



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

Monday, June 2, 2025 at 12:00 PM
Town House, 22 Monument Square
Public Hearing Room and Hybrid via Zoom

More information on the MCI Concord Redevelopment:

www.mci-concord.org

Join Zoom Meeting

<https://us02web.zoom.us/j/86007453963?pwd=bObjEhA6y1RupcVgLRhXHJb5vo7uBP.1>

Meeting ID: 860 0745 3963

Passcode: 036045

Dial In Toll-Free: 833 928 4609

#	Time*	Agenda Item
I.	12:00 PM	Call to Order - Clerk of the Meeting
II.	12:00 PM	Approve Meeting Minutes - May 19, 2025 – John Boynton, Clerk of the Meeting
III.	12:05 PM	De-Brief MCI Concord Scenario Workshops held on Wednesday, May 28, 2025
IV.	12:25 PM	Presentation from Agency Landscape + Planning
V.	1:00 PM	Working Meeting/Exercises with Agency Landscape + Planning
VI.	2:00 PM	Reconvene and De-Brief Exercises
VII.	2:15 PM	General Public Comment
VIII.	2:30 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

MCI Concord



June 02, 2025
Advisory Board Workshop

Agency Landscape + Planning

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

Agenda

5 min

Meeting Objectives

10 min

Feedback Snapshot

30 min

Framing Feasibility

30 min

Scenarios Development

45 min

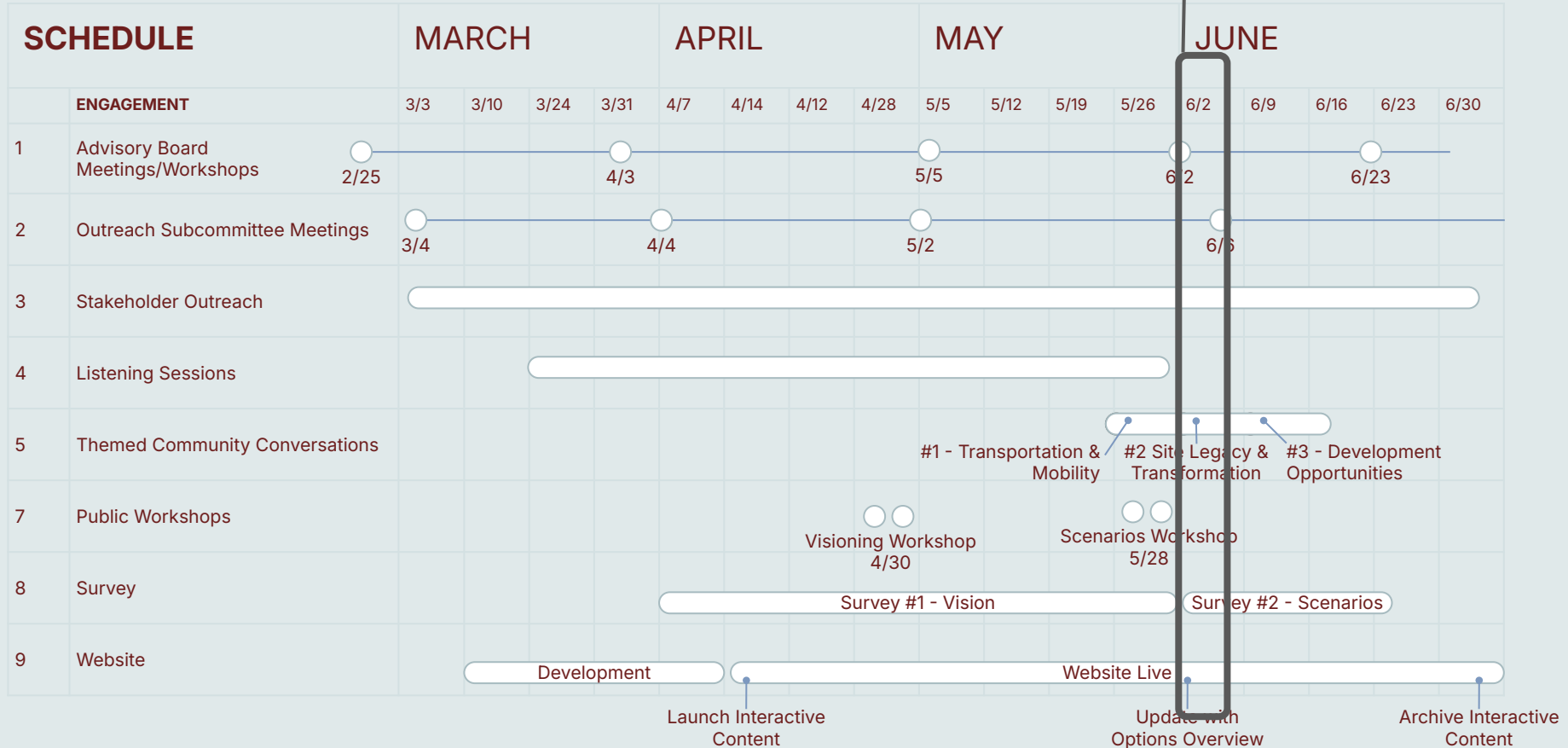
Principles Workshop

Meeting Objectives

1. Share initial insights from community engagement to-date.
2. Review scenario developments, including base assumptions, metrics, and massings.
3. Workshop guiding principles for the project to help make decisions around scenarios.

Introduction

We are here!



Feedback Snapshot

Community Engagement to Date

Feedback from May Public Workshops

Online Survey Responses

Emerging Priorities

Methods of Engagement So Far



Outreach to
>95
Town
stakeholder
groups

>8,700
Postcards
mailed to Concord
Households

>3,400
website visits
(> 2,900 unique visitors)
(+ 2 online surveys)

5
Public
workshops
with +/- 375
attendees in-person
and online

Feedback Snapshot

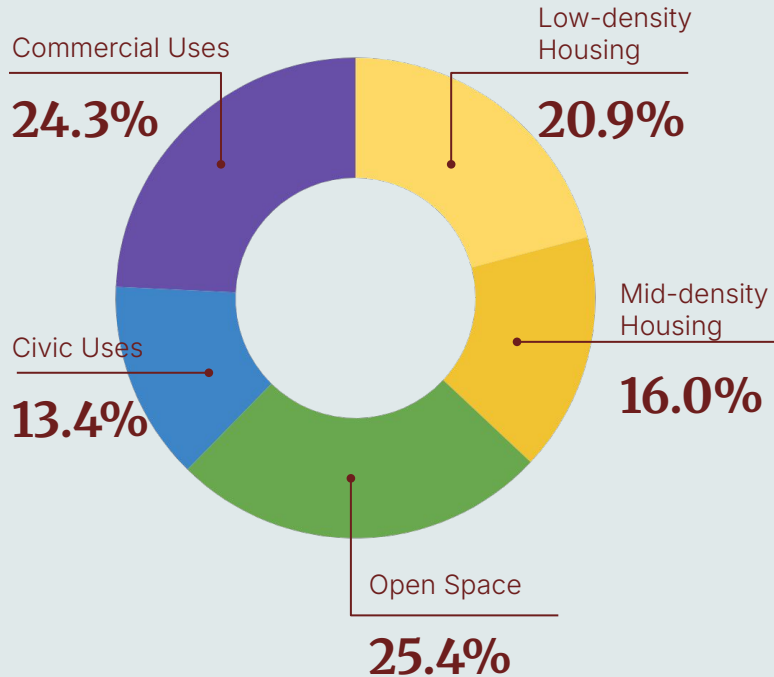
May Public Workshops



~150

estimated
attendees
(94 sign-ins)

Top Takeaways from “Create Your Own Site”



On average, participants included the following elements in their ideal sites:

