

Final Draft. Incorporates changes suggested by BOS on 7/23/01 and Planning Board on 7/24/01. The Charge has been accepted by both Boards.

**Town of Concord
Comprehensive Long Range Plan Committee -- Charge**

I. Purpose and General Statement.

The purpose of the Comprehensive Long Range Plan Committee is to advise the Board of Selectmen and the Planning Board and seek the input of residents and Town Committees in the preparation of a Comprehensive Long Range Plan for the Town of Concord through the Year 2020. The Committee shall be responsible for the development of a comprehensive long range plan for the Town of Concord, with goals, objectives, and priorities through the year 2020. The plan shall be a statement, through text, maps, illustrations, or other forms of communication, that is designed to provide a basis for decision making regarding the long term physical development of the Town, as well as to guide the delivery of town services and fiscal management. The comprehensive plan shall be internally consistent in its policies, forecasts, and standards shall meet the requirements of Chapter 41 of the Massachusetts General Laws, as well as additional requirements of this charge.

The last *Comprehensive Long Range Plan* for the Town was completed *in 1974. In 1987, a Land Use Plan was completed.* . Since that time, significant planning has been completed on an ongoing basis by various departments, committees, and boards. A representative list of such plans is appended to this charge. Despite the Town's strong record in planning, there has been little opportunity for the Town to take a comprehensive look at the overall impact of individual plans, to consider the individual and collective financial implications of such planning, to reconcile differences among plans, and to set comprehensive goals for the Town.

The decision to undertake a Comprehensive Town Plan is based on the recommendation of the Planning Board (pending their vote), the Board of Selectmen, and the availability of \$100,000 in funding as voted at the 2001 Annual Town Meeting and the June 12, 2001 override election. In recognition of the fact that Chapter 41 requires the planning board "to make the master plan", the planning board will be asked to concur with the charge to the Committee, to assist the committee in completing certain portions of the plan, and ultimately to approve those portions of the plan that are required by Chapter 41.

II. Membership and Organization

1. The Long-Range Plan Committee shall be appointed and charged

by the Board of Selectmen, with the concurrence of the Planning Board. Members will be appointed for a two year term; the planning is anticipated to require approximately two years.

2. The Committee shall consist of eleven members, and shall elect its chair and vice-chair, or co-chairs, and clerk from among its members.

3. Members of the Committee. In making appointments to the Committee, the Board of Selectmen shall endeavor to find qualified candidates who represent a variety of backgrounds and interests. There shall be a mix of gender, age and geographic distribution within the community. There shall be a mix of individuals who have served on town boards or committees and those who have not. Specifically, members are not being appointed to stand for a specific constituency or issue within the community, but rather should be highly motivated to serve the broad interests of the Town of Concord, to be willing to devote a substantial amount of thought and energy toward shaping the future of Concord, and to possess the talent and judgment to balance competing and conflicting needs. The chairman of the planning board, or his/her designee who shall also be a member of the Planning Board, shall be a member of the committee.

4. The Board of Selectmen shall appoint a member of the Board to serve as an ex officio member of the committee.

5. The Committee is responsible for conducting its activities in a manner which is in compliance with all relevant State and local laws and regulations, including but not limited to, the Open Meeting law, Public Records Law, and Conflict of Interest Law. Copies of all minutes shall be transmitted promptly to the Board of Selectmen, and at the end of the year shall be filed with the Town Clerk.

III. Components of the plan

The plan shall include the following elements:

1. Goals and policies statement that identifies the goals and policies of the Town for its future growth and development. These goals and policies shall be based on an interactive public process, to determine community values and goals, and to identify patterns of development and desires for Town services.
2. A land use plan element, which shall be based on materials provided by the Planning Board, and which identifies present land use and designates the proposed distribution, location, and interrelationship of public and private land uses. This element shall relate the proposed standards of population density and building intensity to the capacity of land available or planned facilities and services. A land use plan map illustrating the land use policies of the Town shall be included.
3. A housing element, which shall draw upon the Housing Plan of 199- and other housing planning which has been completed by the Town. This element shall identify and analyze existing and forecasted housing needs and objectives including programs for the preservation, improvement, and development of housing. This element shall identify policies and strategies to provide a balance of local housing opportunities for all citizens.
4. An economic development element, which will draw upon recent studies such as the economic viability task force, input from the business community, and other economic planning, and which will identify policies and strategies for the expansion or stabilization of the local economic base and the promotion of employment opportunities.
5. A natural and cultural resources element, which will draw upon the Open Space plans of 19--, 19--, and 200?, as well as the Historic Resources Masterplan of 19--., and other plans which have been completed in the last several years. This element will provide an

inventory of the significant natural, cultural, and historic resource areas of the municipality, and policies and strategies for the protection and management of such areas.

