



OLD NORTH BRIDGE

# TOWN OF CONCORD

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

## **MCI Concord Advisory Board Agenda With Project Consultants – Agency Landscape + Planning**

Thursday, April 3, 2025 at 12:00 PM  
Town House, 22 Monument Square  
Public Hearing 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/84188567671?pwd=Wjo5nULfhe8nII8ABTbZB9VzK4Ca15.1>

Meeting ID: 841 8856 7671  
Passcode: 419248  
Dial In Toll-Free: 833 928 4608

#	Time*	Agenda Item
I.	12:00 PM	Call to Order  - Clerk of the Meeting
II.	12:00 PM	Approve Meeting Minutes  - March 24, 2025 – Patrick McCurdy, Clerk of the Meeting
III.	12:05 PM	Hellos, Revisit Schedule and Engagement
IV.	12:15 PM	Review a Summary of the Analysis To-Date:  1. Community and Culture 2. Buildings and Structures 3. Environment and Open Space 4. Transportation and Access 5. Energy and Infrastructure 6. Economics and Feasibility
V.	12:50 PM	Review Emerging Themes and Introduce the Workshop on Emerging Themes

VI.	1:10 PM	Reconvene and Discuss Individual Visions for the Site
VII.	1:45 PM	General Public Comment
VIII.	1:50 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  
March 24, 2025**

Pursuant to notice duly filed with the Town Clerk, the MCI Concord Advisory Board convened in a meeting both in-person at the Town House, Select Board Room, 22 Monument Square and via Zoom at 12:00 PM on March 24, 2025.

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

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

**Call to Order**

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

Mr. McCurdy was assigned as Clerk of the meeting.

**Approve Meeting Minutes**

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the February 25, 2025 meeting minutes.

**Roll Call Vote:**

Elizabeth Akehurst-Moore – Aye  
John Boynton – Aye  
Erin Cusker – Aye  
Dan Gainsboro – Aye  
Mark Howell – Aye  
Peter Lowitt – Aye  
Patrick McCurdy – Aye  
Linda Miller – Aye  
Emily Rush – Aye  
Lee Smith – Not yet present

**Debrief DCAMM Coordination Meeting**

Co-Chair Gainsboro debriefed the last DCAMM Coordination Meeting on February 28, 2025, with discussions continuing regarding the wastewater treatment plant offer. There is an agreement for the Town's wastewater consultants to get access to the site under review currently with Town Counsel.

Paul Lillehaugen, Senior Project Manager at DCAMM, noted that in addition to the DCAMM Coordination Meetings moving forward, there will be a quarterly call with DCAMM, Town representatives, and MassDOT to discuss Route 2 rotary project updates in parallel with the future redevelopment of the MCI Concord site.

**Town of Concord  
MCI Concord Advisory Board  
Minutes**

**March 24, 2025**

**Town Staff Update – Megan Zammuto, Deputy Town Manager**

Megan Zammuto, Deputy Town Manager, provided updates on:

- Funding
  - o The Town is facing a hiccup in accessing the second Fiscal Year 2025 Earmark from the State in the amount of \$250,000. The State Office of Economic Development has let the Town know that they would like the Town to spend the first Fiscal Year 2025 Earmark in the amount of \$475,000 before being able to access the second earmark. This is a concern, as the Advisory Board had already provided budgets to the Select Board and Office of Economic Development to be able to use these earmarks in tandem for consulting work with Agency Landscape + Planning and for consulting work with Weston and Sampson on the wastewater treatment plant.
  - o Ms. Zammuto noted that she is working with Elizabeth Akehurst-Moore as Legal and Government Affairs Subcommittee Chair on outreach to the Town's legislative delegation, including Representatives Cataldo and Gentile, on advocacy to the State on releasing the second earmark. The Advisory Board has also previously discussed the concept of a PAC (Previously Appropriated Consolidation), which may have been premature in the fall, but now that the timeline is extremely condensed to utilize the full funding of both earmarks, this may be possible and will be pursued with the legislative delegation.
  - o The Advisory Board discussed work that will be outstanding in Fiscal Year 2026, including zoning recommendations with Agency Landscape + Planning (quoted at \$100,000), continued work on the wastewater treatment plant, and potentially additional community engagement work.
  - o Ms. Akehurst-Moore noted that in a conversation had with Representative Cataldo, it may be a little too late to push for an earmark for Fiscal Year 2026, but the Advisory Board concurred that in collaboration with Town staff and the legislative delegation that they would like to push for an earmark request of \$250,000.
  - o Ms. Akehurst-Moore, as Chair of the Legal and Government Affairs Subcommittee, was also tasked with revisiting the budget that the Advisory Board submitted to the Select Board and Office of Economic Development for potential revisions if the second earmark cannot be released.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to recommend that the Town request an earmark for Fiscal Year 2026 in the amount of \$250,000 and that the Town request a PAC for funds unspent from the Fiscal Year 2025 earmarks to be carried forward into Fiscal Year 2026.

**Roll Call Vote:**

Elizabeth Akehurst-Moore – Aye  
John Boynton – Aye  
Erin Cusker – Aye  
Dan Gainsboro – Aye

**Town of Concord**  
**MCI Concord Advisory Board**  
**Minutes**  
**March 24, 2025**

Mark Howell – Aye  
Peter Lowitt – Aye  
Patrick McCurdy – Aye  
Linda Miller – Aye  
Emily Rush – Aye  
Lee Smith – Aye

- Project Logistics and Timeline with Agency Landscape + Planning
  - o An updated project timeline from Agency Landscape + Planning was distributed. Highlights were:
    - Scheduling of future Advisory Board meetings – keep the meetings on Mondays and extend the length of the meetings to meet Agency’s workshop timeframes.
    - Scheduling of future Community Outreach Subcommittee meetings – first Friday of each month at Noon via Zoom.
    - Scheduling of future community engagement workshops:
      - Visioning Workshops
        - o Two times (not yet finalized) on Wednesday, April 28, 2025
      - Scenarios Workshops
        - o Two times (not yet finalized) on Wednesday, May 26, 2025
  - o At the next Advisory Board meeting on Thursday, April 3, 2025, Agency Landscape + Planning team will be providing their initial findings and analyses from the Discover Phase of their scope of work.

**Adjournment**

Co-Chair Gainsboro adjourned the meeting at 1:36 PM.

**Meeting Materials:**

[MCI Concord Advisory Board Meeting Packet for March 24, 2025](#)

[MCI Concord Advisory Board Meeting Recording for March 24, 2025](#)

# MCI Concord



April 3, 2025  
**Advisory Board Presentation**

**Agency Landscape + Planning**

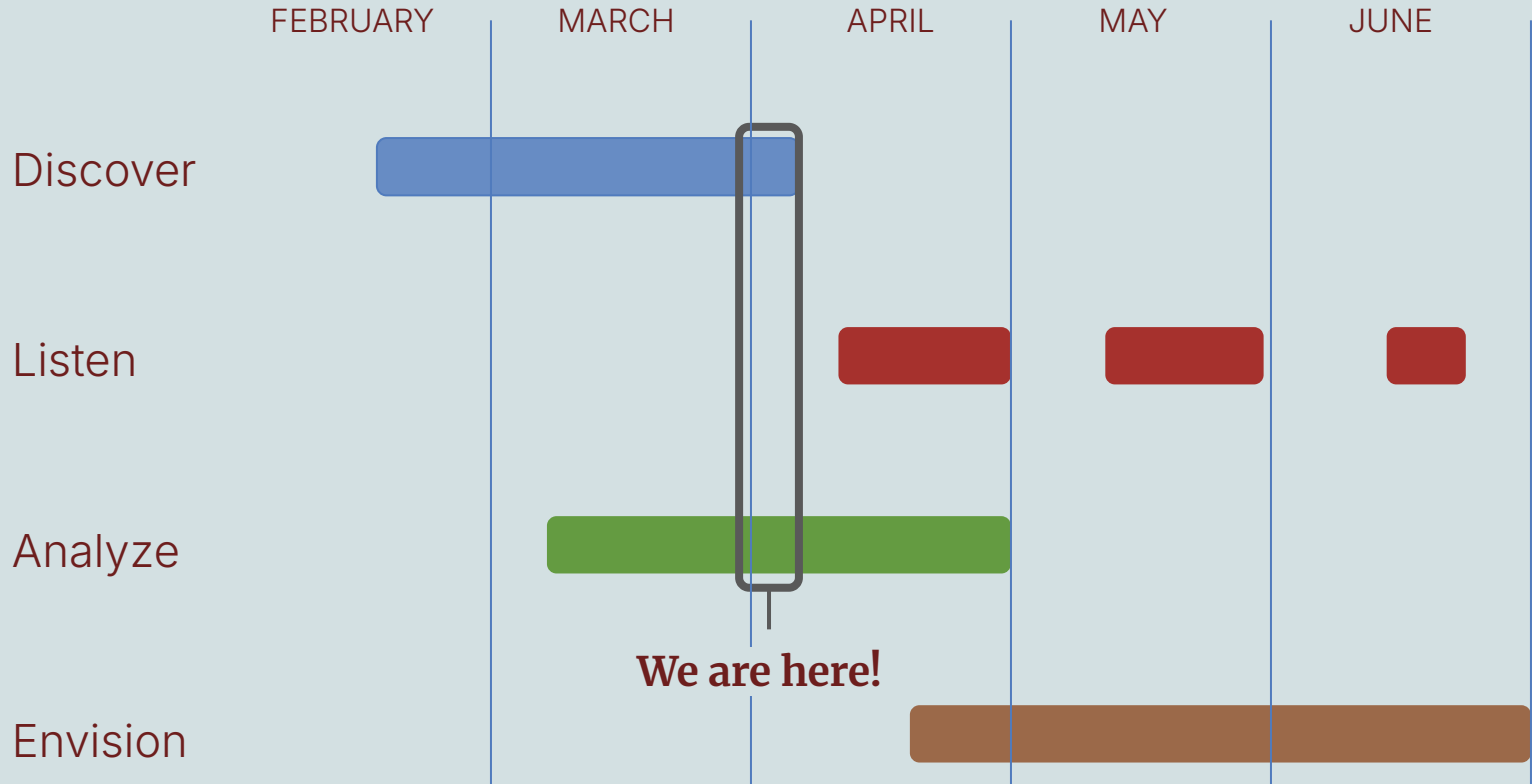
*With:*  
Buro Happold, Nitsch Engineering, Merge Architects,  
Designing Justice + Designing Spaces, Landwise Advisors,  
U3 Advisors

