

SECTION 4: PLAN ELEMENTS

- 4.1 Cultural + Historic Resources
- 4.2 Economic Vitality
- 4.3 Housing
- 4.4 Land Use
- 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



Concord-Carlisle High School

SECTION 4.7 PUBLIC FACILITIES + INFRASTRUCTURE

INTRODUCTION

Public facilities and infrastructure are broad components that provide many basic support systems needed for the town and its residents to thrive and function. These facilities and services are literally what keep the Town and residents running. Though often overlooked, the existing and future condition of these buildings and other elements of public facilities and infrastructure and their systems are critically important for effective long-term planning.

Concord is fortunate to have many excellent public facilities; however, there are important ongoing concerns and issues for which the Committee has received suggestions and recommendations for improvement. Several of the topics identified are:

- Public facility buildings, properties, and general infrastructure.
- Roadway infrastructure and street design.
- Energy generation and conservation.
- Water and wastewater management and infrastructure.
- Social Services infrastructure.
- Schools.
- Delivery and costs of services.

Supporting public facilities and improved infrastructure in town provides the following benefits:

- More efficient delivery of Town services – including public safety, energy, water and wastewater management, public building maintenance, etc.
- Improved mobility options for residents and visitors from connected pedestrian and bicycle paths as well as updated streets.
- Improved climate resiliency through use of alternative energy sources, energy and water conservation, and new technologies, care of Town-owned land, etc.
- Coordinated school buildings and facilities integrated with other Town services.
- Physically and socially connected community.

WHAT THE COMMUNITY SAID...

October 2017 Envision Concord Survey Highlights

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

- Public Facilities and Infrastructure (including schools) was the second most important quality to Concord's future as a desirable community to live/work.
- Schools and Public Safety were ranked the top two most important public facilities and infrastructure components to quality of life and health of the town, with streets/sidewalks and water/wastewater system in the bottom half.

Envision Concord website and other input:

- 2016 Town Government Survey – Infrastructure was the third most pressing issue, with the middle school and sidewalks being the top two priorities.
- Possible co-location of some town facilities that are currently dispersed for more efficient operations. For example, the School Department has significant unused and underutilized space that could potentially be re-designated as non-school facilities.
- Increase outdoor and sidewalk seating near village centers and in parks.
- More small parks and playgrounds desired in neighborhoods.
- Improve access at local venues such as Heywood Meadow, Beede Center pools, 51 Walden St and Gaining Ground, as well as the Concord-Carlisle Regional High School playing fields (other locations mentioned include Bank of America, and Walden Pond State Reservation parking near visitor center, which are not town-owned facilities).
- Continue to encourage water conservation and plan for a lasting water supply, which is critical to the community's long-term sustainability.
- Strengthen water management through integration with state and federal programs and local regulation and education programs.

- Incentivize the use of groundcovers that do not require regular (or any) watering or energy-wasting mowing, encouraging the use of soakers instead of sprinklers for areas requiring water and the use of hardy, drought resistant grasses.
- Reduce the drain on the town's aquifers by regulating private wells through a private well bylaw, helping to ensure the equitable use of limited water resources and make enforcement of water use restrictions more even-handed.
- Work with other towns to develop and support legislation and regulatory changes to amend the state plumbing and building codes to require more efficient water use and allow graywater to be used where possible. Make the changes apply to all new buildings and renovations, possibly incentivizing graywater use with utility discounts to residents and businesses that add water reuse systems to their properties.
- Identify shared regional resources that will benefit the Town - regional infrastructure priorities set by the Transportation Improvement Program (TIP) each year and modified as state funding becomes available.
- Encourage development that respects natural topography – which can reduce construction costs, minimize natural hazard risks from flooding or landslides, and mitigate the impacts of construction on natural resources, including soils, vegetation, and water systems.
- Town's Walden Street landfill has been invaluable for use by Public Works and other departments and entities, such as CMLP, School Department, Natural Resources, and Fire Department and should continue to be used as a Town facility for operations.

PUBLIC FACILITIES + INFRASTRUCTURE TODAY

Comprehensive integration of public facilities/services and available infrastructure are important considerations for this planning effort. Changes in development, population, and/or use of properties in Concord will have an impact on existing facilities and infrastructure. Those factors must be considered in future planning recommendations.

PUBLIC FACILITIES

Concord’s public facilities (see Appendix C for complete listing) currently include:

- Town House and the Assessors’ Building (at Sleepy Hollow) with general government/town administration offices.
- Keyes Road facility with three separate buildings for 1) CPW Engineering/Recycling & Collection/Director’s Office, 2) Water & Sewer and Highway & Grounds, and 3) Department of Planning & Land Management functions.
- School Department buildings at multiple locations (Ripley School (administrative offices), Alcott, Thoreau and Willard elementary schools, Sanborn and Peabody middle schools, and Concord-Carlisle Regional High School).
- Police/Fire Station and Storage building on Walden Street and Fire Station 2 on Main Street in West Concord.
- Recreation facilities including Hunt Gym and Beede Center.
- Harvey Wheeler Community Center and 55 Church Street (Council-on-Aging, Recreation, and Human Services).
- Concord Municipal Light Plant.
- Wastewater Treatment Plant and Lift Stations
- School Bus Transportation & Maintenance Center (Knox Trail).
- Former Landfill at 777 Walden Street

The Town has been actively using the former landfill at 777 Walden Street for a variety of uses by different departments as described above. All Town departments are challenged with making use of the limited existing office and work space while the departments’ programs and responsibilities grow. For example: although the Keyes Road Facility 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 loss of service efficiency and additional costs related to premature equipment degradation. As technologies advance and demand for services increases and/or changes, the existing facilities may need to be upgraded or reconfigured.

