

**TOWN OF CONCORD
SELECT BOARD
AGENDA**

March 18, 2019 – 7 p.m. – Select Board Room – Town House

1.	Call to Order
2.	Consent Agenda: <ul style="list-style-type: none"> • Town Accountant Warrants • One Day Special Licenses <ul style="list-style-type: none"> · Concord Museum 3/28 6pm-9pm 200 Lexington Road Wines Only · Rotary Club of Concord 4/12 7pm-11pm 51 Walden Street Wine & Malt • Minutes – 1/26, 1/28, 2/4, 2/19, 2/26
3.	Review and Approve Executive Session Minutes
4.	Town Manager's Report
5.	Chair's Report
6.	Review Consent Calendar for Town Meeting – Carmin Reiss, Town Moderator
7.	Take Positions on remaining Warrant Articles
8.	Discuss Library construction project – Library Trustees
9.	Public Private Partnership (P3) update
10.	Review & Approve Library-P3 Committee charge
11.	Long Range Plan update from Town departments – Marcia Rasmussen, DPLM Director
12.	Municipal Facilities Assessment & Master Plan update – Kate Hodges, Deputy Town Manager
13.	Review & Approve Middle School Building Committee charge
14.	Public Comments
15.	Committee Liaison Reports
16.	Miscellaneous/Correspondence
17.	Election Officer Appointments
18.	Committee Nominations:
19.	Committee Appointments:
20.	Adjourn

PENDING

Tuesday	March 26	7 am - 8 pm	Annual Town Election	All Precincts
Monday	April 1	7 pm	Select Board Meeting	Town House
April 8, 9, 10, 11		6:30 pm	Select Board Meeting	CCHS – Room 242
April 8, 9, 10, 11		7 pm	Town Meeting	CCHS – Gymnasium
Monday	April 15	All Day	Patriots Day	Town Offices Closed
Monday	April 22	7 pm	Select Board Meeting	Town House
Monday	May 6	7 pm	Select Board Meeting	Town House

Supporting materials for agenda items are available online at www.concordma.gov/sbmtgdocs. Materials are uploaded on the Friday before a Select Board meeting.

Weekly One Day License Log – March 18, 2019

Applicant Name & License Number	Phone Number	Date	Location	Type of Alcohol	Event Details
19-38 Concord Museum	978 369-9763	3/28	200 Lexington Road	Wines Only	Event Coordinator: Caitlin McGrail Bartenders: Julie Trainor Under 21: No First License in Concord: No
19-39 Rotary Club	978 371-2500	4/12	51 Walden Street	Wine & Malt	Event Coordinator: Rosario Rizzo Bartenders: Henry Dane, Joe Saia, Leigh Ann Crimmings Under 21: Yes First License in Concord: No

**ARTICLE 2
2019 CONSENT CALENDAR**

Mr. Tarpey moves: that the 2019 Annual Town Meeting advance for consideration the Articles listed in the table below and take action on such Articles without debate on any of such Articles, provided, that upon the request of five voters at this Meeting, made before the vote is taken on this motion, an Article requested to be omitted shall be removed from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

Note to Moderator: 2/3 Vote Required

Article 3	<p>MEETING PROCEDURE Affirmative Action Recommended by: Select Board, Finance Committee Motion: That the Town take affirmative action on Article 3 as printed in the handout applicable to the Article. Reason: Routine and noncontroversial at hearing; the motion will be identical to a motion passed annually and unanimously for more than fifteen years.</p>
Article 4	<p>RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS Affirmative Action Recommended by: Select Board, Finance Committee Motion: That the Town take affirmative action on Article 4 as printed in the Warrant. Reason: Routine and noncontroversial at hearing.</p>
Article 5	<p>CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS Affirmative Action Recommended by: Select Board, Finance Committee Motion: That the Town take affirmative action on Article 5 as printed in the Warrant. Reason: Routine and noncontroversial at hearing</p>
Article 17	<p>USE OF FREE CASH Affirmative Action Recommended by: Select Board, Finance Committee Motion: That the Town take affirmative action on Article 17 to authorize and direct the Assessors to transfer \$1,000,000 from free cash to reduce the tax levy for the fiscal year ending June 30, 2020. Reason: Routine transfer of surplus funds to reduce the tax levy; noncontroversial at hearing. Surplus results from revenue collection exceeding estimates or actual expenditures being less than appropriations, as explained in FinCom Report page 11.</p>
Article 21	<p>ACCEPTANCE OF M.G.L. ch.54, §16A – ELECTION VACANCY APPOINTMENTS Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 21 as printed in the Warrant. Reason: Administrative action to authorize Town Clerk to fill positions of unexpectedly absent election officials through adoption of state statute; noncontroversial at hearing</p>
Article 31	<p>ZONING BYLAW AMENDMENT – HANDICAPPED PARKING Affirmative Action Recommended by: Select Board, Planning Board Motion: That the Town take affirmative action on Article 31 as printed in the Warrant. Reason: Housekeeping amendment to bring language of zoning bylaw into consistency with changes in language of state law and terminology; noncontroversial at hearing.</p>
Article 32	<p>ZONING BYLAW AMENDMENT – GROUNDWATER CONSERVANCY DISTRICT Affirmative Action Recommended by: Select Board, Planning Board Motion: That the Town take affirmative action on Article 32 as printed in the Warrant. Reason: Housekeeping amendment to make language used in zoning bylaw consistent with language in state law; noncontroversial at hearing.</p>
Article 33	<p>ZONING BYLAW AMENDMENT – MARIJUANA ESTABLISHMENT TEMPORARY MORATORIUM Affirmative Action Recommended by: Select Board, Planning Board Motion: That the Town take affirmative action on Article 33 as printed in the Warrant. Reason: Housekeeping amendment to bring zoning bylaw into conformance with 2018 General Bylaw adopted by the Town prohibiting all non-medical marijuana establishments; noncontroversial at hearing.</p>

Article 34	<p>ZONING BYLAW AMENDMENT – NONCONFORMING SINGLE AND TWO FAMILY RESIDENTIAL STRUCTURES</p> <p>Affirmative Action Recommended by: Select Board, Planning Board</p> <p>Motion: That the Town take affirmative action on Article 34 as printed in the Warrant.</p> <p>Reason: Housekeeping amendment to correct formatting error in zoning bylaw, making no substantive change; noncontroversial at hearing.</p>
Article 36	<p>ZONING BYLAW AMENDMENT – FLOOD PLAIN CONSERVANCY DISTRICT MAP</p> <p>Affirmative Action Recommended by: Select Board, Planning Board</p> <p>Motion: That the Town take affirmative action on Article 36 as printed in the Warrant.</p> <p>Reason: Routine acceptance of revisions by the Federal Emergency Management Agency to Flood Insurance Rate Map to keep the Town's zoning bylaw in compliance with the National Flood Insurance Program; noncontroversial at hearing.</p>
Article 37	<p>ZONING BYLAW AMENDMENT – LARGE GROUND-MOUNTED SOLAR TABLE OF USES</p> <p>Affirmative Action Recommended by: Select Board, Planning Board</p> <p>Motion: That the Town take affirmative action on Article 37 as printed in the Warrant.</p> <p>Reason: Housekeeping amendment to make definitions and table consistent with bylaw adopted by the Town in 2012, making no substantive change in the Zoning Bylaw; noncontroversial at hearing.</p>
Article 39	<p>SOLID WASTE DISPOSAL FUND EXPENDITURES</p> <p>Affirmative Action Recommended by:</p> <p>Motion: That the Town take affirmative action on Article 39 as printed in the Warrant.</p> <p>Reason: Routine enterprise fund authorization regularly included on consent calendar; noncontroversial at hearing.</p>
Article 40	<p>SEWER SYSTEM EXPENDITURES</p> <p>Affirmative Action Recommended by:</p> <p>Motion: That the Town take affirmative action on Article 40 as printed in the Warrant.</p> <p>Reason: Routine annual enterprise fund authorization regularly included on consent calendar; noncontroversial at hearing.</p>
Article 41	<p>SEWER IMPROVEMENT FUND EXPENDITURES</p> <p>Affirmative Action Recommended by:</p> <p>Motion: That the Town take affirmative action on Article 41 as printed in the Warrant.</p> <p>Reason: Routine annual action regularly included on consent calendar; noncontroversial at hearing. The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of fees paid by certain properties connecting to the sewer system. The Article authorizes expenditure from the Fund for construction and expansion of sewer lines and treatment facility capacity.</p>
Article 42	<p>WATER SYSTEM EXPENDITURES</p> <p>Affirmative Action Recommended by:</p> <p>Motion: That the Town take affirmative action on Article 42 as printed in the Warrant.</p> <p>Reason: Routine annual enterprise fund authorization regularly included on consent calendar; noncontroversial at hearing. The Water Fund consists of fees paid by water user fees. The Article authorizes expenditure from the Fund for operation, maintenance, capital replacement and renewal of the Town's water system.</p>
Article 44	<p>AUTHORIZE EXPENDITURE FROM PEG ACCESS AND CABLE-RELATED FUND</p> <p>Affirmative Action Recommended by:</p> <p>Motion: That the Town take affirmative action on Article 44 to transfer from the PEG Access and Cable-Related Fund the amount of \$600,000 to be expended under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Comcast licensing agreement.</p> <p>Reason: Routine fund transfer; noncontroversial at hearing.</p>
Article 45	<p>BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES</p> <p>Affirmative Action Recommended by:</p> <p>Motion: That the Town appropriate from the Community Pool Enterprise Revenues the sum of \$2,353,000 and appropriate from interest income the sum of \$118,594, for a total appropriation of \$2,471,594, the amount required for the total operating and capital expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2020, in accordance with Chapter 44, section 53F1/2 of the Massachusetts General Laws, said funds to be expended under the direction of the Town Manager.</p> <p>Reason: Routine annual enterprise fund authorization often included on consent calendar; noncontroversial at hearing.</p>

Link to 2019 Annual Town Meeting webpage

<https://concordma.gov/2235/2019-Annual-Town-Meeting>

Link to 2019 Town Meeting Warrant (PDF)

<https://concordma.gov/DocumentCenter/View/17892/Concord-2019-Town-Meeting-Warrant->

Select Board Recommendations/Positions/Comments
Recommendations for inclusion in the FinCom Report - updated 3/12/19

Article #	Article Name	In Favor	Not In Favor	Report at TM	No Action
1	Choose Town Officers				
2	Hear Reports				
3	Meeting Procedure	X (5-0)			
4	Ratify Personnel Board Classification Actions	X (5-0)			
5	Classification & Compensation Plan for Regular Status Positions	X (5-0)			
6	Town Budget	X <i>(5-0) in the amount of \$49,052,504 as printed in warrant</i>			
7	Appropriate Funds -- Municipal Capital Projects	X <i>(5-0) in the amount of \$3,950,000 as printed in warrant</i>			
8	Authorize Expenditure of Revolving Funds under MGL Chapter 44, Section 53E ½	X (5-0)			
9	Authorization to Accpet M.G.L. ch.32B, §20 -- Other Post-Employment Benefits (OPEB) Liability Trust Fund	X (5-0)			
10	Minuteman Regional Technical High School District Budget	X <i>(3-0, AK & ML absent) in the amount of <u>\$1,073,368</u></i>			
11	Concord Public Schools Budget	X <i>(3-0, JH & ML absent) in the amount of \$39,390,163 as printed in warrant</i>			
12	Concord Public Schools Capital Projects				
13	Authorization to Accept M.G.L. ch.71 §71E -- School Property Fund	X <i>(3-0, JH & ML absent)</i>			
14	Concord Middle School Feasibility Study				
15	Concord-Carlisle Regional High School Budget	X <i>(3-0, JH & ML absent) in the amount of \$23,344,987 as printed in warrant</i>			
16	Concord-Carlisle Regional High School Capital Projects				

Select Board Recommendations/Positions/Comments
Recommendations for inclusion in the FinCom Report - updated 3/12/19