## Agenda

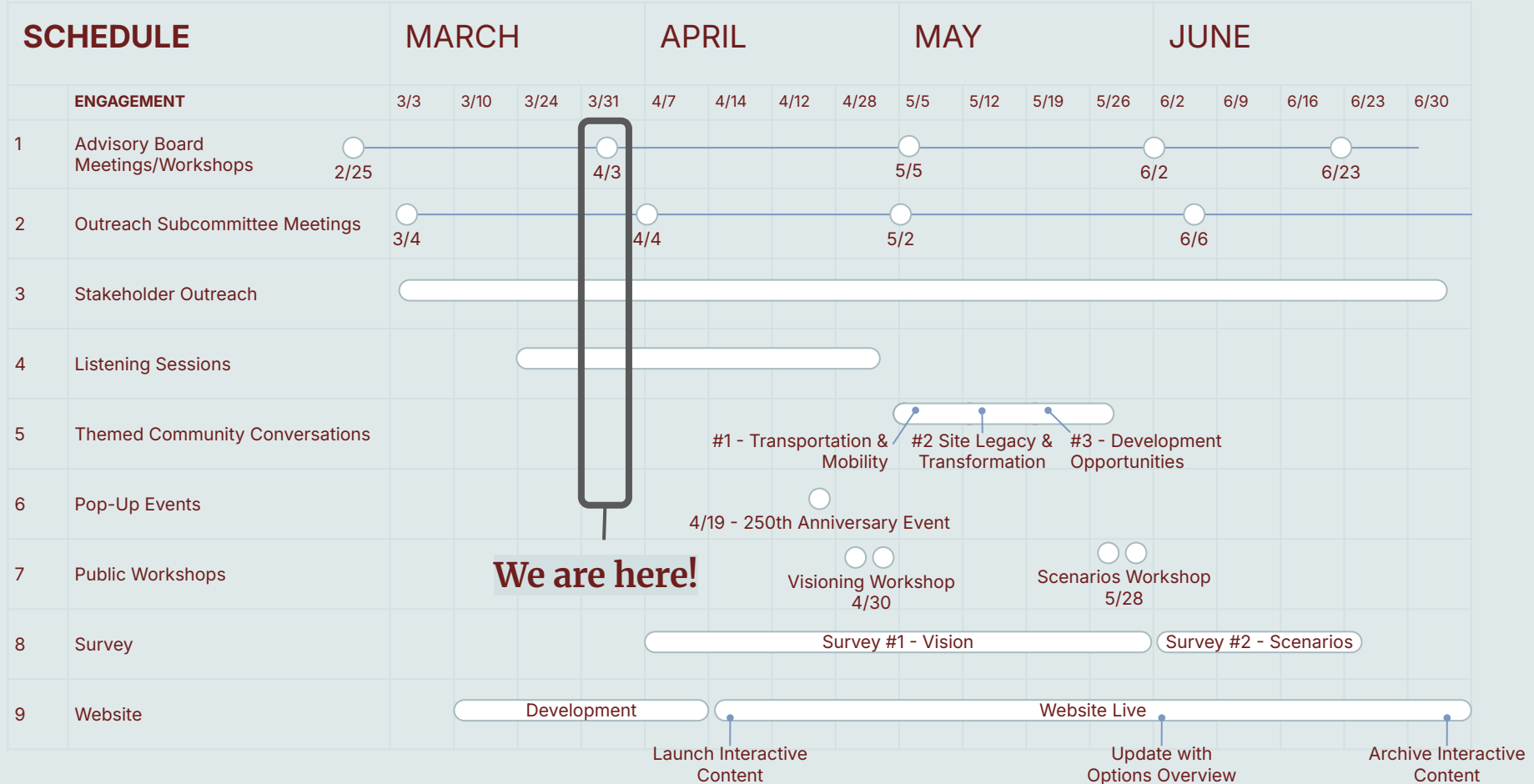
- |         |                     |
|---------|---------------------|
| 12pm    | Hello!              |
| 12:15pm | Summary of analysis |
| 12:50pm | Emerging themes     |
| 1:10pm  | Workshop            |
| 1:45pm  | Next steps          |

Hello!

# Project Schedule

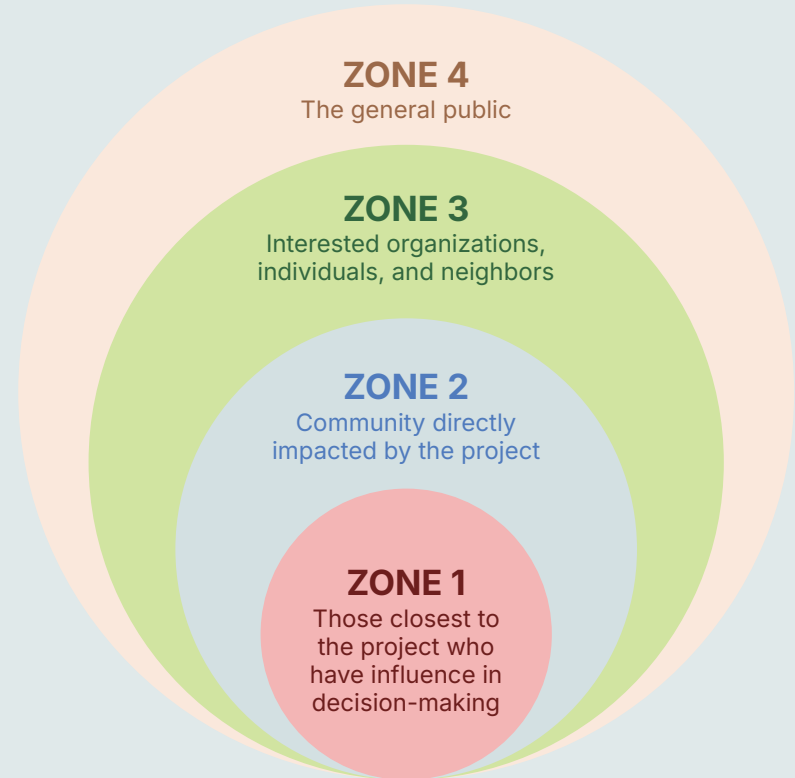


# Engagement Strategy



# Zones of Engagement

Defining 'zones of engagement' helps us identify who to engage with, develop appropriate tools for each zone, and uplift transparency in the engagement process.



# Website



## About the Project

MCI-Concord, established in 1878, was Massachusetts' oldest men's correctional facility until its closure on June 30, 2024, under the Healey-Driscoll Administration. The decision to close the facility was due to a decline in the number of incarcerated people, as well as the challenges of maintaining its aging buildings and infrastructure.

## Get Involved

There are several ways to participate in the Reimagine MCI Concord Project. You can subscribe to the newsletter for updates, share ideas and feedback on the online community board, or attend one of the in-person events listed below.



## Upcoming Events

### Pop up at Concord's 250th Anniversary

Stop by our pop-up booth to share your ideas for the MCI Concord Site.

10AM - 3PM | April 19, 2025 | Concord MA

### Community Conversation | Site Legacy and Transformation

Join us for a in-depth community conversation on respecting the site's legacy while shaping its future.

6PM | May 12, 2025 | Concord, MA

### Community Visioning Workshop #1

Join us to learn about the first phase of analysis and help set priorities for the

### Community Conversation | Development Opportunities

Join us for an in-depth community



3/31/25

## Share your vision...

As this site transforms, we invite you to share your vision for its future. How can this space serve the community in new and meaningful ways? We want to hear from you!

[Read More](#)

## Newsletter Sign Up

Hello!

# Today's Objectives

- Review and refine the team's preliminary analysis of the MCI Concord site.
- Identify what is foundational about the site and its surroundings versus what can and should be tested in scenarios.
- Understand Advisory Board goals/vision for the site's identity to inform the assembly of scenarios.

**The analysis is structured through six topic areas.**

In each topic, we will begin with one overarching takeaway.

At the end of each topic we will share a list of what is "fixed" and foundational, and a list of what tensions we want to explore with the scenarios.

Analysis

# Analysis Topics



Buildings +  
Structures



Environment +  
Open Space

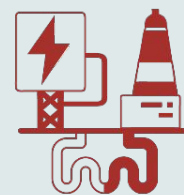


Transportation + Access

**Community +  
Culture**



Economics +  
Feasibility



Energy +  
Infrastructure



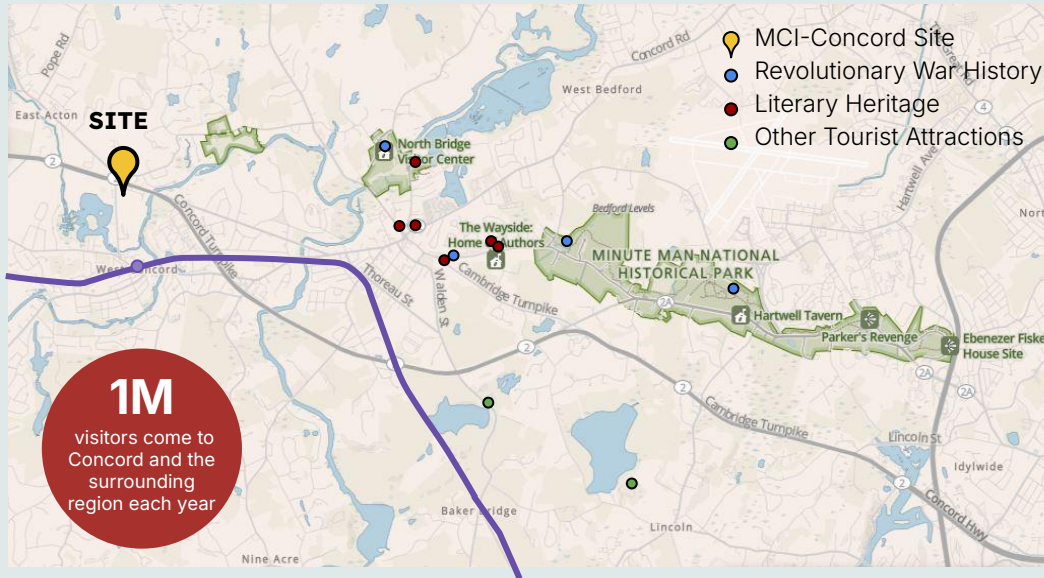
Community + Culture

# Community + Culture

Concord, **known for its rich history and progressive roots**, is experiencing demographic shifts and growing pressure on housing affordability. In response, the town is **working to balance growth while preserving its character.**

# A historic community with progressive ideas

Concord, rich in history and deeply connected to social justice movements, is a popular New England tourist destination.



The Concord Female Anti-Slavery Society

Transcendentalism & Social Reform



The Underground Railroad

# Meanwhile, Concord's community is changing...

The people who live, work and go to school in Concord today are much different than they were in 2010.

**\$212,315**  
Median household  
income

Compared to **\$126,779** in  
Middlesex County

**75%**  
Family  
households

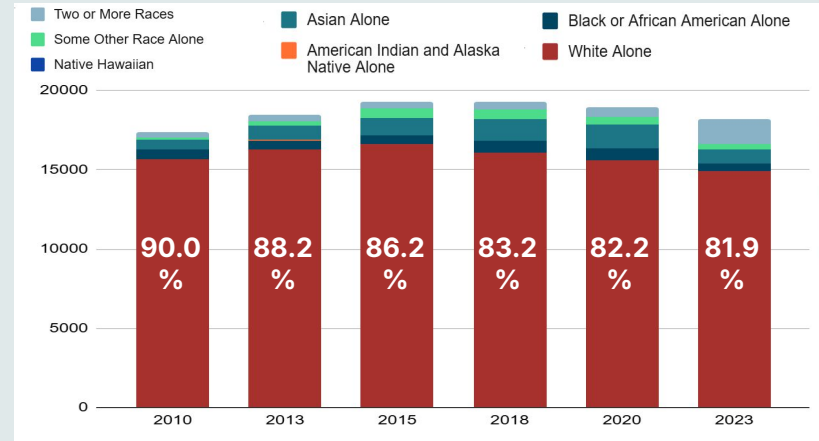
Compared to **63%** in  
Middlesex County

**+21%**  
Pop under  
18 yrs

**+24%**  
Pop 65 and  
over

**+91%** People of color  
population

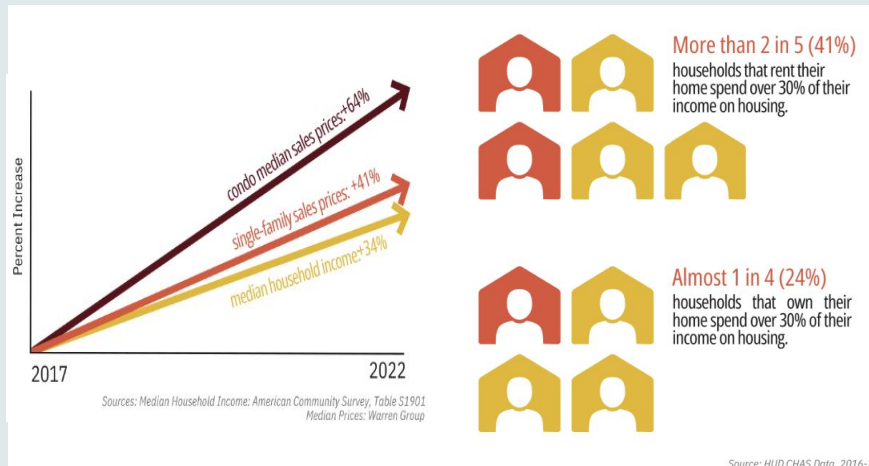
**+42%** Foreign-born  
population



# Facing pressures on housing and affordability..

Concord is increasingly expensive for renters and for people who want to own a house, with housing stock primarily focused on single-family homes.