6. An open space and recreation element which provides an inventory of recreational resources and open space areas of Concord, and proposes strategies for the management and protection of such resources and areas. This element will draw upon the Open Space Plans and Recreation plans which have been recently completed.
7. A services and facilities element, which identifies and analyzes existing and forecasted needs for facilities and services used by the public. This element will draw upon work completed by the Strategic Municipal Land Task Force, various building committees, and *planning and policy documents developed by the enterprise funds, and information relative to wireless communication and cable technology*. This element shall include an inventory of all town facilities. Of particular interest is the future use of the former landfill site and the School Department's forecasts for facilities. *Recommendations developed by the landfill study committee, which is expected to be appointed by the Selectmen as voted under Article 58 of the 2001 Annual Town Meeting, shall be considered by the Committee.*
8. A circulation *and transportation* element, which provides an inventory of existing and proposed circulation, *parking*, and transportation systems. This element will draw upon the Road Program, the 199- Transportation Plan, records of the Bus Committee, and other transportation planning endeavors, *including regional studies by MAPC and MAGIC, HATS, and MASSPORT, including the current GEIR planning.* .
9. A fiscal resources element, which provides a review of the Town's existing fiscal policies, to determine whether they provide *direction* consistent with the Town's goals and, if they do not, to propose new policies. This element will draw upon existing plans such as the fiscal options committee, recent Finance Committee Reports, and statements of fiscal policies of the Town. Interviews with financial experts and/or a small Working Group of financial experts may be utilized by the Committee in formulating questions and/or alternatives. Included in this element shall be: any recommendations for changes in the process for determining capital and operating budgets; the identification and evaluation of possible alternative sources of revenue; proposed policies which preserve the Town's economic base; recommendations for procedures and/or criteria through which the Town can balance *competing and* conflicting needs and make the necessary hard choices; a framework for a long term fiscal model for the Town.
10. An implementation program element, which defines and schedules the specific Town actions necessary to achieve the objectives of each of the elements of the plan. For example, proposed capital improvements, scheduled expansion or replacement of public facilities or circulation system components, and the anticipated costs and revenues associated with the accomplishment of such activities shall be detailed in this element. Moreover, this element shall specify the process by which any changes in the Town's bylaws or operating policies or other regulatory structures shall be amended to be consistent with the master plan.

IV. Responsibilities.

1. The Committee shall undertake the following tasks:
 - a. Review the Town Manager's proposed Plan budget and Request For Proposals for planning assistance in the preparation of the Plan. Note that

funds for the publication and distribution of the Plan must be reserved from the original appropriation, as no other funds are guaranteed. (September, October)

- b. Assist in the review of proposals for consultant services. It is expected that one or more consultants and/or supplemental staff will be hired to assist the Committee. (see below) (fall)
- c. Working with consultant, review and analyze all relevant existing plans and policies, background plans, and reports. Prepare a summary of findings, including element goals, proposed policies, apparent conflicts, financial concerns. (October - March)
- d. Plan and conduct an interactive public process to determine community values, goals, and objectives. (September - February) As part of the public input process, arrange for members of the Committee to visit major Town Boards and Committees and other community experts to solicit their input on priorities, values, and concerns. (November - February) At least the following committees shall be consulted, and their written input requested: Affordable Housing, Finance Committee, Historic Districts Committee, Library *Committee*, *Library* Corporation, School Committee, Natural Resources Commission, Planning Board, Board of Appeals, Historical Commission, Public Works commission, Municipal Light Board, Council on Aging, Recreation Committee, Wastewater Planning Committee, Cemetery Committee, Personnel Board.
- e. Using input from interviews and the public input process, refine and propose draft statement of goals and objectives for the plan. (March)
- f. (April, 2002) Based on the review of existing planning documents, community input, and the proposed goals and objectives, prepare an interim report to the Board of Selectmen and Planning Board. This report will summarize work to date, and will also propose a work plan and proposed schedule for Phase II, which will lead to the completion of the Plan. Included in this second phase would be:
 - i. finalize goals and objectives
 - ii. schedule further public input
 - iii. work with consultants to prepare all maps and exhibits and data
 - iv. prepare draft elements
 - v. reconcile differences/ assess financial implications/ set priorities
 - vi. develop recommendations and strategies --
 - vii. present plan to the town
- g. Upon completion of the plan, the following elements of the plan will be submitted to the Planning Board for adoption as the Town's master plan under M.G.L. Ch. 41, Section 81.D: Goals and Policy Statement; Land use

Plan element; Housing element; Economic development element; Natural and cultural resources element, Open space and Recreation element; Services and Facilities element; Circulation element; Implementation program element.

2. Expectation for Staff Assistance. The Town Manager shall monitor requests for staff assistance. It is generally expected that existing staff will provide assistance to the Committee as follows:

- a. Town Manager will prepare budget and draft Request For Proposals
- b. Town staff will coordinate procurement process
- c. Town staff will be available for individual interviews in fall of 2001.
- d. Planning staff will assist consultant and committee in preparation of materials during summer of 2002.
- e. Finance staff will provide responses to Committee inquiries during Summer of 2002
- f. Town Manager will be available to discuss preparation of capital and operating budgets
- g. Staff will be available to answer inquiries about Public Works and enterprise funds at such times as specified by the Town Manager.

1. Consultant and/or outside assistance. Subject to finalization of the Town Manager's budget and the procurement process, it is expected that assistance will be provided to the committee in the following areas:

- a. Production of report
- b. Planning and facilitating public input
- c. Review of planning documents; compilation of summary
- d. Assist staff and committee in preparation of maps, baseline data, census info, inventories, etc.
- e. Assistance in drafting portions of the report

V. Draft Goals for the Year 2020. To assist the committee in its discussion of Goals and Objectives, the Board of Selectmen offer the following as a starting point for discussions.

- a. To provide appropriate Town services at a reasonable cost
 1. Identify and maintain necessary services
 2. Maintain and upgrade the Town's physical infrastructure
 3. Provide quality education
- b. To maintain and enhance the Town's unique character

1. Protect open space
2. Preserve the Town's historic and cultural heritage
3. Promote citizen participation in Town affairs
 1. Provide a range of housing alternatives
- c. To maintain a diversity of incomes in the citizenry of Concord.
 1. Maintain the lowest possible tax rate
 2. Seek alternative sources of *revenue* where possible
 3. Preserve the Town's economic base