17	Use of Free Cash	X <i>(5-0) in the amount of \$1,000,000 as printed in warrant</i>			
18	General Bylaw Amendment - Sustainable Growth Rate				
19	General Bylaw Amendment - Town Meeting Notice	X <i>(3-0, AK & ML absent)</i>			
20	General Bylaw Amendmennt - Records Management	X <i>(3-0, AK & ML absent)</i>			
21	Acceptance of M.G.L. ch.54, §16A -- Election Vacancy Appointments	X <i>(3-0, AK & ML absent)</i>			
22	Community Preservation Committee Appropriation Recommendations	X <i>(3-0, JH & ML absent) in the amount of \$1,811,419 as printed in warrant</i>			
23	Appropriate Funds -- Affordable Housing Development				
24	Authorization to Accept M.G.L. ch. 44 § 55C -- Municipal Affordable Housing Trust Fund				
25	Authorize Special Legislation -- Real Estate Transfer Tax for Affordable Housing				
26	Authorize Special Legislation - Building Permit Fee Surcharge for Affordable Housing				
27	Authorize Transfer of a Portion of the Property at 369 Commonwealth Avenue for Affordable Housing	X <i>(3-0, AK & ML absent)</i>			
28	PETITION: Adopt a Moratorium of Synthetic Turf on Town Property	X <i>(3-0, AK & ML absent)</i>			
29	Zoning Article Amendment - Formula Business				
30	Zoning Article Amendment - Personal Wireless Communications Facility Overlay District Map	X <i>(3-0, AK & ML absent)</i>			
31	Zoning Bylaw Amendment - Handicapped Parking	X <i>(3-0, AK & ML absent)</i>			

Select Board Recommendations/Positions/Comments
Recommendations for inclusion in the FinCom Report - updated 3/12/19

32	Zoning Bylaw Amendment - Groundwater Conservancy District	X (3-0, AK & ML absent)			
33	Zoning Bylaw Amendment - Marijuana Establishment Temporary Moratorium	X (3-0, AK & ML absent)			
34	Zoning Bylaw Amendment - Nonconforming Single & Two Family Residential Structures	X (3-0, AK & ML absent)			
35	Zoning Bylaw Amendment - Fairs, Bazaars, Antique Shows etc.	X (3-0, AK & ML absent)			
36	Zoning Bylaw Amendment - Flood Plain Conservancy District Map	X (3-0, AK & ML absent)			
37	Zoning Bylaw Amendment - Large Ground-Mounted Solar Table of Uses	X (3-0, AK & ML absent)			
38	Light Plant Expenditures & Payment In Lieu of Taxes				
39	Solid Waste Disposal Fund Expenditures				
40	Sewer System Expenditures				
41	Sewer Improvement Fund Expenditures				
42	Water System Expenditures				
43	Debt Authorization: Water Main Replacement				
44	Authorize Expenditure from PEG Access and Cable-Related Fund				
45	Beede Swim & Fitness Center Enterprise Fund Expenditures				
46	Unpaid Bills	No Motion Expected			

TOWN OF CONCORD
Short-term Public-Private Partnership Coordinating Committee
Town/Library Partnership

Committee Charge

A. Purpose

The Town, through its Select Board and Town Manager, has established a large number of Public-Private Partnerships which work to the significant benefit of the Town's residents in a wide range of cultural and other relationships. The Select Board commissioned the Public Private Partnership Study Committee to examine the nature of these relationships and consider ways to improve public access to information and decision-making involving a non-public partner. The board concluded that in most cases, the relationship with the private entity is best managed by the board and town manager directly. However, the board agreed that there are times, particularly when significant construction projects or large sums of public funds are involved, when a short-term Coordinating Committee could be of assistance in ensuring that the public has ample opportunity to understanding decision-making concerning the project and to provide feed-back or express concerns. The Short-Term Coordinating Committee represents a public body that will meet in public and will be subject all relevant open meeting and public records requirements to assist citizens in understanding all aspects of a given project. The of purpose of the Short-Term Public-Private Partnership Coordinating Committee is to serve as a forum for the dissemination of information to the public concerning the planned Main Library Expansion project expected to begin in the Fall of 2019.

B. Membership

The Committee shall be comprised of three to five members appointed by the Select Board.

- One or two Members of the Select Board
- The Town Manager
- One Designee of the Library Corporation Trustees
- One Library Committee designee

C. Term of Office

Members shall all serve a two-year term ending May 31, 2021. It is expected that the Short-Term Coordinating Committee will be disbanded no later than one month following the issuance of the Occupancy Permit for the new space created by the Project.

D. Duties and Responsibilities

1. To meet monthly, or as necessary, to become generally familiar with the Main Library Expansion Project expected to connect the Main Library with the adjacent residential property at 51 Main Street;
2. To hear reports concerning the progress of the project and to evaluate any reported concerns or problems with the project that would have a direct impact on public services or the use

- public funds, keeping in mind that the Library Corporation is the owner of the Library buildings and real estate and responsible for management of the construction;
3. To provide a forum for citizens to pose questions or raise concerns about the project; if the Library Corporation has designated a community liaison, citizens with construction-related questions or concerns should be requested to raise such issues with Trustees' representatives first, in the interest of expediency in getting problems resolved;
 4. To advise the Select Board and Town Manager of any issues for which their assistance is required;
 5. To submit a final report to the Select Board prior to dissolution of the Committee for inclusion in the Annual Town Report;
 6. To perform such other duties as the Select Board may request.

E. Other Considerations

The Public-Private Partnership Study Committee is responsible for conducting its activities in a manner which is in compliance with all relevant State and local laws and regulations including, but not limited to, the Open Meeting Law, Public Records Law and Conflict of Interest Law. The Committee shall consult with the Town Manager concerning the allocation of town staff or financial resources toward this effort.

Thomas McKean, Chair
Select Board



TOWN OF CONCORD

Department of Planning & Land Management
141 Keyes Road – Concord, MA - 01742

TO: Christopher Whelan, Town Manager
FROM: Marcia Rasmussen, Director of Planning & Land Management
DATE: March 15, 2019
RE: Envision Concord implementation underway or planned for 2019 – 2020.

You've requested a brief memo highlighting current or planned efforts by the Planning Division to implement the 2018 Envision Concord plan in 2019 – 2020.

4.1 Culture/ Historic Resources Goal #4 Enhance regulatory tools to protect and preserve historical character and cultural resources.

- The Historic Districts Commission has begun outreach discussions to two areas in Concord Center for consideration of expanding the existing Historic Districts with assistance from the Planning Division;
- The Historical Commission is evaluating the effectiveness of the Demolition Delay Bylaw and considering revision of the regulations to clarify and improve the process with assistance from the Planning Division.

4.2 Economic Vitality Goal #1 Renew and improve Concord's village centers as vital pedestrian-friendly, economic and social hubs that enable community engagement on a wider scale.

- The Planning Division, on behalf of the Planning Board, is seeking a technical grant from the regional planning agency, MAPC, to study the potential for creating a Transportation Oriented Development or Chapter 40R overlay district in the Thoreau Depot area.
- The Planning Board is also considering revised zoning for 59 Walden Street, a limited business district that is currently zoned for financial office use; MAPC has provided a scope of work to assist in visualizing potential redevelopment of the site. The Planning Division is coordinating this effort.

4.2 Economic Vitality Goal #2 Build on the enhanced quality of life encapsulated in Goal 1 to support the strong commercial business successes throughout town and attract and retain a constant workforce.

- The West Concord Junction Cultural District Committee is using grant funds from MCC to hire a consultant to conduct surveys and public workshops to better understand the artist and creative business community and identify ways to support and enhance that community. The Planning Division is providing assistance and oversight in this effort.
- The Planning Division continues to participate in the CrossTown Connect Transportation Management Association. Emerson Hospital has recently indicated they are willing to join and participate and Newbury Court/ New England Deaconess has been invited and is considering participation to improve transportation services.
- The Planning Division will be seeking consultant assistance in reviewing the Transportation issues facing Concord and identifying a framework for addressing the issues in a more coordinated and systematic manner.
- The Planning Division has also been working with Minute Man National Historical Park and submitted a grant proposal for federal funding of a transit route feasibility study to encourage visitors to use the commuter train to visit the Park, the Wildlife Refuge and other historic sites in and near Concord Center. Grant award is anticipated in the fall 2019.

4.3 Housing Goal #1 Develop realistic, achievable targets for preserving or creating housing of all types (beyond the Subsidized Housing Inventory). Goal #2 Develop additional, self-sustaining funding mechanisms to support achieving the housing targets in Goal #1.

- The Affordable Housing Funding Committee has identified potential sources of funds for additional affordable housing opportunities. The Regional Housing Services Office and Planning Division have provided assistance and support to help identify these opportunities.
- The RHSO and Planning Division have coordinated meetings between housing groups to improve communication and develop support for various initiatives, including the potential affordable unit on the Gerow land; potential acquisition of property for Habitat for Humanity (which is currently not going forward but could resurface); discussions re: potential additional dwelling units on Concord Housing Authority property.
- The State has recently passed legislation to collect tax revenues from AirBNB properties, which includes a provision that a portion of these revenues be made available for affordable housing. The Planning Division is following implementation of this legislation.

4.3 Housing Goal #5 Encourage renovation of existing single family homes (in all zoning districts) and identify the opportunities to create accessory dwelling units within the existing structures in all zoning districts and allow cluster housing development and cohousing in designated areas.

- The Planning Board, with support from the Planning Division, is undertaking a comprehensive review of zoning options and opportunities to expand affordable and workforce housing options, consider two-family and additional dwelling units and promote construction of smaller units of housing. The Planning Board anticipates bringing new zoning initiatives to the 2020 annual town meeting. This effort encompasses several additional goals under Land Use, too.

4.3 Housing Goal #6 Identify regulatory tools and tax incentives to encourage developers to build housing the Town wants/needs, especially denser housing near town centers or small (5-10 unit) developments such as Riverwalk, in ways that reinforce existing historical character and support sustainable development practices.

- The Planning Division, on behalf of the Planning Board, is seeking a technical grant from the regional planning agency, MAPC, to study the potential for creating a Transportation Oriented Development or Chapter 40R overlay district in the Thoreau Depot area.

4.5 Transportation/ Mobility Establish a central transportation planning function within Town government to reduce motor vehicle dependence and traffic volume within Concord and encourage a more environmentally sustainable blend of transportation modes, protect the character of the Town and reduce the need for parking.

- A Transportation Planner position was requested as part of the 2020 budget request process, but funds were not available for this position. A Concord Agriculture Committee was established.
- The Planning Division will be seeking consultant assistance in reviewing the Transportation issues facing Concord and identifying a framework for addressing the issues in a more coordinated and systematic manner.

4.5 Transportation/ Mobility Goal #3 Create safe, cost-effective walking and bicycling connections between key pedestrian and bicycle paths/ trails to improve mobility around Concord.

- Town Meeting 2019 approved \$60,000 for a trail study; DPLM will take the lead to bring in a consultant to assist in public outreach for input and prioritization of path improvements.
- The Planning Division will continue to monitor and assist in efforts to complete the Bruce Freeman Rail Trail in Concord, with construction of the bridge over Route 2 expected to start in the late fall 2019 or early spring 2020.
- The Planning Division has been approached to consider extending the Minute Man bike path from the Bedford town-line to Concord Center.

4.5 Transportation/ Mobility Goal #5 Develop an approach to parking that balances the principles of sustainability with the Town's economic goals, including managing existing parking spaces and providing parking options for the residential community and visitors outside of the village centers.

- The Planning Division has also been working with Minute Man National Historical Park and submitted a grant proposal for federal funding of a transit route feasibility study to encourage visitors to use the commuter train to visit the Park, the Wildlife Refuge and other historic sites in and near Concord Center. Grant award is anticipated in the fall 2019.

4.6 Open Space/ Natural Resources Goal #2 Protect rivers, wetlands, ponds, vernal pools, upland habitats and other natural resources.

- The Natural Resources Division continues to seek funds from the Community Preservation Committee to move forward on dredging a portion of Warner's Pond to enhance the ecology and recreational use of this resource.

4.6 Open Space/ Natural Resources Goal #3 Ensure that all Concord residents understand the value of conservation lands and natural resources...

- The Natural Resources Division will be adding a community-wide 'Mustard Pull' initiative this spring after the Concord Clean-Up event.

4.6 Open Space/ Natural Resources Goal #4 Provide responsible management of conservation lands, including protection, preservation, and restoration.

- The Natural Resources Division requested creation of a land manager position to assist in managing Town Conservation lands and Conservation Restrictions in the 2020 budget cycle; unfortunately, funds were not available for this position.

4.6 Open Space/ Natural Resources Goal #9 Enhance the connections and access to bike paths and walking trails...

- Town Meeting 2019 approved \$60,000 for a trail study; DPLM (Natural Resources and Planning) will take the lead to bring in a consultant to assist in public outreach for input and prioritization of path improvements.
- The Planning Division has begun discussions with the Natural Resources Commission to consider a master plan of Harrington Park and the Wheeler-Harrington House (involving the Historical Commission), including potential re-use of the Ball-Benson barn and house.

