



OLD NORTH BRIDGE

TOWN OF CONCORD

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

Land Use Working Group Agenda

Friday, January 9, 2026 at 2:00 PM

**Town House, 22 Monument Square
Select Board Room and via Zoom**

Join Zoom Meeting

<https://us02web.zoom.us/j/81075064015?pwd=NJmkGc73bEt9jPedFDbvOfbaUAbUnb.1>

Meeting ID: 810 7506 4015

Passcode: 426888

Dial In: 1-646-931-3860

	Agenda Item
I.	Call to Order
II.	Public Comment
III.	Approve Available Meeting Minutes
IV.	Reports from Subgroups
V.	Workplan Updates <ul style="list-style-type: none"> - Review Results from Facilities Assessment & Masterplan Questionnaire - Status of Subgroup Reports - Data and Study Updates, including budget and timing
VI.	Discuss Future Meeting Schedule
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
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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
December 5, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group convened in a meeting on Friday, December 5, 2025 at 2:00 PM at the Town House, Select Board Room and via Zoom.

Present were: Rob Almeida, Keith Bergman, Matt Boger, Mary Hartman, Judith Long, Co-Chair, Mark Martines (2:09 PM), Tracey Marano, Linda Miller, and Sven Weber, Co-Chair

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

Approval of Meeting Minutes

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted**: to approve the Open Session minutes from October 17 and November 7, 2025 and approve but not release the Executive Session minutes from November 7, 2025.

Roll Call Vote:

Mr. Almeida – Aye
Mr. Bergman – Aye
Mr. Boger – Aye
Ms. Hartman – Aye
Ms. Long – Aye
Ms. Marano – Aye
Mr. Martines – Aye
Ms. Miller – Aye
Mr. Weber – Aye

Reports from Subcommittees

Municipal Office Consolidation

Mary Hartman presented the update on behalf of the Municipal Consolidation subcommittee. The Subgroup has made significant progress in developing and analyzing a set of distinct options for the town's administrative facilities. They have detailed the pros and cons for each of the following five scenarios:

1. Status Quo: Maintain the current decentralized model across all municipal sites with no consolidation. This option assumes the Town would sell the Peabody School building but retain ownership of its associated playing fields.
2. Renovate Peabody: Consolidate municipal offices into a fully renovated, net-zero Peabody School building.
3. New Build at Peabody: Consolidate offices into a newly constructed building on the Peabody School site, while also retaining the playing fields.

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4. New Build at Ripley: Consolidate offices into a new building constructed at the Ripley School site.
5. Acquire and Renovate: Purchase and renovate a suitable building elsewhere in Concord to serve as a new consolidated municipal building.

Ms. Hartman noted that the subcommittee is currently in a "holding mode" as it awaits the receipt of critical data needed to complete its financial analysis. Key data needs include:

- Property appraisals for Peabody, Ripley, 55 Church Street Campus, and Keyes Road Campus at their current zoning as well as under potential rezoning scenarios to understand the potential unlocked value for each property.
- Updated renovation costs for the Peabody School building.
- Projected 10-year capital and operating expenses for the Town House.

Public Safety

Co-Chair Judith Long presented the update from the Public Safety Subgroup, reporting that they are close to drafting their final report. The Subgroup has completed significant needs assessment work in collaboration with the Fire and Police Chiefs to define current and future requirements. The primary options being evaluated by the subcommittee are:

1. Status Quo: This option is included for comprehensive analysis but is considered not viable as a long-term solution.
2. Concord Center Campus: A range of hybrid scenarios are being considered, including renovating the existing Walden Street Campus, constructing a new building on that Campus, or building a new facility elsewhere. It is likely that Concord Center will become the new Substation for the Fire Department rather than the main station due to population growth in West Concord.
3. West Concord Fire Station: Renovation of the existing station is not considered feasible. The options, therefore, involve building a new main station on the current site or on an alternative site in West Concord.

