



OLD NORTH BRIDGE

TOWN OF CONCORD

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

MCI Concord Advisory Board Agenda

Monday, October 21, 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/82756314672?pwd=Qy6WelXB1Axy65MbOAclC78ROXJNLi.1>

Meeting ID: 827 5631 4672

Passcode: 203446

Dial In Toll-Free: 833 928 4610

#	Time*	Agenda Item
I.	12:00 PM	Call to Order - Clerk of the Meeting
II.	12:05 PM	Approve Meeting Minutes - September 23, 2024 – Emily Rush, Clerk of the Meeting
III.	12:10 PM	Discuss Feedback from Select Board on first Quarterly Report
IV.	12:20 PM	Discuss Updates from DCAMM Coordination Meeting - DCAMM Public Forum Meeting Questionnaire Results and Timing - Decision on lead of Visioning Process - Timing of Discovery Information
V.	12:30 PM	Update from Town Staff – Megan Zammuto, Deputy Town Manager
VI.	12:40 PM	Discuss Goal Definitions and Clarification of Funds
VII.	12:50 PM	Subcommittee Reports – Finalizing Charters, Workplans, Budgets

		<ul style="list-style-type: none"> - Legal & Government Affairs - Land Use Planning & Strategy - Community Outreach
VIII.	1:25 PM	Public Comment
IX.	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 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
September 23, 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 2nd floor in the Select Board Room and via Zoom at 12:00 PM on September 23, 2024.

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

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

Call to Order

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

Ms. Rush volunteered to be the Clerk of the meeting.

Approve Meeting Minutes

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the September 9, 2024 meeting minutes.

Roll Call Vote:

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

**Discussion with the Urban Land Institute (ULI) regarding
Technical Assistance Panels (TAP)**

Michelle Landers, Executive Director of ULI Boston, appeared before the Board and made a presentation regarding TAP themes, recommendations, and case studies. Ms. Landers also explained the types of panels, ranging from single day programs to weeklong programs.

Ms. Rush noted that in working with DCAMM, would DCAMM be a co-sponsor or a stakeholder of the application.

Ms. Landers responded that they could be either, but would probably recommend as a stakeholder so that there is a clear driver of the process.

Town of Concord
MCI Concord Advisory Board
Minutes
September 23, 2024

Mr. Boynton asked how application stakeholders are defined and further chosen.

Ms. Landers responded that the stakeholders are chosen by the applicant, so the definition is up to them, too.

Ms. Miller noted that the Board does not yet know the environmental conditions of the site and asked if that would be a limitation of the panel.

Larry Spring, Chair of the Boston ULI Real Estate Advisory Council, responded that environmental conditions typically aren't discussed in the single day panels due to not being within the scope.

Ms. Cusker asked about the benefits of a TAP rather than the Town working with traditional consultants.

Ms. Landers responded that the benefits of a panel are that it can inform the work with traditional consultants.

Co-Chair McCurdy asked about the lead time of applications.

Ms. Landers responded that once an application is reviewed and accepted, a panel would typically occur two to three months later.

Megan Zammuto, Deputy Town Manager, noted that this then would likely not occur until Winter 2025.

The Advisory Board agreed to discuss next steps at a later meeting.

Subcommittee Reports

Legal and Government Affairs – Elizabeth Akehurst-Moore, Chair

- Members: Elizabeth Akehurst-Moore, Chair; Mark Howell; Lee Smith
- The Subcommittee will consider how to communicate with local, state, and federal agencies.
- The Subcommittee would like to have open lines of communication with DCAMM.
- The Subcommittee would like to schedule a meeting with MassDOT to discuss Route 2 Rotary and surrounding area transportation plans.
- The Subcommittee will continue to meet at a bi-weekly cadence.