Energy + Power

The Concord Municipal Light Plant (CMLP) has been providing electricity for developed properties in town since the 1890s. Along with providing power, the CMLP has been working to add additional services, such as broadband. With the success of energy conservation education and policies, CMLP is studying different strategies to allow it to continue to provide quality service and reasonable rates.

The Town also has two solar installations providing local renewable energy sources: one near Knox Trail on the Concord/Acton border and the second at 777 Walden Street. Community members have suggested additional sites throughout town for new solar fields for temporary and long-term use. Expanding solar fields throughout available town lands and facilities, such as structures over surface parking lots at the schools or as part of redevelopment of future Town parcels like 2229 Main Street, can help to contribute to the Town's current goal to achieve 25 MW of solar potential.

Wastewater System

The centralized sewer system in Concord includes eight wastewater pumping stations, 33 miles of sewer mains, and the Concord Wastewater Treatment Plant (WWTP). Approximately 35% of the developed parcels in town are connected to the centralized wastewater collection system, and the remaining developed parcels (approximately 65%) have individual on-site septic systems for wastewater disposal.

The 2003 Comprehensive Wastewater Management Plan (CWMP) identified additional areas of town that were recommended to be connected to the centralized system or have another type of off-site solution. The first phase of recommended sewer extensions was designed and constructed. In addition to the Phase 1 implementation of the CWMP, the Town completed an Integrated Planning Initiative in February 2009 to confirm potential future flows.

There have been many changes since the completion of the first phase of sewer extensions. Future phases for sewer extension based on anticipated needs, available capacity, and regulatory constraints will be evaluated. As the regulatory environment changes, issues must be reconsidered such as the most effective balance of wastewater discharge to surface water or groundwater.

The Town has already explored options for expanding its centralized wastewater system capacity by evaluating regulatory options for increased discharge to surface water and/or supplemental groundwater recharge at the existing Concord WWTP site. Improvements to the process components at the existing WWTP may also be required to implement these options. These opportunities would allow for additional capacity for some of the potential future flows identified in the February 2009 Integrated Planning Initiative effort.

Goal	Target	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

Figure 43. CMLP's Goals (Source: CMLP 11/08/2017)

