



OLD NORTH BRIDGE

TOWN OF CONCORD

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

MCI Concord Advisory Board Agenda

Tuesday, September 2, 2025 at 6:00 PM

Concord Municipal Light Plant, 1175 Elm Street

Public Meeting Room and via Zoom

More information on the MCI Concord Redevelopment:

www.mci-concord.org

Join Zoom Meeting

<https://us02web.zoom.us/j/83952146104?pwd=lhsQOUeSLZ9m40aN3y6WloOBI6hxID.1>

Meeting ID: 839 5214 6104

Passcode: 161890

Dial In: 1-309-205-3325

#	Agenda Item
I.	Call to Order - Clerk of the Meeting
II.	Approve Meeting Minutes - August 4, 2025 - August 4, 2025 – Executive Session for approval but not to be released - August 18, 2025 – Joint Meeting with Land Use Working Group and Select Board
III.	Updates on DCAMM Coordination
IV.	Debrief Discussion with the Land Use Working Group
V.	Reports from Subcommittees
VI.	Public Comment
VII.	Executive Session under M.G.L. c. 30A, § 21(a)(6) to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body <i>and not to return to Open Session</i>

VIII.	Adjournment
-------	-------------

**Times are approximate and subject to change*



The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at jporter@concordma.gov or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.

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

August 4, 2025

Pursuant to notice duly filed with the Town Clerk, the MCI Concord Advisory Board convened in a meeting at Concord Municipal Light Plant, Public Meeting Room and via Zoom on Monday, August 4, 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, Alan Cathcart, Director of Public Works, Russ Karlstad, Facilities Manager, and Shannon McAndrew, Management Specialist

Call to Order

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

Approval of Meeting Minutes

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the meeting minutes of July 14, 2025.

Roll Call Vote:

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

Debrief Land Use Working Group Discussions related to MCI Concord

Mr. Bates, MCI Concord Advisory Board representative to the Land Use Working Group, debriefed recent site tours taken with the Working Group and described facilities conditions for the Public Works Campus and Public Safety Campus, which he felt that both are in dire need of repairs. Mr. Bates continued and discussed that at the last Working Group meeting, when discussing progress of the Advisory Board, he felt that both committees could benefit from information sharing and gaining a better understanding of the work that the Advisory Board has done thus far with Agency Landscape + Planning. Several Advisory Board members concurred and discussed the State's specific goals at the MCI Concord site, which must continue to be taken into consideration with Town facilities master planning. There would be a Joint Meeting of

Town of Concord
MCI Concord Advisory Board
Minutes
August 4, 2025

the MCI Concord Advisory Board and Land Use Working Group on Monday, August 18, 2025 at 4:00 PM at CMLP, Public Meeting Room and via Zoom.

DCAMM Coordination Updates

Deputy Town Manager Megan Zammuto reported that the transition of MCI Concord from the Department of Corrections (DOC) to the Division of Capital Asset Management and Maintenance (DCAMM) is complete, and that DCAMM is now in full control of the site. There is urgency from DCAMM on the Town moving toward project next steps, including zoning of the site, for the 2026 Annual Town Meeting. Several Advisory Board members voiced concern about this timeline, and the idea of a 2026 Special Town Meeting in the Fall was discussed.

Mr. Howell noted that despite the urgency from the State on moving toward project next steps, he feels that they understand it better to have a project that is supported favorably by the community than to push something forward that the community does not favor.

Advisory Board members voiced concern regarding the costs of remediation of the site and costs to repair the wastewater treatment plant if the Town takes ownership of it.

The Affordable Homes Act was highlighted during this discussion, which allows State-owned property to be developed with up to four residential units per acre regardless of how it's locally zoned. The Advisory Board asked for advice from Town Counsel on all State leverage in this process.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Exercise and Presentation

Ms. Cusker prepared a presentation and SWOT exercise for MCI Concord. Ms. Cusker's full presentation is included in the Advisory Board meeting packet.