4.7 Public Facilities/ Infrastructure Goal #2 Evaluate cost-effectiveness of new or complete redevelopment of Town buildings and/ or infrastructure using integrated planning principles with a view to achieving multiple objectives with any specific investment.

- The Planning Division has participated in a discussion with the EPA consultant to consider the potential uses for the 2229 Main Street site, with preliminary actions of appointing members to a committee for a May 2019 initial meeting and public workshop in June 2019 to receive input/ ideas for potential re-use of the site.

Implementation Action Chart

final

7/5/2018

Near term - 0-1 years
 Med term - 2-5 years
 Long term - 6+ years

Type of Action for Implementation of Recommendation

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.1 Culture/ Historic Resources							
	Goal #1	Foster better collaboration between cultural organizations, historical groups, and local businesses to run coordinated programs and events that will bring residents together and visitors into town to experience Concord's rich history and cultural resource offerings.						
Big Idea #1: Business and Cultural/ Historical assets	Action #1	Develop a coordinated Concord Culture & Arts master calendar to avoid conflicts and enable collaborative opportunities.			x	Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce & Concord Cultural Council	Near term, on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #2	Develop cultural/ arts event listings, marketing, and wayfinding materials that support increased utilization of culture/ historical resources and support local businesses.			x	Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce, Concord Cultural Council, Mass Cultural Council	Med term, on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #3	With partnerships between organizations, programs, schools, and institutions, work to engage a wide variety of age groups in these collaborative efforts.			x	Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses, Schools, Council on Aging	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce & Concord Cultural Council	Med term, on-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	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.						
Big Idea #1: Business and Cultural/ Historical assets	Action #1	Undertake proactive education and public relations to reintroduce the public to Concord's cultural activities, historic sites, and preservation goals through a mixture of web and multimedia, including school programming, visitor information, and an events calendar.			x	Planning Division, Historical Commission, Historic Districts Commission, Concord Cultural Council, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Nonprofit & Private arts/ cultural/ historical organizations & Institutions	Staff time and future funding will be needed for further planning, design, and eventual implementation.	Near term, on-going - CHC considering quarterly newsletter article contribution
Big Idea #1: Business and Cultural/ Historical assets	Action #2	Revisit the recommendations of the 2014 Signage and Wayfinding Strategy for the Concord Center Cultural District to determine which of its four strategies are potentially valuable and actionable.		x		Planning Division, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Historical Commission, Historic Districts Commission, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions	Staff time and future funding will be needed for further planning, design, and eventual implementation.	Near term, on-going - Concord Center Wayfinding on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #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.			x	Planning Division, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Historical Commission, Historic Districts Commission, Chamber of Commerce, Nonprofit & Private arts/cultural/historical organizations & Institutions	Staff time and future funding will be needed for information resource planning, design, and eventual implementation.	Near term, on-going
Big Idea #2: Housing/ open space needs	Action #4	Encourage cooperation and collaboration between Commissions, Boards, organizations, and others to protect heritage value of lands and raise awareness of residents.			x	Historical Commission, Historic Districts Commission, Natural Resources Commission, Recreation Commission, Planning Board, Schools, Others	Volunteer time	Near term, on-going
	Action #5	Coordinate and utilize the resources available through the Concord Free Public Library (CFPL) – Main location and Fowler branch, including their Special Collections and the larger Minuteman Library Network.			x	CFPL staff and Board/ Friends, Historical Commission, Historic Districts Commission, Others	Staff and Volunteer time	Med term, on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #6	Offer and participate in regional collaborative efforts to promote cultural programs and events.			x	All relevant Town Commissions, Boards, Committees, Minute Man National Historical Park, Battle Road Scenic Byway, Neighboring communities, and Regional groups	Staff and Volunteer time	Med term, on-going
	Goal #3	Undertake additional survey and study work to identify historical resources that are not adequately documented, not fully understood, or currently unknown.						
	Action #1	Update the 2001 Historic Resources Masterplan to include newly identified resources.			x	Planning Division, Historical Commission, Historic Districts Commission	Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Med term, on-going
	Action #2	Authorize and seek funding for mapping of all known and predicted archeological sites to produce a town-wide archaeological sensitivity map available for any future project involving excavation; consider further protection effort for mapped sites, as needed and in larger context of plan goals.	x			Planning Division, Historical Commission, Historic Districts Commission, Natural Resources Commission	Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Med term, on-going
	Action #3	Update MHC Inventory Forms, as necessary, or prepare new Inventory Forms for potentially significant but inadequately surveyed resources or areas; update necessary survey work for consideration of any potential expansion of existing historic districts and other potential new regulatory activities.	x			Planning Division, Historical Commission, Historic Districts Commission, Preservation consultants	Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Med term, on-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: Business and Cultural/ Historical assets	Action #4	Identify characteristic "systems" and typologies of historical landscapes including buildings and structures.	x			Planning Division, Historical Commission, Historic Districts Commission	Staff time	Med term, on-going
	Goal #4	Enhance regulatory tools to protect and preserve historical character and cultural resources.						
	Action #1	Consider sensible but robust expansion of existing local historic districts into contiguous areas.	x			Historic Districts Commission, Historical Commission, Planning Division, supported by Preservation consultant	If consultant needed, Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Near - HDC Discussion efforts on-going
	Action #2	Consider expanding existing National Register districts into contiguous areas.	x			Historic Districts Commission, Historical Commission, Planning Division, supported by Preservation consultant	If consultant needed, Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Near
	Action #3	Evaluate effectiveness of the Demolition Delay Bylaw.	x			Historical Commission, Planning Division	Staff time	Medium - CHC prioritizing potential amendments
	Action #4	Study the use of Neighborhood Conservation Districts for potential positive and negative impacts in appropriate areas, such as Contantum and some West Concord neighborhoods.	x			Historical Commission, Historic Districts Commission, Planning Division	Staff time	Near
	Action #5	Review and implement Priority Heritage Landscape recommendations from the 2007 Freedom's Way Landscape Inventory's Concord Reconnaissance Report.				Historical Commission, Historic Districts Commission, Planning Division	Staff time; CPA funds as allowable for implementation.	Near
	Action #6	Support green neighborhood zoning or cluster zoning (in coordination with goals in Housing for mitigation of agricultural impacts on neighboring landscapes)	x			Historical Commission, Historic Districts Commission, Planning Division	Staff time	Medium
	Action #7	Resume Historic Issues Coffees or an equivalent venue to share information and strengthen systems thinking around historical and cultural issues in Town government.			x	Planning Division, Historical Commission, Historic Districts Commission, Concord Cultural Council, Chamber of Commerce, Public Works, other appropriate Town depts./ committees/ commissions, Nonprofit & Private arts/ cultural/ historical organizations & Institutions	Staff time	Med term, on-going
	Action #8	Review the 1994 Roads Policy to determine expansion and/or clarification of Town goals as they relate to historical values.	x			Public Works Department and other Town staff (Planning), Public Works Commission and other Town Boards/ Commissions	Staff time	Med term, on-going
	4.2 Economic Vitality							
	Goal #1	Renew and improve Concord's village centers as vital pedestrian-friendly, economic and social hubs that enable community engagement on a wider scale.						
Big Idea #1: Business and Cultural/ Historical assets	Action #1	Maintain and consider expanding zoning policies to allow mixed-use and appropriately dense development in and around village centers.	x			Planning Division and other Town staff (Public Works, Health, Building Inspections, Natural Resources), Planning Board	Staff time	Med term, on-going - PB reviewing DLTA grant app to MAPC to study 40R or TOD overlay district for Thoreau Depot
Big Idea #1: Business and Cultural/ Historical assets Big Idea #3: Transportation/ Economic Vitality/ Sustainability	Action #2	Enhance the public spaces, physical connectivity, and general environment of the business centers.		x	x	Planning Division and other Town staff (Public Works, Recreation, Natural Resources) Planning Board, Public Works Commission, Natural Resources Commission, Historic Districts Commission, Business and Property Owners, Nonprofit groups	Commonwealth Places matching funds, possible BID-property assessments, Town funds	Near term, on-going
	Action #3	Through a public-private partnership, work with business and property owners to coordinate the marketing and leasing of vacant ground floor spaces.			x	Planning Division or Economic Development staff, property owners, new civic organization	Staff time	Near term, on-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: Business and Cultural/ Historical assets	Action #4	Establish a coordinated marketing initiative that brands and packages a range of experiences and destinations related to culture, history, art, agriculture, natural areas, and other themes along with retail and dining at local establishments. (See Open Space/ Natural Resources Goal #3, Action #3)			x	Planning Division or Economic Development staff, Recreation Department, Arts/ cultural/ historical/ other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Tourist council funds, pooled funding from destinations and businesses, allocate a portion or increases in room occupancy taxes	Med term, on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #5	Encourage and support more festivals and events to draw more visitors and surrounding area residents to the village centers, with an emphasis on events held during off-peak tourist times.			x	Planning Division or Economic Development staff, Recreation Department, Arts/ cultural/ historical/ other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Mass Cultural Council, BID property assessments, pooled funding from destinations and businesses	Med term, on-going - Planning Div working w/ Chamber & WCAC on promoting business center events
Big Idea #1: Business and Cultural/ Historical assets	Action #6	Through public-private collaboration, provide information and services to improve the visitor experience and connect visitors to the varied experiences and businesses in Concord.			x	Planning Division or Economic Development staff, Recreation Department, Arts/ cultural/ historical/ other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization, "ambassador" volunteers	Tourist council funds, pooled funding from destinations and businesses, allocate a portion or increases in room occupancy taxes	Med term, on-going
	Goal #2	Build on the enhanced quality of life encapsulated in Goal 1 to support the strong commercial business successes throughout town and attract and retain a constant workforce.						
Big Idea #1: Business and Cultural/ Historical assets	Action #1	Develop a strategy to balance a visitor-based economy with a resident-based economy. With input from residents, businesses, property owners, and other stakeholders, the Town should conduct a market study to understand the actual demand for certain services and goods.			x	Planning Division or Economic Development staff, Recreation Department, Arts/ cultural/ historical/ other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Staff time; public-private partnership & funding	Near term, on-going
	Action #2	Support growth of existing and complementary businesses within existing industrial and commercial areas in town, and outline development guidelines for appropriate potential infill development.				Planning Division or Economic Development staff	Staff time	
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Encourage local businesses to work collaboratively with local and regional workforce development programs, transportation authorities, and housing agencies to help with workforce shortages.			x	Planning Division or Economic Development staff, State Dept of Labor and Workforce Development, Workforce Development Board, MAPC, Regional Transportation agencies, CHA	Staff time	Near term, on-going
	Action #4	Conduct a needs assessment with Emerson Hospital and other local health care employers to identify factors and initiatives surrounding workforce attraction and retention for healthcare and medical institutions.			x	Planning Division or Economic Development staff, Emerson Hospital, other medical and healthcare providers	Staff time; public-private partnership & funding	Medium - 2018 Emerson Community Health Needs Assessment completed