## Housing Burden



## Housing Stock



**~5,000**  
Single family  
units



**~1,000**  
Multi-family  
units

# While balancing its growth...

Concord is balancing its growth by increasing housing diversity while preserving tradition and leveraging arts and culture.

What we're hearing from Concord's **Housing Production Plan**...

## Housing Goals

- **Immediate & Long-term Affordability**  
Achieve and Maintain Chapter 40B
- **Healthy Aging**  
Expand intergenerational housing targeted at the 65+ demographic
- **Rental and Ownership Variety**  
Particularly near transit stations and village centers
- **Stabilizing Housing**  
Provide services for Concord's most vulnerable residents
- **Smaller Homes**  
Preserve existing homes and construct new smaller homes
- **Outreach and Education**  
About the need for affordable housing, family units, and group homes



West Concord Junction Cultural District Action Plan

# What variables are in play?

## What is foundational about the site and the scenarios?

- Concord and the surrounding region welcomes over a million visitors each year
- Concord has a rich cultural and literary history, along with a legacy of social justice movements
- The community is diversifying and facing growing pressures on housing and affordability

## What considerations, or “toggles” will the scenarios explore?

- The site’s and the Town’s future audiences and communities.
- The site’s relationship to its layered history.
- West Concord's arts and cultural resources.
- Growth and affordability goals.

A stylized illustration of buildings and structures in shades of red and white. On the left is a tall, rectangular building with a grid of nine windows. To its right is a smaller building with a gabled roof and a portico. Further right is a larger, two-story building with a gabled roof, two chimneys, and several windows. The entire scene is set against a dark red background.

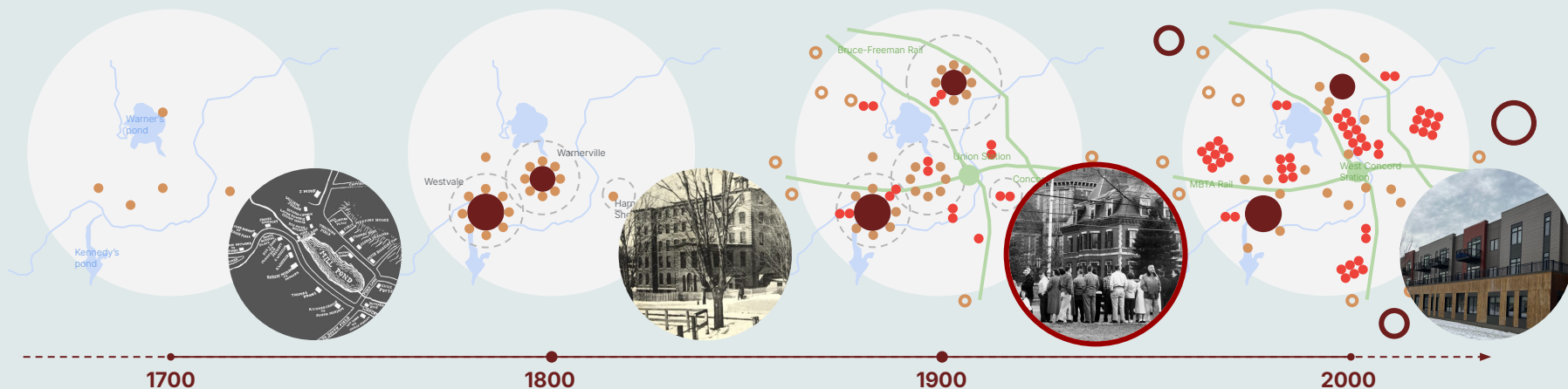
# Buildings + Structures

# Buildings + Structures

**West Concord's housing patterns have evolved with changing industries**, with the 1878 reformatory driving growth through the use of incarcerated labor; today, some site structures might be considered for reuse, some should be demolished.

# Housing evolved with changing industries.

West Concord's housing patterns and typologies have evolved alongside its shift from agricultural town, to industrial village, to today's built environment.



- Agricultural Town
- Early Settlement

- Emergence of Factories
- **Single Family Homes** and **Workers Cottages**

- Promotion of Automobile; formation of West Concord
- **Formation of Prison Village (Reformatory)**

- Town Residents Work Outside
- Growth of **Multi Family Housing**

# Prison's ties to development

Establishment of the reformatory in 1878 contributed to West Concord's economic growth at the cost of incarcerated individuals.



**1873** MA budgeted \$1 million for a new prison. Concord **petitioned for the prison to bring employment.**

**1878** The opening. Many **men worked in shops within the prison or the piggery.** Some were held in solitary in the basement. The first prisoner was buried at the Concord Reformatory Cemetery.



**Late 19th century** the Concord prison became a **Reformatory** where the incarcerated learned marketable skills. The prison helped make West Concord a well-populated place and **worker housing was built near the site**

**1882** Following a **rebellion**, 75 men were "fed on bread and water"

**1959** The State Police Riot Squad stopped a **mass escape attempt**

**1961-1963** The Concord Prison Experiment, run by a Harvard University team, **dosed prisoners with a psychedelic drug** to see if the exposure would reduce recidivism

**1972** State police quelled an **uprising** after 14 escaped

**2024** The Commonwealth's DOC announced the planned **closure** of MCI-Concord

In the 1990s, a new prison was built roughly every 15 days nationally, with facilities becoming a source of jobs.

# Balancing memory, cost, and sustainability.

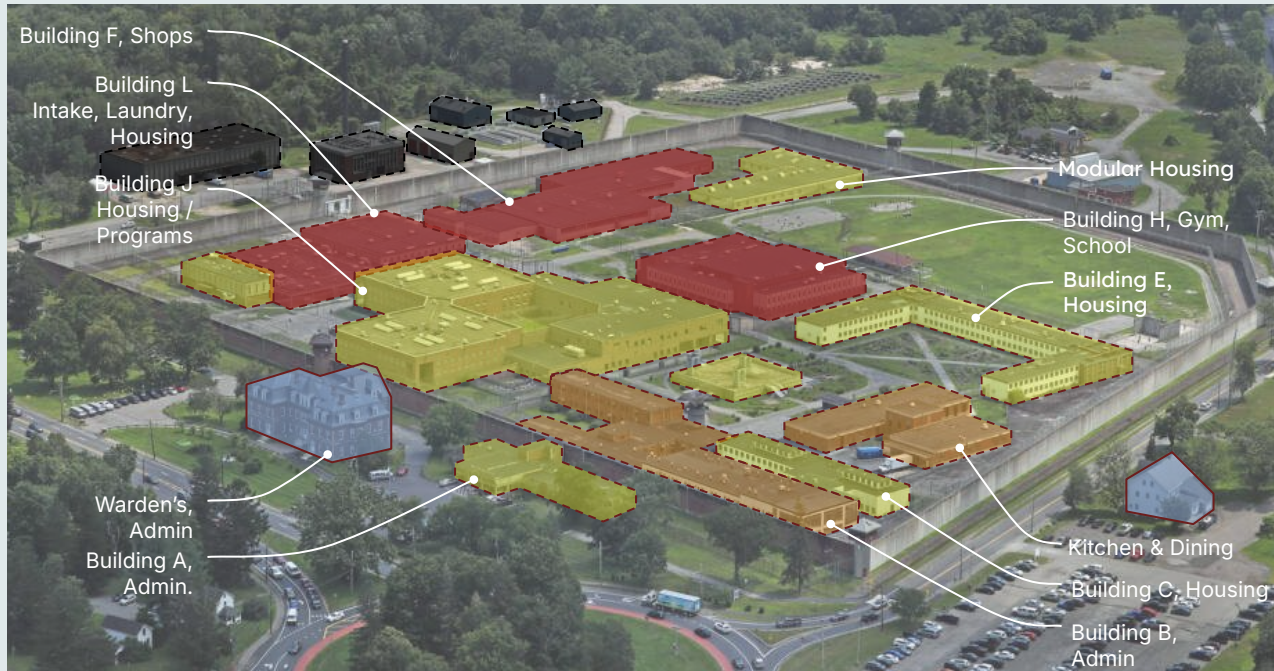
Narrow structures could be reimagined as housing, while commercial programs could utilize deeper plans.

**Administrative buildings** due to their narrow floor plates and large windows may have **potential for reuse as housing**

**General purpose buildings** (shops, school) may have **reuse potential for commercial programs** that can utilize deep plans.

**Cell blocks** pose the **greatest challenge to reuse**, with cellular structures and systems, fractured floor plates and levels, and small windows.

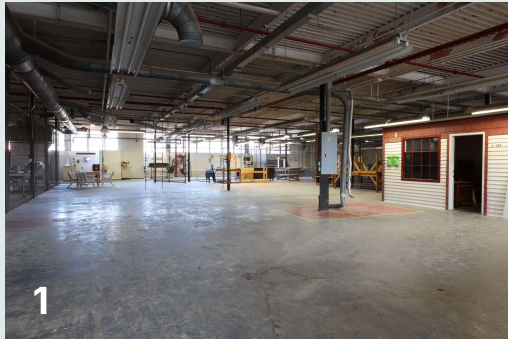
**All buildings** due to their age will pose significant challenges to rehab. Primarily meeting **contemporary energy code**.



- Historic structures (MA state list)
- Reuse potential
- Some reuse potential
- Low reuse potential
- Facilities, service to remain

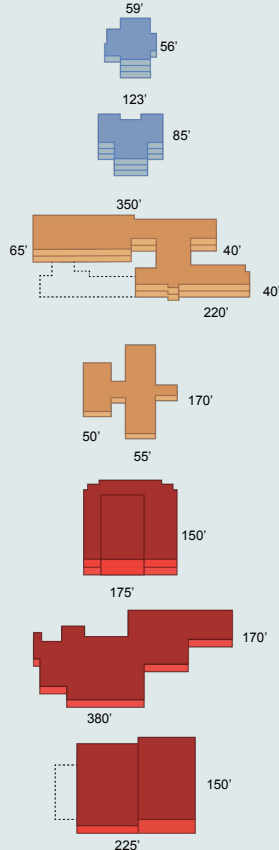
# Balancing memory, cost, and sustainability.

Narrow structures could be reimagined as housing, while commercial programs could utilize deeper plans.



