



ENVISION CONCORD

BRIDGE TO 2030



BALANCING CHANGE WITH TRADITION

JULY 30, 2018

ACKNOWLEDGMENTS

ENVISION CONCORD – BRIDGE TO 2030

“Balancing Change with Tradition”

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Boards and Committees: Affordable Housing Funding Committee (AHFC), Agricultural Committee, Board of Health (BOH), Cemetery Committee, Commission on Disability, Comprehensive Sustainable Energy Committee (CSEC), Concord Historical Commission (CHC), Concord Housing Authority (CHA), Concord Housing Development Corporation (CHDC), Concord Municipal Light Board (CMLP), Concord School Committee, Council on Aging (COA), Finance Committee (FC), Historic Districts Commission (HDC), Hugh Cargill Trust Committee (HCTC), Natural Resources Commission (NRC), Planning Board (PB), Public Works Commission (PWC), Recreation Department, Select Board (SB), Tax Fairness Committee, 2229 Main Street Oversight Committee, West Concord Advisory Committee (WCAC)

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And the many residents, community members, business owners, nonprofit organizations, and other representatives who attended meetings, workshops and hearings, thereby assisting and informing the Committee throughout the process.

EXECUTIVE SUMMARY

BACKGROUND

In June 2016 the Concord Select Board appointed the 14-member Comprehensive Long Range Plan (CLRP) Committee and charged it with preparing a new comprehensive plan for the Town. The Committee, also identified as the Envision Concord Committee, was asked to complete its work over a two-year period, and this document is the culmination of that effort. The group consisted of 13 voting members and one member of the Select Board who served as an ex-officio member. Committee members represented a wide range and cross section of interests and talents. (see *Acknowledgements for a list of Committee members*) The Committee's charge from the Select Board was to examine traditional areas of planning to provide the basis for guidance, coordination and accountability for future decision makers, and to integrate these traditional principles with Concord's sustainability principles and policies in a framework that promotes collaboration and coordination. To achieve this latter goal, the Select Board asked the Committee to use the framework and organizing principles and processes identified by the American Planning Association's Sustaining Places Initiative, with the intent that future decisions would be made on a more integrated and holistic basis.

Traditional long range plans are organized along the following categories, as has been the case in Concord's previous long range plans, the elements of which are required for a community's master plan by Massachusetts General Laws, Chapter 41, 81D:

- Land Use
- Housing
- Economic Development
- Natural & Cultural Resources
- Open Space & Recreation
- Facilities & Services
- Circulation & Transportation
- Implementation

In addition, the following principles for comprehensive long range plans recommended by the American Planning Association (APA) "best practices" framework were incorporated: (see *Introduction for more information about these plan elements*)

- Livable Built Environment
- Harmony with Nature
- Resilient Economy
- Interwoven Equity
- Healthy Community
- Responsible Regionalism

To these six APA recommended principles, the CLRP Committee added a seventh principle: High Performing Schools. The APA framework processes included the following:

- Authentic Participation by all segments of the community
- Accountable Implementation, with clear and delineated responsibilities and evaluation metrics

Concord's last long range plan was completed in 2005. Much has been accomplished, and significant progress has been made on many of the goals that were identified. The themes and community values of the 2005 CLRP remain strong in Concord in 2018, and still resonate with its citizens:

- Protect Concord's Assets and Character
- Enhance Quality of Life
- Balance Town Needs with the Ability to Pay

This plan is meant to be aspirational. It has not been constrained by the realities of budgets or finances, and the critical task of analyzing the economics of these recommendations has been left to the committees and departments that will take the lead on implementation. And though growth is referenced throughout the plan, population growth is not necessarily recommended as it could push schools and infrastructure beyond capacity and compete for open space. However, Concord is an attractive place to live and work and therefore is likely to experience the continued influx of population in the years ahead. Thus, the plan seeks to balance inevitable growth with the values, qualities, and culture that have served the Town so well.

The Process

The Committee, with the assistance of Concord's professional planning and finance staff, spent its first seven months collecting and assembling data. A planning consultant was hired in March 2017 to assist with analyzing and formulating the data, and in drafting the preliminary plan within the framework agreed upon by the Committee. Preliminary goals were established during this phase, with an effort to frame and prioritize the goals to allow integration with other municipal functions. The Committee viewed this integration as a critical step to optimize solutions and resources, and to achieve greater community support.

A robust community outreach effort was incorporated throughout the process, including the use of surveys, open houses, focus groups, interviews, listening sessions, and public hearings. The Committee held over 50 public meetings over the course of two years, including public hearings on the draft plan in November 2017 and April 2018. Public comment and feedback was invited and welcomed from elected and appointed board, committee, commission and task force members and the general public. Many of these comments are reflected in the pages that follow. The Committee used both this public input and the analysis provided by committee members, the planning staff, and the consultant to identify key goals and mutual benefits across departments, which resulted in the substance of this plan.

To illustrate the connection of traditional planning methodology with integrated systems methodology, the Committee used the following steps to establish the goals and recommended implementation elements:

Step 1 – Develop a “Vision” for Concord, based on public input and community values. (see *Section 1*)

Step 2 – Develop “Community Criteria,” which represent planning features specifically applicable to Concord for achieving plan goals. (see *Section 2*)

Step 3 – Based on the data gathered, develop three “Big Ideas” to illustrate the systems-based approach to planning. These ideas are cross-disciplinary. (see *Section 3*)

Step 4 – Develop “Plan Elements” that fit within the scope of the long range plan - including elements that support the three “Big Ideas” in Step 3, but also some stand-alone actions in support of Town goals. (see *Section 4*)

Step 5 – Align the “Big Ideas” with the “Plan Elements” – i.e., the goals and strategies of the big ideas identified in Step 3 were cross referenced with the plan elements in Step 4, to assure consistency and inclusion.

Step 6 – Apply “Community Criteria” (Step 2) to the “Big Ideas” and “Plan Elements” identified in Steps 3 and 4, to assure that the “Big Ideas” and “Plan Elements” were consistent with the overarching criteria for the plan.

Step 7 – Develop strategies for Implementation, including recommendations for decision-making and action. (see *Section 5*)

HIGHLIGHTS OF THE PLAN

Section 1:

Demographics + Trends and Vision for the Future

Concord's population, based on town records, has been relatively stable over the past 10 years in terms of overall numbers, with an estimated 19,000 residents (including the MCI-Concord population of approximately 900 in 2017). However, the age distribution of the population has changed considerably in recent years, and will continue to do so in the coming years.

Quick Facts + Trends

- The number of Concord residents 65 years or older increased by 9% since 2010, and currently make up almost 20% of the population. This number is projected to increase, so that by 2030, 34% of Concord's population will be 65 or older.
- Concord's school-age population was just about 20% of the total during the 2017-2018 school year, with flat projected enrollments over the coming decade.
- Concord's median household income in 2015 was \$134,036 compared with \$70,954 in the state.
- Concord's poverty rate in 2015 was 5.6% compared with 11.6% in the state.
- Concord's unemployment rate in 2016 was 2.7% compared with 3.7% in the state.
- Concord had a 12% self-employment rate in 2018 (twice that of the county and state).
- Concord employers rely on workers who reside elsewhere; while Concord's population is highly educated, the skills are not well-matched with Concord-based employers.
- Concord has the lowest tax rate per \$1,000 of property valuation among adjacent communities, but has the highest assessed valuation of property, resulting in Concord's median tax bill being among the highest in the area.
- Concord's current housing stock meets the State's Chapter 40B "affordable housing" standards, and continued efforts are necessary to maintain this 10% ratio and increase the number of truly affordable homes.
- Almost 95% of Concord's land is zoned for residential uses.
- Approximately 59% of Concord's land is public and privately-owned open space per the 2015 Open Space & Recreation Plan (OSRP) with 39% of this land permanently protected from development (leaving approximately 20% unprotected). [note: the 2015 OSRP does not include water bodies in the calculation of Concord's total area and includes state and school land that is subject to temporary protection. If one applies the Town's total acreage of 16,640 acres to the land that is truly permanently protected, or 5,379 acres, then 32% of the Town's area is permanently protected.]
- An increase in congestion on Concord's major roads is due in part to increased use of navigational tools by commuters.
- Based on current transportation modes, there will be an increase in demand for parking availability in the village centers.
- The future of autonomous vehicles (AV) will likely change mobility and transportation patterns.
- Changes in development and population will have an impact on existing facilities and infrastructure, and must be considered in future planning recommendations.
- Social services and financial assistance providers are stretched thin with increasing numbers of requests, which are anticipated to increase as the population ages.
- The significant demographic trend of an increasing older population will require attention to housing, transportation, COA services and economic equity in distribution of Town services.
- The quality of schools has typically been the top priority in surveys of residents, and maintaining Concord's high quality public school education is an ongoing process and priority.
- Two-thirds of the Town's budget is directed towards the schools.
- The Concord Public School Committee has identified the need for a new middle school. Careful capital planning will be required to balance the Town's existing debt with the cost of a new middle school and other capital needs.
- Concord continues to maintain its Aaa rating from Moody's Investors Services, resulting in lower interest costs on the Town's long-term debt. To the extent that the Town plans to borrow in support of its future capital needs, a strong credit rating is a benefit to taxpayers.

- The high cost of housing in Concord is a source of apprehension for many long-term property owners who have difficulty paying property taxes.
- A waiting list exists for people seeking affordable housing in Concord.
- Concord has a commitment to policies that promote environmental sustainability and provide effective long-term change in the community’s impact on the environment. The CLRP Committee recognizes sustainability as a Community Criteria (see Section 2) and a common thread throughout all components of the planning process.

Vision for Concord in 2030

The Town of Concord seeks sustainable growth and diversity that protects its historical and natural resources, while preserving its values, qualities and culture.

Essential components of a vision for Concord include:

- Maintaining the high level of services on which the community depends
- Strengthening environmental and fiscal sustainability
- Broadening the diversity of Concord’s population and housing stock
- Improving communications to ensure that all citizens have the opportunity for their comments to be heard and considered at all levels of Town government
- Prioritizing opportunities to provide financial and community services expenditures for all residents in an equitable manner, helping to assure the continued ability of all residents to remain in Concord

Section 1 of the plan includes a more detailed list of attributes essential to meeting the components of the vision and values statement.

Section 2:

The Vision in Practice—Community Criteria for a Systems Approach

The Envision Concord plan emphasizes collaborative decision-making through a broader “systems” approach. In the past, initiatives and decisions were frequently proposed or made by an individual department or committee, in isolation. A systems approach encourages departments, staff, and committees/boards to identify and consider from the outset the common and competing interests that exist, and to propose collaboration on joint resolutions that can meet and serve multiple goals. This more collaborative process will result in a broader base of public support, in the cost burden being shared among departments, and in improved staffing and financing efficiencies. The plan offers a framework for this systems approach.

Community Criteria

Community values, specific to Concord, were identified as being important to all planning decisions, regardless of planning approach—these are the “community criteria.” It is intended that these criteria be applied to planning goals and decision-making to ensure that the recommendations in the plan and in future implementation actions are aligned with these community values: *(see Section 2 for more details about the criteria)*

History and Character - All elements of the plan preserve the historical, architectural, cultural, and intellectual fabric of the vibrant village centers and woodland/agricultural environs while enabling Smart Growth in line with community values.

Livability and Values - Plan elements support continued investment in town amenities that make Concord an attractive place to live, while any associated increase in tax base also ensures diversity, vibrancy, and socio-economic equity.

Mobility/Accessibility - Transportation investments prioritize access to services for the most vulnerable members of the community with low-carbon options for future mobility needs.

Environmental Sustainability - All plan elements support carbon-neutral, carbon-sequestering, and water-efficient municipal services, are fiscally sustainable, and provide incentives for residents to pursue sustainable choices.

Fiscal Sustainability - Decisions about all plan elements are made with broad input after careful investigation and understanding of fiscal impacts with consideration of alternatives or savings, and examination of possible ancillary impacts.

Section 3:

Big Ideas for Integrated Planning: The Systems Approach in Action

The outreach process used by the CLRP Committee identified many goals and priorities that were articulated by residents, committee/board members, staff, business owners, and non-profit organizations. The Committee looked across departments and individual disciplines to identify and create efficient and mutually beneficial solutions for many of the goals. Three “Big Ideas” surfaced through this process, which encompass three high-priority sets of goals for Concord and suggest ways in which a collaborative approach to planning and implementation can both align interests and improve outcomes. ***These three “Big Ideas” are not intended to be exclusive or all-encompassing, but are illustrative of how the systems process can work, and how such an approach may benefit all parties.*** Many goals and related strategies support these “Big Ideas” and are suggested elsewhere in the plan (particularly in Section 4 “Plan Elements”, which also includes the more traditional long range plan elements). Most of these would benefit from use of the systems approach.

Associated with the “Big Ideas” are aspects that may be beyond the scope of municipal government services, but may benefit Concord through creative coalitions of interests including those with grant funding capability. Leveraging municipal funds through partnerships in business and state and federal agencies will enhance success with such initiatives, as is currently evidenced with Community Preservation Act (CPA) funds and public private partnerships (PPP).

For each “Big Idea,” the plan includes a description of the idea; discusses how the idea is an opportunity to meet many needs; enumerates input from the community over the past two years, including values, needs, challenges and concerns; identifies mutually-beneficial solutions; offers a narrative as to how the proposal would work in practice; and finally, offers specific recommendations and actions to bring the idea to fruition.

Big Idea 1:

Strengthen the sustainability of local businesses and commercial districts and the cultural, historic and civic assets in Concord by connecting businesses to cultural, historic, and civic resources, and developing coordinated strategies that serve cross-sector goals.

The Opportunity

Concord has a wealth of cultural, historic, and arts assets that add richness to Concord’s community character and enhance the experience and attractiveness of the town for residents and visitors alike. The three village centers include many independent businesses, which offer unique retail, food and service options for residents. Despite the value placed on these assets by residents, both non-profit organizations and business owners indicated that not enough attention has been given to the contributions that their respective groups provide to the quality of life, and they feel underappreciated. Citizens expect vibrancy and both groups need customers, visitors, visibility and support to continue to thrive in Concord and add to its cultural vibrancy.

Recommendations/Actions

Using the systems approach with various departments and community members, a number of possible action items were identified. Some of these are listed below, to illustrate the systems approach in action. (see Section 3 for the complete list and more detail)

- Create a single online clearinghouse of information about Concord’s cultural and historic resources
- Work with businesses/cultural organizations to establish coordinated goals for attracting residents and visitors
- Create and encourage special events/festivals to create a more spontaneous and inviting visitor destination
- Investigate zoning changes and a streamlined development process to encourage sustainable, mixed-use development within the three village centers to support increased density and provide a larger market for businesses
- Create a visitor-oriented map and assess/improve visibility and accessibility of destinations—signage, pedestrian connections, bike facilities, parking, historic sites, trails
- Study traffic and parking for visitor needs and tour buses, and at recreation areas and trails

- Identify areas where remote parking can be created; explore transportation services between train stations and remote parking areas and village centers/historic destinations
- Provide solar charging stations, seating/picnic areas, cell phone and camera recharging ports, water fountains/bottle refill features in public places; identify these on visitor maps and signage
- Provide public restrooms in each of the village centers
- Provide electric vehicle charging stations at all public parking areas

Big Idea 2:

Create strategies that provide more housing choices consistent with town character and sustainability principles.

The Opportunity

One key concern for residents is the need for greater housing choices in terms of housing size and types, at a wider range of home prices. New, large single-family homes on large parcels on the outskirts of town do not meet the needs of existing residents whose housing needs have changed, and who wish to remain in Concord, nor do they meet the needs of younger singles or families who wish to make Concord their home. An opportunity exists to create policies that support alternative housing types and further the Town's commitment to sustainability.

Recommendations/Actions

Concord's land values are high, and there are many competing interests for land use and re-use. There are concerns that increasing the number of residents will adversely affect Concord's character, and put a strain on the schools and public safety services. Some tradeoffs and cooperation will be necessary. *(see Section 3 for the complete list and more detail)*

- Encourage new housing in and near commercial areas/train stations, to support existing businesses, potentially through zoning changes and other incentives to encourage mixed-use development that includes residential units.
- Increase the Town's commitment to purchase appropriate property for housing
- Consider expanding opportunities to provide accessory dwelling units in some zoning districts

- Consider allowing two-family housing units by right in residential districts near village centers
- Assess and develop a strategic plan for best use of current town land holdings
- Identify existing housing parcels that may be ripe for tear-downs, and that are adjacent to farmland; offer incentives for redevelopment as farm worker housing
- Investigate and identify ways to connect recreational areas, schools, train stations, and village centers (shuttle services, bike lanes, trails, sidewalks, etc.)
- Ensure farmland remains committed to agricultural uses by instituting support for farm worker housing, and by attracting new customers to ensure long-term financial viability and growth of farm stands
- Focus denser development in areas already served by utility services (water, sewer, electric)

Big Idea 3:

Develop innovative ways to address transportation needs and challenges by aligning residents' direct needs with other goals such as supporting economic vitality, protecting the environment, and bolstering efforts to meet the Town's sustainability goals.

The Opportunity

There is a strong need to increase both the physical and social connectivity of isolated residents, and those residents living in denser housing areas outside of easy walking distance of the village centers. There is also a strong need to expand non-automobile options for all residents to travel in town, given the potential for rapidly changing transportation trends to create planning challenges. The Plan must address increased congestion and carbon emissions while increasing residents' connections to the town's cultural, recreational and commercial centers and to promote a healthy lifestyle.

Recommendations/Actions

(see Section 3 for the complete list and more detail)

- Identify potential remote parking areas for visitors
- Encourage large employers and commercial property owners to add bicycle parking facilities to their properties and promote the use of alternative transportation by their employees

- Identify sites for development of diverse housing adjacent to village centers to support walkability wherever possible, reducing traffic and the need for parking
- Give higher priority for land development on sites within walking distance of the village centers and commuter rail stations
- Explore the possibility of providing cross-town transportation and links to transit and recreation facilities
- Explore potential transportation links to regional cultural assets
- Provide bicycle parking at parks and walking trail entrances
- Evaluate opportunities for using town owned vehicles in multiple ways
- Increase door-to-door transportation options for seniors to Concord destinations and to Boston area medical centers
- Plan for opportunities that rapid change in automated vehicle capability may create

Section 4: Plan Elements

Many of the goals cited in the three “Big Ideas” included in Section 3 are priorities for the community and are conducive to the cross-planning systems approach. These will require support across multiple traditional planning disciplines. However, not every issue or policy discussed in this plan crosses multiple disciplines. Section 4 identifies issues and policies under the traditional planning categories/plan elements. This helps assure attention to single discipline issues and policies and provides a reference point for all issues and policies by traditional planning discipline.

For each plan element, the plan includes an introduction; enumerates input from the community that was heard over the past two years; delineates existing conditions; identifies goals; and offers specific policies, strategies and specific actions to bring the idea to fruition. Highlights of these goals follow. *(see Section 4 for the complete list, including specific action items and more detail)*

Section 4.1 Cultural + Historic Resources

Concord’s “unique character” is a result not just of its abundance of well-preserved structures that figure prominently in our nation’s political and literary history, but of the interplay between the various land uses, topography, architecture, landscape and clusters of businesses, institutions, and other uses interacting together.

Goals:

- Foster better collaboration between cultural organizations, historical groups, and local businesses.
- Promote education and awareness among residents, Town officials, the business community, and visitors about the presence, variety and value of Concord’s historic and cultural resources.
- Identify historical resources that are not adequately documented, not fully understood, or are yet to be discovered.
- Review effectiveness of regulatory tools to better protect and preserve historical character and cultural resources.

Section 4.2 Economic Vitality

Concord’s many economic assets that contribute to its economic vitality, historical, architectural, cultural and intellectual fabric, and quality of life include historical and cultural village centers, vibrant independent businesses, self-employed residents, entrepreneurs, and creative enterprises.

Goals:

- Renew and improve Concord’s village centers as vital pedestrian-friendly, economic, and social hubs that enable community engagement on a wider scale.
- Become a recognized and supportive community for business and social entrepreneurs to start and grow new businesses.
- Build local civic and government capacity for economic development with a special focus on (a) related arts, cultural and tourism activities; (b) medical and healthcare specialties; and (c) green/environmental businesses.

Section 4.3 Housing

Concord is a desirable residential community with natural beauty, good schools, rich history and traditions, proximity to Boston, and its access to highways and public transportation and a history of excellent town services. The Town seeks to balance the demands for a wider range of housing options with affordability for all residents.

Goals:

- Develop realistic, achievable targets for preserving or creating housing of all types. Develop additional, self-sustaining funding mechanisms to support achieving these targets.
- Bring together private and public groups from a variety of disciplines and interests with the goal of identifying solutions for meeting housing needs.
- Discourage the demolition of smaller homes and their replacement with larger, more expensive residences.
- Encourage renovation of existing single-family homes in all zoning districts,

- Identify opportunities to create accessory dwelling units within existing structures in all zoning districts,
- Consider zoning to allow cluster development and cohousing in designated areas.
- Identify regulatory tools and tax incentives to encourage developers to build housing the Town wants/needs, especially denser housing near town centers in ways that reinforce existing historical character and support sustainable development practices.

Section 4.4 Land Use

One of Concord’s most recognizable characteristics comes from the makeup of its land uses, including the historic and traditional town centers, concentrated commercial hubs surrounding its train stations, and the extensive amount of rural agricultural fields and conservation land. The majority of the town is composed of residential (mainly single family) uses. Immediately adjacent to the village centers, there are dense residential neighborhoods with homes of various ages and styles that largely define community character in those areas, as well as three industrial zones in Concord located along Route 62/Main Street, in West Concord by Baker Avenue/Route 2, and on the eastern side of the town adjacent to Hansom Air Force Base.

Smart Growth in the context of Concord specifically includes the community’s unique perspective on preservation of woodland/agricultural character of surrounding environs, protection of land and water that play roles in maintaining and increasing community resilience, with appropriately scaled upper-floor and infill mixed-use development and redevelopment in village centers. The *Smart Growth Analysis* contained in Section 4.4 explores the implications of certain development pathways, but does not advocate that any specific pathway be followed.

Goals:

- Preserve Concord’s current mix of land uses and consider design standards that preserve the town’s character.
- Explore zoning alternatives that enable higher density, mixed-use, more walkable and economically diverse neighborhoods within/near village centers.
- Encourage production of small-scale affordable and workforce housing.

- Support the expansion of commercial and industrial uses within the existing zoned areas, to improve the Town’s long-term financial sustainability through an expanded commercial tax base.
- Require development/redevelopment to meet or exceed environmental sustainability and resilience criteria.

Section 4.5 Mobility + Transportation

Preserving and improving Concord’s roadways must strike a balance between preserving historic character and modernizing the transportation network to promote alternative mobility options consistent with the Town’s sustainability principles.

Goals:

- Establish a central transportation planning function within Town government.
- Reduce motor vehicle dependence and traffic volume within Concord.
- Provide effective mobility options for trips within Concord, and to Boston and other regional medical centers and key destinations.
- Create safe, cost-effective walking and bicycling connections between key pedestrian and bicycle paths/trails to improve mobility around Concord.
- Improve coordination with regional partners in order to reduce traffic volume and congestion from commuter through-traffic.
- Develop an approach to parking that balances the principles of sustainability with the Town’s economic goals. Include managing existing parking spaces and consider providing parking options outside the village centers.

Section 4.6 Open Space + Natural Resources

Concord values the many benefits of its open space and natural resources as a contributor to healthy living in the town. The abundance of natural areas and conservation land in Concord contributes to the biodiversity that is unique to a community so close to Boston. The Town has continually encouraged and offered an abundance of healthy recreational activities throughout the community. Concord’s history of farming activity has played a significant role in the growth of the Town. These are major reasons for the existence of open land in Town and a key to the preservation and enhancement of Concord’s rural character.

Goals:

- Determine the amount of conservation land and protected open space required to protect important ecosystems and natural systems and increase or maintain as necessary.
- Continue to protect rivers, wetlands, ponds, vernal pools, upland habitats, and other natural resources to preserve and enhance biodiversity.
- Provide responsible management of conservation lands, including protection, preservation and restoration.
- Promote ecosystem health and biodiversity as critical factors to achieve town-wide long-term sustainability and resiliency goals.
- Protect and promote local agricultural activities, land use, and traditions with sustainable practices.
- Ensure all Concord residents understand the value of conservation lands, natural resources, open space, agricultural activities, and recreational amenities.
- Enhance the connections and access to bike paths and walking trails between open spaces and the village centers, the locations of institutions and organizations, and recreation sites.
- Provide responsible management of recreation amenities, including programming of open spaces, public spaces, trails, and recreational facilities to encourage use by all residents.

Section 4.7 Public Facilities + Infrastructure

Public facilities and infrastructure are broad components that provide many basic support systems needed for the Town to thrive and function.

Goals:

- Continue to maintain and improve the Town’s existing public buildings, facilities, infrastructure, and service delivery at a level consistent with the Town’s fiscal sustainability.
- Evaluate cost-effectiveness of new or redevelopment of Town buildings and/or infrastructure (e.g., new middle school or new integrated Town services building).
- With provisions to maintain the rural character of select roads, fully consider sustainable, resilient “complete streets” principles and integrated planning into future design and construction of roadway, bikeway, and sidewalk infrastructure.
- Strengthen Town sustainability goals consistent with long-term climate change and resiliency planning goals.
- Make landscape and infrastructure resiliency a central planning priority for Town management operations, planning, and practices in order to minimize service disruption, and economic and environmental impacts.
- Identify ways to optimize the ability of Concord’s social service coordinators and private non-profit organizations and trusts to meet the growing demand for assistance.
- Establish cyber-security planning and reinforce the Town’s information technology infrastructure.
- Assess the responsibility for staffing the Town’s 66+ boards, committees and task forces from a limited pool of residents who are willing to serve as volunteers.
- Develop a strategy to anticipate acquisition of properties currently owned by federal or state entities within Concord’s boundaries, as they become available or are declared surplus, using an integrated planning process across Town departments.

Section 4.8 Fiscal Planning

The Town of Concord has always strived to meet residents’ needs for programs, services, and infrastructure while remaining fiscally responsible.

Goals:

- Establish a long-term (10 years) fiscal projection tool, including associated expenses for long-term capital spending.
- Establish a process for setting fiscal guidelines for expenditures that protects the Town’s ability to maintain a balance between expenditure levels and the values described in Section 2’s Community Criteria.
- Evaluate new spending opportunities using integrated planning principles with a view to achieving multiple objectives with any specific investment.
- Proactively strengthen Town-School fiscal coordination.

Section 5:

Implementation Actions

The CLRP outlines both the actions (the “what”) and the processes (the “how”) of plan implementation. The Committee strongly urges Town departments, staff, committees/boards, and residents to use the “systems” approach in order to identify mutually beneficial solutions across disciplines and interests. The plan includes two tools to be used together to facilitate this process (*see Section 5 to see both the Checklist templates and the Implementation Action Chart*).

1. The CLRP Systems Checklist – This Systems Checklist is designed to be a starting point to be used to review new initiatives, proposed actions, policies and projects, to coordinate, evaluate and identify mutual benefits of collaborative action and the sharing of resources, whenever possible. The template will be modified and refined, as needed, over time.
2. The CLRP Implementation Action Chart – The Implementation Action Chart is a consolidated and comprehensive list of proposed actions (as delineated in Section 4), categorized by major discipline/ area of interest. It is intended to be used together with the CLRP Systems Checklist to set priorities, encourage cross-disciplinary actions, and to ensure that implementation of the plan makes the best use of resources while embodying the values and goals of Town residents.

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GLOSSARY

Terms as used in the Envision Concord: Bridge to 2030 Plan

100-year Flood Plain – Areas of town that historically have had a 1% chance of flooding in any given year (or a chance of occurring once in a century).

500-year Flood Plain – Areas of town that historically have had a 0.2% chance of flooding in any given year (and therefore were likely to flood once per five centuries).

Accessory apartment – A second dwelling unit subordinate in size to the principal dwelling unit on an owner-occupied lot, located in either the principal dwelling or an existing accessory structure built before 1928.

Affordable housing – Housing priced so that those who earn 80% or less than the area median income (AMI, Boston area) spend no more than 30% of their income on housing. Housing priced for those earning 80% or less of the AMI may be eligible to be counted towards a town's subsidized housing inventory (SHI).

Carbon Neutral – (Also referred to as having “net zero carbon footprint”) Reducing greenhouse gas (GHG) emissions to the extent that any residual emissions are balanced by other GHGs that are captured, utilized, or otherwise sequestered somewhere in the global carbon budget.

Cluster zoning - A development option in which density is determined for an entire area, rather than using a standard subdivision approach. Within the cluster development, there is greater flexibility in designing and placing structures while preserving open spaces.

Co-housing - An intentional community of private homes clustered around shared space. Each attached or single-family home has traditional amenities, including a private kitchen. Shared spaces typically feature a common house, which may include a large kitchen and dining area, laundry, and recreational spaces.

Community Preservation Act (CPA) – A Massachusetts law passed in 2000 that allows communities to create a local Community Preservation Fund for open space protection, historic preservation, affordable housing, and outdoor recreation. The Act is funded through a local property tax surcharge, and is matched (to varying degrees) by state dollars.

Complete Streets – A program for designing street networks that provide safe and accessible options for all travel modes – including walking, biking, transit, and vehicles – for people of all ages and abilities.

Concord Housing Development Corporation (CHDC) - A non-profit housing corporation established by the Town and overseen by the Select Board. Its board is comprised of residents whose role is to investigate and implement alternatives for the provision of affordable housing for persons of low, moderate, and middle income, and others whose needs may be identified from time to time in the town.

Conservation – Act of ensuring that historic, cultural, and natural resources are preserved for future generations.

Conservation Restrictions (CR) – A conservation restriction is a permanent deed restriction to preserve and protect land, recorded with the Registry of Deeds and binding on all future owners of a parcel.

Cultural Fabric – Refers to the various aspects or characteristics that together create a particular culture; in Concord these aspects include the devotion to liberty and intellectual thought as well as the human processes that created the historic resources over four centuries of habitation.

Demographic Growth – Growth or change in population or housing residency.

Density – In planning terms, refers to how many buildings, structures or units of housing per acre of land.

Diversity –An inclusion concept that encompasses the full range of the population--rich and poor, young and old, native and immigrant, racial and ethnic, disadvantaged and privileged.

Economic Growth – The increase in the inflation-adjusted market value of the goods and services produced by an economy over time.

Economic Vitality – Maintaining a positive economic environment for local, independent retailers, meeting/providing for Concord residents' daily needs, and providing an interesting and visually appealing pedestrian experience in our village centers.

Energy Efficient – Reduction of energy use to maintain/provide a system/service.

Environmental Sustainability – A broader term that encompasses all four aspects of the town's sustainability framework (i.e. reduce dependence on fossil fuels, metals, minerals; reduce dependence on synthetic chemicals; reduce encroachment on nature; and meet human needs fairly and efficiently), and embraces the concept of meeting present needs without compromising the ability of future generations to meet their own needs.

Floor Area Ratio (FAR) – A ratio of a building’s total floor area to the area of the parcel of land the building is situated on. This ratio helps determine the allowed volume for a building, not including height, which is generally limited by maximum height limits.

