



OLD NORTH BRIDGE

# TOWN OF CONCORD

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

## Land Use Working Group Agenda

Friday, March 13, 2026 at 2:00 PM

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

### Join Zoom Meeting

<https://concordma.zoom.us/j/82348924388?pwd=SKQl6EZklorQCdhK00mzOsh0jjRf3K.1>

Meeting ID: 823 4892 4388

Passcode: 657533

Dial In: 1-646-558-8656

	Agenda Item
I.	Call to Order
II.	Public Comment
III.	Approve Available Meeting Minutes
IV.	Ag Committee Presentation on Agricultural Fields at 40W and 40R Bedford Road and Discussion on Bedford Road and Other Agricultural Fields in Town
V.	Discuss Feedback from the Select Board and Finance Committee Meetings  - Discuss and Vote Recommendation on Article 12 – Municipal Facilities Planning
VI.	Discuss Methodology and Workplan for Phase II
VII.	Data and Tools Available for Population Growth and Town Service Planning
VIII.	Reconcile and Summarize Properties Earmarked by Phase I Option and the List of Remaining Options
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](mailto: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  
February 20, 2026**

Pursuant to notice duly filed with the Town Clerk, the Concord Land Use Working Group convened in a meeting on Friday, February 20, 2026 at 2:00 PM at the Town House, Select Board Room and via Zoom.

Present: Keith Bergman, Paul Boehm, Matt Boger, Mary Hartman, Judith Long, Co-Chair, Mark Martines, Linda Miller, and Sven Weber, Co-Chair

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

**Public Comment**

Tanya Gailus, 62 Prescott Road, commented on the following:

- The agricultural land at 509 Bedford Street (Town wastewater treatment plant) that has been considered for the potential relocation of the Department of Public Works should remain agricultural.
- The former Ripley School could be utilized as an emergency shelter for that area of Town, as West Concord is able to utilize the Harvey Wheeler Community Center for an emergency shelter.
- Procedural concerns regarding Open Meeting Law, noting that specific locations should have been cited on Land Use Working Group meeting agendas so that the public was fully informed about which properties are/were under consideration.

Mark Gailus, 62 Prescott Road, emphasized the importance of land preservation, arguing that the Town should place a high value on retaining agricultural land and other open space as part of the Town's heritage and that the Town should focus development at existing structures.

**Approval of Meeting Minutes**

Mr. Martines noted that he would like the record to state that he made the following comments during the February 6, 2026 meeting when discussing the Department of Public Works at MCI Concord – *a breakdown of acreage for three distinct functions at MCI Concord should be provided, including acreage requirements for the wastewater treatment plant as is, the wastewater treatment plant plus the sandpits, and the wastewater treatment plant, plus the sandpits, and plus the potential relocation of DPW to the site.*

It was resolved that Mr. Martines' comments would be recorded in the February 20, 2026 minutes, and the February 6, 2026 minutes would be approved as drafted.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the Open Session minutes from February 6, 2026.

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**Roll Call Vote:**

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

**Presentations on Recommendations from Subcommittees**

**Public Safety**

Co-Chair Judith Long continued the discussion of the Public Safety recommendations from the previous Land Use Working Group meeting on February 6, 2026, with the top three priorities being:

1. New Fire Headquarters in West Concord.
2. New Police Headquarters somewhere in Concord.
3. New Fire Substation in Concord Center.

The following options have been recommended for more detailed review:

- Construction of a new Fire Headquarters in West Concord, with first consideration given to the existing Main Street site, provided that adjacent parcels can be acquired in a cost- and time-efficient manner, or at an alternate West Concord site.
- Construction of a new Police Headquarters, with consideration given to the existing Walden Street site, in conjunction with a new Fire Headquarters in West Concord, at an alternate site, or in combination with another facility.
- Construction of a new Fire Substation in Concord Center, at the existing Walden Street site, at an alternate site, or in combination with another facility.

Ms. Hartman noted that the timing of these projects will need to be discussed further, as offloading other municipal properties could unlock some funding for a new fire station.

Mr. Boehm asked about building new Fire Headquarters on the existing West Concord site versus building new Fire Headquarters on an alternate West Concord site.

Ms. Long responded that there are outstanding questions regarding the Town acquiring parcels adjacent to the existing West Concord site to broaden the footprint there. Ms. Long continued that this is the preferred option because the area around the existing site is already accustomed to the noise, traffic, etc., which other areas in West Concord wouldn't be accustomed to. Ms. Long confirmed that if other parcels adjacent to the existing site could be acquired, there would be enough space to build a new headquarters.

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Mr. Martines noted that he agrees with a new Fire Headquarters being the top priority in this list because it would likely require negotiations to acquire the adjacent parcels.

Mr. Boger asked if there are benefits to having Fire and Police remain as joint headquarters, especially from a funding request perspective, and if there was any consideration regarding regionalization, for example with Carlisle or Lincoln.

Ms. Long responded that from a funding request perspective, there was not a benefit to joint headquarters, as both Fire and Police have specific needs, such as dedicated training spaces. Ms. Long added that regionalization was not considered at this time, but could be considered down the line by consultants.