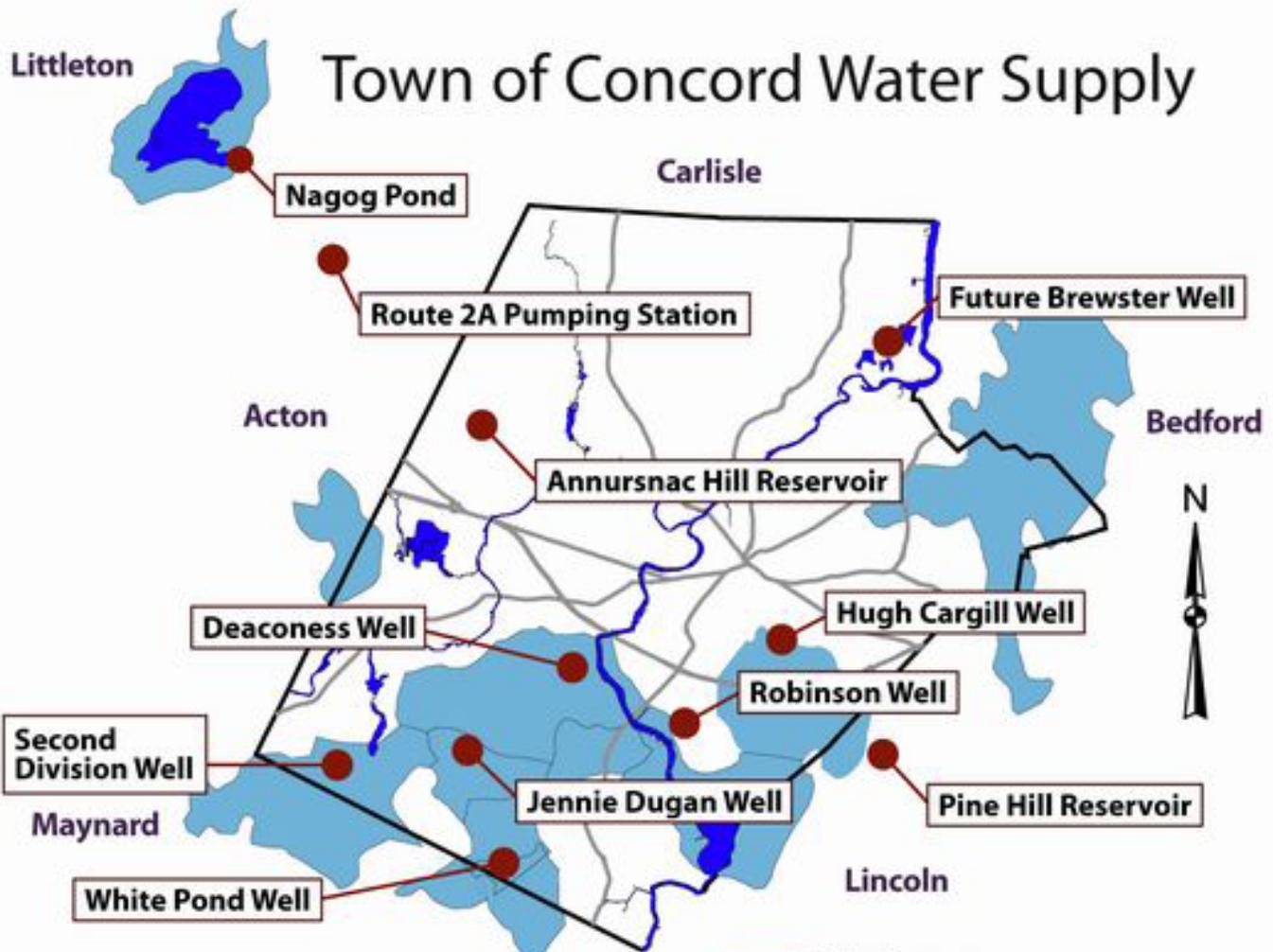


Figure 44 Concord Water Supply Map (Source: www.concordma.gov/363/Water-Supply)

Water System

An extensive drinking water supply system exists in Concord, with approximately 95% of the developed parcels in town connected to the centralized water system. This centralized water system derives water from six groundwater wells and the Nagog Pond surface water supply in Acton. Two storage reservoirs contain approximately 7.5 million gallons of water to be distributed via 121 miles of water main. Water demand ranges from 1.5 mgd (mgd = millions of gallons per day) to over 4 mgd. The amount of water the Town can withdraw from the existing supply sources is governed by the Town's Water Management Act permit.

The remaining 5% of the developed parcels in town have private wells on-site. Concord also has a very well-developed water conservation program to promote (and in some instances, require) reductions in water use.

There is interest in the community to work with other towns to develop and support legislation and regulatory changes to amend the state plumbing and building codes to make efficient water use and using graywater possible.

Concord is committed to maintaining the water balance, to reducing water use, and to maximizing water recharge for municipal services. Water is at the interface of natural resources and municipal services, and it is important that our natural resources be clean and beautiful while recharging our drinking water supplies, cleaning our wastewater, mitigating floods and droughts, supporting pollinators, and regenerating soil to grow healthy food supplies.

Stormwater Management

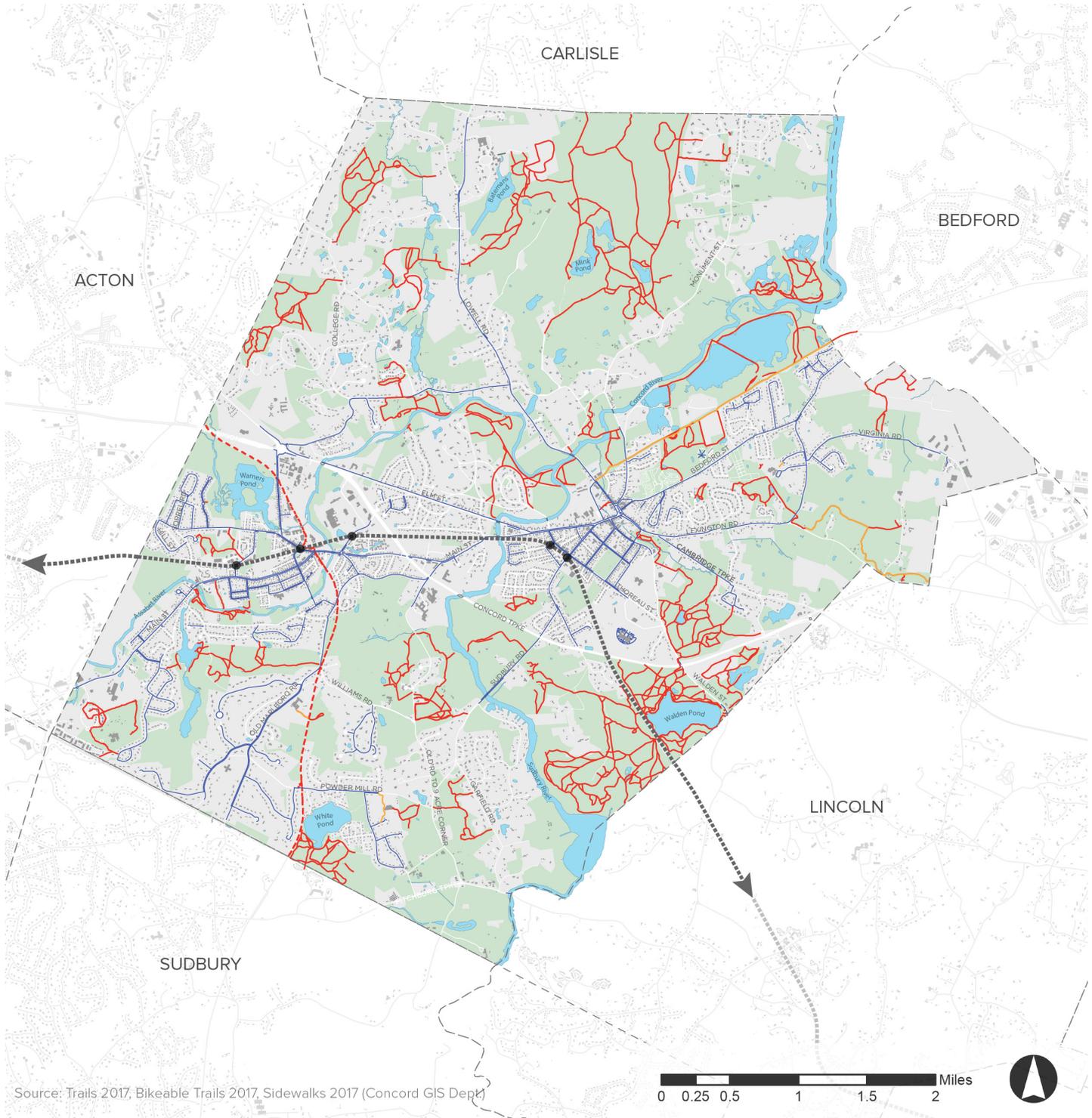
Stormwater management is another important aspect of planning for the town. Concord has completed a Stormwater/Drainage Master Planning (SWMP) effort and is currently in a five-year implementation phase. The Town also has Stormwater Management Regulations and is subject to EPA's NPDES Phase 2 MS4 Stormwater Regulations 6 Minimum Control Measures. EPA has issued a new NPDES Phase 2 MS4 Stormwater permit; however, the permit effective date has been stayed until July 2018. Departments have integrated requirements for stormwater management (water quality and quantity) into project reviews for proposed development and re-development submittals. Updating of the existing requirements may be needed once the new permit becomes effective.

