

# **West Concord Task Force**

## **Final Report**

**15 November 2011**

### **Executive Summary**

The West Concord Task Force (WCTF) was appointed by the Board of Selectmen after Concord's 2008 Annual Town Meeting to "seek ways to maintain and enhance the village scale and historic identity of West Concord village, improve traffic circulation and public transportation, and protect and promote the enjoyment of natural resources." The goal of the WCTF was to maintain West Concord as a pleasant, lively, and affordable place to live, work, play, shop, and own a business.

In carrying out its charge the Task Force actively sought public input to get to the core of what makes West Concord special. In our surveys, public forums and workshops, it became clear that the appeal of West Concord was due to the confluence of three aspects: a village shopping experience with owner-operated shops and personalized service, an affordable industrial area that serves as a business incubator, and the proximity of natural resources such as Warner Pond and the Assabet River. Our three-year effort sought to support these aspects.

In close collaboration with the Planning Department and Planning Board, we supported the development of the West Concord Village Center Master Plan, a vision for the future with over 60 specific recommendations, and Design Guidelines, non-binding recommendations for the architecture of future development plans as documents. Specific recommendations for prioritized implementation of the Master Plan appear in Appendices A and B, which are letters to the Town Manager. Short-term recommendations are contained in the Appendices and the full suite of recommendations are contained in the Master Plan Implementation Matrix.

We also spearheaded the creation and passage of several zoning articles to preserve and enhance the three main attributes of West Concord. To enhance West Concord's village scale and preserve West Concord's shopping and community experience we amended the zoning bylaws through Town Meeting to create a Village Zoning District to promote first floor retail and intimate scale, and put a cap on the number of formula businesses in West Concord. To support Industrial District vitality, we amended the zoning bylaws to specify criteria for how mixed residential-industrial-business developments are to be approved—with provisions for implementing Master Plan recommendations, considering the Design Guidelines, providing affordable residential and industrial space, and enhancing access to natural resources.

Since the desires of the citizenry were touchstones for consideration, recommendation and action, in our process, we helped West Concord find and channel its voice. We were able to understand what is valued about West Concord, develop recommendations, and rally support for structural change that will serve to maintain and promote the uniqueness of West Concord.

To ensure that West Concord continues to have a channel for its voice, the final recommendation of the Task Force was to charge a West Concord Advisory Committee. The WCAC can be useful in enabling citizen input, creating awareness among Town Boards and Committees on the Master Plan, and providing input on initiatives related to West Concord.

It has been a labor of love helping to ensure West Concord continues to thrive and we, on the Task Force, thank the Board of Selectman for the Opportunity to Serve.

## Prior Planning Initiatives

The West Concord Task Force began its work in the summer of 2008 by researching prior planning studies relating to West Concord center, including:

- “Village Center Study” (December 2007) and Village Study Committee Report Appendix A-H (July 2007): The Concord Village Centers Committee (2006–2008) examined three village centers, Concord Center, Thoreau/Depot area and West Concord. The report includes recommendations and highlights common planning themes throughout the centers. Article 37 at Annual Town Meeting 2008 was a follow-on initiative to this committee and study that directly resulted in the formation of the West Concord Task Force.
- “Comprehensive Long Range Plan” (2005): The Town of Concord updates its long-range plan periodically. The previous Comprehensive Long Range was completed in 1974, and a Long Range Plan for Land Use was completed in 1987.
- The West Concord Study Committee’s “Activity Report for Phase One” (November 1992), “Phase II Report: A Comprehensive Guide to Issues and Concerns Affecting the Future of West Concord Center” (July 1993), and “Phase III Report: A Working Document for Planning and Action” (December 1993)
- “Junction Initiative Plan Report” (May 1990), produced for the town of Concord by Wells/Prentiss Partnership
- “Traffic Analysis Program and Circulation Plan: Final Summary Report” (March 1987) produced for the town of Concord by Vanasse Hangen Brustlin, Inc.