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #3	Become a recognized and supportive community for business and social entrepreneurs to start and grow new businesses.						
	Action #1	Support the expansion of co-working and incubator spaces in Concord.	x	x		Planning Division or Economic Development staff, Planning Board, Property Owners	Staff time	Med term, on-going
	Action #2	In collaboration with others, host networking events for self-employed residents and entrepreneurs.			x	Planning Division or Economic Development staff, Wheelhouse, Concord Business Partnership, Chamber of Commerce	Self-funded by program fee	Near term, on-going
	Action #3	In collaboration with others, organize an annual new enterprise competition with public presentations.			x	Planning Division or Economic Development staff, Concord Business Partnership, Chamber of Commerce, local banks, "angel" investors	Banks' donations, corporate sponsorships	Med term, on-going
	Action #4	Serve as a referral resource to key entrepreneurial development resources.			x	Planning Division or Economic Development staff	Staff time	Near term, on-going
	Action #5	Create a process for coordinated review and decision-making for small business projects.	x		x	Town Manager, SMT	Staff time	Med term, on-going
	Action #6	Regularly review existing business regulations to remove or revise outdated ones and respond to the changing business environment.	x			Town Manager, SMT, Town boards	Staff time	Med term, every 3 to 5 years
	Action #7	Create a Business Welcoming Committee through the business community to formally welcome new businesses to Concord and help connect them to resources so they can have a strong start.			x	Planning Division or Economic Development staff, Concord Business Partnership, Chamber of Commerce, Business volunteers	Staff time	Near term, on-going
	Goal #4	Build local civic and government capacity for economic development with a special focus on and (a) related arts, cultural and tourism activities, (b) medical and healthcare specialties, and (c) green/ environmental businesses.						
Big Idea #1: Business and Cultural/ Historical assets	Action #1	Create a nonprofit civic organization to work on improving and managing Concord's three main village centers and promote the town's arts, culture, and tourism resources.			x	Town Manager, Select Board, Business, Property owners, Nonprofit organizations, Planning Division or Economic Development staff	Staff time; public-private partnership & funding	Near
Big Idea #1: Business and Cultural/ Historical assets	Action #2	Consider establishing a Town economic development staff position.			x	Town Manager, Select Board, Town Meeting	Town appropriations	Med term, on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #3	Connect and engage with state and regional economic development resources.			x	Planning Division or Economic Development staff	Staff time; public-private partnership & funding	Near term, on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #4	Create a Town sponsored economic development website and guide to opening a business, which could also serve as a clearinghouse for information on available commercial and business space.			x	Planning Division or Economic Development staff, IT	Staff and IT dept time; town funding if printed guide	Medium
	Action #5	Conduct an assessment of demand for additional medical uses and green/ environmental businesses and associated needs for those businesses.			x	Planning Division or Economic Development staff, Emerson Hospital, other medical and healthcare providers, healthcare market consultant	Staff time; public-private partnership & funding	Medium
	4.3 Housing							
	Goal #1	Develop realistic, achievable targets for preserving or creating housing of all types (beyond the Subsidized Housing Inventory).						
Big Idea #2: Housing/ Open Space	Action #1	Working with the Concord Housing Authority, Concord Housing Development Corporation, Concord Housing Foundation, and other committees and organizations, including local employers, Hugh Cargill Trust Committee, etc., the Town should study the existing status of Concord's housing stock by type and price and create realistic quantitative goals with supporting policies and programs.			x	Concord Housing Authority, Concord Housing Development Corporation, Regional Housing Services Office, Concord Housing Foundation, Council on Aging, Planning Division, local employers, Hugh Cargill Trust Committee, and other committees and organizations		

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #2	Develop additional, self-sustaining funding mechanisms to support achieving the housing targets in Goal 1.						
Big Idea #2: Housing/ Open Space	Action #1	Advocate for the adoption of a housing bank through special legislation to create a real estate transfer fee which would generate revenue for the creation of affordable housing.	x		x	Town Manager, Select Board, Affordable Housing Funding Committee	New	Long
Big Idea #2: Housing/ Open Space	Action #2	Consider and support the recommendations from the Affordable Housing Funding Task Force.	x			Town Manager, Select Board, Affordable Housing Funding Committee	Action funding will be project dependent	Near-term, on-going
Big Idea #2: Housing/ Open Space	Action #3	Solicit private funding and land donations for development of affordable and/ or mixed-income housing.			x	Concord Housing Development Corporation	Private	Med term, on-going
Big Idea #2: Housing/ Open Space	Action #4	Increase allocations of local CPA funds to create affordable housing.			x	Community Preservation Committee, Town Manager	CPA	Near
Big Idea #2: Housing/Open Space	Action #5	Investigate feasibility of converting existing buildings, such as potentially available Peabody Middle School, to mixed-income, multi-family housing.		x		Concord Housing Development Corporation, Concord Housing Authority, Town Manager, other Town Departments	Concord Housing Development Corporation; CPA	Near
Big Idea #2: Housing/ Open Space	Action #6	Identify other potential buildings and properties for re-purposing as housing or that have infill potential in conjunction with existing building conversion.		x		Concord Housing Development Corporation, Town Manager, other Town Departments, Concord Housing Authority	Concord Housing Development Corporation	Medium
	Action #7	Identify a strategy to rapidly adjust subsidized housing units should the Town fall below the 10% required percentage	x			Concord Housing Development Corporation, Concord Housing Authority, Town Manager, other Town Departments	Staff time	
	Action #8	Consider the implications of including a provision in the Zoning Bylaw for Payment in Lieu of Units (PILU) as a tool to incentivize developers in creating affordable housing or contributing funds toward other affordable housing projects	x			Planning Division, Planning Board	Staff time	
	Goal #3	Bring private and public groups representing open space, land conservation, resilience, and housing together to identify solutions for meeting housing needs.						
Big Idea #2: Housing/ Open Space	Action #1	Sponsor regular professionally-facilitated housing round table events that bring together the key organizations that have vital roles in creating and preserving affordable housing and providing support for low- and moderate-income households in Concord.			x	Select Board, Concord Housing Development Corporation, RHSO	Staff time	Near
	Goal #4	Discourage the demolition of smaller homes and their replacement with larger, more expensive residences.						
Big Idea #2: Housing/ Open Space	Action #1	Identify and adopt best zoning practices to encourage preservation of existing smaller homes.	x			Planning Division, Planning Board	Staff time	Near - PB discussing various practices w/ a goal of putting some forward 2020 ATM
	Action #2	A tool for neighborhoods in Concord may be to propose possible adoption of one or more Neighborhood Conservation Districts or hybrid Neighborhood/Historic Districts to protect older neighborhoods with modest housing.	x			Planning Division, Planning Board, Historical Commission, Historic Districts Commission	Staff time	Medium - HDC recently discussed and did not like idea of NCD at this time. Wants to focus on expanding/creating more historic districts
	Goal #5	Encourage renovation of existing single family homes (in all zoning districts) and identify the opportunities to create accessory dwelling units within the existing structures in all zoning districts and allow cluster housing development and cohousing in designated areas.						
	Action #1	Amend the two-family or additional dwelling unit bylaw.	x			Planning Division, Planning Board		Near- PB discussing various practices w/ a goal of putting some forward 2020 ATM
	Action #2	Allow accessory dwelling units to be rented, even if they have not been continually rented since 1928.	x			Planning Division, Planning Board		Near - This is already permitted
Big Idea #2: Housing/ Open Space	Action #3	Adopt Natural Resource Protection Zoning (NRPZ), allowing co-housing and other clustered development.	x			Planning Division, Planning Board		Medium- PB discussing various practices w/ a goal of putting some forward 2020 ATM

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #6	Identify regulatory tools and tax incentives to encourage developers to build housing the Town wants/needs, especially denser housing near town centers or small (5-10 unit) developments such as Riverwalk, in ways that reinforce existing historical character and support sustainable development practices.						
Big Idea #2: Housing/ Open Space	Action #1	Adopt zoning provisions, such as a 40R Smart Growth Overlay District, to encourage the redevelopment of the Thoreau Street Depot Area and adjacent Crosby's Market Area to allow mixed-use, multi-family redevelopment.	x			Town Manager, Select Board, Planning Division and other Town staff (Public Works, Health, Building Inspections), Planning Board, Chamber of Commerce, Concord Business Partnership	Staff time	Medium- PB reviewing DLTG grant app to MAPC to study 40R or TOD overlay district for Thoreau Depot
Big Idea #2: Housing/ Open Space	Action #2	Evaluate impacts of petitioning for special legislation to allow a local property tax incentive modeled after the Amherst property tax incentive.	x			Town Manager, Select Board, Finance Committee	Staff time	Long
Big Idea #2: Housing/ Open Space	Action #3	Consider zoning amendments or use of the town's Planned Residential Development zoning provisions to foster development of potential opportunity sites in and near Concord Center, Thoreau Depot Area, and in and around West Concord Center.	x			Planning Division and other Town staff (Public Works, Health, Building Inspections), Planning Board, Historical Commission, Chamber of Commerce, Concord Business Partnership	Staff time	Medium - PB discussing various practices w/ a goal of putting some forward 2020 ATM
4.4 Land Use								
	Goal #1	Preserve Concord's current combination of land uses (e.g., open space, agriculture, and historic and culturally rich village centers) and consider design standards that preserve the town's "New England Character."						
	Action #1	Adopt zoning and other alternatives to protect unique features of existing village centers (e.g., potential expansion of the existing formula business bylaw complemented by other fee/ incentives options).	x			Planning Division and other Town staff (Public Works, Health, Building Inspections), Planning Board, Historical Commission, Chamber of Commerce, Concord Business Partnership	Staff time	Near - PB 2018 ATM warrant article to expand FBB to Concord Center
Big Idea #2: Housing/ Open Space	Action #2	Explore strategies and adopt zoning that recognizes the value of to extend landscape as well as the built environment, e.g., agricultural land, including fields, meadows, and orchards.	x			Planning Division and other Town staff (Natural Resources), Planning Board, Natural Resources Commission, Historical Commission	Staff time	Near term, on-going
Big Idea #2: Housing/ Open Space	Action #3	Study realistic use of Transferable Development Rights (TDR) in Concord. (See Open Space/ Natural Resources Goal #1, Action #3)	x			Planning Division, Planning Board	Staff time	Near
Big Idea #2: Housing/ Open Space	Action #4	Research alternate zoning methods to preserve the natural and architectural characteristics of Concord while allowing appropriately scaled and designed redevelopment or development.	x			Planning Division, Planning Board	Staff time	Near term, on-going - PB looking at possible MAPC project to do visualization study of potential zoning changes for Limited Business #2 district (59 Walden St)
	Action #5	Adopt policies, appropriate zoning, and Town practices that recognize the value of street and neighborhood trees and natural spaces throughout the town. Consider expansion of the Tree Preservation Bylaw to protect existing trees in neighborhoods.	x		x	Planning Division and other Town staff (Public Works, Natural Resources, Building Inspections), Planning Board, Natural Resources Commission	Staff time	Near - Med Term
Big Idea #2: Housing/ Open Space	Action #6	Identify regulatory tools that preserve and restore important ecosystems, increase use of green infrastructure, and minimize development and/ or support use of permeable paving in 100-year flood zones.	x			Planning Division and other Town staff (Natural Resources, Sustainability, Public Works), Planning Board, Natural Resources Commission, Historical Commission, Climate Action Advisory Board	Staff time	Near term, on-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #2	Explore zoning alternatives that enable higher density, mixed-use, more walkable and economically diverse neighborhoods within/near village centers while simultaneously preserving and restoring the rural and pastoral qualities of outlying neighborhoods and resilience of natural systems.						
Big Idea #2: Housing/ Open Space	Action #1	Increase allowable density in certain locations by allowing multi-family houses, tiny houses or townhouses.	x			Planning Division and other Town staff (Natural Resources, Building Inspections, Health, Sustainability, Public Works), Planning Board, Historical Commission, Climate Action Advisory Board	Staff time	Near term, on-going- PB discussing various practices w/ a goal of putting some forward 2020 ATM
Big Idea #2: Housing/ Open Space	Action #2	Incentivize or otherwise enable alternative housing development approaches that are owner-occupied or rental, such as Concord Riverwalk, Black Birch, or Brookside Square.	x			Planning Division and other Town staff (Natural Resources, Building Inspections, Health, Sustainability, Public Works), Planning Board	Staff time	Near term, on-going - PB discussing various practices w/ a goal of putting some forward 2020 ATM
Big Idea #2: Housing/ Open Space	Action #3	Identify what zoning changes would need to be in place to encourage greater mixed-use development within the village centers.	x			Planning Division and other Town staff (Natural Resources, Building Inspections, Health, Sustainability, Public Works), Planning Board	Staff time	Near term, on-going
Big Idea #2: Housing/ Open Space	Action #4	Streamline/ coordinate zoning and permitting such that denser housing is easier to build in village centers relative to "greenfield" development, and discourage distant housing or new subdivisions.	x			Planning Division and other Town staff (Natural Resources, Building Inspections, Health, Sustainability, Public Works), Planning Board	Staff time	Near term, on-going
Big Idea #2: Housing/ Open Space	Action #5	Examine and prioritize alternative transportation options to link cluster housing/ multi-family/ age-in-neighborhood housing in Residential A or AA zones either by infrastructure connections or shuttle or carpool services to town centers and other high demand destinations.	x		x	Planning Division and other Town staff (Natural Resources, Building Inspections, Health, Sustainability, Public Works), Planning Board	Possible to fund in conjunction with broader shuttle service study	Near - Med term - Planning Div workign with CrossTown Connect. Planning Div partnered with MMNHP on grant app for commuter-visitor shuttle
	Goal #3	Encourage production of small-scale affordable and workforce housing that is sustainable, resilient, and consistent with Town character						
	Action #1	Consider zoning alternatives, such as modifying the FAR bylaw and building setback requirements as well as form-based codes.	x			Planning Division, Planning Board	Staff time	Near term, on-going
Big Idea #2: Housing/ Open Space	Action #2	Support implementation of the 2015 Housing Production Plan goals.	x		x	Town departments, Commissions, Boards, and Committees	Any potential land acquisition would require funding	Near term, on-going
Big Idea #2: Housing/ Open Space	Action #3	Consider feasibility of multi-family housing in other zoning districts.	x			Planning Division and other Town departments as needed, Planning Board and other Boards/ Commissions, as needed	Staff time	Medium - PB discussing various practices w/ a goal of putting some forward 2020 ATM
Big Idea #2: Housing/ Open Space	Action #4	Encourage in-fill development with affordable and sustainable (passive or net-zero) housing.	x		x	Planning Division with other Town departments, Planning Board and other Town Boards/ Committees as needed, Concord Housing Authority	To be determined	Near term, on-going
	Action #5	Support Housing Goal #2, developing additional funding mechanisms to achieve housing targets by considering new financing opportunities, such as sale and rental revenue of Town-owned assets, developer fees, or other real-estate transaction fees.	x			Planning Division and other Town departments as needed, Affordable Housing Funding Committee, Other Town Boards/ Commissions as needed	To be determined	Near - Med term
	Action #6	Study the possibility of linking renewable energy and energy efficiency requirements on new large home construction to financing of workhouse housing.	x			Sustainability Division with other Town staff (Planning, CMLP, Public Works), Climate Action Advisory Board, Planning Board	Staff time	Near - Med term
	Goal #4	Support the expansion of commercial and industrial uses within the existing zoned areas to improve the Town's long-term financial sustainability through an expanded commercial tax base.						
	Action #1	Review existing business and industrial zoning bylaws, particularly in relation to encouraging diversification of the tax base to ease burden on residential tax payers.	x			Planning Division, Economic Development, Planning Board, Tax Fairness Committee,		Near term, on-going
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Recommend that new and in-fill development incorporate transportation-related sustainability features.	x			Planning Division, Planning Board,		Near