Fiscal Growth – Growth in overall town budgets, not necessarily just revenue or spending.

Fiscal Sustainability – Any single annual Town budget or sequence of successive annual Town budgets that are maintained without resulting in any unintended long-term alteration to the character of the Town.

Green Corridor – A thin strip of land on adjacent parcels that connects to larger natural areas and provides sufficient habitat to support wildlife. Common green corridors include railway embankments, river banks, and roadside grass verges.

Green Neighborhood Zoning – A type of zoning/land use for preservation of open space where new structures are sited together in areas that offer views of and access to preserved open space, thereby preserving open space for all residents without limiting the property rights of the individual landowner.

Historic Character – The sum of all visual aspects, features, materials, and spaces associated with the historic nature of a site, structure, or landscape; in Concord this includes: houses, barns, bridges, structures, sites, and objects that exist in the natural and agricultural landscape as well as the archaeological remains and the corridors for transportation including rivers, trails, roads, and railways.

Housing Choice – Availability of a variety of housing types, e.g., single-family homes, townhouses, accessory units, condominiums, or apartments, at a range of costs.

Infill Development - Infill development is building homes, businesses, and public facilities on unused and underutilized lands within existing developed areas.

Intellectual Fabric – Characteristics of the town’s historic tradition of intellectual thought and respect for natural resources (e.g. aligned with Emerson, Thoreau, Alcott, etc.).

Low-impact Development – Refers to systems and practices that use or mimic natural processes that result in the infiltration, evapo-transpiration, or use of stormwater to protect water quality and associated aquatic habitat.

Mixed-use development – Mixed-use development allows both commercial and residential uses in the same building. An example of this would be a shop on the first level of a building, and an apartment on the second level.

Moderate income housing – Housing priced so that those earning between 80% and 150% of area median income spend no more than 30% of their income on housing. There is overlap between workforce and moderate-income housing, as defined for Concord.

Natural Character – Abundant open space and conservation land indicative of a rural/pastoral woodland community punctuated by agricultural fields, scenic vistas, and wetlands.

Natural Resources – The Town’s stock of geology, soils, air, water and all living organisms. Some natural resource assets provide people with free goods and services, often called ecosystem services.

Neighborhood Conservation District – A tool used to preserve, protect, and enhance significant areas within a community beyond what is specified in the zoning bylaw.

Net Blue – A similar concept to carbon neutrality for water resources, requiring that all new development results in no net increase in water use (from Town services or net withdrawals from aquifers).

Open Space – Open space is land that is primarily undeveloped (has few or no buildings or other built structures), is under public or private ownership, is permanently or temporarily protected from development and may or may not be publicly accessible. For the purposes of this plan publicly owned open space includes: conservation, agricultural, water supply, and recreational lands. Privately owned open space includes: Chapter 61 agricultural, forestry, and recreational lands (such as golf courses and sporting clubs), and properties with Conservation Restrictions. Private open space may or may not include public access, subject to landowner permission.

Permanently Protected Land - Permanently protected land is land that is restricted from further development in perpetuity (such as with a Conservation Restriction or Agricultural Preservation Restriction) or has been acquired with funds designated to permanently protect a resource. Such land cannot be reconsidered for development without Town Meeting and State Legislative authorization to remove the permanent protection. Protected land is essential to Concord’s appearance, economy, and well-being. Conservation land helps maintain the town’s character, provides adequate land area for outdoor recreation, and protects important wildlife habitat. Protected farmland provides a permanent base on which present and future farm businesses depend. Protected land also ensures clean water for wells and reservoirs supplying Town drinking water.

Resilience: The ability to anticipate, respond to, and recover from disturbance and change.

Resilient Landscapes – Open space and natural areas maintained in a way to diminish adverse effects of climate change and sustains other ecosystem services. These natural environments preserve forest, vegetation and soil health, and restore small water cycles.

Smart Growth – An approach to development that encourages a mix of uses and building types to provide diverse housing and transportation options with walking distance to neighborhood amenities, such as parks and natural resources. Smart growth focuses development within existing neighborhoods and encourages community social engagement. (Adapted from: Smart Growth America)

Sustainable – Having or relating to the long-term ability of a trend, system, resource, or organization to successfully function beyond the short-term.

Town Character – As demonstrated by the live voting exercise at the second Envision Concord Public Workshop, this term means different things to different people but generally includes three primary aspects: historic character, natural character, and village character. Each of these are defined in the Glossary and will be used throughout this report to reference the specific aspect of the more general term “town character” which will refer to all three aspects.

Transferrable Development Rights (TDR) - A voluntary, incentive-based program that allows landowners to sell development rights from their land to a developer or other interested party who then can use these rights to increase the density of development at another designated location.

Transit-oriented Development (TOD) – Concentrated housing units in mixed-use developments near a public transportation station or hub.

Workforce housing – Housing priced so that those who live in Concord and work in lower paying jobs, but jobs which are critical to a town’s functioning and health, can afford it. Jobs included in workforce housing would include those in education, retail, public service, public safety, and health.

Village Character – Small-town New England style village centers with a vibrant collection of small shops and restaurants that meet every day needs and contain a good balance between independent and locally-owned businesses, as well as formula businesses that meet specific community needs.

ACRONYMS

Acronyms used in the Envision Concord: Bridge to 2030 Plan:

AASHTO – American Association of State Highway and Transportation Officials

ACS – American Community Survey

AMI – Area median income

APA – American Planning Association

APR – Agricultural preservation restriction

AV – Autonomous (or automated) vehicle

CCHS – Concord-Carlisle High School

CCTV – Concord Community Access Television

CDBG – Community Development Block Grant

CHA – Concord Housing Authority

CHDC – Concord Housing Development Corporation

CIP – Commercial, Industrial, Personal Property

CLCT – Concord Land Conservation Trust

CLRP – Comprehensive Long Range Plan

CLRPC – Comprehensive Long Range Plan Committee

CMLP – Concord Municipal Light Plant

COA – Council on Aging

CPA – Community Preservation Act

CPW – Concord Public Works

CR – Conservation restriction

CWMP – Comprehensive Wastewater Management Plan (2003)

EV – Electric vehicle

FAR – Floor area ratio

FISH – Friends in Service Helping

GHG – Greenhouse gas(es)

GIS – Geographic Information Systems

HDC – Historic Districts Commission

HPP – Housing Production Plan (2015)

LID – Low-impact development

MACRIS – Massachusetts Cultural Resource Information System

MAGIC – Minuteman Advisory Group on Interlocal Coordination

MAPC – Metropolitan Area Planning Council

MBTA – Massachusetts Bay Transportation Authority

MCC – Massachusetts Cultural Council

MCI – Massachusetts Correctional Institution

MHC – Massachusetts Historical Commission

NCD – Neighborhood Conservation District

NPDES – National Pollutant Discharge Elimination System

NPS – National Park Service

NRC – Natural Resources Commission

NRPZ – Natural Resource Protection Zoning

OARS – Organization for the Assabet, Sudbury and Concord Rivers

OSRP – Open Space and Recreation Plan (2015)

PRD – Planned residential development

PROWAG – Public Right-of-Way Accessibility Guidelines

RETT – Real estate transfer tax

RHSO – Regional Housing Services Organization

ROW – Right-of-way

SWMP – Stormwater/Drainage Master Planning

SWOT – Strengths, weaknesses, opportunities, threats

TDR – Transferrable development rights

TIP – Transportation Improvement Program

TMG – Transportation Management Group

TOD – Transit-oriented development

VMT – Vehicle miles travelled

WWTP – Wastewater Treatment Plant

A Note about abbreviations and capitalization:

The first time a phrase or term is used in this plan, starting with the Introduction, it is used in full with the abbreviation in parentheses. Thereafter, only the abbreviation is used.

When referring to the general town of Concord, as in “The community greatly values the rural and agricultural character of the town,” town is not capitalized. However, when “Town” is used to refer to the government of Concord or the entire town as an acting body, the word is capitalized, as in, “The Town enacted new zoning bylaws in the last decade.”

INTRODUCTION

WHY THIS PLAN NOW? HOW DID WE GET HERE?

The Comprehensive Long Range Plan Committee of the Town of Concord has produced this plan – Envision Concord: Bridge to 2030 – the town-wide comprehensive plan that seeks to understand the current and future challenges faced by the community, as well as opportunities to reinforce a collective vision for a strong future. The Envision Concord Plan includes a vision for the future of Concord to assist the Town in prioritizing needs of the community for the coming decade. The Plan also provides a menu of potential action steps and creates an implementation process for moving toward that future vision.

This plan comes at a critical time for Concord. The [2005 Comprehensive Long Range Plan](#) accomplished much. The three themes of the 2005 Comprehensive Plan included:

1. Protect Concord's Assets and Character
2. Enhance Quality of Life
3. Balance Town Needs with the Ability to Pay

While these goals still resonate with town residents, it is appropriate to acknowledge significant changes to the Town's demographics, affordability, and development within the larger context of rapidly changing technology, societal expectations, and shopping patterns. In addition, the Town has embraced Sustainability, with the 2011 Town Meeting adoption of four Sustainability Principles, with the 2017 Town Meeting adoption of Warrant Article 51 that establishes town-wide GHG targets, and with the 2018 Town Meeting adoption of Warrant Article 23 that seeks to set new goals for climate [resilience](#). These goals and principles must be acknowledged and embedded within Concord's Long Range vision.

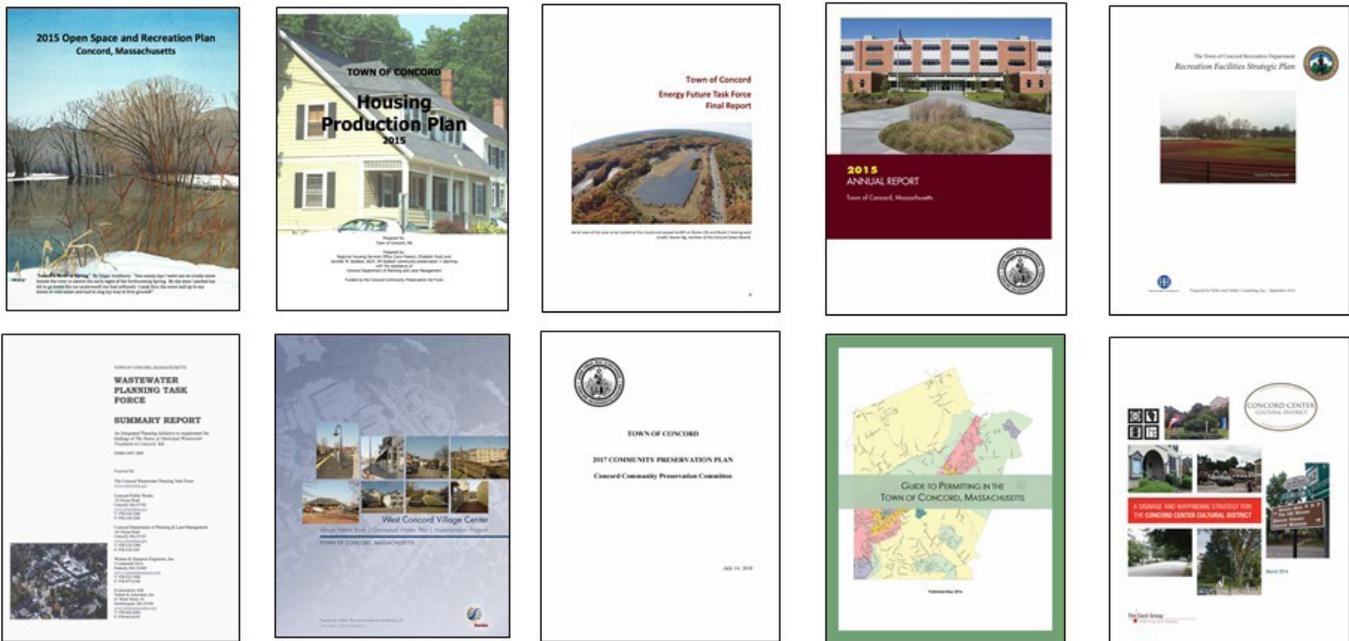
Since the 2005 CLRP was launched, the Town has successfully completed many initiatives. As noted in 2015, 64 of the 354 recommendations contained in the 2005 Comprehensive Long Range Plan had been completed and approximately 164 action items were either underway or ongoing.

Some examples of actions taken to “Protect Concord's Assets and Character” included: purchase of the McGrath property and converting the existing house to 2 units of farmer/farm worker housing; legislative action to place significant areas of the Northeast Correctional prison farm under Article 97 land (permanently protected); collaboration with the MBTA and use of Community Preservation funds to renovate/restore the West Concord Depot; preparation of the West Concord Master Plan and Design Guidelines; and, reconstruction of the Warner's Pond dam near the Pail Factory Bridge.

To “Enhance Quality of Life”, some examples include: celebration of local farmers by designating a “Concord Ag Day” in September; installation of new playing fields at CCHS; consideration of parking needs and demand identified in the 2012 Parking Management Plan; continued design of the Bruce Freeman Rail Trail and participation in the Healthy Communities project funded by a grant from the Community Health Network Area 15 (CHNA15).

The following two projects exemplify ways the Town was able to “Balance Town Needs with the Ability to Pay”: acquisition of the October Farm land was a partnership between the Town's Water & Sewer Division, Natural Resources Commission and CLCT with additional funding from the Commonwealth; restoration of the Barrett Farm House was a multi-tiered effort to amend the Zoning Bylaw by the Planning Board that allowed the private non-profit Save Our Heritage, Inc. to acquire the Barrett Farm House and seek funding from various sources, including the Community Preservation Fund, to restore the house, which was then transferred to the Minute Man National Historical Park.

WHAT HAVE WE ACCOMPLISHED SINCE THE 2005 CLRP?



FOUNDATION FOR ENVISION CONCORD - BRIDGE TO 2030

THE PLANNING APPROACH AND OVERALL FRAMEWORK

The Comprehensive Long Range Plan Committee (the Committee) and Town of Concord's Planning Division determined early in the planning process to consider different models of comprehensive plans that would assist the Town to become more efficient and holistic in its approach to planning and innovation while continuing to advance policies supporting conservation, sustainability, and preservation.

The Massachusetts General Law – Chapter 41 Section 81D describes the required elements of a municipality's master plan as nine components:

1. Identified goals and policies to guide future growth and development;
2. Land use plan;
3. Housing;
4. Economic development;
5. Natural and cultural resources;
6. [Open space](#) and recreation;
7. Public services and facilities;
8. Transportation/circulation; and
9. Implementation program.

While Envision Concord addresses the state's required master plan components, the Committee adopted the new approach to comprehensive planning proposed by the American Planning Association.

American Planning Association (APA) Framework: Principles and Processes

In 2015, the American Planning Association issued a report, *Sustaining Places: Best Practices for Comprehensive Plans*, as a new framework for how communities could address sustainability and resiliency in a more holistic way. The suggested framework offers a change from the traditional category-based comprehensive planning processes that treat the various disciplines or elements addressed in the plan as silos rather than integrated systems. The APA framework is organized into six principles and two processes.

The Committee, considering the Town's role as a forerunner in new sustainability policies, embraced the idea of viewing issues and solutions in an inclusive manner following the spirit of the APA framework while modifying certain aspects to respond to the unique qualities of Concord.

What are the APA Framework Principles?

The following principles are from APA's *Sustaining Places: Best Practices for Comprehensive Plans* (PAS 578) report with the exceptions as noted:

- i. Livable Built Environment – Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.
- ii. Harmony with Nature – Ensure that the contributions of [natural resources](#) to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.
- iii. Resilient Economy – Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate [sustainable](#) development and redevelopment strategies that foster green business growth and build reliance on local assets.
- iv. Interwoven Equity – Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.
- v. Healthy Community – Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.
- vi. Responsible Regionalism – Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.
- vii. High Performing Schools (not in original APA framework) – Ensure that Concord's Schools continue to focus on learning for mastery and critical thinking, and safeguarding the physical and mental health of Concord's youth.

What are the APA Framework Processes?

viii. Authentic Participation – Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.

ix. Accountable Implementation – Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.

The principles and processes described above have shaped the goals, planning processes, and recommendations of Envision Concord. The Committee distilled comments from the project website, summarized public meeting input, and conducted extensive Strengths, Weaknesses, Strengths and Threats (SWOT) analyses using the APA principles to develop a vision for Concord in the coming decade that is presented in Section 1.

March 2017 – contract signed with selected planning consultant, CivicMoxie, LLC

May 31, 2017 – Public Kickoff event

June – August 2017 – Text Sign Questions located around town/website launched

September 2017– launch Envision Concord Town-wide Surveys

October 20, 2017 – Open House/Tables in Concord Center & West Concord

October 21, 2017 – Public Event

November 2017 - focus groups, interviews, and listening sessions conducted by planning team and Committee members

November 16, 2017 - Public Hearing on the Plan

March 5, 2018 – draft plan available for public review

April 25, 2018 – Public Hearing on the Plan

June 25, 2018 - public comment of final draft plan due

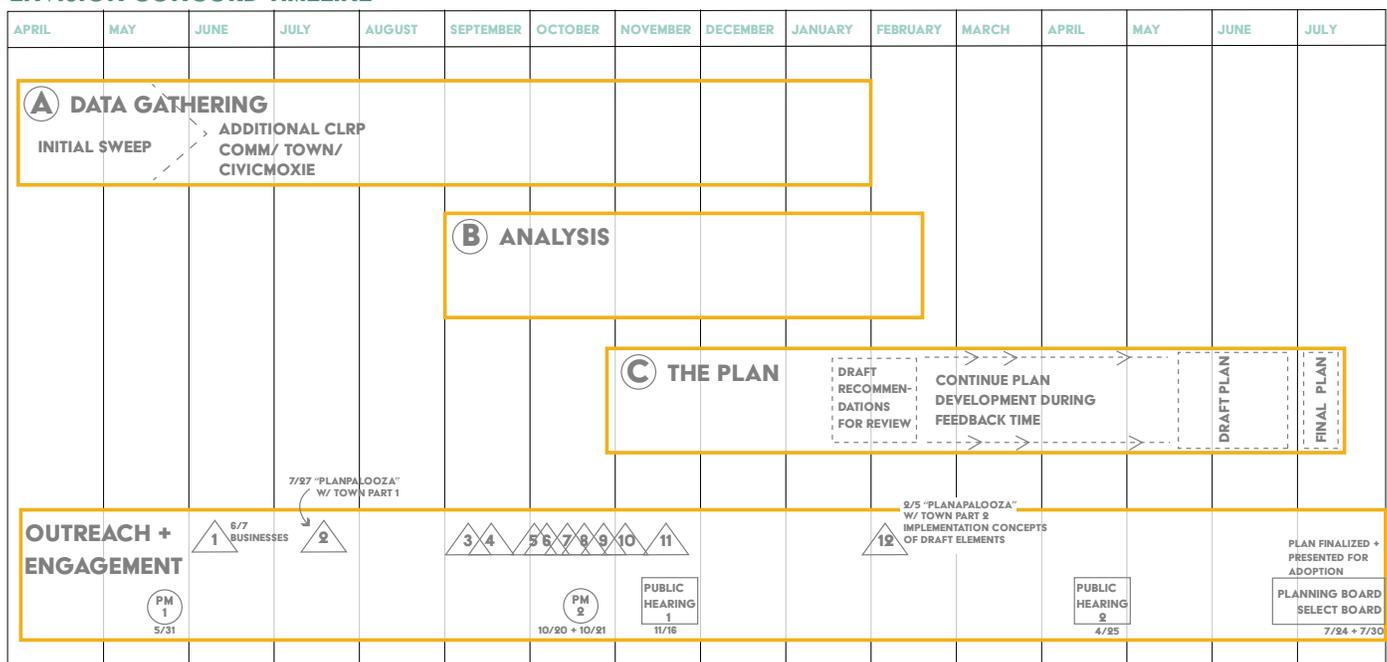
July 17, 2018 – Final plan delivered to Planning Board/ posted for public viewing

July 24, 2018- Planning Board - Presentation and adoption

July 30, 2018 - Select Board - Presentation and acceptance

As Figure 1 below demonstrates, the Committee adopted a planning timeline organized into three phases, including data gathering, analysis, and plan development.

ENVISION CONCORD TIMELINE



KEY

- PM # PUBLIC MEETINGS
- # FOCUS GROUPS

Figure 1. The phases of the master planning process

Data Gathering

The data gathering phase involved an extensive period of gathering input through many different sources, including:

- Public input at open meetings
- Letters and correspondence
- Website posts, text responses from town signs
- Town Survey
- Envision Concord Survey
- Town Committees and Boards feedback +memos
- Town professional staff
- Focus groups with teens; social services; arts, historical, cultural; business owners/interests
- Interviews
- Committee-led listening sessions:
 - Culture and History/Economic Viability and Vitality
 - Housing/Open Space and Natural Resources/Land Use
 - Transportation and Infrastructure/Housing/Social Services
 - [Town Character](#)/Culture and History/Diversity
 - Sustainability Goals and Policies/Town Resources
- This outreach resulted in:
 - 49 Committee meetings since appointments by Select Board (through June 29, 2018)
 - 477 unique comments posted on Envision Concord website
 - 1,022 respondents to Town Survey with special section on long range plan, 458 responses to Envision Concord survey, 133 participants in intercept survey
 - More than 60 participants in each of the three public workshops/hearings [or separate lines for public workshops and hearings]
 - Over 100 connections to town residents and commuters through one tabling event and other outreach during town events throughout the year
 - 16 Town boards/committees responded in writing to the Committee in November and 12 boards responded in April representing a full membership of approximately 105 individuals on those committees

Analysis

After collecting and assembling data for more than seven months, the Committee subsequently spent four additional months analyzing this information to shape the vision and goals for the future of our community. For this plan, the Committee sought to not merely develop a “wish list,” but rather, to frame and prioritize potential opportunities as optimized solutions that span all Town sectors and municipal functions and to provide implementation guidance for how Town staff, committees and boards can conceive ideas and undertake planning for potential projects in order to garner greater community support and improve outcomes for the whole Town.

Plan Development

During plan development, the Committee used public input and the planning team analysis to highlight key goals and make choices regarding strategies to achieve the plan objectives. Goals were evaluated within the larger framework of the plan and opportunities for mutual benefits across disciplines and proposed initiatives were identified. Implementation actions were articulated and evaluation criteria established to allow the Town to annually report on progress.

The steps involved in the development of the plan are outlined below.

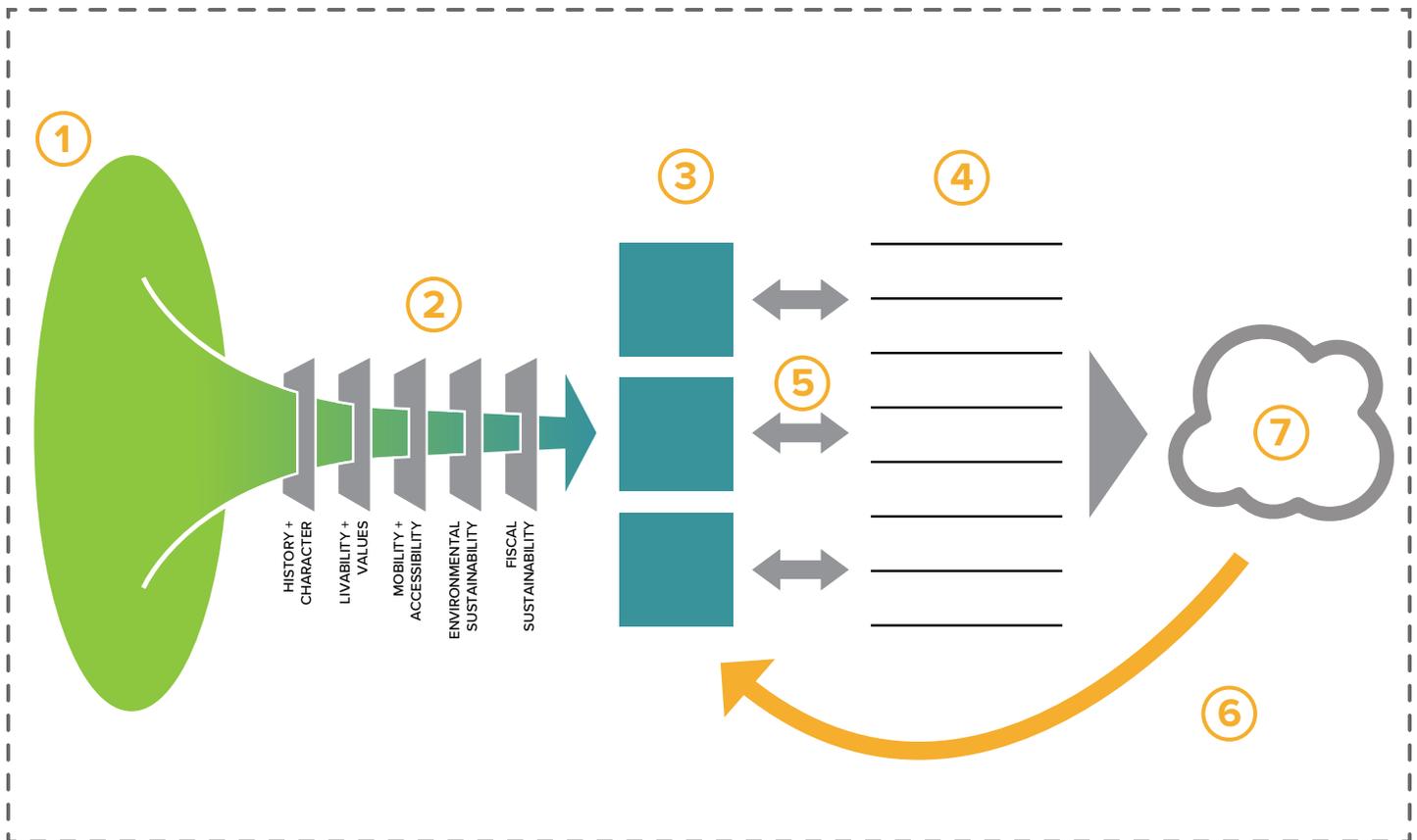


Figure 2. The comprehensive long range plan development process from vision to principles to criteria and strategies

The diagram illustrates the various components and process of the plan and includes:

Step 1: Establish “Vision” – the Committee developed a vision based on public input and community values as embodied in ongoing initiatives and Committee and Board work.

Step 2: Based on “Vision”, develop “Community Criteria” – specific criteria for plan goals and strategy recommendations were developed to guide all planning decisions. These criteria are based on the vision and overarching values of the community and are described in Section 2.

Step 3: Based on data gathered, develop three “Big Ideas” to illustrate a “systems”-based approach to planning – planning priorities, as identified from public input, were used to articulate three big ideas that are cross-disciplinary and touch on many of the needs and desires expressed during the planning process.

Step 4: Based on data gathered, develop other “Plan Elements” that fit within scope of CLRP – detailed goals were articulated for each of the plan elements (housing, land use, economic vitality, etc.).

Step 5: Align “Big Ideas” with “Plan Elements” – the goals and strategies of the three “Big Ideas” were cross referenced with the plan elements to ensure that the elements capture all of the parts of the big ideas and vice versa.

Step 6: Apply “Community Criteria” and iterate/revise “Big Ideas” and “Plan Elements” – the Envision Concord Committee reviewed the plan goals and strategies present in the big ideas and plan elements to ensure that they met the overarching criteria for the plan.

Step 7: Build out “Implementation Matrix” based on applying the criteria to the “Big Ideas” and “Plan Elements” – strategies for implementation were developed from these big ideas and plan elements including recommendations for applying a “systems”-based approach for decision-making and action.

Following this process, this plan includes a vision and integration of themes gathered from the public input, listening sessions, and the thoughtful contributions from Town Boards and Committees. The sections of the plan create the framework for the implementation plan to address optimal opportunities for Concord's future decision-making and actions.

Section 1: Demographics + Trends and Vision for the Future

To find optimal solutions to the many issues raised is not a simple task, but utilizing the rich public input received, Section 1 defines the vision of a future Concord in 2030. This section provides an overview of Concord's residents, businesses, and existing physical conditions that form the basis for every plan element. Trends in development, commerce, transportation, and other factors are examined to inform plan goals and strategies.

Section 2: The Vision in Practice: Community Criteria for a Systems Approach

Criteria for plan goals and strategies are outlined in this section as identified through an intensive process of collecting community feedback and applying the APA Principles. Section 2 describes the entire framework of the plan and presents a set of criteria to provide guidance for future decision-making and integrated actions

Section 3: Big Ideas for Integrated Planning: The Systems Approach in Action

Based on the vision in practice outlined in Section 2, this section presents three ideas that benefit from integrated, cross-disciplinary planning. These potential opportunities simultaneously achieve multiple goals on multiple fronts that will improve livability, sustainability, economic vitality, health, and equity in a spirit of regionalism. The three priority themes are highlighted in this section to illustrate how a systems-based approach to planning can be mutually beneficial across disciplines and use resources efficiently. The three ideas explored here are not the only ideas in this CLRP but they do represent priority goals as identified through the planning process.

Section 4: Plan Elements

This section identifies future goals in each of the more traditional areas of municipal governance, in ways that are aligned with the “Big Ideas” included in Section 3. Each of the plan elements listed below is described in detail in this section, including existing conditions, challenges and opportunities, and comments from the community. These plan elements are generally required by the Commonwealth of Massachusetts General Laws Section 81D:

- 4.1 Cultural + Historical Resources
- 4.2 Economic Vitality
- 4.3 Housing
- 4.4 Land Use
- 4.5 Mobility + Transportation
- 4.6 Open Space + Natural Resources
- 4.7 Public Facilities + Infrastructure
- 4.8 Fiscal Planning

Sustainability is not listed in Section 4. Instead, because of its importance to the town, Sustainability is a key criterion articulated in Section 2 of this CLRP and is applied to all decisions and recommended actions.

Section 5: Implementation Actions

Section 5 is where planning moves to action. It describes the plan goals in terms of implementable actions with budget considerations and responsible entities. This section provides key information on the action steps and priorities to achieve the goals in this plan. Charts are provided indicating who has responsibility for each action and a checklist indicates that a systems-based approach has been used for optimizing decisions.

Taken together, the sections of this report provide a clear roadmap for the Town of Concord to achieve success in its priority goals for the next decade, making the best use of the town’s resources during decision-making and implementation.



SECTION 1:

Demographics + Trends
and Vision for the Future



HIGHLIGHTS OF CONCORD'S DEMOGRAPHICS

Places change, people move, and new trends, employment opportunities, and job centers shape where people live. This Envision Concord plan addresses changes, looks at trends, articulates a vision for the town's future, and outlines strategies to achieve goals. To do this, the Envision Concord planning process started with a demographic analysis of the town and considered how shifts in population are changing the opportunities, challenges, and needs facing Concord today and in the future. The following are demographics of the community and highlights of observed trends by planning category. More detailed existing conditions are discussed in Section 4: Plan Elements.

