



OLD NORTH BRIDGE

TOWN OF CONCORD

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

MCI Concord Advisory Board Agenda

Monday, May 19, 2025 at 12:00 PM
Town House, 22 Monument Square
Select Board Room and Hybrid via Zoom

More information on the MCI Concord Redevelopment:

www.mci-concord.org

Join Zoom Meeting

<https://us02web.zoom.us/j/89361066381?pwd=MU2PMFa4xdf66UsbFEPWvmJ8jt4EFy.1>

Meeting ID: 893 6106 6381

Passcode: 013006

Dial In Toll-Free: 833 548 0282

#	Agenda Item
I.	Call to Order - Clerk of the Meeting
II.	Approve Meeting Minutes <ul style="list-style-type: none"> October 7, 2024 – Elizabeth Akehurst-Moore, Clerk of the Meeting May 1, 2025 – Attendance at Finance Committee – Annual Town Meeting Public Hearing May 5, 2025 – Scott Bates, Clerk of the Meeting
III.	Discuss Potential Fiscal Year 2026 Community Preservation Funds for Historic Preservation at MCI Concord
IV.	Updates from Town Staff (Megan Zammuto, Deputy Town Manager) and DCAMM
V.	Update on Defining Visioning Scenarios
VI.	Discuss Useful Scenario Heuristic Metrics
VII.	Discuss Initial Findings from the Visioning Workshop with Agency on April 30 th

VIII.	Subcommittee Reports: <ul style="list-style-type: none"> • Community Outreach Subcommittee • Land Use Strategy and Planning Subcommittee • Legal and Government Affairs Subcommittee
IX.	Public Comment
X.	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
October 7, 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 October 7, 2024.

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

Also present was: Megan Zammuto, Deputy Town Manager and Chris Carmody, Legislative Liaison for the Town of Concord; Paul Lillehaugen, Senior Project Manager for DCAMM; State Representative Simon Cataldo

Call to Order

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

Ms. Akehurst-Moore was assigned Clerk of the meeting.

Quarterly Report to the Select Board – Q1

A draft of the first Quarterly Report to the Select Board was discussed. The Advisory Board concurred that the Co-Chairs would attend and present to the Select Board.

Updates on Coordination with DCAMM

- Survey results from the DCAMM Public Hearing held in September 2024 are being collated and organized.
 - 315 total responses received, with 284 from Concord residents.
- The Consulting Matrix authored by Scott was well-received by DCAMM.
- A key discussion with DCAMM centered on who should lead the visioning and master planning services – the Town or DCAMM.
- DCAMM's Role and Approach to Planning:
 - Paul Lillehaugen of DCAMM clarified their role: DCAMM's plan will be at a conceptual level, not a parcel-by-parcel, building-by-building master plan. The plan must include input from a list of stakeholders, including the Advisory Board. They expect developers to creatively approach proposals in line with Town zoning and state priorities (housing production, greenhouse gas emission reduction, inclusive process).
 - DCAMM is developing a scope of work for this planning process and wants to coordinate engagement efforts with the Advisory Board to avoid duplication.
- Advisory Board's Role and Approach to Planning:
 - Ms. Akehurst-Moore expressed concern about losing control of the site if not leading the visioning and master planning services.
 - Ms. Zammuto presented a framework dividing the process into: 1) Outreach, 2) Scenario Building (visioning, planning), and 3) Drafting of Zoning and Approval of Zoning. Her initial budget focused on Outreach and Zoning, assuming DCAMM would lead the visioning.

Town of Concord
MCI Concord Advisory Board
Minutes
October 7, 2024

- The Advisory Board discussed the importance of scenario generation and fiscal impact analysis from the Town's perspective.
- Mr. Howell suggested the process is iterative and the community needs visual tools to understand it. He hopes the Advisory Board can be in the lead on creating that [community] input.
- There was discussion about whether the Advisory Board should hire its own consultant for scenario planning/visioning, running a parallel process.
- **Funding Confirmation and Use:**
 - Representative Simon Cataldo's confirmed two earmarks totaling \$725,000 for the Town for this process.
 - Representative Cataldo stated that the size of the earmark reflects the role that all of us who worked for the earmark had in mind for the Advisory Board. Representative Cataldo emphasized that the legislation in the Governor's Budget gives the Town both the money and the law to have as much agency as it desires.
 - The funds must be spent by the end of Fiscal Year 2025 (June 30, 2025).

Town Staff Updates – Megan Zammuto, Deputy Town Manager

Ms. Zammuto presented a draft budget over Fiscal Year 2025 and 2026 totaling \$475,000 (out of the \$725,000).

- Public Outreach: \$50,000 for FY25
- Wastewater Treatment Plant Analysis: \$100,000 for FY26
- Rotary Analysis (MCI Concord specific): \$35,000 for FY25
- Consultants/Legal Services: \$30,000 for FY25, \$50,000 for FY26
- Interim Beautification/Documentation: \$45,000 for FY25, \$45,000 for FY26
 - Ideas included temporary murals, photos/oral histories, light projections.
- Zoning Consultant: \$30,000 for FY25, \$70,000 for FY26
- ULI Technical Assistance Panel: \$20,000 for FY25

The draft assumes DCAMM leads visioning and master planning processes. The draft budget was not acted on at this meeting.