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
2	Action #3	Encourage or incentivize mid- and larger-sized employers to coordinate new jobs with assistance in searching for or creating workforce housing.	x		x	Planning Division, Planning Board, Concord Housing Authority, Regional Housing Services Office		Near - Med term
	Action #4	Encourage the Public Works Commission to review the current sewer improvement fee assessment to evaluate potential options to offset or mitigate an initial fee in response to situations where a change of use significantly reduces the calculated title 5 sewer demand and provide clarification as determined to be necessary or appropriate.	x			Public Works Department, Public Works Commission, Health Division, Business owners and organizations		Near term, on-going
	Goal #5	Require development, and whenever possible redevelopment, to meet or exceed environmental sustainability criteria with respect to both clean energy use and stormwater, landscape, and irrigation while also considering life-cycle costs.						
Big Idea #2: Housing/ Open Space	Action #1	Evaluate and determine need to regulate to Concord's 500-year floodplain. (See Open Space/ Natural Resources Goal #1, Action #6)	x			Planning Division and other Town staff (Public Works, Building Inspections, Natural Resources, Sustainability), Planning Board, Property owners	Staff time	Near - Med term
	Action #2	Consider raising the energy-saving requirements of the Building Code, with the long-term goals consistent with Sustainability Framework.	x			Sustainability Division and other Town staff (Public Works, Building Inspections, Planning), Planning Board, Climate Action Advisory Board	Staff time	Medium
	Action #3	Promote use of low-impact development (LID) methods to reduce impacts of stormwater by adopting a residential lot stormwater bylaw.	x			Public Works Department and other Town staff (Planning, Building Inspections), Public Works Commission, Planning Board, Climate Action Advisory Board	Staff time	Medium
Big Idea #2: Housing/ Open Space	Action #4	Preserve and strengthen the street tree replacement program and the enforcement of any tree preservation regulations on public or private properties	x	x		Public Works Department with other Town staff (Planning, Building Inspections, Natural Resources, Recreation), Historical Commission, Historic Districts Commission, Planning Board	Staff time	Near - Med term Ongoing - Public Works initiated enhanced residential setback tree planting program. Reviewing viability of town tree nursery and MVP grant for town wide public shade tree planting. Utilizing tree management plan and inventory/evaluation completed in 2017/2018
	Action #5	Within the Climate Action Advisory Board and Resilience Committee, create working net-zero and net-blue groups to guide policies over the next 2-3 decades in order to achieve long-term goals for the built environment.	x			Town Manager, Public Works Department with other Town staff (Planning, Sustainability, Natural Resources, Health), Climate Action Advisory Board and Resilience Committee	Staff time	
	Action #6	Support the CMLP in studying the impacts of offering a comprehensive set of energy efficiency financial incentives that meet or exceed those offered by Massachusetts investor-owned utilities.			x	Town Manager, CMLP with other Town staff (Planning, Public Works, Sustainability, Finance), Planning Board, Climate Action Advisory Board	To be determined	Near - Med term
	Action #7	Consider increasing current or adding new incentives for individuals to make choices that further Concord's environmental sustainability goals.	x			Town Manager, Sustainability Division, Comprehensive Sustainability Energy Committee,	To be determined	Near term, on-going
	4.5 Mobility/ Transportation							
	Goal #1	Establish a central transportation planning function within Town government to reduce motor vehicle dependence and traffic volume within Concord and encourage a more environmentally sustainable blend of transportation modes, protect the character of the Town, and reduce the need for parking.						

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Create a transportation planning and coordination function within municipal government to: (a) determine policies, services, and plans; (b) prioritize actions and projects; (c) further develop expertise in Town; (d) work with Town departments regarding policies and projects.	x	x	x	Planning Division and other Town staff (COA, Recreation, Community Services), School Department, Town Manager, Town Boards/ Commissions (as needed), community	To be determined	Near term, on-going - Planning Div workign with CrossTown Connect. Planning Div partnered with MMNHP on grant app for commuter-visitor shuttle

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #2	Provide effective mobility options to those who cannot or do not want to use private vehicles for trips within Concord, including residents of outlying neighborhoods who require services in village centers and regional transportation to medical centers and key destinations.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Identify the town population segments that have the greatest need and generate the most demand for a shared/on-demand transportation option and what destinations in town would benefit most for each segment.			x	Planning Division and other Town staff (COA, Recreation, Community Services), School Department, Town Manager, Town Boards/ Commissions (as needed), community	\$10,000 for a study	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Conduct a study to examine transportation-use preferences, projections of traffic given certain selected alternatives, expected cost burden for public vs. private transit, and options for who pays.			x	Planning Division and other Town staff (COA, Recreation, Community Services), School Department, Town Manager, Town Boards/ Commissions (as needed), community	\$10,000 - \$40,000 for a study	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Explore mobility options, especially on-demand shared mobility solutions with the intent of implementing or piloting a program in the near-term, including differences in door-to-door services compared to set route services and opportunities for Automated Vehicles (AV) for transit shuttles.			x	Planning Division and other Town staff (COA, Recreation, Community Services), School Department, Town Manager, Town Boards/ Commissions (as needed), community	To be determined	Near - Med term - Planning Div workign with CrossTown Connect. Planning Div partnered with MMNHP on grant app for commuter-visitor shuttle
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #4	Encourage and incentivize carpooling in town, starting with high school students.			x	Planning Division and other Town staff (COA, Recreation, Community Services), School Department, Town Manager, Town Boards/ Commissions (as needed), community		Near term
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #5	Shared use of transit vehicles (buses, vans).		x	x	Planning Division and other Town staff (COA, Recreation, Community Services), School Department, Town Manager, Town Boards/ Commissions (as needed), community	To be determined	Med to Long Term depending on implementation alternatives selected.
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #6	Improve multi-modal transportation opportunities, particularly from transit hubs to work destinations.	x	x	x	Planning Division and other Town staff (COA, Recreation, Community Services), School Department, Town Manager, Town Boards/ Commissions (as needed), community	To be determined	Long
	Goal #3	Create safe, cost-effective walking and bicycling connections between key pedestrian and bicycle paths/ trails to improve mobility around Concord.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Consider expanding the charge and membership of the Traffic Management Group to include analyzing the community's transportation and mobility needs and preparing a Complete Streets Prioritization Plan, building on the 1994 Roads Policy.	x		x	Public Works and Police Departments, Town Manager, Historical Commission, other Boards/ Commissions (as needed), community	No funding required, only staff time to establish the commission. \$20,000 - \$50,000 to develop the plan.	Near Term to initiate the commission. Med Term to develop the plan. Complete Streets grant award for \$38,000 applied for by CPW. Notified of award and developed contract with Jacobs Engineering to develop Complete Streets Prioritization Plan. Kick off meeting planned for early April
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Prioritize a set of financially sustainable infrastructure projects (such as dedicated paths/lanes, road marking, bicycle racks, etc.) that will improve connections between key bicycling and walking paths and sidewalks.	x	x	x	Public Works Department with other Town staff (Planning, Sustainability, Recreation) Town Manager, other Boards/ Commissions (as needed), community	To be determined, based on the improvements selected for implementation.	Medium ongoing
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Evaluate options for safe, convenient non-auto passage across/over Route 2 near Route 62.	x	x		Public Works, Planning Division, MAPC/CTPS	\$20,000 - \$30,000; seek grant from CTPS or other group	Medium

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: Business and Cultural/ Historical assets	Action #4	Study possible paths and trails that create better links to nature preserves, recreational lands, and other destinations.	x	x	x	Planning Division with other Town staff (Natural Resources, Recreation, Public Works), Trails Committee and other Boards/ Commissions (as needed), community	\$30,000 - \$70,000 to develop the study. Cost for the plan will depend on geographic and technical scope.	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #5	Develop a model for understanding the costs and benefits of various transportation improvements and services.		x	x	Planning Division with other Town staff (Public Works, Finance, Recreation), Town Manager, other Boards/ Commissions (as needed), community	\$50,000 - \$70,000 to develop a model	Medium
Big Idea #1: Business and Cultural/ Historical assets	Action #6	Improve connectivity through wayfinding and signage.		x	x	Planning Division with other Town staff (Public Works, Recreation, Finance), Town Manager, other Boards/ Commissions (as needed), community	To be determined, based on the improvements selected for implementation.	Medium
	Goal #4	Improve coordination with regional partnerships for the purpose of reducing traffic volume from commuter through-traffic, as well as congestion experienced by town residents, using fiscally prudent and sustainable approaches.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Reallocate existing staff resources to allow for greater focus on transportation planning and implementation. .				Town Manager, Planning Division, Public Works Department	No funding required, only staff time (may need to hire the expertise)	On-going
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Provide leadership and/or support to a regional transportation group, such as the 495 Partnership or the 128 Central Corridor Coalition, to reduce commuter through-traffic.				Planning Division, Public Works Department	No funding required, only staff time.	On-going
	Action #3	Support regional promotion of public transportation options, ride sharing, carpooling, bicycle transportation, alternative-fuel vehicles, etc. to commuters who might currently be choosing local through roads.	x		x	Planning Division and other Town staff (Sustainability, Public Works, Recreation, (potentially CMLP/Light Board on Evs))	No funding required, only staff time.	On-going
Big Idea #1: Business and Cultural/ Historical assets	Action #4	Study potential traffic calming measures along the main thoroughfares and commercial centers.		x		Public Works Department, Police Department, Planning Division as needed	No funding required, only staff time.	Medium underway - to be completed as part of Complete Street effort
	Action #5	Evaluate existing opportunities with neighboring communities to collaborate on fiscally prudent regional connectivity options and partner with at least one other town in the region to provide a new transportation option to reduce regional traffic.			x	Planning Division and other Town staff (Sustainability, Public Works, Recreation), Town Manager, MBTA, Hanscom, Emerson Hospital, abutting communities	No funding required, only staff time.	On-going
	Action #6	Ensure the selected alternatives for regional improvement are cost effective and fiscally sustainable		x	x	Public Works, Planning Division, Sustainability Division	No funding required, if done internally. \$5,000 if done as part of a consultant study.	Medium
	Goal #5	Develop an approach to parking that balances the principles of sustainability with the Town's economic goals, including managing existing parking spaces and providing parking options for the residential community and visitors outside of the village centers.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Develop plans to decrease the demand for parking	x	x	x	Planning Division with otherTown staff (Public Works, Sustainability, Recreation) Planning Board, other Boards/ Commissions (as needed)	To be determined depending methods selected	Med - Long term
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Within the context of the town's total parking and mobility plan, evaluate the creation of preferred parking for carpool, vanpool, and other high-occupancy vehicles as well as bicycles in public parking lots	x	x	x	Planning Division with otherTown staff (Public Works, Sustainability, Recreation) Planning Board, other Boards/ Commissions (as needed)	To be determined depending improvements selected	Med - Long term
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Reduce parking requirements near village centers and other specific areas while requiring multi-modal features.	x	x		Planning Division with otherTown staff (Public Works, Sustainability, Recreation) Planning Board, other Boards/ Commissions (as needed)	To be determined depending on multi-modal features selected	Medium - PB discussing MAPC 2019 parking assessment report to determin if changes are required to ZBL parking requirements