Land Use Planning and Strategy – Peter Lowitt, Chair

- Members: Peter Lowitt, Chair; Scott Bates, Vice Chair; Erin Cusker; Dan Gainsboro; Linda Miller; Emily Rush

Town of Concord
MCI Concord Advisory Board
Minutes
September 23, 2024

- The Subcommittee would like to review DCAMM's RFP for consultants and the timing of its issuance to avoid duplication in work.
- The Subcommittee will consider zoning recommendations for future Town Meetings.
- The Subcommittee will coordinate with the Community Outreach Subcommittee for items such as Form Based Code education.
- The Subcommittee will consider a charter at its next meeting.
- The Subcommittee will continue to meet at a bi-weekly cadence.

Community Outreach – John Boynton, Chair

- Members: John Boynton, Chair; Erin Cusker; Patrick McCurdy; Emily Rush
- Mr. McCurdy is working on a draft scope of work for a community outreach consultant, which would include work such as marketing support through flyers, meeting presentations, and website materials.
- The Subcommittee adopted a charter, which was prepared by Mr. McCurdy.
- Preparing for the League of Women's Voters First Friday event on Friday, November 1, 2024 to discuss MCI Concord updates.
- The Subcommittee will continue to meet at bi-weekly cadence.

Co-Chair McCurdy asked the Subcommittees to work on the following action items in coming weeks:

- Charters
- Work plans
- Budgetary asks

Town Staff Update – Megan Zammuto, Deputy Town Manager

Megan Zammuto, Deputy Town Manager, provided an update to the Board:

- Discussed what does “master planning” really mean, as people seem to use the phrase differently.
 - o Mr. Lowitt noted that to him, master planning includes:
 - Visioning
 - Real estate analysis
 - Concept plan to inform zoning
- Discussed what role the Board and Town want to have in the process
- Discussed that DCAMM is not planning to hire a master planner, but rather their work would inform a developer to perform the master planning themselves.

Ms. Akehurst-Moore noted that it seems like no one wants to take the lead on master planning and that she would like the Board to consider this through consultants.

Ms. Rush asked about the total funding that Town has received from the state for MCI Concord, because different totals are being discussed.

Mr. Howell noted that Chris Carmody, Legislative Aide for the Town has been tasked with following up on confirming the total.

**Town of Concord
MCI Concord Advisory Board
Minutes
September 23, 2024**

Ms. Zammuto also added that the Town must begin preparing a budget for these funds, so currently plans to draft one that totals \$475,000 that will be presented to the Board for their input, and later presented to the Town Manager for approval. Ms. Zammuto continued and noted that the Town is being told that the funds must be spent by the conclusion of the fiscal year.

Mr. Smith asked that the Town clarify if the funds must be spent or committed by the conclusion of the fiscal year.

Governance Matters

Discuss first Quarterly Report to the Select Board

Co-Chair Gainsboro noted that included in the Board's charge is for the Board to perform quarterly reports to the Select Board, and that the Board is wrapping up its first quarter, so the presentation would be made to the Select Board on Monday, October 7, 2024. Co-Chair Gainsboro continued that a draft quarterly report is included in the Board's meeting packet and to provide comments on it to Ms. McAndrew by Wednesday, September 25, 2024.

Citizen Correspondence and Feedback

Shannon McAndrew, Management Specialist, asked how the Board would like to keep track of its citizen correspondence and feedback received. Ms. McAndrew also asked that any Board members that receive correspondence intended for the full Board to forward it to the designated email address: MCIConcordBoard@concordma.gov.

The Board concurred that it would like the correspondence to be posted on their webpage, similar to how the Select Board's correspondence is posted.

Future Schedule of Advisory Board

The Board concurred that once the Subcommittees meet regularly and are settled, the Board would shift to a once per month schedule starting in November 2024.

Public Comment

Theo Kindermans, member of the Zoning Board of Appeals but speaking on behalf of himself, commented regarding timeline concerns for the Board and noted that the Board seems further along than a group that would benefit from a ULI TAP. Mr. Kindermans commented further regarding consultant work to provide the framework for development down the line.

