

CHAPTER 13

IMPLEMENTATION

In order to ensure that the 2004 Comprehensive Long Range Plan is implemented in a consistent and deliberative manner, the Committee recommends that an Implementation Facilitation Committee be appointed. All of the Town's 41 statutory and advisory committees already have a "full plate" of ongoing responsibilities and projects, and to add another 349 Action Items to their agendas without providing technical and administrative assistance would be irresponsible on our part. Although many of the Items we are recommending can be accomplished without a lot of effort, many others will require further research, elaboration and deliberation, which will result in more of a time commitment than can be reasonably expected with existing staff and volunteers. In addition, many of the recommendations are related to each other, and it is important that one group of individuals provide oversight and continuity to the process and to the integrity of the concepts, to assure that items are not "left on the shelf" or misconstrued from their original intent. The Implementation Committee would not usurp the authority of existing boards and committees, and would not alter the normal decision-making process.

It is suggested that the Implementation Facilitation Committee be comprised of five members appointed by the Board of Selectmen for rotating three-year terms. As is traditional in Concord, we recommend that individuals be encouraged to serve two terms. It is suggested that when the Board of Selectmen writes the Committee's charge that they consider appointing, at least initially, residents who can bring municipal experience and institutional memory to the process, having previously served on one or more of the following committees:

- 2004 Comprehensive Long Range Plan Committee
- Board of Selectmen
- Planning Board
- Finance Committee
- Natural Resources Commission
- Public Works Commission
- Previous Long Range Plan Committees

The rationale for having experienced individuals serve is both practical and philosophical. Individuals who were not familiar with Concord's governmental structure and process would not necessarily be as effective in the sensitive and diplomatic role that would be a cross between a gopher, a project manager, a mediator, and a nudge. We envision that the Implementation Committee would be charged with the following:

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- Provide technical assistance to individuals or groups identified as having principal responsibility for particular Action Items.
- Review progress on implementation, identifying obstacles or conflicts as they arise.
- Maintain and update implementation timetables.
- Initiate and facilitate discussion and consensus building with Action Items that overlap among multiple committee/departments/jurisdictions.
- Serve as advocates for the Long Range Plan, both with boards and committees and at Town Meeting, when appropriate.
- Prepare for inclusion in the Annual Town Report a progress report on implementing the recommendations of the 2004 Comprehensive Long Range Plan each year.
- Periodically revise and update the Long Range Plan, as needed.

Experienced individuals would bring with them a wealth of historical context and continuity that would be lacking with those new to the process. Although fresh insight and new ideas would be welcomed and encouraged, it is hoped that the implementation process would be expedited and not get bogged down in the first few years with “reinventing the wheel.” It is anticipated that the Implementation Committee members would serve as a resource to the groups or individuals working on implementation.

Included in this Report is the recommendation that the following Committees and Task Forces be appointed:

- Economic Development Committee (ED-3.2.1)
- Agricultural Committee (ED-1.1.1; NR-2.1.1)
- Design Review Subcommittee of Planning Board (CH-4.4)
- Wildlife & Biodiversity Task Force (NR-1.4.1)
- Facilities Planning Committee (FS-1.1.1)
- Technology Advisory Task Force (FS-4.1)
- Task Force to Review Concord’s Administrative & Organizational Structure (G-1.1.1)

We recognize that to some, the recommendation of an additional eight new committees (the seven above, plus the Implementation Committee) appears to be daunting. Although some are short-term groups designed to assist with a specific task or to help meet an objective; others would be ongoing to address a more systemic need that has been identified. We recognize that additional committees require organizational and staff support, and as such can be viewed as a burden to already over-extended staff or appointing authorities, or as a contributor to organizational chaos and dysfunction. We have not made these recommendations lightly. We feel strongly that the 349 Action Items recommended in this report cannot be adequately accomplished with current staff and committee resources, and will require individuals with time and expertise dedicated to achieving these goals and objectives. While no groups can or should function in a vacuum, it is hoped that the additional

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resources required to support these groups will be more than offset by the productivity and accomplishments of the volunteers. Particular attention should be taken when writing the Administrative Codes for the Committees to assure that responsibilities and expectations of all parties are clear and delineated. In the course of this comprehensive review of the Charges for existing boards and committees, we urge that consideration be given to combining functions of some of these non-statutory committees, when possible, in order to minimize the workload impact of the additional committees.

At the 2001 Annual Town Meeting, the Town appropriated \$100,000 for the Long Range Plan. We anticipate having approximately \$25,000 remaining from this appropriation. We recommend that these funds be reserved for use by the Implementation Committee, for the purpose of additional studies and technical assistance for implementing the many recommendations being made.

The following Implementation Chart summarized the Goals (shaded), Objectives, and Action Items recommended to meet the Goals & Objectives, under each of the eleven "Elements." Some of the Action Items are repeated in several sections of the Chart because a given Action Item may fulfill several strategic goals. An example is items relating to Village Center Zoning, which are included in Land Use, Housing Economic Development, and Transportation & Circulation Elements. We have cross-referenced many of these in the first column on the left.

Included in the Implementation Chart is a recommended timetable for implementation (within 5 years; 5-10 years; ongoing), along with a priority assignment of High (H), Medium (M) or Low (L). We have not assigned a priority level to those Action Items that are considered ongoing. The committee, board, or individual recommended to take the initiative on implementing each Objective is listed in the column to the far right (**in Bold**). In parenthesis, we have included suggestions for groups or individuals who might play either an assisting or collaborative role in implementing the Action Items.

We have also identified those Action Items that will require Town Meeting action.

COMPREHENSIVE LONG RANGE PLAN IMPLEMENTATION

AHC = Affordable Housing Committee
AgC = Agricultural Committee*
AHT = Affordable Housing Trust
BC = Building Commissioner
BFRT = Bruce Freeman Rail Trail Committee*
BOA = Board of Assessors
BOS = Board of Selectmen
CBP = Concord Business Partnership
CC = Cemetery Commission/Department
CCC = Concord Chamber of Commerce
CCHS = Concord-Carlisle High School
CCP = Concord-Carlisle Pools
CHA = Concord Housing Authority
CHC = Concord Historical Commission
CHF = Concord Housing Foundation
CHT = Concord Housing Trust
CLT = Concord Land Conservation Trust
CMLP = Concord Municipal Light Plant
COA = Council on Aging
COL = Concord Historic Collaborative
CPC = Community Preservation Committee*
CPS = Concord Public Schools
CPW = Concord Public Works
EDC = Economic Development Committee*
DPLM = Dept of Planning & Land Management

FC = Finance Committee
FD = Finance Department
FOPAC = Friends of the Performing Arts in Concord
HDC = Historic Districts Commission
LIB = Concord Free Public Library
MOD = Town Moderator
MMNHP = Minute Man National Historic Park
NRC = Natural Resources Commission
OAR = Organization for the Assabet River
PB = Planning Board
PERS = Personnel Board/Department
POL = Police Department
RD = Recreation Commission/Department
SC = School Committee
SD = School Department
SOH = Save Our Heritage
SVT = Sudbury Valley Trustees
TC = Town Clerk
TFT = Thoreau Farm Trust
TM = Town Meeting
TMgr = Town Manager
WBC = Wildlife & Biodiversity Committee*
ZBA = Zoning Board of Appeals

* = New Committee

Yes** = Town Mtng Action Ultimately Required

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
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LAND USE

LU-1 Preserve significant open space and agricultural land by intensifying land uses in already developed areas, and by clustering development.