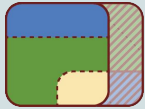
- **> 1/3 housing blocks**
- **~1/4 open space**
- **~1/4 commercial space**



Online Survey Responses

The Scenarios Survey was added to the website on the morning Friday 5/30/2025. Among the 21 survey responses so far*:

MISSION LEANING



A Civic and Institutional Campus



Average

2.57/5 stars

Median:
2/5 stars

REVENUE FOCUSED



A Vibrant Center for Commerce



Average

3.24/5 stars

Median:
3/5 stars

FEASIBILITY DRIVEN



A Thriving Mixed-Use Neighborhood



Average

3.865 stars

Median:
4/5 stars

**as of 6pm on 6/2/2025*

Three Emerging Priorities



HOUSING

Providing attainable housing in Concord is critical for both the town and the region



COMMUNITY BENEFIT

Community uses that serve the town (recreation, civic and cultural spaces, maintenance and services) should drive the site programming



FISCAL IMPACT

Future development should have a net positive impact on annual town finances - with more tax revenue and minimal additional expenses

Framing Feasibility

Metrics and Capacity

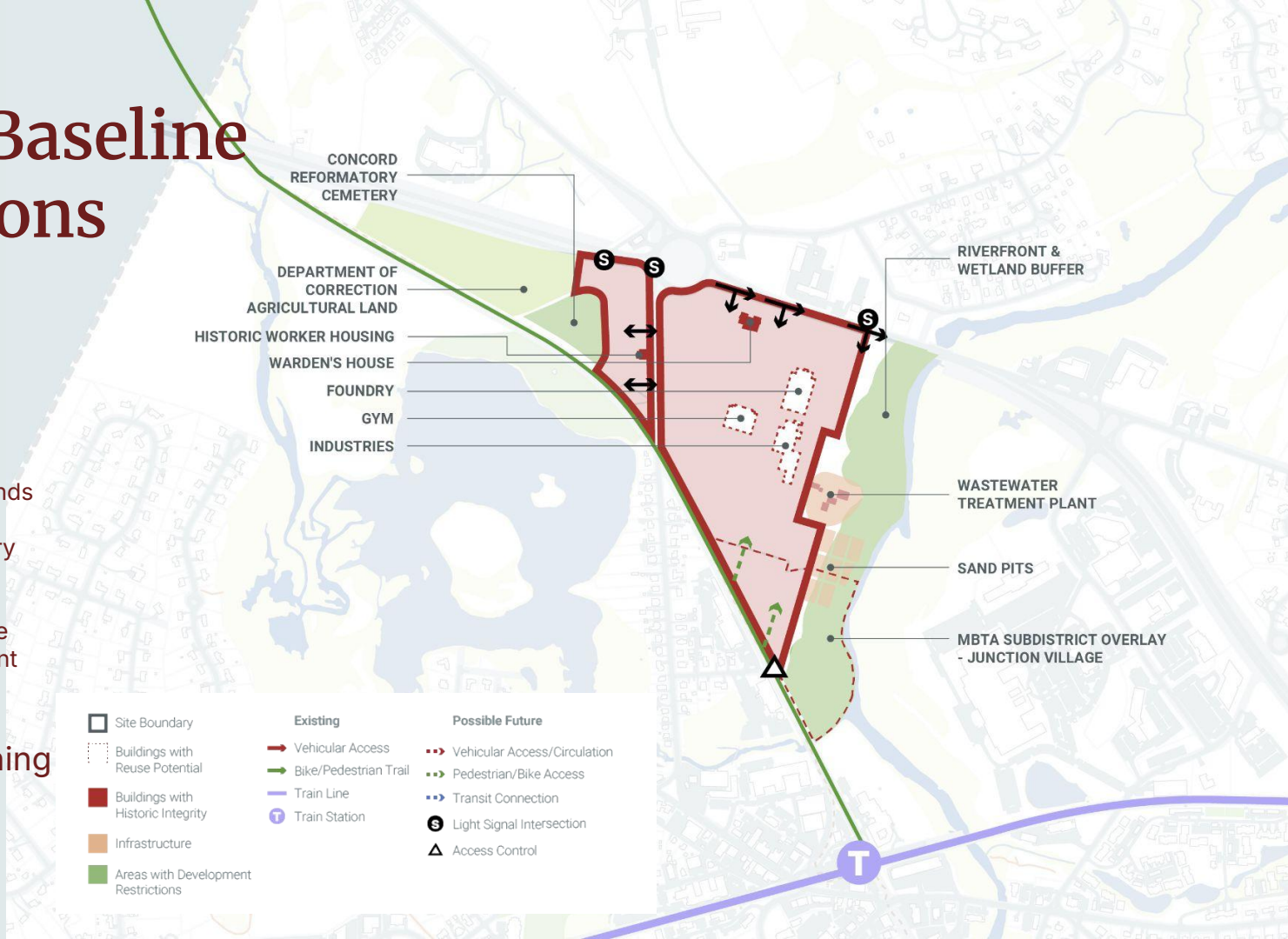
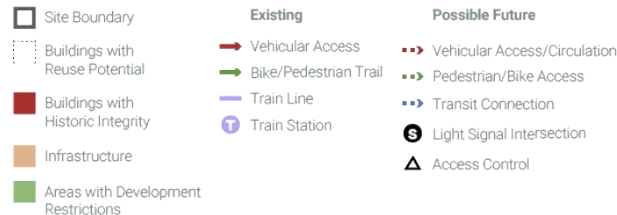
Scenario Baseline Assumptions

83 acres overall

Development is constrained by:

- Protection of the riverfront and wetlands
- Preservation of the Concord Reformatory Cemetery and agricultural land
- Continued use of the wastewater treatment plant

54 acres are remaining of developable site area (red)



Feasibility – Costs Getting Site to Zero ~\$56M

Potential Order of Magnitude Costs	Unit \$	Measure	Unit	Total \$	Notes
Sewer Treatment Plant Upgrades	flat			\$28,000,000	High end from previous study. Still limited capacity.
Buildings Demo / Disposal	\$30	392,410	SF	\$11,773,000	Scenario B - mid-range demolition
Wall & Footings Demo / Disposal	\$180	10,555	CY	\$1,900,000	Estimate from Suffolk Construction 4/23/25
Wall & Footings Earthwork	\$60	6,474	CY	\$389,000	Estimate from Suffolk Construction 4/23/25
Asphalt Employee Lot Removed	\$10	133,200	SF	\$1,332,000	Potential area of impact for Rte 2 project
Utilities & Manholes Demo / Disposal	\$70	13,000	LFT	\$910,000	Linear feet estimate
Sand Pits Capped w/ Off-Site Soil	\$10	80,000	SF	\$800,000	Assume 3' cap for open space (no structures on top)*.
Underground Tanks Removed	\$50,000	10	count	\$500,000	Tanks x2 outside generator building, others unknown
Steam Tunnel Removal / Remediation	\$110	3,700	LFT	\$407,000	Full removal of tunnels**. Assuming 7-8' deep, no cross section.
Asphalt within Walls Removed	\$10	30,000	SF	\$300,000	Linear feet estimate of 3,000 × 10'
Chain Link Fence Demo / Disposal	\$5	4,000	LFT	\$20,000	Perimeter fence ~20' high outside of security wall
Solar Array Removed	flat			\$0	Assume State moves to another property or recycles
Subtotal				\$45,331,000	
Contingency (including remediation)	20%			\$9,267,000	Have Phase 1 ESA. Process will include buyer due diligence.
Total				\$55,598,000	

SF = Square Feet, LTF = Linear Feet. CY = Cubic Yards

*Alternative could be to selectively remove sections. **Alternative could be removal of material & fill.