A critical dependency for the Concord Center options is a professional feasibility analysis to determine if the Walden Street Campus can be effectively renovated to meet modern public safety standards. The Town plans to hire a consultant to provide this analysis. Ms. Long also noted the Subgroup's ongoing benchmarking work and a plan to utilize an intern to expand this comparative research for all three subcommittees.

Mr. Martines noted the potential for using Public-Private Partnerships as a financing and construction model for new public safety buildings.

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Public Works

Linda Miller delivered the report for the Public Works Subgroup, stating that its work is currently focused on data collection and the evaluation of a long list of potential sites for a new consolidated facility. The sites currently under consideration include:

1. MCI Concord
2. Keyes Road Campus – Renovation or Expansion
3. Ripley School
4. Bedford Road Wastewater Treatment Facility
5. 755 Walden Street
6. 2229 Main Street
7. [Agricultural] Properties on Virginia Road

The Subgroup is utilizing a clear evaluation methodology, assessing each site against criteria such as cost, location, and size. A minimum of 14 acres has been identified as the programmatic need for the Department of Public Works. GIS data is being used to adjust the usable acreage of each parcel to account for environmental sensitivities such as wetlands and riverfront areas.

There was discussion regarding the consideration of the Department of Public Works at MCI Concord and its potential impact on the amount of land available for desired commercial development. Director of Public Works Alan Cathcart clarified that the 14-acre figure originates from the 2020 Facilities Assessment and Masterplan conducted by TBA, representing a professionally vetted space requirement for the department's operations.

Data and Study Updates

Co-Chair Sven Weber noted that he received the compiled results from the updated space/programming questionnaire that was originally included in the 2020 Facilities Assessment and Masterplan and that he would synthesize the results for discussion at the January 2026 meeting.

Co-Chair Judith Long presented an update on the Work Plan, with a proposed three-phase conceptual framework to guide the project's path to completion and clarify the final deliverable.

1. Phase 1a (Current Work): Subgroups complete their analysis and options evaluation using "order of magnitude" data. This phase culminates in the submission of Subgroup final reports in the January/February timeframe.
2. Phase 1b (Integrated Group Work): The full Working Group convenes to integrate the Subgroup reports. This phase will focus on addressing urgent, time-sensitive priorities (such as DPW at MCI Concord and the disposition of the Peabody School) and analyzing the "domino effect" of primary recommendations on other Town properties.
3. Phase 2 (Final Deliverable): A final, integrated report is delivered to the Select Board. This report will contain prioritized recommendations intended to launch subsequent, more detailed implementation processes and make broader recommendations regarding remaining available properties that could be used for housing, open space/recreation.

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The ensuing discussion revealed a consensus that the Working Group’s original one-year charge was likely not feasible, prompting a strategic dialogue on how to formally reset expectations with the Select Board. The Working Group agreed that the Co-Chairs will meet with the Select Board members to discuss the charge and timeline offline.

Ms. Long continued and presented a proposed template for the Subgroup reports to ensure consistency and comprehensiveness. The recommended sections include an Executive Summary, Background, Existing Conditions, Future Needs, Benchmarking, Options, Evaluation Criteria, Recommendations, and Next Steps. The Working Group debated the proposed 20-page report length, weighing the need for comprehensive documentation against the goal of producing a digestible and impactful final deliverable.

Lastly, the Working Group discussed that the necessity and timing of a formal Development Impact Study, concluding that such a study would be premature (especially due to uncertainties of development scenarios at MCI Concord) and that the immediate analytical needs could be met through other means.

Future Meetings

The next Land Use Working Group meeting is scheduled for Friday, January 9, 2026.

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. Almeida – Aye
Mr. Bergman – Aye
Mr. Boger – Aye
Ms. Hartman – Aye
Ms. Long – Aye
Ms. Marano – Aye
Mr. Martines – Aye
Ms. Miller – Aye
Mr. Weber – Aye