The result of this research is that we found a strong sentiment that the community valued the following perceived characteristics of West Concord: small scale, feeling of community, village look, civic spaces, daily-use stores, startups and small independent businesses, historic aspects, walkability, and “funky” character. This research also identified the following planning desires: maintain village scale through zoning, relieve traffic congestion through circulation changes, enhance pedestrian accessibility through setback changes, streetscape improvements and signage.

## Major Accomplishments

Over the course of our three years, the WCTF carried out numerous activities. Below is a summary of major accomplishments.

**Master Plan:** In consultation with the WCTF, Concord’s Planning Division hired Stantec Planning and Landscape Architecture to create a Master Plan for West Concord Village to provide a comprehensive map for the village’s future that addresses traffic, parking, wastewater infrastructure, design guidelines, land use, and natural resources in a single document. Unlike previous studies that established a vision at a macro level, the Master Plan provides specific actionable items with supporting drawings and tangible steps for working with landowners to implement suggested improvements and potential zoning changes. As part of the Master Planning process, two Scenario Building Workshops were conducted during the summer at the Planning Division’s office on Keyes Road. Subsequently, the Task Force coordinated a two-day

West Concord Village Community Design Workshop that was conducted by Stantec on a rainy weekend in September. Despite inclement weather, 230 people attended the two-day workshop, an indication of the importance of the village's future to Concord residents. In October 2010, the WCTF held a public forum for comments on the final version of the Master Plan. Generally, the Master Plan has been well received and is lauded for its breadth and detail. The Master Plan was forwarded to the Planning Department with an addendum reflecting citizens' comments. The WCTF has prioritized several Master Plan items for implementation; see Appendices A and B. The Master Plan can be viewed at the Planning Department and the library, and is on the Town website at: [http://www.concordma.gov/pages/ConcordMA\\_BComm/master\\_plan](http://www.concordma.gov/pages/ConcordMA_BComm/master_plan)

***Design Guidelines:*** One of the components in the Master Plan, also recommended by several previous Town planning efforts, is a set of design guidelines for the West Concord Business and Industrial districts. Although they are non-binding and do not have the force of law as zoning bylaws do, design guidelines provide property and business owners with guidance on what the community would prefer. Compliance with the guidelines could simplify the review/permitting process for applications submitted to the Planning Board or Zoning Board of Appeals. In consultation with the Planning Board, the WCTF, and the Master Plan consultant, the Planning Division prepared a set of design guidelines that were sent to the Planning Board for their review and adoption in the Spring of 2010. The Design Guidelines can be viewed at the Planning Department and the library, and are on the Town website at: [http://www.concordma.gov/Pages/ConcordMA\\_Planning/WCVC\\_DESIGN\\_GUIDELINES\\_%20FINAL\\_%20July\\_%202011.pdf](http://www.concordma.gov/Pages/ConcordMA_Planning/WCVC_DESIGN_GUIDELINES_%20FINAL_%20July_%202011.pdf)

***Zoning Bylaw changes:*** A significant effort of the WCTF was to review the Zoning Bylaw in light of the Master Plan recommendations and considerable input from citizens, merchants and property owners, and to assist the Planning Department and the Planning Board in bringing articles before Town Meeting. At Annual Town Meeting 2010, the voters approved the separation of Concord's Business and Industrial districts into distinct districts including a West Concord Business district and West Concord Industrial district. At Annual Town Meeting 2011 and at a Special Town Meeting within that meeting, the voters established a West Concord Village district created from a portion of the West Concord Business district, and approved various changes in the West Concord Village, West Concord Business, and West Concord Industrial districts involving building height and setback requirements, ground floor uses, store size limits, and formula business regulation, all with the intention of encouraging a lively retail streetscape and active business and industrial districts which will be conducive to a strong commercial base, a tight-knit community, and sustainable development. Articles passed at Town Meeting and specifically affecting West Concord center were ATM 2010 article 44, ATM 2011 articles 36, 50, 52, 53, and 54, and STM 2011 articles S3, S4, S5, and S6. Information about these articles may be found in the Town Meeting section of the Town's Annual Reports.

