



**TOWN OF CONCORD**

TOWN HOUSE - P.O. BOX 535  
CONCORD, MASSACHUSETTS 01742

OLD NORTH BRIDGE

**MCI Concord Advisory Board Agenda**

Monday, July 22, 2024 at 12:00 PM

Town House, Select Board Room and Hybrid via Zoom

**More information on the MCI Concord Advisory Board,**

**MCI Concord closure, and FAQs:**

<https://concordma.gov/3514/MCI-Concord-Closure>

**Join Zoom Meeting**

<https://us02web.zoom.us/j/82132191363?pwd=0BNOhxO03vbFAqVixK9fJswDBYd9Xl.1>

Meeting ID: 821 3219 1363

Passcode: 171174

Dial In Toll-Free: 833 928 4608

#	Time*	Agenda Item
I.	12:00 PM	Call to Order  - Clerk of the Meeting - Future Meetings: August 5, 2024 from 12:00 PM – 1:30 PM
II.	12:05 PM	Approve Meeting Minutes  - July 8, 2024 – Emily Rush, Clerk of the Meeting
III.	12:10 PM	Review Town Counsel Memorandum and Receive Briefing on Zoning/Re-Zoning Legal Considerations – Mina Makarious, Town Counsel
IV.	12:40 PM	Town Staff Update – Megan Zammuto, Deputy Town Manager
V.	12:50 PM	Debrief the July 19, 2024 MCI Concord Site Visit
VI.	1:00 PM	Debrief the July 8, 2024 DCAMM Presentation and Discuss September Outreach Meeting Planning
VII.	1:10 PM	Discuss Governance and Goal Setting Process

VIII.	1:15 PM	Outlook for Future Meetings <ul style="list-style-type: none"> <li>- Division of responsibilities and subcommittee assignments</li> <li>- ULI TAP Program</li> <li>- Labor Day Meeting Schedule</li> <li>- Mass Department of Transportation (Mass DOT) – TBD</li> <li>- Community Engagement – Fall 2024</li> </ul>
IX.	1:25 PM	Public Comment
X.	1:30 PM	Action Item Recap and Adjournment

*\*Times are approximate and subject to change*



The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at [jporter@concordma.gov](mailto:jporter@concordma.gov) or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.

**Town of Concord  
MCI Concord Advisory Board  
Minutes  
July 8, 2024**

Pursuant to notice duly filed with the Town Clerk, the MCI Concord Advisory Board convened in a meeting both in-person at 22 Monument Square on the 2<sup>nd</sup> floor in the Select Board Room and via Zoom at 12:00 PM on July 8, 2024.

Present were: Scott Bates, Erin Cusker, Dan Gainsboro, Mark Howell, Peter Lowitt, Patrick McCurdy, Linda Miller, Elizabeth Akehurst-Moore, Emily Rush, and Lee Smith

Absent: John Boynton

Also present were: Megan Zammuto, Deputy Town Manager and Shannon McAndrew, Management Specialist

**Call to Order**

Co-Chair Dan Gainsboro called the meeting to order at 12:00 PM.

Ms. Rush volunteered to Clerk the meeting.

**Approve Meeting Minutes**

Mr. Bates noted that two points that he made in the meeting on June 24, 2024 were not included in the draft meeting minutes and would like them to be added, including: (1) the mention of a sales partnership agreement still being on the table during the discussion with State Representative Simon Cataldo and (2) a question to Deputy Town Manager Megan Zammuto on if any other Town departments are interested in the MCI Concord property.

Mr. Lowitt noted that the reference to the MEPA Umbrella Permit incorrectly referred to it as a plural, and it should be noted as a singular permit.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the June 24, 2024 meeting minutes with the amendments discussed during the meeting.