LU-1.1	Obtain development or conservation restrictions on undeveloped land in return for allowing density increases in already-developed areas.					PB
LU-1.1.1 (NR-1.1.1) (OS-1.1.1)	Identify & prioritize the significant open space & agricultural parcels for preservation, such as those identified in the 2004 Open Space & Rec Plan.	X			H	Yes** (NRC)
LU-1.1.2	Investigate and consider modifying ZBL to promote the use of Transfer Development Rights on a broader scale.		X		M	Yes**
LU-1.1.3	Identify other methods, such as Linkage Fees, to tie increased density to a corresponding permanent restriction on development of an open space or agricultural area.		X		M	Yes**
LU-1.2 (H-1.1.1) (CH-2.2.2) (CH-4.3)	Promote Cluster Developments to minimize residential “sprawl.”					PB
LU-1.2.1	Make changes to the Residential Cluster Development ZBL to encourage its use. Such changes could include allowing clustering “by right” rather than by special permit.	X			H	Yes
LU-1.2.2	Change Subdivision Regs to require submittal of a cluster design alternative at the same density as a conventional subdivision. Allow PB to select the plan that best preserves OS or agricultural land.	X			H	No
LU-1.2.3	Consider rezoning certain areas/districts to lower the density then allow the former greater density if a cluster development plan is approved.	X			H	Yes
LU-1.2.4	Explore other available tools for reducing sprawl and promoting conservation in residential developments through changes in Bylaws and Subdivision Regs.	X			H	Bylaws-Yes Subdiv-No
LU-1.3	Protect open space and agricultural land.					NRC
LU-1.3.1 (ED-1.1.6) (CH-2.2.3)	Consider creating an Agricultural Overlay District and Zoning Bylaws to protect agriculture.	X			H	Yes (PB, AgC, EDC)
LU-1.3.2	Determine mechanisms to create buffers adjacent to large open spaces and agricultural areas to maintain viability.	X			M	Yes** (PB)
LU-1.3.3	Amend & apply the Residential Compound ZBL in the Agricultural Zoning District & in the border areas of significant open space or agricultural land to encourage clustering of residences & preservation of large contiguous open spaces.	X			M	Yes (PB, AgC)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
LU-2 Maintain and enhance the character of the three Village Centers.						
LU-2.1 (LU-3.1.2) (H-1.2) (H-2.2.3) (H-3.2.5) (H-4.1.1) (ED-4.1.1) (TC-1.1)	Create Village Center Overlay Districts for the 3 Village Centers (Concord Center, the Depot/Thoreau Street Area, and West Concord Center) that include provisions to maintain the character of the Villages without imposing significant burdens on individual businesses. A fourth Village Center may be considered if the Prison Farm land is ultimately developed.					PB
LU-2.1.1	Undertake a comprehensive planning process using smart growth and traditional N.E. village design principles to establish Village Center Overlay Districts that includes participation by town boards, businesses and residents of the community.	X		H	Yes**	(HDC, EDC)
LU-2.1.2	Establish architectural design guidelines and use a design-review process in the Village Centers that will take into account front-yard setbacks, signage, lighting, parking, height, etc. such that the overall impact of a project on its neighboring Village is considered.	X		H	No	(HDC, EDC)
LU-2.2 Intensify and allow mixed-use development in the Village Centers.						
LU-2.2.1 (H-4.1)	Allow higher density residential development in mixed-use or separate buildings within the Village Center Overlay Districts following principles of Smart Growth.	X		H	Yes	
LU-2.2.2	Require a Special Permit for mixed uses including commercial, residential and industrial to ensure that each use is appropriate for the Village.	X		H	Yes	
LU-3 Plan for the potential development of significant parcels of vacant or undeveloped land in Concord.						
LU-3.1 (H-3.2.4) (ED-4.3.1) (OS-1.2.1)	Insure that in the event that the State declares any of their land surplus, that the land is used in a way that best fulfills the interests of the Town.					BOS
LU-3.1.1	Maintain an inventory of state-owned land and categorize/prioritize parcels that could best meet Town goals.	X		H	No	(PB, PWC, NRC, AHC, EDC)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)	
LU-3.1.2	Develop a Master Plan for significant properties currently owned by the State, such as the Prison Farm. Solicit Town departments, and boards and committees for their input in this planning effort to insure that all Town needs are considered. Initiate a design competition to elicit innovative suggestions for use of a parcel.						(PB, PWC, NRC, AHC, EDC)
LU-3.1.3	Proactively develop design concepts for desirable projects. Work with State Authorities to include conditions in the property sale that promote the desired land uses. Encourage prospective builders to consider these plans in their development proposals.						(PB, PWC, NRC, AHC, EDC)
LU-3.1.4	Based on the inventory and master plan, proactively meet with state agencies/officials to alert them of the Town's interest in specific state-owned parcels.						
LU-3.1.5	When the Town receives notice of surplus state-owned land, consider strategies for implementing plans (i.e., consider whether the Town will purchase and develop; purchase, restrict and resell; or define preferred uses and work with State on the sale).						
LU-3.2	Insure that large, significant parcels of land that are privately owned, are redeveloped in ways that best fulfill the interests of the Town (such as parcels that are in Ch. 61, StarMet, W.R. Grace).					PB	
LU-3.2.1	Identify privately owned, significant parcels and evaluate their current and potential attributes relative to the Town's tax base, diversity, businesses, housing, vistas, etc.						
LU-3.2.2	Work with property owners to direct redevelopment efforts when uses of these properties are considered for change.						
LU-3.2.3	Consider modified ZBL and Smart Growth principles as identified in this report, when these properties are considered for change.						
LU-4	Ensure that the Town preserves the diversity of homes and citizens.						
LU-4.1	Develop a comprehensive housing strategy to include policies and planning for the creation of housing for a diversity of residents.					AHC	
LU-4.1.1	Proactively engage in the planning process for Ch. 40B developments to ensure that they best meet the Town's needs.						(PB)
LU-4.1.2	Consider recommendations made in the Mansionization Com Final Report in order to help preserve neighborhood character and housing diversity.						(PB)
LU-4.1.3 (LU-1.2)	Develop ZBL amendments to promote cluster devlpt, multi-family zoning, and higher density development in the Village Ctrs to encourage new small-scale housing and increased affordability to diversify the residents.						(PB)
HOUSING							
H-1	Increase the variety of housing types to meet the needs of Concord's diverse population.						

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
H-1.1	Facilitate the development of small, market-rate single-family detached units in order to provide housing options for residents who want to downsize from their current home, or people who want to move into the community.					PB
H-1.1.1 (LU-1.2) (CH-2.2.2) (CH-4.3)	Amend ZBL to encourage development of smaller, denser and clustered units that are suitable for small households.	X		H	Yes	(AHC)
H-1.1.2	Develop small-scale, scattered-site developments of 2-4 houses on single-family lots (a.k.a. infill housing).		X		No	(AHC, CHT, CHA, CHF)
H-1.2 (LU-2.1) (H-2.2.2) (H-4.1.1) (ED-4.1.1) (TC-1.1)	Create new multi-family housing for a variety of use needs as part of the Village Overlay District, or other mixed-use developments.					PB
H-1.2.1	Expand opportunities and remove disincentives for developing second story residential units in mixed-use developments in the Village Overlay District, and eliminate the requirement to have all uses within a single structure.	X		H	Yes*	(EDC, AHC)
H-1.2.2	Amend the ZBL to allow multi-family structures (2-4 family units, apartments, condos, etc.) on specific areas, following Smart Growth principles.	X		M	Yes	
H-1.2.3	Proactively plan mixed-use development/redevelopment scenarios for targeted commercial areas with a diverse housing component.	X		M	No	(EDC, AHC)
H-1.3	Make use of existing housing to provide options for elderly, special needs populations, or young adults.					AHC
H-1.3.1	Amend ZBL to allow more flexibility for the addition of an accessory dwelling unit within the primary dwelling unit or in an accessory structure.	X		H	Yes	(PB)
H-1.3.2	Consider developing incentives to encourage accessory apartments that meet affordability and other Ch. 40B guidelines.	X		H	Yes	(PB)
H-1.3.3	Investigate options for development of small group homes in existing housing for elderly or persons with disabilities in areas accessible to public transportation and services.		X	M	No	(CHA, COA)
H-1.4	Facilitate the ability of farmers to provide agricultural worker housing.					AgC
H-1.4.1	Determine the need to amend the ZBL to allow agricultural worker housing in trailers/modular homes.	X		M	Yes*	(PB)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
H-1.4.2	Explore with state officials the possibility of including agricultural worker housing in the calculation of affordable housing inventory.	X		H	No	(AHC)
H-2 Accommodate the evolving needs of individuals, families, the elderly, and municipal employees to enable them to move into or remain in Concord.						
H-2.1	Expand opportunities and eliminate obstacles to enable elderly residents and persons with disabilities to live in Concord.					AHC
H-2.1.1	Review all senior housing options available in town to assess the housing needs for elderly in Concord.	X		M	No	(COA, CHT, CHA)
H-2.1.2	Relieve property tax burdens on elderly low-income residents through programs, such as an “affordability lien,” reverse annuity mortgage, or tax abatements on their property. Support continuation and expansion of outreach efforts to inform taxpayers of available programs for which they might qualify.		X		No	(BOA, COA)
H-2.1.3	Determine the need for a program for providing basic home repair/maintenance services for the elderly so they are able to remain in their homes.		X	L	No	(COA)
H-2.1.4	Encourage handicapped accessible units in all new multi-family developments.		X		No	(PB)
H-2.1.5	Determine the need for and availability of in-home services to assist seniors and people with disabilities who want to remain in their homes.		X		No	(COA)
H-2.1.6	Encourage the development of age-restricted (55+) housing and assisted living facilities.		X		No	(PB)
H-2.2	Expand opportunities for town and school employees, young families, young adults, and single parents to find a moderately priced home in Concord.					AHC
H-2.2.1	Utilize a housing purchase program for town and school employees through established state housing agencies or through a Town-initiated program (such as Affordable Housing Trust).	X		M	No	(AHT, CHT)
H-2.2.2	Continue to require a “Concord Connections” preference on all affordable housing projects permitted by the Town, such as the one used for Elm Brook Homes.		X		No	(CHT, CHA)
H-2.2.3 (LU-2.1) (H-1.2) (H-4.1.1) (ED-4.1.1) (TC-1.1)	Investigate options for development of rental units, living/work artist spaces in the Village Overlay Districts.	X		H	Yes*	(PB)
H-2.2.4	Provide fair housing opportunities in all marketing efforts.		X		No	(CHA, CHT)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
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H-3 Provide affordable housing that is in keeping with the character of Concord and meets the state goal of 10% affordable housing in the town.						
H-3.1	Support and strengthen local organizations and institutions that provide affordable housing so Concord has a strong infrastructure for meeting its housing needs and is able to respond to housing opportunities in a timely and effective manner.					BOS
H-3.1.1	Establish an Affordable Housing Trust to implement the housing purchase program and other programs that may be identified.	X			M	No (AHC)
H-3.1.2	Evaluate role of Affordable Housing Comm in addressing gaps in implementing Town's housing plan.	X			M	No (AHC)
H-3.1.3	Continue to develop and maintain relationships with organizations, such as the Trust for Public Land, CLCT, and SVT, that can act on behalf of the Town as opportunities arise for the acquisition of land for affordable housing.			X		No (CHT, CHA, CHF)
H-3.1.4	Facilitate and encourage volunteer citizens and private donations in the development of affordable housing.			X		No (AHT, CHF, CHA, CHT)
H-3.2	Identify appropriate sites for affordable housing by planning ahead so that action can be taken quickly when land becomes available.					AHC
H-3.2.1	Pursue the development feasibility of Town-owned sites identified by the Affordable Housing Committee as listed in the Housing Plan.	X			H	No
H-3.2.2	Investigate all Town-owned parcels less than 1 acre and identify those suitable for affordable housing.	X			H	Yes* (CHA, CHT)
H-3.2.3	Sell surplus Town-owned land that is not appropriate for municipal purposes, and consider using the proceeds for affordable housing purposes.			X		Yes (BOS)
H-3.2.4 (LU-3.1) (ED-4.3.1) (OS-1.2.1)	Identify state-owned parcels of land that are appropriate for housing purposes. Prepare preliminary feasibility alternatives, and be prepared to respond to offers for sale.	X			H	No (NRC, PWC, PB, BOS)
H-3.2.5	Engage in a dialogue with the State, and prepare a master plan for reuse of the state-owned prison farm, which provides opportunities for mixed uses to meet Town goals.	X			H	No (BOS, PB, NRC)
H-3.2.6	Develop a legal mechanism to create options to purchase homes from the elderly for future affordable housing.	X			M	No (AHT)
H-3.2.7	Coordinate planning efforts for the development of open space parcels so that the need for affordable housing is balanced with the need for open space.			X		No (BOS, NRC)
H-3.3	Incorporate affordable housing throughout the town to encourage mixed-income developments and avoid concentrations in any one area.					PB
H-3.3.1	Amend Inclusionary ZBL and Subdivision Regulations to mandate inclusion of 10% affordable housing for all projects over 6 units.	X			M	Yes (AHC)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)	
H-3.3.2	Amend ZBL regarding residential cluster development to increase allowable density and reduce required open space in exchange for donation of lots for affordable housing	X			H	Yes	
H-3.4	Leverage and expand funds available for affordable housing.						AHC
H-3.4.1	Use a portion of CPA funds to subsidize affordable housing and land acquisition for such housing.			X		Yes	(CPC)
H-3.4.2	Consider means by which the Town can provide continued and/or increased support for affordable housing efforts where Town goals are met.			X		Yes	(BOS, TMgr, FC)
H-3.4.3	Pursue the utilization of state and federal financial resources to support affordable housing projects through assistance with applications and other letters of support.			X		No	(TMgr, CHT, CHA, BOS)
H-3.4.4	Consider participation in MetroWest HOME Consortium.	X			L	No	(AHC, BOS)
H-3.4.5	Actively pursue Walden Woods' commitment to provide 42 units of affordable housing.	X			M	No	(BOS, TMgr)
H-3.5	Reduce the fiscal impacts that affect the affordability of new and existing homes.						FC
H-3.5.1	Consider the fiscal impact of housing diversity on municipal and school services.	X			L	No	(AHC)
H-3.5.2	Balance needs for increased tax revenue against impacts on housing affordability.			X		No	(AHC, BOA)
H-3.6	Take a pro-active approach in proposing or supporting changes to state legislation, like Chapter 40B, which would be advantageous to the Town.						BOS
H-3.6.1	Monitor pending legislation and work with state legislators and other municipalities on proposals that address the housing issues and conditions in the region.			X		No	(AHC)
H-3.6.2	Explore the opportunity of including institutional housing, such as faculty housing, towards Ch. 40B requirements.	X			M	No	(AHC)
H-3.7	Avoid destroying or compromising identified historic resources, particularly historic landmarks.						CHC
H-3.7.1	Refer to the Town's Historic Resources Masterplan before developing Ch. 40B housing.			X		No	(AHC)
H-4	Retain the classic N.E. character of Concord which optimizes Smart Growth principles and fosters strong neighborhood identities.						
H-4.1 (LU-2.2.1)	Locate housing in Village Centers or already built areas and avoid consuming Village green space, natural habitat and undeveloped land.						PB