1. Building F, Shops
2. Building L, Intake
3. Building B, Admin
4. Building H, Gym & library

# Different floor plates present varied reuse challenges.



## White Row House

- 2.5 stories
- 6,300 sf

## Warden's House / Admin.

- 3 stories
- 28,960 sf

## Building B, Admin. (1966)

- 2 stories
- 20,800 sf

## Building D, Kitchen & Dining (1960)

- 1 story
- 14,900 sf

## Building H, Gym, School (1974)

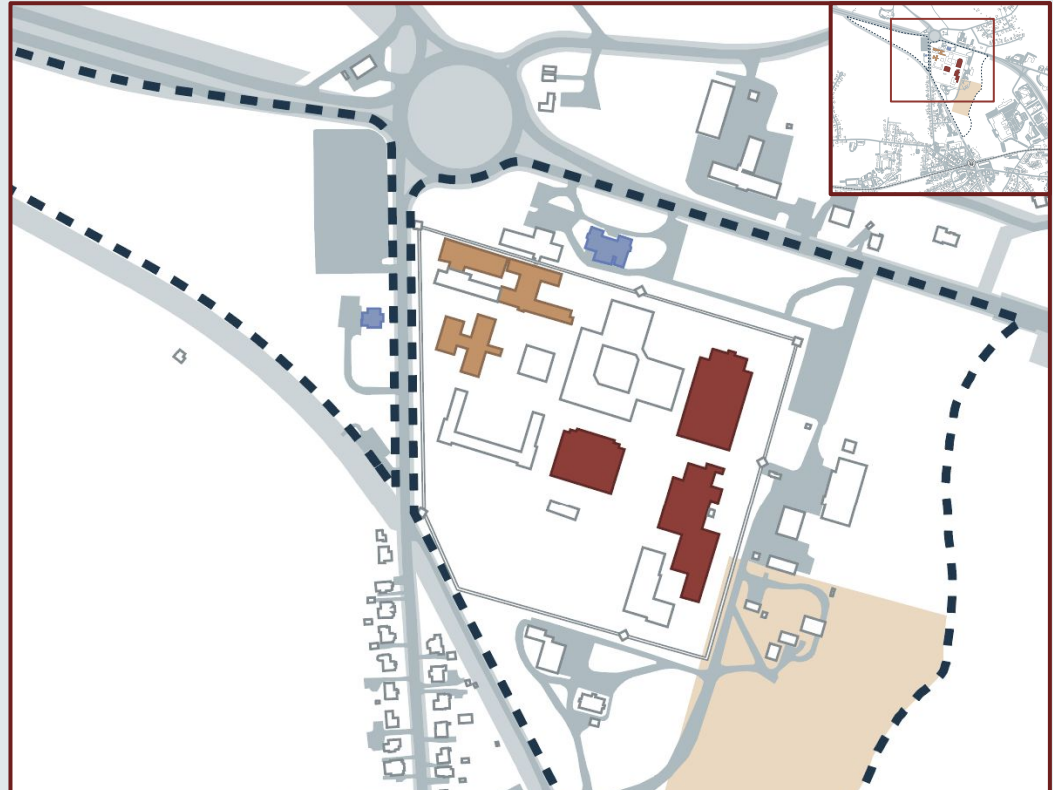
- 2 stories
- 64,000 sf

## Building F, Shops (1959)

- 1 story
- 28,600 sf

## Building L, Intake, Laundry (1966)

- 1 story
- 40,800 sf



# What variables are in play?

## What is foundational about the site and the scenarios?

- Historic buildings on site should be considered for protection. (They are currently listed as State cultural resources, not nationally listed).
- Salvage of materials can positively impact the embodied carbon of new work but building reuse will be costly.

## What considerations, or “toggles” will the scenarios explore?

- Selective reuse versus building new.
- What programs could be housed in existing structures with reuse potential?
- Upfront versus life cycle costs of adaptive reuse.

A stylized illustration of a park environment. It features a house with a person standing in front of it, two trees, a pond with a bird perched on the edge, and a path leading towards a building. The entire scene is rendered in a monochromatic, muted red color scheme.

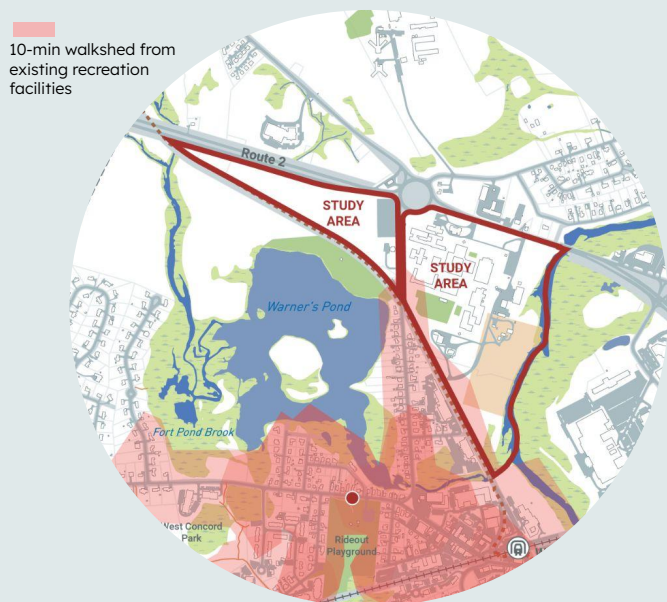
# Environment + Open Space

# Environment + Open Space

Concord has a **robust network of open spaces, trails, and high quality recreational amenities**. There are opportunities for this site to **expand the network, enhance the quality of experiences** for a variety of audiences, **and protect vital habitats and waterways**.

# Concord has identified recreation needs.

Concord has gaps in recreation amenities and identified unmet need from residents that the site could help address.



According to Concord Recreation Facilities Strategic Plan(2024), Concord is...

## Excelling



- Tennis Court
- Baseball Field
- Softball Field
- Multipurpose Field
- Swimming pool

## Meeting Current Needs



- Pickleball Court
- Senior Center

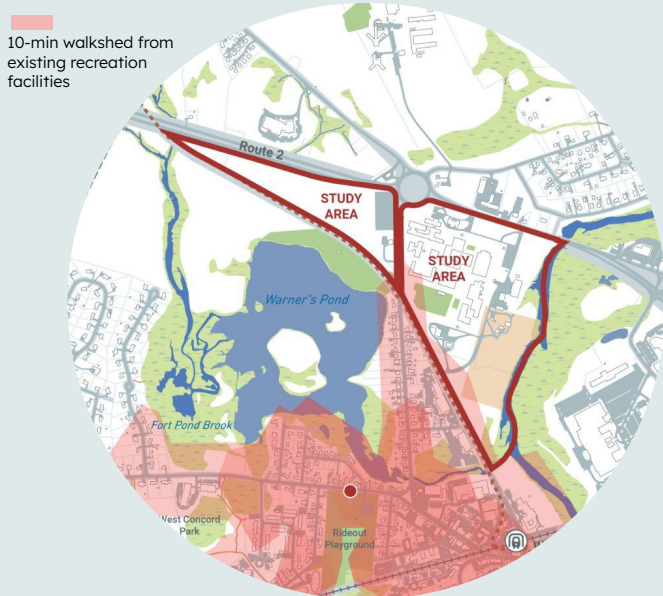
## Identifying Gaps



- Playground
- Tot Lot
- Basketball Court
- Dog Park
- Recreation Center
- Nature Center
- Aquatic Center
- Teen Center
- Indoor Ice Rink

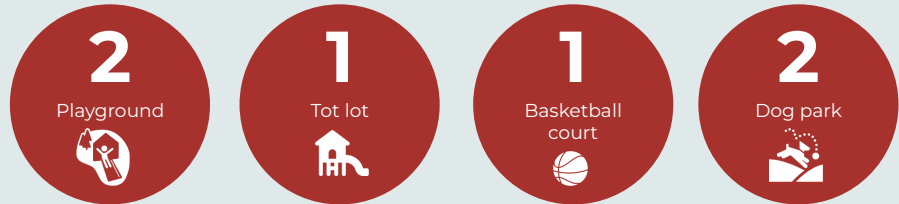
# Concord has identified recreation needs.

Concord has gaps in recreation amenities and identified unmet need from residents that the site could help address.



According to Concord Recreation Facilities Strategic Plan(2024), to meet recreation needs Concord must build...

## Outdoor Facilities

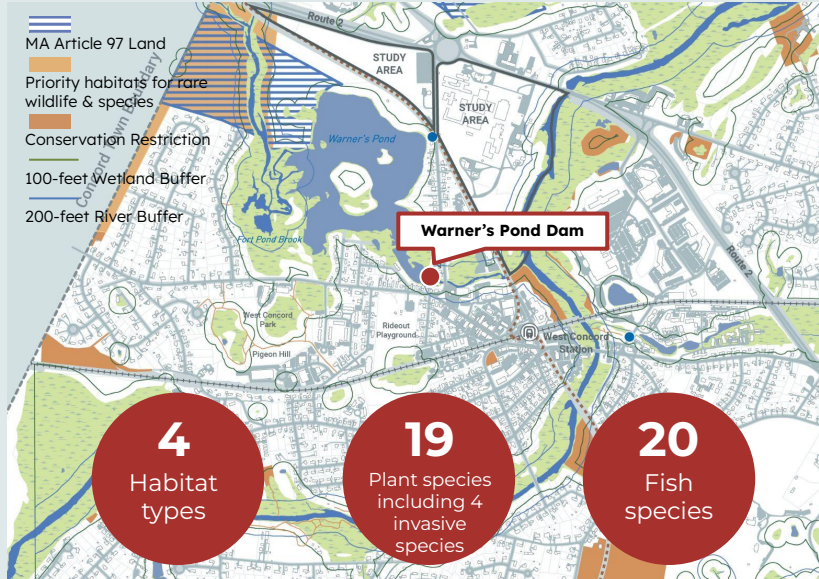


## Indoor Facilities



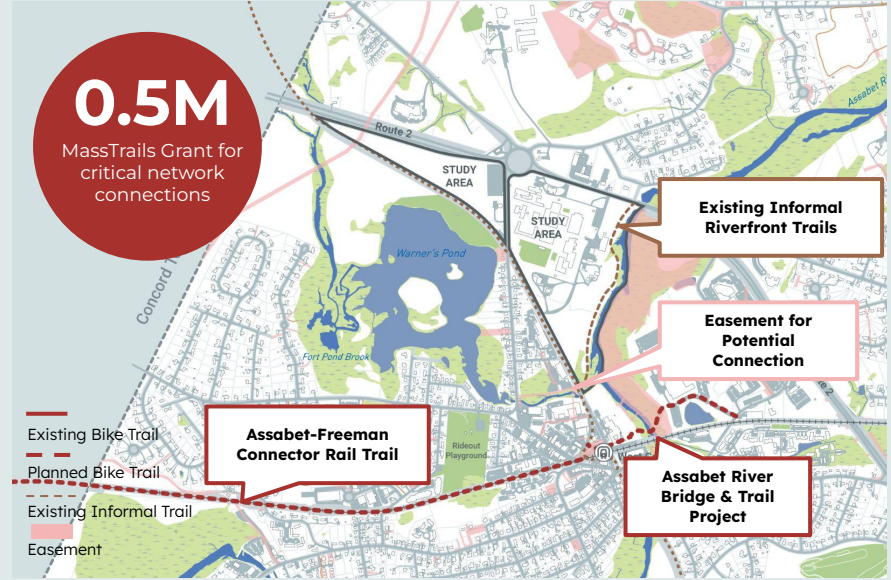
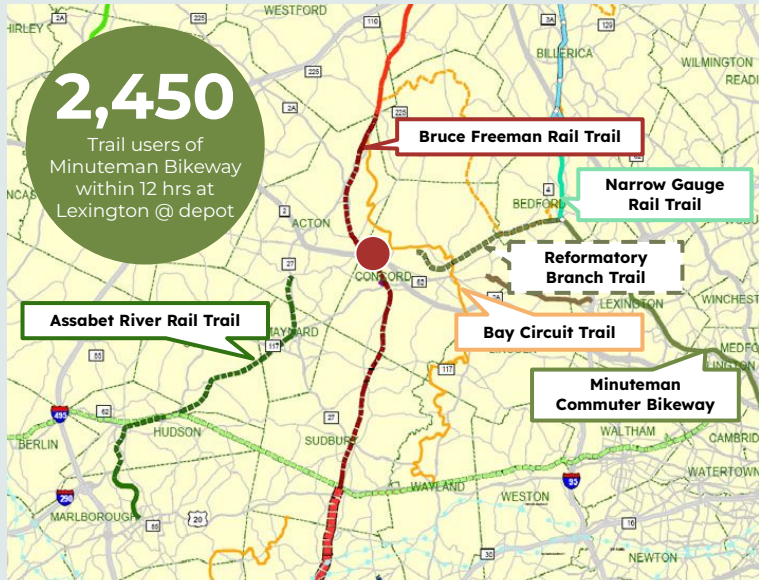
# Existing natural habitats need restoration.