**Roll Call Vote:**

Scott Bates – Aye  
Erin Cusker – Aye  
Mark Howell – Aye  
Peter Lowitt – Aye  
Patrick McCurdy – Aye  
Linda Miller – Aye  
Elizabeth Akehurst-Moore – Aye  
Emily Rush – Aye  
Lee Smith – Aye

**Town of Concord**  
**MCI Concord Advisory Board**  
**Minutes**  
**July 8, 2024**  
**Division of Capital Asset Management and Maintenance (DCAMM)**  
**MCI Concord Overview**

Abi Vladeck, Director of Public-Private Development and Paul Lillehaugen, Project Manager of Public-Private Partnerships for DCAMM introduced themselves to the Board and presented an overview of the MCI Concord property and looking ahead to a competitive disposition process. The full presentation is included in the meeting packet.

The presentation began with an introduction and site overview.

Co-Chair McCurdy asked whether the parking lot across from the site is included.

Mr. Lillehaugen responded that this will continue to be used by the Department of Corrections (DOC), but that it depends on where their operations go in the future.

Mr. Howell noted that there are two facilities, the MCI Concord prison and the farm, and asked if they are both controlled by the same state agency.

Mr. Lillehaugen also responded that these two facilities are both managed by DOC.

Ms. Vladeck noted that there may not be a long-term need for the parking lot by DOC.

Mr. Lowitt added that as mentioned as a future agenda item for the Board, the Board will later have a better understanding of the Department of Transportation's (DOT) needs at the site.

Mr. Bates asked about the possibility of some of the property lines being infringed upon in potential redevelopment plans by the DOT on the Route 2 rotary.

Mr. Lillehaugen responded that it is too early to know.

Ms. Miller asked about the assessment of the historic buildings on site.

Mr. Lillehaugen responded that the buildings are currently operating in administrative functions for the DOC.

Ms. Miller then asked if there were any 3<sup>rd</sup> parties involved in the solar on site.

Mr. Lillehaugen responded that it is managed by the state and operating solely for the DOC.

Ms. Cusker and Ms. Akehurst-Moore raised questions about the historic buildings on site and which, if any, were on the National Register of Historic Places.

Senior Town Planner Ann Clifford noted that if a building is eligible to be on the National Register, but is not technically on the register, it is still protected in the same way.

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The presentation then shifted to site planning and engagement, with DCAMM staff members noting that they would like to follow the Town's lead on stakeholder engagement.

Mr. Howell asked if DCAMM had been in a similar situation like the Junction Village property before, namely disposing of state property that abuts property with a deed restriction.

Ms. Vladek responded that there has probably been a similar situation, but that one does not come to mind immediately, and that they can follow up on this.

Mr. Bates asked if DCAMM's final report was contingent on the Town's zoning.

Mr. Lillehaugen responded not necessarily, that DCAMM must file their report with the legislature, but that the ability for the Town to implement the plan would be contingent on the Town's zoning.

Mr. Bates then asked about the costs of demolition and renovation to a developer, as these costs can affect the master plan of scalability for the developer to make a profit.

Co-Chair Gainsboro noted that DCAMM plans for at least 3 public meetings during stakeholder engagement, and asked if one of these meetings would be dedicated to reviewing the report.

Ms. Vladek responded that the legislation does not get so prescriptive as to specify the topics of the public meetings, but that they want to continue working through some of these details with the Town.

Ms. Rush asked about the hiring of consultants and funding.

Ms. Vladek responded that DCAMM works on a task order basis with many consultants, which would fall in their budget. Ms. Vladek noted that currently, it is unsure whether community engagement will be performed through DCAMM staff or a consultant.

Mr. Bates asked about the Governor's housing goals and if there are any specific ideas for the site at this time.

Ms. Vladek confirmed that the Governor does have housing goals at the site, but that they are not specific at this time.

Mr. Lowitt and Mr. Bates vocalized a need for clarification on a Fiscal Year timeline on funding and which party is to procure which part in relation to the project. Mr. Bates suggested a chart of tasks to be accomplished and assignment of procurement and further work on the task.

Ms. Vladek confirmed that DCAMM could work on this.

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Ms. Akehurst-Moore voiced concern of the site being bid to a developer who designs something that residents are not supportive of and asked why a sales partnership agreement is not still being considered.

Mr. Bates concurred and asked about the process of requesting proposals for developers and if the Town has a seat at the table when a decision is made.