Reports from Subcommittees

Land Use Planning and Strategy:

- Tasked with considering the options for the visioning and master planning processes – Town lead or DCAMM lead – and reporting back to the Advisory Board

Community Outreach:

- Have drafted a Scope of Work for a communications professional in the near term

Legal and Government Affairs:

**Town of Concord
MCI Concord Advisory Board
Minutes
October 7, 2024**

- Charged with acting as the conduit for state communications but found that existing communication lines were unclear.
- Tasked with developing a matrix to outline roles and responsibilities for specific work streams (e.g. legal, transportation) to improve communication lines.

Adjournment

Co-Chair Gainsboro adjourned the meeting at 1:31 PM.

Meeting Materials:

[MCI Concord Advisory Board Meeting Packet for October 7, 2024](#)

[MCI Concord Advisory Board Meeting Recording for October 7, 2024](#)

DRAFT

**Town of Concord
MCI Concord Advisory Board
at Finance Committee Meeting
Minutes
May 1, 2025**

Pursuant to notice duly filed with the Town Clerk, the MCI Concord Advisory Board convened at the Finance Committee meeting – Public Hearing for Annual Town Meeting both in-person at 22 Monument Square on the 2nd floor in the Public Hearing Room and via Zoom at 7:00 PM on May 1, 2025.

Present were: Soctt Bates, Erin Cusker, Dan Gainsboro, Co-Chair, Mark Howell, Peter Lowitt

Also present was: Megan Zammuto, Deputy Town Manager

**Finance Committee Meeting
Public Hearing for Annual Town Meeting
Presentation on Article 33 – MCI Concord: Planning**

Mr. Howell presented on Warrant Article 33 – MCI Concord: Planning.

There was no deliberation of the Advisory Board during the meeting.

Meeting Materials:

There was no MCI Concord Advisory Board meeting packet.

[Finance Committee Meeting Recording for May 1, 2025](#)

Town of Concord
MCI Concord Advisory Board
Minutes
May 5, 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, Public Hearing Room, 22 Monument Square and via Zoom on Thursday, April 3, 2025, at 12:00 PM.

Present were: Scott Bates, Erin Cusker, Dan Gainsboro, Co-Chair, Mark Howell, Peter Lowitt, Patrick McCurdy, Co-Chair, Linda Miller, and Lee Smith

Also present were: Megan Zammuto, Deputy Town Manager and Shannon McAndrew, Management Specialist, Town of Concord; Agency Landscape + Planning Consulting Team (Buro Happold, Nitsch Engineering, Merge Architects, Designing Justice + Designing Spaces, Landwise Advisors, U3 Advisors)

Call to Order

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

Mr. Bates was assigned as Clerk of the meeting.

Approve Meeting Minutes

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the meeting minutes of March 24, 2025 and April 3, 2025.

Roll Call Vote:

Mr. Bates – Aye
Ms. Cusker – Aye
Mr. Gainsboro – Aye
Mr. Howell – Aye
Mr. Lowitt – Aye
Mr. McCurdy – Aye
Ms. Miller – Aye
Mr. Smith – Not yet present

Summary of Analysis for Scenario Building

Project Progress and Timeline:

- The project is over halfway complete, currently in the "envision task" focusing on scenarios.
- Community engagement remains ongoing, with a focus on the listening phase.
- Upcoming engagement includes public workshops and surveys.

Community Engagement Debrief:

- Two successful public workshops were held on April 30th, with an estimated 150 attendees.
- Lots of feedback received, particularly regarding:

Town of Concord
MCI Concord Advisory Board
Minutes
May 5, 2025

- Route 2 Rotary
- Warner's Pond
- Curiosity and diverse opinions on types of housing
- Mixed feedback on preserving aspects of the prison, like the Warden's House and the wall
- Website (mci-concord.org) traffic spiked significantly around the workshops (over 900 visits in one week), and the website has been updated with workshop content and a survey.
- Feedback analysis is ongoing, including tallying sticker feedback, reviewing spatial feedback, and quantifying visioning station responses.
- Upcoming engagement milestones: First survey live through May, next public workshops on May 28th with a coinciding survey.

Project Context and Deep Dives:

- The current phase builds on previous analysis to inform scenario building.
 - Deeper dives are being conducted into three key areas: Buildings and Structures, Economics & Feasibility, and Access.
1. **Interpretive Potential (Buildings and Structures):**
 - Focus on acknowledging and sharing the history of the site.
 - Goal to honor the past and contribute to a positive future story for the Town.
 - Potential spots for preservation and interpretation highlighted:
 - Warner's House
 - Chapel
 - Cell block (specifically mentioning Malcolm's cell)
 - Cemetery (will continue to be maintained by the Department of Corrections)
 - Areas near the wall
 - Housing areas
 - Possibility of an interpretive path connecting these historical elements.
 2. **Market Context and Development Costs (Economics and Feasibility):**
 - **Land Use Demand:** An illustrative diagram categorized potential land uses based on market demand and building reuse potential.
 - Uses with high market demand include housing, hotel, and retail.
 - Uses with lower anticipated demand in the near term (next 5 years) include lab and office space due to market conditions.
 - Mission-driven or civic uses were also considered based on community feedback, though market data is not available for these.
 - **Development Scenarios & Financial Feasibility:** Several scenarios reflecting different levels of development are being explored.
 - **Preliminary Financial Model:**
 - Estimated horizontal development costs (preparing the site: demolition, cleanup, roads, utilities, creating development-ready parcels) are around \$98 million. This *excludes* vertical construction costs borne by the developer.