### **Municipal Office Consolidation**

Mr. Boehm presented the Municipal Office Consolidation Subcommittee findings and recommendations. Five options were identified, including:

1. No Consolidation and Sell the Peabody School
2. Renovate Peabody School
3. New Building at the Peabody School Site
4. New Building at the Ripley School Site
5. Buy and Renovate an Existing Office Building in Concord

The options were then considered based on the following criteria:

- Financial Benefits
- Staff Collaboration/Efficiency and Satisfaction
- Convenience for Residents
- Sustainability

The Subcommittee recommended Option 5: Buy and Renovate an Existing Office Building in Concord.

Co-Chair Sven Weber asked if the Subcommittee investigated lease to buy options and what would the Town need to do in order to move forward.

Town Manager Kerry Lafleur responded that any funding request for this would require Town Meeting approval.

Mr. Martines asked regarding the cash flow model if the inflow was gross or net cost of service.

Mr. Boehm responded that it was gross inflow, that the model did not quantify the implications on residential, public safety, or public schools and that this was something he thought should be considered in Phase II of the Working Group's charge.

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**Workplan Updates**

Mr. Bergman suggested that the Working Group should take a formal vote to adopt a comprehensive set of recommendations from the Subcommittees. Mr. Bergman stressed the importance of having a master plan for the effected properties going forward.

Co-Chair Weber noted that there would be a Phase I Interim Report to the Select Board on Monday, February 23, 2026 to bring the Board up to speed, collect questions and feedback, and then look ahead to what may come when the Working Group completes its charge.

It was also noted that a funding request for municipal facilities planning has been submitted for Annual Town Meeting for future phases of work.

**Future Meetings**

The next Land Use Working Group meeting is scheduled for Friday, March 13, 2026 at 2:00 PM at the Town House, Select Board Room and via Zoom.

**Adjournment**

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to adjourn the meeting.

**Roll Call Vote:**

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

## Letter from the Agricultural Committee

To the Concord Land Use Working Group:

We are aware of the important and far-reaching work the town is doing through the Land Use Working Group and the town's efforts to expand wastewater capacity. This could include the relocation or reuse of certain land parcels, including an agricultural field that is currently being farmed. The parcel in question is located off Bedford St., to the west of the access road to the wastewater treatment plant. On Google Maps, the parcel is labeled "C. Courtney Comeau Land", though, as far as we can tell, nobody locally refers to it by that name—the name we use is "Peter Spring Field", after Peter Hutchinson, an African-American Concordian who farmed the land in the mid-nineteenth century and was the last black occupant of the recently relocated Robbins House, now a museum across from the Old North Bridge.

The field in question is uniformly flat, well-drained and sandy, and comprises about 18 acres, of which 13 are actively farmed by Hutchins Farm. Hutchins has had a license from the Town to farm this property since the 1990's, but the land has been actively farmed time out of mind, with Frank Palumbo farming the field for many years prior to Hutchins. The Peter Spring field was, during the late nineteenth and early twentieth century, part of Concord's considerable asparagus production of the period, and was (and is even now) known to many as the Asparagus Farm.

When Hutchins began to use the field, it had been identified as an important habitat for the threatened Blanding's Turtle species—from the start, Hutchins has worked with biologist (and neighbor of the field) Brian Wyndmiller to preserve areas of the field as habitat and nesting ground for the turtles, and cooperates annually with biologists who track turtles, identifying and protecting nest sites both in the protected area and in fields that are being actively farmed. About 5 acres along the northern and sandiest edge of the field is managed as turtle habitat, with native plant and pollinator habitat having been established there as well.

Although the field doesn't boast a lot of native fertility, it has many qualities that recommend it as an agricultural production field, including the sandy texture and low water table, which allows it to be cultivated early in the season, and permits cultivation even when wet weather renders more traditionally fertile river bottom fields unusable. Hutchins Farm's approach to addressing the low fertility of the parcel is to use about a third of the

acreage for cash crops each summer, while growing soil improving cover crops on the remaining ground. In exceptionally wet seasons, as occurred in 2023, Hutchins uses a larger percentage or all of the acreage, as many of their other fields flood or are too wet to cultivate—in this way, the high and dry, sandy field is a very important resource for a local farm to be able to conduct their business under the increasingly unpredictable and extreme weather conditions that wider climate changes entail.

In addition to this quality, the field has an adjacent pond that enables it to be irrigated—without this resource, the field might be of limited utility except for very early crops. This field has proven to be consistently productive, is easily worked by farm equipment and hand tools, and has likely been continuously farmed since Colonial times and before.

We strongly urge the working group to remove this parcel from consideration for locating municipal facilities. The pressure to develop or otherwise remove productive farmland from cultivation remains strong and unrelenting. Developing this site would be to foreclose on the future of this productive farmland that has proven its agricultural worth over centuries of cultivation. We believe this unique and historical parcel of farmland deserves special consideration and preservation, consonant with the priorities and values of the community.

Respectfully,

The Concord Agriculture Committee

## Modeling tools for scenario planning

### - **Zoning AI Tool**

- Real Time GIS data
- Benchmarking
- Estimates the impact of zoning to 10-year housing production
- MBTA zoning, 2026 Warrant Articles
- Scenario builder by property and by zoning areas
- Estimate of new tax revenues

### - **School Capacity AI Tool & Excel Model**

- Input housing production based in housing types and bedrooms
- Effect of population migration
- School cost impact
- Net Tax impact
- Scenario builder: 40Bs, MCI, zoning changes, etc

# Town Zoning Model – EXAMPLE MBTA zoning

TOWN OF CONCORD, MASSACHUSETTS

**Concord Zoning Model**

FY2026 · ZBL 2024 · ✓ CONCORD FY2026 · 6,991 parcels · MassGIS live data

\$135.4M  
MODELED TAX/YR  
Current

\$1037.5M  
TOTAL UPSIDE  
All scenarios

\$1037.4M  
RES. UPSIDE  
Residential

6799  
OPPORTUNITIES  
Positive Δ

---

DROP DATA FILE

concord\_data.json from  
fetch script

---

FIND A PROPERTY

🔍 Search address — e.g. 50

Filter table by address, zone

---

PARCEL TYPE

All
  Res.
  Comm.