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)	
H-4.1.1 (LU-2.1) (H-1.2) (ED-4.1.1) (TC-1.1) (H-2.2.3)	Create Village Overlay Districts that promote residential development.	X			H	Yes	(EDC, CCC, AHC)
H-4.1.2	Retain pockets of green space in Village Centers and preserve the character of the Village Centers and Village neighborhoods.			X		No	
H-4.1.3	Consider the recommendations made in the 2003 Mansionization Committee Final Report to help preserve neighborhood character and housing diversity.	X			H	No	
H-4.2	Control the loss of neighborhood character due to the tearing down of existing small houses and construction of larger new homes.						PB
H-4.2.1	Amend the ZBL to create the Neighborhood Conservation District (floor area ratio—FAR) in all zoning districts as a way to support neighborhood character.	X			M	Yes	
H-4.2.2	Develop guidelines on appropriate architectural design standards that are more harmonious with the existing neighborhood character.		X		L	No	
H-4.2.3	Consider site approval for new large houses.	X			M	Yes	
H-4.2.4	Review Mansionization Report to determine if any identified options are appropriate for implementation.	X			M	No	
H-4.3	Plan municipal and state infrastructure to support housing goals.						PWC
H-4.3.1	Maintain and enhance public transportation.			X		No	(MBTA)
H-4.3.2	Insure that there is sewer and water capacity for denser developments that meet Town goals.			X		No	(PB)
ECONOMIC DEVELOPMENT							
ED-1	Promote agriculture to complement and reinforce the town's historic heritage.						
ED-1.1	Foster viable agricultural businesses in Concord.						AgC
ED-1.1.1 (NR-2.1.1)	Establish a Concord Agricultural Committee.	X			H	No	(BOS)
ED-1.1.2	Maintain an economically and politically friendly environment for farms to operate by properly and fully applying Ch. 61A provisions for open space associated with agriculture, and urge the Bd of Assessors to support agriculture as much as possible, in areas where discretion is allowed.			X		No	(BOA)

	Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
ED-1.1.3	Encourage dialogue between the Board of Assessors and the Agricultural Committee, to fairly review and assess the unique nature of many farm outbuildings.			X		No	(BOA)
ED-1.1.4	Maintain an open dialogue between the farm community and town/state government and MMNHP to best utilize land for farming.			X		No	(BOS)
ED-1.1.5	Consider farming as a future use when land is purchased by the Town under Ch. 61A options.			X		Yes	(BOS, NRC, PB)
ED-1.1.6 (LU-1.3.1) (CH-2.2.3)	Consider creating an Agricultural Overlay District and Zoning Bylaws to protect agriculture.		X		L	Yes	(PB)
ED-1.2	Promote practices and policies that support efficient and economic farming operations.						NRC
ED-1.2.1	Work with farmers to maintain storm drains/catch basins, drainage ditches and waterways in order to minimize silt buildup and the gradual elevation of the water table in low areas affecting farmland and septic systems.			X		No	(PWC)
ED-1.2.2	Allow farmers to utilize Generally Accepted Farm Practices, whose recommendation can change based on the latest research and technology, for tillage and the control of crop pests and diseases. Include EPA-approved control measures that are environmentally friendly.			X		No	
ED-1.2.3	Allow for placement of pumps, pipes and water use on agricultural fields that support crop growth.			X		No	
ED-2	Provide a supportive environment that welcomes visitors and insures that all visitors receive a coordinated, positive experience.						
ED-2.1	Work with business and community groups to improve services to our visitors.						BOS
ED-2.1.1	Continue to explore and promote potential transportation systems between historical sites and business/shopping areas of town.	X			M	No	(COL, CCC, MMNHP)
ED-2.1.2	Encourage user-friendly, coordinated signage identifying historic sites, parking, shopping and the Visitor Center. Unnecessary, redundant and outdated signs should be removed, so that signage is effective and not prolific.	X			M	No	(HDC, CPW, FC, CCC, COL, MMNHP)
ED-2.1.3	Provide promotional information at satellite locations, including train stations, MMNHP, historic sites and Walden Pond, displayed on easy to use/read maps and kiosks.	X			M	No	(CCC, COL, MMNHP, FC)
ED-2.1.4	Use Town's Website to promote local festivals and special events.	X			M	No	(TMgr)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
ED-2.1.5	X			L	Yes	(TMgr, FC)
ED-3	Create a favorable environment that supports the local business community.					
ED-3.1	Continue to maintain a uniform tax rate.					BOS
ED-3.1.1			X		No	(BOA)
ED-3.2	Work with local businesses and developers to identify opportunities and to manage growth.					EDC
ED-3.2.1	X			H	No	(BOS, CBP)
ED-3.2.2	X			M	No	(CCC, COA, PB, ZBA, CBP)
ED-3.2.3			X		No	
ED-3.3 (TC-1)	Provide adequate parking for employees, residents, customers and visitors to the business centers in Concord.					BOS
ED-3.3.1	X			M	No	(PB, EDC)
ED-3.3.2		X		L	Yes	(EDC, CCC)
ED-3.3.3	X			M	No	(CCC, EDC, PB, CBP)
ED-3.3.4		X		M	No	(EDC, CBP)
ED-3.3.5	X			M	Yes	(PB, EDC)
ED-3.4	Work with regional groups to promote local businesses.					EDC
ED-3.4.1			X		No	(BOS)
ED-3.4.2			X		No	(BOS, PB)
ED-3-5	Make state-of-the-art technology and services accessible to all businesses and business areas of Town.					BOS

	Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)	
ED-3.5.1	Facilitate the availability of the state-of-the-art, high-speed Internet and telecommunication service throughout town to remain competitive in attracting and retaining businesses.			X		No	(EDC, TMgr)	
ED-3.5.2	Study the feasibility of expanding sewer and water services to commercially zoned parcels.		X		L	No	(CPW)	
ED-3.6	Recognize the growing trend of in-home businesses.							PB
ED-3.6.1	Work to more accurately identify the number of at-home businesses.	X			L	No	(BOA, TC, CCC)	
ED-3.6.2	Allow for access to needed technology.			X		No	(BOS, TMgr)	
ED-3.6.3	Adopt a policy that accommodates in-home businesses while simultaneously protecting residential neighborhoods.	X			L	No		
ED-4	Increase opportunities for Economic Development that include a diverse mix of businesses.							
ED-4.1	Encourage development that complements and reinforces the town's historic heritage.							PB
ED-4.1.1 (LU-2.1) (H-2.2.3) (H-4.1.1) (TC-1.1)	Create Village Center Overlay Districts for each of the three town business centers.	X			H	Yes		
ED-4.1.2	Identify and encourage reuse and redevelopment of under-utilized commercial and non-profit buildings to attract economic development in target business sectors, including high tech, medical, R&D, service and retail.	X			M	No	(EDC)	
ED-4.2	Identify new economic development opportunities.							EDC
ED-4.2.1	Identify commercial parcels, including tax-exempt parcels, throughout town where dramatic change to the parcel would have the capacity to markedly alter the dynamics of an area.	X			M	No	(PB, CCC, CBP)	
ED-4.2.2	Prioritize sites with positive economic development potential that meet the needs of the community and offer opportunities for economic growth and jobs.	X			M	No	(CCC, CBP)	
ED-4.2.3	Work pro-actively with property owners and other interested parties to promote development that complements the area both commercially and aesthetically.			X		No	(BOS, PB, CCC, CBP)	
ED-4.2.4	Support zoning changes that may allow for improvements to the town's economic base.			X		No	(PB)	
ED-4.3	Be an active participant in developing state-owned parcels, such as the prison farmland.							BOS

