



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 23, 2025 at 3:15 PM

Concord Free Public Library, Goodwin Forum and Hybrid via Zoom

More information on the MCI Concord Redevelopment:

www.mci-concord.org

Join Zoom Meeting

<https://us02web.zoom.us/j/83305721479?pwd=KHjvKp6AzbMl8asiUhFPYLtBfrV1y8.1>

Meeting ID: 833 0572 1479

Passcode: 612189

Dial In Toll-Free: 888 475 4499

| # | Agenda Item |
|------|---|
| I. | Call to Order <ul style="list-style-type: none">- Clerk of the Meeting- Discuss Potential Additional Meeting of Advisory Board on June 30, 2025 |
| II. | Approve Meeting Minutes <ul style="list-style-type: none">- May 19, 2025 – Advisory Board at Concord Housing Roundtable- May 19, 2025 – Advisory Board- June 2, 2025 – Advisory Board |
| III. | Share Vision Plan Outline and Layout |
| IV. | Workshop Vision and Development Principles and Metrics |
| V. | Review Final Scenarios |
| VI. | Workshop Headlines for Each Scenario |
| VII. | Discuss Site Constraints and Development Process |

| | |
|-------|-----------------------------------|
| VIII. | General Public Comment |
| IX. | Action Item Recap and Adjournment |

**Times are approximate and subject to change*



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**Town of Concord
MCI Concord Advisory Board
Minutes
May 19, 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 on Monday, May 19, 2025 at 12:00 PM.

Present were: Elizabeth Akehurst-Moore, Scott Bates, John Boynton, Erin Cusker, Dan Gainsboro, Co-Chair, Mark Howell, Peter Lowitt, and Linda Miller

Also present were: Megan Zammuto, Deputy Town Manager, Elizabeth Hughes, Town Planner, 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. Boynton 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 October 17, 2024, May 1, 2025, and May 5, 2025.

Roll Call Vote:

Ms. Akehurst-Moore – Aye
Mr. Bates – Aye
Mr. Boynton
Ms. Cusker – Aye
Mr. Gainsboro – Aye
Mr. Howell – Aye
Mr. Lowitt – Aye
Ms. Miller – Aye

**Discuss Potential Community Preservation Funding for Historic Preservation
at MCI Concord**

Linda Miller initiated the discussion, referencing a very well-constructed memorandum from the Historical Commission about the value of looking at the historical context of the site. Ms. Miller suggested that Community Preservation Committee (CPC) funds, with their historical preservation category, would be an optimal use for these properties and that engaging staff to submit an application would be timely to meet deadlines.

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Elizabeth Hughes, Town Planner, recommended that one member of the Advisory Board who has an interest in pursuing the application can meet with Ann Clifford, who works with the Community Preservation Committee and the Town's historical-related committees.

Peter Lowitt volunteered to meet with Ms. Clifford on this.

Town Staff Update – Megan Zammuto, Deputy Town Manager

Funding Update:

- Ms. Zammuto reported that Senator Barrett's Office did submit a new earmark request for Fiscal Year 2026 for \$250,000 for MCI Concord.
- Ms. Zammuto reported that the PAC treatment for the Fiscal Year 2025 earmarks is not in the House Budget at this time.
- Ms. Zammuto suggested that the Legal and Government Affairs Subcommittee might find it timely to reach out to Concord's legislative delegation to ask for support for the earmark.

Wastewater Treatment Plant Update:

- Ms. Zammuto reported that discussions regarding wastewater treatment are ongoing with a recent meeting involving DCAMM, Town Staff, and Town Counsel.

Meeting with DCAMM:

- Ms. Zammuto reported that a high-level discussion was had regarding zoning approaches, with zoning remaining a top priority for the Advisory Board concerning control of the site.
- Paul Lillehaugen, Senior Project Manager for DCAMM, reported that DCAMM is willing to help keep momentum going for the project throughout the summer and discussed timing for the next formal Public Hearing by DCAMM as required by State legislation.

Discuss Visioning and Scenarios – Agency Landscape + Planning and Team

Goals for the Meeting:

- **Public Feedback:** Understand desires for the site's future from neighbors, friends, and families.
- **Scenario Reframing:** Revisit and broaden or rethink the scenarios previously shared on May 5th, focusing not just on developer feasibility but what is most beneficial for the Town whether that be financial, social, or cultural.
- **Metrics:** Assemble high-level metrics to inform the selection of the final three scenarios.

Community Engagement:

- **Methods:** Outreach to 97 key Town stakeholders, postcards, public workshops held in April, with additional public workshops upcoming in May, website updates, and online survey.

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- Workshop Attendance: 118 sign-ins (estimated 150+ attendees) across two April 30th workshops.
 - Comments: Over 248 sticky note comments, 21 online survey respondents.
 - Key Takeaways from Workshops: Many comments regarding Route 2 Rotary & Warner's Pond
 - Historic Preservation: Mixed feedback on the preservation of certain aspects such as the warden's house and the wall.
 - Housing & Culture: 40% prioritized more attainable housing, 23% supported aging in place and a range of housing sizes.
 - Buildings & Structures: 30% suggested showcasing the site's history through a museum, a public art or some other interpretive signage, with interest in affordable housing and a hotel.
 - Environment & Open Space: 33% wanted natural spaces, 18% walking trails, 17% a community center. Strong support for restoring pedestrian access to the Aset River and linking it to the existing rail trail.
 - Transportation Access: 25% of comments focused on the Rotary and Route 2.
 - Energy & Infrastructure: Interest in efficient reuse of the wastewater treatment plant and sustainable building practices.
 - Economics & Feasibility: 42% highlighted mixed-use development and adding amenities that enhance the Town. Overwhelming agreement to enhance West Concord's business community, and to not develop "big-box" stores at the site.
- Upcoming Engagement: Two in-person only workshops on May 28th and one online only workshop via Zoom on May 29th.

Scenario Reframing & Discussion:

- Developable Land: Approximately 54 acres of land are developable, excluding areas with regulations or future use considerations. Some buildings could be reused.
- Development Horizon: It was stressed that full redevelopment could take potentially 20-25 years, similar to West Concord's master plan realization.
- Developer Model: Discussion on whether a master developer or a model of multiple developers for different usages might expedite things. This also depends upon zoning.
- Scenario Metrics (Preliminary): A preliminary list of metrics to evaluate scenarios:
 - Developer Attractiveness (ROI/Feasibility)
 - Upfront Costs (Town/Public Funding)
 - Fiscal Impact to the Town (Net Revenue)
 - Community Facilities
 - Implementation Timeline

Three Suggested Scenarios for Deeper Dive:

- Civic and Institutional Campus (Mission Leaning): Concept: Creates an interpretive trail, potential museum in Warden's House, chapel use. Reuses three buildings for a community center and vocational/technical school (with an anchor partner). Junction Village property focuses on affordable housing.
 - Metrics: High upfront costs for town, net negative fiscal impact, high community facilities, long implementation.

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- Feedback: Concerns raised about the need for a new vocational school (given Minuteman Vocational Technical High School in Lexington that the Town is a member community of) and potential negative community resonance with charter schools. Question about economic benefit from building reuse given low economic attractiveness.
- Vibrant Center for Commerce (Revenue Focused): Concept: Innovation campus with a green quad. Two buildings reused. Stepping up density towards Route 2 and Commonwealth Ave. Multifamily neighborhood on west side, Junction Village site housing. Potential for institutional partnership/anchor. Walkable live-work campus.
 - Metrics: High developer attractiveness, low upfront costs for Town, significant positive fiscal impact, medium community facilities, medium implementation.
- Thriving Mixed-Use Neighborhood (Housing Focused): Concept: Approaches 750 units density. Commercial use along a spine off Route 2. Conversation between Warden's House and new community center with public amenities (fields, event space). Varied housing densities (lower density on Commonwealth Ave, higher near wastewater treatment plant with parking deck buffer).
 - Metrics: High developer attractiveness, low upfront costs for town, significant positive fiscal impact, medium community facilities, short implementation. (Short implementation explained as residential demand being high, commercial slower).
- Overall Discussion on Scenarios: Mutual Exclusivity: Scenarios are not mutually exclusive; they are a way to organize discussion. A hybrid approach is likely.
- Clarity of Assumptions: Need to clarify assumptions for how scenarios would come to pass, especially regarding funding mechanisms and who bears the costs (developer vs. Town vs. State).
- Public Understanding: The goal is to illuminate differences for the community to express preference in upcoming workshops, allowing for comparison and potential blending.

Adjournment

Co-Chair Gainsboro adjourned the meeting at 1:42 PM.

Meeting Materials:

[MCI Concord Advisory Board Meeting Packet for May 19, 2025](#)

[MCI Concord Advisory Board Meeting Recording for May 19, 2025](#)

Town of Concord
MCI Concord Advisory Board at the
Concord Housing Roundtable
Minutes
May 19, 2025

Pursuant to notice duly filed with the Town Clerk, the MCI Concord Advisory Board convened in a meeting for the Concord Housing Roundtable both in-person at 22 Monument Square on the 2nd floor in the Public Hearing Room and via Zoom at 5:00 PM on May 19, 2025.

Present were: John Boynton, Erin Cusker, Dan Gainsboro, Mark Howell, Peter Lowitt, Linda Miller

The Concord Housing Roundtable was opened at 5:00 PM by Alyssa Sandoval, Community Development Director. Ms. Sandavol outlined the Roundtable goal, which is to meet on a quarterly basis to update the Town on the implementation of the Housing Production Plan, and related initiatives by the Town's housing stakeholders.

