaurants offer takeout “picnic box” meals on nights when “Movie in the Park” is shown, river-themed film showings on Riverfest Weekend, etc.) Entice residents who are already familiar with Concord’s historical and cultural amenities and local businesses to go out, linger, and stay out longer.
2. Develop cultural and arts event listings, marketing, and wayfinding materials that highlight increased utilization of cultural and historic resources and support local businesses. There is certainly no lack of Concord-specific themes to develop and explore. Town-wide building illumination or animated projection events could both highlight and celebrate historical resources in new and creative ways while encouraging residents to move around town and patronize restaurants and shops for extended hours of operation.
3. With partnerships between organizations, programs, schools, and institutions, work to engage a wide variety of age groups in these collaborative efforts, including retirees who may have reservoirs of experience, expertise, and increased interest in volunteer activities as well as children, high school and college students, and young adults, who may be less inclined to take advantage of these activities. Organizations, including the Concord Free Public Library, Concord Museum, Concord Youth Theatre, The Umbrella, 51 Walden, The Thoreau Society, among many others, may work cooperatively to increase their visibility and outreach.

Goal 2: Promote education and awareness among residents, Town officials, the business community, and visitors regarding the existence, variety, and value of Concord’s historical and cultural resources. Based on coordinated materials developed under Goal 1, make information more widely and easily available with proactive community engagement.

The best ally of historic preservation and the active use of cultural resources is an informed and engaged public. By increasing the level of citizen knowledge and responsibility for the town’s unique history and historical and cultural resources, residents can become advocates who actively participate in organizations, events, and programs, and act as stewards of and ambassadors for sharing Concord’s history and culture.

Six core action areas will be used to advance this goal:

1. Undertake proactive education and public relations initiatives to reintroduce the public to Concord’s cultural activities, historic sites, and preservation goals through the Town website; Concord Journal; wickedlocal.com; CCTV (the community access TV station); adult education classes and workshops; and engagement with public and private school programming. This should also include better access to and coordination of information for visitors, who are vital supporters of Concord’s historic sites, as well as a cultural events calendar.
2. Revisit the recommendations of the 2014 Signage and Wayfinding Strategy for the Concord Center Cultural District prepared by the Concord Center Cultural District Committee and the Concord Wayfinding Study Work Group. Determine which of its four strategies are potentially valuable and actionable, develop them into concrete plans of action, and then prioritize finding the resources to implement them.
3. Identify a central “clearing house” for historical and cultural resources and interests that requires coordination by organizations and provides an easy one-stop shop for the public. If this does not involve the creation of a new entity to manage it, consider expanding or enhancing the services provided by existing entities, such as the Concord Free Public Library.

4. Encourage cooperation and collaboration between commissions, boards, organizations, and others within Concord, such as Natural Resources Commission, Concord Land Conservation Trust, Historical Commission, Recreation Department, and schools, to protect the heritage value of all land within the town (including both public and private properties) and raise awareness of its value among residents.
5. Coordinate and utilize the resources available through the Library – at the main location and Fowler branch, including the Special Collections and the larger Minuteman Library Network.
6. Offer and participate in regional collaborative efforts with the Minute Man National Historical Park, Battle Road Scenic Byway, Lexington, and other surrounding towns for integrated historical resources interpretation and the promotion of cultural programs and events.

Goal 3: Undertake additional survey and study work to identify historic resources that are not adequately documented, not fully understood, or currently unknown.

Although Concord is considered to be advanced in its historical documentation and in the preservation of its past, this quote from the Town’s [2001 Historic Resources Masterplan](#) still rings true:

“Concord’s heritage of historic buildings, structures, and sites is exceptionally rich, and is surprisingly well documented. Yet the majority of the most significant historic resources today stand unprotected, subject to permanent alteration or destruction in the name of improvement. Indeed, many extremely significant resources among us are essentially unknown to Concordians.”

This is particularly true of the town’s archaeological resources. However, many of the inventory forms for historic resources in the MHC MACRIS database are either old, cursory, or both. In order to plan for their future conservation and protection, unknown or unstudied resources must first be identified, documented, and understood—as both discreet resources and as part of the larger context of the history and development of the town, and also for the role they can play in the town’s future.