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: Business and Cultural/ Historical assets Big Idea #3: Transportation/ Economic Vitality/ Sustainability	Action #4	Provide electric-vehicle charging stations, bike racks, and public transportation stops at public parking facilities and in publicly funded development	x			Public Works Department with other Town staff (Planning, CMLP, Sustainability, Recreation) Planning Board, other Boards/ Commissions (as needed)	To be determined depending improvements selected	Medium - included within Keyes Road and Walden Street Lot construction and completed in 2018/2019. Also to be included in future lot design projects as appropriate
Big Idea #3: Transportation/ Economic Vitality/ Sustainability	Action #5	Evaluate and identify sites suitable for remote parking.		x	x	Planning Division with other Town staff (Public Works, Recreation), Town Manager	\$10,000 - \$20,000 for a study	Medium
Big Idea #1: Business and Cultural/ Historical assets	Action #6	Incentivize the use of remote parking through convenience and discounts at local sites and businesses.			x	Planning Division with other Town staff (Public Works, Recreation), Town Manager, other Boards/ Commissions (as needed), Chamber of Commerce, Concord Business Partnership, Historical, arts & cultural organizations	\$10,000 - \$20,000	Medium
Big Idea #1: Business and Cultural/ Historical assets	Action #7	Through joint planning with tour operators, develop a system of tour bus registration and routing.			x	Planning Division with other Town staff (Public Works, Recreation), Town Manager, other Boards/ Commissions (as needed), Chamber of Commerce, Concord Business Partnership, Historical, arts & cultural organizations	\$10,000 - \$20,000	Medium
Big Idea #1: Business and Cultural/ Historical assets Big Idea #3: Transportation/ Economic Vitality/ Sustainability								
	4.6 Open Space/ Natural Resources							
	Goal #1	Maintain and increase the amount of conservation land and protected open space in order to increase resilience and protect important ecosystems and natural systems.						
	Action #1	Increase financial resources allocated to maintain and protect current open space and conservation land			x	Natural Resources Division and other Town staff (Planning), Natural Resources Commission, Planning Board	Possible separate fund from fees from private development of certain criteria or other non-Town contributions.	Medium
Big Idea #2: Housing/Open Space	Action #2	Identify lands of conservation interest using the criteria laid out in the 2015 Open Space & Recreation Plan Seven-Year Action Map and in this CLRP	x			Natural Resources Division and other Town staff (Planning), Natural Resources Commission, Planning Board	Staff time	Near - Ongoing with the NRC
Big Idea #2: Housing/ Open Space	Action #3	Expand implementation of Transferable Development Rights (TDR). (See Land Use Goal #1, Action. #3)	x			Planning Division, Planning Board	Staff time	Near
Big Idea #2: Housing/ Open Space	Action #4	Provide education, incentives and support for the creation and protection of natural habitat on private lands.	x			Planning Division, Planning Board, Natural Resources Division, Natural Resources Commission	Staff time, individual dept. budget for materials	Medium
Big Idea #2: Housing/ Open Space	Action #5	Collaborate with abutting towns and the region to work together on the health and continuity of open space networks and ecosystems across town borders.		x		Natural Resources Division with other Town staff (Recreation, Planning), Trails Committee, Minute Man National Historical Park, Adjacent communities	Staff time	Near term, Ongoing. NR Division staff actively involved with the SuAsCo Cooperative Invasive Species Management Area to combat invasives within the watershed, including advocating for legislation to establish a statewide invasive species coordinator.
Big Idea #2: Housing/ Open Space	Action #6	Explore impacts of using the 500-year floodplain in the Zoning Bylaw. (See Land Use Goal #5, Action #1)	x			Planning Division and other Town staff (Public Works, Building Inspections, Natural Resources) Planning Board, Property owners	Staff time	Near - Med term
Big Idea #2: Housing/ Open Space	Action #7	Encourage private landowners to develop Conservation Restrictions for their land including allowing for public access.	x			Natural Resources Division, Natural Resources Commission, Planning Division, Planning Board	Staff time	

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #2	Protect rivers, wetlands, ponds, vernal pools, upland habitats, and other natural resources.						
	Action #1 and #2	Support implementation and enforcement of Wetlands Protection Act and Town Bylaw; Continue efforts to educate the public on the Wetlands Bylaw and WPA.	x			Natural Resources Division and other Town staff (Planning), Natural Resources Commission, Planning Board	Staff time	Near term, on-going
Big Idea #2: Housing/ Open Space	Action #3	Restore White Pond and Warner's Pond as part of the Town's efforts to protect and improve the recreational accessibility of its water resources.		x		Natural Resources, Planning, Public Works, Recreation Dept	Possible fundraising for specific aspects of restoration.	Med - Long Term - White Pond slope restoration contracted for 2019. Permitting for Warner's Pond dredging to begin in fall 2019 pending TM approval of CPA funding. Worked with the White Pond Associates and CLCT to develop a CR and BDR on White Pond lands
	Goal #3	Ensure that all Concord residents understand the value of conservation lands and natural resources, including the ecosystem services these resources provide, protection of wildlife habitat, rare species habitat, and fisheries, and that actions outside of these resources play a role in their protection.						
	Action #1	Promote the civic benefits and ecosystem services that accrue from the cumulative actions of all residents			x	Town Manager, Natural Resources Division and other Town staff (Sustainability, Planning), School Committee, Agriculture Committee, Natural Resources Commission, Local and Regional Parks and organizations	Integrate into other sustainability educational and marketing information.	Near term
Big Idea #2: Housing/ Open Space	Action #2	Incorporate information about Concord's values and the Town's commitment to sustainability into visitor information and marketing materials for visitors and business recruitment. (See Economic Vitality Goal #1, Action #4)			x	Sustainability Division, Natural Resources, Town Economic Development staff/ contact, Recreation, Arts/ Culture /Historical/ other Nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Tourist council funds, pooled funding from destinations and businesses, allocate a portion or increases in rooms occupancy taxes	Med term, on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #3	Promote a robust series of volunteer opportunities and service days that are regularly scheduled and become town-wide commitments to sustainability and land conservation and natural resource protection.			x	Natural Resources, Agriculture Committee, Sustainability Division, Town Manager, Planning Division, Local and Regional Parks and organizations		Near term, on-going - A Land Manager staff position has been requested and once funded, would coordinate and oversee volunteer service days such as invasives removal from Town conservation lands. In 2019, the Natural Resources Division will be coordinating a town-wide garlic mustard pull
	Action #4	Provide information boards that report back on "how the town is doing" regarding land conservation and natural resource preservation, supporting agriculture, and general sustainability goals.			x	Natural Resources Division and other Town staff (Sustainability, Planning) Agriculture Committee, Natural Resources Commission, Resilience Committee, Town Manager		Near term, on-going - The Natural Resources Division developed a survey requesting information on

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: Business and Cultural/ Historical assets Big Idea #2: Housing/ Open Space	Action #5	Working with Town educators, student representatives, open space and natural resource advocates, and the Town's sustainability officer, identify ways to build on the Rivers and Revolutions program to identify additional ways to support natural resources, sustainability values, and the town's historical ties and support for these things can be woven into school curricula, community service choices and requirements, and student leadership positions.			x	Natural Resources Division and other Town staff (Planning, Sustainability), School Department, Natural Resources Commission, Historical Commission		The Natural Resources Division has reached out to the Rivers and Revolutions Program to coordinate land stewardship activities. Public Works visits to all 4th grade classes annually to provide presentation on water, wastewater and storm water conservation. Also and protection. Also Annual Public Works Day for 300+ 8th grade students. 2019 will be 14th annual event
	Goal #4	Provide responsible management of conservation lands, including protection, preservation, and restoration.						
	Action #1	Allocate staff time or hire a land manager to manage Town Conservation land and Conservation Restrictions.			x	Natural Resources Division and other Town staff (Planning, Recreation, Public Works), Town Manager		
	Action #2	Support the implementation of the 2015 OSRP Seven-Year Action Plan	x			Natural Resources, Planning, Town Manager, Historical Commission, Finance		Near term, on-going
	Action #3	Maintain the current citizen volunteer commissions and committees that protect and preserve the Town's natural resources, conservation lands, and open spaces.			x	Natural Resources Division and other Town staff (Planning, Recreation, Public Works)		Natural Resources Division staff are actively involved in the SuAsCo Cooperative Invasive Species Management Area committee, the Conservation Restriction Stewardship Committee, Heywood Meadow Stewardship Committee, and Trails Committee.
Action #4	Continue to collaborate with private land trusts and promote public/private partnerships to protect and preserve natural resources and conservation lands			x	Natural Resources Division, Town Manager			
Goal #5	Promote ecosystem health and biodiversity as critical factors to achieve town-wide long-term sustainability and resiliency goals.							
Action #1	Overlay the OSRP Seven-Year Action Plan map with a housing/development goals map that recognizes the most suitable characteristics for each type of land acquisition/development.	x			Natural Resources Division and other Town staff (Planning, Public Works, Finance).		Near	
Big Idea #2: Housing/ Open Space	Action #2	Assess Concord's climate and environmental vulnerabilities (aligned with the Magic Climate Resilience Report and the OSRP).	x			Planning Division with other Town staff (Sustainability, Natural Resources, Public Works), Climate Action Advisory Board		Near - Med term - Ongoing with MAGIC and other Town divisions
	Action #3	Instill amongst residents and business leaders the importance of protecting and preserving natural resources and open space because it is irreplaceable.	x			Natural Resources Division and other Town staff (Planning, Sustainability, Public Works)		Ongoing
	Goal #6	Protect and promote local agricultural activities, land use, and traditions with sustainable practices.						
Action #1	Support sustainable and viable farming in Concord.	x			Agriculture Committee, Historical Commission, Town departments (Planning, Natural Resources, Economic Development), farmers		Near term, on-going - The Natural Resources Division has worked with two farms to install more sustainable irrigation (bedrock wells) and installed one at the Rogers land.	
Big Idea #2: Housing/ Open Space	Action #2	Implement policies and programs to protect and promote local agriculture.	x			Agriculture Committee, Historical Commission, Town departments (Planning, Natural Resources), Farmers		Near term, on-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #2: Housing/ Open Space	Action #3	Protect and retain land that is in agricultural use through Town purchase of farmland (and leasing lease this land to new farmers) or by encouraging farmers to place their lands under an Agricultural Preservation Restriction (APR).	x	x		Natural Resources Division and other Town staff (Planning, Finance) Agriculture Committee, Natural Resources Commission, Planning Board	CPA, State grant programs, other fundraising	Med term, on-going - The Natural Resources Division continues to oversee license agreements over 200 acres of town land, ensuring that farming continues in town. The Division is actively working with other Town officials to secure an additional farmland (White Pond and Emerson).
Big Idea #2: Housing/ Open Space	Action #4	Continue to support community garden programs.			x	Natural Resources Division, Agriculture Committee	No additional funding	Near term, on-going - The Natural Resources Division coordinates closely with the community gardeners to ensure that this rich community resource continues.
Big Idea #2: Housing/ Open Space	Action #5	Actively promote the agricultural community.	x			Agriculture Committee, Natural Resources Division and other Town staff (Finance, Economic Development, Planning), Farmers	No additional funding	Near term, on-going
Big Idea #2: Housing/ Open Space								
	Goal #7	Maintain and increase the amount of protected open space as needed to ensure community sustainability and resilience.						
	Action #1	Starting with the open spaces and recreational areas described in the 2015 OSRP, prioritize open space and recreational facility projects that ensure diverse and equitable improvements and programming for the community as whole.		x	x	Recreation Department and other Town departments (Natural Resources, Public Works, Finance, Planning)	Possible fundraising for specific improvements	Near - Med term - Warner's Pond dredging, White Pond slope restoration, trail maps, trail connections (October Farm Riverfront, Baptist Brook, Forest Ridge)
	Action #2	Increase financial resources allocated to maintain and provide programming of current open space and recreational facilities.			x	Recreation Department and other Town staff (Public Works, Finance, Planning), Town Manager	Possible fundraising for specific improvements	Med term, on-going
Big Idea #1: Business and Cultural/ Historical assets								
	Goal #8	Ensure that all Concord residents understand the value of open space and recreational amenities.						
	Action #1	Through the Natural Resources Commission, bring together a group (described previously in Goal 3), that would also include open space and recreation advocates, the Town's Recreation Commission, and Health Division.			x	Town Manager, Natural Resources Division and other Town staff (Recreation, Planning, Health), School Committee	Staff time	Near term
	Action #2	Ensure that Concord's open space and recreation facilities are physically and financially accessible to residents and improvements or new facility projects are fiscally sound.			x	Recreation Department and other Town staff (Planning, Health, Finance, Public Works), School Committee	Possible fundraising for specific improvements, public-private partnerships	Near term, on-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #9	Enhance the connections and access to (physical and programmatic) bike paths and walking trails between open spaces and the village centers, the locations of businesses, institutions and organizations, and recreation sites.						
	Action #1	Connect hiking trails and pedestrian/bike paths for nature enjoyment, recreation, and access to village centers.		x	x	Natural Resources Division and other Town departments (Planning, Recreation, Public Works), Trails Committee, Local and Regional parks organizations	Collaborate and leverage regional improvements	Near - Med term - October Farm Riverfront, Baptist Brook, Forest Ridge - PB continues to look for connection when evaluating proposed project applications
	Action #2	Include landscape preservation for historical and archeological value into Town's Open Space & Recreation Plan.	x			Natural Resources Division and other Town departments (Planning), Historical Commission	Staff time, possible CPA funds	Medium
Big Idea #1: Business and Cultural/ Historical assets Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Involve the Historical Commission and economic development and cultural resource representatives in open space planning and strategies.	x			Natural Resources Division and other Town staff (Planning, Economic Development, Sustainability), Historical Commission	Staff time, grant opportunities.	Near term, on-going - Coordination with HDC on pollinator meadow creation at Barretts Farm
	Action #4	Evaluate the needs for maintaining and improving our parks, fields and recreational facilities, including soliciting feedback from the users.			x	Recreation Department with other Town staff (Public Works, Natural Resources), School Department, other private recreational groups	Staff time	Near term, on-going. CPW has requested additional CPA funding for Emerson Field improvements in FY2020 along with capital and CPA funding already in place. Implementing improvement plan developed in 2012 beginning in 2019.
Big Idea #2: Housing/ Open Space	Action #5	Assess the need for additional parks, fields and recreational facilities within the town.		x		Recreation Department and other Town staff (Planning, Natural Resources, Finance, COA)	Staff time, possible consultant	Med term, on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #6	Better communicate to residents and visitors how trails, natural spaces, agricultural lands, and historical assets fit together.		x		Natural Resources Division and other Town staff (Recreation, Planning)	Possible fundraising for specific improvements	Med term, on-going
Big Idea #1: Business and Cultural/ Historical assets	Action #7	Provide increased accessibility at all open space, natural resources, and cultural destinations in the town consistent with the OSRP.		x		Recreation Department and other Town staff (Planning, Public Works, Natural Resources, Finance), Commission on Disability	Consider grant opportunities and possible fundraising	Med - Long term
Big Idea #1: Business and Cultural/ Historical assets	Action #8	Provide for enhanced public amenities and improved access for recreation areas, natural areas, and open spaces		x		Natural Resources Division and other Town staff (Recreation, Planning, Finance)	Consider grant opportunities and possible fundraising	Med term, on-going - Beginning to evaluate conservation lands for assessed/accessible potential. Access improvements to be incorporated into Emerson Field Rehabilitation Project currently underway managed by CPW
	Action #9	Consider development of one or more dog parks to reduce use of sports fields and provide space for dogs to run unencumbered.		x		Natural Resources Division and other Town staff (Recreation, Planning, Finance) Not sure why this is under DNR	Consider grant opportunities and possible fundraising	Med term, on-going
3	Action #10	Provide walkways or running trails.		x		Natural Resources Division and other Town staff (Recreation, Planning, Public Works, Finance)	Consider grant opportunities and possible fundraising	Med term, on-going
3	Goal #10	Provide responsible management of open space and recreation amenities, including programming of open spaces, public spaces, trails and recreational facilities to allow ubiquitous and equitable opportunities to encourage use by all residents.						
	Action #1	Along with the action in Goal 4, allow for allocation of staff time specifically to coordinate the management of open spaces and recreational facilities in concert with its natural resources.			x	Natural Resources Division, Recreation Department and other Town departments (Public Works, Planning), Town Manager		Near - Med term