The confluence of Warner's Pond and the Assabet River—a well-loved community resource—is experiencing declining water quality, impacting habitat health, wildlife, recreation, and stewardship efforts.



# Onsite trails can connect into a regional network.

The Bruce Freeman Rail Trail is a key link in a highly active regional network, while the site has the potential to integrate informal trails and attract funding.



# What variables are in play?

## What is foundational about the site and the scenarios?

- The cemetery is staying in place.
- The Warner's Pond and the Assabet River present unique opportunities for habitat restoration and recreation access.
- Regulatory guidelines around wetland and riverbank protection buffers.

## What considerations, or "toggles" will the scenarios explore?

- Level of open space and recreation investment.
- Impacts of Warner's Pond planning effort.
- Relationship to surrounding agricultural land.
- How to commemorate the cemetery "Naming the Unnamed".



# Transportation + Access

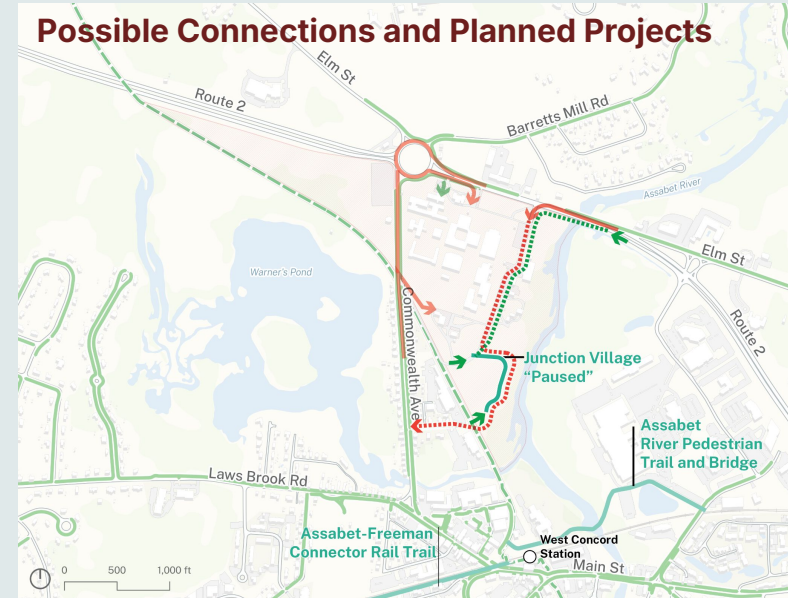
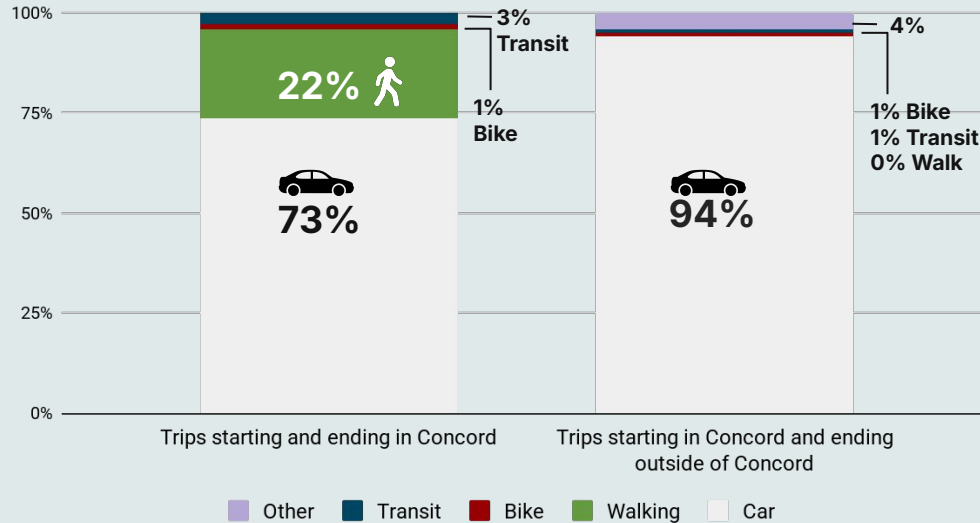
# Transportation + Access

The **development of the site can leverage the substantial existing infrastructure and capitalize on numerous opportunities.** By enhancing connections, minimizing traffic impacts, and promoting active transportation, it can build on the Town of Concord's ongoing efforts and align with planned mobility projects in the area.

# More connections for healthier travel.

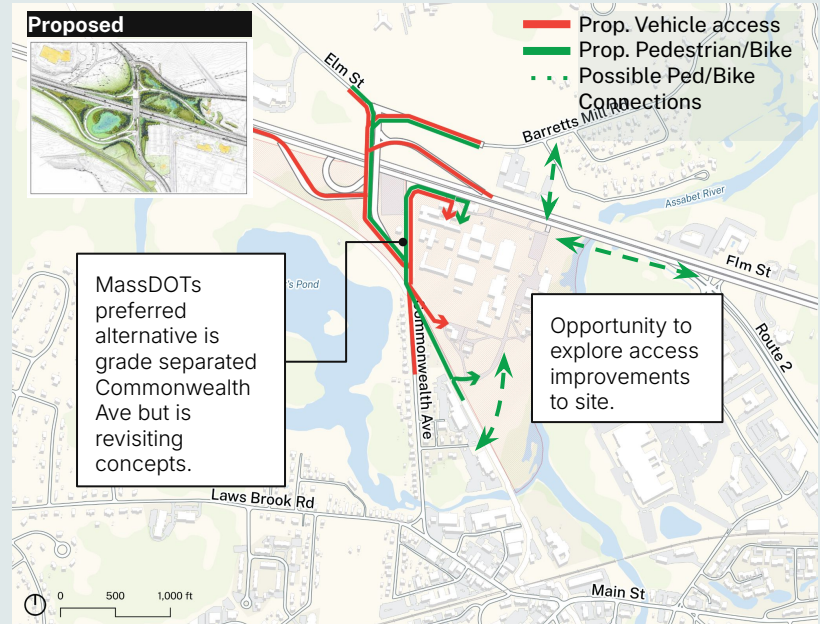
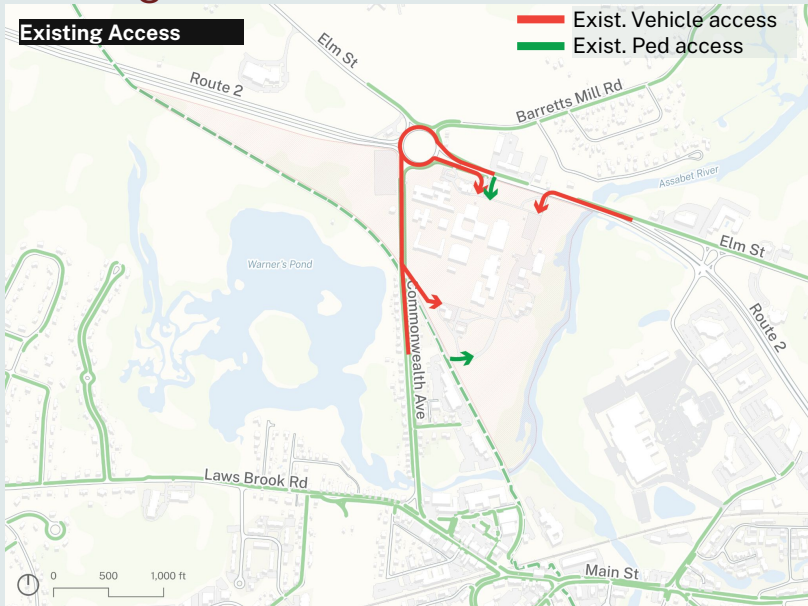
Development can enhance connections, minimize traffic impacts, and promote active transportation—walking, biking, and public transit.

**Trips Originating in Concord by Mode in and Out of Concord**



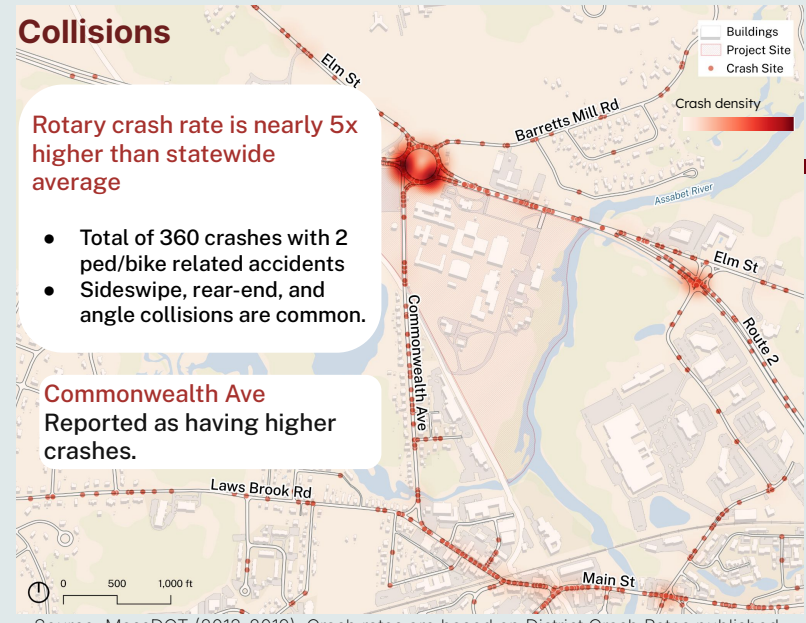
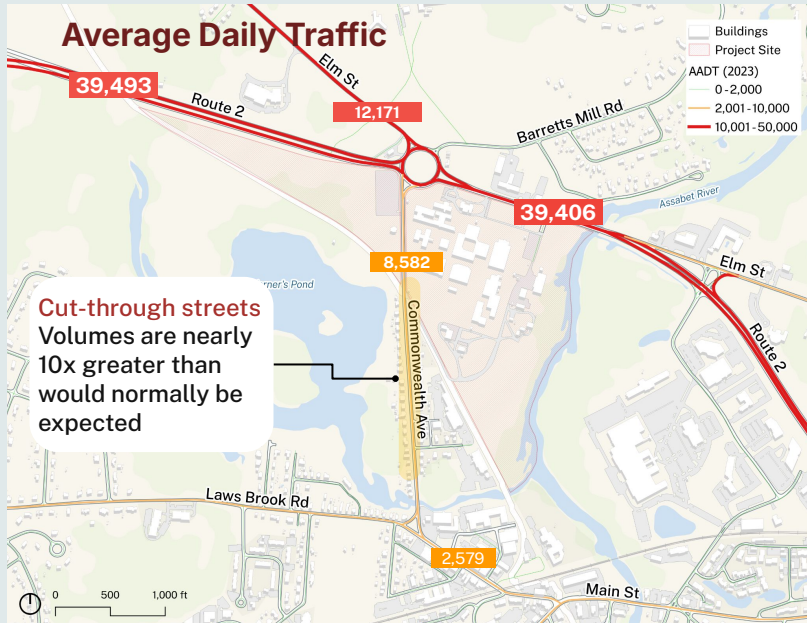
# Site access is limited and will be further affected.

