



OLD NORTH BRIDGE

TOWN OF CONCORD

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

Land Use Working Group Agenda

Friday, December 5, 2025 at 2:00 PM

Town House, Select Board Room
22 Monument Square, Concord, MA 01742

Join Zoom Meeting

<https://us02web.zoom.us/j/89653770600?pwd=3w8BTl6JjjOjoa794VOAjRbYHvuWFP.1>

Meeting ID: 896 5377 0600

Passcode: 082566

Dial In: 1-301-715-8592

	Agenda Item
I.	Call to Order
II.	Public Comment
III.	Approve Available Meeting Minutes
IV.	Reports from Subcommittees
V.	Review Results from Facilities Assessment & Masterplan Questionnaire
VI.	Workplan Updates <ul style="list-style-type: none"> - Templates for Subcommittee Reports, including options list, evaluation matrices, and scoring - Data and Study Updates, including budget and timing
VII.	Future Meeting Schedule <ul style="list-style-type: none"> - Friday, January 9, 2025
VIII.	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>
IX.	Adjournment



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
October 17, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group convened in a meeting on Friday, October 17, 2025 at 2:00 PM at the Town House, Select Board Room and via Zoom.

Present were: Keith Bergman, Paul Boehm, Judith Long, Co-Chair, Mark Martines, Linda Miller, and Sven Weber, Co-Chair

Also present were: Kerry Lafleur, Town Manager, Megan Zammuto, Deputy Town Manager, Alan Cathcart, Director of Public Works, Russ Karlstad, Facilities Manager, and Shannon McAndrew, Management Specialist

Approve Meeting Minutes

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted**: to approve the meeting minutes of September 26, 2025.

Roll Call Vote:

Mr. Bergman – Aye
Mr. Boehm – Aye
Ms. Long – Aye
Mr. Martines – Aye
Ms. Miller – Aye
Mr. Weber – Abstain

Reports from Subcommittees

Municipal Office Consolidation

- The Subcommittee reported that its work is well-advanced and has developed a detailed evaluation matrix (currently Version 7) and a long list of Town buildings that could be vacated and consolidated. Their current effort is focused on populating the matrix with quantitative (economic) and qualitative criteria.
 - The long list currently includes the Peabody School, Ripley School, and the 2229 Main Street parcel.
- The primary focus at this stage is a comprehensive economic analysis. This involves weighing the potential revenue generation from vacated Town properties (based on estimated appraisal and tax values) against the costs of renovation (e.g., at the Peabody School) or new construction.
- The Subcommittee identified key information required to complete its analysis:
 - Appraisal values for properties that could be sold.
 - Benchmark data from other municipalities that have successfully converted schools into municipal office buildings. The group is leveraging publicly available data tools to conduct preliminary research on these benchmarks.
 - Cost estimates for constructing a new municipal office building.

**Town of Concord
Land Use Working Group
Minutes
October 17, 2025**

Public Safety

- The Subcommittee described its work as being in a creative stage, actively exploring different options and configurations to meet the future needs of both the Police and Fire Departments in Concord Center and West Concord.
- The Subcommittee is evaluating potential sites based on three primary criteria: the ability to accommodate necessary building and circulation footprints (e.g., for fire apparatus), locational demands for maintaining optimal emergency response times, and overall capacity needs.
- To inform their work, the Subcommittee is benchmarking public safety facilities in other municipalities, including Bedford, Lexington, and Maynard. This research helps in understanding modern configuration options and in developing preliminary cost estimates, which can be adjusted for inflation and project size.
- The Subcommittee discussed an option that is currently under **consideration**, driven by the need to serve a growing West Concord population:
 - Construct a new, larger *main* Fire Station in West Concord.
 - Retain the current Walden Street Station as a large substation.
 - Renovate the Walden Street campus to expand the Police Department's footprint. This would address the current architecture, which creates an inefficient layout of staff.
 - Incorporate a small Police substation within the new West Concord Fire Station.