An integrated approach must be taken to protect uplands and wetlands that provide critical groundwater recharge functions as this contributes to the local drinking water supply, naturally filters pollutants from stormwater and other runoff, and maintains essential habitat for wildlife, among other benefits. By maintaining natural processes of water recharge, the Town will benefit from this form of ecosystem services that lessens the impact on the centralized sewer system, reduces localized flooding, and improves the water quality in the Assabet, Concord, and Sudbury Rivers as well as their tributaries and other waterbodies. The Massachusetts Wetlands Protection Act and Concord's 2013 Wetlands Bylaw are proven tools for the Town to protect critical water resources. The Natural Resources Commission maintains a map of wetlands and certified vernal pools, which cover approximately half of Concord's land area, and must receive applications for any alterations proposed in these areas, per the Wetlands Bylaw. In addition, the Town continues to explore options for human-induced recharge at the existing Concord WWTP site and other potential locations to further expand the capacity of its centralized wastewater system.

Roads + Sidewalks

Concord has 141 miles of roads within the town, including state and private roads (data from Town GIS data), and almost 60 miles of sidewalks. The Town maintains about 107 miles of roads and the State maintains less than 20 miles (primarily Route 2 and 2A); the remaining roads are likely private ways that are the responsibility of residents who abut the ways. Through community input and public events, the concept of Complete Streets design is often mentioned, pertaining in particular to its multi-modal and safety elements. The Public Works Commission follows the adopted "Public Works Commission Road Policy" from 1999 that focuses on context sensitive design in the reconstruction and construction of roads to maintain historic, scenic, and agricultural aspects of the existing environment. Similar to Complete Streets, about which the Public Works Department has received training, the existing policy also focuses on pedestrian and bicyclist safety, ADA compliance, and other best practices, such as those of American Association of State Highway and Transportation Officials (AASHTO), the Manual on Uniform Traffic Control Devices (MUTCD), Public Right of Way Accessibility Guidelines (PROWAG), and traffic calming strategies with a minimalist design approach.

Concord Public Works follows a regular schedule for update and repair, and where possible, will continue to evaluate inclusion of Complete Streets design and leverage program funding and participation when benefits are clearly identified.



Sidewalks and Trails

- Trails*
- Sidewalks
- - - Planned Bruce Freeman Rail Trail
- Bikeable Trails*

* Source: Town of Concord Division of Natural Resources

Figure 45 Existing Sidewalk and Trails Map (Source: Town of Concord GIS)