Project Next Steps

The Advisory Board discussed its requests for additional work with Agency Landscape + Planning, including:

- Corrections made to the Vision Plan Report
- Updates made to the www.mci-concord.org once the corrections to the Report are made, including a publication push for the Report both on the project webpage and Town website
- A summary slide deck made on the Report, which the Advisory Board can use for community outreach sessions in the fall

The Co-Chairs will be making the budgetary request of \$4,000 to the Select Board at their next quarterly update to the Select Board on Monday, August 11, 2025 at 6:00 PM at CMLP, Public Meeting Room and via Zoom.

Town of Concord
MCI Concord Advisory Board
Minutes
August 4, 2025
Executive Session under M.G.L. c. 30A, § 21(a)(6)

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to enter an **Executive Session under M.G.L. c. 30A, § 21(a)(6)** to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body *and not return to Open Session.*

Roll Call Vote:

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

Meeting Materials:

[MCI Concord Advisory Board Meeting Packet for August 4, 2025](#)

[MCI Concord Advisory Board Meeting Recording for August 4, 2025](#)

Town of Concord
MCI Concord Advisory Board
Minutes
August 18, 2025

Pursuant to notice duly filed with the Town Clerk, the Concord MCI Concord Advisory Board held a joint meeting with the Land Use Working Group and Select Board at the Concord Municipal Light Plant, Public Meeting Room, 1175 Elm Street and via Zoom on Monday, August 18, 2025 at 4:00 PM.

Present for the Land Use Working Group were: Paul Boehm, Keith Bergman, Mary Hartman, Judith Long, Co-Chair, Mark Martines, and Sven Weber, Co-Chair. Also present was Kathy Cuocolo, Finance Committee observer.

Present for the MCI Concord Advisory Board were: John Boynton, Mark Howell, Dan Gainsboro, Co-Chair, Peter Lowitt, Patrick McCurdy, Co-Chair, Linda Miller, and Lee Smith. Also present was Sue Felshin, Planning Board observer.

Present for the Select Board were: Mark Howell, Chair, Wendy Rovelli, Clerk, Paul Boehm, and Mary Hartman

Also present were: Jessica Porter, Assistant Town Manager, Alan Cathcart, Director of Public Works, Russ Karlstad, Facilities Manager, Jon Straggas, Assistant Facilities Manager, Elizabeth Hughes, Town Planner, Delia Kaye, Natural Resources Director, Donna McIntosh, Communications Manager, Mimi Graney, Economic Vitality Manager, and Shannon McAndrew, Management Specialist

Approve Meeting Minutes

Mr. Boehm noted of an addition to the July 30, 2025 minutes to include a request for personnel data from the School District in addition to the Town.

Upon a motion duly made and seconded, it was UNANIMOUSLY **moved:** to approve the meeting minutes from July 30, 2025, August 8, 2025, and August 13, 2025.

Joint Meeting with the MCI Concord Advisory Board and Select Board

MCI Advisory Board Status and Scenarios:

- The MCI Advisory Board is working to coalesce around one of three scenarios or a hybrid of the scenarios by their next meeting on Tuesday, September 2, 2025 at 6:00 PM at Concord Municipal Light Plant, Public Meeting Room and via Zoom. These scenarios range from highlighting civic or municipal institutions or programs, to commercial, to mixed-using with a housing focus.
- The Working Group's role encompasses many municipal facility needs amongst many different municipal and nonmunicipal properties of interest, while the Advisory Board's role is specific to the MCI Concord property.
- The MCI Advisory Board seeks to make a recommendation that is net positive from a tax standpoint, based on guidance from the Select Board.

Town of Concord
MCI Concord Advisory Board
Minutes
August 18, 2025

Economic Feasibility and Remediation Costs:

- A major challenge for MCI Concord redevelopment is the demolition and remediation costs just to prepare the site. The assumption in the Agency Landscape + Planning Vision Plan Report is that a private developer would bear these costs.
- The inclusion of other uses beyond municipal use on the site is crucial for economic feasibility.