Concord Municipal Affordable Housing Trust: Subsidized Housing Inventory Presentation by Keith Bergman, Chair of the Trust

- SHI is currently at 13.34% and will be at 16.15% when NOVO receives building permits for the 40B project
- CMAHT is working with Massachusetts Housing Partnership (MHP) on setting housing goals including a goal of creating 200 affordable units up to 150% AMI. This would allow for a count of 10% affordable units.

MCI Concord/Junction Village: Presentation by Rhiannon Sinclair, Agency Landscape + Planning and Town Consultant for the MCI Concord redevelopment project

- Site Overview: The former prison site in Concord encompasses about 70 acres total near Route 2 and Commonwealth Avenue. The site includes the prison itself, MBTA Overlay District, Junction Village site, Prison Cemetery, agricultural spaces, and the wastewater treatment facility.
- Process and Timeline: The State (Division of Capital Asset Management and Maintenance - DCAMM) is engaging Concord to determine the Town's wants and needs at the site, while also considering goals that the State has, like affordable housing.
 - o The current phase (March-end of June) focuses on site planning, collecting community input, and assembling 3 scenarios for what the site could be in the future.
 - Deliverables by end of June include reports on economic feasibility, impact of redevelopment, land use/zoning opportunities, and a visionary document.
 - o Following this, DCAMM will issue an RFP for the development of the site. The Town aims to influence this RFP with its priorities and proposed zoning to come in coming years.
 - o Community Outreach: Over 150 attendees participated in public workshops. A survey is available online at mciconcord.org.
 - Community Priorities (from workshops):
 - First: 40% prioritize attainable housing
 - Second: Support aging in place

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- Third: Provide a range of housing sizes that support different household needs
- Site Constraints and Developable Area: Restrictions include limitations on what can be built where, such as near the riverfront and wetlands. This leaves around 45 acres of total developable acres minus the wastewater treatment facility as well as that river frontage and wetland frontage.
- Scenario Development: The Advisory Board is exploring a spectrum of development scenarios for the 45 developable acres:
 - Doing nothing: Leaving the site as is (with cost implications).
 - Market-driven approach: Focusing on housing (discussed at a May 5th workshop).
 - Lower intensity development: Investing in a park or more public uses, and completing the Junction Village project
 - Mixed-use: A mix of uses and a commercial center
 - Critical housing focus: Thinking critically about housing, and how we can make housing happen here
 - It was clarified that a scenario combining all uses (open space, civic, housing, commercial) is also a possibility
- Decision-Making Process: The MCI Advisory Board is advisory to the Select Board. Their role is to gather information, as much input and essentially defining various scenarios so that the Advisory Board can make an informed recommendation the Select Board.

Land Use Working Group and Matrix: Presentation by Mary Hartman, Select Board Chair

- Land becoming available to the Town: MCI Concord, 2229 Main Street, Peabody School, Harrington House, the Landfill, and others.
- Working Group: A group of 9 voting members and 2 non-voting members will work over the next 12 months to make recommendations to the Select Board. Committees were asked to nominate members. The group will conduct site visits to familiarize themselves with the parcels.
- Process: The matrix will analyze "pros and cons of each match between a use and the available land" and "some of the domino effects," timing, and funding.

Housing Production Plan Updates:

- Assabet River Bluff (406 Old Marlborough Road): Julie McClure (CHDC) announced a recent groundbreaking. This project involves many partners, including Concord Housing Authority, Select Board, Municipal Affordable Housing Trust, CPC, and local organizations. It will create 5 affordable homes, 2 rental and 3 ownership in a condo association. The process of settling deeds and legal affairs has been time consuming and challenging.

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- 91B Main Street Project: Julie McClure (CHDC) continued with a conceptual plan for 4 units and 2 townhouses which would be developed for workforce housing homeownership units at 120% of AMI. Purchase price: MassDOT appraisal is \$620,000 (less than Town's initial appraisal of \$690,000). Funding of \$500,000 from ARPA funds, requiring additional money for the purchase price. Options are:
 - o Town purchases property from MassDOT using ARPA and potentially Affordable Housing Trust funds, then develops an RFP for a developer.
 - o Affordable Housing Trust grants funds to CHDC, who would then purchase the property and issue an RFP, providing the land and potential additional subsidy.
- Everett Gardens: Stephan Bader (CHA) reported on maintaining and improving existing properties. CHA received state environmental efficiency funding for air source heat pump air conditioning and heating for units, many 50+ years old without A/C or inefficient window units. This project will improve energy efficiency and quality of life upgrade for the tenants.

Housing-Related Articles at Annual Town Meeting:

- Article 45: Planned Residential Development (PRD) Bylaw: The Concord Housing Foundation is sponsoring an article (developed by Matt Johnson). The goal is to make PRDs more attractive by enabling some of the units to be at higher, but still... levels of income that are within the range that Mr. Bergman talks about (i.e., above 80% AMI to 150% AMI). The current requirement for a mix of very low-income units has deterred developers. If passed, this would involve no public money at all.
- Article 39: Accessory Dwelling Unit (ADU) Bylaw
- Article 46: Citizen Petition: Zoning Bylaw Amendment: Continuing Care Retirement Community Overlay District: New England Deaconess Association has been meeting with neighbors and they expect to submit amendments to the Warrant Article itself addressing setbacks and height. The Select Board is in discussions with Deaconess regarding a Memorandum of Agreement, but details are not public.
- Article 33: MCI Concord Planning: Requests \$250,000 from Free Cash to continue planning efforts at MCI Concord, as the State funding expires on June 30, 2025. While not directly for affordable housing, it's integrated with our housing plans and the housing community is asked to consider supporting it.
- Article 47: Community Preservation Appropriation Recommendations
 - Funding for the Concord Municipal Affordable Housing Trust for \$740,000 and the funding for the Regional Housing Services Office of \$43,500

The meeting was adjourned at 6:25 PM.

Town of Concord
MCI Concord Advisory Board
Minutes
June 2, 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 Monday, June 2, 2025 at 12:00 PM.

Present were: Elizabeth Akehurst-Moore, Scott Bates, 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, 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. Lowitt was assigned as Clerk of the meeting.

Community Engagement Update

Justina presented an overview of engagement to date and key takeaways:

- Outreach Efforts:
 - 95 stakeholder groups contacted.
 - Over 8,000 postcards mailed to Concord households with event information and a QR code for the website.
 - Over 3,000 website visits, with 700 occurring in the last week.
- Public Workshops (Last Week): Five workshops held (four in-person, one online) with approximately 375 attendees.
 - 94 sign-ins, estimated 150 attendees due to group arrivals and bypasses of the welcome table.
 - Map Activity Takeaways: Participants, on average, included over one-third housing blocks, about a fourth open space, and about a fourth commercial uses in their self-designed sites.
- Online Survey Responses: 12 responses received as of 11:00 AM on the meeting day.
 - "Thriving mixed-use neighborhood" showed a strong preference: average rating 3.75/5 stars (median 4/5).
 - "Mission leaning" rated 2.75/5 stars (median 2/5).
 - "Vibrant center for commerce" rated 3.08/5 stars (median 3/5).
 - More responses are expected due to updated website visibility.

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Discussion on Engagement:

- **Driving Survey Participation:** Suggestions included social media posts by Advisory Board members, sharing the survey link to the full stakeholder list via email, and sharing it at the upcoming Annual Town Meeting.
- **Survey Deadline:** June 20th was proposed as a target deadline for inclusion in the June 30th report.
- **Engagement Levels:** While acknowledging that participation is ultimately voluntary, the current engagement (almost 400 workshop participants, over 3,300 website visits) is considered relatively high compared to many other communities post-COVID.

Framing Feasibility: Metrics and Capacity

The presentation then shifted to a deeper dive into the metrics and capacities that inform the feasibility of development scenarios:

- **Baseline Site Assumptions:**
 - Development is constrained by: riverfront/wetlands protection, preservation of the cemetery and agricultural land (Dept. of Corrections), and continued use of the wastewater treatment plant.
 - This leaves 54 developable acres.
- **Site Preparation and Cost Considerations**
 - **Sewer Treatment Upgrades:** This number was increased to the full \$28 million from the Weston and Sampson study, as it appears necessary for the capacity levels being discussed, potentially even beyond.
 - **Board Concern:** Questions arose about the appropriateness of including the full \$28 million in "getting to zero" costs, as some capacity could serve existing development and the town might bear some of this cost. The large impact on feasibility was noted, and a consensus emerged to potentially remove or adjust this cost for the developer's burden in future calculations, given it's a separate negotiation and potentially a town responsibility to get capacity online.
 - **Other Costs:** The list includes demolition, hazardous material remediation, and new infrastructure for the site.
 - **Cost Allocation:** Currently, all "getting to zero" and new infrastructure costs are assumed to be borne by the developer to prepare the site for future development. The "who" (developer vs. town/state) is explicitly stated as a negotiation point.
 - **New Infrastructure & Amenities Costs:**
 - Placeholder numbers based on rules of thumb for new road infrastructure, built space, open space amenities.
 - Includes \$5 million for off-site traffic improvements.
 - Substantial contingencies are built in due to early estimates.
- **Land Development Model Assumptions:**
 - Model focuses on "horizontal development".
 - Does *not* include vertical construction costs (assumed by individual builders).