Social Services

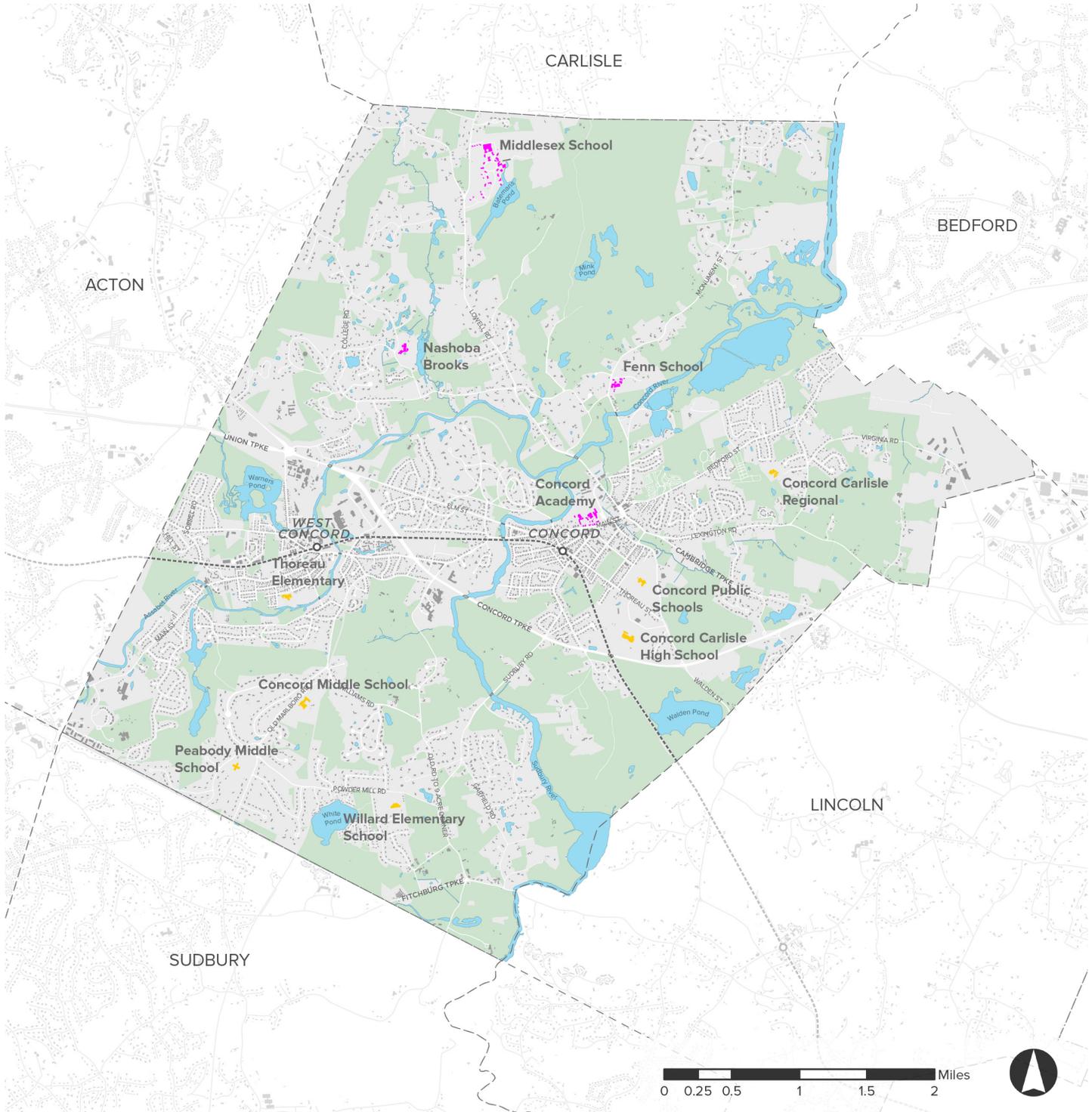
Beyond the physical infrastructure within the town, the ability for the Town and nonprofit organizations to support a network of social services and financial assistance for residents is integral to the health of the community. Concord has a rich but informal network of public, nonprofit, and private groups and organizations that provide an unusually wide range of social services and financial assistance. Several providers have shared immediate concerns and trends:

- Social services and financial assistance providers are stretched thin with increasing numbers of requests. These groups are anticipating a surge in demand for services as the town's population ages.
- Unique to Concord is a small collection of private trusts, religious organizations, and small private groups who provide emergency or special conditions financial assistance to residents. Requests have been rising, as have repeat requests, while the amount of funds available to distribute have remained the same or been reduced.
- With the rapidly rising senior population, there is apprehension among social service and financial assistance providers that the amount and types of requests for assistance will quickly exceed their capacity. As one of the communities in MAPC's Minuteman Advisory Group on Interlocal Collaboration (MAGIC), active collaboration with other members would be beneficial to address issues for an aging population. All but one member of MAPC's MAGIC network are also currently members of AARP's Age-Friendly Communities network and may look to jointly pursue grants and other funding sources for social service delivery and other senior issues
- Transportation and connectivity should be a major consideration for location of housing and services. Lack of transportation options as well as social isolation impacts all age groups.

- Housing location can help or hinder social connections of residents, and access to key destinations, including employment, are critical to maintaining social connections to the community.
- Desire for diversity must be coordinated with services and infrastructure to support varied community needs.
- There is a need for deeper conversations about what kind of diversity is desired, and what commitments are required to make it a reality.

Schools

The Town's discussions with the School Committee have been ongoing with long-term collaborative decisions to be made regarding future school construction and impacts on existing town infrastructure issues, particularly around transportation and recreation. The allocation of Town resources to maintain Concord's high quality public school education is a larger community discussion, and this Plan supports the collaborative efforts between Town departments and the School Committee.



Schools

- Private Schools
- Public Schools

Figure 46 School Locations (Source: Town of Concord GIS)

GOALS + POLICIES, STRATEGIES, AND ACTIONS

While Concord residents understand the importance of the Town's public facilities and infrastructure, schools are often cited as having higher priority over the other Town buildings, facilities, or properties. The following goals and actions attempt to cover the many different aspects of the subject of public facilities and infrastructure.