Four core action areas will be used to advance this goal:

1. Update the 2001 Historic Resources Masterplan to include newly identified resources.
2. Authorize and seek funding for the mapping of all known and predicted archaeological sites to produce a town-wide archaeological sensitivity map available to appropriate Town personnel and researchers and to be consulted for any project involving excavation. Consider further protection efforts for selected sites as appropriate within the larger context of plan goals.
3. Update MHC Inventory Forms (Form A for Areas, B for Buildings, C for Objects, E for Burial Grounds, F for Structures or Bridges, H for Parks and Landscapes) as necessary, or prepare new Inventory Forms for potentially significant but inadequately surveyed resources or areas. As was the case with the recent West Concord Historic Resource Survey Plan (2013), this work is typically undertaken by consultants, and there is funding available from MHC to help support it. Recent or updated survey work would be a critical first step in expanding existing historic districts and considering other potential new regulatory activities.
4. Identify characteristic “systems” and typologies of historic landscapes that are particularly important to Concord’s character and which can also include significant buildings and other built features. For example, Barrett Farm is not simply a historic house but is a large piece of arable land with an historic house on it; the history of Damon Mill involves a complex set of hydraulic engineering features that describe West Concord’s social and economic development; and Estabrook Woods is an environmental testament to a hundred years of local conservation efforts. This historic preservation issue is particularly pressing for Concord because such typologies or systems are not always recognized or identified as important.

Goal 4: Review effectiveness of regulatory tools to better protect and preserve historic character and cultural resources.

Concord prides itself on its storied past and how it has preserved many of the structures and landscapes identified with its most famous people, moments, and cultural movements. The Town’s departments, commissions, and boards have worked diligently to protect historic and cultural resources through regulatory mechanisms and historic designations. Through these efforts, along with the work of an engaged citizenry and strong historical and cultural entities, Concord has retained its attractiveness, strong sense of place, and desirability as a place to live and visit.

In addition to designated local historic districts, efforts to work with farmers to permanently protect farm land (through Agricultural Preservation Restriction) or the Town’s purchase and lease of existing farm land have further protected the town’s agricultural landscape. However, even with certain protections to the physical environment in place, there are other non-physical vulnerabilities that may arise, such as concerns about Concord Center’s potential susceptibility to losing its vibrancy and commercial relevance due to market forces outside of the Town’s control. Furthermore, protecting Concord’s open lands – if not undertaken carefully – could result in the degradation of the built-up areas of town, where infill housing, more accessory dwellings, or other changes allowed by a modified zoning code may have consequences for historic context and character.



Sudbury Road in Concord Center

Whenever a building is demolished or upgraded in such a way as to be historically unrecognizable, the neighborhood character changes a bit and eventually may become a different entity altogether. Neighborhoods in all parts of town have seen this transformation begin in earnest over the past four to five years, including the neighborhoods and adjoining streets along Bedford Street, Sudbury Road, and Main Street in West Concord. The most extensive changes are taking place within the late-19th- and early-20th-century residential “subdivisions” surrounding West Concord Center, the Thoreau Depot, and in mid-century Conantum, a ground-breaking planned community. The majority of Concord’s residents live in 20th century buildings and landscapes; many of these properties have no preservation protection at all, as they are not covered by the Town’s Demolition Review Bylaw, which applies only to pre-1941 structures.

Eight core action areas will be used to advance this goal:

1. Consider sensible but robust expansion of existing local historic districts into contiguous areas. Some potential changes, such as expanding the Main Street Historic District to include Sudbury Road from the Library to Thoreau Street, represent reasonable expansions for which there may already be a consensus; other potential areas for expansion will require deeper study and more careful consideration. All expansions will require outreach by the Historic District Commission and Historical Commission, input from property owners, and an all-inclusive public process.
2. Consider expanding existing National Register districts into contiguous areas. While this is less of a political process than expanding local historic districts because regulation of changes to properties within these districts are minimal, the expansion of existing or designation of new NR districts is a rigorous multi-year process overseen by the Massachusetts Historical Commission. Acquiring NR status can qualify certified historic rehabilitation projects involving income-producing properties in these areas to receive state and federal historic rehabilitation tax credits, a major incentive for preservation.