***WC-IPOD:*** As we began our work, the WCTF pursued a zoning bylaw amendment known as the West Concord Interim Planning Overlay District (WC-IPOD), which was approved by the voters at Annual Town Meeting 2009. The WC-IPOD provided a temporary mechanism to oversee land use changes during the development of the Master Plan. As a partial brake on development rather than a complete moratorium, it balanced the needs of the community to allow time for planning with the needs of property owners and business people to carry out their affairs. Having fulfilled its purpose, it expired automatically at the end of Annual Town Meeting 2011. See ATM 2009 Article 38.

**Public Surveys:** The WCTF created a survey asking what Concord residents want to protect, prevent, and change about West Concord. Between November, 2008 and February, 2009, two hundred surveys were returned. The feedback was analyzed, with a report published in August 2009. Additionally, Stantec conducted a Visual Preference Survey as part of the Master Planning process during September and October 2009. Results from both surveys contributed toward content in the Master Plan. A summary of these findings is included in Appendix 3 of the Master Plan.

## Public Outreach

The West Concord Task Force came into existence in part because of confusion and uncertainty after the change of ownership of several large commercial properties in the village center, when the center had experienced little turnover for many years. Additionally, many residents expressed concern that West Concord issues had sometimes been overlooked within the larger town-wide planning agenda. The WCTF considered it a major and necessary component of our work to keep the public informed, to listen to the public, and to take public input into account. All West Concord Task Force meetings were open to the public by law; the WCTF held meetings approximately bi-weekly over the majority of its tenure. In addition, the WCTF conducted public forums before each Town Meeting to publicize and explain warrant articles relating to West Concord center and to collect feedback. We conducted forums for the Master Plan and Design Guidelines as well. Most forums drew over one hundred attendees. We published occasional guest commentaries and letters in the Concord Journal, contacted the Concord Journal to suggest the presence of a reporter at important events, arranged with CCTV (our local cable channel) to tape and broadcast important events, created a Yahoo Group email list, made use of CCTV to announce meetings and other relevant events, and posted notices in public locations. We conducted a public survey that helped to inform the Master Plan. We are proud of the support the WCTF has received from town government, citizens, business owners, and property owners as a result of this outreach, culminating in a positive reception for the Master Plan, the Design Guidelines, and Town Meeting warrant articles.

## Recommendations

The West Concord Task Force recommends that the Town of Concord make use of the West Concord Master Plan and West Concord Design Guidelines. Specific recommendations for prioritized implementation of the Master Plan appear in Appendices A and B, which are letters to the Town Manager. In addition to the short-term recommendations contained in the Appendices and the full suite of recommendations contained in the Master Plan Implementation Matrix, the WCTF further recommended the creation of a West Concord Advisory Committee to assist the Town in making use of these documents into the future.

## Master Plan

The WCTF recommends that the Town be guided in its initiatives by the West Concord Master Plan benefiting from the detailed and careful work provided by the Master Planning firm Stantec, the Planning Department, the West Concord Task Force, and the hundreds of Concord citizens who attended meetings, forums, and workshops, provided ideas, and gave feedback. **We urge Town departments and committees, and all citizens, to keep the Master Plan in mind while planning changes in West Concord center, and to seek opportunities to implement the Master Plan's action items.**

The Implementation Matrix on pp. 5-23.1 through 5-23.4 of the Master Plan lists all implementation items in a table where the “Project Assist” column identifies town departments and committees who would assist in implementing the item. We recommend that departments and committees review the table periodically to see whether and how they could incorporate implementation items into their work.

The Master Plan should be a living document that grows and changes along with Concord.

## ***Design Guidelines***

We recommend that the Planning Board make use of the Design Guidelines and that applicants for building permits, site plan review, special permits, and any other relevant approvals be introduced to the Design Guidelines. Applicants can use the Design Guidelines to produce plans that meet approval with fewer changes, speeding up the permitting process to the benefit of both applicants and review boards. The assistance of a West Concord advisory committee in navigating the Design Guidelines may be particularly useful both to applicants and to review boards. In addition, design guidelines may provide a future basis for form-based code, a zoning tool with regulatory force that might be useful to the Planning Board and the Planning Department in the future.