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- Timing: Several years of planning and site prep assumed before parcels are sold, meaning not a lot of revenue that flows off of this site in the first several years.
- Absorption Rate: Estimated at 80 residential units/year and 50,000 sq ft commercial/year.
- Time Period: 10-15 year time horizon for active development and selling.
- Land Value: Average finished value is ~\$2.8 million per acre (after infrastructure is in place).
- Escalation: 3% cost and revenue escalation.
- Shortfall: Model attempts to express the "shortfall" (how much subsidy/cost reduction is needed) as a single number.
- Affordability Overlay:
 - SHI (Subsidized Housing Inventory): Concord recently dipped below the 10% threshold. Currently, two new 40B projects will bring SHI to ~16%.
 - Junction Village: Has an existing deed restriction requiring 100% affordable housing. However, the definition of "affordability" is broad, allowing for units up to 150% AMI (effectively market rate in some cases).
 - Feasibility vs. Affordability: Delivering more than 15% affordable units generally requires additional subsidies to remain feasible for market-rate developers.
 - Housing Production Goals: Keith Bergman of the Concord Municipal Affordable Housing Trust noted Concord's goal of a 10% *accountability* affordability goal (not just SHI), aiming for 200 more affordable units (up to 150% AMI) in the next 5-10 years.
 - Junction Village Deed Restriction Amendment: Concord Housing Development Corporation, owner of the Junction Village land, supports amending the deed restriction to allow spreading affordable housing requirements across the entire MCI Concord site rather than confining them solely to Junction Village, to unlock development potential.
- Fiscal Impact (Annual Revenues & Costs to Town):
 - Revenues: Based on assessed values for commercial (income/expense values, comparable properties) and residential (comparable properties, high assessed values in Concord). Accounts for local tax rates and residential exemptions.
 - Expenses (Major Buckets): Education, public safety, maintenance of new civic buildings/open spaces.
 - Not Included: Fee-for-service items (health inspections, utility fees).
 - Student Generation Rates: Single-family home: 0.5 students/unit (conservative, actual town average ~0.043).
 - Apartments: 0.2 students/unit (average of Prescott & Brookside complexes).
 - Age-restricted housing: Lower rates.
 - Recommendation to also consider data from Koba Crossing development in Sudbury.
 - Public Safety Costs: 40/60 split between residents and employees based on population.
 - Building Maintenance: \$8/square foot for civic buildings (heating, cleaning).

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- Open Space Maintenance: High-level estimate, acknowledging varying types of open space.
- School Enrollment Capacity:
 - Concord's current projections show a decline then rebound, but are solely based on birth rates, not migration or housing costs.
 - Current (FY25): Just over 3,000 students.
 - Historical Trend: Declining since 2019.
 - Consider the impact of the two new 40B projects also
 - Board Concern: Importance of robust, forward-looking enrollment projections for community understanding and decision-making. Advisory Board may need to lean on the School Committee to make this happen.
 - Suggestion to consider outplaced special needs students for a more nuanced capacity assessment.
- Traffic Impact:
 - Threshold: Level of Service D (beyond E/F means slow traffic).
 - Route 2 Corridor Study (MASSDOT): Weekday morning: Route 2 westbound is LOS C, allowing additional capacity.
 - Weekday evening: Everything is red (LOS F), indicating "significant delay."
 - 2039 Future Growth: All red (both AM/PM).
 - Current Site Conditions: Assumed to generate minimal traffic.
 - Additional Capacity Threshold: Around 200 vehicles in morning peak hour, very limited in evening.
 - Rotary Improvements: Alternative concepts in the study (e.g., connecting east/westbound lanes) are highlighted as potential short-term improvements.
- Trip Generation Study (High-Level): Based on ITE (Institute of Transportation Engineers) rates.
 - Commercial retail significantly increases traffic.
 - Morning peak generally generates less traffic than evening peak.
 - Mitigation: Future refinements will explore internal trip capture (e.g., live-work scenarios where residents shop on-site) and mode split (reducing vehicle trips by promoting walking, biking, transit).
 - Suggestion to frame scenarios against historical prison traffic levels for community context.
- Infrastructure Constraints & Opportunities (Water/Sewer/Stormwater):
 - Existing Wastewater Treatment Plant: 300,000 gallons/day capacity overall.
 - ~100,000 gallons/day available for MCI development, assuming the \$25-28M upgrades occur.
 - Sewer Capacity (by unit): ~110 gallons per day per bedroom.
 - Discharge to Assabet River under existing permit.
 - Other unknowns: existing sand beds, alternative treatment options (packaged plants, living machines).
 - Stormwater: Currently a closed drain system discharging to Assabet with little treatment.

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- Focus on green infrastructure approaches.

Scenario Review & Comparison

The presentation then walked through three main scenarios, detailing their components and associated dashboards of metrics.

Scenario 1: Civic & Institutional Campus

- Key Goals: Focus on public park and playing fields, courts, trails, event spaces, cultural events. Includes a museum (currently proposed as the Warden's House), interpretive experiences, Town civic and maintenance services, and affordable housing (focused at Junction Village). Reuses several existing buildings (community center, vocational tech school/maker spaces).
- Massing: Compact single-family housing in northwest, multi-family at Junction Village. Max 6 stories. Maximizes reuse of existing blue buildings.
- Dashboard:
 - Prep Cost Deficit: ~\$52 million. Requires major subsidy or significant cost reduction. Developer unlikely to take on risk without sufficient revenue.
 - Town Annual Fiscal Impact: Net negative. More maintenance need, less tax revenue.
 - Implementation Time Frame: Longer, due to private investment needed and commercial development challenges.
 - Community Facilities: High number of facilities/benefits.
 - Housing Density: Low (4.3 dwelling units/acre, ~300 units).
 - Mobility: "Low urgency" for Route 2 improvements, but increased use over 15 years will eventually necessitate changes. Within existing traffic network capacity, especially in the morning.
 - Infrastructure (Wastewater): Within existing plant capacity (58,000-60,000 gallons/day).
 - Parking: Less need for structured parking, initial diagrams show surface parking.

Scenario 2: Vibrant Center for Commerce

- Key Goals: Focus on commercial and light industrial space (e.g., innovation, science & technology, health & lifestyle, hotel). Arranged around a campus quad. Mix of ~500 housing units (Commonwealth Ave., Junction Village). Walkable campus with trails. Live-work scenario.
- Massing: Housing along Commonwealth (duplexes near Bruce Freeman Trail, lower density) and Junction Village (multi-family, max 6 stories). Reuse of two buildings within commercial campus.
- Dashboard:
 - Prep Cost Deficit: ~\$22 million. If wastewater treatment plant costs are removed, this scenario "looks feasible" for a developer.
 - Town Annual Fiscal Impact: Net positive.
 - Implementation Time Frame: Still a bit long (commercial development challenges vs. housing).

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- Community Facilities: Significant amount of community space.
- Housing Density: Medium (7.2 dwelling units/acre).
- Mobility: "Immediate need" to address the rotary for increased traffic capacity (significant demand from housing/commercial). Current estimates use worst-case scenario with high trip generation rates; future refinements will include internal capture and mode split reductions.
 - Infrastructure (Wastewater): Slightly exceeds existing plant capacity (just over 110,000 gallons/day). This assumes a 60/40 split between bedrooms (flexible).
- Parking: Potential for shared parking between uses.

Scenario 3: Thriving Mixed-Use Neighborhood

- Key Goals: Maximize housing (~750 residential units) and commercial (~350,000 sq ft commercial). Informed by LEGO studies and advisory board feedback. Commercial spine off Route 2, connecting to Warden's House/museum. Ground-floor commercial with housing above. New community center.
- Massing: Mixed-use development along new boulevard (commercial ground floor, housing above). Higher density residential in core (up to 6 stories). Below-grade parking integration (potentially built up from existing grade to buffer from wastewater plant). Preserves significant open space at Assabet and agricultural land.
- Dashboard:
 - Prep Cost Deficit: ~\$10 million. "In the realm of feasibility" even with full wastewater and additional amenities included. If wastewater removed, positive by \$18 million. Highly attractive to a developer.
 - Town Annual Fiscal Impact: Net positive (~\$2.9 million).
 - Implementation Time Frame: Lower end of scenarios (abundance of housing attracts developers).
- Community Facilities: Medium range (lots of trails, less open space in community core).
 - Housing Density: Highest (10.7 dwelling units/acre). Still room to go higher (e.g., 15 units/acre). Acknowledges height increase.
 - Mobility: Exceeds rotary capacity. Requires immediate fixing and upgrading of the rotary. Worst-case scenario for traffic generation; future refinements will include inter-mobility and micro-mobility shifts.
 - Infrastructure (Wastewater): Exceeds capacity. Requires "supplemental options" (e.g., separate packaged on-site plant). Challenges with permitting large secondary plants.
 - Parking: Includes assumptions for below-grade parking, acknowledging high water table challenges but suggesting building up from grade.

Scenario Summary and Next Steps

- Comparison: A side-by-side comparison of net fiscal impact (before age restriction), projected students (potential to exceed capacity in Scenarios 2 & 3), and cumulative square footage (Scenario 1 similar to existing, Scenarios 2 & 3 significantly higher and mostly taxable).

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- No Perfect Scenario: Each touches on "lightning rod issues" (housing, community benefit, fiscal impact, feasibility). Not an "A, B, or C" selection, but rather "a little bit of A, a little bit of C, a little bit of B."

Draft Guiding Principles

Five draft guiding principles were presented for discussion, intended to inform future work and specific decisions.

1. Connect to Nature: Embrace sustainable design and adapt to a climate-resilient future.
2. Create Meaningful Experiences: Add value to the quality of life for residents and visitors.
3. Build Economic Strength: Amplify the community's identity.
4. Celebrate Concord's Uniqueness: Preserve the site as a place for future generations to live and thrive.
5. Balance Community Sentiments: Achieve a net positive impact on annual town finances.

Discussion on Guiding Principles:

- Feedback: The Land Use Subcommittee and Community Outreach Subcommittee will review and provide feedback.
- Clarity & Measurability: Patrick McCurdy, Co-Chair, suggested making principles "clean" and less multi-part to provide clearer decision-making guidance. Also, incorporating measurable metrics.
- Envision Concord 2030: This long-range plan was highlighted as an important set of filters for consideration.
- Survey Input: The expected high volume of survey responses will weigh heavily in consideration of options.