Adjournment

Co-Chair Gainsboro adjourned the meeting at 1:40 PM.

Meeting Materials:

**Town of Concord
MCI Concord Advisory Board
Minutes
September 23, 2024**

[MCI Concord Advisory Board Meeting Recording for September 23, 2024](#)

[MCI Concord Advisory Board Meeting Packet for September 23, 2024](#)

DRAFT

LEGAL & GOVERNMENT AFFAIRS SUBCOMMITTEE

CHARTER

Objective: To serve as the link between the full MCI Advisory Committee and the municipal, state and federal officials/agencies involved in the development of the MCI site. In that role, consolidate the comments of the other subcommittees to create a master scope of work that will be used to inform procurement of outside consultant services by the Town.

Key Responsibilities:

1. Consolidation of subcommittee comments: ~~1-~~ Consolidate the comments of the other subcommittees, and create a scope of work for outside consultant procurement, including, but not limited to planning, zoning, and transportation consultants.

— Authority Identification: identify officials/agencies who are involved in the development of the MCI site (e.g., municipal, state and federal transportation, environmental, and historic preservation regulatory authorities) in order to avoid duplication and/or conflicting efforts when creating a scope of work for outside consultants. In addition, identify sources of funding for consultant work, including State and/or Town funds.

2. ~~2-~~ Communication Establishment: establish efficient communication networks with the appropriate officials/agencies

3. ~~3-~~ Progress Monitoring: keep track of, and inform the full Committee of any pertinent reports, legislation, or other actions taken by the relevant officials/agencies

4. Committee Follow Up: communicate any questions/concerns of the full Committee to the relevant officials/agencies

Timeline:

Ongoing throughout the life of the project, with specific outreach efforts aligned to project phases and milestones.

Recurring deliverables:

- Master Scope of Work
- Periodic reports to the committee

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- Meeting Schedule TBD

MCI Concord Land Use Planning and Strategy Subcommittee Charter – DRAFT 2

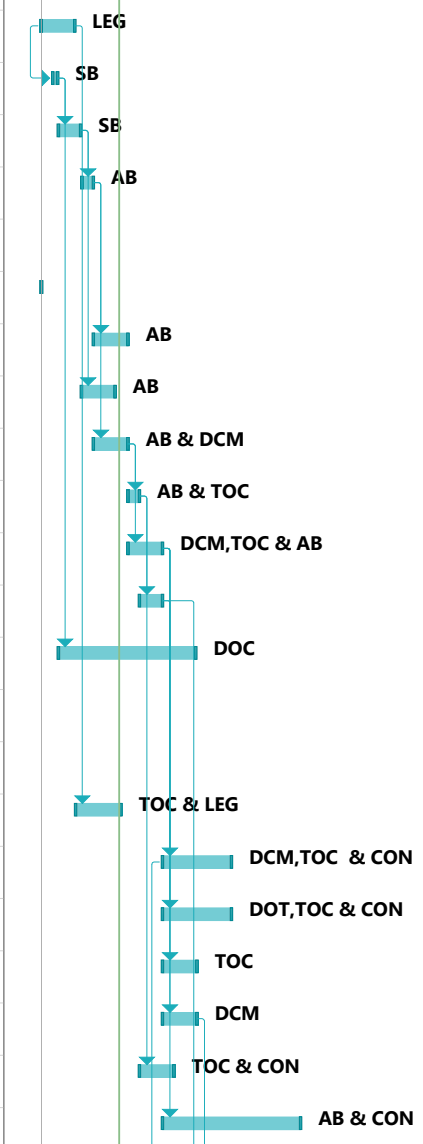
MCI Concord Advisory Board- Land Use Subcommittee Objective

Develop a vision and land use scenarios for the MCI Concord and Junction Village site by incorporating community input and aligning with the Town's sustainability and climate resilience goals, resulting in a clear recommendation for parcel design guidelines, zoning and other land use mechanisms and controls.