---

ZONES

All
  None

- Concord Center
- West Concord
- Thoreau Depot
- Route 2 / LB8
- Industrial Park
- Mixed-Use Overlay
- Res AA
- Res A
- Res B
- Res C

---

SORT BY

Opportunity Score

Revenue Delta  
 Assessed Value  
 Feasibility  
 Only positive delta

---

MIN DELTA

\$0

Parcel Table
Zone Summary
○ MBTA Overlay
🏠 Scenario Builder
📄 2026 Warrant

**MBTA COMMUNITIES MULTI-FAMILY OVERLAY DISTRICT (MCMOD) - ZBL §7.11**

2024 Annual Town Meeting — Article 34 · Conditionally Compliant (June 2025)

5 subdistricts · 400.1 eligible acres · 22.8 du/ac adopted · 20% inclusionary at 80% AMI · Site plan review only (no Town Meeting vote)

186

ELIGIBLE PARCELS

matched by street, excl. municipal/utility/exempt.

400.1

EFFECTIVE ACRES

186 parcels × min(lotSize, 5ac)

5,758

NET NEW UNITS (15 DU/AC)

= 400.1 ac × 15 du/ac, net of replaced units

8,888

NET NEW UNITS (22.8 DU/AC)

= 400.1 ac × 22.8 du/ac, net of replaced units

1152

AFFORDABLE (MIN)

20% at 80% AMI (of net new)

\$25.5M

TAX DELTA (MIN)

annual property tax increase at 15 du/ac

\$40.7M

TAX DELTA (MAX)

annual property tax increase at 22.8 du/ac

⚠️ **Conditional Compliance Note (EOHLC, June 12 2025)**

Town has 1 year to address: (1) contiguity — less than half the district land comprises contiguous lots; (2) floodplain special permit conflicts in §7.2 and §6.2.2; (3) ROW areas must be included in gross density calculations. Boundary modifications likely before full compliance.

**REALISTIC 10-YEAR BUILD-OUT PROJECTION**

Full theoretical capacity assumes every MCMOD parcel redevelops simultaneously — not realistic. Based on MAPC comparable studies, **20–45% of eligible parcels typically redevelop within 10 years** post-adoption. Key constraints: long-term leases, site plan review timelines (~14 mo/project), market absorption (~30–50 units/yr in a town of Concord's size), and financing.

Conservative (5%)

288

net new residential units

Affordable: 58 (20% at 80% AMI)

Annual tax: **+\$1.3M/yr** at buildout

Slow market, owner resistance

Mid-range (10%)

576

net new residential units

Affordable: 115 (20% at 80% AMI)

Annual tax: **+\$2.5M/yr** at buildout

Typical post-adoption pace

Optimistic (15%)

864

net new residential units

Affordable: 173 (20% at 80% AMI)

Annual tax: **+\$3.8M/yr** at buildout

Strong market, large lots first

UNIT MIX AT THIS CAPTURE RATE

Studio / 1 BR Apartment	<div style="width: 45%;"></div>	130 45%
2 BR Apartment	<div style="width: 35%;"></div>	101 35%
3 BR Apartment	<div style="width: 20%;"></div>	43 15%
4 BR+ Apartment	<div style="width: 5%;"></div>	14 5%
Total: 288 units		

UNIT MIX AT THIS CAPTURE RATE

Studio / 1 BR Apartment	<div style="width: 45%;"></div>	259 45%
2 BR Apartment	<div style="width: 35%;"></div>	202 35%
3 BR Apartment	<div style="width: 20%;"></div>	86 15%
4 BR+ Apartment	<div style="width: 5%;"></div>	29 5%
Total: 576 units		

UNIT MIX AT THIS CAPTURE RATE

Studio / 1 BR Apartment	<div style="width: 45%;"></div>	389 45%
2 BR Apartment	<div style="width: 35%;"></div>	302 35%
3 BR Apartment	<div style="width: 20%;"></div>	130 15%
4 BR+ Apartment	<div style="width: 5%;"></div>	43 5%
Total: 864 units		

Cumulative units by year — mid-range scenario (conservative / optimistic band shown)

Baseline: 5,758 net new units at full 15 du/ac build-out (5,937 gross) across 186 parcels (400.1 effective acres). Cross-check: 400.1 ac × 15 du/ac = 6,002 theoretical gross maximum. Projections use 15 du/ac (minimum density) as the conservative base. Affordable unit counts and tax revenue scale proportionally.