Feasibility – Costs Dependent on Scenario ~\$51M

Potential Order of Magnitude Costs	Unit \$	Measure	Unit	Total \$
District Energy Facility	flat	Refine By Scenario		not assumed
New Street Grid & Sidewalks	\$1,400		LFT	*\$9,800,000
<i>Stormwater, Structures, Subsurface Det.</i>	<i>above</i>			
<i>Sewer Pipe, Structures</i>	<i>above</i>			
<i>Water Pipe, Structures, Hydrants, Pumps</i>	<i>above</i>			
<i>Electrical Ducts, Distribution Tel/Com</i>	<i>above</i>			
Public Open Space Amenities	flat			\$3,000,000
Major Built Amenities	flat			\$10,000,000
Monumentation	flat			\$1,000,000
Off-Site Traffic Improvements	flat			\$5,000,000
Subtotal				\$28,800,000
Contingency	15%			\$4,320,000
Soft Costs				\$18,000,000
Total				\$51,200,000

SF = Square Feet, LTF = Linear Feet

*Linear feet take-off corresponds with existing on-site circulation

Feasibility 101 - Overview

- Land Development Model - Assumes a master developer prepares the site and sells “finished” development parcels that are served by infrastructure
- Estimates the scale and the timing of costs necessary to prepare and develop the site
- Estimates annual absorption of the land by product type
- Looks at cash flows over a 10-15 year period to determine return on investment
- If necessary, expresses level of additional investment or cost reduction to make the project feasible

Feasibility 101 - Key Assumptions

- Approximately \$50M of site preparation costs
- Approximately \$50M of new infrastructure costs including roads, park space, built amenities, offsite roadway improvements
- Average residential absorption of approximately 80 units per year and commercial development of approximately 50,000 square feet per year
- Land value per acre ranges by use, but averages around \$2.8M per acre
- Annual revenue and cost escalation of 3%

Feasibility – Affordability Considerations

16.12%

projected subsidized housing inventory (SHI) with two permitted 40Bs

10-15%

recommended site-wide affordability target at MCI

Source	Product Type	For Sale vs. Rent	Level of Affordability	Contributes to SHI*
2024 Junction Village RFP GOALS	Workforce / Above Moderate Income	Preference For Sale	75% at up to 150% AMI	not if for sale at this level
(Deed Restriction)	Affordable	Preference For Sale	25% at 80% AMI	Y
3A MBTA Communities Subdistrict 4: Junction Village REQUIREMENT	Affordable	N/A	20% at 80% AMI	Y

*Rental: 100% of rental units count (market & affordable) if 25% < 80%AMI, Ownership: only the units affordable below 80% AMI count

Fiscal Impact 101 (Annual to Town)

Revenues

Commercial assessments are income and expense driven values.
Residential assessments are two years behind sales values (90-110%).

Assessed Value	\$ / SF
Industrial	\$250
Hotel / Event / Retreat	\$400
Retail	\$400
R&D or Office	\$430
Residential – Rental Apartment	\$500
Residential - Single Family	\$650
Residential - Townhome	\$700
Local Revenues (Taxes)	Rates
Property Tax - Commercial (per \$1,000)	12.39
Property Tax - Residential (per \$1,000)	13.26
Personal Property (assuming .5% of commercial tax revenue)	12.39
CPA Surcharge	1.5%
Local Options Hotel Tax	6.0%
Local Options Meals Tax	0.75%
Motor Vehicle Excise (per \$1,000)	\$25

Expenses

Public safety & student metrics developed with analysis of Town data.
Apartment metric assumes 10-15% affordability and smaller units.

Projected Students Per Unit	Rate
Single Family Home	0.50
Townhome	0.35
Apartment	0.20
Age-Restricted Unit	0.00
Cost Per Student	
Education (Per Student)	\$26,663
Education (x marginal cost of 75%, overhead not req for each student)	\$19,997
Public Safety Costs	
Public Safety (Per Housing Unit)	\$1,200
Public Safety (Per Employee)	\$450
Civic and Open Space Costs	
Civic Building Maintenance	\$8
Maintenance Open Space (Per Acre)	\$30,000

Not included: (1) economic benefits (job creation, off-site spending, increased visitation), (2) fee for services like inspections and utilities.

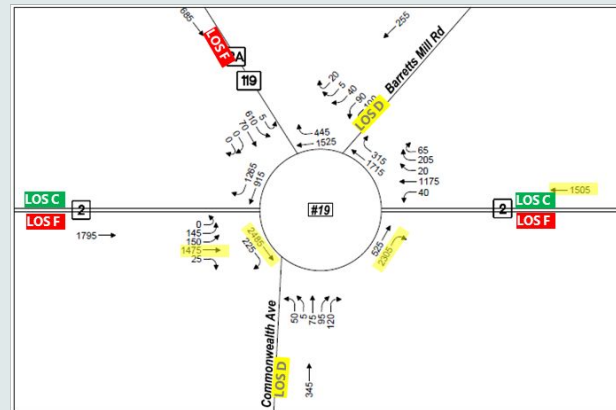
Mobility 101

- During **morning traffic**, Route 2 (ingress and egress) and on Commonwealth (ingress) accommodate limited traffic (~200 vehicles).
- During **evening traffic**, Route 2 cannot accommodate additional traffic both westbound and eastbound. The road network can handle additional traffic SB on Commonwealth.
- All **alternative concepts** for the Concord Rotary show improved operations and capacity for additional traffic.
 - **Concept 1** (through-about) can provide additional capacity as a short-term solution.

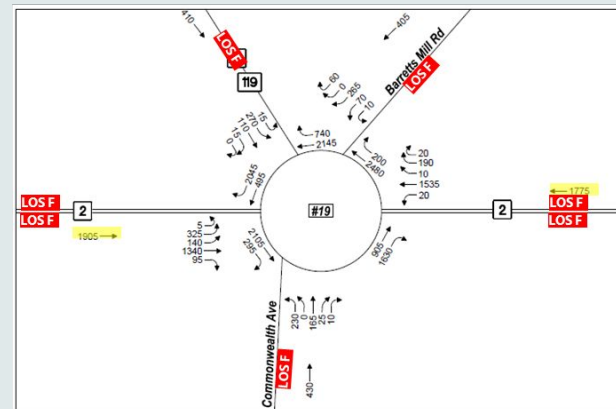
Level of Service	Stopped Delay per Vehicle (seconds)
LOS A	<10.0
LOS B	10.1 to 15.0
LOS C	15.1 to 25.0
LOS D	25.1 to 35.0
LOS E	35.1 to 50.0
LOS F	>50.0

Source: Transportation Research Board, Highway Capacity Manual (HCM 6), (Washington, DC).