Adjournment

Co-Chair Gainsboro adjourned the meeting at 2:31 PM.

Meeting Materials:

[MCI Concord Advisory Board Meeting Packet for June 2, 2025](#)

[MCI Concord Advisory Board Meeting Recording for June 2, 2025](#)

MCI Concord



June 23, 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

Feedback Snapshot

20 min

MCI Concord Vision Plan

20 min

Vision + Development Principles

30 min

Headlines Workshop

20 min

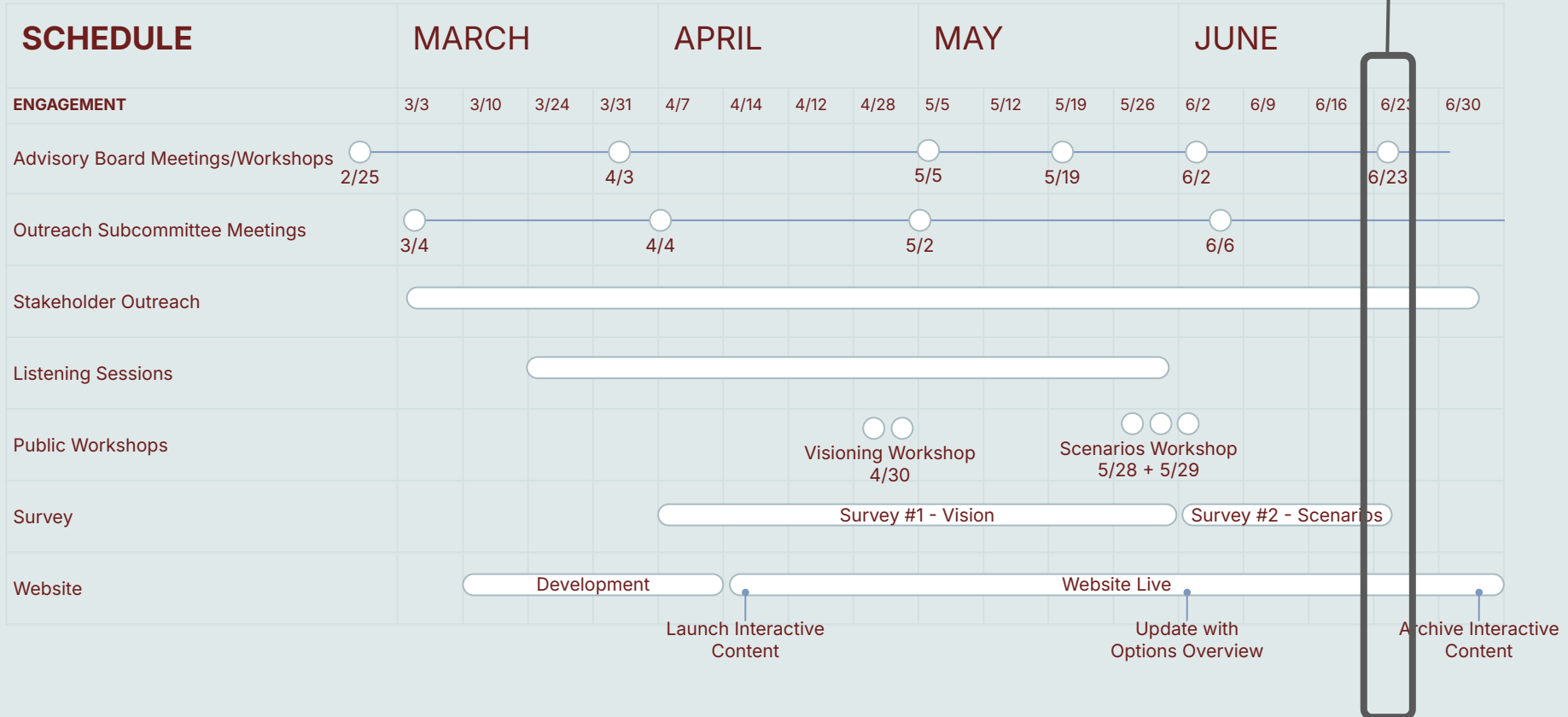
**Site Constraints +
Development Process**

Meeting Objectives

1. Share Vision Plan outline and layout.
2. Workshop vision and development principles and metrics.
3. Review comparisons for final scenarios.
4. Workshop headlines for each scenario.
5. Discuss site constraints and development process.

Introduction

We are here!

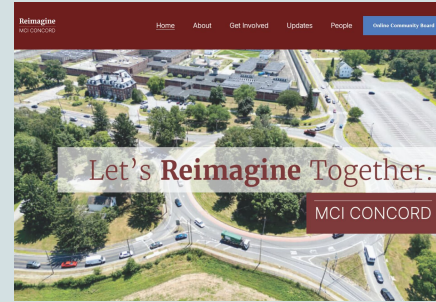


Feedback Snapshot

Online survey closing today!

Online survey response update

Methods of Engagement So Far



Outreach to
>95
Town
stakeholder
groups

>8,700
Postcards
mailed to Concord
Households

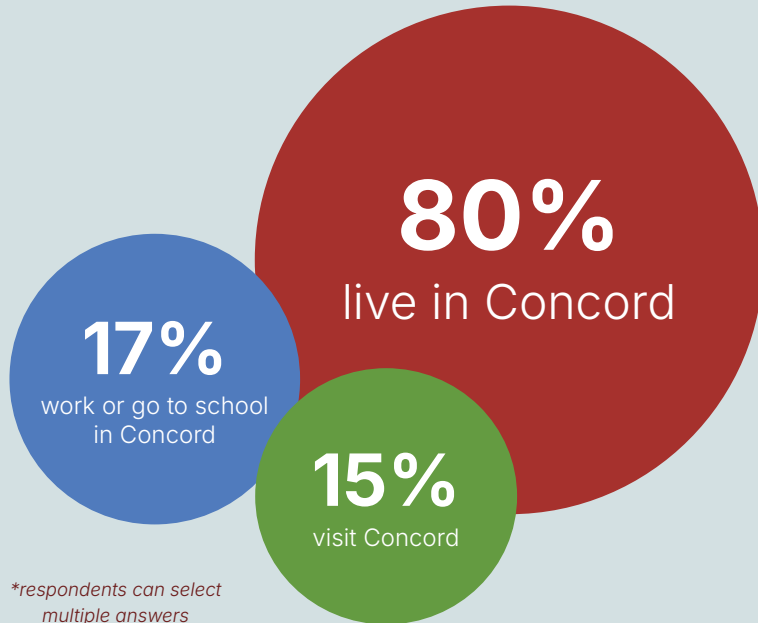
>5,200
website visits
(> 4,200 unique visitors)
(+ 2 online surveys)

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

Online Survey Responses

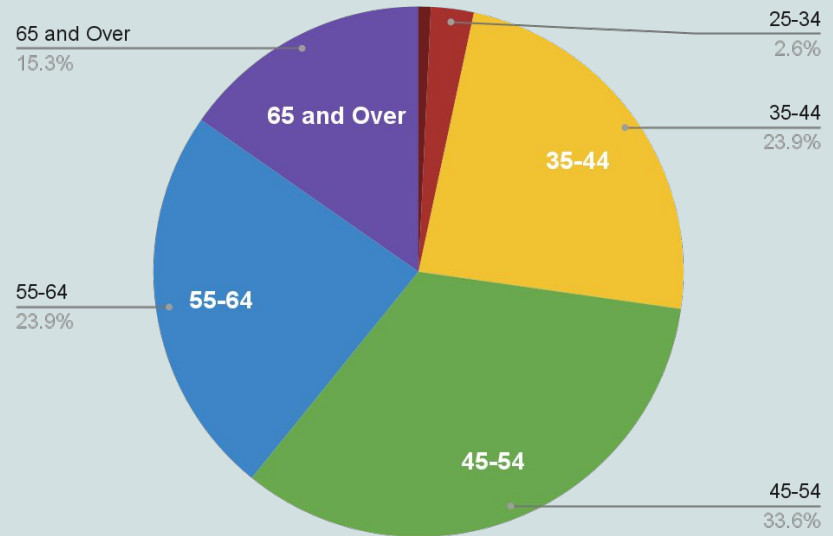
The Scenarios Survey was open from May 30, 2025 through June 24, 2025.

Among the 270 survey responses:



**respondents can select multiple answers*

Survey Respondents Age

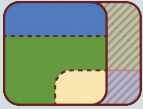


Online Survey Responses

The Scenarios Survey was open from May 30, 2025 through June 24, 2025.