**SUBDISTRICT ANALYSIS**

● Lowell Rd / Keyes Rd Concord Center  
Commercial corridor near Concord Center commuter rail station

32  
Parcels

103.4 ac  
Matched Acres

\$462K  
Current Tax

759  
Units @ 15/ac

1159  
Units @ 22.8/ac

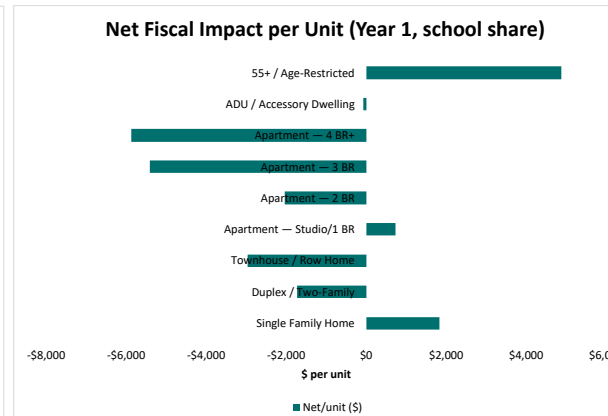
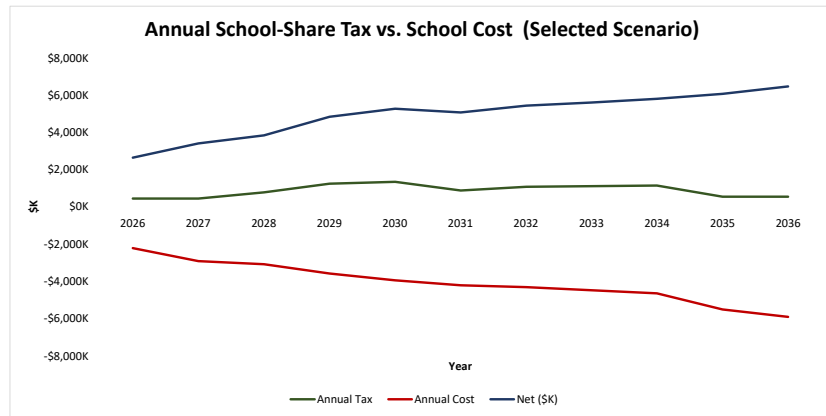
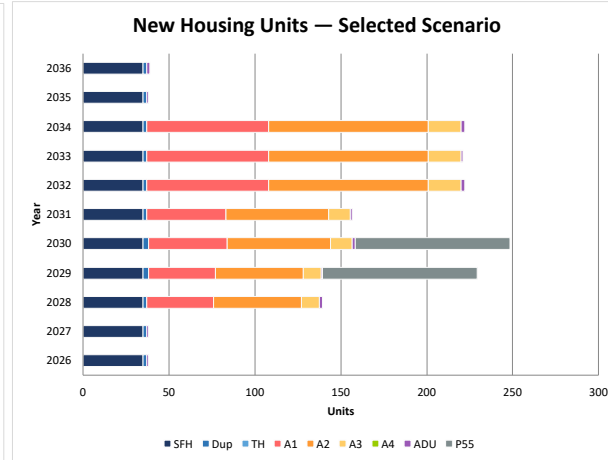
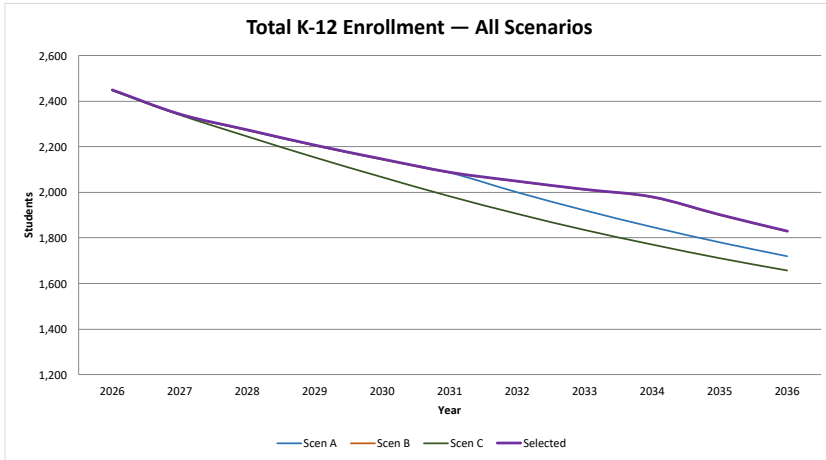
232  
Affordable (20%)