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
ED-4.3.1 (LU-3.1) (H-3.2.4) (OS-1.2.1)	Explore mixed use and village center zoning concepts for the prison farmland.	X		H	Yes*	(PB, EDC)
ED.4.3.2	Work to implement mixed-use zoning that yields economic benefit to the town.	X		H	Yes*	(PB, EDC)
CULTURAL & HISTORIC RESOURCES						
CH-1	Protect and maintain Concord's existing historic and cultural resources, as well as Native American archaeological sites and artifacts.					
CH-1.1	Use the Historic Resources Masterplan as a resource for town bodies and the interested public prior to any actions affecting historic and cultural resources.					CHC
CH-1.1.1	Urge all Boards to adopt a policy of reviewing the relevant information in the <i>Masterplan</i> prior to making decisions which would impact or destroy houses or other structures and historic or scenic areas. This volume contains brief statements about the historic, cultural and/or architectural significance of 900+ structures in Concord.	X		M	No	(PB, CPW, NRC, HDC, ZBA, BOS, MMNHP)
CH-1.1.2	Include portions of the <i>Survey</i> data on GIS database.	X		L	No	
CH-1.2	Protect high priority selected historic sites.					
CH-1.2.1	Monitor & encourage continued cooperation between the parties involved in the purchase and renovation of the Col. Barrett farmhouse, in order to protect this highest priority structure. Although adjacent farmland is under the control of the School Department, its historic significance dictates that it remain in agricultural use.	X		H	No	(SOH, BOS, SC)
CH-1.2.2	Find an appropriate location in Concord for the Ball/Benson house and barn, which has been dismantled and remains in storage.		X	L	No	(Private Groups)
CH-1.2.3	Encourage and facilitate the restoration and preservation of the Town-owned Thoreau Birth House through sale to a non-profit group, and use of the property for educational purposes centered on the history of agriculture in Concord.	X		M	No	(TFT)
CH-1.2.4	Monitor other "high and medium-high priority" unprotected historical sites, and take steps to protect them as necessary.		X		No	
CH-1.2.5	Use a portion of CPA Funds for historic preservation.		X		Yes	(CPC)
CH-1.2.6 (TC-3.1)	Work in conjunction with MMNHP and regional groups to monitor and restrict growth in civil aviation at Hanscom Airport.		X		No	(BOS, MMNHP, SOH)
CH-1.3	Develop a process to protect archaeological sites, and make it available to the Building Commissioner, Planning Board, and the Town's land use regulatory boards.					CHC

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
CH-1.3.1		X		L	No	
CH-2	Protect and maintain historic and cultural scenic vistas, including farm land, scenic roadways, stone walls, road widths, sidewalks, major trees, and Village Centers.					
CH-2.1	Adopt a clearly defined roads policy and amend Subdivision Regulations to protect scenic quality of Concord's roadways.					PB
CH-2.1.1 (FS-1.4.1) (TC-2.4.1)	Continue to refine 1994 Roads Policy, working in conjunction with the CPW, in order to produce and adopt a policy which balances a road's historic and scenic appearance with safety needs and funding reimbursement considerations.	X		H	No	(CPW, CHC)
CH-2.1.2	Revise the Subdivision Rules & Regulations to incorporate roadway standards that will contribute to and protect the scenic qualities of Concord's roads.	X		M	No	
CH-2.1.3	Plant and maintain public shade trees along public rights-of-way, so as to have the greatest possible impact on the appearance, enhancement and shade of the streetscape.		X		No	(CPW)
CH-2.2 (LU-1.2) (H-1.1.1) (CH-4.3)	Protect agricultural lands, particularly those that are visible, as part of Concord's historic heritage.					NRC
CH-2.2.1	Seek to protect Concord's historic farmlands from development through variety of means, such as the adoption of a Town Emergency Land Fund (using CPA funds), and/or agricultural preservation restrictions.		X		Yes	(PB, CHC, BOS, AgC, MMNHP)
CH-2.2.2 (H-1.1.1)	Encourage cluster zoning if farmland is sold to developers.		X		Yes	(PB)
CH-2.2.3 (LU-1.3.2)	Create an Agricultural Overlay District and Zoning Bylaws to protect agriculture.	X		H	Yes	(PB, AgC, EDC)
CH-2.3	Identify and preserve key scenic and cultural landscapes.					CHC
CH-2.3.1	Continue to repair cemeteries, gravestones, memorials, paths, stone walls, fences, and trees in conjunction with preservationists working under the auspices of the CPW, Melvin Memorial Committee, Cemetery Committee, and MMNHP.		X		No	(CC)
CH-2.3.2	Investigate the possibility of creating an incentive program for owners of private property containing historic or scenic vista, in exchange for keeping the view visible to the public.		X	L	Yes*	(NRC, BOS)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
CH-3 Increase the level of citizen knowledge and responsibility for the Town's unique history and historic and cultural resources.						
CH-3.1	Increase public outreach, awareness, visibility, and access to information about Concord's historic and cultural resources, so as to promote a greater sense of stewardship and likelihood of continued protective actions.					CHC
CH-3.1.1	Encourage the local press to print articles about Concord's unique resources on a regular basis.		X		No	(CCC, MMNHP, SOH, COL)
CH-3.1.2	Place the <i>Survey & Masterplan</i> on the Town's Web Site, in order to allow for greater access to available information.	X		M	No	(TMgr)
CH-3.1.3	Coordinate the sharing and dissemination of information about historical events and issues, including increased use of the Town's Web Site.	X		M	No	(MMNHP, COL, CCC)
CH-3.1.4	Retain & encourage programs at the museums and libraries to increase student knowledge & appreciation of Concord's history and resources, including its extensive collection of oral histories.		X		No	(COL, CPS)
CH-3.1.5	Expand the Historical Commission's Charge to include additional outreach and public education efforts.	X		M	No	(TMgr)
CH-3.2	Increase awareness of Native American heritage in Concord.					CHC
CH-3.2.1	Add display spaces and locations for Native American artifacts in order to increase awareness of Concord's Native American heritage.		X		No	(COL, LIB)
CH-4 Protect historic and cultural resources through regulatory mechanisms and historic designations.						
CH-4.1	Expand the Demolition Delay Bylaw to include additional significant structures listed in the <i>Masterplan</i> and described in the <i>Survey</i> .					CHC
CH-4.1.1	Expand the list of properties covered by the Town's Demolition Delay Bylaw, and bring this expanded list to Town Meeting for approval.	X		M	Yes	
CH-4.2	Address loss of historic neighborhood characteristics through zoning regulations which control mansionsization.					PB
CH-4.2.1	Create ZBL to limit mansionsization, using mechanisms outlined in the Taintor Report, "Zoning Bylaw Review—Mansionsization."	X		H	Yes	
CH-4.3 (LU-1.2) (CH-2.2.2) (H-1.1.1)	Promote cluster developments that minimize "sprawl."					PB
CH-4.3.1	Create zoning regulations such as "green neighborhoods" concept, which protect the following historic and cultural resources: settings of historic properties; farmland and other historic scenic vistas.	X		H	Yes*	(CHC, HDC)
CH-4.4	Institute an informal Design Review Subcommittee of the PB with a strong educational focus, to review design of new construction in historically sensitive areas not presently protected.					PB
CH-4.4.1	Develop criteria for design review of historically sensitive areas.	X		M	No	(HDC, CHC)
CH-4.5	Create new historic districts in areas of town that are not already protected.					HDC

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
CH-4.5.1	Develop support for acceptance of a local historic district on Sudbury Rd from the Main Library to Thoreau St.	X		M	Yes*	(PB)
CH-4.5.2	Develop support for acceptance of a local historic district in the West Concord Village area (especially in the Church Street area).	X		M	Yes*	(PB)
CH-4.5.3	Develop support for other areas of town where an historic district designation would be beneficial, such as those areas identified in the <i>Masterplan</i> .		X	M	Yes*	(PB)
CH-4.6	Encourage the creation of neighborhood conservation districts to increase awareness of and preserve such areas as West Concord village neighborhoods and Conantum.					PB
CH-4.6.1	Initiate outreach to neighbors and seek their support.		X	M	No	(CHC)
CH-4.7	Protect selected sites through Historic District Overlay Zoning and National Register status.					CHC
CH-4.7.1	Institute Historic Overlay Zoning in the historic districts.		X	M	Yes	(PB, HDC)
CH-4.7.2	Develop an Historic Overlay Zoning District for historically sensitive areas that currently lack protection, such as the West Concord Village area.		X	M	Yes	(PB, HDC)
CH-4.7.3	Take steps to list Estabrook Woods on the National Register of Historic Places.		X	L	No	
CH-4.7.4	Create a National Register District, including the Mill Dam, Main St. up to Thoreau St., Thoreau St. to Sudbury Rd., and Sudbury Rd. back to the Library. Such a listing would provide access to federal funding for businesses, and would provide a focus for homeowners in this historically significant neighborhood.		X	L	No	
CH-4.7.5	Create better documentation of the buildings in the Monument Sq.-Lexington Rd. National Register Historic District. Enlarge this District up to and including the Grapevine Cottage on Lexington Road.	X		L	No	
CH-4.7.6	Seek to enlarge the Walden Pond National Historic Landmark designation to include some of the surrounding area.		X	L	No	
CH-4.7.7	Take steps to place the Town House on the National Register as an individual building.		X	M	No	(TMgr)
CH-5	Foster and maintain Concord's cultural resources.					
CH-5.1	Increase Town support for the arts through public-private collaborations.					BOS
CH-5.1.1	Continue lease arrangements with non-profit arts organizations at 51 Walden and the Emerson School building, and explore other possible areas of support for the arts.			X	No	(TMgr)
CH-5.1.2	Take steps to place 51 Walden on the National Register.	X		M	No	(FOPAC)
NATURAL RESOURCES						
NR-1	Preserve existing natural resources.					