Among the 270 survey responses:

MISSION LEANING



A Civic and Institutional Campus



Average

2.6/5 stars

Median: 2/5 stars
Mode: 1/5 stars

REVENUE FOCUSED



A Vibrant Center for Commerce



Average

3.0/5 stars

Median: 3/5 stars
Mode: 3/5 stars

FEASIBILITY DRIVEN



A Thriving Mixed-Use Neighborhood



Average

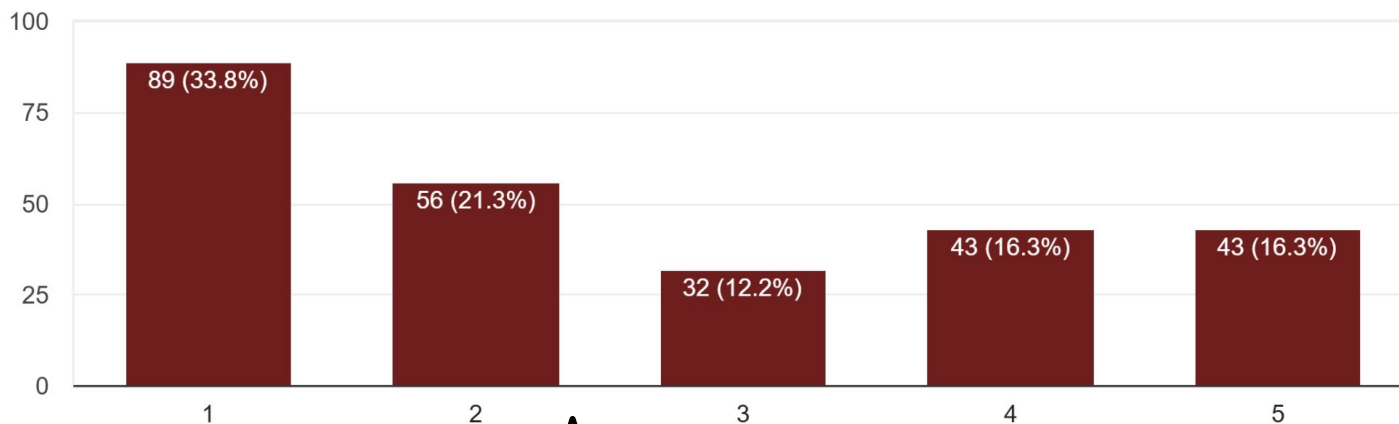
3.4/5 stars

Median: 4/5 stars
Mode: 5/5 stars

Civic and Institutional Campus

How does this scenario align your vision for the Site? (1 = not aligned, 5 = very aligned)

263 responses



Avg: 2.6

Civic and Institutional Campus

What works?

I love the emphasis on housing and civic spaces. I like that the housing is mostly buffered from Rt 2 by the civic buildings. I like that the everything on the scheme would enhance West Concord businesses rather than compete with them.

Open space and community facilities

Additional vo-tec training could be used to train a local workforce

The focus is NOT solely on more housing.

What could be improved?

While this is a dreamy scenario, clearly the town needs to make more revenue than this scenario provides.

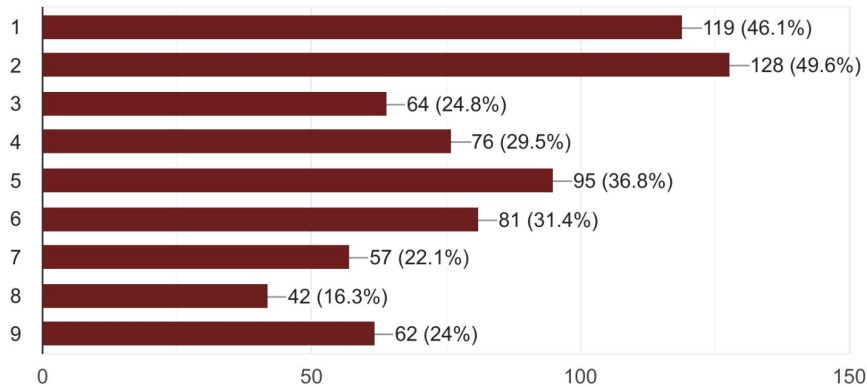
Spending state taxpayers' money on a dilapidated facility to be reused for anything other than what the people of Concord suggest is wasteful and unnecessary.

More revenue generating uses

Financial burden

Civic Campus

Inspiring Images Responses

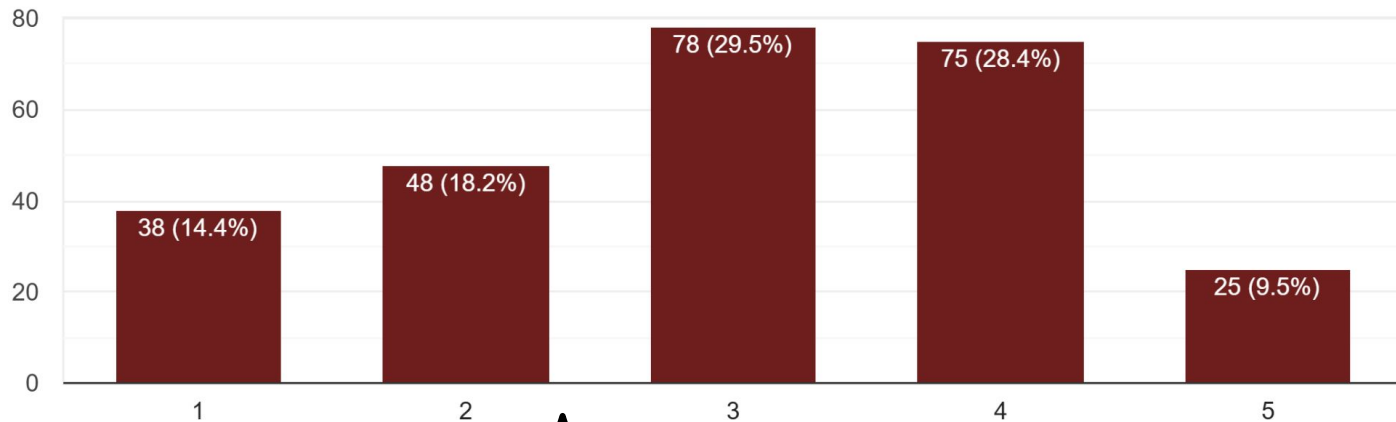


- 1** *Recreational Fields and Courts*
Russell Field, Cambridge, MA
- 2** *Flexible Event Lawns*
Sarasota's The Bay, Sarasota, FL
- 3** *Townhouses*
Pullman Parc, Detroit, MI
- 4** *Affordable / Communal Housing*
Co-Housing, Denver, CO
- 5** *Pocket Neighborhoods*
Concord Millrun & Concord Riverwalk, Concord, MA
- 6** *Industrial Arts & Makerspaces*
The Crucible Industrial Arts Center, Oakland, CA
- 7** *Vocational / Trade Schools*
The Welding Justice Project
- 8** *Prison Reuse to Museum*
Old Montana Prison & Auto Museum Complex, in Deer Lodge, MT
- 9** *Interpretive Trails*
Berlin Wall Memorial Park, German

Vibrant Center for Commerce

How does this scenario align your vision for the Site? (1 = not aligned, 5 = very aligned)

264 responses



Avg: 3.0

Vibrant Center for Commerce

What works?

I like the use of commercial both stores and science/tech innovation. Multi family and affordable housing is great.

Generates tax revenue and contains community facilities that myself and family would use

More housing and activities available close to housing; innovation center near mass transit

What could be improved?

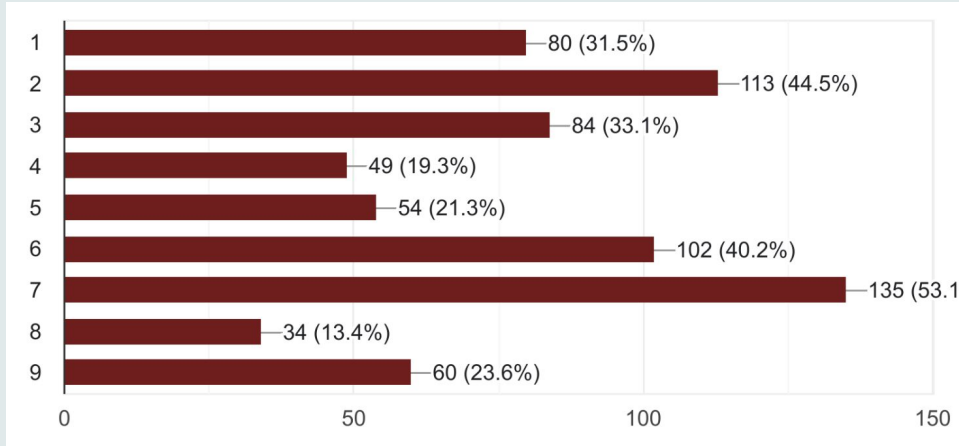
Linkage to West Concord Village, how does this scenario relate and complement what is already there?

This scenario could be improved if there were more tax benefits to existing residents while also allowing for more low-income housing options.

The innovation campus seems closed off. Also, why aren't we building up? Shops on the bottom, apartments above?

Center for Commerce

Inspiring Images Responses

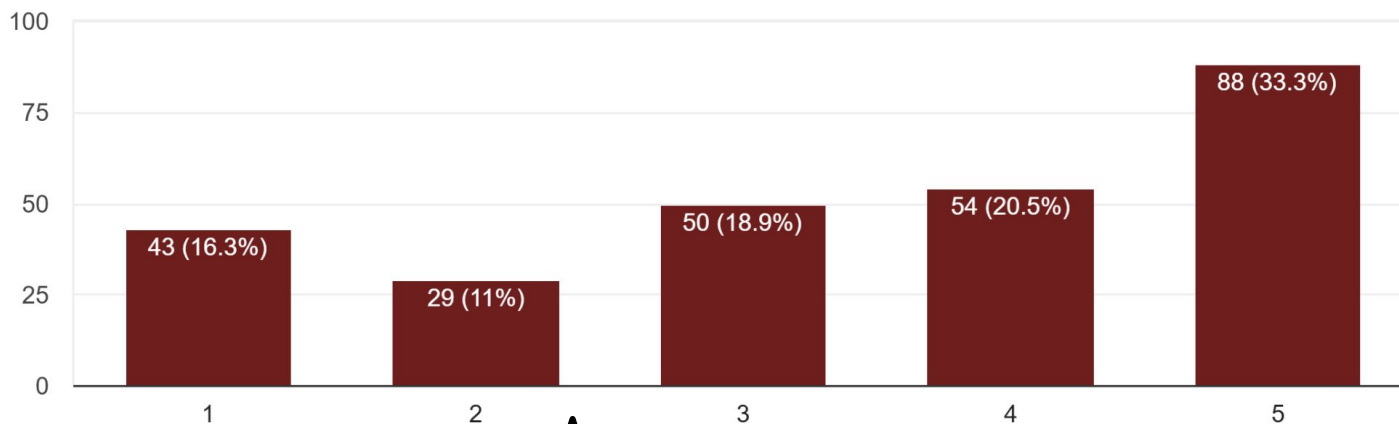


- 1**
Historical Park and Visitor Center
Pullman National Historical Park Visitor Center, Chicago, IL
- 2**
Showcasing Water Infrastructure Through Landscape
Lake Whitney Water Treatment Facility, New Haven, CT
- 3**
Townhouses
Pullman Parc, Detroit, MI
- 4**
Multifamily and Communal Living
Bay State Co-Housing Community, Malden, MA
- 5**
Artist Live-work Cooperative
The Artist Building at 300 Summer Street, Boston, MA
- 6**
Walkable Innovation Campus
Tianmull Office Complex, China
- 7**
Smart Growth Mixed-use Development
Union Point, Weymouth, MA
- 8**
Adaptive Reuse as a Museum
MASS MoCA, North Adams, MA
- 9**
Adaptive Reuse as an Art Venue
Wapping Hydraulic Power Station, the UK

Thriving Mixed-Use Neighborhood

How does this scenario align your vision for the Site? (1 = not aligned, 5 = very aligned)

264 responses



Avg: 3.4

Thriving Mixed-Use Neighborhood

What works?