Goal 1: Continue to maintain and improve the Town's existing public buildings, facilities and general infrastructure, and service delivery at a level consistent with the Town's fiscal sustainability.

Six core action areas will advance this strategy and development vision:

1. Continue to find innovative new uses for existing facilities that are surplus or otherwise underutilized.
 - a. Identify existing public facilities planned for surplus or believed to be under-utilized, such as the potentially available Peabody School building.
 - b. Identify types of spaces needed by Town departments, boards, committees and commissions to improve service delivery and performance.
 - c. Consider accessible multi-use meeting space for town and community use.
 - d. Incorporate sustainable design principles as a model for residents and businesses.
2. Maintain Town properties that are appropriate for active and necessary Town-related uses. The Town's Walden Street Landfill is an invaluable asset to the community providing a location for many activities, such as winter snow storage, management of bulky materials and storm debris, recycling, composting and brush management, storage of equipment, and a fire training site. Due to its location, topography, and configuration, it can serve as a 24/7 operational site while having minimal impact to residents. While acknowledging the important open space abutting this property, 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.
3. Assess public facilities with respect to public safety capacity and needs, which include staffing levels, buildings, outdoor space, and location for space and staff planning.

Elements of this initiative would include:

 - a. Review Town staff capacity to include additional workload from new and expanded initiatives. The Town should continue to work to attract and retain high quality staff and volunteers.
 - b. Complete a public safety staffing plan update to examine current development conditions and analyze future development impacts over the ten-year planning period.
 - c. Assess the viability of Town departments' current work spaces, where added initiatives and policies have increased staffing and equipment, leading to space constraints, inefficiencies, and additional costs.
 - d. Evaluate existing public safety building spaces and future requirements and integrate adequate training space.
 - e. Analyze locations of public facilities for service efficiency and public safety services to ensure recommended response times can be met now and in the future planning period. Depending on analysis, consider potential satellite locations.
4. Continue to support the Town's recycling efforts. Concord integrated solid waste management is continually evaluated to discuss findings, changes and recommendations to assist the residents and businesses to utilize the services in the most cost-effective manner. The Town should continue to be a model for active recycling and reuse efforts with sustained educational outreach. Increase the amount of on-site composting in town.

5. Provide enhanced wireless connectivity options to support public communications and telecommuting. With the new mobile apps being used for payments and transactions, the availability of reliable wireless connectivity throughout the town has become more necessary for faster and more robust customer service and delivery and to support economic vibrancy of local merchants and the tourism economy.
6. Prepare and consider infrastructure resiliency by conducting a threat assessment and security plan.
 - a. Allocate increased investments in robust security measures both physical barriers and electronic surveillance around drinking water and wastewater facilities.
 - b. Address the growing threat of cyber-attacks to critical water and wastewater infrastructure with the continued investment in system vulnerability assessments and implementation of best practices and recommendations.

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

Three core action areas will advance this strategy and development vision:

1. Following updated assessment of current Town facility capacity and efficiency, study feasibility of consolidation of buildings, long term financial impacts from new sustainable construction, and possible reuse or redevelopment of Town property.
2. Reaffirm EPA's commitment to clean up 2229 Main Street to residential level standards, identify potential land uses for redevelopment and assess fiscal impacts for Town ownership.
3. Continue coordination with the School Committee on school facility planning, including discussions and decision-making regarding the middle schools. Changes in school facilities directly impact the use of roadways, sidewalks, utilities, water and wastewater management, as well as services, such as snow removal and field maintenance.

Goal 3: With provisions to maintain the rural character of select roads, fully consider current sustainable, resilient “complete streets” principles and integrated planning into future design and construction of roadway, bikeway, and sidewalk infrastructure.

Concord’s transportation network is comprised of many miles of narrow roadways introducing certain constraints, including environmental, topographic/site, ROW and historical, which may result in limitations in the degree to which “Complete Streets” components can be incorporated. Notwithstanding these limitations, the overarching goal of preserving and enhancing Concord’s scenic, historical 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 is of critical importance.

As the streets in Concord are updated and maintained on a regularly scheduled basis, there may be opportunities for coordination of relevant projects to enhance and more efficiently use the Town’s limited resources. For example, the Town could include new or updated wayfinding signage for recreational, historical, or cultural destinations in certain areas, when installing new pedestrian crosswalks. Sidewalks, bike paths, and other multi-modal infrastructure were recommended during the CLRP process, at locations town-wide. By following a systems approach, the desire is for more collaborative efforts to occur between Public Works, the Historical Commission, Planning Division, School Committee, Natural Resources Commission, and others to capture opportunities to prioritize projects and improve outcomes. (See Section 4.5 Mobility + Transportation for coordinated goals.)

Three core action areas will be used to advance this strategy and development vision:

1. Enhance collaborative efforts between all Town departments, committees, commissions, and boards, to improve efficiency, help prioritization, and ensure contextual design in projects related to roadway improvements.
2. Continue to evaluate and integrate the Complete Streets design standards for enhanced multi-modal transportation options and leverage program funding and participation when benefits are clearly identified. Concord Public Works staff has attended Complete Streets training and are aware of the Town interests in providing multi-modal transportation when feasible. Balancing public safety, state and federal roadway standards, and multi-modal goals with historic context continues to be a challenge that requires collaborative work to improve success.
3. Require consistent application of Right-Of-Way (ROW) use to ensure delivery of uniform and efficient utilities services to residents, businesses, and institutions in town.