## ***West Concord Advisory Committee***

The Master Plan recommends the creation of a West Concord advisory committee, and a majority of the WCTF voted to recommend that such a committee be created to assist the town in implementing Master Plan action items and in making use of the West Concord Design Guidelines. In May, 2011, the WCTF delivered a draft charge for a WCAC to the Board of Selectmen for their consideration. The Board of Selectmen recommended that such a committee be created as a subcommittee of the Planning Board. The Planning Board approved a charge for the committee in August, 2011, and is in the process of seeking nominees.

## **Membership**

The members of the WCTF are: Phil Adams, chair; Nancy Carey, clerk; Bobbie Brennan, Gary Clayton, Sue Felshin, Don Hawley, David Holdorf, Gary Kleiman, Chris Sgarzi, and Jimi Two Feathers. Former members are Susan Close, Dan Holin (chair), Meg Gaudet, Roz Greenstein, Matt Johnson, Chris Ryan, and Betsy Stokey (vice chair); ex officio: Greg Howes and Chris Whelan. WCTF members may be useful resources for future initiatives on lessons learned for topics such as public outreach strategies, preparation for Town Meeting issues related to zoning, etc.

## **Acknowledgements**

The West Concord Task Force thanks the Board of Selectmen and the citizens of Concord for the opportunity to serve our town. We thank the citizens who provided the WCTF with thoughtful, insightful, and heartfelt input at public meetings and forums, and who contributed to the Master Plan. Several Town residents involved in past West Concord planning efforts and activities were particularly helpful in providing their expertise, assistance, and labor. The staff of the Planning Department were helpful in providing support, including performing research, drafting zoning bylaw amendments, drafting the Design Guidelines, and managing the Master Planning process

including reviewing the Master Plan; Planning Director Marcia Rasmussen attended many evening meetings and was helpful in providing her expertise and experience. We thank our Selectmen liaison, Greg Howes, Town Manager Chris Whelan, and Administrative Assistant to the Board of Selectmen Ruth Lauer.

## **A Suggestion on Communications**

If Town resources allow, it would be helpful to expand the existing Town of Concord email news feeds (see <http://www.concordma.gov/Subscriber>) to allow any Town committee to create and manage an email announcement list. The Yahoo Groups list used by the WCTF had the advantage of being free, but it was difficult to maintain, and some citizens found that they were unable to subscribe or failed to receive emails after subscribing.