Ms. Vladek responded that the Town would not have a seat at the table when a decision is made on choosing a developer for the site, as this is meant to be informed by the community engagement in advance of this decision.

The presentation then highlighted DCAMM's priorities, including climate change and housing proprieties, advancing development project with a clear pathway to permitting, and identifying common ground between state, regional, and Town goals.

Ms. Rush asked about interim use of the site, namely, potentially as an emergency housing shelter, which was recently implemented at the former Bay State Correctional Facility in Norfolk.

Ms. Vladek responded that it's unknown if this would be done, but what she can confirm is that the reason the prison was closed was due to poor conditions of the site and the capital improvement costs to improve the conditions being too high, so it likely would not be an ideal site for emergency housing either.

Mr. Bates asked who will continue to maintain the site and ensure that the site will not have trespassers.

Ms. Vladek responded that the DOC will.

Keith Bergman, 56 White Avenue, commented as a member of the public regarding the wastewater treatment facility and asked once an offer is made to the Town regarding the facility, how long will the Town have to respond, and noted that the offer will likely need a Town Meeting approval.

Ms. Vladek responded that once the offer is made, the Town will have 180 days to respond.

**Town Staff Update**

Deputy Town Manager Megan Zammuto updated the Board that the Town has been continuing its bi-weekly meetings with DCAMM, that consulting on the wastewater treatment facility has begun with Weston & Sampson, and that looking forward to how the Board will consider community engagement, would like the Board to think about a September 2024 community engagement kick-off meeting to lay the foundation for the community on MCI Concord.

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**Outlook for Future Meetings & Next Steps**

Ms. Rush commented on introducing ULI to the Board at an upcoming meeting, perhaps in August.

Ms. Miller commented on the potential for a flyover of the site to have a more accessible “site visit” that could be posted online.

The Board also discussed in-person site visits, with one upcoming on Friday, July 19, 2024 for Board members and some Town staff members, and to discuss DCAMM’s presentation further at an upcoming meeting.

**Adjournment**

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to adjourn the meeting at 1:30 PM.

**Meeting Materials:**

[MCI Concord Advisory Board Meeting Packet for July 8, 2024](#)

[MCI Concord Advisory Board Meeting Recording for July 8, 2024](#)

# ANDERSON KREIGER

## MEMORANDUM

To: Town of Concord, Select Board  
Kerry A. Lafleur, Town Manager

From: Mina S. Makarios and Jillian B. Bargar  
ANDERSON & KREIGER LLP

Re: MCI-Concord Zoning Analysis

Date: May 5, 2024

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The state-owned prison in Concord, Massachusetts known as “MCI-Concord” will be closing in 2024, and the associated real estate (the “Property”) will be sold pursuant to pending legislation. You have asked us to analyze: (i) how the Property could be developed by a future owner under its existing zoning; and (ii) how the Town of Concord (the “Town”) might control the future development of the Property through additional zoning regulations.

The Property comprises three main parcels, which are analyzed in this memorandum: 965 Elm Street, 431 Commonwealth Avenue, and 999 Barrett’s Mill Road. While the Commonwealth of Massachusetts owns a number of other contiguous parcels, they are largely used for purposes unrelated to MCI-Concord and therefore have been excluded from this analysis. Details of each parcel within the Property are as follows:

Address	Parcel ID	Size (Acres)	Zoning District	Zoning Overlays & Notes
965 Elm Street	1381 (Map 8D, Parcel 2013)	51	Industrial Park A	Floodplain Conservancy District Wetlands Conservancy District Wireless Communication District
431 Commonwealth Avenue	1385 (Map 8D, Parcel 2014)	18.09	Residence B	Wireless Communication District <i>Abuts bike path</i>
999 Barrett’s Mill Road	1375 (Map 8D, Parcel 1918)	3.5	Residence B	Wireless Communication District <i>National Register of Historic Places<sup>1</sup></i>

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<sup>1</sup> This parcel’s designation may limit a future owner’s ability to remove or modify existing structures, but not their uses. This designation is limited to the smallest of the three parcels, and will not affect the development of the remainder of the Property.