Goal 4: Strengthen near-term Town sustainability goals consistent with long-term climate change and resiliency planning goals, including maintaining and expanding alternative energy generation, delivery, and conservation.

As discussed throughout this Plan, sustainability is a critical facet of all town decision-making. Concord Municipal Light Plant issued its Strategic Plan 2018 – 2025 in November 2017. The CLRP supports the continued work by CMLP to deliver quality services at reasonable rates.

Five core action areas will advance this strategy and development vision:

1. Give equal priority to reducing carbon footprint in CMLP operation, planning, and practices consistent with the priority given to reliability and affordability, including the goal of achieving 25 MW of solar potential on Town lands through utility scale solar in appropriate locations and continue to enhance customer options for a variety of grid services that enable greater efficiency and conservation (e.g. demand management through smart-grid control systems).
2. Continue to pursue renewable energy source opportunities. There is continued interest in additional solar farms as secondary or complementary uses, including over parking areas and other passive infrastructure.
3. Encourage businesses and institutions to install energy storage systems. CMLP should work with local businesses and institutions to encourage installation of energy storage systems to help manage growing demand and CMLP's peak expenses. Additionally, this would allow businesses to remain open during power outages.
4. Review and implement low carbon initiatives in municipal fleet procurement and maintenance plans with attention to Green Communities program recommendations.
5. Coordinate installation of electric vehicle charging stations at public parking areas and new developments above a specified size. The Town can lead by example with installation of electric vehicle charging stations

at the Keyes Road parking lot. This action area should require coordination with similar goals in Section 4.5: Mobility + Transportation.

Goal 5: Make landscape and infrastructure resiliency a central planning priority for Town water supply and wastewater and stormwater management operations, planning, and practices in order to minimize social/travel disruption (e.g. loss of water, sewer, road and rail services during floods, droughts or storms) and economic and environmental impacts.

Concord has a robust water supply and wastewater management system that have been meeting the needs of the community. As climate events have been occurring more frequently and at greater extremes, it is important for the Town to proactively prepare by assessing landscape resiliency more broadly. As regulations become more rigid, it will be vital that Concord officials and stakeholders defend any challenges to its water supply rights and permitted/registered water capacity while simultaneously preparing for decreased availability of water due to anticipated tightening of supply from environmental changes and from stricter limits enforced by state regulations. Resiliency planning should also address how catastrophic events may cause changes to the landscape due to flooding and other events that may change traffic patterns, isolate neighborhoods, and restrict access to employment sites. With the strategies listed below, along with conservation strategies and advocacy, Concord will continue to meet future water and wastewater management needs.

Five core action areas will advance this goal:

1. Provide and maintain water infrastructure capacity (both fresh water systems and waste treatment) in line with growth or decline in system demands, including preparing for future extremes (not historical) for flooding and drought.
 - a. 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.
 - b. Explore and leverage other funding sources for infrastructure maintenance and expansion including grants, private contributions, and developer fair share contributions for facility expansion and impacts.
2. Plan for future regulatory requirements and state mandates to decrease water supply while anticipating increases in water demand.
 - a. Continue to lead development of conservation efforts specifically addressing outdoor irrigation, smart metering, and steps individuals, businesses and institutions can take to minimize water demands.
 - b. Review and continually update mitigation and sustainability requirements at the beginning of development review.
 - c. Protect the Town's water supply rights and permitted/registered water capacity, including Nagog Pond water rights, as well as appropriate easements on future Town-acquired property.
 - d. Continue water conservation and wastewater reduction education and exploration of new technologies.
3. Continue with a proactive approach with replacement/upgrades, specifically considering future weather extremes.
 - c. Continue with a proactive approach with replacement/upgrades, specifically considering future weather extremes.
 - d. 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.
 - e. Include appropriate language for easements in future property acquisitions and conservation restrictions to ensure flexibility for responsible crossing and use for water, wastewater, drainage, and other utility infrastructure.

3. Protect, maintain, and enhance ecoservice services through measures that maintain water balance (e.g. maximizing water recharge for municipal services and water-efficient criteria) of lands around groundwater drinking wells, potential wells, and throughout the community, including encouraging the use of better septic systems that incorporate secondary treatment or other alternative septic designs.
 - a. Require new businesses and residential condominium complexes to consider installation of shared “package” wastewater treatment systems
 - b. Study and develop models to allow groups to upgrade to shared innovative wastewater treatment systems designed to discharge wastewater close to the point of origin.

4. Plan for future increases in wastewater treatment and discharge capacity from the existing Concord Wastewater Treatment Plant (Bedford Street).
 - a. Review implementation phasing of the Comprehensive Wastewater Management Plan and reevaluate future phases for sewer extensions based on need and available capacity.
 - b. Allocate capacity to provide for expanded sewer service and/or increased use in the future to enhance economic development in the village business districts and commercial/industrial areas consistent with the Integrated Planning Initiative.
 - c. Protect the town’s NPDES discharge capacity rights and evaluate regulatory options for increased discharge (to the surface water and supplemental groundwater recharge) capacity at the existing Concord Wastewater Treatment Plant.