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NR-1.1	Continue to develop and implement land management measures to protect and maintain each parcel of town-owned conservation land.					NRC
NR-1.1.1 (LU-1.1.1) (OS-1.1.1)	Identify significant features of each parcel of town-owned conservation land that warrant protection, and develop a plan for achieving that protection.	X		M	No	(PB)
NR-1.1.2	Strengthen and expand volunteer stewardship efforts of town conservation parcels.		X		No	
NR-1.1.3	Consider employing Town field ranger to monitor land management plans for town conservation parcels.		X	L	Yes	(TMgr)
NR-1.2	Develop a town-wide program to control invasive species.					NRC
NR-1.2.1	Continue NRC collaboration with public and private landowners to remove invasive species.		X		No	(CLCT, MMNHP, SVT)
NR-1.2.2	Identify and map invasive species as they arrive.		X		No	(CPW)
NR-1.2.3	Plant appropriate (non-invasive) street trees.		X		No	(CPW)
NR-1.2.4	Disseminate do's and don'ts lists to public about species to avoid in private landscaping.		X	L	No	(CPW)
NR-1.3	Develop a town wetlands protection bylaw to respond to unique town conditions.					NRC
NR-1.3.1	Include in the local bylaw isolated wetlands, small ponds and vernal pools not currently protect by the State Wetlands Protection Act.	X		L	Yes	(CLCT, SVT, OAR)
NR-1.3.2	Establish appropriate cost-justified fee structure for regulatory review.	X		L	No	
NR-1.4	Protect habitats of state listed species.					NRC
NR-1.4.1	Establish a Wildlife and Biodiversity Task Force to accumulate and make available public information on key species and their distribution in Concord and its region.		X	L	No	(TMgr)
NR-1.4.2	Take steps to preserve habitats through purchase or coordination with landowners.		X		Yes, if purchased	
NR-1.4.3 (OS-3.3.3)	Work with regional towns and agencies to identify and protect common wildlife, water and human corridors.		X		No	
NR-1.4.4	Work in conjunction with state officials and private landowners to protect both Walden Pond and White's Pond from overuse.		X		No	(BOS)
NR-2	Protect agricultural land.					
NR-2.1	Develop a strategy and implementation plan to ensure long-term agricultural viability in Concord.					AgC
NR-2.1.1 (ED-1.1.7)	Maintain an open dialogue between the farm community and town/state government and MMNHP through the creation of a Concord Agricultural Committee.	X		H	No	(BOS, NRC)

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NR-2.1.2 Provide ongoing information to farmers, Town and community about programs, regulations, best practices and opportunities to expand markets for local produce.			X		No	(NRC)	
NR-2.1.3 Maintain appropriate road design to accommodate farm vehicles (e.g., minimize abrupt curbing so tractors can pull over to allow passing).			X		No	(NRC)	
NR-2.1.4 Collaborate with MMNHP to encourage use of its fields by local farmers.			X		No	(NRC)	
NR-2.2	Develop mechanisms to acquire lands released from Chapters 61A and 61B.					BOS	
NR-2.2.1	Develop, in conjunction with private donors, the CLCT, and other conservation groups, an emergency fund to acquire lands released from Ch. 61A and 61B preferential assessment programs. Identify a pool of prospective donors from immediate affected neighborhoods.	X		M	Yes*	(NRC, AgC)	
NR-2.2.2	Use a portion of CPA funds to acquire and protect land released from Chapters 61A and 61B.		X		Yes	(CPC)	
OPEN SPACE							
OS-1	Protect more open land, both land that is within or contiguous to already conserved open space areas, and pockets of open space within Concord's more densely developed neighborhoods.						
OS-1.1	Evaluate town and school-owned open land that is held for municipal or school purposes for permanently protected open land.					NRC	
OS-1.1.1 (LU-1.1.1) (NR-1.1.1)	Review list of town and school-owned open spaces, and prioritize for possible conservation protection, parcels or portions of parcels that are contiguous to already protected large open tracts or agricultural spaces; parcels contiguous to rivers, streams or containing wetlands; and smaller parcels that receive high recreational use within their neighborhoods or are on the <i>Masterplan's</i> list of scenic viewsheds.	X			H	No	(TMgr, SC, CPW)
OS-1.1.2	Consider developing appropriate portions of town-owned open spaces held for municipal or school uses for either mixed or market housing, so as to generate resources for important town goals that otherwise would have a claim on such open lands, but could be furthered elsewhere.		X		M	Yes*	(TMgr, AHC, SC, CPW)
OS-1.1.3	Incorporate the 2004 Open Space Plan in town and community decision-making regarding open space and recreation. The Plan recommends that the BOS and NRC jointly sponsor a meeting of interested persons on an annual basis to consider open space issues and opportunities.			X		No	(BOS)
OS-1.2	Consider state and federal public lands within town borders for conservation or recreation purposes.					BOS	

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OS-1.2.1 (LU-3.1) (H-3.2.4) (ED-4.3.1)	Consider preservation of open vistas in any redevelopment plan of the prison farmland.	X		H	No	(PB, AgC, NRC, EDC, AHC, RC)
OS-1.2.2	Propose mutually advantageous swaps with the Commonwealth to achieve conservation or recreation purposes.	X		M	Yes	(TMgr)
OS-1.3	Support efforts to preserve privately owned large and small tracts that are contiguous to large open vegetative or agricultural areas, as identified in the <i>Open Space & Recreation Plan 2004</i> .					NRC
OS-1.3.1	Use a portion of CPA funds to secure a continued source of conservation funding apart from Proposition 2½ overrides.		X		Yes	(CPC)
OS-1.3.2	Notify private conservation groups at the same time as Public Officials and Town departments when Ch. 61 lands are offered to the Town, in order to allow maximum time for private fundraising and collaboration.		X		No	(TMgr, BOS)
OS-1.3.3	Accept as many conservation restrictions as possible by private landowners. If immediate public access is not offered by the landowner, consider the other overall conservation values represented by keeping the parcel open, when balancing the public benefit served by restriction.		X		No	(BOS)
OS-1.3.4	Identify neighborhoods, determine their passive and active recreational opportunities and needs, and inventory open spaces and small green pockets within or near each neighborhood that would address these needs.		X	L	No	
OS-2	Remove barriers or disincentives to protection of open spaces.					
OS-2.1	Review assessment practices as they affect land under permanent conservation restrictions.					BOA
OS-2.1.1	Charge the Board of Assessors with development and refinement of assessment policies that relieve tax burdens on restricted open land to the greatest extent possible under state law. Data on the practices of neighboring towns should be considered in formulating such policies.	X		H	No	(TMgr, BOS, NRC, MAGIC)
OS-3	Promote use of an access to existing open space resources.					
OS-3.1	Develop a system of trails and bike paths connecting open spaces.					NRC
OS-3.1.1	Increase the number of trails that connect conservation lands to individual neighborhoods.	X		L	No	(CPW)
OS-3.1.2	Prepare a comprehensive map of trails and bike paths that are open to the public throughout town – on federal, state, town and privately held land – and make it accessible to the public.	X		M	No	
OS-3.2	Enforce those existing conservation restrictions that allow public access.					NRC
OS-3.2.1	Employ a part- or full-time field ranger to monitor restrictions and coordinate work of volunteer stewardship committees.	X		M	No	(TMgr)

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OS-3.3	Work with regional towns and agencies to identify and protect common wildlife, water and human corridors.					NRC
OS-3.3.1	Maintain present level of functioning corridors and increase cooperation with other towns while keeping needs of Concord in the forefront.		X		No	(MAGIC)
OS-3.3.2 (R-2.1.1) (TC-4.1.2)	Open the Bruce Freeman Rail Trail linking Concord to Sudbury and Acton.			X	M	No (BFTC, BOS, TMgr)
OS-3.3.3 (NR-1.4.3)	Work through regional agencies and neighboring towns to address watershed issues and other issues of regional importance.			X	No	(CPW, MAGIC)
RECREATION						
R-1	Provide active recreational programs on fields and facilities that are well maintained and remain responsive to the changing needs of the community.					
R-1.1	Provide an adequate number of quality playing fields, basketball courts, tennis courts and playgrounds for the Town's organized sport activities and residents' recreational needs.					RD
R-1.1.1	Develop a coordinated long-range plan to review programs and facilities.		X		M	No
R-1.1.2	Partner with Carlisle to maximize the utilization of our collective resources and facilities.		X		M	No
R-1.1.3	Work in conjunction with private schools to meet mutual needs for recreational fields.			X	M	No
R-1.1.4	Work with the State to acquire the land at Warner's Pond for a Town recreational facility.			X	M	Yes* (BOS, TMgr)
R-1.1.5	Consider adding fields at existing locations, specifically Southfield Meadow, Alcott, Willard and at the Healthcare Center of Concord.			X	M	Yes* (PB, CPW)
R-1.1.6	Investigate potential for purchase of land for recreation in combination with other municipal uses/needs, such as at the recently acquired Ammendolia property adjacent to Old Bedford Road.			X		Yes* (TMgr, BOS, PB)
R-1.1.7	Study the possibility of providing lighting on some basketball and tennis courts to meet demand for extended use.			X	M	Yes* (CPW, SD)
R-1.1.8	Periodically review the condition and safety of playground equipment and replace or repair as needed, using a combination of private and public funds whenever possible.		X		M	Yes
R-1.1.9	Use a portion of CPA funds for acquisition, creation, preservation and rehabilitation of recreational fields & facilities.			X		Yes* (CPC)
R-1.2	Support a program to adequately maintain our recreational fields to enhance usability and extend their life.					RD
R-1.2.1	Develop a uniform maintenance policy for all fields and facilities.		X		H	No (CPS, CPW)
R-1.2.2	Develop a program for expanded irrigation of present fields to improve quality and usability.		X		M	Yes* (CPW)