Weekday Morning

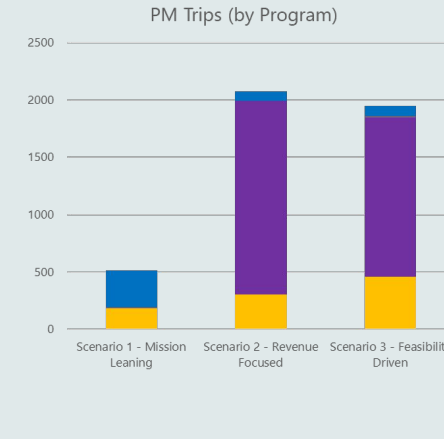
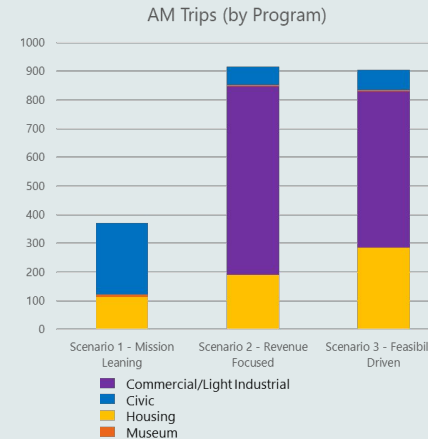
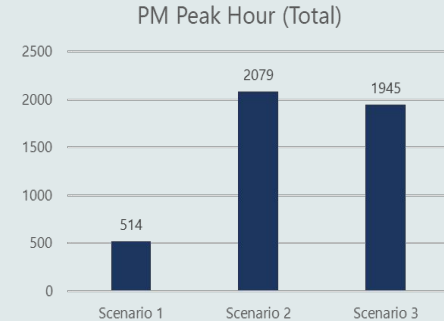
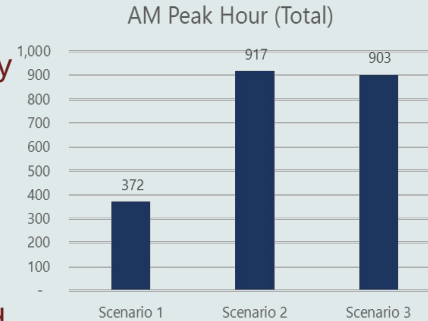


Weekday Evening



Mobility 101

- The Route 2 has **limited capacity for additional traffic**, particularly in the PM peak hour (LoS F). Some capacity for inbound trips in the AM peak hour (~200 vehicles)
- Scenarios 2 and 3 generate a **significantly higher number** of PM peak hour trips, primarily due to the inclusion of **Commercial/Light Industrial land uses**.
- The existing rotary on Route 2 **lacks the capacity** to accommodate the increased traffic volumes associated with **Scenarios 2 and 3**.
- Scenario 1 results in the **lowest number of trips** during both AM and PM peak hours. Inbound trips may be accommodated with existing traffic on Route 2.
- Infrastructure improvements to the rotary are necessary to enhance road network capacity, particularly to manage the higher volume of inbound PM peak hour trips.



Infrastructure 101

PRESENT

FUTURE

WASTEWATER

WWTP has 310k GPD capacity. Per discussion, target allocation would be:

- 100k existing uses
- 100k off-site development
- 110k MCI development

- WWTP will require \$25m in upgrades and maintenance
- Depending on intensity, mix of uses, and design choices, required wastewater could exceed discussed allocation

STORMWATER

- No known treatment or on-site detention
- Site discharges directly to assabet

- Stormwater mitigation strategy should anticipate projected increases in precipitation
- Need to anticipate surface and subsurface approaches areas on site

Scenarios Development

Range of Scenarios

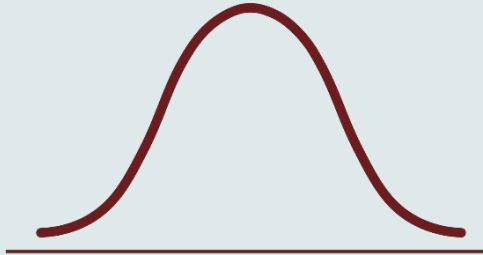
Three Detailed Scenarios, with Metrics

Framework

DATA DRIVEN

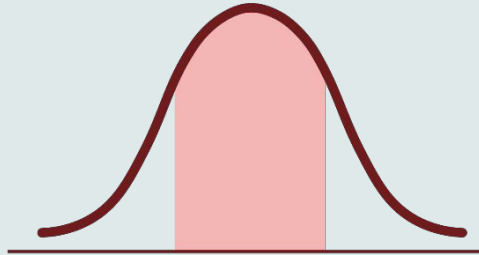
COMMUNITY-INFORMED DECISION MAKING

POSSIBLE



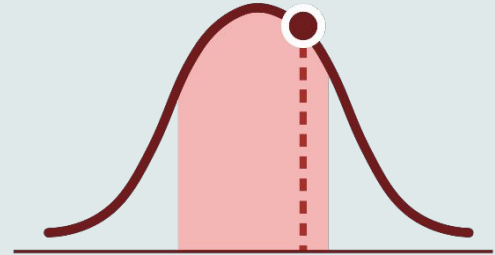
Everything that
could happen

PROBABLE



What's likely to happen
based on trends and data

PREFERABLE

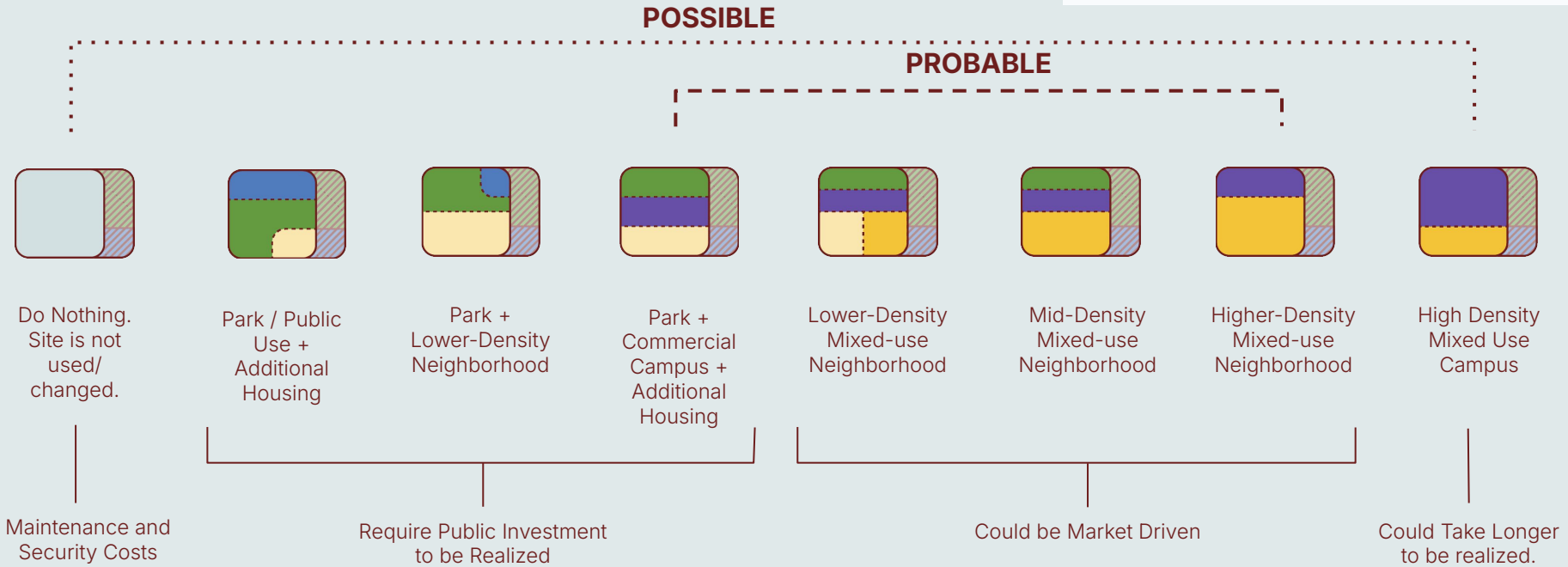


what the community
wants to happen

Range of Possible Scenarios

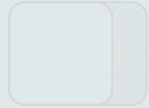
LEGEND

- Existing
- Open Space
- Community and Civic Uses
- Housing (Low to High Density)
- Commercial (Retail, Office, Hotel, Light Industrial)



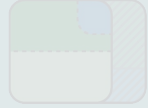
Which of these scenarios is **PREFERABLE**?

