



OLD NORTH BRIDGE

TOWN OF CONCORD

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

Land Use Working Group Agenda

Friday, September 5, 2025 at 2:00 PM

Ripley School Building, Conference Room
120 Meriam Road, Concord, MA 01742

Join Zoom Meeting

<https://us02web.zoom.us/j/88503933055?pwd=6WVVv3dAajH5QBsf0JJm0eNNqOwLou.1>

Meeting ID: 885 0393 3055

Passcode: 179068

Dial In: 1-646-931-3860

	Agenda Item
I.	Call to Order
II.	Approve Meeting Minutes
III.	Discussion/De-Brief on Ripley Site Tour
IV.	Discussion/De-Brief on MCI Concord Advisory Board Input from last Working Group Meeting
V.	Reports from Subcommittees
VI.	Discuss Funding for Studies
VII.	Discuss Work Plan Updates
VIII.	Discuss Data Updates
IX.	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
Land Use Working Group
Minutes
August 18, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group held a joint meeting with the MCI Concord Advisory Board 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.

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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

The Working Group de-briefed recent site tours of the Peabody School Building and 2229 Main Street, former NMI-Starmet site.

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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 challenge 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.

Public Comment

There was no public comment.

Adjournment

The meeting adjourned at 5:53 PM.