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R-1.2.3		X		L	Yes*	
R-1.3	Expand programs for the increasing numbers of youth, young adults, active adults and seniors seeking new recreational, health and fitness activities.					RD
R-1.3.1	Develop and facilitate more organized team sports for boys, girls and adults.		X		No	
R-1.3.2	Schedule times for informal pick-up play on some fields and facilities throughout town.	X		M	No	
R-1.3.3	Respond to new recreational/sport activities by providing suitable locations (e.g., skateboarding, lacrosse, flag football, ultimate frisbee, etc.).		X	M	No	(CPW, PB, SD)
R-1.3.4	Respond to increased interest for health and fitness programs as a life-long commitment.		X		No	(COA, CPS)
R-1.3.5	Consider special projects that create community awareness for recreational programs and offer new facilities and funding opportunities.		X	L	No	
R-1.4	Upon completion, manage a state-of-the-art community swimming facility that is self-supporting.					RD
R-1.4.1	Develop programs and schedules that properly meet the demands of all community aquatic groups.	X		M	No	(CCP, COA)
R-1.4.2	Coordinate town-wide swimming events.	X		L	No	(CCP)
R-2	Develop a broad range of passive recreational resources to accommodate the interests/needs of all citizens.					
R-2.1	Support efforts to create trails and paths within town for cycling, walking, jogging, cross-country skiing, and other non-motorized activities.					NRC
R-2.1.1 (OS-3.3.2) (TC-4.1.2)	Conduct engineering study for the 3.5-mile section of Concord within the Bruce Freeman Rail Trail initiative.	X		M	No	(BFRT, RD, PB)
R-2.1.2	Create foot paths and trail that connect business areas w/ transportation and neighborhoods w/ schools and recreational facilities.		X	M	No	(RD, PB)
R-2.1.3	Periodically review, update, and make available for public distribution or sale, the Town trail map, to insure that all trails and paths are properly identified and utilized.		X	M	No	(RD)
R-2.2	Work with private groups interested in improvements to riverways, boat landings, and ponds.					NRC
R-2.2.1	Maintain boat landings and study new sites for boat launches.		X	L	No	(RD)
R-3	Provide strong childcare programs for both before/after school children and summer recreation campers.					
R-3.1	Enhance before and after school childcare programs.					RD
R-3.1.1	Work to establish a more permanent home for the before and after school child care programs.		X	M	No	(TMgr, SC)

	Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
R-3.1.2	Consider new initiatives for raising money to fund growing child care scholarship needs for both the before and after school program and for the summer camp program.		X		M	No	
FACILITIES & SERVICES							
FS-1	Maintain and improve the Town's infrastructure.						
FS-1.1	Maintain facilities properly, to protect the Town's long-term investment, and assure long-term functional use.						TMgr, SD
FS-1.1.1 (FR-2.2)	Appoint a standing Facilities Planning Committee with responsibility for reviewing on a periodic basis the town and school facilities plan, and for keeping the buildings survey plan up-to-date.	X			H	No	(BOS)
FS-1.1.2	Collect, record and analyze data for costs of maintaining town facilities. Develop a Town Facilities Maintenance Plan and consider using a computerized maintenance software program, to assure that equipment and systems maintenance is accomplished in accordance with manufacturer's recommendations.			X		No	
FS-1.1.3	Convert older facilities that meet sustainability standards. Use a "ten-year simple payback" as an appropriate standard for calculating tradeoffs between initial costs and long-term savings.			X		Yes	
FS-1.1.4 (FR-3.2.1)	Fund routine and capital maintenance of all town and school facilities at consistent rate of replacement cost (ranging from 2.75% to 4%). Consider building depreciation schedules and required replacement funds into operating budgets.	X			H	Yes	(BOS, SC)
FS-1.1.5	Centralize the maintenance function of Town non-school facilities under one Department, with oversight by a Town Facilities Manager with knowledge and expertise in this area. Long-term, efforts should be made to increase communication, improve relations and coordinate efforts between the School Department and other Town Departments in order to develop long-range maintenance plans and a more efficient use of total town resources over time.	X			H	Yes	(BOS, SC)
FS-1.1.6	Explore the possibility of outsourcing some maintenance activities and initiate interchange of necessary but little-used maintenance equipment among Emerson Hospital, private schools and the Town.		X		L	No	
FS-1.2	Provide an adequate supply of high quality water at reasonable cost, delivered through a well-maintained infrastructure.						CPW
FS-1.2.1	Control development in sensitive areas to protect the health and productivity of the Town's aquifers and surface water supply.			X		No	(PB)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
FS-1.2.2 Monitor and improve the quality of existing well and water supply. Develop and maintain the overall water distribution system.			X		No	
FS-1.2.3 Expand the Town's water conservation program, with special emphasis on seasonal outdoor water use. Key elements of the program include higher seasonal water rates, a voluntary odd-even outdoor water use plan, and an extensive customer education program.	X			M	No	
FS-1.2.4 Adjust voluntary use plans and pricing of water supply services to insure the annual usage rate does not exceed the average annual recharge rate, as practicable.	X			M	No	
FS-1.3 Implement the Comprehensive Wastewater Management Plan.						CPW
FS-1.3.1 Address issues of scope, phasing and impacts in the implementation of the CWMP. Update the Plan as new or improved technology becomes available.			X		No	(BOH)
FS-1.3.2 Meet state and federal requirements for continued licensing of the Town's Wastewater Treatment Plant located on Bedford St. Explore joint use of existing treatment plants locally and in contiguous towns.			X		No	(BOH)
FS-1.3.3 Expand sewer services in future to enhance economic development in commercial/industrial areas.		X		M	Yes	(BOH, EDC)
FS-1.3.4 (LU-1) Coordinate sewer extensions and "cluster" treatment plants with the Town's Land Use development goals.			X		Yes	(PB)
FS-1.4 Adequately maintain the Town's public works infrastructure—roads, bridges, sidewalks and curbs, catch basins and culverts, cemeteries, and playgrounds.						CPW
FS-1.4.1 (CH-2.1.1) (TC-2.4.1) Formally adopt the Public Works Commission 1994 Roads Policy Report and utilize to guide funding of the Town's annual roads program.	X			H	No	(TMgr)
FS-1.4.2 Provide funding to maintain the safety and quality of Town roads, sidewalks, curbs, catch basins, culverts, cemeteries, and playgrounds at a level that adequately protects the Town's investment in its infrastructure.			X		Yes	(TMgr)
FS-1.4.3 (FR-2.1.1) Continue to take initiatives to secure state and federal funding for the maintenance and improvement of the Town's roads, and for the Town's bridges, as recommended by the State Bridge Inspection Report. Implement repairs as needed.			X		No	(BOS)
FS-1.4.4 Address safety issues relative to bridge repairs in maintaining access for fire trucks and emergency equipment. Repairs and replacement should be done in an aesthetic and historic manner, in keeping with the character of the community.			X		No	(POL, FD)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)	
FS-1.5	Determine the best long-term use for the landfill (Walden St. at Rte. 2) that takes into consideration the whole range of municipal land use needs.					BOS	
FS-1.5.1	Protect the Town's fiscal interests in any negotiations with the State and interested organizations regarding the future of this land. Any relinquishing of the landfill site to the State for DEM or conservation purposes should involve a swap of other appropriate state-owned land.			X		No	(CPW, TMgr)
FS-1.5.2	Consider all municipal needs and relocation options prior to making a final decision about future disposition of landfill site.	X		H	Yes	(CPW, TMgr)	
FS-1.6	Underground all overhead utility wiring.					CMLP	
FS-1.6.1	Comply with the Town's "Progressive Removal of Utility Poles and Overhead Wires Required Bylaw," to underground all overhead utility wiring throughout town at an orderly pace. Take steps to resolve ongoing compliance issues with other pole users (telephone and cable companies.)			X		No	
FS-1.6.2	Continue to require that all new developments have underground utility wiring.			X		M	(PB)
FS-2	Plan and develop new Town facilities to accommodate future needs.						
FS-2.1	Build attractive, functional, sustainable facilities of good quality.					TMgr, SD	
FS-2.1.1 (FR-2.2.2)	Accept and implement the recommendations of the "Report of the Facilities Planning Committee," June 2003.			X		Yes	(BOS, SC)
FS-2.1.2	Design new construction projects that are flexible and readily adaptable to changing requirements, and reflect the scale, architecture, and ambience of the surrounding neighborhood.			X		No	(BOS, SC)
FS-2.1.3	Build in enough planning time for new construction projects to consider all feasible alternatives, including reuse or remodeling of existing facilities.			X		No	(BOS, SC)
FS-2.1.4	Acquire land identified as necessary for future construction projects, which may include a school administration building, a fire station, a police station, and additional municipal office space.			X	M	Yes	(BOS, SC)
FS-2.1.5	School officials should develop a comprehensive long-range plan for the next 10-15 years, which will encompass long-term education, facilities, and budgeting issues and that are reasonably acceptable to a majority of residents.		X		H	No	(SC)
FS-3	Provide residents with a full range of high quality services.						
FS-3.1	Provide a complete range of public safety services.					TMgr	
FS-3.1.1	Maintain high standards of performance for police, fire, and other emergency services. This includes meeting established benchmarks that reflect desired levels of service and response times.			X		No	