Scenarios to Explore



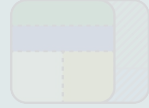
A Civic and Institutional Campus

MISSION LEANING



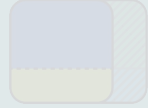
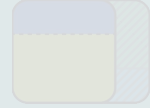
A Vibrant Center for Commerce

REVENUE FOCUSED

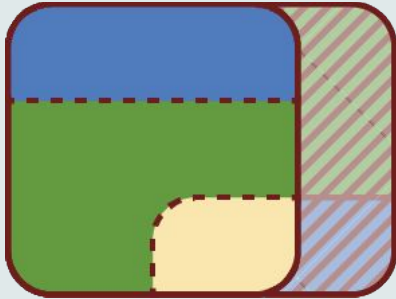


A Thriving Mixed-Use Neighborhood

FEASIBILITY DRIVEN

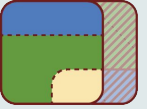


Today we'll dig into more specifics and metrics for each scenario. The goal is to better **understand and articulate tradeoffs** among potential site development scenarios.



A Civic and Institutional Campus

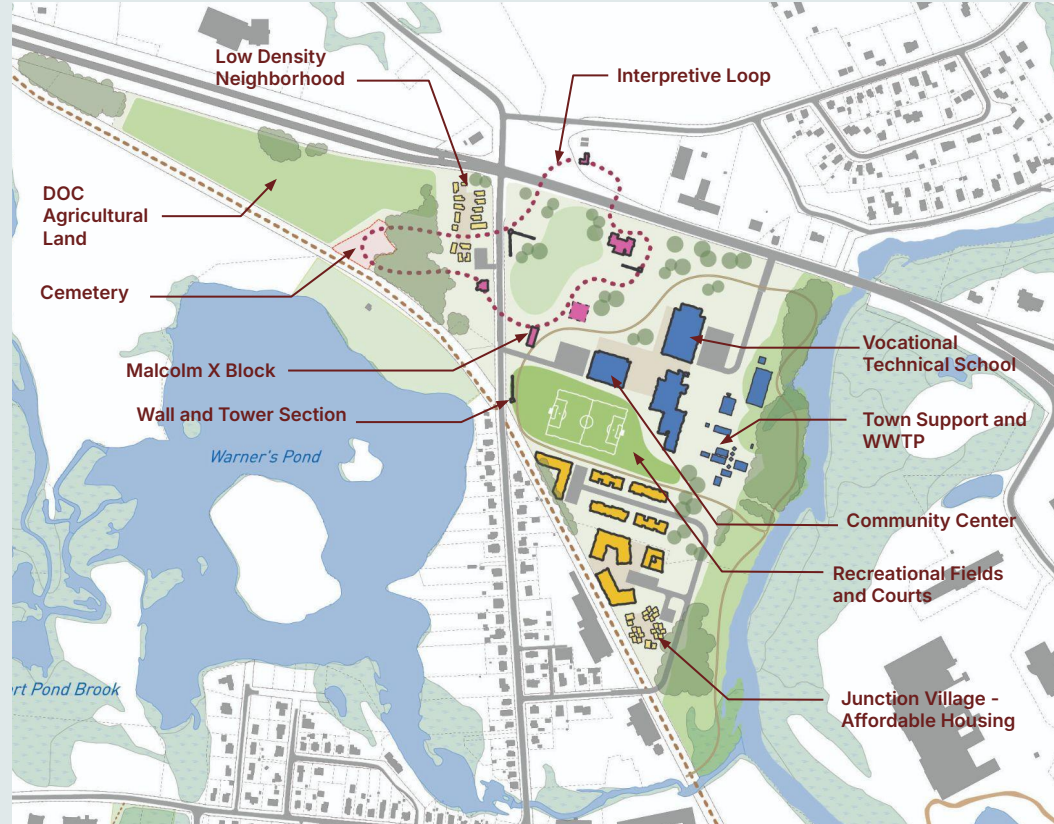
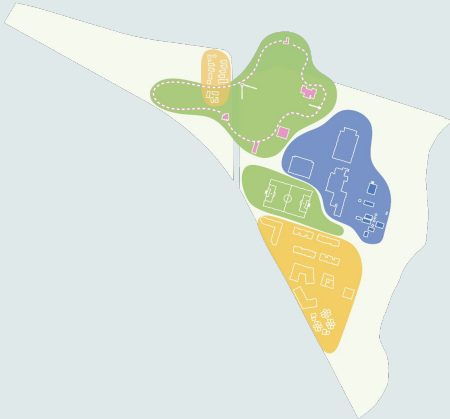
Mission Learning

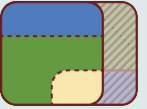


Overview

Core Program and Amenities:



- Public park with playing fields + courts, trails and event / gathering spaces
- Museum + interpretive experiences
- Vocational or independent / charter school
- Town civic and maintenance services
- Affordable housing at Junction Village





Core Program and Potential Massing



-  **+/- 300 Units** Housing
-  **125,000 SF** Community/ Civic (adaptive reuse)
-  **5,600 SF** Community/ Civic (new construction)
-  **29,000 SF** Interpretive/ Museum (adaptive reuse)

*Not including WWTP



Dashboard



PREP COST

How much of the initial site preparation costs will be shouldered by a developer versus needing additional private investment

Significant Private Investment Needed



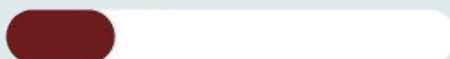
\$52M Deficit



TOWN ANNUAL FISCAL IMPACT

Annual impact to Town finances.
Note: Tax Revenues - Costs = Net Revenues

Net-negative



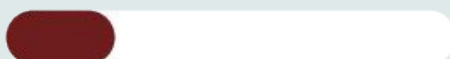
-\$874K



IMPLEMENTATION TIMEFRAME

How long will it take to reinvest in the entire site given the Scenario's proposed program

Long



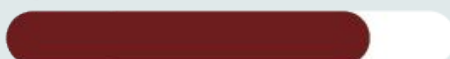
15+ years



COMMUNITY FACILITIES

Direct community facilities (like programming, events, parks, trails, buildings) that support Town residents and align with recent Town plans

High



HOUSING DENSITY

4.3 Dwelling units per acre

Housing units divided by total buildable acreage for the site (total area minus agricultural land = 70 acres)

MOBILITY CONSIDERATIONS



372 AM trips



514 PM trips

- Transportation improvements are of **medium** urgency.
- Generate the fewest trips during both AM and PM peak hours. Inbound trips may be accommodated with existing traffic on Route 2.

INFRASTRUCTURE CONSIDERATIONS



58K GPD

- Site programming doesn't exceed capacity of WWTP - 110k GPD for MCI development



Financial Feasibility

Total Residential SF	304,000
Total Residential Units	300
Total Commercial/Civic SF	190,800
Total SF	494,800
Total Cost	\$86.4M
Total Net Revenue	(\$44.3M)

This scenario **requires additional outside funding to be financially feasible**, with an internal rate of return (IRR) of -27%. Additional funding of **\$52M** would allow the project to cross the feasibility threshold and achieve an IRR of 15%.

Note that these figures **do not include costs for constructing or renovating buildings as civic space.**

	Project	Target	Status
Internal Rate of Return	-27%	15-20%	Requires Major Subsidy or Cost Reduction

Feasibility Shortfall for 15% IRR:

(\$52,000,000)



Traffic Impact

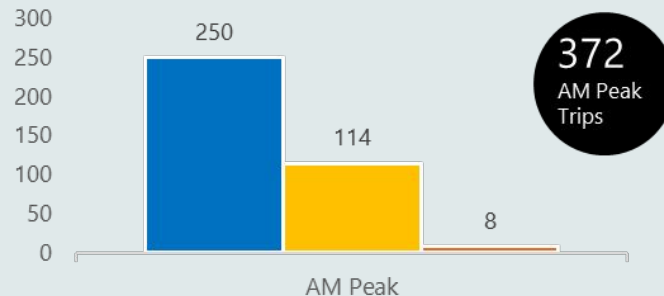
Route 2 can handle an additional ~200 vehicle trips. This scenario **generates a low number of peak hour trips**, which can be handled by existing network.