The Town of Concord's estimated 2016 population is over 19,000 (based on the 2015 American Community Survey (ACS) data). According to the Town of Concord's 2017 Town Census, however, the town's population is just under 15,600 people, which is based on households that self-report by submitting the annual Town census form and does not include the MCI-Concord (Massachusetts Correctional Institution) population. The population of MCI-Concord was approximately 1,500 in 2010 but has decreased to approximately 900 in 2017. While the US Census and ACS data have shown and estimated a steady increase in Concord's population (including the MCI-Concord's

population), the Town's survey has shown a more stable population, fluctuating between 15,500 to just under 16,000 since 2010 (and not including the MCI-Concord population).

For the purpose of comparing Concord's data with regional and state data, the following demographic highlights utilize the 2015 ACS data.

A Changing & Older Population*

- Approximately 9% increase in Concord residents age 65 and older from 2010 to 2015 compared to 6.5% in Middlesex County and 2.5% in Massachusetts.
- Almost 1 in 5 Concord residents is 65 or older compared to 1 in 7 for Middlesex County and the state.
- 9% of Concord residents are young adults (ages 20-34) compared to over 20% for Middlesex County and MA.
- Racial [diversity](#) has increased – 90% White in 2010 to 86% White in 2015 with slight increases to 6% Asian, 5% Hispanic/Latino, and slight decrease to 3% Black/ African-American residents.

*Source: 2015 American Community Survey data

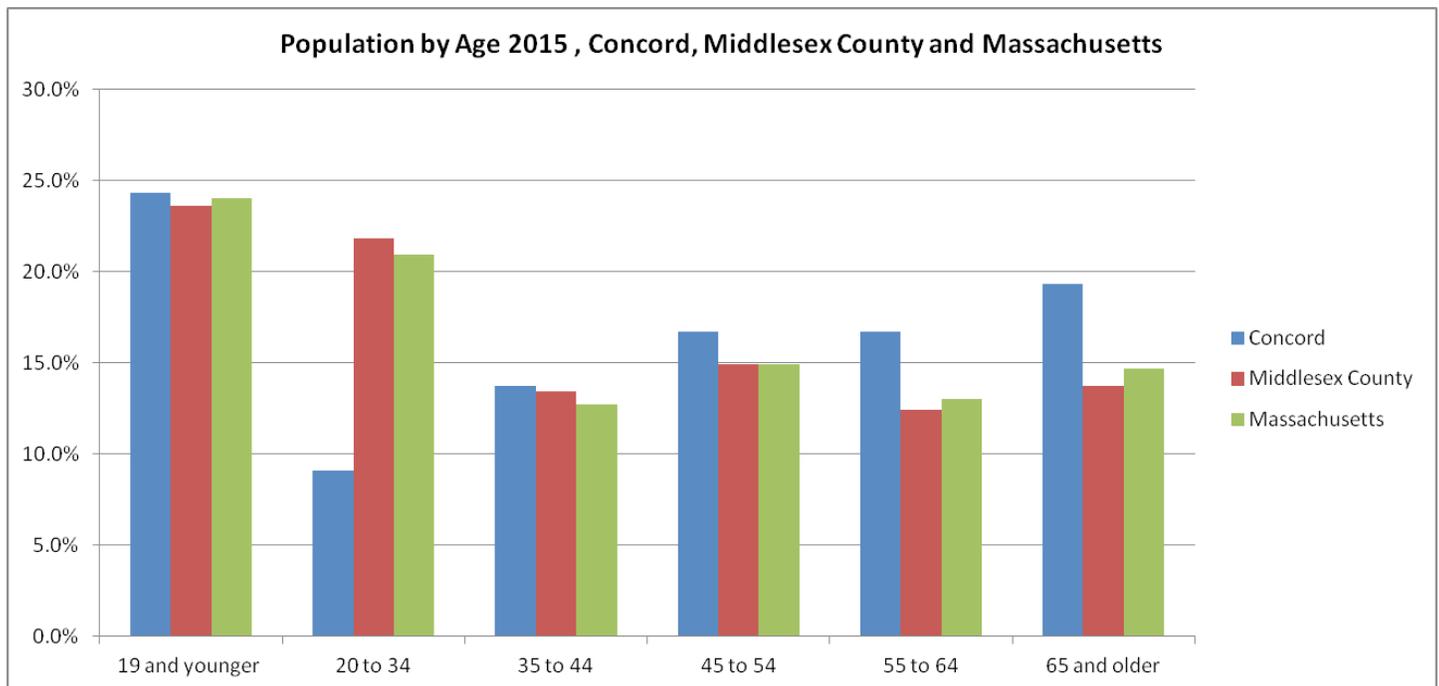


Figure 3. 2015 Population by Age for Concord, Middlesex County and Massachusetts (Source: 2015 American Community Survey Data)

CLRP Age-friendly communities

As Concord’s population ages and people stay healthy and active longer, our community must adapt. Well-designed, livable communities promote health and sustain [economic growth](#), and they make for happier, healthier residents — of all ages. This concept is known as being an “age-friendly community”. Age-friendly communities strive to better meet the needs of their older residents by considering the environmental, economic, and social factors that influence the health and well-being of older adults and to develop programs that seek to allow older adults to stay in their communities and “age in place.”

The World Health Organization (WHO) supports a framework of “active aging” through age-friendly cities and towns. This framework looks at the determinants of active aging (e.g., social, economic, behavioral, personal, etc.) along with other age-friendly aspects of communities (e.g. transportation, housing, social participation, outdoor spaces, etc.). Communities may consider several pathways to become more age-friendly, such a joining an age-friendly network or adopting evidence-informed models that support healthy aging across the lifespan. Each city or town may explore the approach that works best for its community.

One option that the Town is pursuing with its regional communities in the MAGIC sub-region is the [AARP Network of Age-Friendly Communities](#), which is the U.S. affiliate of the WHO network. Concord has already applied for and been accepted into this network and will continue to participate with the MAGIC communities in researching issues, pursuing solutions and sharing information in a coordinated manner.

Table 1 summarizes several well-being indicators for Concord, Middlesex County, and Massachusetts with Concord exceeding the county and state for all measures. Concord’s overall well-being indicators show a prosperous town in comparison to the county and state.

Age-Friendly Communities

In February 2018, the Town of Concord joined the AARP Network of Age-Friendly Communities, an affiliate of the World Health Organization’s Age-Friendly Cities and Communities Program. Members of this network have made a commitment to actively work toward making their community a celebrated place for people of all ages and to follow recommendations for improving quality of life around eight domains:

- Outdoor Spaces and Buildings
- Transportation
- Housing
- Social Participation
- Respect and Social Inclusion
- Civic Participation and Employment
- Communication and Information
- Community and Health Services

Indicator	Concord	Middlesex County	Massachusetts
Unemployment Rate, 2016 Annual Average	2.7%	3.0%	3.7%
Median Household Income, 2015	\$134,036	\$85,118	\$68,563
Poverty Rate - All Residents, 2015	5.6%	8.3%	11.6%
Child Poverty Rate, 2015	4.6%	9.2%	15.2%
Percent of Population 25+ with Bachelor’s Degree or Higher	67.9%	52.0%	40.5%
Self-Employment Rate, 2015	12.2%	6.5%	6.1%
Employed in management, business, science, or arts occupations	74.0%	53.4%	44.2%

Table 1. Household and Resident Well-Being Indicators for Concord, Middlesex County and Massachusetts
(Source: 2015 American Community Survey data)

HIGHLIGHTS OF TRENDS IN CONCORD

These highlights are organized according to the Section 4 plan elements with the addition of Schools and Sustainability as separate categories.

Cultural + Historical Resources

Concord is known regionally, nationally, and internationally for the sheer quantity and diverse range of historic and cultural resources in town. These assets are a large part of what sets Concord apart from its neighbors. The town is home to many cultural institutions, organizations, and programs that are wide-ranging, such as the Concord Chorus, 51 Walden, Concord Center for the Visual Arts, the Orchard House, Concord Museum, the Umbrella, and Concord Youth Theatre, to name a few.

The historical organizations and the Town's Historical Commission and Historic Districts Commission are well-established and provide significant amounts of publicly accessible information. Commissions, organizations, and community members effectively manage preservation issues and share concerns regarding the possible unintended effects of new policies and programs related to infrastructure projects and private development.



The Umbrella Arts Center

Significant Shift in Household Composition Toward Senior Population

Concord had an estimated 6,876 households in 2015, a 13% increase since 2010, with an average household size of 2.52. The estimated number of households grew at a faster rate than population in part because the estimated average household size has declined (from 2.56 in 2010 to 2.52 in 2015). The smaller household trend supports the [Metropolitan Area Planning Council](#) (MAPC)'s population projection that by 2030, 34% of Concord's population will be 65 years old or older (up from 20% in 2010), and the school-age population will decrease to 14% of the population (from 20% in 2010). This significant shift will require special planning to address housing, transportation, and service needs as well as economic equity in distribution of town financial resources (e.g. more door-to-door transportation, housing options to downsize or age in place, additional COA space, and increased COA outreach and nursing services). See Plan sections 4-3, 4-5 and 4-7.

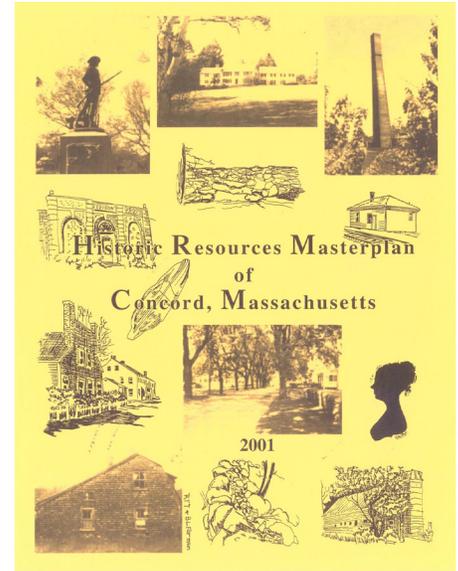
Key household characteristics for Concord are:

- Concord's estimated homeownership rate was 77% in 2015, compared to 62% for both Middlesex County and Massachusetts.
- Families constituted 72% of Concord households versus 64% for the county and state.
- Among Concord households, one-third included persons 18 or younger, compared to 31.3% and 35.1% for Middlesex County and Massachusetts, respectively.
- For households with a person over 60, the discrepancy in 2015 was greater with Concord's share at 48.5%, Middlesex County at 30.4% and Massachusetts at 37.1%.
- Concord stands out with 31% of households with incomes of at least \$200,000—far above 13.4% for Middlesex County and 8.9% statewide.
- Consistent with its high incomes, Concord's poverty rate is low at 5.6%, compared to 8.3% for Middlesex County and 11.6% for Massachusetts. Unlike the county and state, Concord has a lower child poverty rate (4.6%) than its overall adult poverty rate.

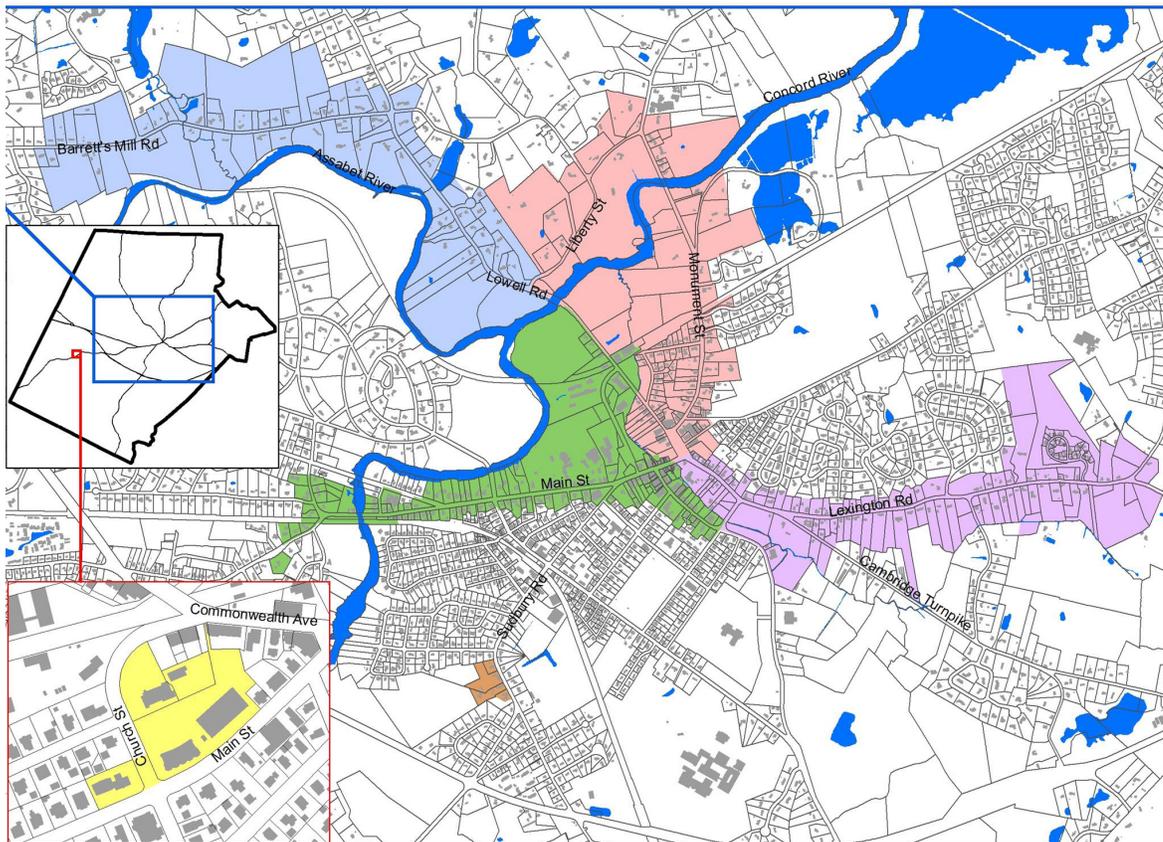
Source: 2015 American Community Survey data

According to the Massachusetts Cultural Resource Information System (MACRIS) data maintained by the Massachusetts Historical Commission (MHC):

- There are 1,925 historic resource records for Concord:
- of which 136 are multi-building areas and 1,635 are individual buildings
 - 104 are “structures,” such as bridges, mausoleums, fences, walls, gates, road/path systems, fields, etc.
 - Three Districts and 24 other sites are on the National Register, including six National Historic Landmarks.



2001 Historic Resources Masterplan



Historic Districts

- American Mile
- Barrett Farm
- Church Street
- Hubbardville
- Main Street
- North Bridge/Monument Square



April 2016

Figure 4. Town of Concord Historic Districts Map. (Source: Town of Concord)

Other key highlights of Concord's historic resources:

- There are six Local Historic Districts (see map in Figure 4).
- The 2016 Demolition Review Bylaw covers buildings outside of the Local Historic Districts built before 1941 and on the National Register or State Register or in Concord's Survey of Historical and Architectural Resources, which is the Town's record of historic structures and areas of historic interest.
- Approximately 1 in 5 (20%) of Concord's 8,374* buildings are surveyed, listed, or protected in some way.
- Open spaces, farmland, and archaeological sites are included as historical resources.

* Source: Town of Concord GIS data

The Town adopted the state's [Community Preservation Act \(CPA\)](#) legislation in 2004 to help preserve open space and historical sites and create [affordable housing](#) and recreational facilities. Since 2005, over one-third of the total allocation of CPA funds (over \$19.7 million) has been spent on historic preservation projects, which has been invaluable to preservation efforts in Concord.



The Old Manse

(Source: www.mass.historicbuildingsct.com)

Economic Vitality

The economic health of Concord includes not only the financial health of businesses and employees, but also the tax base contribution to the Town for supporting its services, programs, and policies.

Economic Base and Workforce

Concord's overall economic base from 2005 to 2015 was not as strong as compared to Middlesex County and the state. Concord also experienced shrinking employment in several key fast-growing regional sectors including Education and Health Services and Professional and Business Services. Its major areas of employment growth during this period were Leisure and Hospitality as well as Government.

Concord's labor force, on the other hand, is highly educated (68% have a bachelor's degree or higher) and concentrated in high-skill and well-paying occupations (74% work in management, business, science, and arts occupations), which contributes to the town's high household income distribution.

Other key observations about Concord's economy and workforce:

- The town lost 6% of its job base between 2005 to 2015 whereas the county grew by 11% and the state by 8%.
- Concord's 2015 employment is heavily concentrated in Education and Health Services (40%) compared to 24% for the county and state. Despite strong regional growth, Concord saw a decrease in employment in this sector.
- Professional and Business Services and Leisure and Hospitality account for another 30% of Concord's 2015 employment, with the former sector losing jobs and the latter sector growing.
- Concord has a 12% self-employment rate (two times that of the county and state).
- Concord employers depend heavily on workers who reside elsewhere.

The town's highly educated workforce does not match workers with the diverse set of needs of Concord's employers. Businesses and employers have found it challenging to attract needed workers from other communities in part due to limited public transportation options and services.

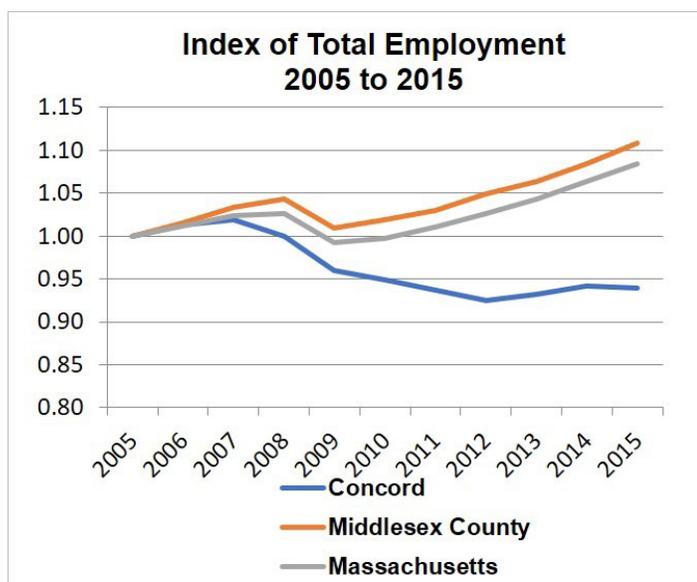


Figure 5. Concord, County, State Employment Index Comparison (Source: 2015 Community Survey Data)

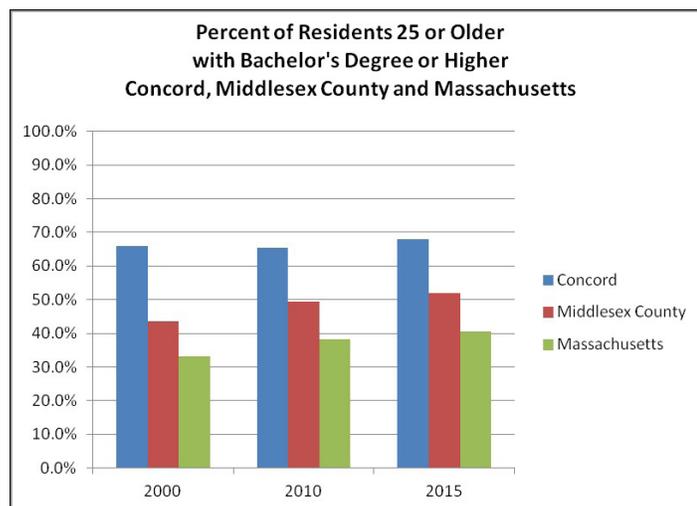


Figure 6. Education Comparison by Town, County, State

Property Tax Base

Concord has the lowest tax rate and highest FY2017 total assessed valuation among its adjacent communities (Acton, Bedford, Carlisle, Lincoln, Maynard, and Sudbury) for both residential and commercial property but has lagged its neighbors in the rate of growth in total valuation and Commercial, Industrial, Personal Property (CIP) valuation since FY2003. Other observations about the town's property tax base:

- Concord's assessed valuation is more than \$1.5 billion above Sudbury, which is the second highest among neighboring communities.
- Concord has the second highest Commercial, Industrial, Personal Property (CIP) valuation compared to neighboring communities, below Bedford which is 38% higher.
- Concord and Sudbury had the highest total assessment value growth from FY2003 to FY2017, both increasing by \$1.57 billion.
- Concord's rate of assessment growth, at 35.5%, was lower than all of its neighbors other than Lincoln, which grew by 22.1%.
- Residential property has accounted for almost all (98%) of Concord's assessment growth since FY2003.



The Bradford Mill shared Workspace in West Concord

Housing

As of 2017, Concord has approximately 7,300 units of housing. With the approval of Concord Mews in 2011, the Town is currently in compliance with the 40B requirements, having over 10% of its year-round housing stock as affordable housing. However, according to the Regional Housing Services Office, the town may fall below the 10% threshold by 2020 depending on the status of the Junction Village assisted living development. (It is important to note that while Concord currently has met the state 10% affordable requirement, not all counted units actually fall within affordable guidelines. For example, while 25% of Concord Mews units are affordable, all 350 units are counted on Concord’s subsidized inventory because they are renter-occupied. The actual number of truly affordable units in Concord is closer to 5.3%).

Key highlights regarding the 7,300 (approximate) total housing units in Concord:

- Approximately 77% of housing units are owner-occupied; 23% are renter-occupied.
- There are 74% single-family units, with approximately 140 accessory units (an additional dwelling unit within the existing house or on the same property as a single-family unit).
- 14% of units are 2–9-unit multi-family.
- 12% of units are 10+ unit multi-family.

Source: 2016 American Community Survey

Concord Area Median Income Limits (Boston-Cambridge-Quincy MSA)			
Household Size	80% AMI	100% AMI	120% AMI
1	54,750	72,380	86,850
2	62,550	82,720	99,260
3	70,350	93,060	111,670
4	78,150	103,400	124,080
5	84,450	111,672	134,000
6	90,700	119,944	143,930
7	96,950	128,216	153,850
8	103,200	136,488	163,780

Table 2. 2017 Area Median Income Limits by Household Size

Source: 80% AMI figures from HUD; 100% AMI figures from Community Preservation Act; 120% AMI figures adjusted from CPA - Concord is considered part of the Boston-Cambridge-Quincy Metropolitan Statistical Area

In concurrence with the aging demographics and continued high prices of housing in town, a greater diversity of housing price and size options was identified by the community early in the planning process as a significant issue for this Plan to address. Upon further discussion and additional feedback from community members, the concern about housing was clarified to be the desire to focus on retaining and creating housing suitable and affordable to young families, seniors, and those considered to be “workforce.”

The [2015 Housing Production Plan](#) (HPP) identified four sites as housing development opportunity areas near Concord Center, in Thoreau Street Depot Area, and in West Concord. (See Figure 21 in Section 4.3: Housing.) The 2015 HPP did not identify specific potential areas where smaller housing development such as infill, upper floor residential, or [mixed-use development](#) could occur but included recommended strategies to encourage smaller-scale housing.

²Concord’s subsidized inventory has 11.73% as counted by the state based on 804 units. However, this number includes 83 units at Junction Village, which will not count until the application to DHCD for tax credits is submitted, and 357 units of market rate rentals. Of these rentals, most are rented at market rate, outside of affordable guidelines, but still count toward our subsidized inventory. Removing the non-affordable rentals and Junction Village units reduces Concord’s SHI to 5.31%.

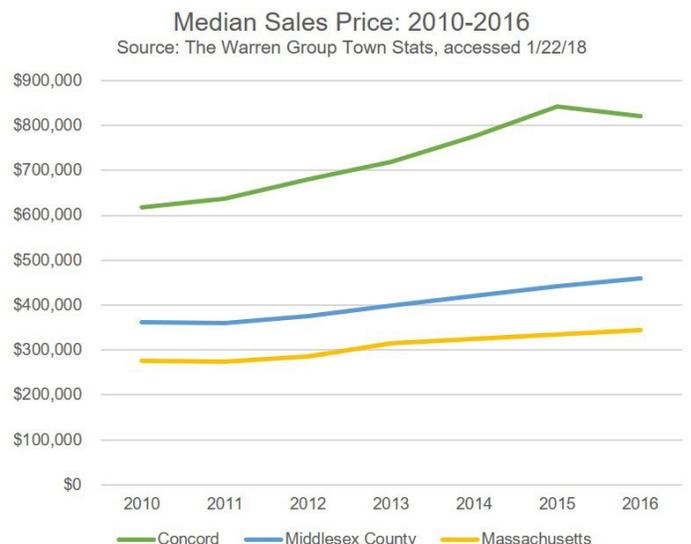


Figure 7. Comparison of Median Home Sale Prices

Land Use

Concord has long been considered a rural town composed of expansive natural resources and farmland that also includes more concentrated commercial, residential, and industrial uses near its transportation hubs – the Concord and West Concord rail stations and along major roadways. The general location of those uses has remained, though there has been more recent re-use of industrial land for commercial and residential purposes. Concord’s early zoning reflected the land uses existing in 1926, with zoning amendments made in response to comprehensive planning initiatives, changes in State infrastructure (construction of Route 2), and changing economic trends.

The Town of Concord’s zoning regulations have been regularly updated over the past ten years to match changing uses and community needs, as well as energy conservation and sustainability policies. The general allowed uses, however, have remained fairly constant.

Key highlights regarding land use:

- Although almost 95% of the town is zoned Residential:
 - » Less than 40% of land is used for residential.
 - » The [2015 Open Space & Recreation Plan](#) categorized approximately 59% of land as Public and Private-Owned Open Space (of which 39% is protected*).
- Just over 4% of land area is zoned for all Business, Medical, Industrial, and Limited Industrial uses.
- Existing land uses in Concord include natural areas/ open space and civic/institutional uses, as well as commercial and industrial uses, but do not exactly match existing zoning categories.

*Source: 2015 Open Space & Recreation Plan

Mobility + Transportation

Key transportation highlights include:

Traffic

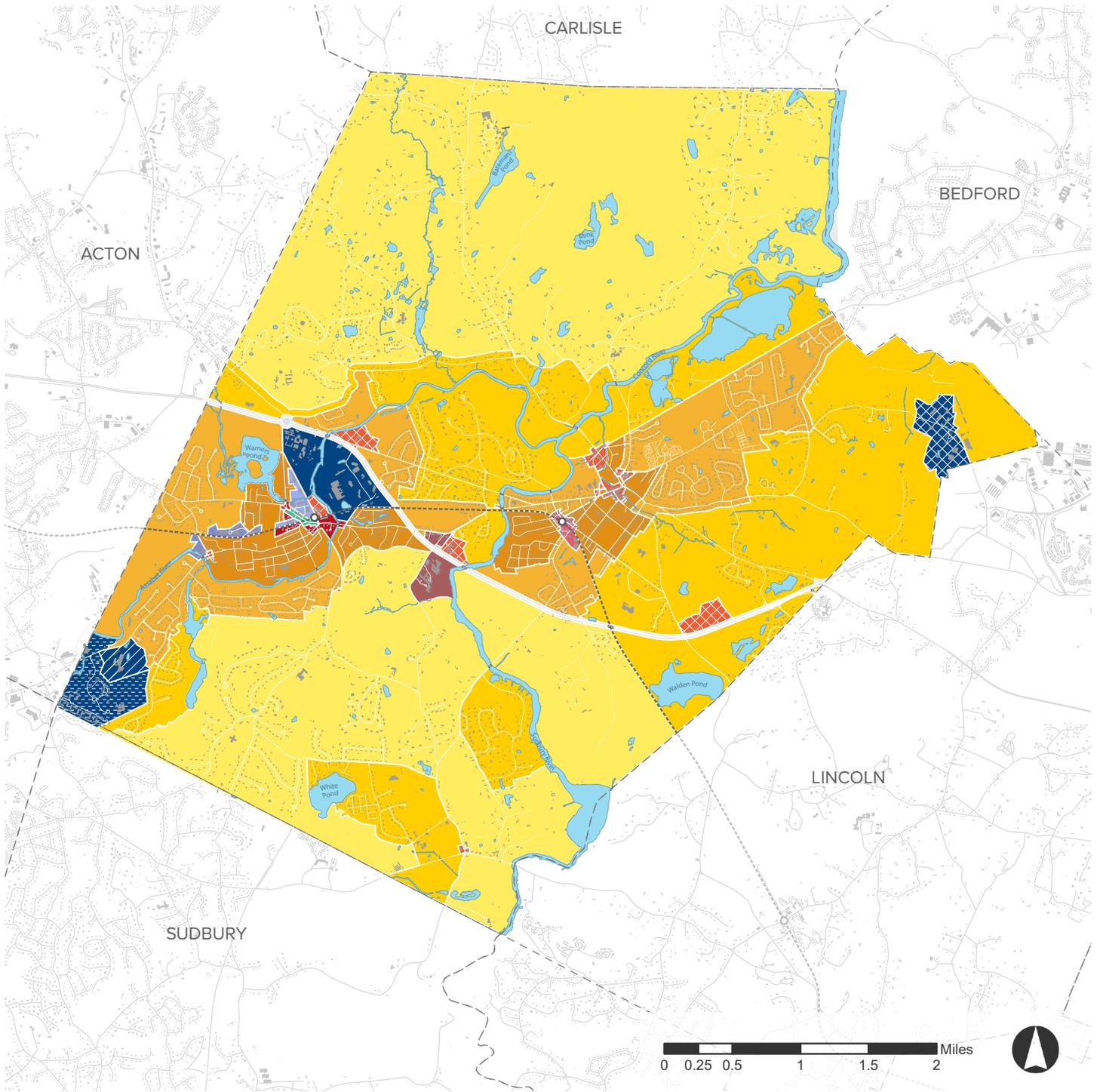
- Concord has excellent regional access through a strong roadway network consisting of Routes 2, 62, and 117, and major roads including Lowell Road, Elm Street, Cambridge Turnpike, and Lexington Road.
- Concord’s early road layout is based on the desire to bring traffic through the center of town (a spoke and wheel design). People perceive that there have been increases in congestion on major roads due in part to increased use of navigational applications (Google Maps, Waze, etc.) by commuters from neighboring towns.

Parking

- In the [2013 Parking Analysis](#) by Nelson/Nygaard, the existing number of parking spaces in Concord Center and West Concord Study Areas was deemed sufficient for the demand, with recommendations for improved shared parking and management.
- The community has noted changing parking needs in West Concord since 2013 due, in part, to recent local redevelopment projects.

Public Transportation

- The primary public transit option is the Fitchburg commuter rail line stopping at Concord Depot and West Concord Station and connecting to downtown Boston. There are ten bicycle spaces at each station.
- A private company – Yankee Line, Inc. – runs two commuter buses to downtown Boston and back on weekdays.



Zoning

- | | | | |
|-------------------------|---------------------------|---------------------------|-------------------------|
| Business | Industrial Park B | Nine Acre Corner Business | Thoreau Depot Business |
| By-Pass | Limited Business | Residence A | West Concord Business |
| Concord Center Business | Limited Industrial Park 1 | Residence AA | West Concord Industrial |
| Industrial | Limited Industrial Park 2 | Residence B | West Concord Village |
| Industrial Park A | Medical Professional | Residence C | |

Figure 8. Zoning Map Source: (Town of Concord GIS)

Private vehicles

- According to the 2017 Excise Tax data, there are approximately 17,400 private vehicles in Concord, equating to more than 2.5 vehicles per household.