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: Business and Cultural/ Historical assets								
	4.7 Public Facilities/ 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.						
	Action #1	Continue to find innovative new uses for existing facilities that are surplus or otherwise underutilized.		x	x	Town departments, School Department, other entities with surplus property, private partners, MCI Concord	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. Public/private partnership, cost sharing between departments, grant opportunities (as applicable/available) should be considered for implementation phases	On-going as surplus property is available or under-utilized property is identified
	Action #2	Maintain Town properties that are appropriate for active and necessary Town-related services for those uses without restrictions.	x		x	Town departments including Concord Free Public Library, School Department, other entities with public property	Individual department budgets. No funding required beyond staff time for strategy review, but future funding may be needed for further planning, design, and eventual implementation.	Near
	Action #3	Assess public facilities and public safety capacity and needs, which include staffing, buildings, outdoor space, and location for space and staff planning.			x	Town departments	Staff time, possible funding needs for consultant.	Medium - Upon Completion of Townwide facilities study CPW to begin detailed feasibility study and design for Keyes Road Campus. Funding in place to undertake project
	Action #4	Continue to support the Town's recycling efforts.	x			Public Works Department		On-going
	Action #5	Provide wireless connectivity options to support public communications and telecommuting.	x	x		Information/ Technology and other Town staff (Administration, Finance, Public Works, Planning)	Public-private partnerships, Business partnerships	Near
	Action #6	Prepare and consider infrastructure resiliency by conducting a threat assessment and security plan.	x			Public Works and other Town staff (Information/ Technology, Administration, Finance, Police)	Grant opportunities	Near - Med term
	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.						
	Action #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.		x	x	Town departments, Finance Committee, Sustainability Division, Town Manager	Staff time, possible funding needs for consultant, but future funding will be needed for further planning, design, and eventual implementation.	Near - Med term
	Action #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.		x	x	Town Manager, Town departments, Select Board, Planning Board	Staff time, federal grants, Town Meeting appropriation	On-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #3	Continue coordination with the School Committee on school facility planning, including discussions and decision-making regarding the Middle Schools.		x	x	School Department, Planning , Public Works, Sustainability Division, Finance Department, Climate Action Advisory Board	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	
	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.						CPW sucessfully applied and recieved grant for development of Complete Streets prioritization Plan. Contract in place with Jacobs Engineering. Project Kickoff scheduled for April 2019
	Action #1	Enhance collaborative efforts between all Town departments, commissions, boards, and groups to improve efficiency, help prioritization, and ensure contextual design in projects related to roadway improvements.	x	x		Town departments, School Department, Public Works Commission, Commission on Disability, Planning Board , HDC	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	Medium
	Action #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.		x		Public Works Department and other Town staff (Finance, Planning), Public Works Commission, Planning Board	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. TIP should be considered for implementation funding	Long - PB supported adoption of Complete Streets program - CS project underway
	Action #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.	x			Public Works Department, Public Works Commission, Planning Board	No funding required beyond staff time for strategy review and coordination.	Long
Big Idea #1: Business and Cultural/ Historical assets								
	Goal #4	Strengthen near-term Town sustainability goals consistent with long-term climate change planning goals, including maintaining and expanding alternative energy generation, delivery, and conservation.						
	Action #1	Give equal priority to reducing carbon footprint in Light Plant operation, planning, and practices that is given to reliability and affordability.	x			CMLP	No funding is required, but may impact future costs	On-going
	Action #2	Continue to pursue renewable energy source opportunities.		x		CMLP and other Town staff (Public Works, Planning , Sustainability, Finance Department), Planning Board , Climate Action Advisory Board	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. Public/private partnerships and rebate opportunities should be considered for implementation phases.	On-going
	Action #3	Encourage commercial and institutions to install energy storage systems.			x	CMLP and other Town staff (Planning , Public Works, Economic Development , Sustainability, Finance), School Department, CSEC, Concord Business Partnership and other private institutions	Grant opportunities, Public-private partnership	Long

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #4	Review and implement low carbon considerations in municipal fleet procurement and maintenance plans with respect to Green Communities program recommendations with Schools.		x		School Department, Public Works Department and other Town staff (Sustainability, Finance, Town Manager), Climate Action Advisory Board	Grant opportunities, Public-private partnership	Med - Long Term
	Action #5	Coordinate installation of electric vehicle charging stations, bike racks, and shuttle stops at public parking and new developments of a specified size.	x			Public Works Department and other Town staff (Planning, CMLP, Sustainability, Economic Development), Climate Action Advisory Board, Planning Board	Grant opportunities, Public-private partnership	Long - PB continues to look for opportunities when evaluating proposed project applications
	Goal #5	Make landscape and infrastructure resiliency a central planning priority for Town Plan for future needs for water supply and wastewater and stormwater management operations, planning, and practices in order to minimize social disruption and economic and environmental impacts.						
	Action #1	Provide and maintain 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.	x	x		Public Works Department and other Town staff (Planning, Health, Economic Development, Natural Resources, Finance)	SIF (sewer improvement fee), CWSRF/DWSRF, betterments, capital improvement budgets	Near term, on-going
	Action #2	Plan for future potential increases in water demand, considering land use issues and irrigation systems from the perspective of resilience to future shocks on the water system.			x	Public Works Department and other Town staff (Planning, Economic Development, Natural Resources, Health)	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going
	Action #3	Protect, maintain, and enhance ecoservice functions 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.	x	x		Health Division and other Town staff (Planning, Public Works, Natural Resources)	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. Title 5 loan program should be considered for implementation.	Medium
	Action #4	Plan for future increases in wastewater treatment and discharge capacity from the existing Concord Wastewater Treatment Plant (Bedford Street).		x	x	Public Works Department and other Town staff (Planning, Finance, Economic Development)	SIF (sewer improvement fee), CWSRF, betterments, capital improvement budgets	Near term, on-going
	Action #5	Maintain required regulatory compliance and actively promote reduction of impacts on groundwater and other water bodies.	x			Public Works Department and other Town staff (Planning, Natural Resources, Health), Natural Resources Commission, Planning Board	No funding required beyond staff time for strategy review, but future funding may be needed for further planning, design, and eventual implementation with future changes to regulations.	On-going
	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.						
	Action #1	Assess the capacity of existing Town social service program to meet the needs of the town population.			x	Community Services Coordinator, other Town staff (Health)	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going
	Action #2	Utilize the Council on Aging's existing website and outreach network to promote other age-related services and programs.			x	Community Services Coordinator and other Town staff (COA, IT, Assessing, Recreation)	No funding required beyond staff time.	Near term, on-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #3	Assist in the coordination of services delivered through the Town as well as those from nonprofit and private organizations.			x	Community Services Coordinator, other Town staff (Health)	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going
	Goal #7	Establish cyber-security planning and reinforce Information Technology infrastructure.						
	Action #1	Conduct a threat assessment and develop a security plan to address the urgent issues of cyber-security threats to the Town and its residents.			x	Public Works, Information/ Technology, Administration	Staff time, grant opportunities	Near term, on-going - Working with Town IT and CPW SCADA provider performed Cyber Security Assessment of Water and Sewer Infrastructure and SCADA system with plan to harden system developed. Presented at PWC meeting (Feb 2019). Implementing near, mid and long term components of plan. Also implemented improvements for physical site security improve to including daily/nightly inspections at critical water and sewer locations.
	Action #2	Prepare a comprehensive back-up and Actionoverly plan.			x	Public Works, Information/ Technology, Administration	Staff time, grant opportunities	Near term, on-going
	Goal #8	Reduce burden for Town staffing 66+ boards, committees, and task forces from a limited pool of residents who are willing to serve as volunteers.						
	Action #1	Create one Town Task Force to review the charter, charge and mandate of all the town Committees, Board, and Task Forces to identify synergies and overlap and to make recommendations to the Select Board regarding potential streamlining of Town government.	x			Town Manager, Town departments, Commissions, Committees, Boards, Task Forces	Staff time	Near term, on-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	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.	x			Town Manager, Town departments	Staff time	Near term, on-going
	4.8 Fiscal Planning							
	Goal #1	Establish a long-term (10 year) fiscal projection tool, including associated expenses for long-term capital spending, a department-by-department illustration of anticipated level of service provision corresponding to three fiscal scenarios.	x					In place for Water, Sewer, Cemetery and Solid Wast
	Action #1	The Finance Committee in concert with the Town's Senior Management Team should explore existing tools available to establish a longer term capital spending plan that takes into consideration potential impacts to levels of service.				Finance Committee, Town Manager, Town departments, Commissions, Boards, and Committees	Staff time	Near term, on-going
	Goal #2	Establish a process for setting fiscal guidelines for expenditures (i.e., identify the highest amount of spending – without commensurate revenue generation – that protects the Town's ability to maintain the balance between expenditure levels and the values described in the Community Criteria in Section 2).	x					
	Action #1	This CRLP sets in place goals and priorities until 2030. The guidelines for expenditures should also take into account the potential for unexpected events or rapid changes in technology that may influence decision-making and spending decisions.				Finance Committee, Town Manager, Town departments, Commissions, Boards, and Committees	Staff time	Near term, on-going
	Goal #3	Evaluate new spending opportunities using integrated planning principles with a view to achieving multiple objectives with any specific investment. This includes actively seeking short-term capital investment ideas that will result in long-term cost-savings or revenue generation (e.g., transit, centralization of Town offices, etc.).	x					
	Action #1	The CLRP Systems Checklist and Goals/ Actions Chart formalizes the process of ensuring that fiscal ramifications from decisions are understood across departments and that the resources are available to cover all the budget requirements, both direct and indirect, of actions taken as a result of this Plan.				Finance Committee, Town Manager, Town departments, Commissions, Boards, and Committees	Staff time	Near term, on-going