\$3.4M  
Min tax Delta

+\$5.3M  
max tax delta/yr

PARCELS IN SUBDISTRICT

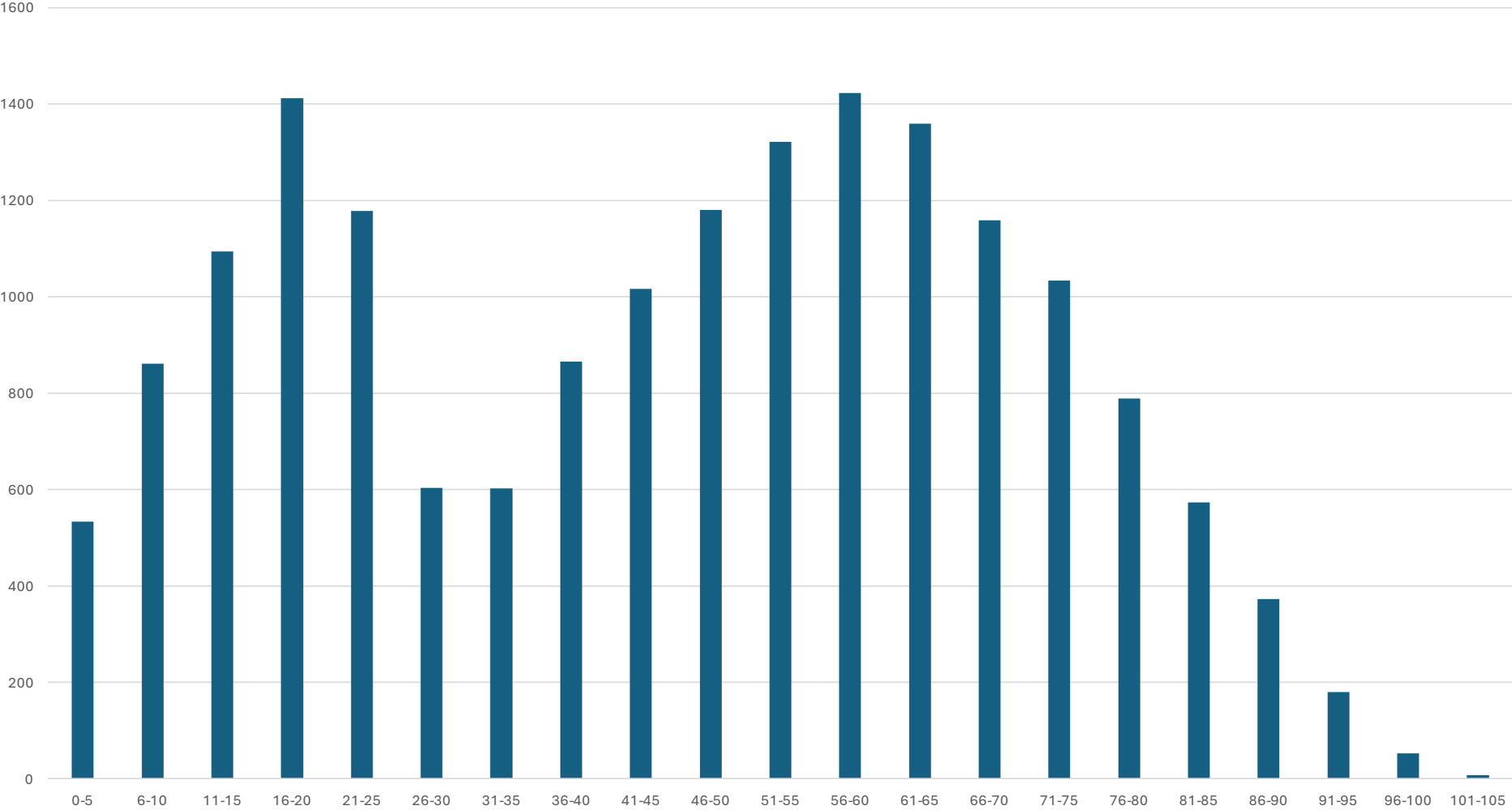
# School Model - EXAMPLES



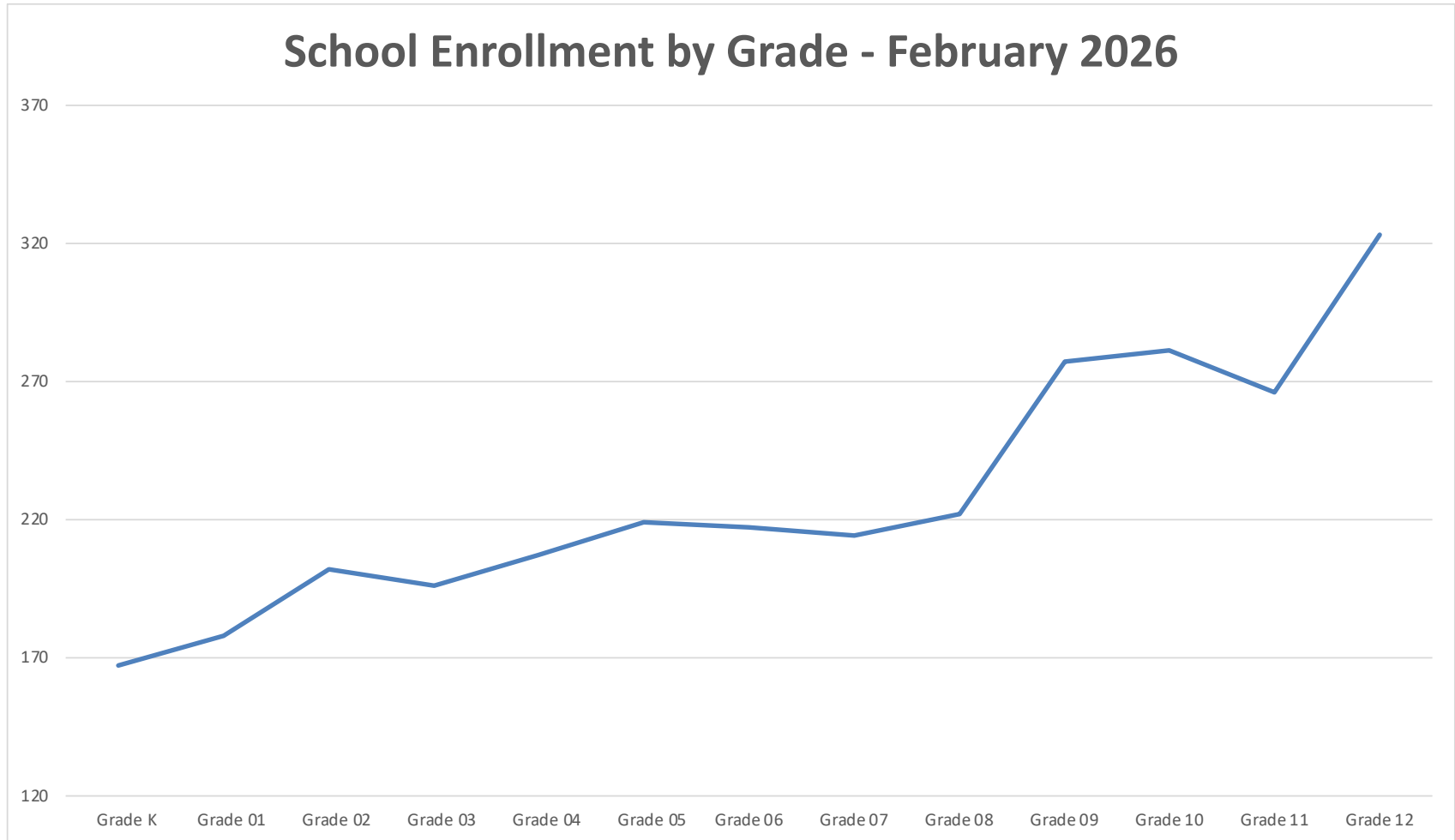
## Some Important Inputs and Observations