Although these three parcels are contiguous, they are physically separated by Commonwealth Avenue and Route 2, and therefore will be treated as separate parcels for the purposes of zoning and development.

## **I. CURRENT ZONING**

A number of principal uses are currently permitted within the Property pursuant to the Town's Zoning Bylaw (the "Bylaw"). Because the various parcels are within two different zoning districts, their respective permitted uses differ.

Some noteworthy uses permitted at 965 Elm Street, the largest parcel within the Property, include: hotel, medical center and laboratory, warehouse, R&D and light manufacturing, and manufacturing, packaging, processing, testing. None of the foregoing uses are permitted at the remaining parcels on the Property. The remaining parcels' notable permitted uses include various residential uses, but primarily only by special permit. A full table of the principal uses permitted either as of right or by special permit (i.e., excluding any principal uses not permitted within either the Industrial Park A or the Residential B zoning district) is attached as Exhibit A.

In addition to the base zoning districts, the following overlay zoning districts applicable to the Property will affect their future development:

- (1) A small portion of the eastern side of 965 Elm Street is within the Floodplain Conservancy District. Regulations governing the Floodplain Conservancy District are found in Section 7.2 of the Bylaw and may require certain engineering studies and resulting design specifications to ensure the particular development is consistent with the purposes of the overlay – namely, the prevention of flooding and mitigation of its consequences, and the preservation of water supply quality.
- (2) A small portion of the eastern side of 965 Elm Street is within the Wetlands Conservancy District. Regulations governing the Wetlands Conservancy District are found in Section 7.3 of the Bylaw and require that the development of a property with wetlands thereon be required to comply with any Order of Conditions issues under the Wetlands Protection Act and/or the Town's Wetlands Bylaw.
- (3) The majority of 965 Elm Street (excluding its southernmost third) and the entirety of the other parcels within the Property are within the Personal Wireless Communications Facility Overlay District. Regulations governing the Personal Wireless Communications Facility Overlay District are found in Section 7.8 of the Bylaw, and address certain visual elements of new construction with respect to wireless communication facilities.

Although these zoning overlays may affect the final design of a future development on the Property, they are unlikely to wholly prevent any particular project as they largely require additional planning and studies before development is allowed.

Similarly, the dimensional regulations applicable in each zoning district will limit the size and layout of any structures permitted at the Property but are unlikely to wholly prevent any particular project. Notably, the maximum lot coverage applicable to 965 Elm Street is 20% with respect to structures only, and 50% when including paved areas. The dimensional regulations applicable to the Property based on Table III of the Bylaw is attached as Exhibit B.

## **II. OPTIONS FOR REZONING**

In order to further control the development of the Property, the Town could choose to rezone it before it is conveyed to any other owner. Although the current use of the property is exempt from the Town's zoning under the Bylaw, rezoning the Property would permit the Town to dictate future uses of the Property if an entity other than the Commonwealth comes to control it. There are several possible options for such a rezoning:

First, if one of the existing zoning districts more accurately reflects the Town's preferred uses for the Property, then the simplest approach would be to amend the zoning map to change the base zoning district applicable to the Property.

Second, if no existing zoning district is appropriate, then the Town may also consider creating a new zoning district for the Property. In doing so, the Town should consider creating a new "Government-Civic Use" zoning district, either as a base zoning district or as an overlay, to be applied to parcels currently owned in fee and operated by governmental entities. This would not only more accurately reflect the current status of those parcels but would also enable the Town to proactively control their future development following a sale to a non-governmental entity, by requiring a zoning amendment before any such parcel could be developed for a non-governmental purpose. Such an amendment would have to be approved by Town Meeting.

Any effort to modify the zoning of the Property should be mindful of the limitations on the Town's zoning powers. Rezoning is permissible if there is a substantial relation between the amendment and the general objectives of M.G.L. c. 40A – typically phrased as broadly as "the promotion of the public welfare." See *Schertzer v. City of Somerville*, 345 Mass. 747, 751 (1963). The Town's rezoning would enjoy a heavy presumption of validity, with a challenger obligated to demonstrate that the regulation is arbitrary and unreasonable or substantially unrelated to the public health, safety, morals, or general welfare in order to succeed. See *Johnson v. Town of Edgartown*, 425 Mass. 117, 121 (1997). The most common examples of unlawful zoning practices include so-called "spot zoning" and "contract zoning," discussed below.