Public Works

- The Subcommittee reported work in creating a long list of potential sites for Public Works facilities, noting that community outreach had been valuable in this process. After some initial delays, the group is now moving forward with its analysis.
- The Subcommittee outlined its immediate next steps, which include:
 - Documenting more granular information about each potential site.
 - Developing site evaluation criteria specific to Public Works operational needs.
 - Researching comparable public works facilities recently constructed in other municipalities to serve as benchmarks for design and cost.
- Engaging in discussions with the MCI Concord Advisory Board, anticipated to occur in November.

Work Plan and Data/Study Updates

- **Property Valuations:** The Group will use existing assessed values as a baseline, while avoiding expensive full appraisals at this early stage. As a practical middle ground, the Group will pursue quick estimates from a local commercial real estate broker. These estimates are expected to be available within the next week.
- **Proposed Impact Analysis Study:** Judith Long and Sven Weber considered a proposal to perform a town-wide impact analysis.
 - **Model:** The study would be modeled on a similar report recently completed for the Town of Lexington (April 2025), which was developed in response to 40B and MBTA Communities Overlay Districts.

**Town of Concord
Land Use Working Group
Minutes
October 17, 2025**

- Scope: The proposed study would provide expert projections on population growth and school enrollment, along with the resulting impacts on municipal services, including Police, Fire, and wastewater treatment capacity.
- Strategic Value: The rationale for the study is that it would provide a consistent, expert-backed data foundation for the Group's work. It would also help the community understand the value of new housing in addressing the trend of declining school enrollment.
- Building Condition Studies: The group discussed the status of environmental and structural condition studies for the Peabody School. It was noted that an environmental assessment has not yet been procured. A preliminary assessment from an architect indicated the building is structurally sound and architecturally well-designed, resulting in a very thoughtful layout. However, a formal engineering report would be needed for detailed budgeting.
- Phase I: The current phase of work was defined as a six-month period focused on Public Works, Public Safety, and Municipal Consolidation. The first three months were dedicated to data gathering and site visits. The current three-month period is focused on exploring creative options and evaluating options within the Subcommittees.
- Phase II: The process for the second phase of the Group's work was defined as follows:
 - Subcommittees will report their ranked options back to the full Group.
 - The Group will then convene to discuss, integrate, and collectively rank all proposed options.
 - The Group's focus will then broaden to integrate other land uses for surplus parcels, including housing, commercial development, and recreation.
- Mr. Bergman advocated for playing the "map game" to consider sites holistically, and Mr. Martinez emphasized the urgent need to address failing municipal facilities, serving as a catalyst for a broader discussion.

Preparation for First Quarterly Report to Select Board

The Working Group discussed the first draft Quarterly Report to the Select Board prepared by Ms. Long, with submissions from each Subcommittee. Ms. Long and Mr. Weber will present the final report to the Select Board on Monday, October 27th.

Adjournment

Ms. Long adjourned the meeting at 3:51 PM.

**Town of Concord
Land Use Working Group
Minutes
November 7, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group convened in a meeting on Friday, November 7, 2025 at 2:00 PM via Zoom only.

Present were: Keith Bergman, Paul Boehm, Mary Hartman, Judith Long, Co-Chair, Mark Martines, and Sven Weber, Co-Chair

Also present were: Kerry Lafleur, Town Manager, Megan Zammuto, Deputy Town Manager, Alan Cathcart, Director of Public Works, and Russ Karlstad, Facilities Manager

Reports from Subcommittees

Municipal Office Consolidation

- The Subcommittee is actively populating a comprehensive data matrix for candidate sites, tracking metrics such as operating costs, square footage, and revenue potential. A key achievement has been quantifying a status quo scenario, to provide a baseline for comparing potential consolidation scenarios.
- To advance their analysis, the Subcommittee identified two critical needs:
 - An environmental study of the Peabody School to understand its condition and the potential costs of bringing it up to code for a change of use from school to municipal offices.
 - More definitive operating cost data for the Ripley building to refine the status quo cost projections.