Net revenue positive. Good balance among uses. Quicker implementation than other scenarios. Commercial placed along Rte 2

Positive fiscal impact on the town

Dense housing with a community center could create sense of community

What could be improved?

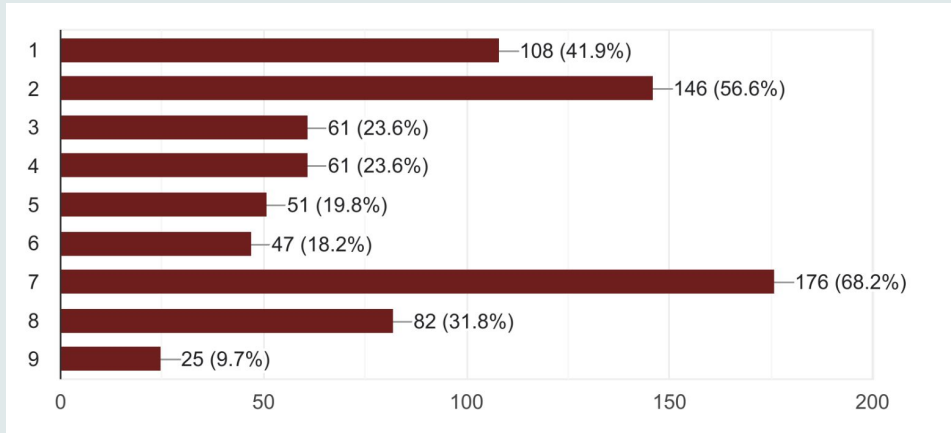
Building footprints are too large - residential should focus on creating a "Concord neighborhood" feel with single family, duplex, some townhouses. Restore the street grid. Create interesting, non big box retail.

Reduce housing by 50%.

Too much housing, and I wonder whether your "significantly net-positive" economic score anticipates the need for a new school or expansion of existing schools (does it?).

Mixed-Use Neighborhood

Inspiring Images Responses



1 *Playgrounds*
Danehy Park, Cambridge, MA

2 *River Access*
Airline Highway Park, Baton Rouge, LA

3 *Affordable Housing*
The SIX, Los Angeles, LA

4 *Low-rise Multifamily (6-9 units)*
Cable Mills Modern Mill, Williamstown, MA

5 *Low-rise Multifamily (Apartment Block)*
Workforce Housing, Jackson Hole, WY

6 *Mid-rise Mixed-Use*
Northwest Arkansas Housing, AR

7 *Retail and Dining*
Bow market, Somerville, MA

8 *Mix-use Complex*
Assembly Row, Somerville, MA

9 *Adaptive Reuse as a Museum*
ICA Watershed, Boston, MA

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

MCI Concord Vision Plan

Document Overview of Outline and Layout

Vision Plan Structure

Acknowledgements + Table of Contents

Introduction

Project context, summary of project process and outcomes

Site Understanding

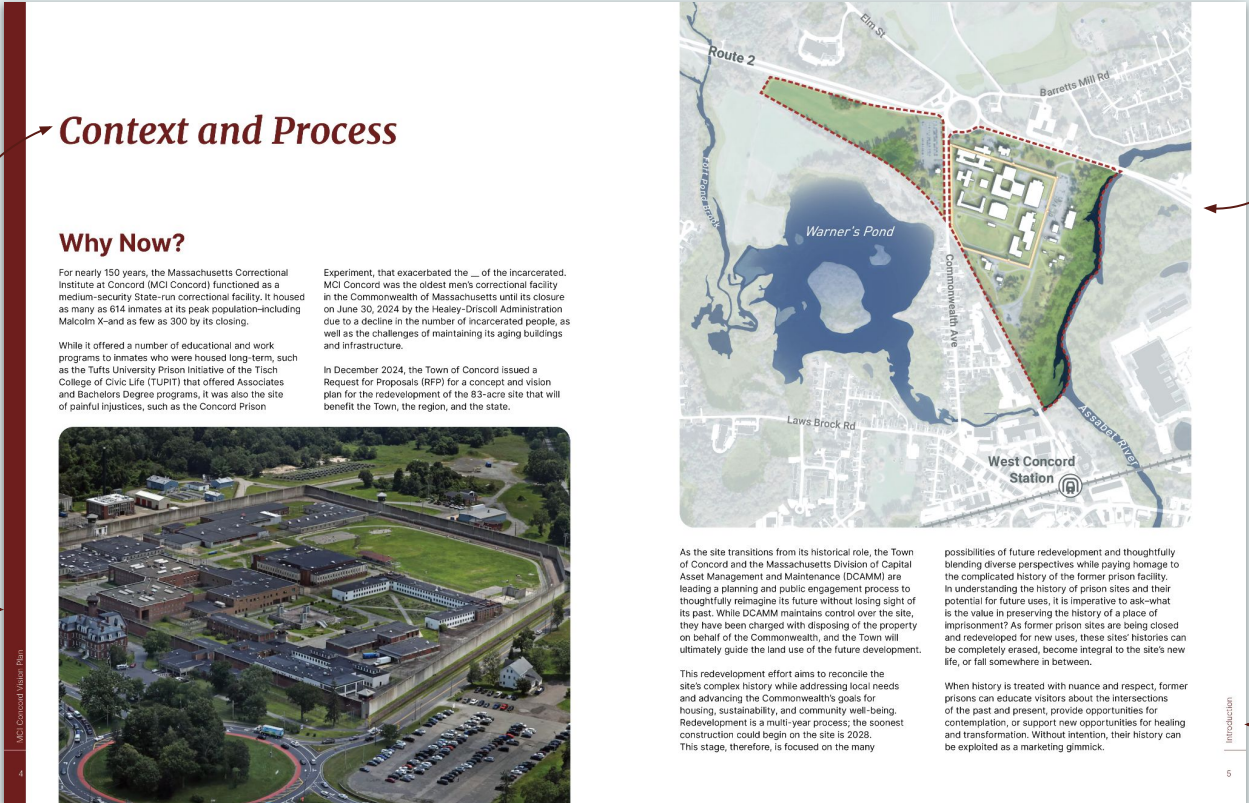
Summary of the existing conditions analysis of the site

Site Framework and Scenarios

Development opportunities and constraints

Conclusion and Next Steps

Context



Section heading

Context and Process

Why Now?

For nearly 150 years, the Massachusetts Correctional Institute at Concord (MCI Concord) functioned as a medium-security State-run correctional facility. It housed as many as 614 inmates at its peak population—including Malcolm X—and as few as 300 by its closing.

While it offered a number of educational and work programs to inmates who were housed long-term, such as the Tufts University Prison initiative of the Tisch College of Civic Life (TUPIT) that offered Associates and Bachelors Degree programs, it was also the site of painful injustices, such as the Concord Prison

Experiment, that exacerbated the ___ of the incarcerated. MCI Concord was the oldest men's correctional facility in the Commonwealth of Massachusetts until its closure on June 30, 2024 by the Healey-Driscoll Administration due to a decline in the number of incarcerated people, as well as the challenges of maintaining its aging buildings and infrastructure.

In December 2024, the Town of Concord issued a Request for Proposals (RFP) for a concept and vision plan for the redevelopment of the 83-acre site that will benefit the Town, the region, and the state.



As the site transitions from its historical role, the Town of Concord and the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) are leading a planning and public engagement process to thoughtfully reimagine its future without losing sight of its past. While DCAMM maintains control over the site, they have been charged with disposing of the property on behalf of the Commonwealth, and the Town will ultimately guide the land use of the future development.

This redevelopment effort aims to reconcile the site's complex history while addressing local needs and advancing the Commonwealth's goals for housing, sustainability, and community well-being. Redevelopment is a multi-year process; the soonest construction could begin on the site is 2026. This stage, therefore, is focused on the many

possibilities of future redevelopment and thoughtfully blending diverse perspectives while paying homage to the complicated history of the former prison facility. In understanding the history of prison sites and their potential for future uses, it is imperative to ask—what is the value in preserving the history of a place of imprisonment? As former prison sites are being closed and redeveloped for new uses, these sites' histories can be completely erased, become integral to the site's new life, or fall somewhere in between.

When history is treated with nuance and respect, former prisons can educate visitors about the intersections of the past and present, provide opportunities for contemplation, or support new opportunities for healing and transformation. Without intention, their history can be exploited as a marketing gimmick.