Pedestrians and Bicycles

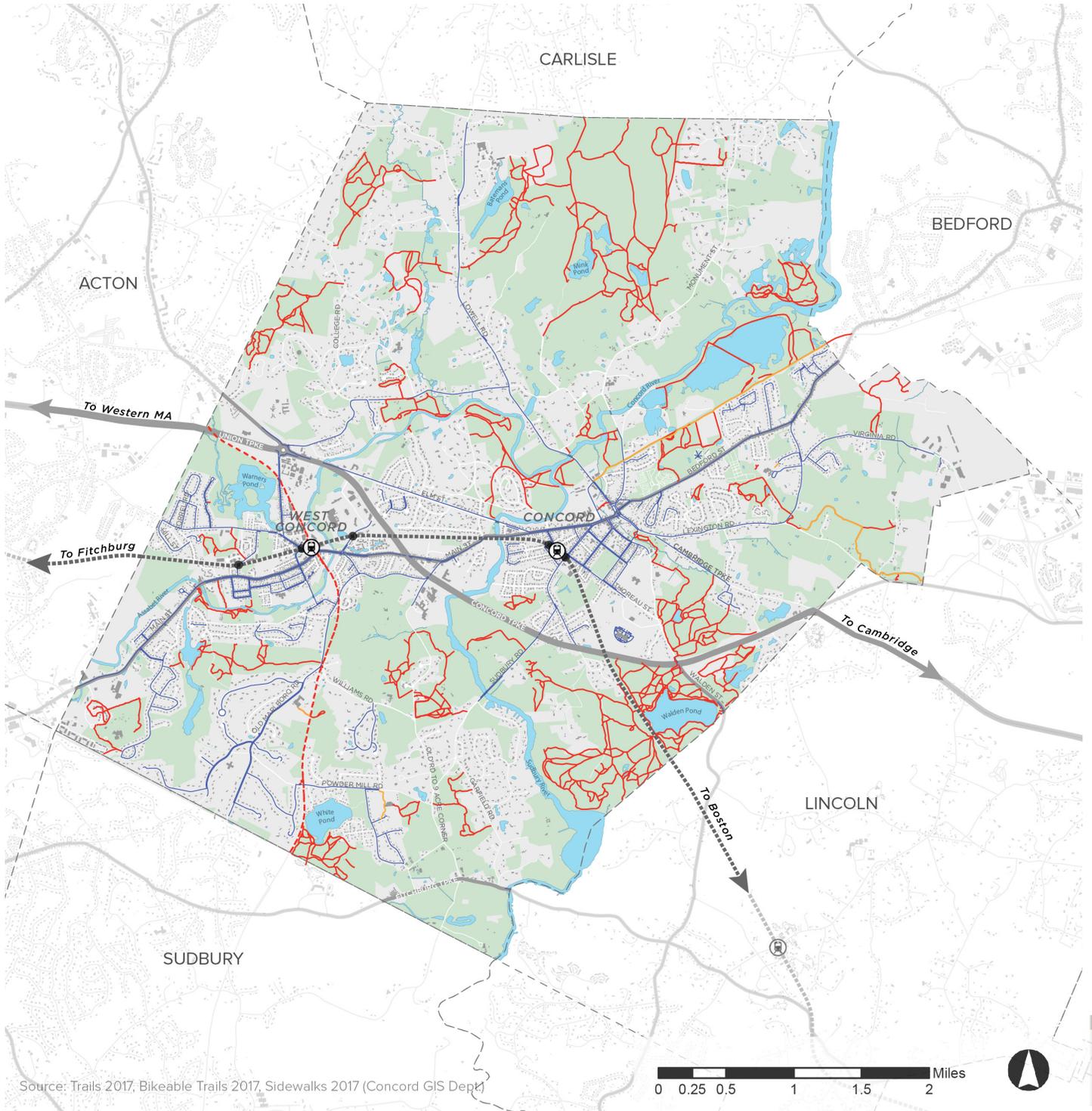
- The character and width of Concord's streets vary greatly throughout the town; only select roadways can be improved to accommodate [Complete Streets](#) design.
- Sidewalks exist along many roads but complete coverage is not provided in all neighborhoods.

Shuttles

- Concord's Council on Aging operates a weekday van/shuttle transportation service for seniors.
- MBTA's RIDE is available for those eligible to receive this service.
- FISH (Friends in Service Helping) of Concord is a volunteer-operated transportation service in Concord by appointment and available to those who cannot drive.
- There are other van/shuttle services run by nonprofit groups for clients or private transportation companies, e.g., Lincoln Concord Coach.
- There are local private shuttles in use for Emerson Hospital, MinuteMan ARC, and Newbury Court Senior Living Community.

Some issues or areas of focus include:

- Moving in and around Concord today is more than just accommodating single occupancy vehicles passing through town. While the town's rural and suburban nature means less [density](#) to support public transit, the community has recognized several transportation issues that, if addressed, may improve quality of life and [environmental sustainability](#):
- Reduce congestion due to through traffic.
- Improve intra-Concord travel (times).
- Expand mobility options to allow better accessibility for the non-driving population and to reduce vehicle trips.
- Increase pedestrian and bicycle connection improvements for accessibility and safety.
- Enhance parking availability and management near commercial centers.
- Increase sidewalk access for safety near schools.
- Adopt a Complete Streets approach when improving local roads.



Source: Trails 2017, Bikeable Trails 2017, Sidewalks 2017 (Concord GIS Dept)

Transportation + Circulation

- Commuter Rail (Fitchburg Line)
- Route 2 / Concord Turnpike
- Other Major Roads (Class 3)
- Trails*
- Planned Bruce Freeman Rail Trail
- Bikeable Trails
- Sidewalks
- 🚆
 Commuter Rail Station
- Railroad Crossing

* Source: Town of Concord Division of Natural Resources

Figure 9. Transportation and Circulation - Major Roads, Commuter Rail Access, Sidewalks, and Trails Map
 (Source: Town of Concord GIS)

Open Space + Natural Resources

Concord has an array of open spaces and corridors supporting a diversity of natural resources, with their benefits to the town varying depending on type of land and location. One of the defining characteristics that makes Concord unique is the abundance of natural resources due in part to its location within the floodplains of three major rivers, with Concord boasting a higher than average density of natural plant communities and rare species. Open agricultural fields contribute to the natural resources in Concord, providing sustainable food production, rural vistas, and a connection to Concord’s agricultural history.

The Natural Resources Commission has two primary goals— (1) to acquire land for conservation and passive recreation purposes, and (2) to steward the Town’s natural resources. Other Town commissions and committees, including the Historical Commission, Recreation Commission, Agriculture Committee, and West Concord Advisory Committee, have interests in the protection, accessibility, and appropriate use or non-use of the town’s open and natural spaces.

The benefits of Concord’s long history of conservation show that approximately 59% of the town’s land is considered open space, as described in the 2015 Open Space & Recreation Plan, with 39% of that open space permanently protected. The plan includes the Open Space Framework, which emphasizes the importance of seeing the big picture while also taking into account the finer details of the landscape. The town’s network of large open space areas and major corridors is shown in the map below and parcels identified as priorities for protection are primarily those that contribute to these large natural areas, large agricultural areas, or wildlife and water-protection corridors.

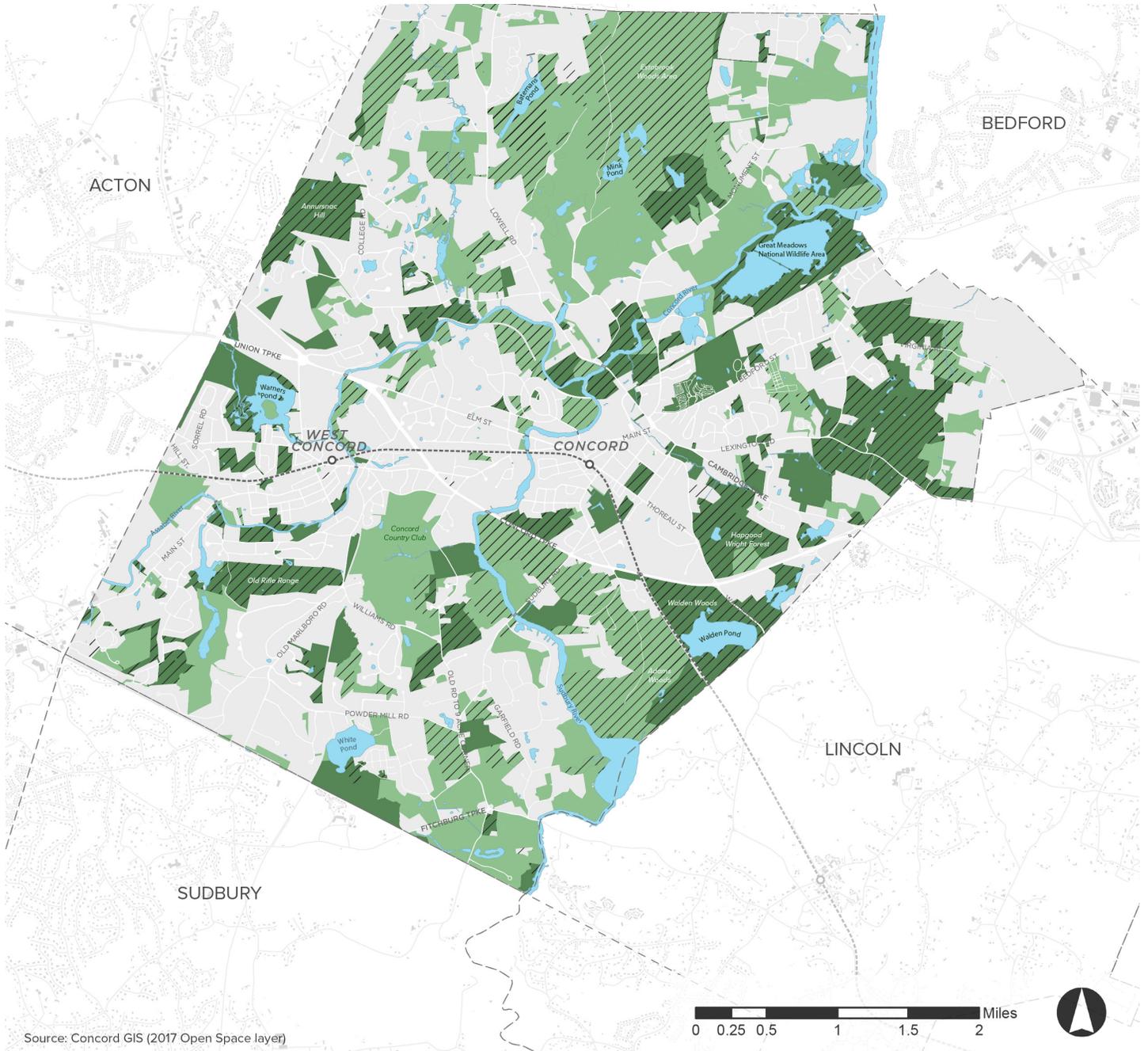
Open space is land that is primarily undeveloped (has few or no buildings or other built structures), is under public or private ownership, is permanently or temporarily protected from development and may or may not be publicly accessible. For the purposes of this plan publicly owned open space includes: conservation, agricultural, water supply, and recreational lands. Privately owned open space includes: Chapter 61 agricultural, forestry, and recreational lands (such as golf courses and sporting clubs), and properties with [Conservation Restrictions](#). Private open space may or may not include public access, subject to landowner permission.

Permanently protected land is land that is restricted from further development in perpetuity (such as with a Conservation Restriction or Agricultural Preservation Restriction) or has been acquired with funds designated to permanently protect a resource. Such land cannot be reconsidered for development without Town Meeting and State Legislative authorization to remove the permanent protection. Protected land is essential to Concord’s appearance, economy, and well-being. Conservation land helps maintain the town’s character, provides adequate land area for outdoor recreation, and protects important wildlife habitat. Protected farmland provides a permanent base on which present and future farm businesses depend. Protected land also ensures clean water for wells and reservoirs supplying Town drinking water.

How many acres are “permanently protected”?

There is a total of **5,379 permanently protected acres** in Concord (information compiled from 2015 Open Space & Recreation Plan plus acquisition and development since 2015):

- Federal land (Minute Man National Historic Park and Great Meadows Wildlife Refuge) **637 acres**
- Commonwealth of Massachusetts (Walden Pond State Reservation and Department of Corrections Article 97 land) **461 acres**
- Town of Concord – Natural Resources Commission **1,410 acres**
- Town of Concord – Recreation Commission **37 acres**
- Town of Concord – Concord Public Works Water Division **136 acres**
- Land with Agricultural Preservation Restriction (both private and public) **173 acres**
- Private land with Conservation Restriction **1,629 acres**
- Private Land Trust **896 acres**



Open Space + Public Access

- Publicly-Owned* Open Space
- Publicly-Accessible Open Space***
- Privately-Owned** Open Space

* Federal, State, Municipal, and Public Nonprofit lands.

** Ch. 61, Ch. 61A, Ch. 61B, Conservation Organization, Land Trust, Private Nonprofit, and Private for profit lands.

*** Source: Town of Concord Division of Natural Resources

Figure 10. Open Space + Public Access Map (Data Source: 2017 Open Space Layer, Town of Concord GIS)

In addition to the scenic beauty that conserved lands and open space contribute to the Concord landscape, these spaces also contribute to the local ecosystems. Wetlands and woodlands play an important role in groundwater recharge and stormwater mitigation and many recent studies have suggested placing monetary value on such services. For example, intact wetlands serve a multitude of ecosystem services, which include filtering contaminants from surface waters, recharging groundwater aquifers, and reducing the downstream flood impacts of major storms. Additionally, natural areas serve as carbon sinks, sequestering carbon emissions that would otherwise further contribute to climate change. It is therefore important that natural lands and resources be considered for their potential to provide ecosystem services as well as the ecological, cultural, and recreational value that they offer.

Four major goals are identified in the 2015 Open Space & Recreation Plan, based on resident feedback, analysis of resources, and previously stated goals. These include:

- Protect water resources and biodiversity.
- Improve connectivity and access to recreational resources.
- Protect agricultural land including fields, meadows and orchards.
- Improve collaboration and management.



Concord is known for its abundance of agricultural land and preserved open spaces which contribute greatly to the town's character.

Public Facilities + Infrastructure

Comprehensive integration of public facilities/services and available infrastructure are important considerations for the Town. Changes in development, population, and/or use of properties in Concord will have an impact on existing facilities and infrastructure, so these factors must be considered in future planning recommendations.

Public Facilities

Concord still maintains the public facilities identified in the 2005 CLRP (see appendix Q) and has added additional properties since then, including:

- New School Bus Transportation & Maintenance Center (214Y Main St./37 Knox Trail).
- New solar array project located at 777 Walden Street.
- 55 Church Street office building (Council-on-Aging, Human Services, and Recreation).
- New regional high school and playing fields.
- Assessor's office building at 24 Court Lane.
- Cemetery office building at 361 Bedford Street.
- Marshall Farm at 171 Harrington Avenue.
- Barretts Mill Farm at 449 Barretts Mill Road.

Some issues or areas of focus include:

- As technologies advance and demand for services increase and/or change, the existing facilities may need to be upgraded or reconfigured.
- Town offices and facilities buildings are dispersed and could be reviewed for more efficient operations.

Energy + Power

The Concord Municipal Light Plant (CMLP) has been providing electricity for developed properties in town since the 1890s. Along with providing power, the CMLP has been working to add additional services, such as broadband. The Town also has two solar installations providing local renewable energy sources: one near Knox Trail Road on the Concord/Acton border, and the second at 777 Walden Street. Concord is working to enhance sustainability through its sourcing choices. In 2017, the Light Board voted to move to 100 percent non-carbon power by 2030. Today, about 12% of Concord's power supply portfolio is renewable energy. CMLP is now shifting its supplies from conventional to carbon-free power such as solar, hydro, wind, nuclear, and others. For example, CMLP purchases wind energy from Spruce Mountain and hydro energy from Brown Bear, both in Maine. As gas-based energy contracts expire, new contracts will provide opportunities to incorporate non-emitting electricity sources. While the share of green energy in the power supply grows, CMLP will also purchase Renewable Energy Certificates (RECs) to offset emissions from remaining conventional power. The purchase of RECs and the addition of renewable energy to the local power supply adds value to CMLP's service and demonstrates CMLP's commitment to sustainability.

Some issues or areas of focus include:

- Establishing a rate schedule that enables the purchase/retiring of RECs
- Consideration of future business models that decouple cost recovery from volume of sales
- Enabling additional distributed grid services to consumers (e.g. demand management, onsite storage, green power sales) while retaining overall grid reliability and management



Concord Municipal Light Plan - Completed August 2017

Wastewater System

The centralized sewer system in Concord includes eight wastewater pumping stations, 33 miles of sewer mains, and the Concord Wastewater Treatment Plant (WWTP). Just over one-third of the developed parcels in town are connected to the centralized wastewater collection system.

The first phase of recommended sewer extensions from the [2003 Comprehensive Wastewater Management Plan](#) (CWMP) have been designed and constructed. The Town also completed an Integrated Planning Initiative in February 2009 to confirm potential future flows and projections from potential future redevelopment in sewer serviced areas and Village Overlay Districts.

Some issues or areas of focus include:

- While the Town’s Wastewater System has been able to maintain high levels of service to date, it may not be able meet future demand without implementation/ construction of phased recommendations from the CWMP.
- There are opportunities to explore using graywater where possible, which would reduce demand on water and reduce reliance on sewage treatment.

Water System

Concord has an extensive drinking water supply system with approximately 95% of the developed parcels connected to the centralized water system and a well-established water conservation program.

Some issues or areas of focus include:

- Continue education and other efforts to encourage water conservation.
- Consider resiliency implications in water system planning to ensure equitable use of limited water resources.

Stormwater + Drainage System

The Town has completed a Stormwater/Drainage Master Planning (SWMP) effort and is currently in a five-year implementation phase. It also has integrated requirements for stormwater management (water quality and quantity) into project reviews for proposed development and re-development submittals.

Some issues or areas of focus include:

- Integrate concepts of resiliency planning

Roadways + Sidewalks

Concord has 141 miles of roads within the town, including state roads (from Town GIS data), and almost 60 miles of sidewalks. Concord Public Works maintains 107 miles of roadway and follows a regular schedule for update and repair, looking to add Complete Streets design features, where possible, for increased safety and multi-modal capacity. The State is responsible for maintaining approximately 12 miles of roadway (Routes 2 and 2A).

Some issues or areas of focus include:

- While there is a desire to create a more walkable and bicycle accessible town, the historical character of some roads may not lend themselves to design improvements.
- Develop a Complete Streets policy

Social Services

Beyond the physical infrastructure within the town, the ability of the Town and nonprofit organizations to support a network of social services and financial assistance for residents is integral to the health of the community. Concord has a rich yet informal network of public, nonprofit, and private groups and organizations that provide an unusually wide range of social services and financial assistance. Several providers have shared immediate concerns and trends:

- Social services and financial assistance providers are stretched thin with increasing numbers of requests. These groups are anticipating a surge in demand for services as the town's population ages and remains in the community.
- While it has been a long-standing goal to help people remain in town, there is a disconnect between simply providing affordable housing and the social and health services that can make this goal a reality.
- Transportation and connectivity should be a major consideration for location of housing and services. Lack of transportation options as well as social isolation impacts all age groups.
- Desire for diversity must be coordinated with services and infrastructure to support varied community needs. Isolated development on the outskirts of town can also impact public safety service and response times.

Schools

Quality of schools is typically the number one concern/issue in surveys of town residents. The School Districts have identified the need for a new middle school, a yet-to-be-determined use of the remediated land at the High School, and ongoing maintenance needs of school facilities. The Finance Committee and School Committees meet several times annually as budgets are developed. Collaboration on strategies to balance resources among Town needs, including maintaining Concord's high quality public school education, is an ongoing process. This plan supports the collaborative efforts between Town Departments and the School Districts to constantly define the appropriate balance between needs and resources and to plan proactively for future capital needs.

Some issues or areas of focus include:

- Understanding the relationship between a strong school system, property values, and tax rates.
- Concord and Concord-Carlisle have made significant infrastructure investment in the two school districts; it is generally accepted that the quality of the elementary schools and the high school far exceed that of the aging middle schools.
- Careful capital planning is required to balance existing debt service with other capital needs including a new middle school.
- A community consensus on the path forward for a new middle school is a high priority.
- Exploring opportunities to share resources between the town and the schools.
- The schools are at capacity in 2018; managing or addressing growth or decline in school population in the future.³

³ Student enrollments are projected to remain relatively flat over the coming decade according to the New England School Development Council; however, ACS survey data presented earlier suggests a larger demographic shift that may reduce the fraction of total population that these student enrollments represents.

Fiscal Planning

The Town of Concord has been diligent in remaining fiscally responsible in light of significant changes in demand for services, programs, and infrastructure, as well as the adoption of new policies and technology, and continues to maintain its Moody's AAA rating. The 2016 Town Government Survey indicated that while residents are satisfied with the quality of services, public facilities, and infrastructure, there are significant concerns regarding the high cost of living in Concord. Strong and continually rising property values, particularly for residential uses, are a result of the high demand and desirability for housing in town but are also a source of apprehension for those long-term owners who have difficulty paying property taxes on significantly appreciated homes.

The high quality of the schools in Concord is a key factor in the town's appeal to families. With over two-thirds of the Town's budget directed towards the schools, balancing Town and school budgets while providing equity in Town services for all age groups of residents is an annual discussion point as there will be a significant shift towards a senior population.

Concord has continued to adopt new policies, particularly in regards to environmental sustainability, as highlighted in the Sustainability section here and in Section 2. These policies have been adopted to provide effective long-term change in the community's impact on the environment. While a majority of the policy recommendations are projected to create cost savings, there may be short-term, immediate costs that need to be planned and budgeted for without impacting other necessary Town services and infrastructure.

Some issues or areas of focus include:

- The need to understand the full impact of new policies and requirements to ensure that decisions are made with the best and most complete information including near term and long term fiscal implications.
- A longer-term perspective is needed for annual budget planning that recognizes the future budget impact of one-time costs as they are carried forward and compounded over a decade or more (including staffing and retirement expenses) but also savings that only accrue over a decade or more.

SUSTAINABILITY

Sustainability has several different definitions with the most familiar being environmental sustainability. However, sustainability is better viewed as a more comprehensive term, requiring qualifiers including economic and [fiscal sustainability](#) as well as sustainability of housing and social services, infrastructure, and other Town services and programs. Envision Concord considers sustainability to be a common thread through all components of its planning process. For this reason, there is no separate plan element in Section 4 articulating sustainability facets of the Plan. Each element, as well as actions and strategies, have been assessed through a sustainability criterion as described in Section 2 – The Vision in Practice: Community Criteria for a Systems Approach.

The Town of Concord prides itself on being a frontrunner in advancing environmental sustainability policies that influence town services and decision-making. The Town's aggressive environmental sustainability goals include a 25% reduction in greenhouse gas (GHG) emissions by 2020 and an 80% reduction by 2050 from 2008 levels. Additionally the Town has a goal of 100% non-carbon emitting electricity by 2030. While the Town has been rapidly working towards its energy conservation goals, the positive and negative fiscal impacts on the Town and community must be continually studied and evaluated.

In addition to setting the ambitious climate goals above, the position of Director of Sustainability for the Town was created and a director was hired in 2017. In 2018 the Climate Action Advisory Board (Advisory Board) is being established to advise the Director of Sustainability and the Town on strategic implementation of these energy goals and town-wide climate goals.

Concord has several existing sustainability initiatives in addition to the Light Plant initiatives described above:

- Solar PV rebates; electric heat weatherization rebates; free home energy audits
- Hybrid vehicles in the Town fleet
- BigBelly Trash Compactors
- Concord Solar Farm at capped landfill (777 Walden Street)
- Composting operations and paint recycling at capped landfill (777 Walden Street)
- Water savings rebates
- Retrofit programs for lighting; Discounted HVAC equipment
- Plastic Water Bottle Ban, Plastic Bag Ban, and Polystyrene Ban Bylaw

The Director of Sustainability is expected to manage existing initiatives and advance proposed initiatives, which include:

- Analyze and report on the Town's greenhouse gas emissions; work with Town departments and committees to develop climate action plans to achieve short- and long-term climate goals,
- Develop plans to reduce environmental impact of the built environment through community engagement, zoning and other policy changes, incentives and rebates, etc.,
- Work closely with Concord Municipal Light Plant to increase renewable energy production, reduce emissions from the electricity supply and incentivize electrification of vehicles and heating and cooling, and
- Identify the community's vulnerabilities to climate change and work with Town staff, committees and community members to identify and implement solutions to improve Concord's climate resilience.

In 2018, the Climate Action Advisory Board was established to focus on strategic implementation of GHG emission reduction and town-wide climate goals including climate resilience goals and initiatives in Concord. Addressing climate change in Concord will require both mitigation (reducing GHG emissions) and adaptation (ensuring the town is resilient to impacts due climate change). Many climate actions have both GHG-reducing and climate resiliency benefits and are influenced by decisions of many boards, committees, departments, agencies, and community groups.

Resilient communities are those that learn constantly, rebound quickly, fail gracefully, operate flexibly, and ensure spare capacity of vital resources.



Concord-Carlisle High School Green Information Wall

(Source: www.concordconserves.org)

VISION FOR THE FUTURE

Vision for Concord in 2030

Concord has long been regarded by residents as an excellent community in which to raise a family and remain engaged throughout their lives. Underlying this is the community's strong focus on preserving the town's historical and intellectual character, maintaining a strong public school system, and protecting open space and agricultural and natural resources. Success in these goals has been possible due to Concord's highly effective and participatory governance structures, careful management of fiscal resources, and the strong sense of volunteerism on its many boards and committees.

Essential components of a vision for Concord over the coming decades include:

- Maintaining the services on which the community depends,
- Strengthening environmental and fiscal sustainability,
- Broadening the diversity of Concord's population and housing stock,
- Improving communications to ensure inclusion of the voices of all citizens, and
- Prioritizing opportunities to provide financial and community services in an equitable manner for all citizens.

The Town of Concord seeks sustainable growth and diversity that protects its historic and natural resources, while preserving its values, qualities, and culture.

Specifically, Concord in 2030 will have the following attributes:

- Concord's town character is maintained by protecting and nurturing historical and cultural resources, by actively maintaining open space and agricultural land use, and by preserving independent businesses in the three historic and vibrant village centers.
- Concord maintains a first-rate school system (i.e. one that continues to focus on learning for mastery and critical thinking and fosters the physical and mental health of Concord's youth) as well as a spirit of lifelong learning in all citizens.
- Concord actively fosters a healthy community for all ages by enabling local facilities to provide healthy foods, safe streets and paths, easy access to recreation, and quality healthcare.
- Concord enhances participatory governance by embracing technologies that reduce bureaucracy and enable remote participation, electronic voting, online collaboration, and more transparent deliberation and communication.
- Concord's Sustainability Principles - adopted in 2011 - are fully integrated within municipal operations and planning with a commitment to "lead by example" and achieve complete [carbon neutrality](#) of municipal fleets, buildings, and operations. The Town has adopted sustainable business models for both electric and water utilities that provide a greater range of individual consumer choices in line with environmental sustainability goals. Concord actively pursues education of citizens and utilizes fiscally sustainable incentives to change individual behavior to adopt environmentally beneficial and sustainable behaviors in all sectors, paralleling the Town's efforts to "lead by example".

- Concord actively promotes the enjoyment of the town’s natural bounty through stewardship of its wild and scenic rivers, conservation land, trail networks, and rural vistas, and pursues policies to maintain the natural environment and protect trees within neighborhoods, to increase resilience to climate change and associated problems. This includes protecting, creating, and restoring natural ecosystems and supporting the biodiversity on which the Town depends and which is required to stabilize the climate.
- Concord’s fiscal policies result in financial equity for all citizens. Expenditures for schools, open space, and other town services and amenities are balanced by expenditures for affordable housing, senior and agricultural tax exemptions, home health services, senior transportation, and other forms of assistance to maintain and support socio-economic diversity and to assure that the most vulnerable citizens have coordinated social supports to prevent their being “priced out” or “taxed out” of the town they call home.
- Concord is committed to fiscal sustainability, frugality, and self-reliance in its affairs, giving priority to investments that yield greater efficiency and provide lasting value. Every expense and procedure is examined based on necessity and efficacy. Increases in Town and school budgets take all citizens’ ability to pay into account.
- Concord’s housing retains its current character, and increasingly attracts young families and a mix of ages, ethnicities, and financial backgrounds, seeking a range of sustainable housing types, provides [workforce housing](#), and provides seniors with opportunities to downsize or age in place with adaptive floor plan revisions/[accessory apartments](#) and improved access to services, without compromising the Town’s commitments to open space or neighborhood character.
- Concord’s transportation system provides excellent regional connectivity, multi-modal intra-town connections between town centers and populated areas, and reduces greenhouse gas emissions by substantially replacing the use of personal autos running on fossil fuels with sustainable and personally-operated electric vehicles, bicycle, pedestrian, and public transit opportunities.
- Concord continues to invest in its Town-owned utilities, communications infrastructure, and public media to ensure autonomy and continuing alignment with Concord’s values of fiscal independence and free speech, ongoing investments in public works, Town-owned facilities, museums, attractions, and monuments continue to attract visitors and residents.
- Concord zoning/land use policies support a vibrant and diverse economy, including significant commercial, industrial, and technology ventures that provide local employment, reduce the need to commute, contribute significant tax revenue, and sponsor cultural and charitable endeavors. These include maker spaces, artisan live-work spaces, and startup incubators that sustain Concord’s identification with innovation, intellectual culture, and creative talent.
- Concord is a travel destination known for its revolutionary and literary histories. Visitors are vital to the economic well-being of Concord’s retail, dining, lodging, and businesses and they support Concord’s historical, cultural, and agricultural amenities and its recreational and natural attractions.



SECTION 2:

The Vision in Practice: Community Criteria for a Systems Approach



WHAT IS A SYSTEMS APPROACH?

The Town continually works to improve internal and external communications to coordinate services, programs, and projects. Cooperation and collaboration between departments, commissions, boards, and other entities, such as the business community, nonprofit organizations, neighboring towns, regional organizations, developers, public private partnerships, and the like already take place, the Envision Concord plan takes the idea of collaborative decision-making further by offering an alternative, formalized approach to increase partnerships between departments, commissions, boards, nonprofit organizations, and private entities to more effectively leverage the Town's financial resources and meet multiple goals wherever possible.

“Silos” versus “Systems”

When an idea or issue is reviewed and resolved individually, not taking into consideration impacts on, or relationships with other ideas or issues, it is often labeled as “silo” thinking. This approach is not uncommon in municipalities where staffing resources, and time and budget constraints compel departments, agencies, commissions, boards, and staff to act quickly to resolve an issue, unintentionally limiting participation to only those with known direct interest.

A broader “systems” approach attempts to consider an idea or issue at the outset for its potential to be part of a larger solution, emphasizing efficiency across Town departments, commissions, boards, and initiatives, as well as groups external to town government, to identify common interests and propose resolutions in order to meet multiple, rather than singular, goals.