## Appendix: List of Exhibits

1. Charge: Concord, MA - West Concord Task Force Charge.pdf
2. Agendas and Minutes for meetings
  - 2008: July 22 and 30; Sept. 2 and 16; Oct. 1, 15, and 29; Nov. 5, 12, and 19; Dec. 2, 10, and 16. No minutes: Walking tour of West Concord, Sept. 21, 2008.
  - 2009: Jan. 14; Feb 2 and 26; Mar. 17; Apr. 22; May 11 and 27; June 8 and 29; July 23; Aug. 25 and 28; Sept. 9 and 30; Oct. 13; Nov. 30; Dec. 14 and 22.
  - 2010: Jan. 7 and 19; Feb. 4; Mar. 18; Apr. 1, 12, and 26; May 4; July 22; Aug. 5 and 19; Sept 2, 16, 23, and 30; Oct. 14 and 28; Nov. 10 and 17; Dec. 2 and 8.
  - 2011: Jan. 1 and 20; Feb. 2 and 15; Mar. 17 and 31; Apr. 21; May 12; June 28; Oct. 6
3. Reports
  - Reports to Board of Selectmen (see also under “Correspondence sent”):
    - Nov. 13, 2008, progress report presented 17 Nov 2008: WCTF-prog-rpt-to-BoS-2008-11-13-submitted.doc
    - May 23, 2011, progress report and draft charge for West Concord Advisory Committee, WCTF Progress report and WCAC charge cover letter 2011 05 23.doc and Draft WCAC Charge 2011 05 23.doc
  - Annual Town Report submissions: see Annual Town Reports of 2008, 2009, 2010, 2011
  - August 2009, West Concord Task Force Public Survey Final Report: survey\_report\_09.03.2009.pdf
  - West Concord Industrial Areas Retreat Summary Report, June 2010, prepared by Eaton Planning: WCTF\_June2010\_Workshop\_Report.pdf
  - West Concord Master Plan, Apr. 19, 2010, prepared by Stantec Planning and Landscape Architecture; available from the Planning Department and at [http://www.concordma.gov/pages/ConcordMA\\_BComm/master\\_plan](http://www.concordma.gov/pages/ConcordMA_BComm/master_plan)
  - July 2011, West Concord Design Guidelines, prepared by the Planning Department; available from the Planning Department and at [http://www.concordma.gov/Pages/ConcordMA\\_Planning/WCVC\\_DESIGN\\_GUIDELINES\\_%20FINAL\\_%20July\\_%202011.pdf](http://www.concordma.gov/Pages/ConcordMA_Planning/WCVC_DESIGN_GUIDELINES_%20FINAL_%20July_%202011.pdf)
4. Presentations at public forums & workshops
  - Nov. 17, 2008, Interim update for the Concord Board of Selectmen: WCTF-pres-to-BoS-2008-11-17-final.ppt
  - Mar. 25, 2009, Town Meeting public information forum (see also following item)
  - Apr. 7, 2009, Town Meeting public information forum, repeat of previous, 2009.04.07 WCTF presentation 3-31.ppt
  - June 16, 2009, public forum on Design Guidelines: 2009 06 11 Design Guidelines - REVISED.ppt
  - July 23, 2009, Master Plan scenario building workshop: see under “Maps”
  - Sept. 11 & 12, 2009, West Concord Village Community Workshops

- Nov. 19, 2009, Master Plan Public Information Forum, 2009.11.19 WCTF presentation.pdf
- Apr. 8, 2010, Balancing Independent and Formula Businesses in West Concord Village Center public forum, 2010.04.01 Warrant Article 46.ppt
- Sept. 25, 2010, Industrial District workshop, Industrial\_Retreat\_Final Deck\_2010\_09\_19.pdf and 100925\_Forum\_FINAL.pdf
- Oct. 5, 2010, public forum for Master Plan comments on final draft
- Nov. 16, 2010, West Concord Task Force Zoning Forum, Zoning Forum Overview 2010 11 16 part 1.ppt and Zoning Forum Overview 2010 11 16 part 2.ppt
- Apr. 5, 2011, West Concord Task Force Public Forum on Town Meeting articles related to West Concord: WCTF\_Forum\_2011\_04\_04\_Finalv2.ppt
- April 27, 2011, Town Meeting presentation on articles related to West Concord, P5 Town Meeting 2011 04 25.ppt

#### 5. Other presentations

- Nov. 17, 2008, presentation to Board of Selectmen: WCTF-pres-to-BoS-2008-11-17-final.ppt
- Nov. 9, 2010, presentation to Planning Board, Planning Board 2010 11 09.ppt
- March 2, 2011, presentation to Concord Business Partnership, CBP Breakfast 2011 03 02 draft.ppt
- April 27, 2011, presentation at Town Meeting, TM 2011 04 27 WCTF Intro Final.ppt
- June 6, 2011, oral presentation to Board of Selectmen

#### 6. FAQs and handouts

- Apr. 24, 2009, FAQ re Article 38: West Concord Interim Planning Overlay District for Town Meeting: Art38WC-IPODfactsheet4-24-09.pdf
- June 16, 2009, factsheet on West Concord Design Guidelines for June 16, 2009 public forum: DGfactsheet061609\_forum2.doc
- Apr. 28, 2010, Article 44: West Concord Business District and West Concord Industrial District and Article 46: Formula Business Bylaw: Articles44&46FAQFinal-2010-04-28.pdf
- Mar. 31, 2011, FAQ for Town Meeting: WCTF\_FAQ\_Final-2011-04-01.pdf

