



OLD NORTH BRIDGE

TOWN OF CONCORD

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

MCI Concord Advisory Board Agenda

Monday, August 26, 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/83629391299?pwd=CCWjt4HiYRflgFlHnbMfiNhaFv6C6J.1>

Meeting ID: 836 2939 1299

Passcode: 312548

Dial In Toll-Free: 833 548 0282

#	Time*	Agenda Item
I.	12:00 PM	Call to Order <ul style="list-style-type: none"> - Clerk of the Meeting - Next Meeting scheduled on Monday, September 9, 2024 from 12:00 PM – 1:30 PM - Division of Capital Asset Management and Maintenance (DCAMM) Public Forum in collaboration with the Town: Thursday, September 12, 2024 at 7:00 PM at the Town House, Public Hearing Room and via Zoom Webinar
II.	12:05 PM	Approve Meeting Minutes (If Available) <ul style="list-style-type: none"> - August 19, 2024 – Linda Miller, Clerk of the Meeting
III.	12:10 PM	Review and Finalize Subcommittee Scopes and Assign Advisory Board Members
IV.	12:55 PM	Review DCAMM Agenda for Thursday, September 12, 2024 Forum
V.	1:15 PM	Develop Advisory Board Agenda for Thursday, September 12, 2024 Forum
VI.	1:25 PM	Public Comment

VII.	1:25 PM	<p>Outlook for Future Meetings</p> <ul style="list-style-type: none"> - ULI TAP Program Update and Timing - Discussion with MassDOT regarding Route 2 Corridor Planning - Schedule for Envision Concord 2030, West Concord Master Plan, and Warner’s Pond Planning Overviews - Future Tour of MCI Concord Site - Departmental Updates and Priorities - Community Engagement – Fall 2024
VIII.	1:30 PM	Action Item Recap and Adjournment

**Times are approximate and subject to change*



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DRAFT AGENDA

TITLE: MCI-Concord Redevelopment First Public Hearing & Information Session
DATE: Thursday, September 12, 2024
TIME: 7:00 p.m.
LOCATION: Concord Town House (22 Monument Square), 2nd Floor Public Meeting Room
PREPARED BY: Paul Lillehaugen, Senior Project Manager, Public-Private Partnerships, DCAMM

Welcome – DCAMM Commissioner Adam Baacke (10 minutes)

Remarks from Elected Officials – tentative, to be confirmed (5-10 minutes)

Introduction – DCAMM Director of Public/Private Partnerships Abi Vladeck (5 minutes)

Comments from Town & Introduction of MCI-Concord Advisory Board – Town of Concord Select Board Chair Mary Hartman (3-5 minutes)

MCI-Concord Advisory Board Greeting – Co-Chair Dan Gainsboro or Patrick McCurdy (2-3 minutes)

Site Overview & Planning Efforts – DCAMM Senior Project Manager Paul Lillehaugen (10 minutes)

Preview: Upcoming Engagement & Next Steps – DCAMM Senior Project Manager Paul Lillehaugen (2-3 minutes)

- NOTE: It would be great to be able to highlight an upcoming, scheduled Advisory Board engagement opportunity, as was suggested at the 8/19 Advisory Board Meeting.

Public Comments (1 hour)

August 26, 2024

MCI Concord Town Advisory Board

Prepared by Dan Gainsboro and Patrick McCurdy, Co-Chairs

DRAFT 2

Subcommittees agreed upon during August 19, 2024 Advisory Board meeting

- Legal/ Government Affairs
 - o Liaisons to state officials/committees, etc. (e.g. Rep. Cataldo, Sen. Barrett, DOC, DOT, DCAMM)
 - o Liaison to town officials (e.g. Town Manager's Office, DPW – Water & Sewer)

- Land Use Planning/Strategy
 - o Local Zoning
 - o Architecture/use (e.g. Technical Assistance Panel)
 - o Historic Preservation
 - o Visioning (this might encompass the ULI process as well as community input and feedback so that the community can help select the use it wants and doesn't want for the site). Visioning needs to be solidly connected to community outreach. – P. Lowitt
 - o Green Development – P. Lowitt

- Community Outreach
 - o Local outreach
 - o PR/Marketing to potential occupants (e.g. universities for potential satellite campuses)

Descriptions

Project Management, Scheduling and Rapid Response

This subcommittee's focus will be on overall effectiveness and process to ensure our efforts are effective and targeted. This involves defining clear protocols, assigning responsibilities, and ensuring that all team members are prepared to respond quickly and effectively. The scheduling portion of this task force will coordinate the multiple project members' timelines. The addition of a Rapid response plan will ensure the AB will be able to address any unexpected issues or emergencies that may arise during the project.