A hypothetical example of a more traditional “silo” approach:

What does silo thinking look like in practice? This example explores what might happen if the Town decides to have a small pocket playground within a five-minute walk of every neighborhood in Concord to improve livability, health, and equity:

The request has been directed to Department “X” to study and implement the creation of additional small playgrounds. Department “X” would need to:

- Make an assessment through mapping exercises with GIS mapping software and data to identify neighborhoods that would need a pocket park.
- Procure six to ten ¼-acre parcels in all underserved parts of town.
- Finance from taxes or Department “X’s” budget the necessary funds for acquisition and redevelopment of each parcel at cost of ~\$1 million each.

In the example above, Department “X” is acting independently within its mandate area to achieve the stated goal of the Town. The process moves fairly quickly, involves minimal complications, and follows a clear linear path from stated goal to achieved outcomes. The expenditures to achieve the stated goal might reach upwards of \$10 million to acquire and develop all parcels and these neighborhood parks would serve the singular goal of improving recreation opportunities and health for all Concord residents.

In the context of constrained financial budgets, limited staff, and difficulty in identifying, negotiating, and acquiring land, a “systems”-type approach would start with Department “X” having a (hypothetical) directive to increase the number of small playgrounds, but would continue with the Department reaching out to other divisions, departments, commissions, external organizations, etc., to find needed, compatible uses and shared interests. In this approach, the Town would be able to meet multiple goals through one or two projects that would require the same processes of land identification, negotiation, and acquisition. Purchase and development of parcels that achieve multiple strategic goals simultaneously may offset some of the costs with multiple benefits and distribute any remaining cost burden across departments or sectors, compared with addressing each goal separately.

A hypothetical example of a “systems” approach: Improved livability, sustainability, economic resilience, health, and equity

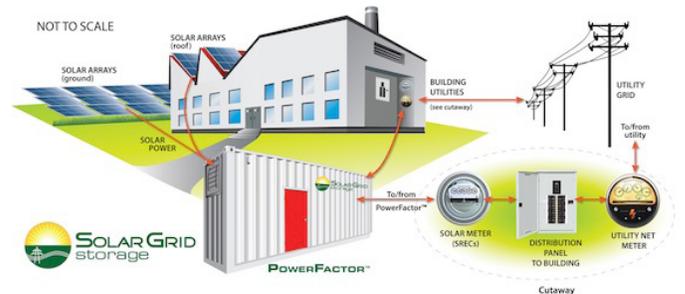
What does systems thinking look like in practice? This example explores what might happen if the Town decides to study and implement the creation of additional small playgrounds in underserved neighborhoods under a “systems” approach:

- Department “X” would gather input from all other departments, commissions, boards, and potential partners such as local nonprofits and businesses, etc., regarding their goals and interests to map overlapping or compatible/complementary interests.
- Complementary interests might highlight multi-use options for parcels to improve livability, sustainability, economic resilience, health, recreation, and equity.
- A GIS mapping study may be prepared to identify one or two locations to accommodate multiple uses, such as:
 - Playground
 - Mini-grid distributed storage and control
 - Historic landmark and cultural kiosks
 - Affordable smaller homes
 - Public transit hubs/autonomous electric vehicle (EV) charging stations/ bike racks
- The Town would work with identified partners such as local nonprofits and businesses to move the effort forward. The Departments, Commissions, and a local nonprofit “X, Y, Z” may work together to:
 - Procure one or two 3-5-acre parcels in underserved parts of town.
 - Finance from taxes or equitable portions of multiple departments’ budgets for acquisition and redevelopment of each multi-use concept.

In the example above, collaboration and information sharing between public entities, as well as outreach to nonprofit and private business and other stakeholders yields a more inclusive strategy and mutually beneficial solutions that make better use of resources and achieve multiple goals. This CLRP embodies a systems approach to planning and provides guidance on how to encourage even greater collaboration and information sharing than the current Town model.



Oak Mountain State Park Playground, AL (Source: www.alapark.com)



Solar Grid Storage System (Source: www.greentechmedia.com)



(Left) Wayfinding Kiosk. (Source: www.pinterest.com/craigkeefner/olea-kiosks/) (Right) Harry Potter Shuttlebus at Watford Junction. (Source: www.TripAdvisor.com)

COMMUNITY CRITERIA

Through significant community input and follow-up synthesis by the Committee, specific values important to the Concord community were identified as being important to all planning decisions regardless of planning approach. These values are described as Community Criteria to serve as a framework for decision-making in the CLRP and future implementation. When applied to planning goals, strategies, and Town decision-making, these criteria will ensure that both the recommendations here in the CLRP and future implementation actions are aligned with community values.

Community Criterion 1: History and Character

All elements of the plan preserve the historical, architectural, cultural, and [intellectual fabric](#) of the vibrant village centers and woodland/agricultural environs while enabling [Smart Growth](#) in line with community values. Smart Growth in the context of Concord specifically includes the community's unique perspective on preservation of woodland/agricultural character of surrounding environs, and protection of land and water resources for maintaining and increasing community resilience, with appropriately scaled upper-floor and infill mixed-use development and redevelopment in village centers.

Community Criterion 2: Livability and Values

Plan elements support continued investment in town amenities that make Concord an attractive place to live (e.g., schools, open space preservation/ land acquisitions, public health, recreational resources, superior/ environmentally sustainable infrastructure, resiliency planning, etc.), while any associated increase in tax base also ensures diversity, vibrancy, and socio-economic equity (e.g. tax fairness, affordable senior and workforce housing, social services, etc.).

Community Criterion 3: Mobility/ Accessibility

Transportation investments prioritize access to services for the most vulnerable members of the community with low-carbon options for future mobility needs; infrastructure improvements and location of public facilities and new development considers both the provision of transportation options and additional traffic impacts.

Community Criterion 4: Environmental Sustainability

All plan elements strive to (a) lead by example with carbon-neutral, carbon-sequestering, and water-efficient municipal services and are fully integrated with Town Sustainability Principles; (b) provide a fiscally sound path toward affordable investment in policies to achieve that goal; and (c) provide incentives for all Concord residents to pursue a range of individual choices to further environmental sustainability goals.

Community Criterion 5: Fiscal Sustainability

Decisions about all plan elements are made after (a) careful investigation and understanding of fiscal impact; (b) considering alternative paths for success or implementation; (c) achieving confidence that there is full awareness of unintended or ancillary impacts; (d) including a wide group of departments, boards, commissions, and others in a "systems" analysis, and (e) undertaking necessary analyses of potential or necessary cuts in other areas to offset a possible increase in spending.

USING THE CRITERIA TO SUPPORT A SYSTEMS-BASED APPROACH TO IMPLEMENTATION:

With plan implementation employing a systems-based approach, each decision will be assessed by the community criteria to evaluate its "fit" with community values and then adjusted if necessary. The cross-disciplinary criteria require various departments, commissions, and boards to collaborate and share information with others to avoid "silo" decisions and actions.

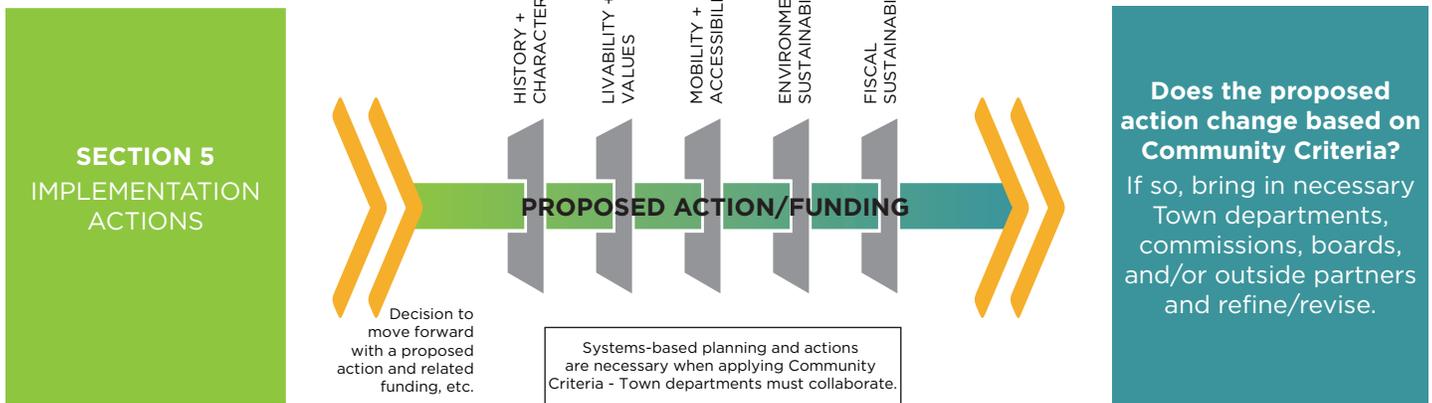
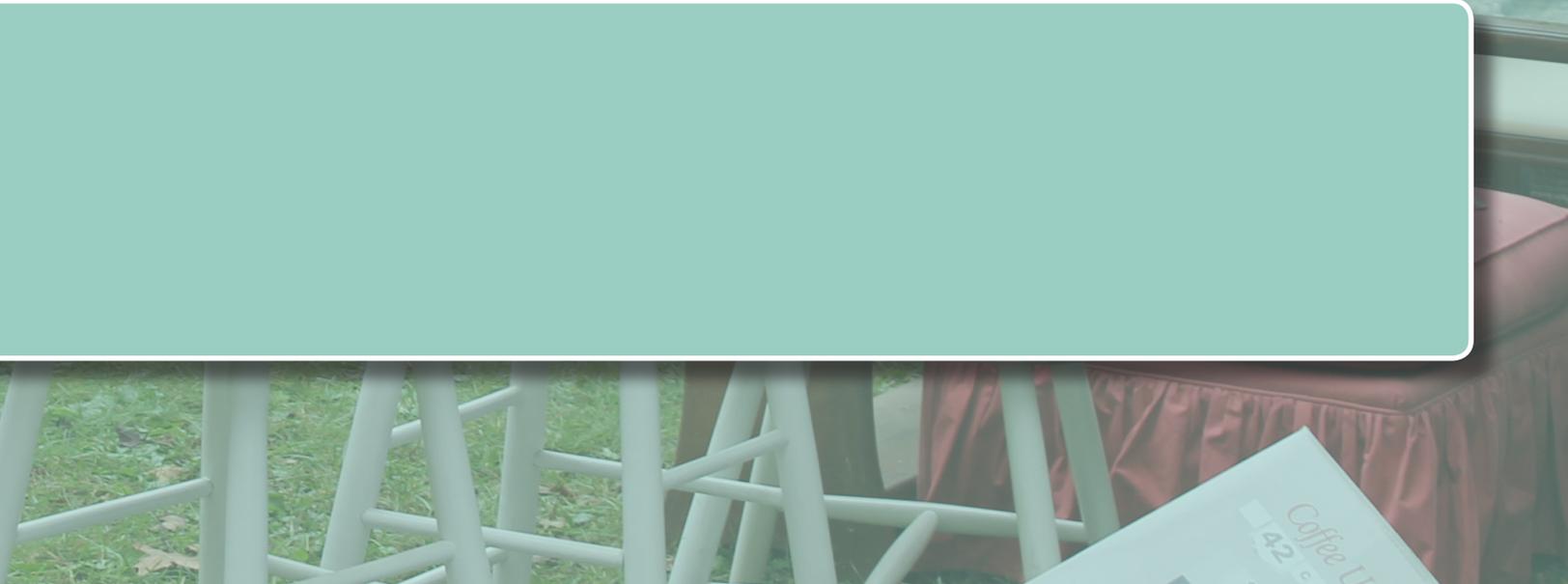


Figure 11. The community criteria are employed in a systems approach to planning with implementation actions to ensure that planning and actions meet the criteria set forth in this plan and that collaboration identifies mutual benefits.



SECTION 3:

Big Ideas for Integrated Planning:
The Systems Approach in Action



A SYSTEMS APPROACH

Envision Concord is an ambitious plan to meet the future with innovation and optimism. The outreach process has illuminated many town goals and priorities. To achieve the goals articulated by residents, Town staff, nonprofits, and business owners, this long-range plan employs a “systems” approach that looks across disciplines and traditional planning categories to create efficient and mutually beneficial solutions. It is the intention of the Plan to identify issues that are the responsibility of different areas of government and external organizations (cultural, historical, business community, nonprofits), and to encourage the Town to engage these external entities in developing and implementing concepts that will benefit the community, but that are beyond the traditional means of the Town to develop alone.

The three Big Ideas and corresponding opportunities below encompass three high-priority sets of goals for Concord and explain ways to approach planning and implementation through a collaborative approach that aligns interests and actions. There are many other goals and related strategies in this plan. **These Big Ideas are not intended to overshadow other goals and priorities but rather, are the Committee’s identification of three equally important scenarios that address multiple high-priority goals for the Town and illustrate how a “systems” approach can be beneficial for all.**

Each Big Idea includes the following components:

- Description of the Big Idea
- The Opportunity
- What the Committee Heard from the Community
- Mutually Beneficial Systems-Based Solutions
- Planning It Out...a Narrative
- Recommendations/Actions

BIG IDEA 1:

Strengthen the sustainability of local businesses and commercial districts and the cultural, historic, and civic assets in town by connecting businesses to cultural, historic, and civic resources and developing coordinated strategies that serve cross-sector goals.

The Opportunity

Concord has a wealth of cultural, historical, and arts assets that differently represent the town’s history and present-day characteristics and people. The richness and diversity of these cultural narratives provide opportunities to enhance both residents’ understanding of the community in which they live and the attractiveness of the town for visitors interested in literature, American history, appreciation for natural areas and conservation, architecture, agriculture, and contemporary art. Unique to Concord is the town’s intellectual and literary history supporting preservation of nature; the works of Henry David Thoreau have been cited as the foundation for the modern environmental movement, documenting an appreciation and experience of nature that goes beyond the existence of natural spaces themselves. At the same time, Concord residents greatly value the independent businesses in Concord Center, Thoreau Street Depot Area, and West Concord. These three village centers have different characters and each boasts local businesses that offer unique retail, food, and service options for residents.

Ironically, both the nonprofit organizations that carry Concord’s historical, cultural, and artistic traditions forward and the independent businesses that contribute greatly to the town’s identity and quality of life have indicated that not enough attention is being given to their contributions, and, in the case of local businesses, their struggles to remain viable in the face of changing consumer trends. The businesses in the village centers are experiencing the national trends that are shifting consumer spending to online outlets and competition from large national and regional retailers. The arts, cultural and historical organizations, and nonprofits in town feel somewhat under-appreciated by residents and Town government. These

organizations need visitors, visibility, and coordinated support to preserve and maintain historic buildings, grow membership, and to continue the programming and services that benefit town residents and visitors. While most residents appreciate historic and cultural resources in a more passive way and value these resources because they contribute to desirable “community character,” many do not engage with them directly.

There is an extraordinary opportunity here to develop mutually beneficial strategies to support core values of residents and ensure that as trends and societal preferences continue to change, Concord is ready to meet future challenges while protecting the town’s character and the amenities residents have come to depend upon and love.

What the Committee Heard from the Community

Values and Needs:

- Support local independent businesses.
- Preserve character of the town.
- Desire for more viable/visible support from residents and Town government for arts and cultural organizations.
- Provide greater visibility and connectivity between businesses and historic/cultural assets.
- Coordinate marketing for businesses – a business association in addition to the existing Chamber of Commerce.
- Encourage stronger collaboration between Town, businesses, and nonprofit stakeholders.

Concerns and Challenges:

- Increasing numbers of visitors may increase parking demand in commercial areas.
- Traffic congestion from visitors and through-traffic commuters is a problem.
- Tour buses bring visitors who don’t spend significant amounts of money at local businesses.
- Concern that large national and regional businesses (formula businesses) will replace local businesses.
- Commercial rents continue to rise and independent stores can’t afford these rents; property owners don’t want further regulation but may respond to policy-oriented incentives.

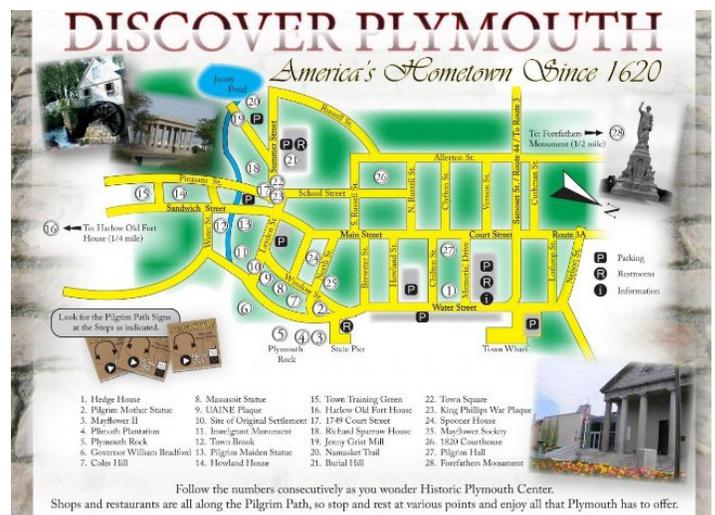
- Cultural programming is robust but not adequately coordinated – there is no single clearinghouse to see what is available and how to experience the many “stories” of Concord beyond the list available through the Chamber of Commerce website.
- Need for more regular communication and collaboration among cultural and historical organizations.
- Residents don’t want crowded restaurants, but restaurants need the steady patronage that visitors can provide.
- How can businesses capitalize on the visitor market to sustain their sales and remain viable?
- How will residents and visitors experience and learn about Concord’s authentic history and culture?
- People take historic resources for granted – assuming these resources will always be there.
- There is a need for more education of the public about what is historic and why. How to reach younger people in particular?
- Historical and Historic Districts Commissions feel constrained about how active they can be with community education and outreach and do not have adequate time or resources.
- Cultural and historical organizations need to find ways to be seen as an important part of resident’s lives because there is a perception that residents and visitors do not fully utilize or experience the quality, variety, and value of the town’s historical and cultural resources and may not understand the amount of work and resources it takes to maintain, preserve, and operate them.
- Preservation is “professionalized” in town and can seem intimidating. Historical organizations have professional staff, which can seem exclusive. Potentially interested people might wonder “What do I have to add? I don’t know enough to be involved.”
- Overcrowding of trails and parks leading to overuse of these natural resources and reducing the enjoyment residents derive from these Town assets.

Potential Mutually Beneficial Systems-Based Solutions

- A public-private partnership to bring together arts/cultural organizations, businesses, property owners, and the Town to preserve, improve, and promote the Concord Center, Thoreau Street Depot Area, and West Concord village centers and cultural districts.
- A coordinated marketing effort to define and promote the Concord brand, which includes its cultural/historic areas destinations and experiences and local retail and dining:
 - » Concord Day Pass/Visitor card that includes entry to up to three attractions and offers discounts to local stores and restaurants for one package price.
 - » A branded message that attracts those seeking a “deeper dive” into Concord’s history and who have disposable income to support local businesses.
 - » A map showing overall destinations and also maps with itineraries that connect sites and narratives by “themes” (e.g., American Revolution, Abolition/ Drinking Gourd project, the Transcendentalists, etc.) so people can seek out experiences of their interest or be compelled to come back again and again – comprehensive in scope: sites, connections, history, culture, art, retail, restaurants.
 - » Focus on increasing visitor numbers during off-season and low-use times of day with extra promotions.
- » Employ marketing that ensures the town’s agricultural traditions and businesses are a part of the overall message, particularly to visitors.
- » Create a user-friendly website to host all of the above (a compelling visitor destination that is easy to navigate and encourage return visits) and clearly shows walking and bike paths, parking options including electric vehicle charging locations, and ride services.
- » Involve high school students and other youth organizations (e.g. Girl Scouts and Boy Scouts) in creating marketing ideas, maps, themes, etc.
- Festivals and events can be a big draw and support local businesses, particularly at off tourist peak times. These also invite people to stay multiple days. Ideas include new festivals as well as enhanced existing events:
 - » Literary festival (such as Concord’s Festival of Authors)
 - » Ag Day (existing)
 - » Tree lighting (existing)
 - » Riverfest (existing)
 - » Patriot’s Day (existing)
 - » Middlesex Jazz Festival (existing)
 - » Craft beer and Wine Festival
 - » Local Food Festival
 - » Others....

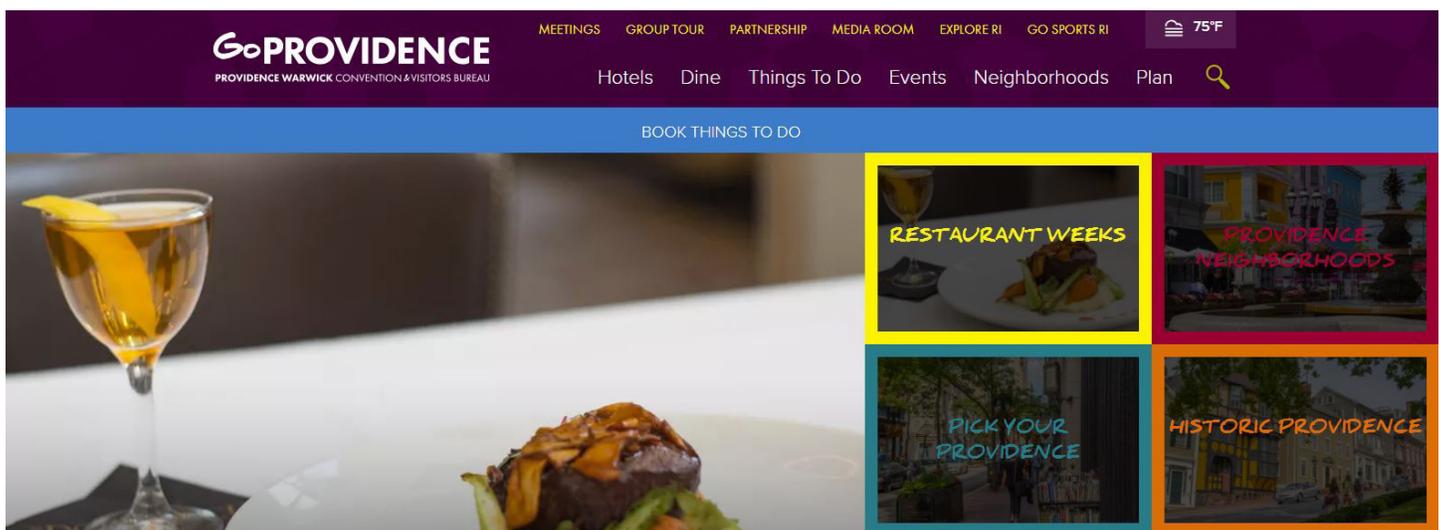


Concord Center for the Visual Arts (Source: John Phelan)



Plymouth, MA historical site mapping (Source: www.pilgrimpathtours.com)

- Assess feasibility of a “food and agricultural tour business” to bring visitors to selected farms and food-related businesses, highlight the town’s historical and current agricultural and food-related policies, amenities and resources (e.g., food tours in Portland, Salem, other cities, but Concord’s tours would be uniquely focused on connecting farm, food products and table).
- Assess feasibility of a “Wild, Historic River tour package” to bring visitors to the nationally designated wild, historic waterway with stays at historic B&B’s or farm-stays, and provision of maps with river access points and boat rentals. Concord’s tours would be uniquely focused on connecting eco-tourism (and perhaps agri-tourism) to the history of the unique wild, historic waterway. Partnership opportunities with Sudbury Valley Trustees, OARS, National Park Service (NPS), and others.
- Volunteer ambassadors for giving tours, providing information, i.e., directions to sites, friendly reminders about parking rules, suggestions for dining, etc.
- Preserve otherwise vacant or endangered buildings through active re-use that may support local businesses or cultural and historical organizations (in addition to possible careful extension of historic districts).
- Consider exploring other tools in addition to expansion of Local Historic Districts, such as “[Neighborhood Conservation Districts](#)” or a hybrid “Neighborhood Historic/Conservation District” to focus on preservation and local history (such as the neighborhood around Emerson Field or neighborhoods near West Concord Village).
- Assess the feasibility and benefits of Agricultural Overlay Districts to promote farms and related businesses.
- Transportation solutions that address mobility within town for visitors (and potentially the needs of younger residents and some seniors who may need door to door service), which supports the need to reduce traffic congestion, and parking demand.
 - » Remote parking for visitors (paid by day, paid through a “visitor card” purchase) or sponsored shuttles, buses and trains from Boston and/or Cambridge on weekends will reduce the traffic impact of increased activity in town...putting people on the sidewalks (where they are more likely to stop and make a purchase or get a bite to eat) rather than cars in the streets.
 - » Parking card for residents to allow pre-pay without “feeding” meters.
 - » Electric or other fuel-efficient ride service that is subsidized for seniors, low-income residents, and children under 18 and fee-based for other residents, and available to residents and visitors who pay for remote parking or who buy a “visitor card” for the day.
 - » Locations for bus parking for visitors within walking distance to village centers.



The Go Providence website provides a one-stop source for many different audiences. (Source: GoProvidence.com)

- » Transportation routes would include popular visitor sites and connections to larger loops serving resident populations in targeted areas, as well as schools, historic sites, and neighboring towns (similar to the buses available in Lexington).
- » Bike infrastructure including inter- and intra-town facilities and connections for residents and visitors. Maps would indicate bike-friendly routes, bicycle parking, bicycle sharing, and direct bike traffic to arterials, local roadways, and bike paths.
- Enhance connections, pedestrian experience, and public spaces for the enjoyment of residents and visitors alike:
 - » A pedestrian and bicycle friendly environment that provides safe routes with clear signage, including more pedestrian and bicycle connections between destinations and the village centers (e.g., connecting Concord Museum with Concord Center).
 - » Traffic calming/pedestrian-friendly improvements at key intersections/pedestrian crossings and dedicated bicycle lanes on certain roads to connect to available trails.
 - » Bicycle rental/share facilities.
 - » Gathering spaces with electrical and water hookups for events.
 - » Easy access to rivers served by sidewalks.
 - » Enhancements in spaces along the Assabet River in West Concord (e.g. clear access points with benches, kids fishing piers, canoe launches or where feasible, fish observatories).
 - » Maps to public access points on rivers for kayak/ canoe launches, including rental locations.
 - » Strengthen pedestrian connections between destinations and trails and open space.
- Standardize and coordinate signage, including historical interpretation where appropriate and “you are here” maps. Trails marked, including map of destinations by theme:
 - » Thoreau trail
 - » Literary trail
 - » Agricultural spots
 - » Art and performance
 - » Recreation
 - » “Greenway” or “Riverway”
- Consider a wayfinding system of mobile applications, maps, and signs that allow residents and visitors to easily find their way around town (which requires cell connectivity and IT infrastructure to support it).
- Public art program (e.g. art gallery “crawls”) that supports local, regional, and international installations – attracting a visitor market with an interest in purchasing art.
- Local restaurant/café “art on the walls” program showcasing local artistic talent
- Day-long immersion experiences that benefit local destinations and organizations by attracting visitors who want a deeper history or cultural exploration of the town and who are environmentally-minded (they may stay longer and spend more dollars in local establishments) .
- Restaurants may offer picnic packages for day hikers, bikers, or kayakers.
- Strengthen connections to adjacent towns’ bike trails. Opportunity is to link our towns together as the Pacific Coast bike trail does in Southern California.
- Combine dinner options with an active live entertainment scene (music, comedy) to attract residents from Boston area communities to spend the evening in Concord.

Playing It Out...A Narrative

A family or young couple has gone online to look for an enjoyable day-trip in the Boston area that has educational and recreational components and allows for quality time together. While surfing the web, they find “A Day in Concord” website and are excited to see that they can pick one of many experiences to explore the town’s history, outdoor recreational options, as well as enjoy local shopping and dining selections.

They download a map for their experience, sign up for the mobile app tour, and plan their day. Their preparations include making tour and dining reservations because there is a special package combining the two shown on the site. They learn that Concord offers convenient parking sites served by ride services that will pick them up and drop them off at sites of interest and that a Concord Day Pass will give them discounts at local shops and restaurants.

Upon arrival by train, they stop in the visitor’s center for more information and to get daily updates. Then they summon a vehicle that takes them and other visitors to Concord Center or West Concord to begin their day. Over the course of the day, activities they might enjoy include: a museum visit, a themed tour through the town ending in the bookshop, shopping at local stores, a performance at The Umbrella or 51 Walden in the evening, a visit to an art gallery, a trail walk, a paddle on a river, or a visit to a working farm.

During their visit, they meet several Concord families who are out enjoying the day and learning more about their town’s cultural and natural history and converse with a local store employee who recommends a great hiking trail and the best place to get a picnic lunch. It’s a beautiful summer day, so these visitors buy a picnic lunch package from a local restaurant and head to outdoor seating areas along the river and in town. A menu of offerings on the website entice visitors to return to explore other ‘stories’ over time. A Concord “scavenger hunt” might be offered to allow young visitors to track their progress as they explore different parts of the town’s history over multiple visits.

While the above may seem very visitor-centric, if carefully planned, strategies may also attract residents as well as visitors who are interested in quality, not quantity. The goal would be to provide in-depth experiences that are thought-provoking and allow visitors to integrate into town life for a day or longer, not simply go quickly through town, missing cultural and historical experiences as well shopping and dining opportunities.



A pre-packaged picnic to-go could be provided by Concord restaurants and food shops...encouraging visitors and residents to explore and helping manage demand for restaurant tables in the village commercial districts.

(Source: www.ravinia.org/page/picnicbox)

Some Ideas for Concord “Stories”

Day-long experiences that focus on individual aspects of Concord’s past and present attract specific demographics of visitors as well as offer unique experiences for residents. These stories would encourage visitors to stay longer than a day as well...to package these explorations for a weekend or mid-week visit. Stories that might be developed in visitor packages include:

- Literary history
- Transcendentalist writers and the landscape that inspired them.
- American Revolutionary War
- Historical landscapes and architecture
- “Day in the life of” tours connecting sites (buildings, open spaces, architecture, farms, restaurants, etc.)
- Art through time in Concord
- Glimpses of historic personalities: Thoreau, Emerson, Longfellow, Sanborn, Alcott, Hudner, Wheeler, Brewster, etc.
- Farms, food and drink: yesterday and today
- Other perspectives than just famous people: Industrial worker in West Concord, farmer, revolutionary war soldier, ghost tour, cemetery tours
- What can you do in ½ a day – arts, hiking, biking, dining, play, farming



(Source: www.discoversaratoga.com)

SARATOGA BATTLEFIELD HISTORIC TOURS

Subject: Saratoga Battlefield

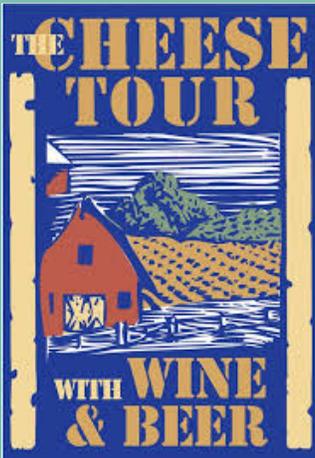
Location: Saratoga Springs, NY

Length of Tour: 2.5 to 4 hours

Capacity: 1 - 10 (additional charge for more)

Cost: \$80 (1-10) +\$8 f

Itinerary: Above the Hudson River, visitors will be lead on a guided caravan tour of two historic Revolutionary War battle sites – seen by some as the most important battles of the Revolution, and significant in the context of world history. Fought largely on rolling hills and pastoral fields, these two battles were a major turning point in the Revolution, signifying major victories and turning of the tides against the British. Visitors will learn about these battles in the context of the larger Revolutionary context, led by an Official Saratoga Battlefield Guide in full Revolutionary Uniform.