A. Spot Zoning.

Spot zoning is the singling out of one lot for different zoning treatment from that of similar surrounding land indistinguishable from it in character, all for the economic benefit of the owner of that lot. *Whittemore v. Bldg. Inspector of Falmouth*, 313 Mass. 248, 249 (1943). This results in denial of equal protection and violates the uniformity requirement of the zoning act. *Bd. of Appeals of Hanover v. Hous. Appeals Comm. in Dep't of Cmty. Affs.*, 363 Mass. 339, 362 (1973). Therefore, the rezoning of the Property for general purposes, opposed to rezoning for the purpose of specifically preventing or permitting a particular development by a particular owner at the Property, would not run afoul of spot zoning.

Additionally, Massachusetts courts have found that zoning amendments singling out lots within one zoning district for a purpose uncharacteristic of its existing neighborhood to be invalid, for example, zoning amendments that: rezoned a single lot in a residential area to permit the manufacture of ice, for the economic benefit of the lot owner, (*see Whittemore*) established a funeral home district in the midst of a residential area, largely (if not entirely) for the benefit of one person, (*Atherton v. Selectmen of Bourne*, 337 Mass. 250 (1958)) and permitted a boat yard in a residential district (*Beal v. Bldg. Comm'r of Springfield*, 353 Mass. 640 (1968)).

Here, the Property is located partially within an industrial zoning district, and partially within a residential zoning district, further abutting a different residential district (Residence C) and the West Concord Village District. Its unique placement at the intersection of several contrasting districts makes it less likely that a change in zoning designation, to be more in line with either type of district, would be found to be spot zoning. Although Massachusetts courts have also found the rezoning of a single parcel at the intersection of residential and business zoning districts to be invalid, crucial in such finding was that the amendment economically benefitted one abutting business owner who planned to expand his business, and the rezoning was not an apparent response to a change in demand of the neighborhood. *Id.* The possible re-zoning of the Property is clearly distinguishable, as it is not being driven by the desire to provide an economic benefit to any particular individual, and is being considered solely in response to the closing and sale of MCI-Concord, which represents a major change in the character and needs of the area. Given that context, the reevaluation of the Property's zoning designation is a valid exercise of the Town's legislative police power.

B. Contract Zoning.

Contract zoning, another invalid zoning practice, occurs when the municipality "contracts away" its police power to regulate on behalf of the public, in exchange for some benefit given by a landowner who is principally served by the rezoning. However, the existence of some agreement between a landowner and municipality is not dispositive: if a zoning action is otherwise valid, then an ancillary agreement accompanying it does not lessen its legitimacy. *Durand v. IDC Bellingham, LLC*, 440 Mass. 45, 56 (2003). Ultimately, Massachusetts courts will evaluate cases

of alleged “contract zoning” with the same criteria as applied to other unlawful zoning practices: whether it violates State law or constitutional provisions, is arbitrary or unreasonable, or is substantially unrelated to the public health, safety, or general welfare. *Id.* at 57.

Here, the Town would considering its rezoning of the Property before a developer or even any potential developers have been identified. The Town’s motivations are therefore unrelated to soliciting any impermissible or unrelated benefit in exchange for an otherwise unlawful zoning amendment, and any claim of contract zoning would not likely be successful.