Town of Concord
MCI Concord Advisory Board
Minutes
May 5, 2025

- Major cost buckets detailed: Wastewater Treatment Plant, Demolition and Site Prep, Infrastructure, Amenitie. Off-site road improvements are also a consideration.
- Revenue flow in this model is projected to start around 2029, playing out over a 10-15 year period. Revenue is primarily driven by residential development.
- **Fiscal Impact Analysis:** This analysis is ongoing and will evaluate the fiscal impact (e.g., tax revenue) for the Town based on specific scenarios once they are more defined and attached to the site layout. This will include looking at both horizontal and vertical construction impacts.
- **Site Inclusion:** The analysis is currently including the MCI proper property and the adjacent 12-acre "Junction Village" parcel, while acknowledging existing restrictions on Junction Village. The agricultural land west of Commonwealth Avenue is currently excluded from the developable area calculation.

3. Access Considerations:

- Route 2 Rotary is a significant concern identified in public feedback.
- Various alternative design options for the rotary (at-grade and grade-separated) are being studied in coordination with MassDOT.
- At-grade options may include signalized intersections on Route 2.
- Goal to create safer connections across Commonwealth Avenue and to Barrett's Mill Road for pedestrians and cyclists, while improving vehicular access from Route 2.
- The final rotary layout will need to be coordinated with the preferred site design and program and consider traffic impacts including peak hours.

Density and Form:

- Analysis of existing residential density in West Concord was presented, showing higher densities along the MBTA line and in the Town centers.
- The MBTA overlay zone covers a portion of the site and "requires a density of at least 15 units per acre."
- Examples of building types and densities from other projects were shown to illustrate potential scale:
 - Single-family neighborhoods: <5 units/acre
 - Townhouses/Condos (e.g., Wedgwood, Concord Condos, Brookside Square): 8-15 units/acre
 - Proposed Novo Residences: 19.4 units/acre

Site Framework:

- Gross site area: ~83 acres.
- Areas removed from developable space: Cemetery, riverfront and wetland buffers, Wastewater Treatment Plant and associated parcels.
- This brings the estimated developable area down (stated as ~56.6 acres initially, with acknowledgement that DOC land west of Commonwealth would further reduce this).
- Need to think critically about vehicular access points (potential limitation to the eastern Route 2 access and preservation along Commonwealth) while amplifying sustainable mobility options (proximity to Bruce Freeman Trail and West Concord Train Station).

Town of Concord
MCI Concord Advisory Board
Minutes
May 5, 2025
Workshop Activity for Scenario Building

Physical Site Scenarios (Thought Starters):

- Three high-level physical scenarios were presented as starting points for the workshop, building on previous discussions about project characters/vibes (Healthy and Resilient, Artsy, Active and Recreational, Innovating, Supportive).
 - **Pastoral Corridor:** Emphasizing a continuous agricultural viewshed alongside Route 2, with mixed development deeper within the site.
 - **Neighborhood Patchwork:** Layering pockets of residential neighborhoods, community and open spaces and mixed use throughout the site.
 - **Mixed-Use Spines:** Focusing on developing mixed use along Commonwealth and Route 2 corridors, buffering neighborhood development.

Workshop Activity – LEGO Building:

- Advisory Board members were asked to work in groups to build physical models using Legos based on the provided site frameworks and the fair share density numbers.
 - Participants were given scaled Lego pieces for different building types (single units, duplexes, townhouses, low-rise and mid-rise multi-family, mixed-use) and amenities (playgrounds, fields, roads).
- **Round 1:** Groups were assigned one of the three physical scenarios (Pastoral Corridor, Neighborhood Patchwork, Mixed-Use Spines) and asked to deploy the mandated units, adhere to the scenario's organization, and develop only within developable areas. Goal was to understand how the density feels and identify pain points/creative solutions.
- **Round 2:** Groups were asked to get creative and maximize a specific objective (maximizing commercial/revenue, maximizing housing, or maximizing mission/civic uses) on the site, regardless of the initial scenario framework.
- The Advisory Board, Agency Landscape + Planning's team, and residents in attendance performed the activities and debriefed together as groups.

Adjournment

Co-Chair Gainsboro adjourned the meeting at 3:00 PM.

Meeting Materials:

[MCI Concord Advisory Board Meeting Packet for May 5, 2025](#)

[MCI Concord Advisory Board Meeting Recording for May 5, 2025](#)