(Source: www.thecheesetour.com)

THE CHEESE TOUR

Subject: Cheese! + Local Farms, Breweries, and Vineyards

Location: Washington County, NY

Length of Tour: 3 days, self-directed

Capacity: N/A

Cost: Free

Itinerary: On a self-directed journey through scenic Washington County, New York, dairy enthusiasts can tour various local artisanal cheesemakers, while getting an inside look at the facilities, animals, and products. After being provided digital and physical maps, tourgoers can structure their tour experience as they please. With open-ended programming including cheese tastings, book signings, and speaking events, participants can enjoy as much or as little of the tour as they like – freeing them up to spend time in the various communities of Washington County.



(Source: www.libertyhillfarm.com)

LIBERTY HILL FARM & INN

Subject: Farm Life, Agriculture

Location: Rochester, VT

Length of Tour: Overnight

Capacity: 7 Inn rooms + 3-bedroom private “Harvest Home”

Cost: \$139-\$450 per night

Itinerary: Recognized by the Vermont Agency of Natural Resources as a “Green Hotel,” Liberty Hill Farm and Inn is a fully operational farm and Cabot-affiliated creamery that plays host to an immersive bed and breakfast. After a farm-to-table breakfast, visitors can choose to remain on the farm and experience the daily routine or explore the nearby countryside full of historical and cultural sites, after which they can return to a hearty farmstead meal in the evening.



(Source: www.thewarrenfarm.com)

WARREN FARM AND SUGARHOUSE TOUR

Subject: Maple Sugar/Syrup

Location: Brookfield, MA

Length of Tour: 90 minutes

Capacity: By group

Cost: \$12 - \$18 per person

Itinerary: Visitors learn about the history of maple sugar production, from its early roots in Native American culture, across colonial time periods, to the modern era today. Throughout the tour guests will see the various tools and methods used to refine tree sap into Maple Syrup. Along the way, visitors will see how syrup is prepared on-site, as well as have an opportunity to sample sap, syrup, and various maple products.

Recommendations + Actions

The following is a list of actions that may result from systems approach dialogue with various Town departments and community members, that when coordinated, address multiple goals across categories to make the most efficient use of Town resources. Not all actions are meant to be performed by Town departments but include private businesses and entities, nonprofit organizations, and institutions. Funding sources must also be identified. These actions are listed using the conventional planning categories for illustrative purposes.

Cultural + Historical Resources

- Identify, protect, and preserve the historical built environment, landscapes, working farms, and neighborhoods in a manner readily communicated to visitors:
 - » Focus on arts and art-related services as an attraction for visitors.
 - » Make connections to the same resources in surrounding towns.
- Develop strategies and materials to educate and draw in the public about what is historical and why, working to reach younger people, in particular.
- Provide the resources needed to have the Historical Commission become more involved with community education and outreach.
- Create a platform for citizens to mobilize around or participate in preservation activities outside of the formal town commissions, i.e., a citizen-run historical society. Recruit retirees who have a reservoir of experience, expertise, and interest in volunteer opportunities.
- Relevant preservation planning documents, such as the Historic Resources Master Plan and the West Concord Historic Resources Plan, are reviewed and referenced by Town Boards, Commissions, and Departments before making decisions that affect historic resources, including historic structures, cultural and historic landscapes and archeological sites.
- Consider discrete expansion of Local Historic Districts (such as adding Sudbury Road from the Library to Thoreau Street to the Main Street Historic District) or some version of design guidelines to help preserve

Concord's overall character while allowing necessary updates and renovations of buildings that may benefit local businesses (e.g., improved accessibility). The HDC, Historical Commission, along with other Town Departments, would need to work together to study the potentially affected properties.

- Create a single clearinghouse of information about Concord's historic resources by making information available on line.

Economic Vitality

- Establish a public-private partnership charged to coordinate efforts to promote, manage, and improve Concord's commercial and cultural districts.
- Create new festivals and events (e.g., monthly arts market) to fill out a year-long calendar with one or two major festivals and several smaller events.
- Work with businesses, cultural organizations and business associations to establish a coordinated marketing and promotions approach, tools and packages.
- Articulate and accentuate the history and assets of Concord, including agriculture, indigenous cultures, and the historic rivers.
- Preserve the burial grounds and cemeteries in Concord by recording "stories" of people buried there and tie to the historical tours and interpretation in town. Use the cemeteries to tell stories of citizens (see Burning Coal theatre group in Raleigh, NC).



Food truck event.

(Source: www.SOABoston.com)

- Create a Concord (or regional) Tourism Council to better inform and serve visitors and to link to Lexington and the NPS Minute Man National Historical Park.
- Think of the village centers as complementary and encourage different uses to help distinguish their identities.
- Encourage special events/festivals that include offering local affordable food and food trucks to create a more spontaneous and compelling visitor destination that is easy to navigate.
- Encourage cross-pollination for Concord’s sustainable initiatives with cultural and historical resources and businesses.

Housing

- Investigate zoning changes to encourage sustainable, mixed-use development within the village centers to support increased density/residents to provide a larger market for businesses and perhaps expanded hours for businesses.
- Streamline zoning such that village-center/dense housing is easier, not harder to build relative to “greenfield”, distant housing.

Land Use

- Investigate zoning changes to allow energy efficient, higher density, more walkable and economically diverse neighborhoods including the commercial centers.
- Investigate zoning modifications to encourage sustainable, mixed-use development and re-development.
- Investigate Agricultural Overlay Districts to promote farming and related businesses.
- Investigate requiring “cooler” neighborhoods by increasing tree cover, white and green roofs, and green open space and green infrastructure to improve energy efficiency, livability, and preserve water resources.

Mobility + Transportation

- Apply and adapt the *Complete Streets* policy to ensure the safety and mobility of all users of Concord’s transportation system (pedestrians, bicyclists, and drivers) while reflecting and maintaining the historical fabric.
- Create a visitor-oriented route map and assess visibility and accessibility of destinations to determine actions and improvements necessary – ADA, signage, pedestrian connections, bike facilities, parking:
 - » Link existing public transportation options.
 - » Support/provide zero-emission cross-town transportation to access cultural historical and civic assets and other destinations. Consider integrating with intra-town destinations for Concord residents in need of transportation options, including door-to-door service.
 - » Improve wayfinding signage and maps.
 - » Coordinate bike-share program throughout town to supplement existing bike rentals in village centers.
 - » Bike maps and road signage showing safe biking routes for visitors.
 - » Provide clear links to the rivers in Concord and improve signage to identify access points to them.
 - » Study traffic and parking for visitor needs and tour buses and at recreation destinations and trails.

- » Identify areas where sustainable remote parking can be created for visitor ride service and commuter rail stations.
- » Assess roads to determine standards (width, paving, curbing, shoulders) for maintaining the character of historic villages in the context of the Town's Complete Streets policy.
- » Assess roads that are appropriate for bicycle lanes and coordinate interdepartmentally to plan for future lane additions when roads are re-surfaced.
- » Reevaluate strategy for parking student cars at CCHS; possible off-peak use of lot for visitors.
- » Provide maps showing access points to regional bike and walking trails (BFRT, Bay State Trail, Assabet River Rail Trail, Minuteman Bike Path).

Open Space + Natural Resources

- Strengthen communication between public and private entities focused on recreation.
- Provide public accessibility to trails and open space (when consistent with the intended purpose of the open space).
- Provide resources consistent with usage for the management of open space lands (i.e. if more people (residents and visitors) will be using/degrading them).
- Increase awareness of trail maps already available and consider how to make these more easily accessible, such as on-line.
- Include historical highlights and natural resource values on trail maps.
- Identify river access or pull-outs with parking areas on Town-owned lands for easier access.

Public Facilities + Infrastructure

- Provide solar charging stations, seating areas with cell phone and camera recharging ports, and water fountains with bottle refill features in public places; incorporate locations into signage.
- Provide electric vehicle charging stations at all public parking areas.
- Provide public restrooms in each village center.
- Evaluate opportunities for each village center to be less dependent on fossil fuel.
- Evaluate cell coverage and IT needs to support Big Idea #1 services (e.g. reservation and ordering systems, online wayfinding, ride hailing/carpooling, etc.)
- Identify and implement programs that focus on cost-saving energy reductions and water use reductions for businesses and historical and cultural organizations.
- Assess the implications of locating all Town departments in one new public facility location in a net-zero building; and the potential adaptive re-use of remaining structures and property that will benefit and support the village centers.

BIG IDEA 2:

Create strategies that provide more housing choices consistent with town character and sustainability principles (both protecting, creating, and restoring natural ecosystems and reducing/eliminating emissions).

The Opportunity

A key concern for town residents is the need to provide greater [housing choices](#), as defined by housing types, such as small single-family homes, townhouses, accessory units, multi-family units, etc., as well as ownership and rental prices, ranging in appeal to residents of fixed, low, and moderate incomes to those who are down-sizing or just looking for lifestyle change. New, large, single-family homes on sizable parcels on the outskirts of town will not meet the needs of existing Concord residents whose housing needs have changed. Nor do smaller, affordable houses torn down and replaced with larger, more expensive houses meet their needs. Housing choice and the allocation of open space for a variety of needs also has collateral implications for public safety, social services, tax relief funds, sustainability, and the number of students in the schools, as well as support of historic preservation and town character.

Providing more affordable housing choices – in both price and size – and protecting Town Character were among the top concerns of stakeholders during the CLRP planning process. Housing choice in Concord is becoming more limited. The availability of moderately-priced and affordable homes is shrinking every day as demand for land increases, the supply dwindles, and smaller-sized homes are purchased for their land as tear-downs for redevelopment with much larger homes. Home development is also reducing the amount of open space and fragmenting the landscape. In addition, municipal land uses – including Town purchases of land to protect open space, conservation land, and agricultural land to provide recreation, build town and school facilities, protect water supplies, install solar farms, etc. – also reduces supply and unintentionally increases the price of remaining options. A systems based approach can seek to ensure that more affordable housing choices are not at odds with Town Character and other Town priorities.

Taking the opportunity to evaluate how to assure housing choice and provide affordable homes in conjunction with other concerns and goals will allow a long-range approach that assesses land suitability and sets specific goals for each priority with appropriate resources and policies. Alternative development approaches (both rental and ownership) have been succeeding in Concord in developments such as Riverwalk, Brookside Square, Black Birch, and Newbury Court. Unfortunately, with the exception of a few units preserved as affordable, most of these developments have seen unforeseen increases in prices due to their success and popularity. There is still demand for these new types of developments, and there is a parallel opportunity to create policies that support alternative housing types and further the Town’s commitment to sustainability and innovation. In particular, adding a range of housing choices including sustainable (passive or net-zero) young family/workforce housing, can set a model for all housing development in the town, and put Concord at the forefront of innovation in this area.



Concord residents value the town’s open space and also wish to increase the availability of work force housing and provide a range of housing choices and prices.

What the Committee Heard from the Community

Values and Needs:

- Concord's open spaces and natural resources are one of the most identifiable traits that make the town unique.
- There is a broad view of what constitutes a historic resource; it's not just buildings and collections of buildings, but the spaces between buildings, the traditional landscapes, agricultural lands, and archaeological resources.
- Housing that is smaller in size, on a smaller house lot and less expensive can accommodate seniors and retirees, empty nesters, young families, and Millennials.
- Housing that is near village centers with access to public transportation is desirable and also supports the Town's sustainability commitment.
- Housing that is priced as "workforce" housing, that is affordable to teachers, firefighters and police, health care workers, local business employees, farm workers, and others who have low to moderate incomes and cannot afford today's typical single-family homes in Concord.
- Housing for older residents and those who require more services should be physically and socially connected to neighborhoods and services.
- Location of housing is important to residents commuting to employment, accessibility for public safety and service providers, and overall sustainability – using existing infrastructure, reducing sprawl and preserving open areas remote from village centers.
- Transportation and traffic congestion need to be considered with any development.
- The Town is seeking non-carbon energy sources and would like to continue to build more solar panel installations/farms on available land.
- Land purchases by the Town should focus on providing land for recreation, conservation, and agricultural use.

Concerns and Challenges:

- High land values.
- Development in existing/future flood-prone areas/ preserving the Town's resilience to floods.
- Maintaining a stable water supply.
- Significant increase in size and scale of new homes and manicured, irrigated lawns.
- Some residents would like to give priority to taking care of Concord residents first (in the provision of housing for the workforce, older residents, and young families).
- Concern that increasing the number of residents may change the town's character.
- More housing may strain capacity of schools, police, fire, sewer services.
- Given the recent investment in several new schools, planning for growth that will increase the size of the public schools' student bodies beyond the capacity of the schools is ill-advised.
- Developer speculation/tear downs has driven up prices of traditional starter homes – residents can't compete.
- Historic resources from the mid-20th century are particularly underappreciated and susceptible to tear-downs.
- How can building affordable, smaller housing be profitable?
- How can Concord reduce the carbon footprint of its housing stock?
- Limited land for development – redevelopment of most areas could change the character.
- Some residents believe that the most important and character-defining feature of Concord is the landscape and that land conservation should have priority over other uses; almost all the other goals, including creating new housing, can be in direct conflict with the preservation of the landscape.
- Historic preservation is at risk because of tear-downs, redevelopment, increased density, and change of character.
- Many competing interests – land conservation,

solar farms, parking lots, municipal buildings, farms, recreational open space, etc. with housing/economic development.

- Most residents love the landscape of Concord but don't realize what is required to maintain the health of that landscape (e.g., mowing open meadows, removing invasive species, managing forests) or that individuals can help with these efforts.
- Historic landscape protection involves farmland and open space as well as built features such as stone walls, dams, trails, old roads and orchards; these landscapes and features are constantly challenged by an economic environment that defines land's "highest and best" use as being development for human habitation.

Potential Mutually Beneficial Systems-Based Solutions

- Set clear priorities for housing and land conservation based on suitability of land for each purpose (e.g., land outside service centers, with large undevelopable areas due to wet lands, topography, etc., should be in the conservation plan, and land that has few inherent barriers to development, that is connected physically to other neighborhoods and close to public services should be earmarked for housing, not conservation).
- Implement current policies and regulations already in place to thoughtfully assess how housing may be included on all purchases of land by the Town.
- Utilize deed restrictions/mutual housing association (affordability is locked in with future sales restricted to income-eligible buyers) to keep prices affordable and tie permanent affordability to zoning relief.



(Source: Zillow)

CANTERBURY FARMS

Location: Amherst, MA

Description: Affordable, single-family homes were able to be pre-sold in this sub-development, which allowed the developer greater leverage in bank financing for the project. The project also preserved and restored an old farmhouse, as well as preserved contiguous open space and created trail connections from the subdivision into existing trail networks.



MUIRHOUSE SQUARE

Location: Bo'ness, Scotland

Description: Courtyard grouping of small single-family homes overlooks a public garden used by nearby residents. Pedestrian use encouraged through a small shared green space, around which public seating is situated.

- Research and consider changes to zoning that allow smaller houses in denser development as opposed to large new houses on smaller properties in specific areas.
- Research alternative zoning measures (such as zoning of five-acre lots) in outlying areas to deter loss of open space and standard subdivision development.
- Encourage property owners with these large lots to add a Conservation Restriction with public access to permanently protect this open space/natural resource.
- Research and consider changes to zoning to protect 500-year floodplain or some other indicator to enhance resiliency and protect biodiversity. Assess the Wetlands Bylaw and determine if it should be updated based on changing conditions to protect natural resources and improve resiliency.
- Include BioMap 2, rare species mapping, and adjacencies to other protected resources when assessing whether land should be permanently protected.
- Consider that an accessory dwelling unit be tied to the principal dwelling or property and be automatically transferred from one owner to the next.
- Define the characteristics of new sustainable neighborhood clusters and connection to historical building patterns in Concord. Outline the requirements for creating a new “center” or “neighborhood.” The 2229 Main Street site (former StarMet) or areas near MCI Concord or Hanscom Air Force Base could be a demonstration project that includes live/work, open space/sustainability, innovation, along with:
 - » Housing choice
 - » Community amenities and services
 - » Inclusionary zoning (i.e., over 5 or 10 units);
 - » Meaningful open space and natural resources
 - » Some social services space
 - » Walkability
 - » Within ½ mile of transit or commercial center
 - » Sustainability guidelines
 - » Design guidelines
- Develop an agricultural landscape/farmer housing plan that preserves agricultural land and provides affordable accessory housing on agricultural lands for farmers. Identify lots adjacent to existing farms to be earmarked for redevelopment of small houses for starter homes and farm worker housing and provide incentives for same.
- Expand the tree warden position and align functions with Town’s resilience goals for natural resources.
- Consider Town purchase and issuance of a Request for Proposals (RFP) to redevelop key sites that are under threat of subdivision with construction of larger homes to instead develop smaller house lots that have strict sustainability standards as a demonstration project for future development. These sites should include an open space component to permanently protect wildlife corridors and important natural habitats such as for rare and endangered species. Additionally, the development should be careful to not fragment the land further degrading it as a natural habitat and wildlife corridor.
- Consider active outreach and recruitment of developers (profit and nonprofit) specializing in sustainable development/open space and natural resource preservation projects that meet the goals of the Town.
- Research changing the senior means tested property tax abatement to include the Town’s first right of refusal to purchase these modest priced homes. This would help maintain lower cost housing stock throughout the town in established neighborhoods.

New Model Open Space Design Bylaw/Ordinance

- Based on Natural Resource Protection Zoning
- Accompanied by subdivision regulations & special permit regulations for density bonuses and shared driveways
- Will replace the current OSRD model in EEA’s Smart Growth/Smart Energy Toolkit
- Addresses problems with application of Cluster, OSRD, Conservation Subdivision zoning

Natural Resource Protection Zoning
A Model for Massachusetts (and elsewhere)

(Source: www.mass.gov/envir/smart_growth_toolkit)

Playing It Out...A Narrative

An older couple, having raised their children in Concord, wishes to stay in the community as they age. They find the perfect apartment in West Concord Village that is accessible, low-maintenance, in an intergenerational apartment building, and an easy walk to their favorite restaurant, market, bank, and coffee shop. A young professional just starting out wants a place of her own that she can afford on her entry-level salary. She finds an affordable compact condominium near the Thoreau Depot area within an easy walk to the commuter rail. A couple whose children have finished college wants to enable their older parents to move in with them, by creating an accessory apartment within their home.

People have housing choices with few impacts on undeveloped open spaces, allowing the preservation of natural resources and agricultural traditions of the town to continue. Houses at many sizes and price points are available, and people have choices to live within walking distance of village centers and have easy access to services. Residents in and near village centers support local businesses and help village centers flourish socially and economically, retaining their authenticity.

Land on a once-vulnerable parcel adjacent to an existing farm provides apartment living for farm workers in contextually-sensitive buildings while providing additional open space and agricultural land to enhance the adjacent existing working farm. Commercial farms in town are able to recruit summer college interns and workers by offering low-cost housing provided through the town-sponsored development.

There is a map of the relatively small number of sites that will work for housing and the Town commits to pursuing these more centrally located parcels for housing instead of land conservation. The Town has made a commitment to different policies and strategies for different types of housing:

- Accessory dwelling units (either in detached structures or within existing structures)
- Upper floor uses (with business uses on the first floor)
- [Infill development](#)
- Redevelopment of existing buildings
- ‘Brownfield’ development
- ‘Greenfield’ development



(Source: Washington Growers League)

SAGE BLUFF

Location: Malaga, Washington

Description: Sage Bluff is a six-acre development built to provide migrant and seasonal workers with affordable and safe housing, composed of 41 housing units designed to house up to 270 people. Shared restroom, shower, and laundry facilities as well as secure parking located on-site. Security ensured by resident check-in booth and full-time on-site manager.

Recommendations + Actions

Cultural + Historic Resources

- Mapping of all known and predicted archaeological sites is an urgently needed first step toward producing a town-wide archaeological sensitivity map available to appropriate personnel and researchers and required for any project involving excavation. Further protection efforts must be adopted for selected sites, as needed (e.g., the Town conducted an archaeological investigation prior to opening new areas in Sleepy Hollow Cemetery because members of the Historical Commission were aware of a potential native American site).

Economic Vitality

- Identify sites or districts in which combined live/work space is allowed.
- Explore a live/work program with large employers that provide financial incentives and aid for workers to buy or rent housing in Concord.
- Encourage new housing in and near commercial areas to support existing businesses.

Housing

- Increase Town's financial resources available to purchase appropriate property for housing.
- Review the possibility of expanding the Chapter Land program (Massachusetts General Law program that provides a means to assess land at its current use - forest, agriculture, or open space/recreation - as opposed to its development value), including extending the Town's "right-of-first-refusal" to smaller parcels than currently provided.
- Amend the senior means-tested property tax exemption (passed in 2017) so that the Town has the right of first refusal when the property is sold. This would help preserve smaller homes.
- Encourage new models of sustainable small homes or [co-housing](#) opportunities, such as the Concord Riverwalk project.
- Link possible workforce housing to employers, such as Emerson Hospital but also including farmer and farm worker housing.
- Consider multi-family housing in A and AA zoning;

enable older Concord residents to age-in-neighborhood as an alternative to age-in-place. A starting point may be to review Residential Cluster Developments and Planned Residential Development bylaws.

- Consider expanding opportunities to provide detached accessory dwelling units in Residence B, A and AA districts (e.g., garage/barn conversions, 'granny flats', tiny houses).
- Increase density within a quarter mile of commuter rail stations and village centers by allowing two-family structures or townhouses; develop design guidelines to ensure these are attractive and appropriately spaced, that existing trees are maintained, and impermeable surfaces are not increased.
- Consider ways to link cluster housing/multi-family/age-in-neighborhood housing in A or AA zones to ride service to village centers and public transportation.
- Provide older residents with access to services, e.g. social and medical services.
- Encourage/Incentivize 1-10 unit 2nd and 3rd floor residential in business districts.
- Encourage re-development of 'brownfield' sites with affordable and sustainable (passive or net-zero) housing that is of smaller neighborhood-appropriate scale.
- Support the goals in 2015 Housing Production Plan.
- Consider new revenue streams for converting existing market rate homes to affordable, flexible, or workforce housing.
- Investigate possible linkage of demolition delay bylaw to Town (or nonprofit entity) purchase of property to renovate for re-use by seniors or as multiple units at more affordable costs.
- Create higher density, more walkable and economically diverse neighborhoods, but with street/neighborhood trees and nearby green spaces (including trail links).
- Investigate zoning changes and other incentives to encourage more mixed-use development within the village centers.
- Streamline zoning such that village-center/dense housing is easier, not harder to build relative to "greenfield," distant housing.
- Consider whether to allow two-family housing by right in residential districts near village centers.

- Investigate residential energy and building codes that incrementally but continually move toward increased efficiency and reduced emissions (consistent with 80% reduction by 2050).
- Investigate residential water use policies that incentivize natural landscape preservation and discourage lawn irrigation systems; investigate a ban on private wells for residential landscaping (farmers are precluded from using Town water to irrigate crops and often install wells for watering crops).

Land Use

- Study realistic use of [Transferrable Development Rights](#) (TDR) in Concord. Work with other Town Committees and Departments to verify that there are acceptable areas for both the giving and receiving of additional development potential.
- Evaluate existing land that may be currently considered “open space” but is not; consider whether housing development on such land is the most appropriate use
- Town to assess its current land holdings and develop a strategic plan on how best to use this land (e.g. Keyes Road for residential development? Land abutting Rte 2 for Town services?).
- Encourage eligible property owners to enroll in Massachusetts Chapter 61, 61A, or 61B tax program whereby property owners receive discounted property taxes for land that is in forestry, open space or agricultural use in exchange for the Town being granted the “right of first refusal”.
- Study other potential development opportunity sites using updated criteria, similar to the developable areas map from 2005 CLRP.
- Identify existing housing parcels that may be ripe for tear-downs that are adjacent to farmland. Offer incentives for redevelopment as farm worker housing and starter housing or purchase parcels and issue RFPs with development requirements if these parcels are deemed suitable for controlled development.
- Identify existing “[green corridors](#)” and work with property owners to develop links to existing residential open space and larger natural areas utilizing Conservation Restrictions, which include public access, to permanently protect these corridors.

- Review how future precipitation projections due to climate change combined with historical data may affect Concord floodplain designations; regulate to 500-year floodplain or another indicator of flood resilience.
- Create a mechanism to look at Smart Growth and density as they affect long range planning in terms of how to balance a desire for density around the train stations with any corresponding strain on services in town such as schools, safety/emergency response, and human services.
- Expand use of [low-impact development](#) (LID) methods to reduce impacts of stormwater (e.g., increased volume or rate) by proposing a residential lot stormwater bylaw.

Transportation + Mobility

- Require new development and/or redevelopment for housing to include traffic impact analysis relative to a historical baseline (10-20 year average, not just incremental relative to the most recent development), sustainable solutions for adequate parking and provision for ride service.
- Make provisions for connectivity (bike lanes, trails, sidewalks, ride service, etc.) between recreational areas, schools, train stations and village centers.
- Investigate ride services to provide transportation from residences to public transportation, to in-town and other destinations, and to medical centers in Boston area for non-drivers.
- Evaluate the potential use and cost of Autonomous Vehicles as ride services. Contact companies that are conducting low or no-cost beta testing in towns about partnerships and using Concord as a test site.



Lexpress (Source: www.tourlexington.us)

Open Space + Natural Resources

- Continue to pursue purchase of farmland in the Chapter 61A program when it comes on the market.
- Explore strategies to extend landscape protection to areas of town where ecosystem services provided by the land holds significant value for preservation of “Town Character,” e.g. agricultural land, including fields, meadows, and orchards, where wetlands legislation does not apply; Consideration of BioMap2 areas, rare species mapping, adjacency to other protected lands should be given priority in this assessment.
- Inventory lands for open space preservation either to protect natural resources or for recreation using the criteria laid out in the OSRP Seven-year Action Map.
- Ensure farmland remains committed to agricultural uses by:
 - » Instituting support for affordable farmer/farm worker housing ideally located adjacent to the farm (see recommendation above)
 - » Retain Chapter 61A lands in agricultural production and encourage new enrollments
 - » Actively pursue the use of Agricultural Preservation Restrictions to protect agriculturally productive land through purchase of a permanent restriction or Overlay District zoning
 - » Supporting and allowing necessary farming infrastructure on the farmland
 - » Attracting new regular customers to ensure long-term financial viability and business growth (e.g., turning occasional visitors into regular patrons such as through community-supported agriculture programs or purchased farm ‘shares’, and increasing visibility to draw new customers).
- Explore opportunities for greater water efficiency within village centers and to protect/preserve outlying neighborhoods including:
 - » Promote changes to state law that would allow implementing use of gray water systems.
 - » Adopt a [‘Net Blue’](#) program.
 - » Consider policies to improve efficient water usage in new development.
 - » Look at mechanisms to reduce lawns that require irrigation and encourage alternative landscape opportunities.

Public Facilities + Infrastructure

- Focus denser development in areas already served by existing services (water, sewer, electric). Use of existing infrastructure will need to be fully coordinated with available resource supply and wastewater treatment capacity.
- If creation of a new “center” is found to be viable solution, consider implementing a decentralized approach to wastewater management and district heating and integrate sustainable principles such as stormwater re-use and renewable energy, if applicable.
- Identify ways to fully evaluate impacts on existing public services (police, fire, schools) for all new development strategies and proposals.
- Adopt sustainable business models for both electric and water utilities that provide a greater range of individual consumer choices in line with environmental sustainability goals.

BIG IDEA 3:

Develop innovative ways to address transportation needs and challenges by aligning residents' direct needs with other goals such as supporting economic vitality, protecting the environment, and bolstering efforts to meet the Town's sustainability goals.

The Opportunity

Concord residents are committed to preserving the character and rural/agricultural nature of the town and at the same time embracing innovation regarding sustainability. Current transportation challenges offer an opportunity to address key priorities in the Envision Concord Plan by using a systems-based approach linking interest areas and disciplines.

There is a strong need to increase the physical and social connectivity of isolated residents, including seniors, and those living in denser housing areas outside of easy walking distance (½ mile) of the village centers. There is also a need to expand non-automobile options for students and teens to get around town to reduce congestion and carbon emissions while increasing their connection to the town's cultural, recreational, and commercial resources. The decentralization of residents, the need to support the village centers to retain independent businesses, and the desire to provide environmentally sustainable low-carbon mobility choices for residents and visitors all create opportunities to consider transportation across multiple needs and strategies. Innovative mobility solutions may also address transportation needs of visitors to Concord and the increased congestion and parking demand resulting from visitors and through-town commuter traffic. Town-owned vehicles could be multi-purpose serving different needs and different segments of the population at different times (e.g. an accessible van transporting commuters from the train station early and late in the day could also provide door-to-door transportation to seniors in the middle of the day.)

What the Committee Heard from the Community

Values and Needs:

- The larger numbers of older residents will need increased mobility options and door-to-door pick-ups around town and to Boston medical centers.
- Mobility options are needed for teenagers and middle schoolers and others not served by private vehicle ownership.
- The disabled need better mobility options in town.
- Employers need transportation for workers who do not live in Concord.
- The community wants more economic diversity, but that population tends to use transportation solutions beyond private vehicle ownership.
- First- and last-mile transportation solutions are needed for commuters wanting to use public transportation (e.g., commuter rail stations and bus stop).
- More parking at commuter rail stations.
- More parking at recreation destinations, balanced with capacity of these areas.
- More sidewalks where possible to create more pedestrian friendly routes.
- Bike lanes and bicycle facilities.

Concerns and Challenges:

- High schoolers won't take the bus because it's not cool. Need to motivate students to take the bus (e.g., using the 'green' bus).
- More visitors to town will make parking and congestion problem worse.
- Perception that historical character has limited sidewalk construction because it is not in keeping with rural character of the town...must continue to balance character with connectedness and safety.
- Challenge of adding sidewalks or other Complete Street design elements due to existing roadway widths, topography and trees.
- Waze and other traffic apps are perceived to have increased the level of cut-through commuter traffic on local Concord streets, compounding the level of traffic congestion.
- Location of existing denser housing outside the centers and near the town borders creates challenges for public safety, connectedness, and the transportation needs of those residents living there.
- There are major challenges regarding peak congestion and parking availability with student transportation and private cars at the high school; simply creating more parking is in contradiction to the sustainability principles of the Town.
- Many older residents will be unable to walk, wait, or carry packages to shuttle stops and will need door to door ride services
- Carbon footprint of current transportation modes is high.