The Community/Civic use generates the most trips. The **PM peak hour is higher than the AM peak hour**, with the **largest number of trips being inbound trips**.

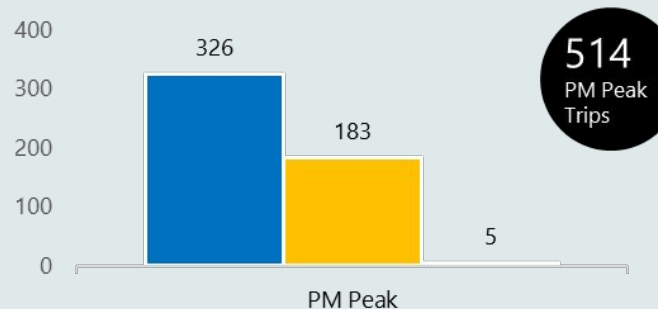
■ Entering ■ Exiting



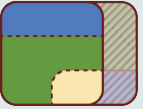
AM (Peak Hour Trips)



PM (Peak Hour Trips)



■ Civic
■ Housing
■ Museum



Infrastructure

Wastewater

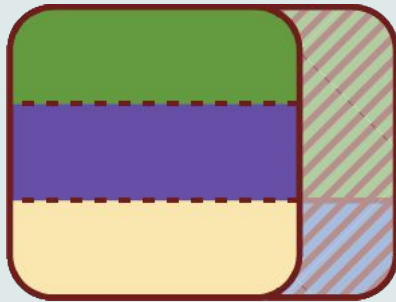
System Sewer Flow Design (Based on MA 310 CMR 15.00 (Title V))

Housing (60% 1BR, 40% 2BR)	Civic Space	Museum	Total	
300	130,600	29,000	159,900	SF
46,200	9,795	2,175	58,170*	GPD

* 44,970 GPD if 1BR only

Stormwater





A Vibrant Center for Commerce

Revenue Focused



Overview

Core Program and Amenities:

- 600K sf of retail / commercial space supporting a thematic blend of some of the following:
 - Innovation (light industrial)
 - Science/Technology
 - Health and Lifestyle
 - Hotel
- Potential of institutional partnership
- Walkable campus with gathering spaces and trails
- Live-work style housing at Junction Village





Core Program and Potential Massing



- +/- 500 Units** Housing
- 76,100 SF** Commercial/
Light Industrial (adaptive reuse)
- 340,000 SF** Commercial/
Light Industrial (new construction)
- 33,700 SF** Civic (new construction)
- 17,800 SF** Interpretive/
Museum (adaptive reuse)

*Not including WWTP



Dashboard



PREP COST

How much of the initial site preparation costs will be shouldered by a developer versus needing additional private investment

Significant Private Investment Needed



\$22M Deficit

HOUSING DENSITY

7.2

Dwelling units per acre

Housing units divided by total buildable acreage for the site (total area minus agricultural land = 70 acres)



TOWN ANNUAL FISCAL IMPACT

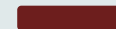
Annual impact to Town finances.
Note: Tax Revenues - Costs = Net Revenues

Net-positive



+\$1.2M

MOBILITY CONSIDERATIONS



917 AM trips



2079 PM trips

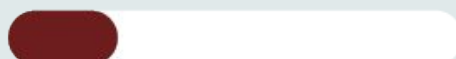
- Exceed traffic capacity of current rotary and require **immediate** transportation improvements
- Generate a significantly higher number of trips, primarily due to Commercial/Light Industrial land uses



IMPLEMENTATION TIMEFRAME

How long will it take to reinvest in the entire site given the Scenario's proposed program

Long



15+ years

INFRASTRUCTURE CONSIDERATIONS



119K GPD

- Site programming **slightly exceeds** capacity of WWTP - 110k GPD for MCI development



COMMUNITY FACILITIES

Direct community facilities (like programming, events, parks, trails, buildings) that support Town residents and align with recent Town plans

Medium





Financial Feasibility

Total Residential SF	500,000
Total Residential Units	500
Total Commercial/Civic SF	467,600
Total SF	937,600
Total Cost	\$99.2M
Total Net Revenue	\$9.9M

This scenario **requires additional outside funding to be financially feasible**, with an internal rate of return (IRR) of 3%. Additional funding of **\$22M** would allow the project to cross the feasibility threshold and achieve an IRR of 15%.

Note that these figures **do not include costs for constructing or renovating buildings as civic space.**

	Project	Target	Status
Internal Rate of Return	3%	15-20%	Requires Subsidy or Cost Reduction

Feasibility Shortfall for 15% IRR:

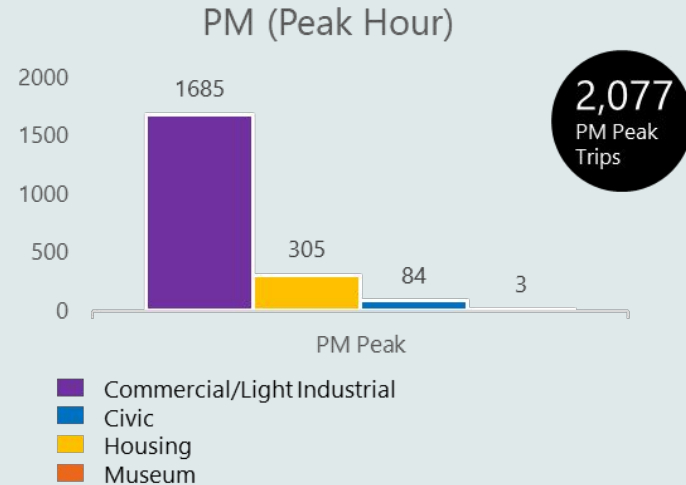
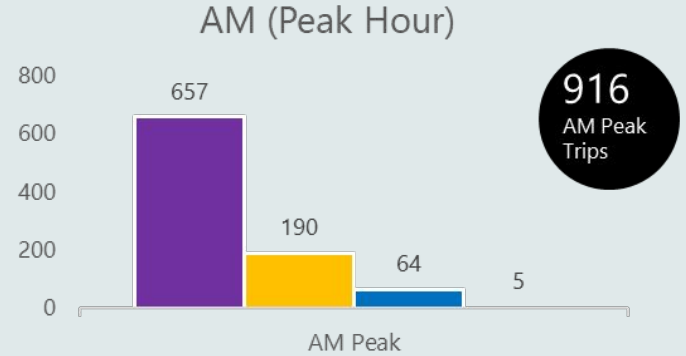
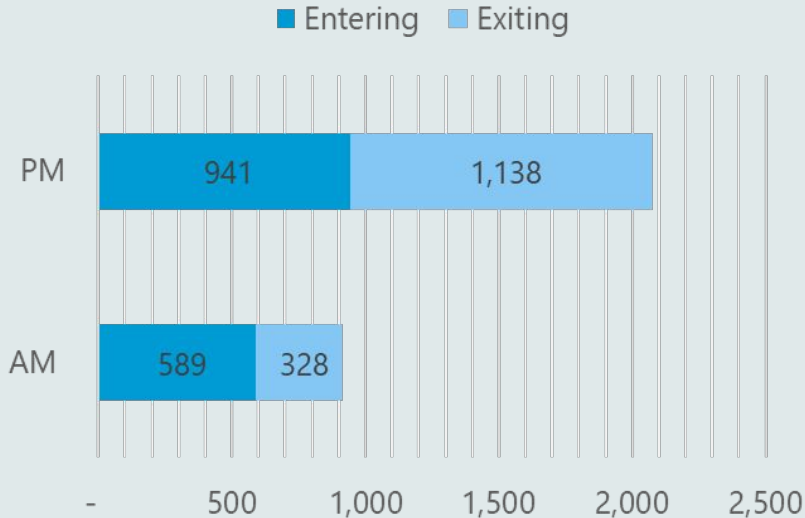
(\$22,000,000)



Traffic Impact

This scenario generates many PM peak hour trips, mostly inbound trips generated by Commercial/Light Industrial.