#### 7. Flyers

- Mar. 18, 2009 for Mar. 25 & Apr. 7 forums: The Future of West Concord-2009-03-18.pdf
- June 6, 2009 for June 16 forum: public-forum-flyer-design-guidelines-2009-06-09.pdf
- Aug. 24, 2009, multi-purpose flyer inviting public to various meetings and workshops: WCTFFlyer8.24.09.pdf
- Sept. 8, 2009 for Sept. 11&12 workshop: The future of West Concord Village is NOW 09.08.09.pdf
- Nov. 13, 2009 for Nov. 19 forum: WCTF-Nov-11.19.09-flyer-v4.pdf
- Mar. 26, 2010 for Apr. 8 forum: WCTF Public Forum Flyer04.08.10Final.pdf
- Sept. 28, 2010 for Oct. 5 forum: WCTF MasterPlanForum flyer 10-5-2010.pdf
- Nov. 11, 2010 for Nov. 16 forum: WCTF Zoning Forum flyer 11-16-2010 v 2.pdf
- Mar. 20, 2011 for Apr. 5 forum: WCTF Forum flyer 2011-04-05-v5.pdf

- Apr. 21, 2011 advertising Town Meeting: TM-flyer-2011-04-21-v2.pdf

#### 8. Concord Journal submissions

- December 11, 2008, Task Force supports shopping locally, WCTF, CJ-2008-12-08.pdf
- March 19, 2009, “Survey offers info on West Concord”, Sue Felshin and Jimi Two Feathers, CJ-2009-03-19.pdf
- April 16, 2009, “Keeping it real in West Concord”, Dan Holin, CJ-2009-04.pdf
- June 4, 2009, “IPOD for all”, WCTF/Dan Holin, CJ-2009-06-04.pdf
- June 11, 2009, “What should West Concord look like?”, David Holdorf, CJ-2009-06-11.txt
- August 27, 2009, “Now it's time to hear from you again”, Jimi Two Feathers, CJ-2009-08-27.pdf
- November 12, 2009, “Hear about the master plan”, David Holdorf, CJ-2009-11-12.pdf
- February 11, 2010, “Q&A: proposed zoning by law”, WCTF, CJ-2010-02-11.pdf
- February 25, 2010, “Task Force supports Article 46”, WCTF, CJ-2010-02-25.pdf
- March 2010, “Ensuring the Village's future”, Dan Holin, CJ-2010-03.pdf
- April 22, 2010, “Changes to Article 46”, WCTF, CJ-2010-04-22.pdf
- May 20, 2010, “WCTF thankful for support”, Dan Holin/WCTF, CJ-2010-05-20.pdf
- September 2010, “Workshop a success”, Dan Holin, CJ-2010-09.pdf
- September 24, 2010, “The continuing effort to shape West Concord”, CJ-2010-09-24.rtf
- September 30, 2010, “Final review for the Master Plan”, WCTF, CJ-2010-09-30.pdf
- December 2, 2010, “Task force presents its proposals”, WCTF, CJ-2010-12-02.pdf
- March 31, 2011, “West Concord's future is now”, WCTF, CJ-2011-03-31.pdf
- April 14, 2011, “Support articles related to West Concord”: CJ-2011-04-14.pdf

#### 9. Correspondence sent

- January 28, 2009, letter to landowners re West Concord Master Plan and proposed interim planning overlay district: Letter2Owners\_WCIPOD\_B.doc
- March 20, 2009, memo to Board of Selectmen regarding the WCTF 2009 Work plan: BOS WCTF work plan 2009FINAL.doc
- June 8, 2009, letter to landowners re West Concord Design Guidelines and Master Plan: Ltr2Owners\_DesignGuide\_060809.doc
- June 29, 2009, memo to Planning Board , Zoning Board of Appeals, and Natural Resources Commission re proposal for 1135 Main St. (Dee Bus): Final 1135 Main St. memo.doc
- December 9, 2009, letter to Ross Hamlin: WCTF\_Ltr2RHamlin.pdf
- December 16, 2009, packet of information on formula business bylaws sent to Town Counsel: Legality of FBRs final.pdf
- January 21, 2010, letter to business and commercial property owners re proposed zoning bylaw changes: Ltr to W.C. Owners 1 21 10.doc