Potential Mutually Beneficial Systems-Based Solutions

- Increase dialogue and cooperation between Boards, Commissions, Committees and Town departments to ensure historic preservation characteristics including landscapes and trees are considered before making physical and infrastructure improvements.
- Understand the relationship between dependence on automobiles and carbon emissions from transportation systems and propose a new blend of transportation services to address community needs in a more sustainable manner.
- Work with developers to arrange service to and from commuter rail stations and larger housing developments or densely developed neighborhoods, large employment areas, and satellite parking lots (i.e. high-volume routes that can support investment costs).
- Collaborate with major visitor destinations such as Minute Man National Historical Park regarding siting remote parking at any of these locations and providing access to transportation to other town sites and commercial centers.
- Consider existing regional transportation districts and assure that Concord is connected to these districts in a manner that serves its needs (e.g., participation in the CrossTown Connect Transportation Management Association).
- Provide connections between parking, train stations, and intra-town infrastructure for residents and those visitors who want to take the train or drive to Concord and then walk and bike in town.



(Source: www.charmcitycirculator.com)

CHARM CITY CIRCULATOR

Location: Baltimore, MD

Description: The first fleet of hybrid Shuttles in the United States services Baltimore residents and visitors along 4 routes. Service is free, with shuttles arriving every 10-15 minutes at designated stops.

Fleet: 30 hybrid shuttles

Schedule: M-Th 7:00AM-8:00PM; F 7:00AM-12:00AM; Sat 9:00AM-12:00AM; Sun 9:00AM-8:00PM

Cost/Fare: Free

- Make it easier and safer for people to walk or bicycle to reduce traffic within a mile of village centers through provision of better wayfinding and signage, traffic calming, improved crosswalks, etc.
- Explore grants or subsidies for transportation services (such as federal bonds to upgrade fleet to electric vehicles) to be available to the Town or perhaps employers or some combination of public, nonprofit and private entities. Study funding mechanism for Lexington's bus service, Lexpress, and similar models.
- Collaborate with existing employers to identify ways to cost-share or utilize their existing employee shuttles to provide greater overall benefit across Concord and consider ways to expand use of medical-related shuttles for employees and clients at Emerson Hospital, Baker Avenue, medical offices, and retirement facilities.
- Explore ways in which town vans and other vehicles can also be utilized to provide door-to-door transportation to seniors.
- Look for links to sustainability grants and possible qualified energy conservation bonds.
- Create educational messages and infographics about benefits of using shared ride services, focusing on cost of car ownership and maintenance versus cost of shared services
- Purchase small contiguous lots for parking of shared-use vehicles.
- Consider public-private partnerships for acquisition of land around Hanscom Air Force Base, MCI Concord, or the 2229 Main Street/former StarMet site as another innovative, sustainable center of live, work, and play, pending possible reuse of available sites (a larger version of what this might be is Gateway Hills in Nashua, NH).
- Include transportation accessibility and provision of alternative transportation options as additional criteria for potential development sites (i.e. subdivisions, PRDs, cluster development, etc.).
- Consider changing traffic patterns to address cut-through traffic caused by traffic and wayfinding apps. Ensure that any proposed change in traffic patterns are studied and coordinated with adjacent neighborhoods and towns to prevent unanticipated impacts.
- Strengthen local pedestrian connections outside of the core village centers.
- School transportation:
 - » Study commuting habits and connections to afterschool programs to identify possible ride share options/shuttle routes with high demand.
 - » Develop community campaign or recognition for students not driving to school.
 - » Encourage carpooling/bus use through incentives (off-campus privileges, designate parking for HOV's, etc.).

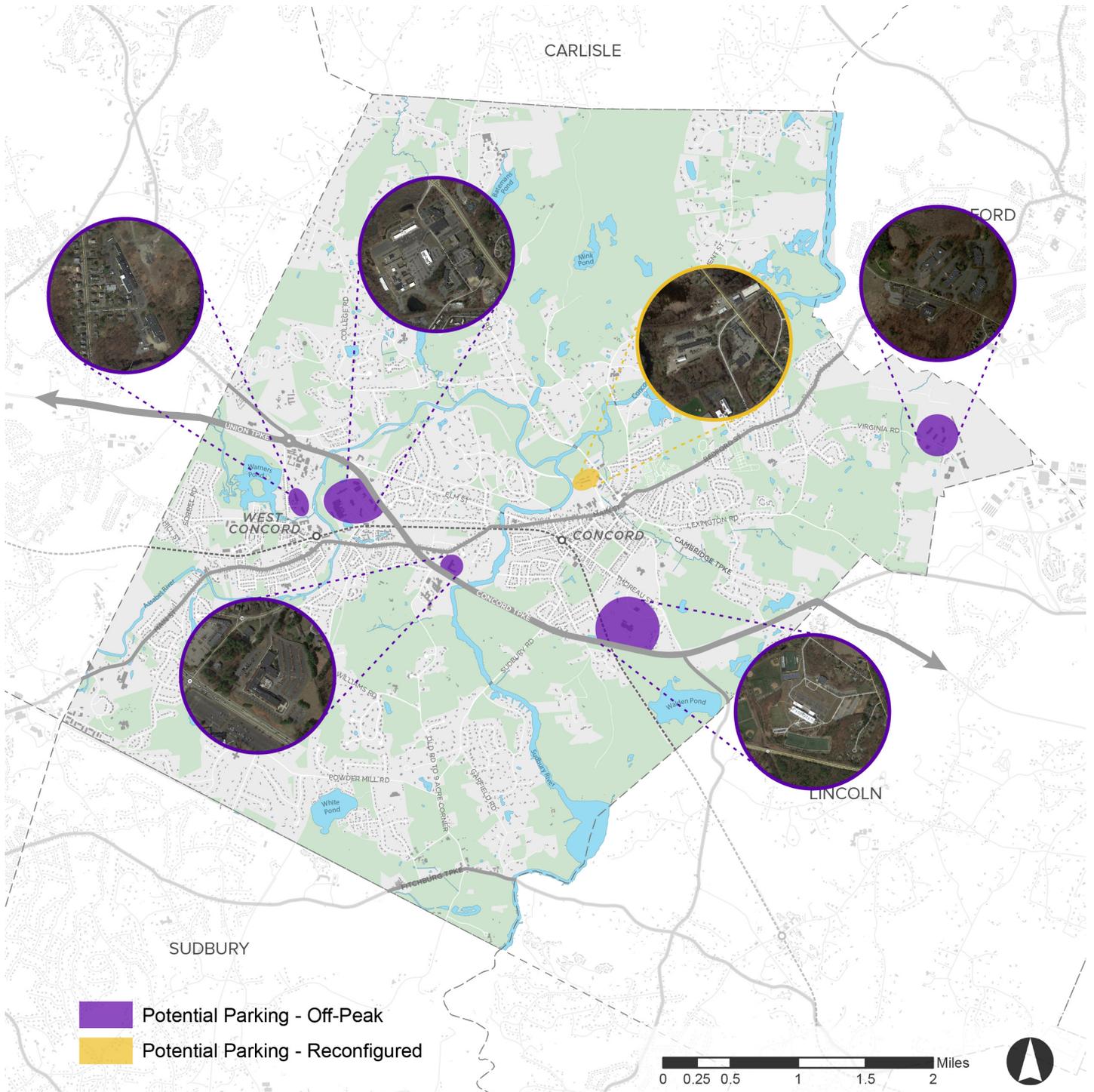


Figure 12. Potential Shared Parking Opportunities (Off-Peak and Weekends)

Playing It Out...A Narrative

The Town sets transportation policy using the sustainability principles as a guide and this creates changes in priorities. Bus transportation, bicycle use, and carpooling are incentivized at the schools. School buses, equipped with wi-fi, are the mode of choice for high school students as student parking is limited at the school. Other students choose to carpool as three or more students in a car garner a coveted parking spot on campus (for a fee). After school, a shuttle bus (or shared ride service) serves the campus and connects to major destinations in town that are determined each year by survey of the local student/family population. Bicycle facilities are expanded and bike lanes connect the schools to the village centers and a major public information campaign informs residents about bike safety and goals of the program. Safe bicycle crossings of Route 2 (grade separated) are initiated. Enhanced bicycle facilities are provided in the village centers and at major destinations in a design and in locations that are sensitive to the historical character of the town.

Subsidized door-to-door transportation services are available throughout town with ride prices adjusted to resident need. Scheduled bus or van routes are available to bring people between common destinations (train stations, Commuter bus stops, business centers, hospitals, Schools, recreation sites, etc.). Levels of service, types of service, and pricing schemes would be tested and adjusted. Primary factors in judging and adjusting the service would be economic, sustainability, environmental sustainability, traffic impact, parking impact, and feedback from riders and sponsors.

For those same families, first and last mile commuter rail connections are improved through newly identified on-street bike routes and fully accessible sidewalks with crosswalk signage for improved safety. Parents can use the school bus with their children, and get off at the commuter rail station or in village centers.

Recommendations + Actions

Cultural + Historical Resources

- Improve dialogue and cooperation between Boards, Commissions, Committees, and Town departments to ensure the inclusion of the historic preservation criterion in decision making regarding transportation issues. Create a forum for this cross-pollination of historically-oriented issues, such as the former monthly “Historic Issues Coffees” that provided an opportunity for this dialogue.
- Review the current Road Policy (“in reconstruction or construction of roads, the Town of Concord seeks to maintain those aspects of the existing environment which enhance the historical, scenic and agricultural properties of the roadway consistent with public safety, and, in addition to consider alternative transportation accommodation(s) on the Town’s road consistent with this policy and public safety”) to determine expansion and/or clarification of Town goals as they relate to roadway improvements.
- Collaborate with cultural resources and key destinations such as the Minute Man National Historical Park to identify potential remote parking areas for visitors and joint marketing campaigns.

Economic Vitality

- Incentivize large employers and commercial property owners to add bicycle parking facilities to their properties and promote use of alternative transportation options for their employees and customers.
- The Town and employers should explore supplemental transportation services, routes and schedules that help employers more readily attract and hire needed workers.
- Sponsor an ideas/business competition for alternative transportation solutions/businesses.
- During peak visitor times, ensure either shuttle service to farms or encourage a “single-stop” “Taste of Concord” Farm Market in or near a commercial center to ensure visitors have access to local produce and are supporting Concord farms.

Housing

- Identify sites for development of diverse housing options adjacent to village centers to support walkability wherever possible thereby reducing the need for parking and reducing growth of traffic.
- Fund the preservation, modernization, and redevelopment of existing CHA scattered site low-income rental housing units for seniors and families with particular attention to developments that would decrease the demand for parking in the town centers and reduce the volume of personal vehicle traffic.

Land Use

- Give higher priority for land redevelopment/development on sites that are within ½ mile of the village centers and commuter rail stations over other potential future uses for these sites.
- Reduce parking requirements for businesses and new development in Concord Center, West Concord, and other sites that implement alternative transportation options that reduce employee and customer auto use.
- Promote full service, amenity-rich village centers for “one stop shopping.”

Transportation + Mobility

- Review and adapt the Complete Streets policy to help ensure consideration of the safety and mobility of all users of Concord’s transportation system (pedestrians, bicyclists, and drivers) taking into consideration challenges in topography, physical constraints, and historical context.
- Maintain scale of roadways consistent with public safety while considering and accommodating historical, scenic, natural and agricultural character and the incorporation of the Complete Streets program.
- Consider utilizing 2229 Main Street as a transportation hub and/or truck/bus maintenance facility, and/or remote parking, and/or new combined Town public facilities.
- Provide incentives for more efficient vehicles and improved infrastructure for electric cars.
- Provide cross-town transportation and links to public transit and recreation facilities.
- Explore efficient ways to also utilize town shuttle vans and other shared-ride vehicles to provide door-to-door transportation for seniors.

- Provide transportation links to regional cultural assets (such as Walden Pond State Reservation or the Minute Man National Historical Park).
- Develop a multi-modal and efficient transportation infrastructure.
- Optimize parking requirements through shared parking arrangements, by calculating parking requirements using a shared parking credit schedule, or by providing alternative transportation services or infrastructure.
- Provide a coordinated bike share program at the Visitor Center or increased marketing of existing rental programs.
- Consider limiting visitor parking during peak commercial hours such as weekends and holidays to encourage visitor use of remote parking areas and ride services.
- Install a pedestrian/bicycle bridge over the Assabet River to connect Baker Avenue businesses with West Concord Village.
- Explore opportunities to reduce or manage tour bus and truck traffic in town.
- Explore long-term potential of rail-with-trail multi-use path connecting West Concord Depot and Concord Depot, that also links to new Bruce Freeman Rail Trail (and beyond, such as linkage to the Assabet River Rail Trail in South Acton and the Mass Central Rail Trail in Wayland and Sudbury).
- Recruit Ride-Share and Automated Vehicle Companies to make pitches for first/last mile solutions for Concord.

Open Space + Natural Resources

- Provide bicycle parking at parks and trailheads.
- Explore opportunities to connect existing trails (both Town and privately owned) to improve walkability in Town while preserving the historical landscape and introduce residents and visitors to Concord’s open spaces as well as connecting river access to bike access and parking.

Public Facilities + Infrastructure

- Consolidate and optimize facilities for all Town departments to remedy space constraints in a net zero facility. Consider reuse of former facilities to increase housing choices.

MAKING USE OF THE ENTIRE PLAN

The three big ideas presented above illustrate how priorities identified during the planning process can be packaged and viewed across multiple disciplines, resources, and interests to achieve multiple benefits. Each of these big ideas draws from every element of this long-range plan and will require many different department heads, advocates, commission members, and others to sit down, roll up their sleeves, and collaborate, negotiate, and innovate to achieve

the best possible outcomes. The diagram below illustrates how Big Idea #1 plays out for one single action. In fact there are multiple actions and each creates exciting possibilities for solving tough problems and identifying resources to make things happen. The systems approach embraced by this plan makes good use of limited resources to achieve ambitious goals.

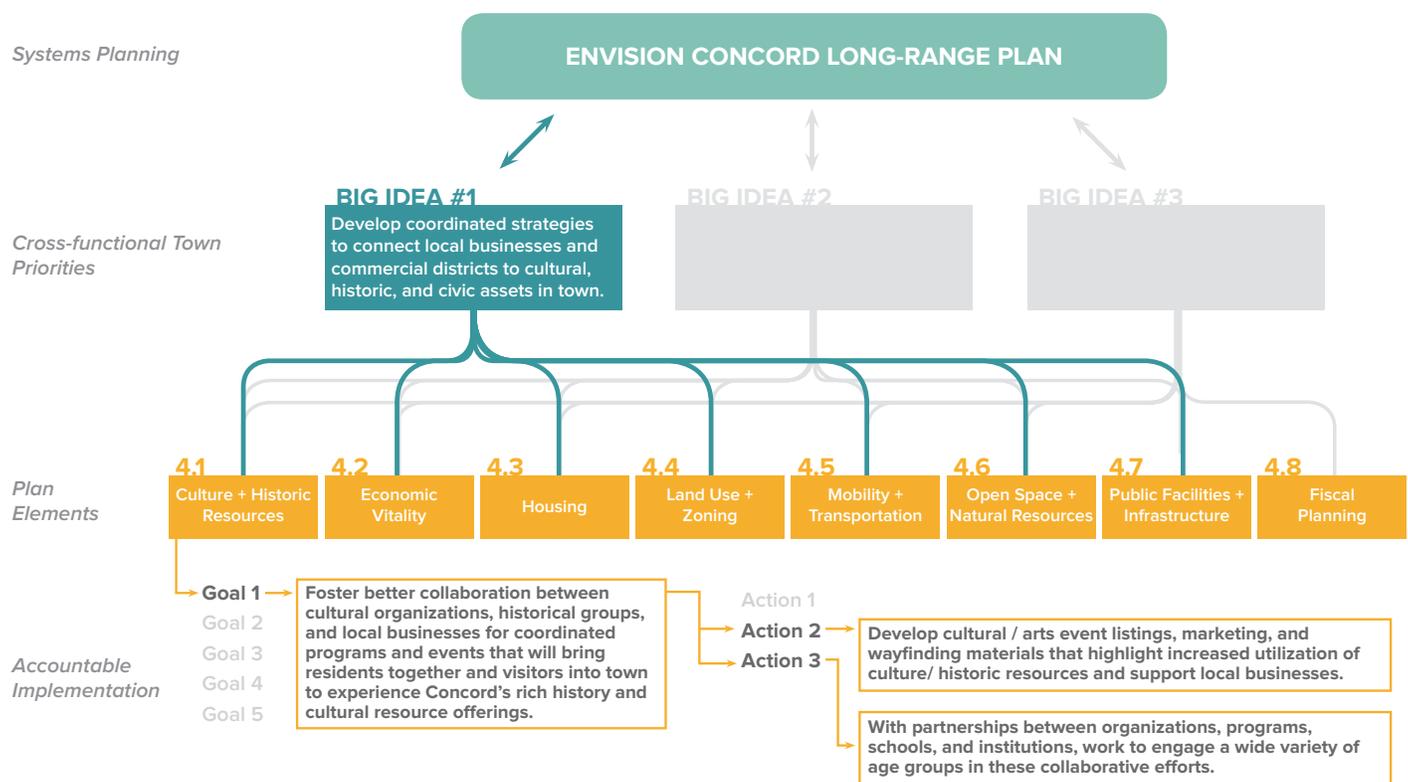


Figure 13. The diagram above illustrates the process by which two actions are identified to achieve the goals of Big Idea #1. In reality, each idea has multiple goals and with many actions across all of the plan elements...making good use of collaborative problem solving and innovative thinking to achieve exciting results for the town.



SECTION 4:

Plan Elements



SECTION 4: PLAN ELEMENTS

The Envision Concord Plan lays out a systems approach to complex issues that cross multiple planning categories and Town departments. The Big Ideas for integrated planning in Section 3 illustrate the benefits of thinking across disciplines and interests. Many of the goals in these ideas were cited as priorities for the community. However, to meet the needs of Town departments and because not every issue or policy influences multiple disciplines, this Plan includes separate recommendations organized by each plan element, including the recommendations contained in Section 3. All of the plan elements are represented in this Section 4.

4.1 Cultural + Historic Resources

4.2 Economic Vitality

4.3 Housing

4.4 Land Use + Zoning

4.5 Mobility + Transportation

4.6 Open Space + Natural Resources

4.7 Public Facilities + Infrastructure

4.8 Fiscal Planning

Each plan element section contains the following information:

- Introduction
- What the Community Said
- This “Element” Today (Existing Conditions)
- Goals + Policies, Strategies, and Actions
- Systems Matrix

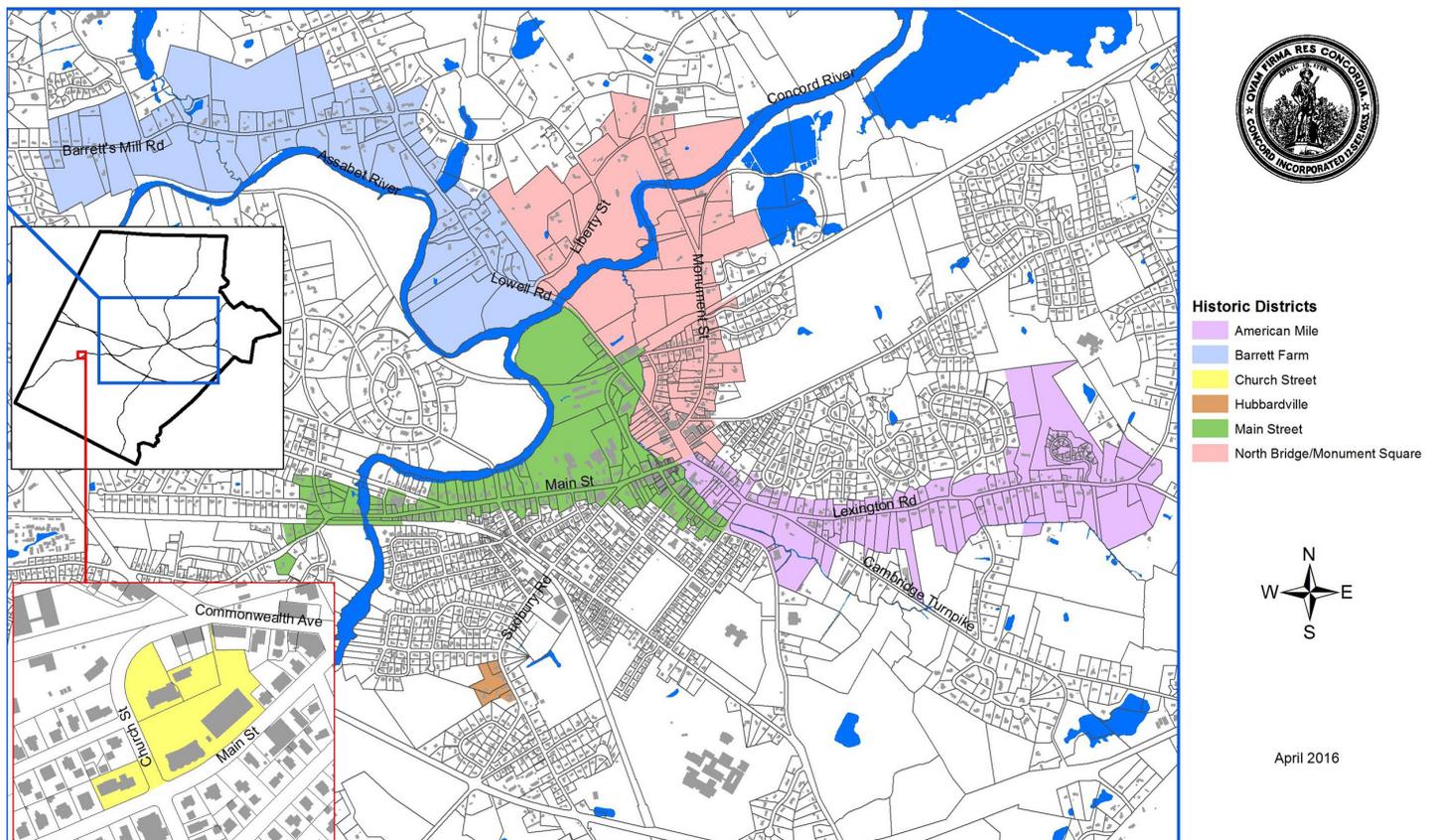


Figure 14 Town of Concord Historic Districts Map illustrating the six historic districts of the town.

(Source: www.concordnet.org/1528/Map-of-Historic-Districts)

SECTION 4.1 CULTURAL + HISTORIC RESOURCES

INTRODUCTION

From the time before the first white settlers to the Revolutionary War to the transcendentalists and beyond, Concord boasts an incredibly rich past that is celebrated by its residents. Today, Concord is well-known for the extent, quantity, diversity, and quality of its historical and cultural resources, especially those that have been in continuous use for centuries. These resources are essential attributes of Concord’s unique character and contribute greatly to quality of life for residents and workers in addition to drawing visitors that boost the local economy. The prevalence of agricultural uses in the town, the existence of houses that were home to literary giants, the charm and unique identities of the village centers, and the existence of historical and cultural organizations all contribute to the core of the town’s character.

Historical resources have been effectively managed by independent organizations and by Town government through the Historical Commission and Historic Districts Commission. Significant information is available to the public about local historical resources, although coordination among different entities sharing this information could certainly be improved. There is a healthy, enlightened, and somewhat unusual sense in Concord that the “unique character of the Town” is a result not only of the abundance of well-preserved structures that figure prominently in the nation’s political and literary history, but also of the interplay between the various land uses, topography, architecture, landscape and clusters of businesses, institutions, and other uses interacting together. Together, these extraordinary assets join to create a unique and compelling place to live, work, and play that is much more than a sum of its parts.

Despite effective management of these historical resources and a long history of careful attention to preservation concerns and issues in the town, there remains a sense that more attention should be given to protect and preserve these resources now, to ensure that the resources residents treasure will be protected and preserved for the future. Outside of the established historic districts, large numbers of historic homes are unprotected from alteration or demolition. There is real concern amongst Concord residents that these homes will undergo small or incremental changes, or even be replaced by much larger homes that disregard local context, that will gradually erode town character. Further, especially in the case of archaeological resources, the location, characteristics, and value of some resources are not yet fully identified, surveyed, or studied, so that there may be high risk of losing these resources, particularly in times of increased real estate development pressure.

Concord’s wide-ranging cultural organizations and institutions include historic sites that contribute to the various stories of the town and the nation. Some are as small as a single house while others include hundreds of acres, such as the Minute Man National Historical Park. Also included are venerable town institutions that primarily serve residents (such as the Concord Free Public Library), organizations focused on Concord’s unique history (such as the Concord Museum), as well as a wide range of arts organizations provide cultural programming that benefits both town residents and outside visitors and patrons. Indeed, managing the high volume of visitors attracted by the town’s historical and cultural amenities is a major challenge in Concord. At the same time, the cultural activities and the attendance (of both residents and visitors) generated are an important driver of the local economy. Coordinated efforts to manage, promote, and strengthen the cultural sector, including the creation of a clearinghouse of user-friendly information about Concord’s historical and cultural resources, are seen as a major need and a key to the sustainability and vitality of these organizations and assets.



North Bridge in Minute Man National Historical Park

WHAT THE COMMUNITY SAID...

October 2017 Envision Concord Survey Highlights

(Total of 458 Respondents from mid-September to mid-October 2017)

In **Question 1** – “How important do you feel is each category below to the quality of life and the health of Concord?” respondents ranked cultural and historic resources 7th out of 9 categories of attributes that they found important to the quality of life and the health of Concord.

In **Question 2**, Cultural and Historical Resources ranked 7th out of 9 in the list of qualities that are important to Concord’s future as a desirable community in which to live and work.

In **Question 4** – “Do the town’s cultural and historic resources need improvements?”, almost 79% of respondents expressed the belief that the town’s cultural and historic resources are in good shape; 20% felt some improvements are needed; only 1% felt major improvements or changes are needed. Given a chance to elaborate on their responses, the three most common issues related to cultural and historic resources cited by respondents were the:

- Need for ongoing maintenance and repairs to historic structures.
- Desire for better coordination among and visibility for the many historic and cultural sites.
- Recognition of the pressure from development and tourism on cultural and historic resources.

In **Question 5**, 46% of respondents reported that they visited historic and cultural destinations only 2-3 times per year, 23% said once a month, 12% 2-3 times per month, 7% once a week, and 5% multiple times a week. Compare this with responses to Question 23, where 40% of respondents reported that they visited Concord’s parks or trails multiple times a week.

In sum, the survey responses indicate that historic and cultural resources in town are seen to be generally healthy but seem to be valued in a somewhat passive way, almost as a desirable backdrop to living in Concord. Although few of the respondents reported frequently visiting sites, there is recognition that the continued health of the sites and their contribution to preserving community character is worthy of focus in this long-range plan.

In **Question 28**, “Preserve the historical character, buildings, and spaces of Concord” ranked 3rd (behind “Keep our schools strong” (1) and “Conserve open space and land” (2)) in the list of 8 priorities for the comprehensive planning process.

In **Question 31** – “What motivated you to live in Concord?”, “Culture and History” tied for third place (out of a list of 12) with “Open Space and Recreation Opportunities (behind “Schools” (1st) and “Overall Community Character” (2nd)).

Envision Concord website:

Historical Commission, Historic Districts Commission, Focus Group, and other input:

- Preserving the unique character of the town is important but defining “character” is challenging.
- There is a broad view of what constitutes a historic resource – not just buildings and collections of buildings, but the spaces between buildings, the historic landscapes, agricultural lands, and archaeological resources.
- People take historic resources for granted – assuming they will always be there.
- People in Concord do not fully appreciate the quality, variety, and value of the town’s historical and cultural resources, nor the amount of work and resources required from organizations and individuals to maintain, preserve, and operate them.
- There is a need for more education of the public about what is historic and why.
- Historical and Historic Districts Commissions feel constrained about how active they can be with community education and outreach; they do not have the time or resources to do this important work.
- Preservation is “professionalized” in town and can seem intimidating. Historical organizations have professional staff, which can seem exclusive. Potentially interested people might wonder: “What do I have to add? I don’t know enough to be involved.”
- There is no single dedicated “clearinghouse” of information about Concord’s historical and cultural resources.
- Cultural programming is robust but not adequately coordinated – there is no one place to see what is available and how to experience the many “stories” of Concord beyond the list available through the Chamber of Commerce.
- There is a need for more regular communication and collaboration among cultural and historical organizations.
- There is a need for greater visibility and connectivity for businesses and historical and cultural assets.
- On the Envision Concord website, there are comparatively few comments in the Cultural and Historical Resources section, which asks the question “What can Concord do to better honor its history and culture?” Perhaps this reflects the sentiment expressed in the survey detailed above, that, for the most part, “things are just fine.”



Ralph Waldo Emerson House

CULTURAL + HISTORIC RESOURCES TODAY

Approximately 20% of Concord’s 8,374 buildings are surveyed, listed, or protected in some way. The Massachusetts Cultural Resource Information System (MACRIS) data maintained by the Massachusetts Historical Commission (MHC) lists 1,925 historic resource records for Concord, of which 136 are multi-building areas, 1,635 are individual buildings, and 104 are “structures,” such as bridges, mausoleums, fences, walls, gates, road/path systems, fields, etc. There are currently three National Register Districts and 24 other individual sites on the National Register, including six National Historic Landmarks.

In 1999, Congress specifically designated the three rivers for their “outstanding ecology, history, scenery, recreation values, and place in American literature.” The Sudbury-Assabet-Concord Wild and Scenic River status describes the rivers in Concord as an historic and cultural resource. It is the only river system in the country to be designated for literature and history!

In addition, the Town has designated six Local Historic Districts. The Town’s [2016 Demolition Review Bylaw](#) covers buildings outside of the Local Historic Districts built before 1941 and on the National Register or State Register and/or in Concord’s Survey of Historical and Architectural Resources, which is the Town’s record of historic structures and areas of historic interest.

The Town adopted the Massachusetts Community Preservation Act (CPA) legislation in 2004 to help preserve open space and historic sites and create affordable homes and recreational facilities. Since 2005, 36% of the total allocation of CPA funds of over \$19.7 million (or just over \$7 million) has been spent on historic preservation projects, which has been invaluable to preservation efforts in Concord.

Cultural programming is also very robust in the town, with many effective organizations offering high quality programs of various kinds. In 2012, Concord Center received a Cultural District designation from the Massachusetts Cultural Council (MCC), and West Concord Junction received this designation in 2016. Cultural District designations celebrate a specific geographical area in a town (that is considered to be “walkable”) where there is a concentration of cultural facilities, activities, and assets. However, there is a need to raise public awareness of these assets through greater coordination and collaboration among cultural organizations, as well as efforts to more effectively publicize and promote the large number and wide variety of programming offered in this rich environment.



The Umbrella Community Center

MACRIS

MHC Home | MACRIS Home

Results [Get Results in Report Format](#)
[PDF](#) [Spreadsheet](#)

Below are the results of your search, using the following search criteria:
 Town(s): Concord
 For more information about this page and how to use it, [click here](#).