The Assabet River, Rail Trail, and high traffic volumes and speeds along Rt 2 all restrict site access, which could be further impacted by the proposed rotary redesign.



# Rt 2 and rotary traffic is high and dangerous.

The rotary experiences high traffic, and development can worsen both traffic and collision risk. Traffic reduction and enhanced safety measures are needed.



Source: MassDOT (2013-2019), Crash rates are based on District Crash Rates published by MassDOT on June 26, 2018

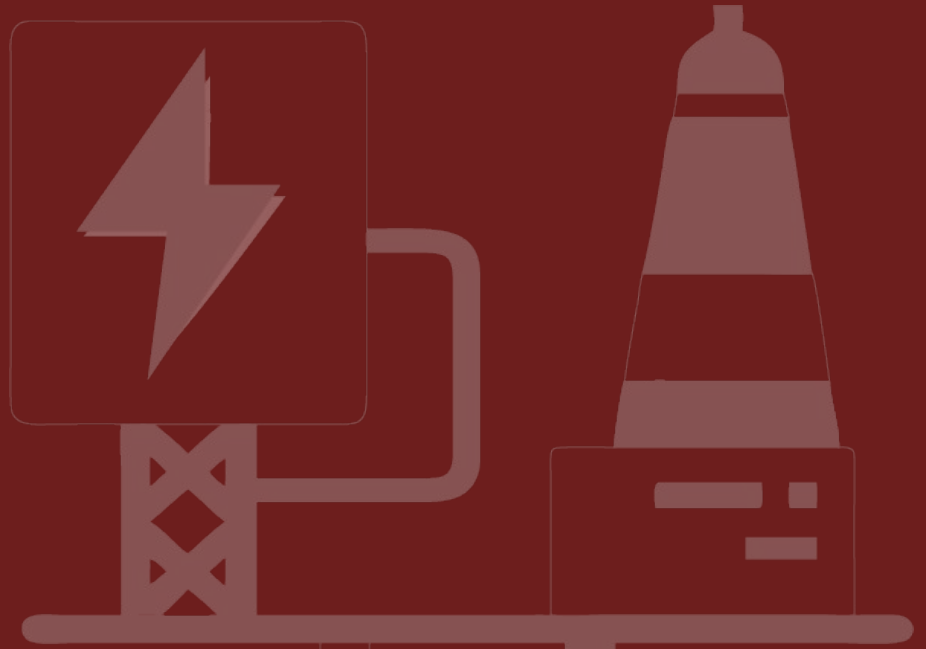
# What variables are in play?

## What is foundational about the site and the scenarios?

- Route 2 will remain a major thoroughfare.
- Bruce Freeman Rail Trail provides bike/ped access to West Concord and other communities.
- Assabet River Bridge and Trail is underway.

## What considerations, or “toggles” will the scenarios explore?

- Route 2 Rotary redesign is still underway by MassDOT and will likely be implemented after the redevelopment of the MCI Concord site.
- Network of connections within Site, including access points.
- Levels of sustainable forms of transportation building off what exists (e.g. Bruce Freeman Rail Trail).



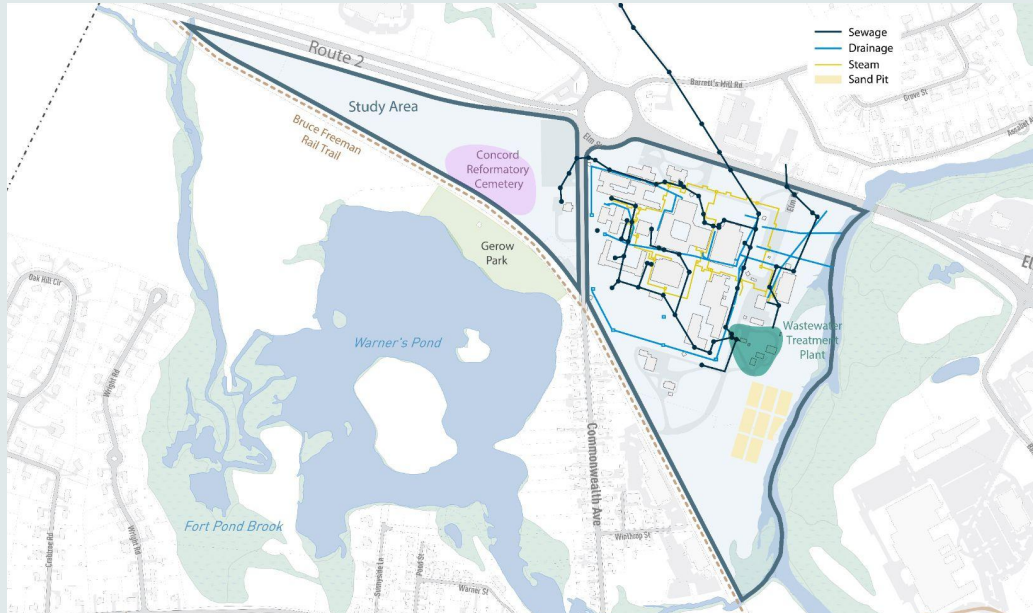
# Energy + Infrastructure

# Energy + Infrastructure

The site's underground utilities, both known and unknown, create a complex network extending beyond the site's boundaries. **The site is not a blank slate - it holds both fixed assets and potential liabilities**, and future development can leverage identified opportunities to support local and regional sustainability goals.

# Complex infrastructure is largely unmapped.

Sub-surface utility surveying and structural assessments of the tunnels will be essential to ensuring the viability of any development plan.



## Unknown

- Steam Tunnels
  - Extent
  - Potential for asbestos
  - Implications for aboveground structures

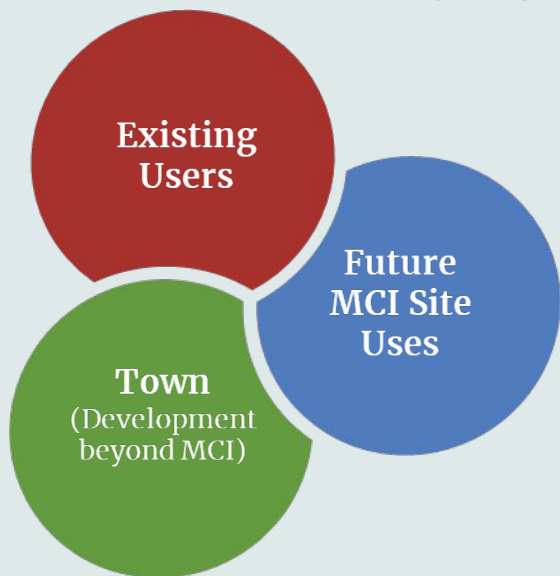


ISU steam tunnels

# The WWTP is an asset. (Steam plant less so.)

Access to the treatment plant should be preserved and sewer lines should be protected. Allocation of 310,000 GPD capacity is to be determined.

## Wastewater Treatment Plant Capacity Interests



**If the WWTP capacity were split roughly equally, it could potentially support up to 1,000 bedrooms on the site.**

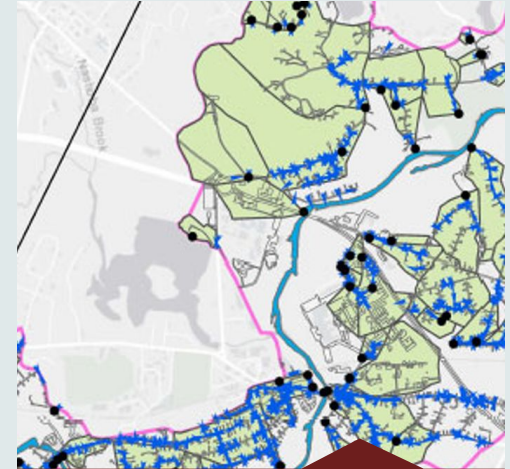
# The site can support sustainability goals.

The Town of Concord, DCAMM and the State have all articulated overlapping sustainability goals and prescriptive requirements for development.



**MATERIAL REUSE:**  
~6,300 yd<sup>3</sup> of  
concrete/masonry could be  
reused from the wall alone.

**SOLAR:** The site has been identified as high potential for solar power generation.



**STORMWATER:**  
Greening up infrastructure to  
improve water quality in the  
Assabet River

# What variables are in play?

## What is foundational about the site and the scenarios?

- WWTP requires upgrades
- Meeting environmental and permitting regulations around stormwater and wastewater discharge
- Tunnels and remediation will need to be considered.

## What considerations, or “toggles” will the scenarios explore?

- Stormwater system, ability to meet MS4 requirements.
- Heating and site utilities.
- Level to which site is leveraged to meet municipal and state sustainability goals in energy, stormwater and material re-use.
- Potential sustainability certifications.
- Allocation of WWTP capacity.

The background features several faint, light-colored icons: two buildings of different heights, a line graph with an upward-pointing arrow, a large dollar sign inside a circle, and a briefcase. These icons are arranged in a cluster behind the main text.

# Economics + Feasibility

# Economics + Feasibility

**Finite resources, long-term demand, and site visibility make a clear argument for mixed use development.**

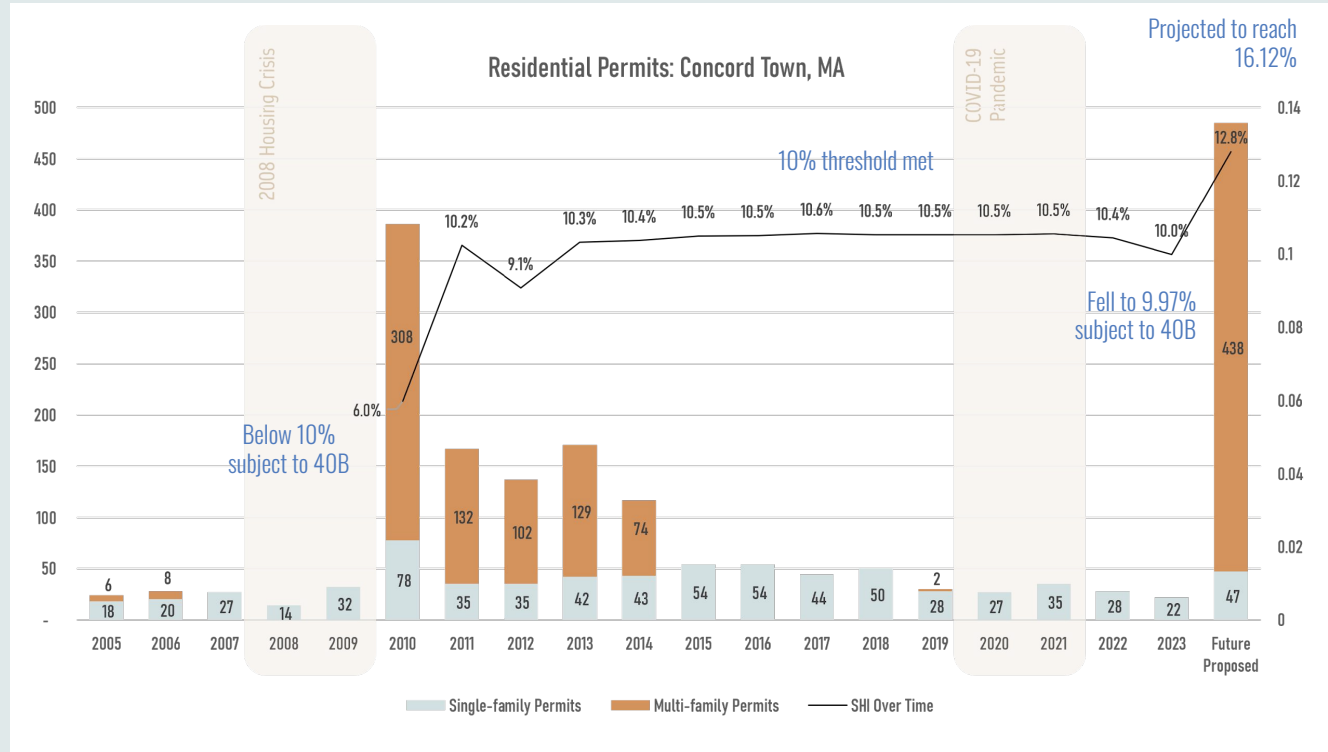
Scale will need to strike a balance between offsetting site preparation and infrastructure needs, traffic capacity, and public appetite for density.