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
FS-3.1.2 Work with surrounding towns to locate new facilities and equipment where they can best serve multi-town needs. Revisit the possibility of a regional dispatch center, as a cost-saving and streamlined service response tool. Expand working arrangements with regional consortia to upgrade quality of local services through regional resource sharing.		X		M	Yes	(POL, FD)
FS-3.2 Provide a human service program that meets the needs of the entire population.						TMgr
FS-3.2.1 Review municipal services on a continuing basis, to ensure that the appropriate level and mix of services are being provided for a demographically-changing population.			X		No	
FS-3.2.2 (R-1.3) Maintain a viable, responsive and self-supporting Recreation Program that serves residents of all ages.			X		No	(RD)
FS-3.2.3 (R-1.1) Develop public-private partnerships to build and maintain playing fields and develop pocket parks in each neighborhood.			X		Yes	(RD)
FS-3.2.4 Maintain a strong program for senior citizens anchored by the COA and the Harvey Wheeler Community Center.			X		No	(COA)
FS-3.2.5 Ensure the library's budget is funded at a level that maintains its accreditation. Encourage the full utilization of library facilities.			X		Yes	(LIB)
FS-3.2.6 Continue to support the Veterans' Services Dept. and budget to provide appropriate services for the Town's veterans and continue to encourage legislative changes to allow more flexibility in the delivery of veterans' services.			X		Yes	
FS-3.3 Provide dependable, high quality and responsive public works and utilities services at reasonable costs.						CPW, CMLP
FS-3.3.1 Support CMLP efforts to provide a superior and price competitive electric supply.			X		No	
FS-3.3.2 Expand recycling, and waste management services to allow for convenient and affordable collection.		X		M	No	
FS-4 Provide a technology infrastructure that supports the needs of the Town and its residents.						
FS-4.1 Appoint a Technology Advisory Task Force with expertise to evaluate current and future needs and adequacy of delivery of services to the Town, schools, businesses, and residents.						BOS
FS-4.1.1 Develop a Charge for the Task Force that will include assessing the current systems and level of services, and making recommendations to the Town Manager as to staffing levels, organization structure, technology system capabilities and alternatives for the delivery of services.	X			M	No	(TMgr)
FS-4.1.2 Adequately staff and fund the IS Department.			X		Yes	(TMgr)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)	
FS-4.1.3 Consider developing and implementing a policy of joint coordination of Information Services (IS) between the Town and Schools, including purchasing, systems, IS professional staffing, and technical support services.		X		L	Yes	(TMgr, SD)	
FS-4.1.4 Identify and evaluate whether current municipal services are adequately meeting the needs of residents and businesses. Consideration should be given to providing additional electronic alternatives for residents to secure both information and services.	X			M	No	(TMgr)	
FS-4.2 Update hardware, software and related equipment to ensure operational efficiency and the effective delivery of services for Town and School operations.						TMgr, SD	
FS-4.2.1 Acquire and maintain compatible and integrated equipment across all departments.		X		M	No		
FS-4.2.2 Develop policies and systems for backing up data and systems on a regular basis, with adequate testing and monitoring. Build redundancy into the network (e.g., through an additional fiber-optic line from the Light Plant to the Town House).	X			M	No	(CMLP)	
FS-4.2.3 Develop a Disaster Recovery Contingency Plan for Town and School operations.	X			M	No		
FS-4.2.4 Take steps to ensure increased reliability of the Town's electronic systems, with a reduction in down time.	X			H	No		
FS-4.2.5 In conjunction with neighboring municipalities and/or appropriate state and federal agencies, develop storage and contingency facilities.		X		L	No		
TRANSPORTATION & CIRCULATION							
TC-1	Create a Comprehensive Town Parking Program that insures safety, improves circulation and protects the economy of the business areas.						
TC-1.1 (LU-2.1) (H-2.2.3) (H-4.1.1) (ED-4.1.1)	Adopt Village Overlay Districts in the 3 business areas to encourage thoughtful planning and utilization of parking spaces.					PB	
TC-1.1.1	Consider the following parking measures in special permit process for Village Overlay Districts: require detailed parking plan for employees; encourage shared use of private lots; consider reduced parking setbacks; consider loading zone schedules and shared loading areas.	X			H	Yes	(ZBA, CBP, EDC, CCC)
TC-1.1.2	Study possibility of expanding parking meters and increasing rates in public and private lots.		X		M	No	(TMgr, POL, FD)
TC-1.1.3	Provide accommodations for pedestrian and bicycle traffic, including bike racks.		X		L	No	(CPW)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
TC-1.1.4			X		No	(TMgr, POL)
TC-1.2	Utilize existing parking spaces more efficiently.					PB
TC-1.2.1	X			M	No	(EDC, CBP, CCC)
TC-1.2.2		X		M	No	(EDC, POL, CBP, CCC)
TC-1.2.3		X		M	Yes*	(EDC, CBP, CCC)
TC-1.2.4	X			M	No	(EDC, CBP, CCC)
TC-1.2.5	X			M	No	(CPW, TMgr)
TC-1.3	Identify all available parking options (including additional parking spaces) for employees, visitors, customers and commuters to maximize utilization.					PB
TC-1.3.1	X			M	No	
TC-1.3.2		X		L	Yes	(CCC, BOS)
TC-1.3.3		X		M	No	(BOS, EDC)
TC-1.3.4		X		M	No	(HDC, ZBA, EDC)
TC-1.4	Change traffic patterns, when appropriate, to improve parking.					PB
TC-1.4.1	X			M	No	(POL, BOS, EDC)
TC-1.4.2	X			M	No	(POL)
TC-1.4.3	X			M	No	(POL)
TC-1.4.4	X			M	No	(POL, CPW)
TC-2	Create safe, functional roads and encourage preservation of the scenic and rural aspects of Concord.					
TC-2.1	Adopt the Traffic Calming and Traffic Management Report of 2000 recommendations.					BOS

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)	
TC-2.1.1 Create a written charge of the TMG's responsibilities and procedures to investigate and improve traffic safety and circulation.	X			M	No	(TMgr)	
TC-2.1.2 Utilize traffic calming tools where appropriate in some residential areas.		X		M	No	(TMgr, POL)	
TC-2.2 Reduce cut-through traffic by out-of-town commuters that create congestion and make it difficult for residents to move about town.							BOS
TC-2.2.1 Initiate a review of cut-through traffic patterns.		X		M	No	(TMgr, POL)	
TC-2.2.2 Upgrade the importance for coordinated traffic lights and signal improvements along Rte 2 to facilitate flow and to reduce use of traffic cut-throughs in town.	X			H	No	(TMgr)	
TC-2.3 Reduce traffic congestion in the business centers.							BOS
TC-2.3.1 Encourage and facilitate the continuation of a seasonal shuttle bus to cut down on traffic moving through business areas and provide a tourist friendly option during the peak season between April-November.	X			M	No	(CCC)	
TC-2.3.2 Provide clear, uniform signage to direct traffic to its destination.		X		M	No	(CPW, PB)	
TC-2.3.3 Study and fund traffic signal coordination to streamline traffic flow through intersections.		X		M	Yes	(CPW, TMgr, PB)	
TC-2.4 Improve local road management through Roads Policy Report.							CPW
TC-2.4.1 (CH-2.1.1) (TC-2.4.1) Continue to refine a supplement to the PWC's 1994 Roads Policy in order to adequately balance the scenic and historic appearance of Concord's roads with safety needs and outside funding considerations.	X			H	No	(CHC)	
TC-2.4.2 Incorporate Roads Policy Report recommendations into all street, sidewalk and signage improvements.	X			H	No		
TC-3 Maintain involvement in Regional Transportation issues.							
TC-3.1 (CH-1.2.6) Participate in any future development of Massport's commercial areas at Hanscom Airport to maximize its benefits to our community and to minimize its adverse effects.							BOS
TC-3.1.1 Work with HATS and other regional groups to develop traffic pattern models that reduce cut-through traffic in our Village Centers.			X		No	(PB)	
TC-3.2 Foster use of Hanscom as an AF Base and research facility to maximize its benefit to our community and minimize impact on local traffic volume.							BOS
TC-3.2.1 Educate and communicate with public officials and residents the benefits of retaining Hanscom as an AF base and research facility, as a positive alternative to increased development and use of the civilian airport.			X		No		
TC-3.3 Encourage and facilitate ridership on the MBTA commuter rail as an important transportation alternative for the region.							BOS
TC-3.3.1 Increase the number of parking spaces available for both Concord and W. Concord train stops by investigating satellite-parking opportunities on public and/or private property, with a fee structure that insures that all commuters pay their fair share.		X		M	No	(CPW, PB)	

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TC-3.3.2		X		L	No	(PB)
TC-3.3.3		X		L	No	(PB)
TC-3.3.4			X		No	(PB)
TC-3.4	Implement the Transportation Improvement Program (TIP) projects identified for the region.					CPW
TC-3.4.1	X			H	No	(PB, BOS)
TC-3.4.2	X			H	No	(PB, BOS)
TC-3.4.3			X		No	(PB, BOS, BFRT)
TC-3.5	Improve Route 2 in a timely manner.					BOS
TC-3.5.1			X		No	
TC-3.5.2			X		No	(PB)
TC-3.6	Provide visitor/tourist transportation alternatives.					BOS
TC-3.6.1		X		L	No	
TC-3.6.2		X		M	No	(PB)
TC-4	Create a system of pedestrian/bike pathways to provide a safe alternative network for moving around Concord.					
TC-4.1	Optimize the usefulness of existing paths and connections.					PB
TC-4.1.1	X			M	No	(NRC)
TC-4.1.2 (OS-3.3.2) (R-2.1.1)		X		H	No	(NRC)
TC-4.1.3	X			M	No	(POL)
TC-4.2	Identify new opportunities for paths and connections.					NRC
TC-4.2.1			X		Yes*	(PB, CPW)