3. Evaluate effectiveness of the Demolition Delay Bylaw. While being used by many other municipalities, the by-law on its own in Concord has been only minimally effective, since developers appear to simply incorporate the demolition delay period into their permitting process and overall development timeline. Researching other tools to help preserve historic aspects of buildings that include developers in active discussions may also be effective.
4. Study the use of Neighborhood Conservation Districts for potential positive and negative impacts in appropriate areas, such as the ‘Conantum’ neighborhood, areas of East Concord, and some historically intact West Concord neighborhoods. The goal of Neighborhood Conservation Districts is to preserve and protect the unique character of a neighborhood and the individual properties and buildings located in it in ways that are not typically protected by zoning or other town by-laws. It is possible that introduction of the state’s Neighborhood Conservation District designation or a hybrid to Concord might be extremely useful in these and other areas. The specific aspects of designation would require coordination between Town departments and commissions.
5. Review and implement Priority Heritage Landscape recommendations from the 2007 Freedom’s Way Landscape Inventory’s Concord Reconnaissance Report. Eight priority landscapes were identified that were highly valued, contribute to community character, and which were then not permanently protected or preserved. In addition, four “Critical Concerns” were articulated that reflect “critical issues related to heritage landscapes and community character” in general throughout town, specifically Agricultural Land, Churches as Community Focal Points, Land Stewardship and Regional Landscapes, and Scenic Roads.
6. Support green neighborhood zoning or cluster zoning, in coordination with goals in Plan Elements – Housing (see Section 4.3), to mitigate the impacts on the historic landscape in farming areas and potentially in existing neighborhoods. These are zoning concepts that are meant to preserve more green space, and may include community gardens, pocket parks, or recreational opportunities in a neighborhood while clustering the buildings together.
7. Resume Historic Issues Coffees or an equivalent venue to share information and strengthen systems thinking around historic and cultural issues in Town government. Recommend that the Historical Commission, Planning Board, and relevant Town staff resume regularly-scheduled, informal public meetings to improve consistent dialogue and sharing of information. An official list of reference documents should be prepared and provided for Town departments, boards, and commissions to inform decision-making that affect historic resources.
8. Review the 1994 Roads Policy (see Section 4.5) to determine expansion and/or clarification of Town goals as they relate to historic values. Curbing, signage, traffic light designs, treatment of road verges, road and intersection configurations, tree cutting, etc., are all defining features of particular importance to the historic landscape. Balancing safety requirements and Complete Streets design while being mindful of historic sensitivity should involve constructive discussion between Town departments, commissions, and organizations.

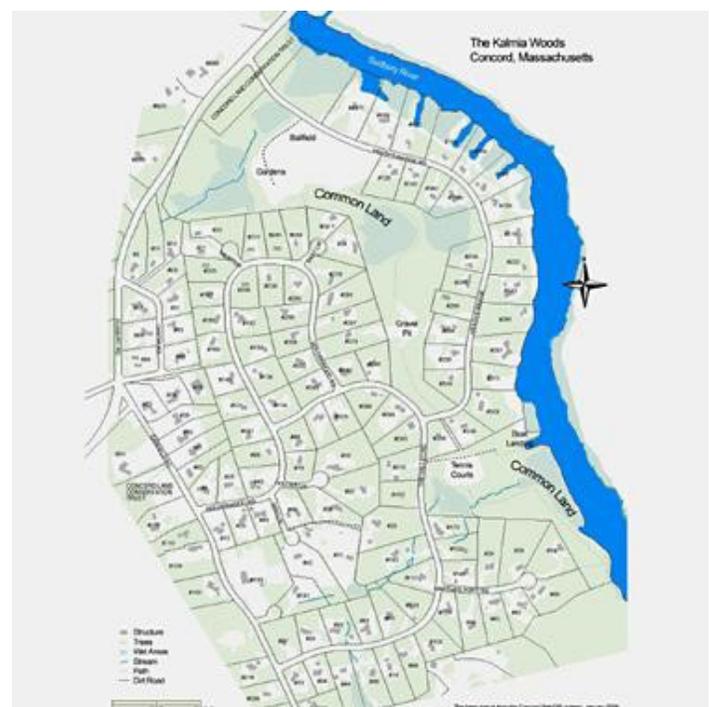


Figure 16 Map of Conantum (Source: www.conantum.org)

SECTION 4.1 - CULTURAL + HISTORIC RESOURCES SYSTEMS MATRIX

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5				
		Cultural + Historic Resources				Economics				Housing						Land Use					Mobility + Transportation				
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5
Goal #1	#1	●	●			●	●																		
	#2	●	●	●		●	●																●		
	#3	●				●	●		●															●	
Goal #2	#1	●	●	●		●	●																		
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	#6				●						●	●	●	●	●	●	●	●							
	#7				●				●																
	#8				●																●	●	●		

Note: The Systems Matrix is intended to depict crossover between goals and actions throughout the Plan Elements section. It is intended as a tool to assist in prioritization of actions based on the "breadth" of their crossover with formalized goals both within and outside of their respective sections.