Public Safety

- The Subcommittee is utilizing an options-based framework to evaluate five primary strategic options, ranging from maintaining the status quo to renovating existing facilities, pursuing hybrid models of renovation and new construction, and developing an entirely new main Public Safety campus. To support this analysis, the Subcommittee is developing a set of evaluation criteria and a scoring matrix to systematically compare the pros and cons of each option.
 - Mr. Martines expressed his view that renovation is not a viable long-term option for either the Walden Street Public Safety campus or the West Concord Fire Station due to significant limitations. Mr. Weber highlighted the need for a formal structural study of the Walden Street campus to provide objective data on its renovation potential, which would help confirm or disconfirm this viewpoint.
 - The average cost for new constructed fire station in the region is approximately \$800 per square foot, adjusted to 2025 dollars. This figure serves as a critical data point for developing realistic cost estimates for new construction scenarios and comparing them against renovation alternatives.

**Town of Concord
Land Use Working Group
Minutes
November 7, 2025**

Public Works

- The Subcommittee reported working on a long list of potential new sites for a Public Works campus, with the Subcommittee exploring two main scenarios: a full consolidation onto a single new site and a split-operation model across two separate sites.
 - A discussion arose regarding the potential benefits of consolidating Public Works administrative staff functions with other municipal offices. It was suggested that Public Works Director Alan Cathcart should consult directly with the Municipal Office Consolidation Subcommittee to explore this as a potential scenario in their analysis.
- The Subcommittee's next steps are to develop a matrix to systematically evaluate and filter the long list of potential sites, narrowing the focus to the most viable candidates for further study.

Data and Study Updates

Ms. Long presented a slate of Phase I studies designed to provide critical data and resolve key uncertainties across the Subcommittees. The proposed studies include:

- Development Impact Study: To analyze how planned and future residential development will impact demand for schools, public safety, and other public services. (Estimated cost: \$15,000 - \$20,000)
- Renovation Cost Estimate for the Walden Street Public Safety campus: To determine the structural viability and estimated cost of renovating the existing building for continued use. (Estimated cost: approx. \$5,000, not to exceed \$10,000)
- Renovation Cost Estimate for the Peabody School: To determine the structural viability and estimated cost required to bring the building up to current code for a change of use to municipal offices. (Estimated cost: approx. \$5,000, not to exceed \$10,000)
- Environmental Study for Peabody School: To identify any potential environmental hazards or remediation needs at the site. (Estimated cost: \$10,000 - \$15,000)
- Market Value Appraisals: To obtain formal appraisals for key Town-owned properties (e.g., Peabody, Ripley, Keyes Road) and potential acquisition targets.

Town Manager Kerry Lafleur provided context on the procurement process. It was noted that the funding source for these studies is available through ARPA funds. While scopes of work are already in process for some items, and projects under \$50,000 can proceed relatively quickly, the Town's formal procurement process, including written agreements and contracts, must be followed.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approved spending up to \$50,000 for the Phase I studies discussed during the meeting.

Roll Call Vote:

Mr. Bergman – Aye
Mr. Boehm – Aye
Ms. Hartman – Aye

**Town of Concord
Land Use Working Group
Minutes
November 7, 2025**

Ms. Long – Aye
Mr. Martines – Aye
Mr. Weber – Aye

Future Meetings

To avoid upcoming holidays, the next two Working Group meetings were scheduled for:

- Friday, December 5, 2025
- Friday, January 9, 2025

Executive Session

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to enter 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 to return to Open Session.

Roll Call Vote:

Mr. Bergman – Aye
Mr. Boehm – Aye
Ms. Hartman – Aye
Ms. Long – Aye
Mr. Martines – Aye
Mr. Weber – Aye