Key Responsibilities

1. The committee will take the lead in coordinating with Town staff, boards/committees, the State, and relevant MCI Concord subcommittees and stakeholders. It will actively drive the development and management of RFQs/RFPs for hiring consultants, maintaining leadership of the consultants throughout the entire process of master planning, zoning, and shaping the vision for the parcels.
2. Review/consider existing site constraints, impacts on West Concord Village, and potential future development limitations imposed by the State and/or Town needs, including possible modifications to Route 2.
3. Develop site specifications for incorporation into the DCAMM disposition and RFP process.
4. Work with the Community Outreach Subcommittee to gather and synthesize community input for identifying potential site uses and communicate these findings to the community.
5. Assess the impacts and benefits of different land uses, based on those identified through the community visioning process.
6. Provide regular updates to the MCI-Concord Advisory Board, project team, and town leadership on visioning, strategy, and potential site uses.

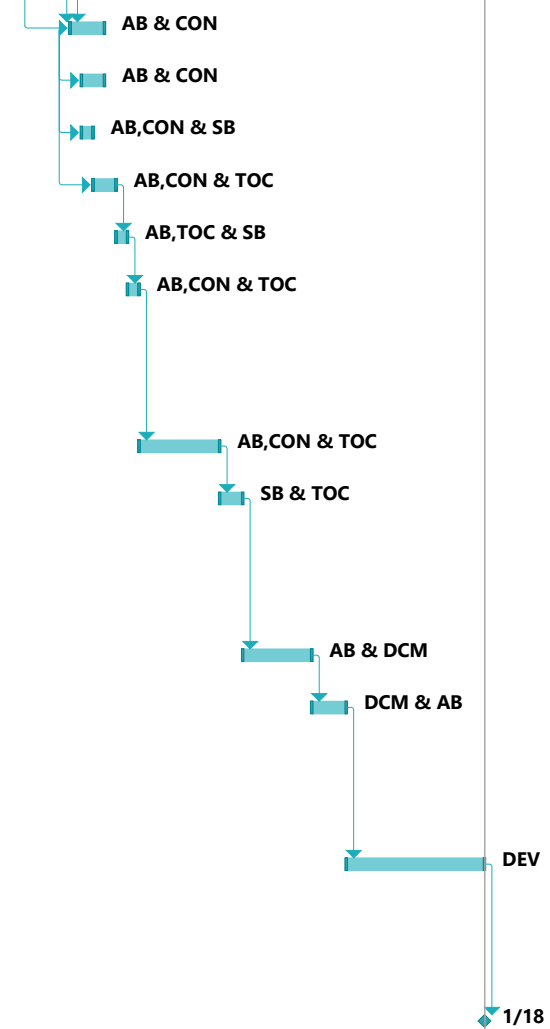
ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	Initiation phase																						
2	Secure project funding	60 days	Mon 4/1/24	Fri 6/21/24		LEG																	
3	Project initiation	10 days	Mon 4/29/24	Fri 5/10/24	2SS+1 mon	SB																	
4	MCI AB Formation & project start up	2 mons	Mon 5/13/24	Fri 7/5/24	3	SB																	
5	Define & populate sub committees	1 mon	Tue 7/9/24	Mon 8/5/24	4FS+1 day	AB																	
6																							
7	Project set up phase	1 day?	Mon 4/1/24	Mon 4/1/24																			
8	Define goals & objectives	3 mons	Tue 8/6/24	Mon 10/28/24	5	AB																	
9	Identify stakeholders	3 mons	Mon 7/8/24	Fri 9/27/24	4	AB																	
10	Define roles & responsibilities	3 mons	Tue 8/6/24	Mon 10/28/24	5	AB & DCM																	
11	Identify & develop SOW for AB led consultants	1 mon	Tue 10/29/24	Mon 11/25/24	10	AB & TOC																	
12	Identify & develop SOW & RFP for DCM led consultant	3 mons	Tue 10/29/24	Mon 1/20/25	10	DCM, TOC & AB																	
13	Select AB led consulting team	2 mons	Tue 11/26/24	Mon 1/20/25	11																		
14	Decommission MCI	12 mons	Mon 5/13/24	Fri 4/11/25	3	DOC																	
15																							
16	Discovery & Community engagement phase																						
17	Secure state funds	4 mons	Mon 6/24/24	Fri 10/11/24	2	TOC & LEG																	
18	Data collection & Analysis	6 mons	Tue 1/21/25	Mon 7/7/25	12	DCM, TOC & CON																	
19	Determine preferred plan for rotary	6 mons	Tue 1/21/25	Mon 7/7/25	12	DOT, TOC & CON																	
20	Identify municipal needs	3 mons	Tue 1/21/25	Mon 4/14/25	12	TOC																	
21	Survey existing conditions (includes 21E PH1)	3 mons	Tue 1/21/25	Mon 4/14/25	12	DCM																	
22	Assess WWTP & future plan (Weston & Sampson)	3 mons	Tue 11/26/24	Mon 2/17/25	11	TOC & CON																	
23	Engage community to define preferred uses	12 mons	Tue 1/21/25	Mon 12/22/25	13	AB & CON																	