- January 21, 2010, letter to Concord Business Partnership re proposed zoning bylaw changes: Ltr to CBPetal 1 21 10.doc
- January 21, 2010, letter to Concord Chamber of Commerce re proposed zoning bylaw changes: Ltr to CCoCetal 1 21 10.doc
- May 26, 2010, invitation to stakeholders to industrial district ‘retreat’ of June 19, 2010: 2010 05 26 Invite letter\_final.doc
- September 10, 2010, invitation to stakeholders to West Concord Industrial District workshop of Sept. 25, 2010: 2010 09 10 Invite letter.doc
- August 3, 2010, letter to the Town Manager regarding short-term streetscape improvements, with attachment, “West Concord Village Master Plan – Short-Term Streetscape Improvements”: WCTF\_Short-Term\_Master\_Plan\_Streetscape\_Improvements\_Cover.pdf and WCTF\_Short-Term\_Master\_Plan\_Streetscape\_Improvements\_V7.doc
- September 16, 2010, letter from John Boynton re West Concord industrial zoning, Bradford Mil - Zoning Priorities v2.pdf
- December 9, 2010, letter to Planning Board re zoning proposals, PBCoverLetter12.09.10.doc, WCTFzoningproposal 12.09.10.doc, and WCTF zoning proposal 12-9-10 table.xls
- January 5, 2011, letter to the Town Manager regarding capital expenditure priorities. Please note a mistaken address in item (3), which should be is 138 Commonwealth Ave. (parcel 2184-1-2). The WCTF recommends acquisition of a portion of this property for the purpose of reconnecting Beharrell St. to Commonwealth Ave. but does not see any compelling reason for the Town to retain ownership of the entire property. WCTF Capital Priorities 2011 01 06.doc
- January 14, 2011, invitation to West Concord Industrial District property owners to WCTF meeting of January 20, 2011 regarding proposed zoning bylaw changes: 2011 01 14 Invite letter.doc
- March 17, 2011, invitation to business and property owners to WCTF public forum of April 5, 2011 and joint Board of Selectmen, Finance Committee, and Planning Board public hearing of April 12, 2011, re proposed zoning bylaw changes: AprilForum\_BusPropOwners.pdf
- July 7, 2011, letter from chair to BoS liaison, Adams to Howes after June 28 WCTF meeting.rtf

#### 10. Correspondence received

- August 6, 2008, invitation to Wastewater Planning Task Force outreach meeting of Aug. 26, 2008: OutreachInviteAug08.pdf
- August 18, 2008, letter from Joanne Loynd, letter-from-Joanne-Loynd-Aug-18-2008.rtf
- August 29, 2008, memo from Department of Planning and Land Management regarding Summary if West Concord Study Committee Report Phase III: Summary W Concord Study Phase III 1993.doc
- September 10, 2008, MassHighway Public Workshop #2 for the Route 2 Concord Rotary Reconstruction Project for September 24, 2008, forwarded by Administrative Assistant to the Board of Selectmen Ruth Lauer: MHD Rt2 Concord Rotary workshop #2 notice\_fnl 1.pdf