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #4	Proactively strengthen Town-School fiscal coordination	x					
	Action #1	Given the anticipated changing demographics in the community, the Town and School administrations should strengthen regular communication throughout the year and better coordinate significant funding requests to ensure equity for the fiscal health of all town residents.				Finance Committee, School Committee	Staff time	Near term, on-going

**TOWN OF CONCORD
CONCORD MIDDLE SCHOOL BUILDING COMMITTEE**

A. Purpose

The Concord Middle School Building Committee is charged by the Select Board to undertake a Feasibility Study to explore the construction of a single new Middle School Building to replace the two existing facilities. The committee is also charged to begin the schematic design process for a new school building based on the findings of the Feasibility Study. Funding for the Feasibility and Schematic Design has been proposed in Article 14 of the 2019 Annual Town Meeting warrant. It is anticipated that the Town will be asked at a later time to approve full design and construction funding for the new school and, should such funding be approved, the Committee shall anticipate serving as the construction oversight body as well. The Committee has final authority on all design decisions and will make recommendations to the Town Manager on all financial, contractual and schedule matters. The Building Committee shall be the point of contact for all community groups for all issues regarding the project.

B. Membership and Operations

The Middle School Building Committee shall be appointed by the Select Board to coordinate and facilitate the design and possibly the eventual construction of a new Middle School. The committee shall have thirteen voting members. In accordance with School Building Authority requirements, which are subject to revision, the membership shall be as follows:

- One Member or designee of the School Committee
- One member of the Select Board
- the Town Manager
- the Superintendent of Schools
- the School Facilities Manager
- the Middle School Principal
- a Representative of the Finance Department/Committee
- One resident knowledgeable in field of sustainable building design and operation
- Five community residents at-large

The community members shall bring as many of the following areas of expertise as possible: general construction, HVAC expertise, architectural, financial, recreation, and education technology.

The Committee shall elect a chair, keep minutes of its deliberations, observe the Open Meeting and Public Records law, and comply with other laws and regulations fostering a free and open discussion of ideas.

Building Committee members shall serve through completion of the project. In the event that any Building Committee member is not able to serve through the completion of the project, the Select Board shall be notified, so an appropriate replacement can be found.

Staff assistance for the committee shall be coordinated through the Town Manager and the Superintendent of Schools.

Committee members will strive to avoid any conflict-of-interest or appearance of a conflict of interest. To this end, members are instructed to advise the Select Board immediately should they be considering employment with or a contract for services with any contractor or subcontractor working on the Willard School project.

C. Powers and Duties

The Middle School Building Committee shall coordinate the design and eventually will monitor the construction of the new Middle School building through occupancy, and including the demolition of the old Sanborn building, the construction of playing fields and landscaping, as appropriate. Specific duties will include:

During Design Phase:

- Assist with the Selection of a Project Manager, who will serve as the Owner's Representative for the project, during both design and construction;
- Issue a Request for Proposals for Design services; interview several designers and make a recommendation to the Town Manager for a contract for design services;
- Review the educational specifications as recommended by the School Committee;
- Solicit input from school staff, parents, neighbors of the school and the community as a whole concerning the design of the new building, including any public spaces.
- Foster a discussion of sustainable building design concepts as they may relate to this project and incorporate the concepts as the Committee deems appropriate into the final design;
- Consider any "lessons learned" or other useful experienced gained from earlier school construction projects;
- Ensure the development of an accurate construction cost-estimate to be used when recommending construction funding to Town Meeting and the voters;
- Develop a projected construction schedule to include estimated completion and occupancy dates, timing for the demolition of the existing Willard building, and full completion of the project.
- Understanding that state reimbursement is not a certainty and that the Willard project is proceeding during the moratorium on school building funding, the committee will monitor the substantive steps and actions set forth in 964 CMR 2.00, will work in the spirit of those regulations, following the model set forth therein of collaboration between the School building Authority and local community represented by the Town Manager and the School Committee, will notify the Authority in advance of each new step proposed, and seek, but not necessarily await, guidance from the Authority, all with a view towards maximizing the Town's opportunity to have the project deemed eligible under the School Building Assistance Program.
- Descriptively document, in writing and in photographs, the state of the existing Willard building, and review with and submit those materials to the Massachusetts School Building Authority.

During the Feasibility Study Phase

- Develop a process for the selection of the Owner's Project Manager and recommend to the Town Manager the awarding of a contract to the selected OPM;
- Review and approve the RFP for the selection of a qualified professional or firm to conduct the Feasibility Study.
- Review the responses to the RFP, select the person or firm most qualified to perform the work, and recommend to the Town Manager the award of a contract to the selected firm;
- Review the draft Feasibility Study Report and suggest changes and refinements to be incorporated in the Final Report;
- Implement a process for selecting a design firm to undertake schematic design for a new Middle School, based on the findings of the Feasibility Study. Interview firms responding to the RFP/RFQ for design services and recommend the selected firm for award of a contract by the Town Manager;

During Design and Construction Phase:

- Supervise architect(s) to prepare construction documents and all architectural services during construction;
- Assist the School and Finance Departments in development of documents for School Building Authority (SBA) reimbursement, if appropriate.
- Review construction bids and recommend a general contractor or contractors to the Town Manager who will approve and execute all contracts;
- Monitor the construction of the building;
- Evaluate for cost and effectiveness all proposed change orders and recommend to the Town Manager approval of change orders;
- Recommend to the Town Manager the payment of contractor requisitions;
- Manage the work of the architectural firm and its consultants and recommend action by the Town Manager as it relates to the firm's contract with the Town, including payments, negotiations and change-orders or contract modifications;
- Complete the project on schedule, within budget, and minimize the expenditure of contingency funds;
- Serve as the point of contact for all individuals and community groups for all issues regarding the project, including but not limited to safety policies and procedures for building and site users, an occupancy plan, communication, etc.;
- Establish regular communication channels with the Town, Middle School families, and neighbors regarding the project progress through periodic notices and public meetings. Actively solicit the comments of neighbors and interested parties by dedicating one meeting early in the design phase to hearing the concerns of neighbors and other interested individuals.
- Provide these same services as they relate to Phase 2, if any, for the removal of the existing Middle School, as appropriate;
- Make a final report to the Select Board and School Committee upon substantial completion of the project. The report shall include information concerning final costs for

the project, the status of SBA reimbursement applications, if any, and any recommendations the Committee may have concerning on-going operation and maintenance of the building. The report may also include any recommendations from the Committee concerning lessons learned from this project that may be applicable to future Town construction projects.

D. Other Considerations

The Committee will comply with the provisions of the Open Meeting Law, the Public Records Law the Conflict of Interest Law and all other applicable laws and regulations of the Commonwealth, as well as all relevant Bylaws and Administrative Policies of the Town.

Communications

In order to ensure a successful building project, the Committee will work with the following individuals and groups.

The Town Manager

The Town Manager has final approval regarding all financial matters and is responsible for all contracts related to the project. The Middle School Building Committee shall have primary responsibility for making decisions and recommendations related to the project. Therefore, the Committee will:

- Engage the Town Manager throughout project as needed.
- Recommend approval of all changes to schedule and cost to the Town Manager.
- Recommend the payment of all contractor requisitions to the Town Manager.
- Review construction bids and make recommendation of a general contractor to the Town Manager.
- Solicit bids and recommend appropriate consultants/contractors to the Town Manager, including Project Manager and owner representatives.
- Although the Town Manager is the official spokesman for the Town, the Building Committee will speak about the building project on behalf of the Town Manager by agreement and where appropriate.
- Expect the Town Manager through the Town Finance Director to maintain and monitor total project cash flow, balance sheet, and budget projections.
- Expect that the Town Manager will designate appropriate channels of communication between Town and School Departments regarding safety, operational, and other issues.
- Ensure that the Project Manager and architect maintain careful records of project activities in order to maximize the opportunity for the Town to secure State funding for a portion of the project costs if possible.
- Maintain regular contact with the Finance Department to ensure proper accounting of all expenditures and maximum opportunity to secure State reimbursement

Elected Officials and appointed Committees

The Committee will:

- Report on progress (i.e. budget, schedule, important decisions) to the Select Board and School Committee on a quarterly basis.
- Confirm the School Committee's recommendation on items such as the technology plan where appropriate and within the established budget.
- Update the Finance Committee concerning the financial aspects of the project from time to time. The Committee anticipates that a Finance Committee Observer will regularly attend meetings.

Town and School Staff

The Committee will:

- Expect that the School Superintendent will identify an appropriate interface between the school department and the construction project. The representative of the School Department will be present at Middle School Building Committee meetings and will attend construction meetings where appropriate.
- Expect that the Middle School Principal will attend Committee meetings and construction meetings where appropriate. The Principal will relay problems and issues from staff, families and neighbors for Committee consideration and resolution.
- Expect that the School Department will maintain an organized central file of original and substantive documents throughout the project sufficient to satisfy SBA auditing, if appropriate, as well as Town audit requirements.

The Project Management (PM) Firm

On behalf of the Town Manager, the Committee shall be responsible to supervise the work of the Project Manager. The Committee will have a designee available to receive questions and issues during site meetings and during normal working hours. Responsibilities for this task may rotate.

The PM will:

- Perform on a day-to-day basis the duties of an Owner's Representative including safety inspections, construction mitigation, dispute resolution, and move assistance.
- Represent the best interests of the Town of Concord and Middle School Building Committee on a day-to-day basis throughout the project.
- Keep the committee fully informed regarding all matters affecting the successful outcome of the building project, including change orders, missed dates, poor communications, etc., throughout the life of the project.
- Evaluate and make recommendations on requisitions and potential changes in cost and schedule.
- Organize and maintain construction records, shop drawings and files to supplement the Town files at the conclusion of the project. Upon completion, the PM will provide a digitized set of as-built plans to the Building Commissioner's Office, as well as a printed copy.
- Develop regular communications to the community.

The Architectural Firm

The Middle School Building Committee expects that the designer will:

- Attend all appropriate Middle School Building Committee meetings and communicate all necessary information on a timely basis to the Middle School Building Committee and PM firm.
- Evaluate Change Order requests.
- Provide requisition approval, construction clarifications and construction observation, among other services, consistent with its contractual requirements.

Construction Reform

The Middle School Building Committee shall keep abreast of any potential reform to construction laws at the State level. The committee shall review such reforms that may apply to the project and apply them if the committee determines that they are appropriate and they would reduce costs without causing delay in the schedule.

Thomas McKean, Chair
Select Board

Date



Town Clerk's Office
22 Monument Square
Concord, MA 01742

Memo

To: Select Board
Cc: Chris Whelan, Town Manager
Kerry Lafleur, Finance Director
From: Kaari Mai Tari, Town Clerk
Date: March 15, 2019
Re: Election Officer Appointments

Pursuant to MGL Chapter 54: Section 12, I would like to request, on behalf of the Board of Registrars, appointment of the following **2** voters as Election Officers for terms to expire July 31, 2019.

Reappointments: 0
New appointments: 2

Thank you for your consideration.

Kaari

Party	Name	Address	Precinct
D	Craig B. Dunn	131 Ministerial Drive	3
U	Katherine F. Peregrim	4 Concord Greene, Unit 1	3