Project: Preliminary Timeline 10
Date: Tue 10/8/24

Task		Inactive Task		Manual Summary Rollup		External Milestone	
Split		Inactive Milestone		Manual Summary		Deadline	
Milestone		Inactive Summary		Start-only		Progress	
Summary		Manual Task		Finish-only		Manual Progress	
Project Summary		Duration-only		External Tasks			

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
24																						
25	Visioning phase																					
26	Visioning/ Master planning (buildout scenarios)	3 mons	Tue 4/15/25	Mon 7/7/25	18SS+30 days,21	AB & CON																
27	Perform economic analysis of build out scenarios	2 mons	Tue 5/13/25	Mon 7/7/25	26SS+20 days	AB & CON																
28	Perform SWOT analysis of build out scenarios	1 mon	Tue 5/13/25	Mon 6/9/25	26SS+20 days	AB,CON & SB																
29	Review alternative build out scenarios w public	2 mons	Tue 6/10/25	Mon 8/4/25	26SS+2 mons	AB,CON & TOC																
30	Select preferred buildout scenario(s)	1 mon	Tue 8/5/25	Mon 9/1/25	29	AB,TOC & SB																
31	Consider various disposition options for property	1 mon	Tue 9/2/25	Mon 9/29/25	30	AB,CON & TOC																
32																						
33	Zoning phase																					
34	Develop proposed zoning & land use restrictions	7 mons	Tue 9/30/25	Mon 4/13/26	31	AB,CON & TOC																
35	Secure TM & voter approval on proposed zoning	2 mons	Tue 4/14/26	Mon 6/8/26	34	SB & TOC																
36																						
37	Developer selection phase																					
38	Develop property disposition RFP & selection criteria	6 mons	Tue 6/9/26	Mon 11/23/26	35	AB & DCM																
39	Select developer & negotiate land disposition agreem	3 mons	Tue 11/24/26	Mon 2/15/27	38	DCM & AB																
40																						
41	Permitting & approvals Phase																					
42	Secure Permit & Approvals	12 mons	Tue 2/16/27	Mon 1/17/28	39	DEV																
43																						
44	Construction Phase																					
45	Mobilization and begin demolition & construction	0 days	Tue 1/18/28	Tue 1/18/28	42	DEV & CM																



Project: Preliminary Timeline 10
Date: Tue 10/8/24

Task		Inactive Task		Manual Summary Rollup		External Milestone	
Split		Inactive Milestone		Manual Summary		Deadline	
Milestone		Inactive Summary		Start-only		Progress	
Summary		Manual Task		Finish-only		Manual Progress	
Project Summary		Duration-only		External Tasks			