Commercial/Light Industrial use generates the greatest number of trips compared to other uses.





Infrastructure

Wastewater

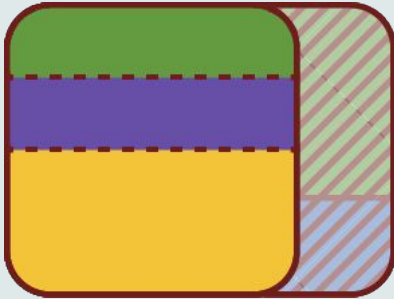
System Sewer Flow Design (Based on MA 310 CMR 15.00 (Title V))

Housing (60% 1BR, 40% 2BR)	Civic Space	Museum	Commercial /Light Industrial	Total	
500	33,700	17,800	416,000	468,000	SF
77,000	9,795	1,335	31,200	119,330*	GPD

* 97,300 GPD if 1BR only

Stormwater





A Thriving Mixed-Use Neighborhood

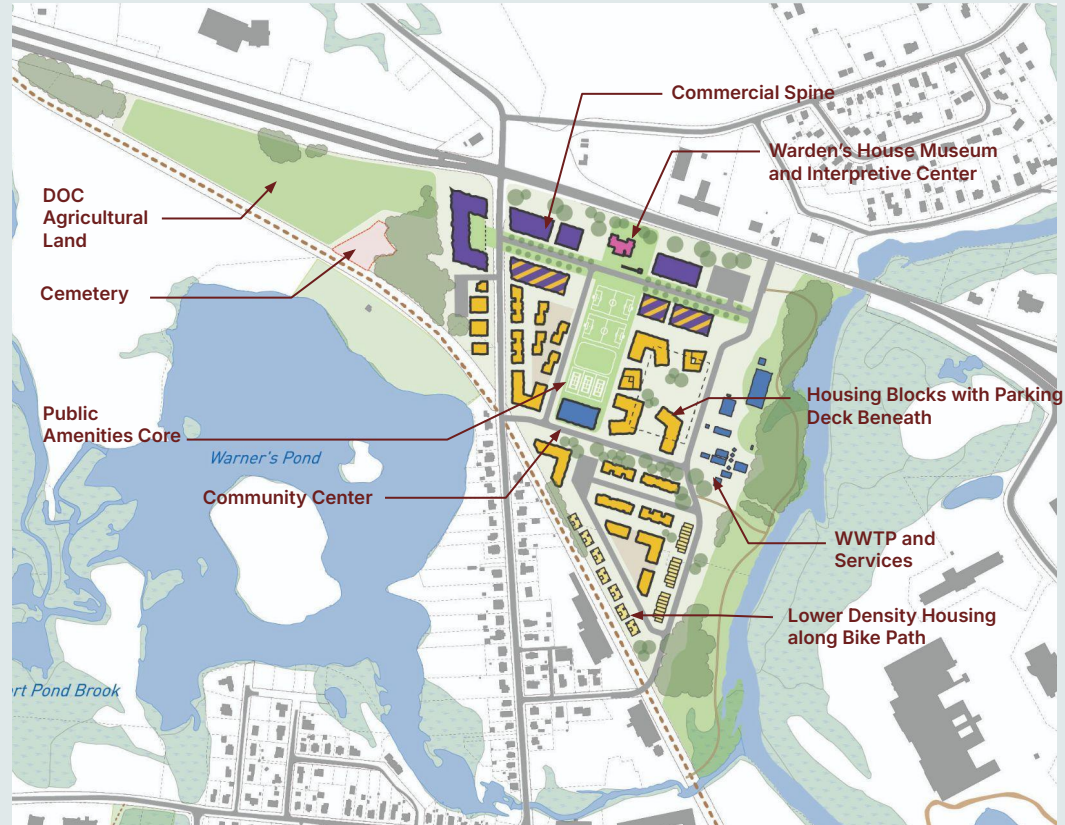
Feasibility Driven



Overview

Core Program and Amenities:

- Market Feasibility "Fair Share"
 - 750 residential units
 - 350K commercial square feet
- Neighborhood amenities like streetscapes, gathering areas, playground and sports courts
- Walking trails
- Potential of some civic or mission leaning anchors





Core Program and Potential Massing



-  **+/- 750 Units** Housing
-  **344,000 SF** Commercial/
Light Industrial (new
construction)
-  **36,800 SF** Civic (new
construction)
-  **16,300 SF** Interpretive/
Museum (adaptive reuse)

*Not including WWTP



Dashboard



PREP COST

How much of the initial site preparation costs will be shouldered by a developer versus needing additional private investment

Significant Private Investment Needed



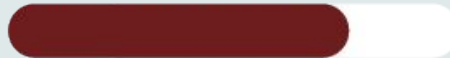
\$10M Deficit



TOWN ANNUAL FISCAL IMPACT

Annual impact to Town finances.
Note: Tax Revenues - Costs = Net Revenues

Significantly net-positive



+\$2.9M



IMPLEMENTATION TIMEFRAME

How long will it take to reinvest in the entire site given the Scenario's proposed program

Medium



10-15 years



COMMUNITY FACILITIES

Direct community facilities (like programming, events, parks, trails, buildings) that support Town residents and align with recent Town plans

Medium



HOUSING DENSITY

10.7 Dwelling units per acre

Housing units divided by total buildable acreage for the site (total area minus agricultural land = 70 acres)

MOBILITY CONSIDERATIONS



- Exceed traffic capacity of current rotary and require **immediate** transportation improvements
- Generate a significantly higher number of trips, primarily due to Commercial/Light Industrial land uses

INFRASTRUCTURE CONSIDERATIONS



- Site programming **significantly exceeds** capacity of WWTP - 110k GPD for MCI development

A Thriving Mixed-Use Neighborhood

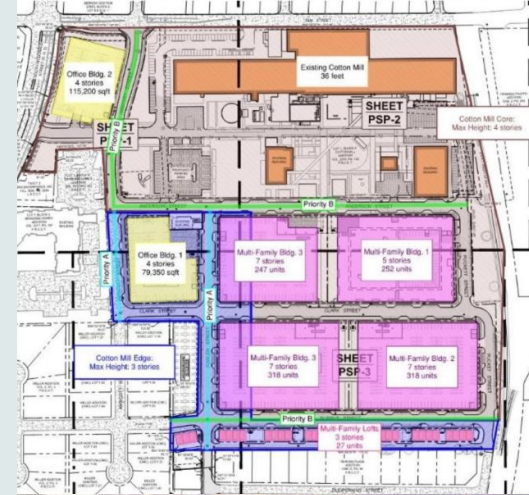
Precedent

New Cultural District with
Housing, Offices, and Retail



Cotton Mill Redevelopment,
McKinney, TX

Land Size	27.9 Acres
Development SF	1.3M+ GSF
Residential Units	1,209 Units
Commercial SF	60,000 GSF
Office Size	200,000 GSF
Parkland	7 Acres





Financial Feasibility

Total Residential SF	750,000
Total Residential Units	750
Total Commercial/Civic SF	397,100
Total SF	1,092,100
Total Cost	\$107.8M
Total Net Revenue	\$46.1M

This scenario **requires additional outside funding to be financially feasible**, with an internal rate of return (IRR) of 11%. Additional funding of **\$10M** would allow the project to cross the feasibility threshold and achieve an IRR of 15%.