EXHIBIT A

Table of Permitted Uses

Use	Industrial Park A 965 Elm St	Residence B 431 Commonwealth 999 Barrett's Mill
4.1.1 Forestry	Yes	Yes
4.1.2 Agriculture, horticulture, floriculture, viticulture	Yes	Yes
4.1.3 Greenhouse	Yes	Yes
4.1.4 Earth removal	<i>Special Permit</i>	Yes
4.1.5 Conservation use	Yes	Yes
4.1.6 Private recreation	Yes	<i>Special Permit</i>
4.2.1 Single-family dwelling	<i>No</i>	Yes
4.2.2 Two-family or additional dwelling unit	<i>No</i>	<i>Special Permit</i>
4.2.5 Residential Compound	<i>No</i>	<i>Special Permit</i>
4.2.6 Residential Cluster Development	<i>No</i>	<i>Special Permit</i>
4.2.7 Planned Residential Development	<i>No</i>	<i>Special Permit</i>
4.2.8 Boarding House	<i>No</i>	<i>Special Permit</i>
4.2.9 Hotel, Extended-stay hotel and Motel	Yes	<i>No</i>
4.3.1 Educational	Yes	Yes
4.3.2 Child care facility	Yes	Yes
4.3.3 Religious	Yes	Yes
4.3.4 Philanthropic	Yes	<i>Special Permit</i>
4.3.7 Cemetery	<i>No</i>	Yes
4.3.8 Lodge and club	Yes	<i>Special Permit</i>
4.4.1 Town of Concord Municipal Use	Yes	Yes
4.4.2 Underground Utility	Yes	Yes
4.4.3 Aboveground Utility	Yes	Yes
4.4.4 Municipal Use not by Town of Concord	<i>Special Permit</i>	<i>Special Permit</i>
4.4.5 Large Ground-Mounted Solar Photovoltaic Installation	Yes	Yes
4.5.3 Craft shop	Yes	<i>No</i>
4.5.4 Restaurant	Yes	<i>No</i>
4.5.5 Indoor amusement	Yes	<i>No</i>
4.5.7 Funeral Home	Yes	<i>No</i>
4.5.8 Repair shop and building trade	Yes	<i>No</i>
4.5.9 Veterinary and kennel	Yes	<i>No</i>
4.5.10 Financial and business office	Yes	<i>No</i>
4.5.11 Professional office	Yes	<i>No</i>
4.5.12 Medical center and laboratory	Yes	<i>No</i>
4.5.13 Auto service station	Yes	<i>No</i>
4.5.14 Auto repair shop	Yes	<i>No</i>
4.5.15 Vehicular dealerships	Yes	<i>No</i>
4.5.16 Boat sales and rental	Yes	<i>No</i>
4.5.17 Parking facility	Yes	<i>No</i>
4.5.18 Transportation services	Yes	<i>No</i>
4.6.1 Warehouse	Yes	<i>No</i>
4.6.3 R&D and Light manufacturing	Yes	<i>No</i>
4.6.4 Manufacturing, packaging, processing, testing	Yes	<i>No</i>

## EXHIBIT B

### Table of Dimensional Regulations

<u>Zoning District</u>	<u>Min. Area</u>	<u>Min. Frontage</u>	<u>Frontage Excepn.</u>	<u>Min. Width</u>	<u>Min. Front Yard</u>	<u>Min. Side/Rear Yards</u>	<u>Corner Clearance</u>	<u>Max. Height</u>	<u>Max. Cover.</u>	<u>Max. FAR</u>
Residence B	20,000 sf	125'	100'	100'	20'	Side: 15' (subject to Section 6.2.7) Rear: Lesser of 30' or 25% lot depth	10'	35' (subject to Section 6.2.11)	N/a	0.24+ (1200 / actual lot area)
Industrial Park A	4 acres	200' on public way, or 50' on a new private interior street	N/a	N/a	100' from public way, or 20' from new private interior street	20', or 100' from residential	10'	40', but not more than 3 stories	50% including paved areas; 20% by structures	N/a

Quick Zooms

Find Properties

Owner:

Parcel ID:

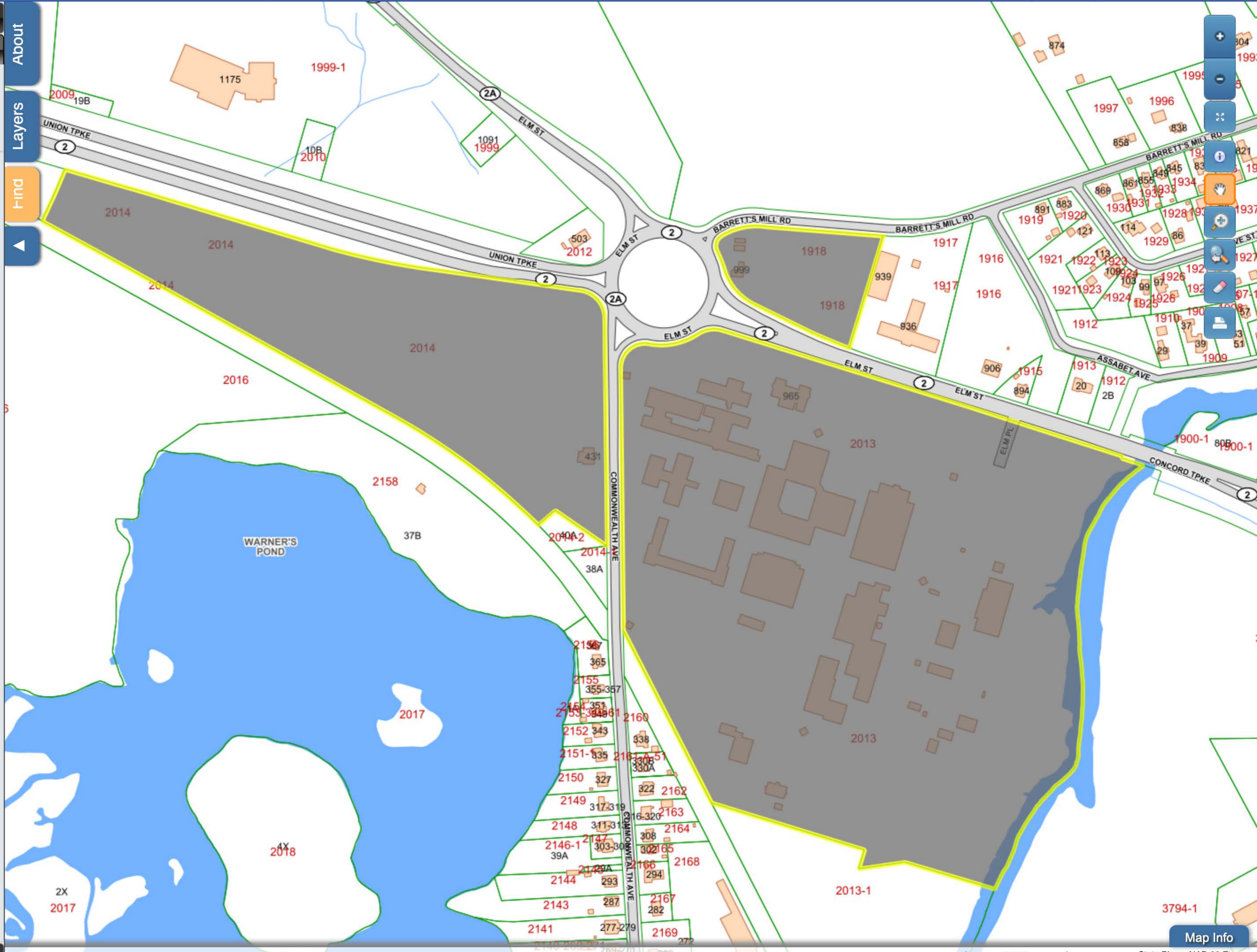
Address:

[Clear](#)

Results Summary

Parcels Information

Parcel ID	Address	Owner
1918	999 BARRETT'S MIL	COMMONWEALTH O
2013	965 ELM ST	COMMONWEALTH O
2014	431 COMMONWEAL	COMMONWEALTH O



**UPDATED** by Shannon McAndrew to include Board member comments

**MCI Concord Advisory Board Initial Governance Thoughts**

**Presented at June 24, 2024 MCI Concord Advisory Board Meeting**

**Author: Dan Gainsboro**

**Concerns**

- Getting ahead of ourselves
- Getting behind the state
- Information flow (too much/ not enough)
- Stakeholder communications (when, what & how)
- Overlap of board efforts
- Blind spots
- Zoning
- Timeline