Large graphics that help tell the story

Chapter title on right-hand sidebar

Start of a new section within a chapter indicated by maroon bar

MCI Concord Master Plan

Introduction

Timeline

Quotes from notable figures and time points

Brief Site History



1873
Massachusetts outspends \$1M for a new prison and acquires an attractive site with access to transport.

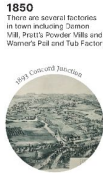
1878
The Massachusetts State Prison at Concord opens with 725 common cells, employing 40 guards.



1880
The Concord prison became a reformatory where incarcerated individuals learned marketable skills.

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

1889
Concord Junction is an busy village with 125 trains stopping per day.



1850
There are several factories in town including Dunton Mill, Pratt's Powder Mills and Warner's Fall and Tub Factory.

1893
Construction at the prison adds 230 cells.

1927
Concord Junction rail station is busy and the surrounding neighborhood is a busy shopping district with a variety of retailers and service businesses serving residents and visitors. The area is renamed West Concord.

"So it started in the late 1800s and it was called the Concord Reformatory. People in town were working in the prison and people in town were volunteering in the prison... So it really has been a tradition of involvement, of local involvement, of local involvement, in the prison."

Elisa Chyzer, Concord Prison Outreach Founder

"One day in 1948, after I had been transferred to Concord Prison, my brother Philbert, who was forever joining something, wrote me this time that he had discovered the "natural religion for the black man." He belonged now, he said, to something called "the Nation of Islam."

Makinda X, founder (and the Autobiography of Malcolm X)

1930
The Waring "rat" Factory in West Concord decorated and sold prison-made hats.

1935
Construction of Route 2 Fourlane bypass of Concord and Lexington. From the rotary in Cambridge to the rotary in Concord.



1959
A mass escape attempt by 59 inmates was halted by the State Police. Sgt Soard with 13 guards and 2 civilians takes as hostages.

1963
The Concord Prison Experiment led by Timothy Leary and a team of Harvard University researchers, tested prisoners and researchers with psychedelic drugs to measure impacts on recidivism.

1972
State prison quoted an uprising after 14 escaped.

1947
After WWII the houses opposite the prison were torn down and a row was added to make the prison more secure.

1948
Malcolm Little served 15 months at the Concord Reformatory. He later converted to Islam and took the name Malcolm X.

"The program [that] has probably become one of the most powerful programs that we offer is the parenting program, which expanded to not just offering a parenting program but a father support group. Now also happening is a program called family relationships where they work with the spouses and so forth."

Elisa Chyzer, Concord Prison Outreach Founder



1976
A campaign to register inmates to vote begins. MC-Concord inmate Carl Velasco to run for the Select Board. With record turn-out Velasco is defeated.

Local attorney (and later Select Board Chair) Henry Darr (left) said changing voter enrollment for prisoners should be with their home community rather than where they are incarcerated. In 1978 the Supreme Judicial agrees with Darr.

1988
Concord's long standing furlough program succeeds as laid in the Presidential election. Willie Horton crime wave on furlough helps George Bush defeat Massachusetts Governor Michael Dukakis.

Catholic nun Mother Teresa, renowned for her work with the poor in India, visits the prison. She was later canonized, becoming Saint Teresa of Calcutta in 2016.

"It's run-down. They spend more on maintenance than anything. They shut down most of the buildings so it's pointless to have it open. It's falling apart."

Interview: Concord Prisoner

2000
Incarceration rates are soaring as the war on drugs become a war on poor people of color. The number of inmates is 1500, triple what it had been in 1975.

2015
Tuffs enters a Prison Initiative Program at MCI Concord which helps incarcerated individuals earn bachelor's degrees.

Views are changing on drug related convictions. The prison population is in decline in MA.

2019
The West Concord section of the Bruce Freeman Rail Trail opens.

2024
Among the Junoson project is launch, in partnership with Concord Prison Outreach, to help identify numbered graves and tell the story of the Reformatory's cemetery.

Concord-MCI inmate population is operating at less than 10% capacity with 300 prisoners. Deferred maintenance on the property is estimated at \$100M.



Concord

Simplified timeline with key points in history for both MCI Concord and the surrounding area

Historic images with descriptions

Existing Conditions – Community + Culture

1 or 2 spreads for each existing conditions topic

Community and Culture

Key Takeaway 1

Concord is a historic community with progressive roots.

Today, Concord hosts one million visitors per year, the majority of whom come for the revolutionary war history, literary heritage sites, and recreation and outdoor activities. In reimagining the site and acknowledging the former prison, it is of significance that the town of Concord has deep connections with social justice and reform movements in history. Most notable is Concord's participation in the underground railroad and the birthplace of Transcendentalism, a philosophical and social movement which emphasizes free thinking and social reform.

Concord also has a unique history of communal and communitarian living. Indigenous communities in the Musketquid area, most notably the Nipmuc and Massachusetts tribes, shared resources and lived collectively, embodying an early form of co-living

rooted in sustainability. In the 1800s, the tight-knit intellectual community of the transcendental movement gathered in the homes of Emerson, Thoreau and the Alcotts, using them as informal hubs for fellow thinkers and blurring the lines between private and communal spaces. They inspired later communal movements and utopian projects, particularly through their emphasis on simplicity and self-reliance. Newer developments, such as NOWcommunity, foster a sense of community that is designed and built for social, environmental, and financial sustainability.

\$212,315

Median household income

+21%

Population aged under 18

75%

Family households

+24%

Population aged 65 and over

Key Takeaway 2

Concord's community is changing.

Located 20 miles west of Boston, Concord is a desirable place to live: a picturesque New England community with open space, family-owned farms, and commercial centers. It is important to note, however, that the people who live, work and go to school in Concord today are much different than they were even 15 years ago in 2010.

Most notably, there has been a recent increase in both the elder (65 years old and over) and youth (under 18 years old) populations. There has also been an increase in the population of immigrant communities and communities of color, who now make up 10% and 18% of the Town, respectively. These trends are important to consider when determining who this site will serve in the future.

Key Takeaway 3

Concord is facing pressure on housing and affordability while balancing its growth.

Concord has become increasingly expensive for renters and for people who want to own a house, with housing stock primarily focused on single-family homes. In 2022, nearly half of renters and a quarter of homeowners in Concord spent over 30% of their income on housing. Additionally, the increasing costs of condominiums and single family homes has out-paced the growth of median income. Concord has worked to increase housing diversity while remaining mindful of preserving the Town's rural

and historic traditions. While detached single-family homes make up the majority of homes, communal neighborhoods, townhomes, multifamily developments, and mixed-use complexes contribute to West Concord's housing diversity. The Housing Production Plan (2023-2028) includes clear takeaways for the town's goals to address housing affordability.

- Immediate and Long term Affordability.** Achieve and Maintain Chapter 40B. At least 10 percent of Concord's year-round housing units are countable on its SIH.
- Support Healthy Aging.** Expanding affordable and intergenerational housing options, particularly housing targeted at the 65+ demographic.
- Increase Rental and Ownership Variety,** particularly near transit stations and village centers, to promote smart growth.
- Assist in Stabilizing Housing.** Providing services for Concord's most vulnerable residents, including those in inadequate housing conditions or at risk of homelessness.
- Encourage Smaller Homes** through the preservation of existing homes and the construction of new smaller homes.
- Foster Outreach and Education** about the need for affordable housing, affordable family units, and group homes

+1,000

Multifamily units

5,000

Single family units

More than 2 in 5 (41%) households that rent their homes spend over 30% of their income on housing.

Almost 1 in 4 (24%) households that own their homes spend over 30% of their income on housing.

Supporting graphics and data points that add to the text

3 key takeaways for each topic with explanatory paragraphs

MC Concord Village Plan

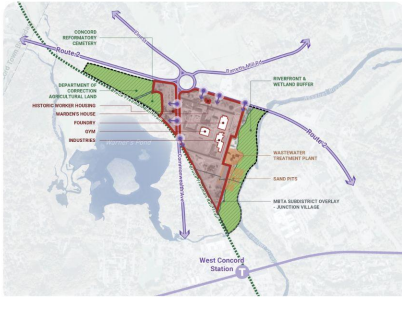
20

Site Understanding

21

Site Framework

Site Framework



The 84-acre site includes dedicated areas for open space

29 acres of site preserved for wetlands, agriculture, and cemetery



54 acres of developable site area

This site has several important physical factors that will influence what can be built, how much it will cost to prepare the site, how development is phased over time, the future mix of uses, and the ownership structure. These include the location of Route 2 and the possibility of rotary redevelopment; requirements to protect the riverfront and wetlands; the preservation of the Concord Reformatory, cemetery, and surrounding agricultural land; the condition of existing buildings and wastewater treatment infrastructure; and the presence of MBTA zoning overlays on the Junction Village site.

Circulation and Access

The Massachusetts Department of Transportation is currently planning future designs to replace the existing Route 2 rotary. Existing vehicle access points from Route 2 and Commonwealth Avenue may change and will need coordination with MassDOT. The Bruce Freeman Trail, which connects directly to West Concord Station, is a key bike and pedestrian route. Future plans will prioritize strong bike and pedestrian connections between the site and the trail.

Ecological Constraints

To protect nearby wetlands and waterbodies, a 200-foot setback from Warner's Pond and the Assabetz River restricts large building construction. These buffers help preserve the waterways and add natural areas to the site. The Concord Reformatory Cemetery and adjacent agricultural land, managed by the Department of Corrections, will remain untouched in all future plans, and can be incorporated into interpretive elements.

Buildings and Infrastructure

Two buildings on the site—the former Harnden's House and the historic worker's housing—are designated as historic by the State of Massachusetts. A few other existing buildings may be reused in some scenarios, depending on the site's future program. The wastewater treatment plant will require significant upgrades, which will vary based on the scale of use and the number of housing units planned.