- **Population Data**
- **Past housing development & historic School District data**
- **Town and School budgets**
- **Concord's population is "not the usual suburb"**
  - Population distribution
  - Housing Pricing
  - Housing Development adoption
  - School aged population through housing production

# Population Distribution Concord – 5 years age groups

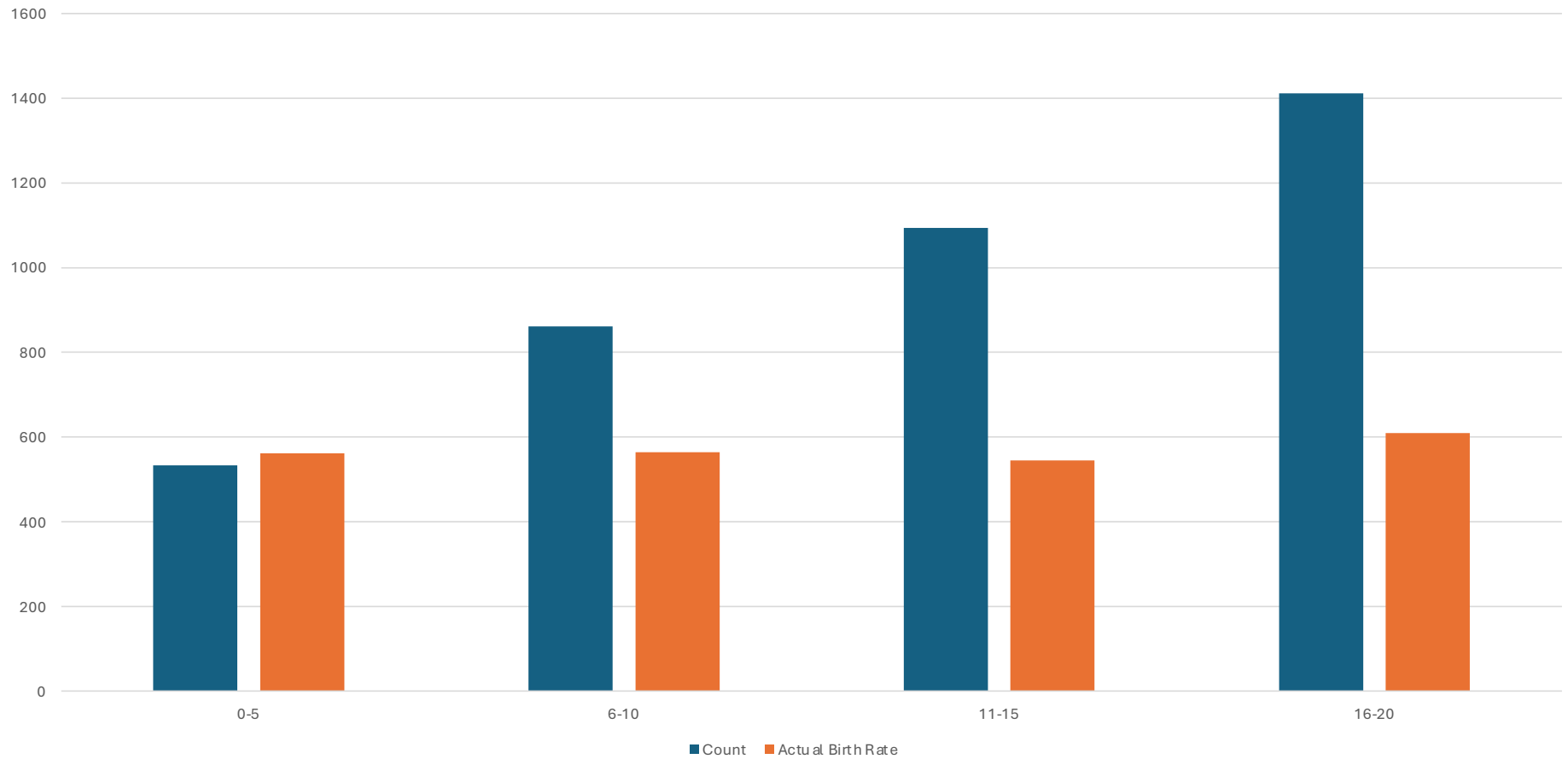


## School Enrollment Matched Population Date

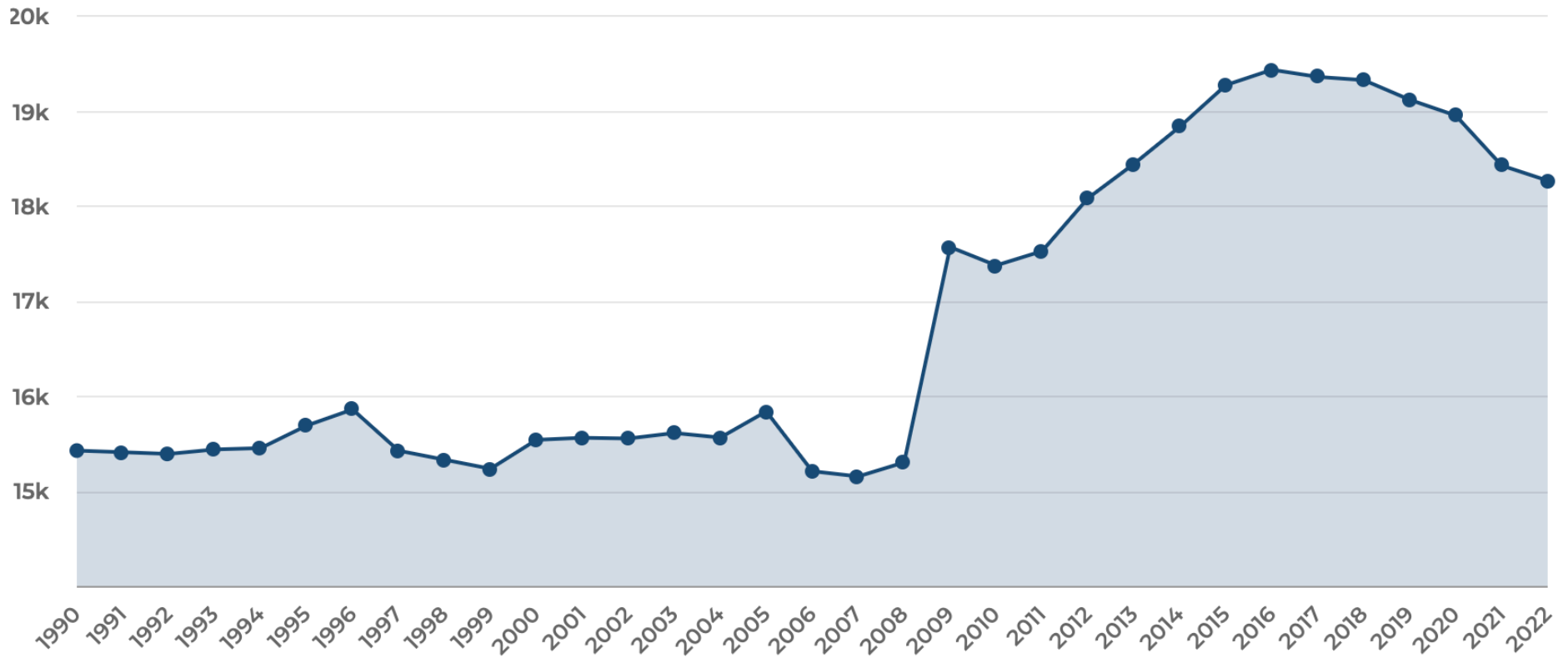


## # of Births are quite stable over 20 years – families moving to Concord drove the difference in the past

Population 5 year age groups vs Birth Rate of respective group

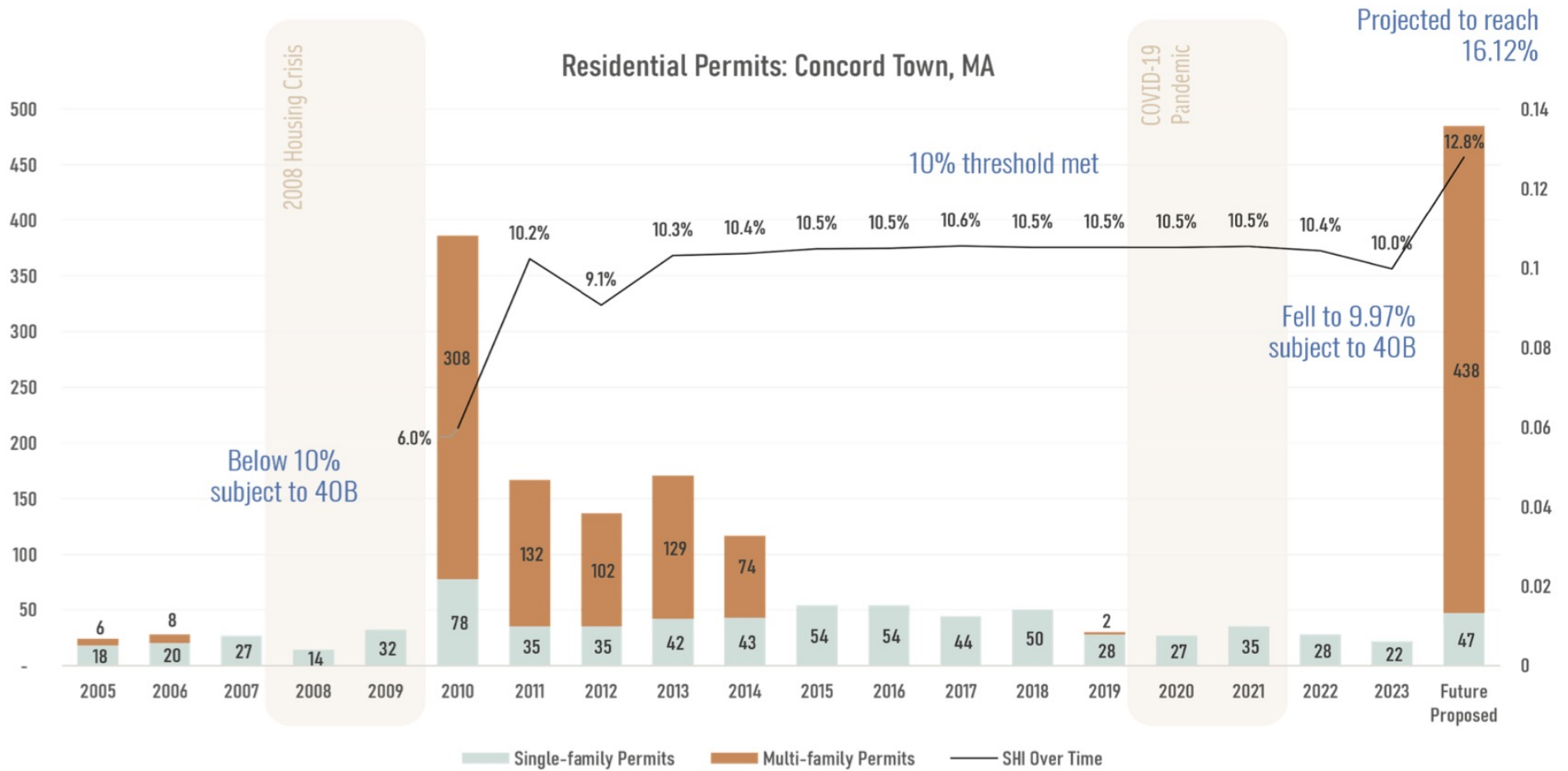


## Concord's population grew from 2009 to 2016 and is shrinking since



\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses

# The Growth of population 15 years ago was driven by multi-family housing



## Modeling – First Findings (1/2)

### - **Population**

- Population continues to age
- Migration into Concord not the typical young family profile
- Young families moving out