Suggestion: “The goal of the Project Management, Scheduling and Rapid Response Subcommittee is to prioritize Committee efforts and ensure effective and timely response to issues both anticipated and unexpected. The Subcommittee will develop Committee processes and protocols and assign member and team responsibilities. This Subcommittee will develop guidelines for hiring consultants, schedule and coordinate project timelines for the Committee and Subcommittees and organize a Rapid Response Plan.” – L. Miller

Goal setting, ULI TAP Program, Master Planning & Financial Feasibility

Goals once defined will serve as the foundation for the AB's work and provide the means to evaluate our progress. It will also provide the framework for hiring and orienting the consultants. This subcommittee will also be responsible for evaluating whether the AB should go forward with the ULI TAP program. The results of these two efforts will be foundational for the Master Planning and Financial Feasibility efforts.

Master planning involves setting long-term goals and strategies for development projects. This includes defining the overall vision, setting specific objectives, and creating a roadmap to achieve these goals. It is crucial to involve stakeholders from the beginning to ensure alignment and buy-in. Developing a stakeholder management plan can help map key stakeholders, assess risks, and define mitigation actions for key concerns.

Suggestion: "The goals of the Goal Setting, ULI TAP Program, Master Planning & Financial Feasibility Subcommittee are twofold:

- o Develop a set of General Goals for the Advisory Board related to future master planning and financial feasibility needs. Master Planning involves setting long-term goals and strategies for project development. This includes defining the overall vision, setting specific objectives, and creating a roadmap to achieve these goals. Financial Feasibility determines if a project will be financially viable and weighing options to determine comparative advantages of different models and courses of action.
- o Evaluate the ULI TAP program and develop requirements for Master Plan and Financial Feasibility consultants.

Issue – Sales Participation Process/Disposition Options – Suggestion that this should be the responsibility of the subcommittee that works with financial feasibility, or, jointly with Legislative Affairs. Zoning and Permitting is not involved in determining if the Town wants to acquire the property. – L. Miller

Community Outreach and Stakeholder Communications

Effective stakeholder communication is vital for the success of development projects. This includes regular updates, transparent communication, and involving stakeholders in key decisions. Developing a stakeholder management plan can help ensure that all stakeholders are informed and engaged throughout the project.

Issue – the development of a stakeholder outreach plan (wording preferred to "management") is under two committees #2 and #3. I would omit from #2 and have that responsibility remain here. – L. Miller

Issue – Outreach needs a positive description – L. Miller

Town Department Coordination, Legislative/State Affairs

Coordination with various town departments is essential for the successful execution of development projects. This involves regular communication and collaboration with departments such as planning, zoning, public works, and others to ensure that all aspects of the project are aligned and comply with local regulations.

Engaging with legislative and state affairs is important to navigate the regulatory landscape and ensure compliance with state laws and regulations. This involves staying informed about legislative changes, participating in public consultations, and working with state officials (e.g., DCAMM).

Issue – Many of the other subcommittees require interaction with Town Staff. Is this duplicating/distancing/reducing efficiency by putting it into another subcommittee? In addition, The Select Board is best positioned to interact with Legislators and state officials. – L. Miller

Issue (see above)– Sales Participation Process/Disposition Options – Suggestion that this should be the responsibility of the subcommittee that works with Legislative Affairs or, jointly with financial feasibility. – L. Miller

Sales Participation Process/Disposition Options

The sales participation process and disposition options involve strategies for marketing and selling the developed properties. This includes identifying potential buyers, creating marketing plans, and determining the best disposition options to maximize returns. Coordination with sales and marketing teams is crucial to ensure a successful sales process.

Consultant Coordination

Coordinating with consultants is essential for leveraging their expertise and ensuring that all aspects of the project are addressed. This involves regular meetings, clear communication of project goals and expectations, and collaboration to address any challenges that arise during the project.

Zoning/Permitting

The scheduling process for development projects typically involves several stages, including preliminary studies, planning application reviews, meetings with city officials, public participation, detailed project design, and permit application submission. This structured approach ensures that all necessary steps are taken to comply with regulations and obtain the required approvals.

Developers seeking permits for construction projects must go through a detailed application process. This process includes scheduling calls with municipal offices, submitting plans to the Department of City Planning (DCP) for review, having interdivisional meetings with designated DCP staff, obtaining additional approvals from other city agencies, and using frameworks like 'The Reasonable Worst-Case Development Scenario' to determine the necessary environmental process.

Issue – Zoning and permitting should reflect the goals of the Town, not property development. I suggest that this description should be revised to reflect the need to develop appropriate zoning to

best reflect the Master Planning, Financial Feasibility and Community Outreach results. Or else use a different title. The purpose of this subcommittee is unclear. – L. Miller

The description of zoning/permitting in the attachment was clearly lifted from a CITY and the language needs to be changed to TOWN if we are going to keep it. Not sure how relevant it is as it assumes the zoning for development is in place (it's not and I believe it's our job to bring new zoning forward to town meeting) and the permitting will be handled by the planning board and relevant town committees once we have done our job. If we can move the MEPA process forward with our discussions and get an umbrellas permit in place through our coordination with DCAMM, that would be a goal to shoot for. – P. Lowitt

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