**Stakeholders (long list to be confirmed)**

- West Concord Advisory Committee
- Warners Pond
- West Concord Junction Cultural District Committee
- Transportation Advisory Committee
- Trails Committee
- Magic rep
- MAPC rep
- MBTA rep
- Municipal Light Board
- Natural Resource Commission
- NMI-Starmet Re-use Planning Committee
- Planning Board
- Public Works Commission
- Recreation Commission
- Regional Emergency Communications Center
- School Committee
- Select Board
- Solar Implementation Task Force
- Economic Vitality Committee
- Fiber Broadband Completion Task Force
- Finance Committee
- HATS
- Hanscom Field Advisory Rep
- HDC
- HC
- Housing Authority

- Junction Village Open Space Task Force
- 2229 Main Street Advisory Task Force
- Agriculture Committee
- Board of Health
- Bruce Freeman Rail Trail Committee
- Capital Planning Task Force
- Climate Action Committee
- Community Preservation Committee
- Concord250 Executive Committee
- Concord Center Cultural District Task Force
- Concord Housing Development Corporation
- Concord Local Cultural Council
- Concord Municipal Affordable Housing Trust
- Council on Aging Board
- Concord Housing Authority
- Diversity, Equity and Inclusion Commission
- Municipal staff
- League of Women Voters
- Concord Cable Access
- Concord Bridge
- CCHS students
- State (Legal & Regulatory)
- Residents
- Zoning Board of Appeals
- Youth Sports/Recreation
- Concord Prison Outreach

#### Subcommittees

- Legal/ Government affairs
- Local Zoning
- Municipal department liaison
- Strategic/ organizational effectiveness
- Communications/ Stakeholder engagement

**Commented [SM1]:** Suggested edits from the June 24 MCI Concord Board meeting

## Suggested Edits to Stakeholders List

Presented at July 22, 2024 MCI Concord Advisory Board Meeting

Author: Linda Miller

### Stakeholders

- Planning
  - Select Board
  - School Committee
  - Finance Committee
  - Planning Board
  - Zoning Board of Appeals
  - West Concord Advisory Committee
- Housing
  - Concord Housing Authority
  - Concord Housing Development Corporation
  - Concord Municipal Affordable Housing Trust
  - Regional Housing Services Office
  - Concord Housing Foundation
- Economic Development
  - Economic Vitality Committee
  - Concord Business Partnership
  - Concord Chamber of Commerce
- Historic Preservation
  - Historical Commission
  - Historic Districts Commission
  - Concord Free Public Library
  - Town Archivist
- Recreation
  - Recreation Commission
  - Youth and Adult Athletic Groups
- Communications
  - League of Women Voters
  - Concord Bridge
  - Minuteman Media
- Region
  - MAGIC (Minuteman Advisory Group on Interlocal Coordination)
  - MPAC
- Sustainability, Natural Resources and Land Use
  - Natural Resources Commission
  - Bruce Freeman Rail Trail Committee
  - Warners Pond Task Force
  - Concord Action Committee
  - Agriculture Committee

- Junction Village Open Space Task Force
- Utilities and Facilities
  - Concord Municipal Light Board
  - Public Works Commission
  - Board of Health
  - Commission on Disability
- Social Justice, Culture and Religion
  - DEI Commission
  - West Concord Junction Cultural District Committee
  - Council on Aging
  - Religious Organizations
- Transportation
  - Transportation Advisory Committee
  - MBTA

**Suggested Edits to Subcommittee Organization**

**Presented at July 22, 2024 MCI Concord Advisory Board Meeting**

**Author: Elizabeth Akehurst-Moore**

**Subcommittees**

- Legal/ Government Affairs
  - Liaisons to state officials/committees, etc. (e.g. Rep. Cataldo, Sen. Barrett, DOC, DOT, DCAMM)
  - Liaison to town officials (e.g. Town Manager’s Office, DPW – Water & Sewer)
- Land Use Planning/Strategy
  - Local Zoning
  - Architecture/use (e.g. Technical Assistance Panel)
  - Historic Preservation
- Community Outreach
  - Local outreach
  - PR/Marketing to potential occupants (e.g. universities for potential satellite campuses)