- October 10, 2008, memo from Department of Planning and Land Management to Real Estate Subcommittee regarding zoning, land use and dimensional requirements: LandUse\_ZoningMemo.pdf
- November 8, 2008, letter from Dorrie Kehoe: Task\_Force\_comments.doc
- November 9, 2008, letter from Joanne Loynd: letter-from-Joanne-Loynd.doc
- January 12, 2009, letter of resignation from Chris Ryan, Chris Ryan Resignation Letter.doc
- March 4, 2009, invitation to Wastewater Planning Task Force March 18, 2009 presentation: wastewater planning task force march 18 PWC 2009 1.pdf
- April 13, 2009: memo re pedestrian footbridge, forwarded by Administrative Assistant to the Board of Selectmen Ruth Lauer: Assabet-footbridge-Apr09 (3).doc
- June 2, 2009, letter from Hany Teylouni and response from Chair: Response to Hany Teylouni.doc
- August 7, 2009, letter from Ted Brovitz forwarding letter from Dorrie Kehoe: letter from Dorrie Kehoe-7-Aug-2009.doc
- November 15, 2009, letter re parking meters forwarded by Administrative Assistant to the Board of Selectmen Ruth Lauer: WC parking.pdf
- November 24, 2009, letter from Kati Winchell, 11\_24\_09\_Mtg\_Kati\_Winchell.rtf
- December 7, 2009, letter of resignation from Susan Close, Susan Close resignation.rtf
- December 9, 2009, letter from Chris Sgarzi forwarding letter from Dorrie Kehoe: letter from Dorrie Kehoe-9-Dec-2009.doc
- February 2, 2010, letter from Town Manager Chris Whelan, FW\_DOC Land for Housing.rtf
- March 29, 2010, letter from Nancy Carey to Board of Selectmen, Fw\_To BOS\_Point of Clarification.rtf
- April 5, 2010, memo from Bill Gluck and Ray Hanselman to Town Moderator, cc WCTF, re Articles 41 and 49: Articles 41and49 032910.pdf
- April 6, 2010, memo from Bill Gluck and Ray Hanselman to Planning Board, cc WCTF, re Articles 41 and 49: Planning Board 040610.pdf
- April 26, 2010, memo from Matt Johnson, E-mail from Matt Johnson to BOS cc PB and WCTF.rtf
- May 12, 2010, informational letter from prospective committee member Phil Adams, Fw\_Phil Adams.rtf
- May 13, 2010, informational letter from prospective committee member Gary Kleiman, Re\_Gary Kleiman.rtf
- May 21, 2010, letter of resignation from Meg Gaudet, Meg Gaudet Resignation Letter.doc
- June 1, 2010, letter from Ruth Lauer forwarding reminder of June 9 Community Workshop on Concord's Affordable Housing Needs, Workshop on Affordable Housing Needs.rtf
- June 3, 2010, informational letter and green card from prospective committee member Bobbie Brennan, Bobbie Brennan's\_green card.rtf
- June 24, 2010, green card of prospective committee member Don Hawley, Green card from Don Hawley.rtf

- July 10, 2010, letter from Nancy Carey re Joanne Loynd, Sad news re\_ Joanne Loynd.rtf
- August 13, 2010, letter of resignation from Matt Johnson, Matt Johnson resignation.rtf
- September 17, 2010, letter of resignation from Dan Holin, Dan Holin\_Resignation Letter.rtf
- October 2, 2010, letter from L. Michelle Touw re Kenneth Dunn Square, Touw-SKMBT\_50010100412321.pdf
- October 5, 2010, letter from Anne Fortier re Kenneth Dunn Square, Fortier-SKMBT\_50010100412321.pdf
- October 5, 2010, letter from Karrs re Kenneth Dunn Square, Karr-SKMBT\_50010100412321.pdf
- October 5, 2010, letter from Bill Satterthwaite re Kenneth Dunn Square, 10-10-5 to West Concord Task Force about Roundabout.pdf
- October 5, 2010, letter from Sallie Satterthwaite re Kenneth Dunn Square, 10-10-5 to West Concord Task Force about Roundabout-2.pdf
- December 2, 2010, letter from Betsy Higgins: 2010-12-02-letter-from-Betsy-Higgins.pdf
- March 1, 2011, letter of resignation from Betsy Stokey, Betsy Stokey resignation.doc
- September 12, 2011, revised WCAC charge from Planning Board, PB-SKMBT\_50011091214490.pdf
- September 2, 2011, letter from Dorrie Kehoe: Response to Phil Adams.doc

#### 11. Maps

- July 23, 2009, maps for Master Plan scenario building workshop, prepared by Stantec: WC Section and Transect A Comm Ave.pdf, WC Section and Transect B Comm Ave.pdf, WC Section and Transect F Main St.pdf
- August 24, 2009, natural resources and potential POSTs (parks, open spaces, and trails): WC Resource Areas and POST\_BS\_8-24-09.pdf