- Number of newborns per year stable but only for now

### - **School Capacity**

- Schools currently approx. 300 seat below capacity
- Baseline birthrate and migration will lead to decline of 1,300 school age children over 12 years

## Modeling – First Findings (2/2)

### - **Housing Production**

- School-age population: Higher yield per new unit than MA average
- Known 40B projects “easy” to model
- Final MCI profile still unknown but can be modeled
- MBTA zoning: no reference data, adoption rate unclear
  - Could add 200 to 850 units in 10 years
- Warrant 2026 Articles:
  - Article 36 enables Article 34
  - Could add 320 to 900 units in 10 years

### - **Tax Impact**

- Other than hospitality use, limited impact of commercial use
- Single family homes generate most impact
- Schools run on a high fix cost, limited variable cost
- Growth has a limit to town services, but might be higher than thought

**Question: How much growth can Town services, e.g. Schools, tolerate?**  
**.... it depends on the housing mix**

Student Generation Rates by Housing Type (K-12 public school students per new unit)					
Housing Type	Total K-12	Elem (K-5)	Middle (6-8)	HS (9-12)	Change to MAPC
Single Family Home	0.62	0.32	0.14	0.16	+0.07 vs MAPC
Duplex / Two-Family	0.47	0.25	0.11	0.11	+0.05 vs MAPC
Townhouse / Row Home	0.53	0.27	0.13	0.13	+0.08 vs MAPC
Apartment — Studio/1 BR	0.09	0.05	0.02	0.02	+0.00 vs MAPC
Apartment — 2 BR	0.31	0.17	0.07	0.07	+0.04 vs MAPC
Apartment — 3 BR	0.57	0.33	0.12	0.12	+0.09 vs MAPC
Apartment — 4 BR+	0.65	0.38	0.14	0.13	+0.05 vs MAPC
ADU / Accessory Dwelling	0.13	0.07	0.03	0.03	+0.01 vs MAPC
55+ / Age-Restricted	0.00	0.00	0.00	0.00	No change

## LUWG to consider

- **Which development scenarios should be analyzed?**
  - (A) today including 40B's and historic permitting trend?
  - (B) Low plus MCI, MBTA and Warrant Articles – low/mid/high?
  - (C) Mid plus anything LUWG proposes – low/mid/high?
  - .... Other Scenarios?
  
- **Which development mix should we consider**
  - Housing
    - Single Family/Townhouses/Apartments
    - Restricted housing (elderly, income)
  - Commercial & Mixed Use
  - Farming
  - Conservation Land, Parks, Recreation