5. Maintain required regulatory compliance and actively promote reduction of impacts on groundwater and other water bodies.
 - a. Continue to review and update regulations based on changing regulatory requirements.
 - b. Identify net benefits from proposed future regulation to ensure alignment with Town goals and objectives and verify that what is proposed does not counter act existing regulations or cause Town projects or programs to become cost prohibitive.

Goal 6: Identify ways to optimize the ability of Concord’s social service coordinators and private non-profit organizations and trusts to meet the growing demand from residents for assistance.

The Town of Concord has three service coordinators for different demographics: the Community Services Coordinator, the Youth Services Coordinator, and the Director of the Council on Aging. A wide range of services are available for residents, ranging from youth and family services to energy assistance to all of the programs provided through the Council on Aging. Those services are supplemented by non-profit and private organizations and trusts who have been on the forefront of trying to meet increasing requests for assistance from Concord residents. With fixed or limited resources, these programs and organizations are looking for ways to maximize their assistance to meet the growing demand. The significant projected increase in the senior population requires special attention and planning.

Three core action areas will advance this strategy and development vision:

1. Assess the capacity of existing Town social service programs to meet the needs of the town population. With limited resources, the Town should review and prioritize programs and seek additional outside sources of funding. This review should cover the whole spectrum of Concord’s population to help identify priority needs by age and socio-economic groups. Increases in the hours of the COA nurse and the COA Outreach Worker are specifically needed to accommodate the significant increase in the senior population.
2. Utilize the Council on Aging’s existing website and outreach network to promote other age-related services and programs by including links directly on the website, such as the Senior Means Tested Tax Exemption Program through the Assessing Department. While informational sessions are advertised through COA, there is no link to the Assessing website to find the information for the program. Capacity of existing staff should be regularly assessed.
3. Assist in the coordination of services delivered through the Town and those from non-profit and private organizations. To increase efficiency of services, educate all service providers as to who in the community is offering what services, to whom they can refer potential recipients, and where programs or services are complementary.

Goal 7: Establish cyber-security planning and reinforce Information Technology infrastructure.

Two key actions will advance this goal:

1. Conduct a threat assessment and develop a security plan to address the urgent issues of cyber-security threats to the Town in coordination with individuals and businesses within Concord.
2. Prepare a comprehensive back-up and recovery plan.

Goal 8: Assess the responsibility for staffing 66+ Town boards, committees, commissions and task forces from a limited pool of residents who are willing to serve as volunteers.

As noted in the 2014 Town Governance Study Committee Report, a major point of contact between the Town and the public is through interaction with town boards, committees, commissions and task forces. Members of those entities are appointed except for the elected Select Board and the elected School Committees and Housing Authority. Though each board, committee, commission and task force has been created to address important issues and services for the Town, the turnover imposed by strict adherence to term limits and continued requests to establish additional committees and sub-committees has been challenging the limited Town staff and volunteer pool of residents able to fill those committees.

One action to address this goal:

1. Encourage the appointing authorities to review the charter, charge and mandate of each of the town boards, committees, commissions, and task forces to identify synergies and overlap with others and to make recommendations to the Select Board regarding potential streamlining of Town government.

Goal 9: Develop a strategy to anticipate acquisition of properties currently owned by federal or state entities within Concord’s boundaries as they become available or declared surplus using an integrated planning process of integrated analysis across Town departments.

Examples include 2229 Main Street, Hanscom Air Force Base, Department of Corrections facilities, Department of Transportation facilities, Concord District Courthouse, and others.

PUBLIC FACILITIES + INFRASTRUCTURE SYSTEMS MATRIX

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5				
		Cultural + Historic Resources				Economic Vitality				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
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G2	#1																								
	#2																				●	●	-----	●	
Goal #3	#1	●	-----								●	-----			●	●	-----		●	●	●	●	●		
	#2			●	-----														●	●	●	-----	●		
	#3	●	-----																						
Goal #4	#1							●	-----																
	#2																						●		
	#3							●	-----																
	#4																				●	-----			
	#5					●	-----							●	-----	●	●	●	●	●	●	-----	●		

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.

PUBLIC FACILITIES + INFRASTRUCTURE SYSTEMS MATRIX

(CONTINUED)

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5				
		Cultural + Historic Resources				Economic Vitality				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 #5	#1															●	●		●	●					
	#2															●	●		●	●					
	#3																			●					
	#4																				●	●	●		●
	#5															●				●					
G6	#1					●				●	●	●							●		●	●	●	●	
	#2											●													●
G7	#1																								
	#2																								
G8	#1																								

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.

Section 4.6

Section 4.7

Section 4.8*

Open Space + Natural Resources										Public Facilities + Infrastructure								Fiscal Planning			
Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #9	Goal #10	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #1	Goal #2	Goal #3	Goal #4
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														●							
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* For the purposes of this Matrix, Fiscal Planning is assumed to be a factor in all decisions involving the prioritization of action items. As a result, Goals from fiscal planning are not represented as being connected to specific actions. Rather, they are represented as a separate constant in the decision-making processes.