MBTA Communities

The southern portion of the site is subject to an MBTA Communities overlay, which allows multi-family housing and requires a minimum density of 15 units per acre. Further coordination with the State is needed to determine whether the required density and number of housing units can be achieved in areas of the site outside the overlay.

Cost and Development Assumptions

Development

The site will be developed with multiple partners

The State of Massachusetts, the Town of Concord, and a future developer—who will be selected through a separate proposal process—will working together to coordinate the site's development, each with a distinct role.

1 The State currently owns the site and will manage its transfer to a future owner or owner(s).

2 Preparing the site will require a significant upfront investment, which will likely be the responsibility of a future owner or owner(s).

3 The Department of Corrections will maintain ownership and stewardship of the MCI reformatory and agricultural lands.

4 The Town of Concord has the ability to rezone the site, helping to shape the future mix of land uses and types of development.

5 The MBTA communities process, orchestrated by the State of Massachusetts, requires housing on the Junction Village site, which must be incorporated into any scenario.



Feasibility

The site faces high upfront costs

Preparing the MCI site for new development will require a major and costly effort. This includes demolishing existing buildings and walls, removing outdated infrastructure, possibly clearing up environmental contamination (with unknown costs), and constructing new infrastructure and access routes for the development. Site preparation is essential to our shared vision. It is assumed the state will provide the land to the developer at no cost as its current owner, meaning the developer will likely be responsible for these site preparation expenses.

A previous study by Hester & Sampson estimated total upgrading the wastewater treatment plant will cost \$28 million. Since the facility will likely be transferred to the Town upon the development project, the developer may need to pay a fee for their share of the system's upgraded capacity after the Town funds and completes the improvements.

| Potential Costs "Owing to Zero" | Total \$ |
|--|-----------------|
| Waste Water Upgrades | \$10.2 M |
| Buildings and Structures Demolition and Disposal | \$11.8 M |
| Utilities and Infrastructure Demolition and Disposal | \$6.5 M |
| Contingency (20% including remediation) | \$5.7 M |
| Total | \$34.2 M |

Feasibility

Site costs are dependent on the planned development mix

Without public subsidy, most of the developable area on the MCI site will need to be developed to revenue-generating residential or commercial uses in order to cover the high costs of site preparation and infrastructure. Civic and open space uses—such as parks, community facilities, or cultural centers—require significant funding and typically do not generate direct revenue, making them more difficult to support without outside investment.

The value of bonded development parcels received by a major developer is estimated to average around \$2.8 million per acre, though the value may vary. Financial incentives offered to attract residential and commercial uses include an annual revenue and cost escalation of 3%. Based on market trends, the site is expected to attract about 10 residential units per acre and approximately 50,000 square feet of commercial space annually.

| Potential Costs "By Scenario" | Total \$ |
|---|--------------------|
| New Street Grid & Sidewalks | \$9.8 M |
| District Energy Facility | Not Assumed |
| Water Pipe, Structures, Hydrants, Pumps | Refine by Scenario |
| Sanitary Ducts, Distribution Trenches | Refine by Scenario |
| Public Open Space Amenities | \$3.1 M |
| Major Bus Amenities | \$3.0 M |
| Monumentation | \$1.1 M |
| On-Site Traffic Improvements | \$3.5 M |
| Contingency | \$4.3 M |
| Soft Costs | \$18.8 M |
| Total | \$51.2 M |

Additional pages deep dive into the assumptions and key takeaways of costs, infrastructure, and mobility

Clear mapping and explanation of the site's development areas

Breaks down factors that affect development

Scenarios: Thriving, Mixed-Use Neighborhood

Introduction for each scenario

FEASIBILITY DRIVEN
Thriving Mixed-Use Neighborhood

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Clear land use map with diverse programs

"Vibrant mixed-use is favorite because that what we have now build upon that"

"Community healing through all and sharing our stories is our best way forward"

"This will be a success in my opinion if we have the maximum amount of diverse housing with climate resilient features like permeable surfaces and pedestrian-centric planning network"

"What I love about thriving mixed-use is village center that's walkable, agricultural preserve along river, gardens house as B+B or inn with exhibits"

"Affordability creates diversity"

Community Feedback on the scenario

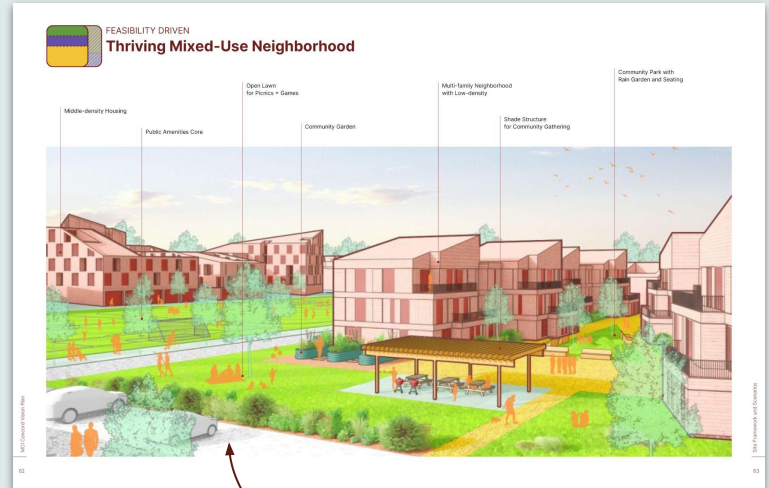


Site metric snapshot

Scenarios: Thriving, Mixed-Use Neighborhood



Full-bleed aspirational graphic illustrating the scenario vision



Site perspective highlights the character and experience

Vision + Development Principles

Development Principles

The former MCI Concord site will be...

A Green Habitat along the Assabet

Connect to nature, embrace sustainable design, and adapt to a climate resilient future.

A Uniquely Concord Destination

Honor what makes Concord unique, creating meaningful, lasting experiences that add value to the quality of life for residents and visitors.

A Place to Live and Thrive

Preserve and enhance the site as a livable, walkable neighborhood for future generations to thrive.

A Boon to Boston's Metro-West

Build local and regional economic strength and amplify the community's identity.

A Positive Contributor to Concord

Balance community sentiments with the need to have a net positive impact on annual town finances, livability and traffic.

Headlines Workshop

In the most successful outcome of each scenario, write the 2030 Concord Bridge front page headline celebrating the redevelopment of MCI Concord.

Scenario 1: A Civic and Institutional Campus

The Concord Bridge

Nonprofit
Auto
US Postage
Permit
Concord, MA
Permit No. 43
01742

Keeping Concord Connected

concordbridge.org

Issue 49, Volume 3, December 20, 2030

[HEADLINE HERE]

By MCI-Concord Advisory Board

After 5 years of visioning, planning, and negotiations, the MCI-Concord Site finally has approved site plans with construction scheduled to begin in 2031. What was once the Commonwealth of Massachusetts's oldest men's correctional facility—until its closure on June 30, 2024 by the Healey-Driscoll Administration—is now slated to become a Civic and Institutional Campus with lower-density housing, ample open space, and many interpretive elements.

In December 2024, the Town of Concord issued a Request for Proposals (RFP) for a concept and vision plan for the redevelopment of the 83-acre site that would benefit the Town, the region, and the state. While the Commonwealth owned the site, the Town of Concord has been stewarding the redevelopment vision under the guidance of an Advisory Board, which seats 11 members who have volunteered to educate and advise the Town's Select Board

on the most effective strategy to achieve a disposition of the MCI Concord property most favorable to the interests of the Town. The backbone of the process has been a robust community engagement strategy that has engaged municipal employees, stakeholder groups, and community members alike through direct outreach, public workshops, a detailed website, and ample feedback mechanisms.

continued on page 15



Site plan for the future development at the former MCI-Concord Site, showing lower-density housing, ample open space facilities, and many interpretive elements.

“MCI Concord Redevelopment Offers Recreation and New Town Center in Concord”

“Concord's History Takes Shape”

“Concord Creates Campus for Future”

“Housing, History and Open Space on the MCI Site”

“A Plan that Draws on Concord's Past and Embraces Nature”

“New Civic Center to be Funded by Redeveloping Keyes Road”

Scenario 2: A Vibrant Center for Commerce

The Concord Bridge

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Site plan for the future development at the former MCI-Concord Site, showing commercial uses at its core with housing along the edges, as well as civic uses and a small interpretive corner.

“MCI Concord New Corporate Center at Route 2 Rotary: Work, Live, Play in Concord”

“A New Place to Live and Thrive in Concord”

“New Commercial and Housing Opportunities at MCI”

“MCI Will Be A Walkable Live-Work Campus”

“MCI Campus Takes Off”

“Housing and Economic Vitality to Replace Former Prison”

Scenario 3: A Thriving Mixed-Use Neighborhood

The Concord Bridge

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Keeping Concord Connected concordbridge.org Issue 49, Volume 3, December 20, 2030

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continued on page 15



Site plan for the future development at the former MCI-Concord Site, showing ample housing to meet diverse needs, a Route 2 lined with commercial uses, and ample open space.

**“Concord's Cinderella Plan:
Prison Transformed Into
Mixed-Use Housing”**

**“A New Neighborhood
Links Warner's Pond to
the Assabet River”**

**“MCI Redevelopment
Addresses Commonwealth's
Housing Needs While
Benefiting Concord's Tax Base”**

**“Another Concord First: A
Model for Future
Development Today”**

**“If You Lived Here, You'd
be Thriving Now”**

**“New Neighborhood Housing
Options to be Developed at
MCI Concord”**

Next Steps

Finalizing the Vision Plan!