Note that these figures **do not include costs for constructing or renovating buildings as civic space.**

	Project	Target	Status
Internal Rate of Return	11%	15-20%	Borderline Feasible

Feasibility Shortfall for 15% IRR:

(\$10,000,000)

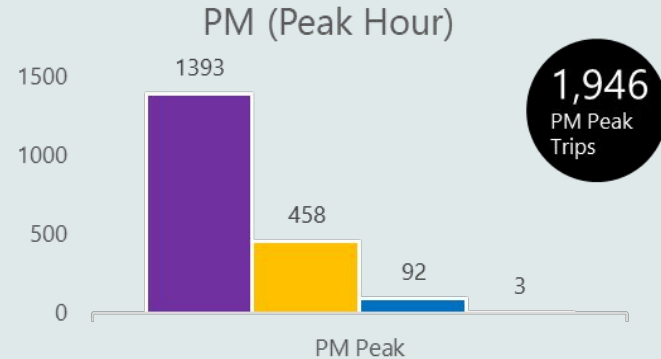
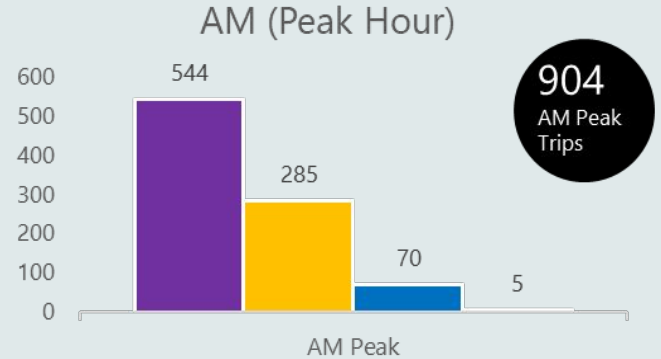
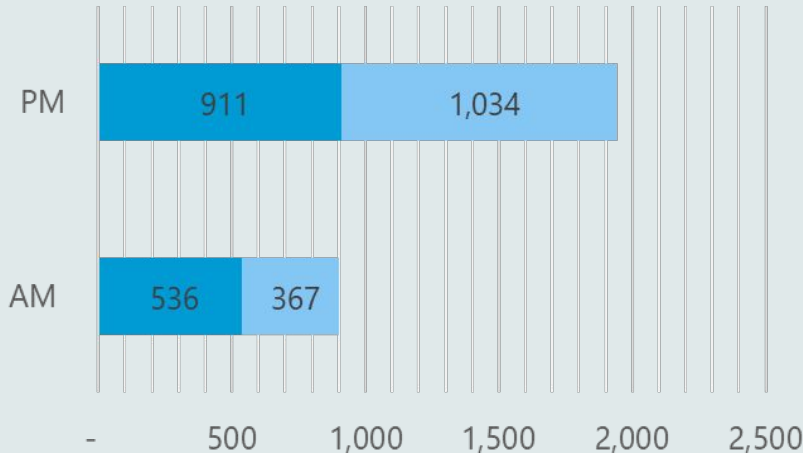


Traffic Impact

The scenario generates many PM peak hour trips, mostly inbound trips generated by Commercial/Light Industrial.

Like Scenario 2, the **Commercial/Light Industrial use generates the greatest number of trips** compared to other uses.

■ Entering ■ Exiting



- Commercial/Light Industrial
- Civic
- Housing
- Museum



Infrastructure

Wastewater

System Sewer Flow Design (Based on MA 310 CMR 15.00 (Title V))

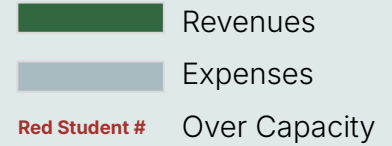
Housing (60% 1BR, 40% 2BR)	Civic Space	Museum	Commercial /Light Industrial	Total	
750	36,800	16,300	344,000	397,850	SF
115,000	2,760	1,223	25,800	145,283*	GPD

* 112,000 GPD if 1BR only

Stormwater



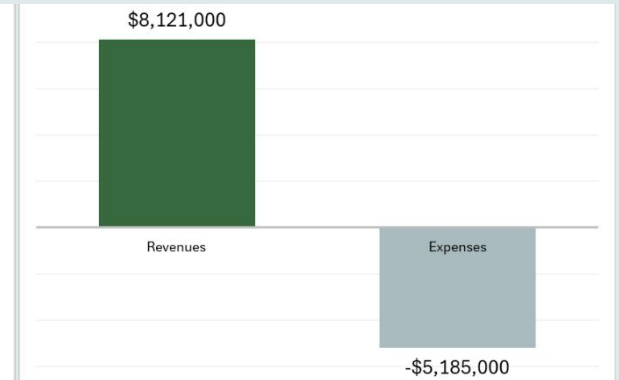
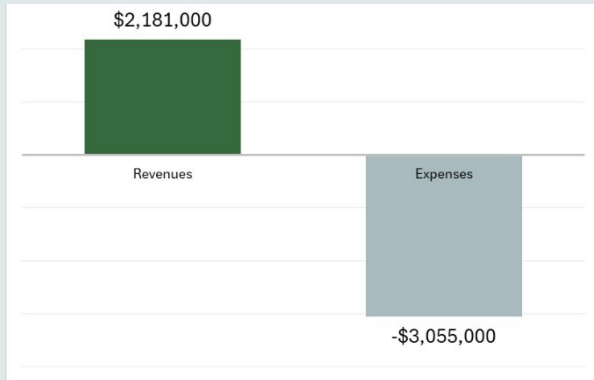
Town Annual Fiscal Impact



A Civic and Institutional Campus

A Vibrant Center for Commerce

A Thriving Mixed-Use Neighborhood



Net Impact	-\$874K	+ \$1.2M	+ \$2.9M
Students	68	115	173
50% age restricted	34	58	86
Taxable GSF/Total	297K/456K	916K/968M	1M/1.1M
% Taxable	65%	95%	95%

Scenarios Summary

A Civic and Institutional Campus	A Vibrant Center for Commerce	A Thriving Mixed-Use Neighborhood
300 units of housing	500 units of housing	750 units of housing
25 acres of open space	17 acres of open space	8 acres of open space
\$52M subsidy need	\$22M subsidy need	\$10M subsidy need
-\$847,000 net fiscal impact	\$1,200,000 net fiscal impact	\$2,900,000 net fiscal impact

Additional housing and reduced open space would enable the site to be developed without the need for subsidy.

Draft Guiding Principles

Planning Goals & Vision Statement

VISION

Sustainable multi-use redevelopment that balances change with tradition.

Incorporates green space, mobility, and innovation with history and housing.

TOP CRITERIA FOR SUCCESS

Livability and values.
Sustainability, both environmental and fiscal.

PROCESS

Collaborative and community driven partnership, planning for the future.

OPERATIONS

Subcommittees help target sub-topics.
Communication is important!

Development Principles

1. Connect to nature, embrace sustainable design, and adapt to a climate resilient future.
2. Create meaningful, lasting experiences that add value to the quality of life for residents and visitors.
3. Build local and regional economic strength and amplify the community's identity.
4. Celebrate what makes Concord unique and preserve the site as a place for future generations to live and thrive.
5. Balance community sentiments with the need to have a net positive impact on annual town finances.

Discussion + Workshop

Confirm guiding principles

Leverage the financial dashboard to test additional solutions

Next Steps

Getting from here to June 30th, and beyond.