Currently local and regional market dynamics favor residential development. Boston is experiencing ongoing reduced demand for office and an oversupply of lab. Federal policy changes are shifting landscapes for many sectors.

# Housing is in demand, market is not the driver.

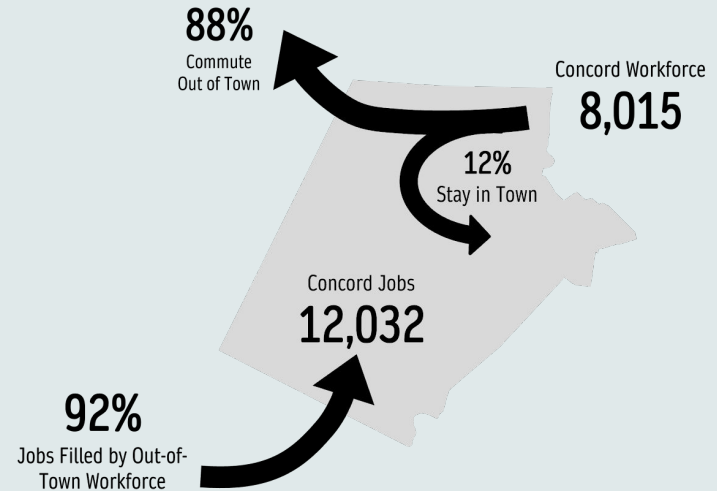
The market is ripe for increased housing choice and supporting, retail & services.

Historically, inventory increases have been driven by state level policies.



# Job growth has not kept pace with the region. Employment is concentrated in healthcare.

NAICS Code - Industry	Employment: Concord, MA			
	2017	2022	Change	Annual % Change
62 - Health Care and Social Assistance	3,462	3,973	511	3.0%
54 - Professional, Scientific, and Technical Services	1,387	1,517	130	1.9%
61 - Educational Services	1,461	1,225	(236)	-3.2%
51 - Information	544	740	196	7.2%
92 - Public Administration	940	666	(274)	-5.8%
44-45 - Retail Trade	685	656	(29)	-0.8%
72 - Accommodation and Food Services	869	637	(232)	-5.3%
55 - Management of Companies and Enterprises	588	613	25	0.9%
71 - Arts, Entertainment, and Recreation	652	509	(143)	-4.4%
81 - Other Services (except Public Administration)	387	309	(78)	-4.0%
52 - Finance and Insurance	182	216	34	3.7%
42 - Wholesale Trade	265	203	(62)	-4.7%
31-33 - Manufacturing	207	199	(8)	-0.8%
53 - Real Estate and Leasing	120	189	69	11.5%
23 - Construction	217	151	(66)	-6.1%
56 - Administrative, Support, and Waste Services	103	132	29	5.6%
48-49 - Transportation and Warehousing	34	51	17	10.0%
11 - Agriculture	30	41	11	7.3%
22 - Utilities	41	5	(36)	-17.6%
21 - Mining	-	-	-	-
<b>Total, All Industries</b>	<b>12,174</b>	<b>12,032</b>	<b>(142)</b>	<b>-0.2%</b>



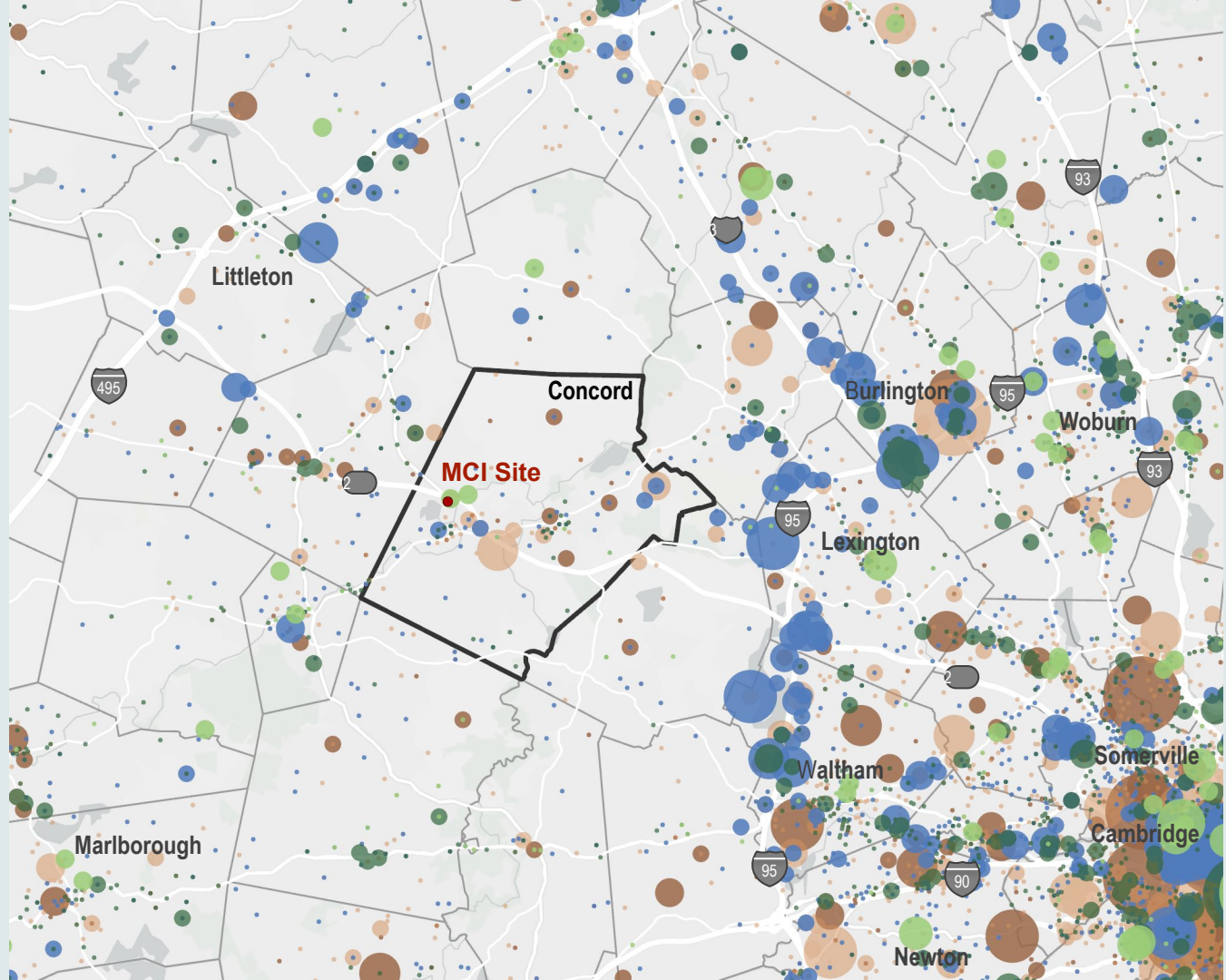
Concord's workers may not be able to afford to live in Town.

Economics + Feasibility

# MSA Top Industries



Source: OnTheMap 2022 Data,  
Retrieved March 2025  
Spatial locations not exact, excludes  
locations with less than 5 employees.

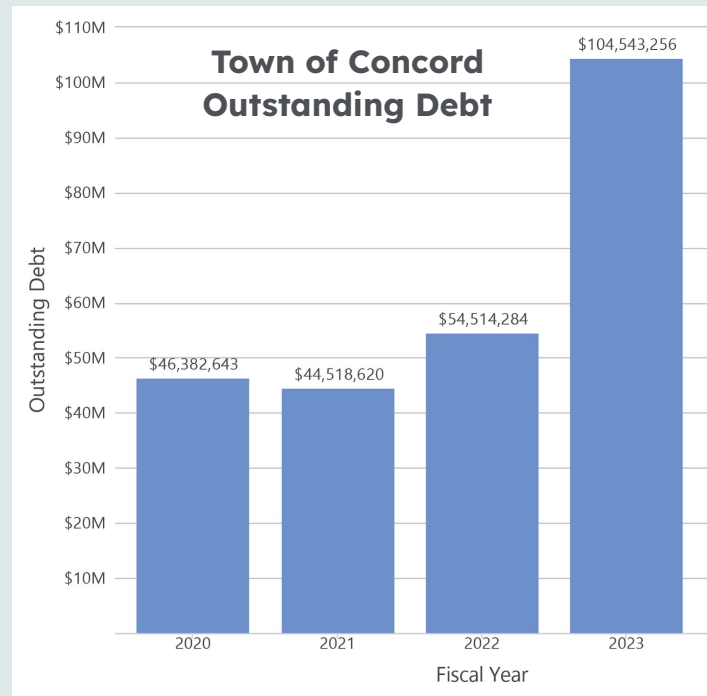


# Meet local, regional and State goals, while limiting public spending.

Uses that generate net-positive tax revenues be more politically palatable.

**Land use patterns impact tax base, have debt from recent school construction.**

**Average Single Family Tax Bill**  
**\$19,585 - 5th highest in MA (FY25)**  
+45% avg single family tax bill (since FY16)  
+52% avg single family home values



Average Tax Bill Data and Outstanding Debt from MA Department of Revenue

# The MCI site will require density to pencil out.

Immense cost required for site prep and infrastructure means that density, market-driven uses and creative financing are required.

## Site Preparation

Sewer Treatment Plant Upgrades  
Demo, Remediation & Materials Disposal  
Steam Tunnel Removal / Remediation

## Scenario Specific Expenses

New Street Grid & Sidewalks  
Public Amenities / Landscaping  
Off-Site Traffic Improvements  
Renovation / Adaptive Reuse  
Vertical Construction

# What variables are in play?

## What is foundational about the site and the scenarios?

- Housing that is financially accessible remains in demand.
- Rezoning will be required.
- Site preparation will drive most of site development cost.
- Mixed-use development might capitalize on Concord's employment strengths (Healthcare, Professional/Scientific/Tech Services, Education) AND cultural strengths (historic attractions, the arts).

## What considerations, or "toggles" will the scenarios explore?

- Public appetite for density.
- Level of new construction versus reuse.
- Level of funding that can be leveraged for redevelopment.
- Unified vision for target use mix.
- Attraction of an anchor that would spark economic activity on-site.
- Level of inclusionary or affordable units desired / required.