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TC-4.2.2	Provide pleasant pathways through and around business districts.		X		L	No	(PB, CPW, BOS)
FISCAL RESOURCES							
FR-1	Ensure that the distribution of the tax burden allows Concord residents to remain in Concord.						
FR-1.1	Adopt tax policies that align the tax burden more closely with income than with property values.						BOS
FR-1.1.1	Expand the age and income qualifying criteria for municipal tax relief, especially tax deferrals, by working with Concord's state legislative delegation and the representatives from other towns.	X			H	No	(BOA)
FR-1.1.2	Consider a municipal income tax (in lieu of a portion of the property tax, so that the amount collected for property taxes would be lowered) by working with Concord's state legislative delegation and the representatives from other towns.	X			M	Yes*	
FR-2	Provide high quality infrastructure through sustained, regular investment at the lowest reasonable cost.						
FR-2.1	Maximize all available funding sources for Town projects to minimize the local tax burden.						TMgr
FR-2.1.1 (FS-1.4.3)	Identify and prioritize town projects that meet Concord's unique needs and are eligible for state, federal, or other funding programs.			X		No	(SD)
FR-2.1.2	Apply for state, federal, or other funding programs as available to offset the costs of critical capital expenditures or operating expenses.			X		No	(SD)
FR-2.1.3	Prepare to accelerate or delay large projects subject to debt exclusion when doing so will substantially increase the chances for federal or state funding and avoid significant tax increases.			X		No	(BOS, FC, FD, SC, SD)
FR-2.1.4	Use a portion of CPA funds to implement qualified projects in the Town Manager's 5-Year Capital Plan.			X		Yes	(CPC)
FR-2.1.5	Continue to explore opportunities for PILOT revenues from the State, Massport, private schools, and non-profit institutions.			X		No	(BOS, FC)
FR-2.2 (FS-1.1.1)	Add a longer-range capital investment outline to the current Town Manager's 5-Year Capital Improvement Plan, to provide more visibility into how the 5-year plan fits into a longer-term picture.						TMgr
FR-2.2.1	Adopt and maintain a modeling tool that allows citizens to consider the effects of combinations of various capital projects (and ideally, operating decisions) collectively, rather than individually. Use the model consistently for a period of years to encourage consistent and informed decision-making.	X			M	No	(FD, FC)
FR-2.2.2	Support the Facilities Planning Committee's "Five-Year Level Plan" as our current guideline (except as edited herein) and continually update the long-range capital plan to respond to changes in tax laws, funding sources, and economic climate, as appropriate.			X		No	(FD, FC)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
FR-2.2.3 Focus capital spending on core infrastructure projects, like school buildings, public safety buildings, and similar expenditures. Fund non-core capital projects only if they do not threaten core projects already scheduled.			X		No	(SD, BOS, SC, FD, FC)
FR-2.2.4 Continually update the long-range capital plan to respond to changes in urgent needs (like unsafe schools), tax laws, funding sources and economic climate, as appropriate.			X		No	(FD)
FR-2.3 Fund projects to minimize the life cycle costs of the projects.						TMgr
FR-2.3.1 Continue Concord's present policy of Level Principal Payment, to pay off the principal balance of borrowing for large capital projects (such as building renovations/construction projects) at a constant rate.			X		Yes	(FD)
FR-2.3.2 Maintain Concord's Aaa bond rating. Maintain Free Cash as high as necessary, in conjunction with other fiscal health measurements, to maintain this bond rating. Work w/in conservative financial guidelines and adopt other policies over the life of this Plan as required to maintain the Aaa rating.			X		No	(FD, FC, BOS)
FR-3 Maintain stable operating budgets that consistently improve Town services and School programs, and that treat all Town and School employees fairly.						
FR-3.1 Provide stability in school funding that generates confidence that the schools are operating efficiently and high quality educational programs are maintained.						SC
FR-3.1.1 Consider alternative approaches to developing the School Dept's operating budgets during the period of school rebuilding in order to keep operating costs at a predictable minimum, without sharp unexpected increases. An example of an alternative approach is a Level Resources budget.	X			H	Yes	(FC, SD)
FR-3.1.2 Establish a goal for the Schools to provide level, or increasing quality and services with Level Resources. With the budgeting outlined in Action FR-3.1.2, focusing on "costs per student," efficiency gains (or losses) may be more easily evaluated by the taxpayers.	X			H	No	(FC, SD)
FR=3.1.3 Join with other towns and organizations to effect legislative changes in order to secure adequate federal and state funding for all mandated programs.	X			H	No	(BOS, SD, TMgr)
FR-3.2 Adopt a well-defined policy to budget building upkeep, and adopt Town bylaws that ensure that these funds are available only for maintaining the physical aspects of the buildings.						TMgr, SD

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FR-3.2.1 (FS-1.1.4) Establish an overall Town building upkeep and major maintenance budget to cover all buildings owned by the Town, CPS, and CCRSD. Base this budget on a fraction of the replacement cost of the buildings, which will ensure that the buildings retain, or increase, their value to the Town over time. Phase this budgeting approach in as soon as possible, w/ the goal to have it at full funding within five years. If necessary, change Town bylaws to ensure a fully-funded revolving maintenance account w/in budgets of the Town, CPS and CCRSD.	X			H	Yes	(BOS, SC, FC)
FR-3.3	Ensure that fines and fees are consistent with Town purposes.					TMgr, SD
FR-3.3.1	X			H	No	(FD)
FR-3.3.2			X		No	(FD)
FR-3.4	Incorporate forecasts of housing and demographic changes into the Town's annual fiscal planning.					DPLM
FR-3.4.1	X			H	No	
FR-3.4.2	X			H	No	(TMgr, SD)
GOVERNANCE						
G-1	Improve open Town Meeting and citizen committee participation.					
G-1.1	Maximize effectiveness and efficiency of town committees, both elected and appointed.					BOS
G-1.1.1	X			M	No	
G-1.1.2	X			H	No	(TMgr)
G-1.1.3		X		M	No	(TMgr)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
G-1.1.4 Develop a preparation/orientation program for all committee members, which will include, among other things, information about the following: specific committee and staff roles and responsibilities, Open Meeting Law, Conflict of Interest, the importance of balancing the needs of special interest groups with those of the Town as a whole, civil discourse guidelines, effective tools for running a meeting (including Roberts Rules of Order), and Town Meeting procedures.		X		M	No	(TMgr, MOD)
G-1.1.5 Develop <i>realistic</i> timelines for ad-hoc committees that are long enough to ensure that projects are accomplished thoroughly, and on time.			X		No	(TMgr)
G-1.1.6 Revisit the Town’s tradition of two-term limits for committee and board member service, or consider other tools to assure historical perspective, continuity, and institutional memory for deliberations and decision making.	X			M	No	(TMgr, MOD)
GS-1.2 Maintain an effective Open Town Meeting form of government.						MOD
G-1.2.1 Continue to work on ways to increase voter participation and civility of discourse at Town Meeting.			X		No	(BOS, SC)
G-1.2.2 Explore ways to more effectively utilize and inform voters about the “check and balance” system of bringing override votes to the citizenry via ballot questions following Town Meeting votes. Voter confusion and lack of trust in the process can be reduced through additional voter education and outreach, which should continue.	X			M	No	(BOS, SC, TC)
G-2 Support a strong Town Manager form of government.						
G-2.1 Attract and retain talented professional and support staff.						TMgr, SD
G-2.1.1 Take steps to ensure that all jobs, including those of Selectmen, Town Manager, School Committee, School Superintendent, and professional staff, are manageable, and that there is a proper allocation of tasks.			X		No	(BOS, SC)
G-2.1.2 Conduct a management/organizational review of the professional and non-professional Town and School staff, to ensure that the right jobs and job descriptions are in place, salary structures are appropriate, and professional staff members are adequately supported, both from above and below.	X			M	No	
G-2.1.3 Take steps to ensure that salaries and benefits of Town employees are both internally and externally equitable, and competitive with those of comparable positions in other communities.	X			H	No	(PERS)
G-2.1.4 Ensure employment practices and working conditions provide support for hiring and retaining talented staff.			X		No	(PERS)

Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
G-2.1.5	X			H	No	(BOS, SC)
G-2.2	Maximize effectiveness and efficiency of Town and School operations.					TMgr, SD
G-2.2.1	X			H	No	(BOS, SC)
G-2.2.2	X			M	No	(BOS, SC)
G-2.2.3		X		M	No	(BOS, SC)
G-2.2.4			X		No	(BOS, SC)
G-3	Increase regionalization of services.					
G-3.1	Work with surrounding communities to expand the functions of regional associations, including police, emergency, and library associations, in order to deliver these and other services more efficiently and effectively.					TMgr
G-3.1.1			X		Yes**	(BOS, SC)
G-2.1.2	X			M	No	(SC, SC)
G-3.2 (ED-3.4.2)	Develop strong working relationships with federal, state, and regional groups to address regional issues.					BOS
G-3.2.1			X		No	(TMgr)
G-3.2.2			X		No	(NRC, CPW)
G-3.2.3			X		No	(TMgr)
G-3.2.4			X		No	

	Goal Objective Action	Group A Within 5 yrs	Group B 5-10 yrs	Ongoing	Priority High (H), Medium (M), Low (L)	Town Meeting Action Required	Lead Group (BOLD) (Assisted By in Parenthesis)
G-3.2.5 (CH-1.2.6) (TC-3.1)	Work on a regional basis to ameliorate problems associated with Hanscom Civilian Airport expansions.			X		No	(MMNHP, SOH)
G-3.2.6	Encourage active participation/leadership role for appointed representatives to MAGIC, HATS and HFAC to protect Concord's interests.			X		No	