Timelines and External Factors:

- **MBTA Communities Zoning:** The Town must amend its MBTA Community Zoning by 2026 Annual Town Meeting to be in compliance, and Mr. Bergman feels that adding MCI Concord to this district feels like a strong option. Town Planner Elizabeth Hughes noted that the Planning Board will review four scenarios to address conditional compliance, but adding MCI Concord to the MBTA Overlay District has not been discussed due to potential community resistance and ongoing visioning at MCI Concord.
- **Next Steps for Zoning:** Department of Capital Asset Management and Maintenance (DCAMM) is urging the Town to move toward zoning the site, with a goal of 2026 Annual Town Meeting.
- **Wastewater Treatment Plant:** A decision on the WWTP is critical, with the negotiation period with DCAMM being active until August 2026. The WWTP is in poor condition and requires large capital investments for continued use.
- **Route 2 Redesign:** The MassDOT redesign of Route 2 Rotary could take up to five years for a final design, which makes planning difficult.

Junction Village Parcel:

- Owned by Concord Housing Development Corporation (CHDC), this parcel is contiguous with MCI Concord.
- CHDC paused its RFP process for Junction Village to see if it could be incorporated into MCI Concord redevelopment.
- The Advisory Board is considering negotiating with the State to relax the deed restriction that limits Junction Village to affordable housing, allowing units to be spread across the entire MCI Concord parcel. This could facilitate more flexible land use, including municipal functions like Public Works, as municipal uses are allowed in any zoning district.
- Access to Junction Village is currently limited to Winthrop Street, which is something to consider with the Route 2 Rotary redesign also.

De-Brief Site Tours

Peabody School Building:

- Considered a possibility for municipal consolidation, offering significant space and in great condition with movable interior walls.
- Possible downfalls are the building location compared to other current municipal offices that are located in Town centers and thinking about the community perception of communicating why Peabody was closed as a school, but could be used for municipal offices.

**Town of Concord
MCI Concord Advisory Board
Minutes
August 18, 2025**

2229 Main Street (Former NMI-Starmet Site):

- Physical acquisition is likely not until 2029, but planning for its use needs to happen in the next couple of years.
- Traffic and other potential issues make it a questionable option for some uses like housing as a former contaminated site.
- Potential for significant commercial opportunity, despite it requiring a separate septic system.

Updated Work Plan and Data Needs

Data-Driven Decision Making:

- A key challenge is the lack of comprehensive master planning for municipal offices, public works, and public safety.
- The group needs to engage our Town staff to collect information on department needs and service gaps.
- A "Property Master List" with detailed information on each site has been developed, and the importance of data concordance (agreement on numbers across departments) was stressed.

Balancing Competing Goals:

- The tension between generating tax revenue (MCI Advisory Board's goal) and accommodating municipal needs (LUWG's goal) is evident.
- The concept of "must-have" municipal facilities versus "nice-to-have" was discussed.
- A rule of thumb: if renovation costs exceed 60% of new construction costs, it often makes financial sense to build new.
- The market will ultimately dictate what gets built, so engaging brokers and developers early for independent outside opinion is crucial.

Work Plan Structure:

- Divided into Phase 1 (needs assessment, inventory, shortlisting, recommendations) and Phase 2 (commercial development, housing, recreation, open space).
- Timeline: No changes to the overall year-long timeline, but wording has been refined.
- Subcommittees:
 - Public Safety: Meeting with Police and Fire Chiefs this week to understand needs. Benchmarking peer municipalities for facility conditions and planning approaches (e.g., central vs. satellite stations).
 - Consolidation of Municipal Offices: Inventorying available Town staff. Assessing possible consolidation sites and identifying vacated sites. Starting a needs assessment and developing metrics (cost, timing).
 - Public Works: Has not yet met. Linda Miller, filling the MCI Concord Advisory Board vacancy, will be joining this Subcommittee.
- Thinking about communication strategy being added to the work plan during future meetings.

**Town of Concord
MCI Concord Advisory Board
Minutes
August 18, 2025**

Public Comment

There was no public comment.

Adjournment

The meeting adjourned at 5:53 PM.

DRAFT