# Summary

Fixed and Flexible

# Fixed and Flexible

## Fixed

- Historic buildings
- Cemetery
- 200' river buffer
- Existing parks and trails
- Existing sandpits

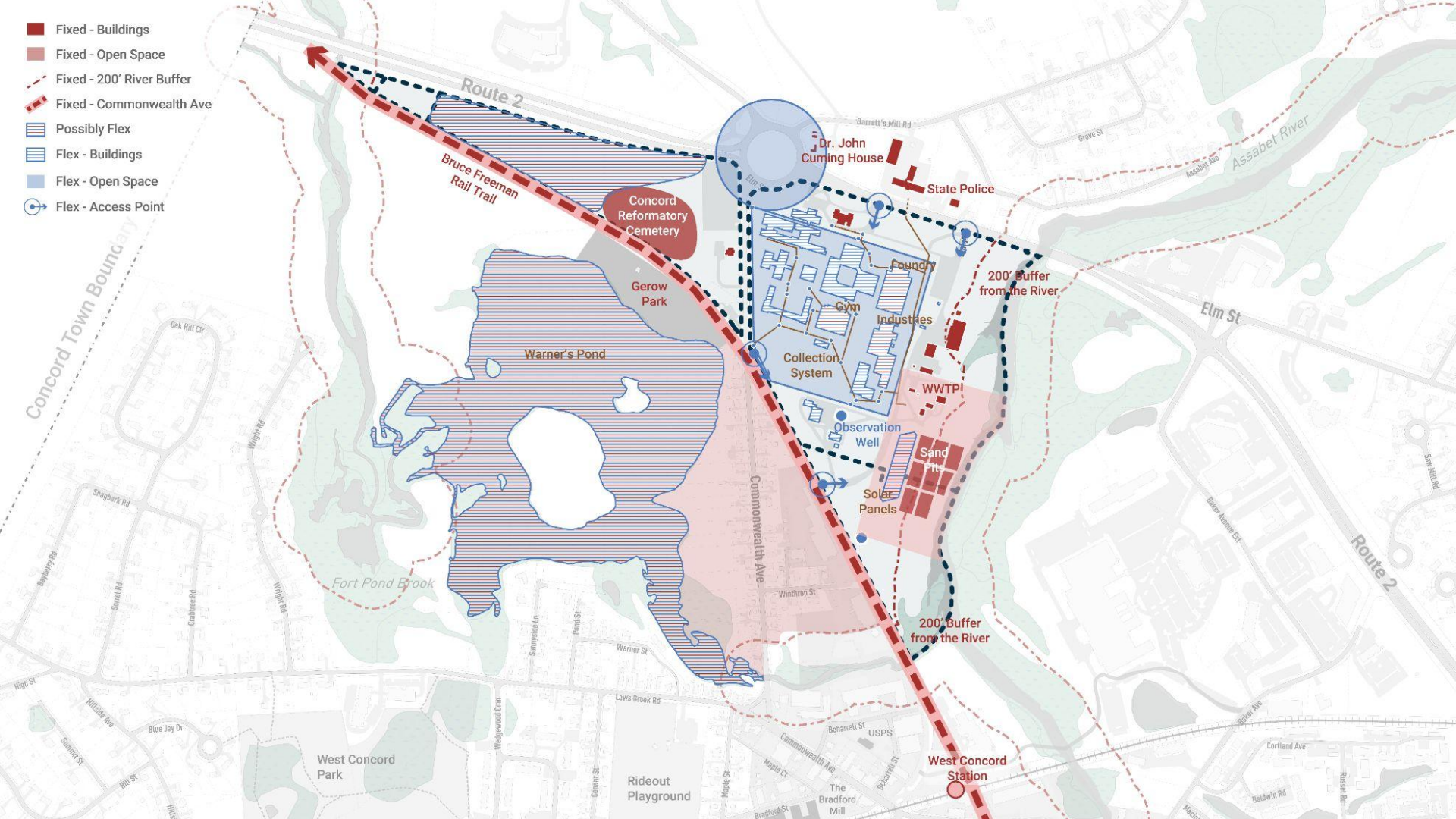
## Possibly flex

- MCI buildings with reuse potentials
- Agricultural land
- Pond
  - Dredged
  - Dam removal
  - Maintenance
- Underground utilities
- Solar panels

## Flex

- Existing rotary
- Most of MCI existing structures
- Rest of open space
- Site access points

- Fixed - Buildings
- Fixed - Open Space
- Fixed - 200' River Buffer
- Fixed - Commonwealth Ave
- Possibly Flex
- Flex - Buildings
- Flex - Open Space
- Flex - Access Point



# Site Identities

Initial ideas to inform priorities for future scenarios

Scenario Look-ahead

# MCI Concord as...

Initial engagement with the community will focus on prioritizing different identities for the site, which will help inform scenarios. We'll try it out today to get your take!

Mix and Match!

### HEALTHY + GREEN

Where the region comes to celebrate and commune with the natural environment of the Assabet River watershed

- Nature Gallery
- Stewardship and Conservation Education
- Nature Immersion
- Water Access
- Environment education and programming programs for Concord and regional youth
- Neighboring Park and Camps
- Wildlife Observation
- Healthy Riparian Habitat
- Green Infrastructure
- Sustainable Management and Collaborative Incentive
- Partnerships and active membership with the Assabet National Wildlife Refuge

### CLIMATE FRIENDLY

Setting new benchmarks and standards for carbon-neutrality and environmental resilience

- Sustainable Development
- Affordable and Efficient
- Harvest Energy Elsewhere
- Carbon Neutral Neighborhoods
- Adaptive Reuse
- Concrete sequestered in MCI's walls allows for up to 10% energy savings
- Repurpose Existing Site Materials in Innovative Infrastructure Ways
- Material Reuse

### ACTIVE + ARTSY

The region's newest destination landscape for cultural, recreational and sports activities and events

- Playful Culture
- Agricultural Anchor
- Building Reuse For the Arts
- Cultural Catalyst
- Prison Reuse To Museum
- Recreational Education
- Tournament Destination
- The Fields at Fair Deans
- Feasible Event Leasing
- Events and Gathering
- Community Gathering Center
- Arts and Culture

### SUPPORTIVE

A campus that supports town services and functions

- Mid-Stop-Shop Civic Centers
- Theoretical Designed Public Infrastructure
- Urban Storage Yard
- Travel Service and Storage
- Collocated Facilities Located Embedded Within Recreational Uses
- Celebrates Public Works
- Showering Water Infrastructure Systems

### INCUBATING

Where Bostonians come to create, collaborate and advance new ideas

- Educators
- Crucible
- Large Scale Creative Learning
- Workforce Development
- Connecting Young Adults to Sustainable Careers
- Innovation
- Warwick Technology Park

HOUSING, ECONOMIC FEASIBILITY AND ACKNOWLEDGEMENT OF SITE HISTORY as a given through line to any identity

The Future MCI Concord site as...

# Healthy + Green

Where the region comes to celebrate and commune with natural environment of the Assabet River watershed

## Potential Anchors:

Healthcare or Wellness Industry

## Potential Features:

- Trails, Overlooks
- Habitat renewal and restoration
- Nature Center and education
- Eco-village



The Future MCI Concord site as...

# Climate Friendly

Setting new benchmarks and standards for carbon-neutrality and environmental resilience

## Potential Anchors:

Green Industry

## Potential Features:

- Car-free focus on bike and ped
- Green energy and infrastructure
- Material re-use and carbon sequestration
- Live-work

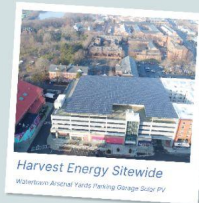
### SUSTAINABLE DEVELOPMENT



Affordable and Efficient  
Jackson Hill Workforce Housing



The site has been identified as high potential for solar power generation.



Harvest Energy Sitewide  
Waterloo Arsenal Yard Parking Garage Strip PV



Carbon Neutral Neighborhoods  
Hawthornby District

What other ideas should be considered?



Adaptive Reuse  
Veterans Bldg., Union City

### MATERIAL REUSE



Concrete sequestered in MCI's wall alone totals roughly 6,300 cubic yards



Repurpose Existing Site Materials in Innovative Interpretive Ways  
Hawthornby Center & Guest House Entrance

The Future MCI Concord site as...

# Active + Artsy

The region's newest destination landscape for cultural, recreational and sports activities and events

## Potential Anchors:

Museum, YMCA-type Organizations

## Potential Features:

- Arts and events facilities
- Sports and recreation facilities
- Sculpture Gardens, Historic Interpretation



The Future MCI Concord site as...

# Supportive

A campus that supports town services and functions

## Potential Anchors:

New Civic Center

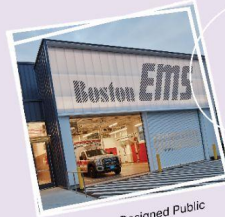
## Potential Features:

- Town maintenance yard, public works and utilities
- Town meeting space and offices
- Public Safety Services

ONE-STOP-SHOP CIVIC CENTER



Co-locating Back Of House Municipal Functions With Community Spaces



Thoughtfully Designed Public Infrastructure

TOWN STORAGE YARD



Town service and storage yards currently operate out of a site near Concord Center



Celebrated Infrastructure Embedded Within Recreational Uses

CELEBRATED PUBLIC WORKS



Showcasing Water Infrastructure Systems

Lake Umbagog Water Treatment Facility

What other ideas should be considered?

Spaces for meeting, collaborating, connecting among town services staff

The Future MCI Concord site as...

# Incubating

Where people come to create, collaborate and advance new ideas

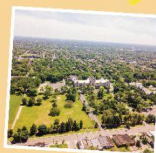
## Potential Anchors:

Educational / Research Institution, Industry

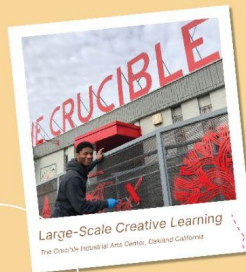
## Potential Features:

- Creative industries (artist and maker spaces)
- Workforce training
- Innovations in housing types

### EDUCATION



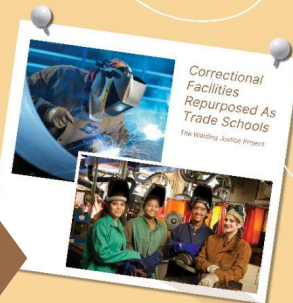
Conservancy As  
Neighborhood Anchor  
Marygrove Conservancy, Detroit, MI



Large-Scale Creative Learning  
The Cross-Vic Industrial Arts Center, Oakland, California



### WORKFORCE DEVELOPMENT



Correctional  
Facilities  
Repurposed As  
Trade Schools  
The Walling Justice Project

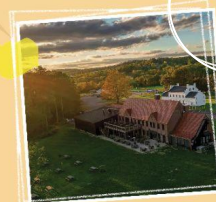


Connecting Young Adults  
To Sustainable Careers

Philadelphia Power Corps - High-quality  
paid career training in sustainable energy  
and community-focused fields for court  
involved youth.

What other ideas  
should be  
considered?

### INNOVATION



Warwick Technology Park  
Formerly a Textile Mill

Your Turn!

# ACTIVITY: Balancing Priorities

15 min, then be ready to report out

**CRAFT YOUR PRIORITIES!**

What unites this idea?

**1** Your name: \_\_\_\_\_

**2** Describe your place in three words: \_\_\_\_\_

**3** Share an inspiring example that represents your vision: \_\_\_\_\_

**1**

## ADD TO THE THEMES

Walk around the room, use stickies and markers to add to the site identities posters.

**2**

## CRAFT YOUR PRIORITIES

Use the color-coded pie chart pieces to make your ideal community identity! Share a bit more about it on your placemat.



# Next Steps

# Engagement Strategy