Inv. No.	Property Name	Street	Town	Year	SR	INV
CONA	Concord Monument Sq-Lexington Road Historic Dist.		Concord		SR	INV
CONB	Minute Man National Historical Park		Concord		SR	INV
CONC	Minute Man National Historical Park		Concord		SR	INV
COND	Westvale		Concord			INV
CONE	Concord Junction		Concord			INV
CONF	Derby Addition		Concord			INV
CONG	Harness Shop Hill		Concord			INV
CONH	Hosmer - Sheehan Farms		Concord			INV
CONI	Concord Reformatory		Concord			INV
CONJ	Riverside Park		Concord			INV
CONK	Bedford Street Area		Concord			INV
CONL	Bedford - Davis Courts Area		Concord			INV
CONM	Garrison House - Eaton Rental House		Concord			INV
CONN	Monument Street Area		Concord			INV
CONO	Lang Street Area		Concord			INV

Page 1 of 129 [Next 15](#)

1926 Properties Found

[New Search](#)
[New Search - Same Town\(s\)](#)
[Previous](#)

[MHC Home](#) | [MACRIS Home](#)



Concord Free Library

Figure 15 Screenshot of MACRIS database for Concord showing a partial list of resources and total count for Concord of 1926 properties. (Source: www.mhc-macris.net)

GOALS + POLICIES, STRATEGIES, AND ACTIONS

While feedback from survey respondents indicates that many residents believe that Concord’s historical and cultural resources are “in good shape,” those who are more actively engaged in managing and stewarding these resources through committee, commission, or volunteer work have identified four broad areas that require additional or increased attention: 1) increasing community appreciation of and engagement with preserving the fabric of historical and cultural resources; 2) historic landscape protection; 3) archaeological sites protection; and 4) protection of 20th century-built environments.

- Concord continues its long history of supporting literary, art, music, and other cultural resources today. However, providers and coordinators of these important components have voiced concerns that the community has come to take these resources for granted and that they are underutilized by residents.
- Confirming the broad and holistic view that many individual elements or features combine to form “systems” of cultural and natural resources, historic landscape protection includes farmland, open space, and natural resources as well as the built features that characterize them such as stone walls, dams, trails, old roads and orchards. These landscapes and features are constantly challenged by an economy that defines land’s “highest and best” use as being development for human habitation. Archaeological site protection must be understood to include historic sites as well as pre-contact features. For example, whatever features remain on Brister’s Hill, of a mixed-race and economically disadvantaged 19th-century community, are as much archaeological sites as the riverside camp sites of Contact Period Musketaquid people. These sites share the importance of providing information about the Town’s history and people that is not available on any printed page. They also share the same fragility as most of them are unidentified.
- Regarding 20th-century resources, Concord prides itself on its long history and protects many of the structures identified with its most famous people and moments. However, the majority of Concord’s residents live, work, studies, and play in 20th century buildings and landscapes. Many of these properties have no preservation protection at all, as they are not covered by the Town’s Demolition Review Bylaw, which applies only to pre-1941 structures.

The following goals and strategies are enhanced when considered in concert with other Plan Elements, particularly Economic Vitality, Mobility + Transportation, and Open Space + Natural Resources and when decision making in the culture and history area considers fiscal implications and effects on mobility and accessibility.

Goal 1: Foster better collaboration between cultural organizations, historical groups, and local businesses for coordinated programs and events that will bring residents together and visitors into town to experience Concord’s rich history and cultural resource offerings.

Concord is blessed with a wealth of world-class historical and cultural resources. Navigating a landscape of such rich amenities can be a challenge, not only to those residents and visitors seeking to spend their limited free time and entertainment/cultural enrichment dollars, but to the organizations and entities which operate in this environment and must compete with their neighboring organizations for visitors, volunteers, supporters, and limited foundation, government, and other funding support. In addition, the variety of ownership and management models (small independent non-profits, large regional or national non-profits, state entities, federal entities, etc.) of these organizations and sites and their range of scales of operation, staffing, and financial capacity may present barriers to proactive cooperation and partnerships.

Concord’s businesses operate in a somewhat parallel universe, with local businesses of various scales competing for customers not only with larger regional or national businesses in town, but, in the case of retail in particular, with the online economy.

In such a competitive environment--and given that people typically combine leisure, educational, and visitor-oriented activities with shopping, eating, and drinking – it is logical for historical and cultural organizations to work with local businesses to explore collaborations that support each other’s visitation and patronage rates.

An aspect of this is the ongoing task of informing the public (both residents and visitors) about the presence of local amenities, and then making it easy for them to find and visit these amenities through directories, maps, signage, wayfinding, online resources, and other tools. These efforts may go beyond creating “information infrastructure.” Historical and Cultural organizations and local businesses may enter into cooperative arrangements to package activities with dining and drinking experiences, provide discounts for admissions to sites or events, or on goods and services in local shops and restaurants, to encourage patronage of a wide variety of Concord’s business, cultural offerings, and historical amenities.

Three core action areas will be used to advance this goal:

1. Develop a coordinated Concord Culture and Arts master calendar to avoid conflicts and enable collaborative opportunities (e.g., local restaurants offer takeout “picnic box” meals on nights when “Movie in the Park” is shown, river-themed film showings on Riverfest Weekend, etc.) Entice residents who are already familiar with Concord’s historical and cultural amenities and local businesses to go out, linger, and stay out longer.
2. Develop cultural and arts event listings, marketing, and wayfinding materials that highlight increased utilization of cultural and historic resources and support local businesses. There is certainly no lack of Concord-specific themes to develop and explore. Town-wide building illumination or animated projection events could both highlight and celebrate historical resources in new and creative ways while encouraging residents to move around town and patronize restaurants and shops for extended hours of operation.
3. With partnerships between organizations, programs, schools, and institutions, work to engage a wide variety of age groups in these collaborative efforts, including retirees who may have reservoirs of experience, expertise, and increased interest in volunteer activities as well as children, high school and college students, and young adults, who may be less inclined to take advantage of these activities. Organizations, including the Concord Free Public Library, Concord Museum, Concord Youth Theatre, The Umbrella, 51 Walden, The Thoreau Society, among many others, may work cooperatively to increase their visibility and outreach.

Goal 2: Promote education and awareness among residents, Town officials, the business community, and visitors regarding the existence, variety, and value of Concord’s historical and cultural resources. Based on coordinated materials developed under Goal 1, make information more widely and easily available with proactive community engagement.

The best ally of historic preservation and the active use of cultural resources is an informed and engaged public. By increasing the level of citizen knowledge and responsibility for the town’s unique history and historical and cultural resources, residents can become advocates who actively participate in organizations, events, and programs, and act as stewards of and ambassadors for sharing Concord’s history and culture.

Six core action areas will be used to advance this goal:

1. Undertake proactive education and public relations initiatives to reintroduce the public to Concord’s cultural activities, historic sites, and preservation goals through the Town website; Concord Journal; wickedlocal.com; CCTV (the community access TV station); adult education classes and workshops; and engagement with public and private school programming. This should also include better access to and coordination of information for visitors, who are vital supporters of Concord’s historic sites, as well as a cultural events calendar.
2. Revisit the recommendations of the 2014 Signage and Wayfinding Strategy for the Concord Center Cultural District prepared by the Concord Center Cultural District Committee and the Concord Wayfinding Study Work Group. Determine which of its four strategies are potentially valuable and actionable, develop them into concrete plans of action, and then prioritize finding the resources to implement them.
3. Identify a central “clearing house” for historical and cultural resources and interests that requires coordination by organizations and provides an easy one-stop shop for the public. If this does not involve the creation of a new entity to manage it, consider expanding or enhancing the services provided by existing entities, such as the Concord Free Public Library.

4. Encourage cooperation and collaboration between commissions, boards, organizations, and others within Concord, such as Natural Resources Commission, Concord Land Conservation Trust, Historical Commission, Recreation Department, and schools, to protect the heritage value of all land within the town (including both public and private properties) and raise awareness of its value among residents.
5. Coordinate and utilize the resources available through the Library – at the main location and Fowler branch, including the Special Collections and the larger Minuteman Library Network.
6. Offer and participate in regional collaborative efforts with the Minute Man National Historical Park, Battle Road Scenic Byway, Lexington, and other surrounding towns for integrated historical resources interpretation and the promotion of cultural programs and events.

Goal 3: Undertake additional survey and study work to identify historic resources that are not adequately documented, not fully understood, or currently unknown.

Although Concord is considered to be advanced in its historical documentation and in the preservation of its past, this quote from the Town’s [2001 Historic Resources Masterplan](#) still rings true:

“Concord’s heritage of historic buildings, structures, and sites is exceptionally rich, and is surprisingly well documented. Yet the majority of the most significant historic resources today stand unprotected, subject to permanent alteration or destruction in the name of improvement. Indeed, many extremely significant resources among us are essentially unknown to Concordians.”

This is particularly true of the town’s archaeological resources. However, many of the inventory forms for historic resources in the MHC MACRIS database are either old, cursory, or both. In order to plan for their future conservation and protection, unknown or unstudied resources must first be identified, documented, and understood—as both discreet resources and as part of the larger context of the history and development of the town, and also for the role they can play in the town’s future.

Four core action areas will be used to advance this goal:

1. Update the 2001 Historic Resources Masterplan to include newly identified resources.
2. Authorize and seek funding for the mapping of all known and predicted archaeological sites to produce a town-wide archaeological sensitivity map available to appropriate Town personnel and researchers and to be consulted for any project involving excavation. Consider further protection efforts for selected sites as appropriate within the larger context of plan goals.
3. Update MHC Inventory Forms (Form A for Areas, B for Buildings, C for Objects, E for Burial Grounds, F for Structures or Bridges, H for Parks and Landscapes) as necessary, or prepare new Inventory Forms for potentially significant but inadequately surveyed resources or areas. As was the case with the recent West Concord Historic Resource Survey Plan (2013), this work is typically undertaken by consultants, and there is funding available from MHC to help support it. Recent or updated survey work would be a critical first step in expanding existing historic districts and considering other potential new regulatory activities.
4. Identify characteristic “systems” and typologies of historic landscapes that are particularly important to Concord’s character and which can also include significant buildings and other built features. For example, Barrett Farm is not simply a historic house but is a large piece of arable land with an historic house on it; the history of Damon Mill involves a complex set of hydraulic engineering features that describe West Concord’s social and economic development; and Estabrook Woods is an environmental testament to a hundred years of local conservation efforts. This historic preservation issue is particularly pressing for Concord because such typologies or systems are not always recognized or identified as important.

Goal 4: Review effectiveness of regulatory tools to better protect and preserve historic character and cultural resources.

Concord prides itself on its storied past and how it has preserved many of the structures and landscapes identified with its most famous people, moments, and cultural movements. The Town’s departments, commissions, and boards have worked diligently to protect historic and cultural resources through regulatory mechanisms and historic designations. Through these efforts, along with the work of an engaged citizenry and strong historical and cultural entities, Concord has retained its attractiveness, strong sense of place, and desirability as a place to live and visit.

In addition to designated local historic districts, efforts to work with farmers to permanently protect farm land (through Agricultural Preservation Restriction) or the Town’s purchase and lease of existing farm land have further protected the town’s agricultural landscape. However, even with certain protections to the physical environment in place, there are other non-physical vulnerabilities that may arise, such as concerns about Concord Center’s potential susceptibility to losing its vibrancy and commercial relevance due to market forces outside of the Town’s control. Furthermore, protecting Concord’s open lands – if not undertaken carefully – could result in the degradation of the built-up areas of town, where infill housing, more accessory dwellings, or other changes allowed by a modified zoning code may have consequences for historic context and character.



Sudbury Road in Concord Center

Whenever a building is demolished or upgraded in such a way as to be historically unrecognizable, the neighborhood character changes a bit and eventually may become a different entity altogether. Neighborhoods in all parts of town have seen this transformation begin in earnest over the past four to five years, including the neighborhoods and adjoining streets along Bedford Street, Sudbury Road, and Main Street in West Concord. The most extensive changes are taking place within the late-19th- and early-20th-century residential “subdivisions” surrounding West Concord Center, the Thoreau Depot, and in mid-century Conantum, a ground-breaking planned community. The majority of Concord’s residents live in 20th century buildings and landscapes; many of these properties have no preservation protection at all, as they are not covered by the Town’s Demolition Review Bylaw, which applies only to pre-1941 structures.

Eight core action areas will be used to advance this goal:

1. Consider sensible but robust expansion of existing local historic districts into contiguous areas. Some potential changes, such as expanding the Main Street Historic District to include Sudbury Road from the Library to Thoreau Street, represent reasonable expansions for which there may already be a consensus; other potential areas for expansion will require deeper study and more careful consideration. All expansions will require outreach by the Historic District Commission and Historical Commission, input from property owners, and an all-inclusive public process.
2. Consider expanding existing National Register districts into contiguous areas. While this is less of a political process than expanding local historic districts because regulation of changes to properties within these districts are minimal, the expansion of existing or designation of new NR districts is a rigorous multi-year process overseen by the Massachusetts Historical Commission. Acquiring NR status can qualify certified historic rehabilitation projects involving income-producing properties in these areas to receive state and federal historic rehabilitation tax credits, a major incentive for preservation.

3. Evaluate effectiveness of the Demolition Delay Bylaw. While being used by many other municipalities, the by-law on its own in Concord has been only minimally effective, since developers appear to simply incorporate the demolition delay period into their permitting process and overall development timeline. Researching other tools to help preserve historic aspects of buildings that include developers in active discussions may also be effective.
4. Study the use of Neighborhood Conservation Districts for potential positive and negative impacts in appropriate areas, such as the ‘Conantum’ neighborhood, areas of East Concord, and some historically intact West Concord neighborhoods. The goal of Neighborhood Conservation Districts is to preserve and protect the unique character of a neighborhood and the individual properties and buildings located in it in ways that are not typically protected by zoning or other town by-laws. It is possible that introduction of the state’s Neighborhood Conservation District designation or a hybrid to Concord might be extremely useful in these and other areas. The specific aspects of designation would require coordination between Town departments and commissions.
5. Review and implement Priority Heritage Landscape recommendations from the 2007 Freedom’s Way Landscape Inventory’s Concord Reconnaissance Report. Eight priority landscapes were identified that were highly valued, contribute to community character, and which were then not permanently protected or preserved. In addition, four “Critical Concerns” were articulated that reflect “critical issues related to heritage landscapes and community character” in general throughout town, specifically Agricultural Land, Churches as Community Focal Points, Land Stewardship and Regional Landscapes, and Scenic Roads.
6. Support green neighborhood zoning or cluster zoning, in coordination with goals in Plan Elements – Housing (see Section 4.3), to mitigate the impacts on the historic landscape in farming areas and potentially in existing neighborhoods. These are zoning concepts that are meant to preserve more green space, and may include community gardens, pocket parks, or recreational opportunities in a neighborhood while clustering the buildings together.
7. Resume Historic Issues Coffees or an equivalent venue to share information and strengthen systems thinking around historic and cultural issues in Town government. Recommend that the Historical Commission, Planning Board, and relevant Town staff resume regularly-scheduled, informal public meetings to improve consistent dialogue and sharing of information. An official list of reference documents should be prepared and provided for Town departments, boards, and commissions to inform decision-making that affect historic resources.
8. Review the 1994 Roads Policy (see Section 4.5) to determine expansion and/or clarification of Town goals as they relate to historic values. Curbing, signage, traffic light designs, treatment of road verges, road and intersection configurations, tree cutting, etc., are all defining features of particular importance to the historic landscape. Balancing safety requirements and Complete Streets design while being mindful of historic sensitivity should involve constructive discussion between Town departments, commissions, and organizations.

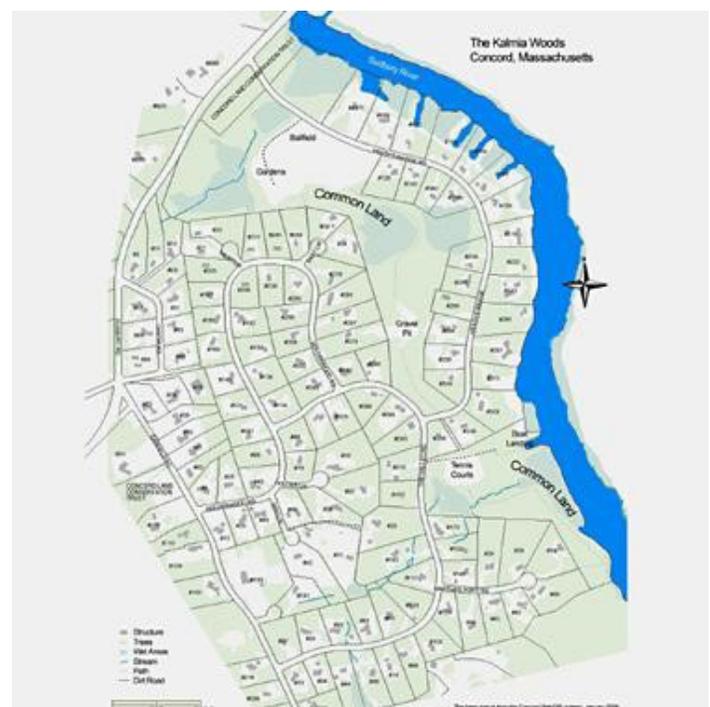


Figure 16 Map of Conantum (Source: www.conantum.org)

SECTION 4.1 - CULTURAL + HISTORIC RESOURCES SYSTEMS MATRIX

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5					
		Cultural + Historic Resources				Economics				Housing						Land Use					Mobility + Transportation					
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	
Goal #1	#1	●	●			●	●																			
	#2	●	●	●		●	●																			
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	#7				●				●																	
	#8				●																●	●	●			

Note: The Systems Matrix is intended to depict crossover between goals and actions throughout the Plan Elements section. It is intended as a tool to assist in prioritization of actions based on the "breadth" of their crossover with formalized goals both within and outside of their respective sections.

SECTION 4: PLAN ELEMENTS

4.1 Cultural + Historic Resources

4.2 Economic Vitality

4.3 Housing

4.4 Land Use + Zoning

4.5 Mobility + Transportation

4.6 Open Space + Natural Resources

4.7 Public Facilities + Infrastructure

4.8 Fiscal Planning

Each plan element section contains the following information:

- Introduction
- What the Community Said
- This “Element” Today (Existing Conditions)
- Goals + Policies, Strategies, and Actions
- Systems Matrix



Damon Mill Square

SECTION 4.2 ECONOMIC VITALITY

INTRODUCTION

Concord has many economic assets that contribute to its economic vitality, historical, architectural, cultural and intellectual fabric, and quality of life that are critical to preserving and strengthening the town. Concord’s village centers are vibrant business, historical, and cultural centers that provide valued amenities to residents, attract and serve visitors, and are desirable business locations. The many self-employed residents, entrepreneurs, and creative enterprises in Concord are important yet underappreciated resources for ensuring future economic vitality that will serve community needs, as well as social and environmental goals. Other assets are the long-standing independent businesses that contribute to town character and quality of life for residents, and the cultural and historical heritage that attracts visitors and shapes the town’s image and values as well as potential business, agricultural and commercial properties on Old Road to Nine Acre Corner (ORNAC), Baker Avenue, Virginia Road, Forest Ridge Road, and 2229 Main Street.

Concord also faces economic trends and local conditions that threaten its long-term economic health. These threats include the growth of online shopping, changes in business technology, a difficult local business environment due to changing property ownership and increasing rents, and limited civic and government capacity to support and guide economic development. Concurrently, Concord has opportunities improve its economic vitality including an active self-employed and entrepreneurial population, as well as locations for business and commercial growth noted above. A more proactive plan and greater attention to economic development is now needed to ensure that Concord sustains its vibrant village centers, diverse economy, and commercial tax base.

Supporting economic vitality in town will provide the following benefits:

- Sustain and strengthen Concord’s village centers and their contribution to the town’s character, culture, and overall quality of life;
- Maintain a larger commercial property tax base to help fund the Town’s services and modulate increases in residential property taxes;
- Provide business ownership and employment opportunities for Concord residents;
- Create opportunities for entrepreneurs and enterprises to advance sustainability, resiliency, and equity goals and help address community needs;
- Provide goods and useful services conveniently to residents and visitors;
- Strengthen Concord’s connection to the region with opportunities to advance its vision and priorities regionally.

WHAT THE COMMUNITY SAID...

October 2017 Envision Concord Survey Highlights

(Total of 458 Respondents from mid-September to mid-October 2017)

- Many self-employed Concord entrepreneurs and established businesses have plans to expand within the next ten years.
- West Concord, Concord Center, and the Thoreau Street Depot Area are preferred locations for commercial growth.
- Help in finding space is by far the most useful assistance sought by businesses.
- Self-employed entrepreneurs are also interested in obtaining assistance with business planning and town permits.

Envision Concord Website:

- High real estate costs, up-front sewer capacity charges, and difficulties in finding workers are key business challenges and are barriers to new business.
- There is strong community support for local businesses and Town employees work hard to solve problems and get things done for new and expanding enterprises.
- The regulatory and approval process to fill a vacant space, start a new business, and make property improvements can be difficult, costly, and take many months.
- Limited parking, traffic congestion, and a lack of bike infrastructure are concerns for the village centers.
- The town centers are not pedestrian friendly and lack facilities to encourage social interaction.

ECONOMIC VITALITY TODAY

Concord has a diverse economy that included 960 businesses and 11,807 jobs in 2015. Key economic sectors and assets from the Quarterly Census of Employment and Wages (see Fig. 17 and Fig. 18) for Concord include:

- Health & Education sectors account for 2 in 5 jobs – much larger than the one-quarter share for Massachusetts and Middlesex County and there are opportunities to expand the Health Sector along the Route 2 corridor.
- Professional & Business Services represent 19% of jobs, slightly below the county and state percentages.
- Leisure & Hospitality businesses provide 12% of Concord jobs and were the main source of the town’s job growth over the past decade.
- There is a large base of self-employed workers and entrepreneurs. At 12%, Concord’s self-employment rate is twice the state and county level.
- A highly educated labor force (68% have a bachelor’s degree or higher) concentrated in high skill and well-paying occupations (74% work in management, business, science, and the arts).

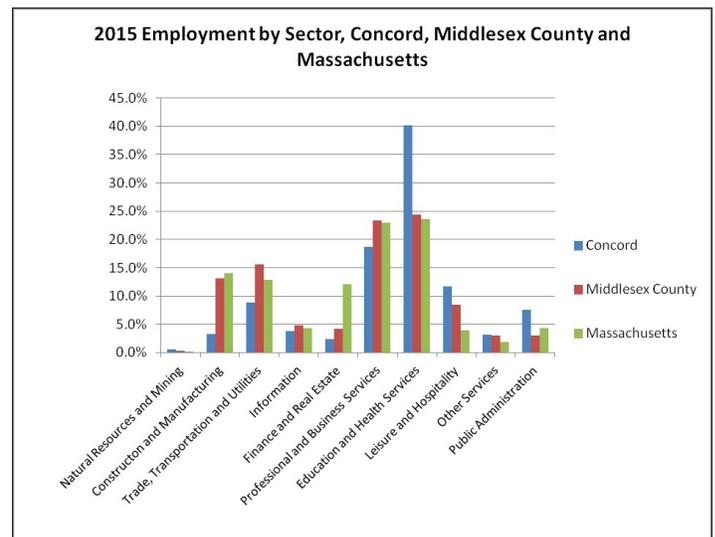


Figure 17 Employment by Sector - Concord, Middlesex County, and Massachusetts (Data Source: Quarterly Census of Employment and Wages)

- Large (\$6 billion) tax base that is the highest among its neighboring communities and lower residential and commercial property tax rates than its neighbors results in higher absolute tax dollars paid.
- Three vibrant commercial centers with a diverse mix of largely independently-owned businesses, artists, and cultural uses provide valuable amenities and serve as community centers for residents. Many of these businesses, especially in Concord Center, also depend on tourism and visitor spending to remain viable (see Fig. 19).
 - Concord Center and Thoreau Street Depot Area have 214 establishments and 54 individual artists, including several important historical and cultural destinations. Retailers, professional services, and finance and real estate are the most common business types.
 - West Concord has 139 businesses and 17 individual artists with a larger share of restaurants and personal services enterprises than Concord Center.
- Concord’s abundant natural assets and open space provide value to the business community by making Concord a desirable place to live, work, and visit. Concord’s broadly varied land use similarly provides economic value.

- Agriculture is a key component of Concord’s economy but faces important issues including labor availability, lack of housing for employees and transportation for seasonal workers, farm/agriculture economic viability, and ownership succession.
- Concord’s locally-owned business community is diverse, service-oriented, growing, and comprised of smaller businesses.
- An active and energetic business community committed to sustaining Concord’s economic vitality, sustainability, historic and cultural assets, and quality of life.

Along with these assets, Concord faces less favorable trends and important challenges to its long-term economic vitality:

- Concord has a declining economic base that lost 6% of its jobs from 2005 to 2015 while Middlesex County grew by 11% and Massachusetts by 8%, including job losses in fast growing regional sectors (Health Care, Education and Professional Services).
- Concord employers are heavily dependent on recruiting workers from outside the town with 3,600 more jobs than residents in the labor force and many jobs that do not match its highly educated labor force.

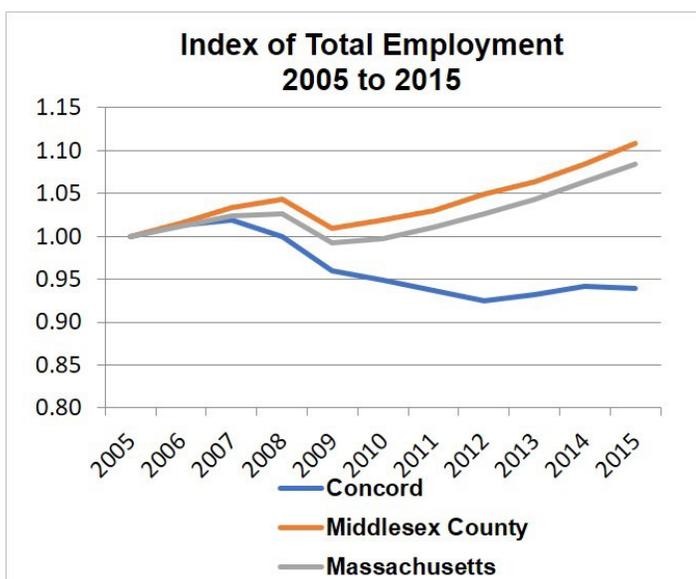


Figure 18 Index of Total Employment - Concord, Middlesex County, and Massachusetts, 2005-2015

(Data Source: Quarterly Census of Employment and Wages)

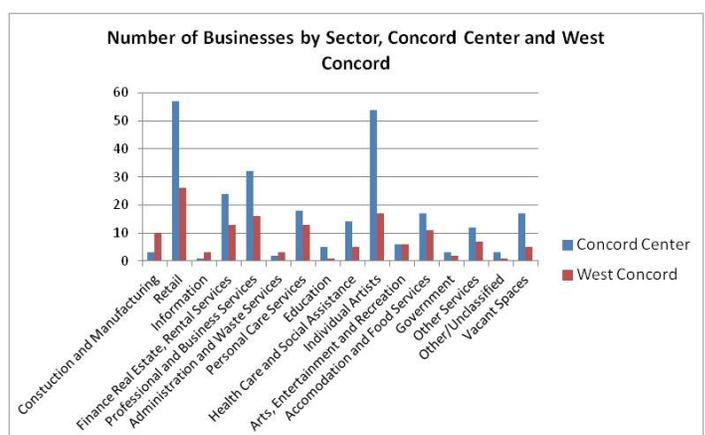


Figure 19 Number of Businesses by Sector - Concord Center and West Concord

(Data Source: Quarterly Census of Employment and Wages)

- Concord has limited land and building sites for new development opportunities and attraction and growth of larger employers.
- The town is a challenging environment in which to start, operate, and grow a business due to high real estate costs, lengthy zoning and permit approval processes, and limited parking in some areas.
- Concord's relative lack of housing choices for those who work in town is an obstacle to attracting needed workers.
- Weak connections between the town's commuter rail and other in-town locations limit these transit hubs and their usefulness to customers, workers, and visitors.
- The lack of public transportation services at extended hours and to communities where existing and potential workers live is an impediment to recruiting workers.
- Concord's small independent businesses need support addressing their space and hiring needs.
- Growing competition from internet-based shopping and services and large businesses and retail chains that are increasing their use of new technologies, such as artificial intelligence, to gain customers, increase revenue and reduce business costs.
- The loss or relocation of several long-term businesses and growing vacancies in Concord Center are a concern.
- There are challenges to providing a consistently welcoming and positive experience to shoppers, pedestrians, and visitors in village centers due to traffic congestion, limited open spaces and sitting areas, insufficient signage and pathways to connect to historic, cultural, and recreational assets.
- There is an absence of active business and civic organizations focused on the town's economic development, management of its village centers, and promotion of its visitor experiences.

Indicator	Concord	Middlesex County	Massachusetts
Employment Growth, 2005 to 2015	-6.0%	10.9%	8.4%
Establishment Growth, 2005 to 2015	3.9%	13.0%	16.5%
Payroll Growth, 2005 to 2015	14.4%	52.6%	44.4%
Average Wage, 2015	\$67,836	\$79,230	\$66,696
Manufacturing Employment Change, 2005 to 2015	-75.3%	-13.7%	-18.5%
Professional and Business Services, 2005 to 2015	-7.4%	25.8%	16.1%
Education and Health Care, 2005 to 2015	-0.3%	22.6%	27.0%
Leisure and Hospitality, 2005 to 2015	13.9%	22.4%	19.6%
Public Administration, Employment Change, 2005 to 2015	17.2%	11.1%	4.2%

Table 3. Employment and Economic Base Indicators
(Source: Quarterly Census of Employment and Wages)

GOALS + POLICIES, STRATEGIES, AND ACTIONS

Concord has many economic assets that contribute to its economic vitality, unique character, and quality of life that are critical to preserve and strengthen. Concord’s village centers are particularly important as vibrant business, historical, and cultural centers that provide valued amenities to residents and are attractions for visitors. The village centers’ proximity to transit, many amenities, and active businesses also make West Concord, Concord Center, and Thoreau Street Depot areas desirable business locations. Consequently, these areas are priority locations for future business growth through new infill and redevelopment projects. However, in the face of a rapidly changing economy and market and many new business technologies, the long-term vibrancy of Concord’s village centers and diverse independent small business base is not guaranteed. Enhancing and managing Concord’s village centers as unique and welcoming experience-oriented cultural, shopping, and dining destinations is a key strategy to sustaining their economic vitality and on-going contribution to the town’s character and quality of life.

Concord’s diversity of self-employed residents, entrepreneurs, and creative enterprises are important and underutilized assets for ensuring future economic vitality. Entrepreneurs and new enterprises are important drivers of economic development and are increasingly being recognized as a means to advance social and environmental goals. An intentional strategy to recognize, support, and nurture local entrepreneurs will generate new businesses and jobs, help strengthen village centers, and potentially create solutions to address social, economic, and environmental challenges in Concord and the larger society.

Future economic vitality also depends on tackling three critical challenges: (1) a difficult business environment that may make Concord a less attractive location to start, establish, or grow a business than other communities in the region, thereby eroding its business base and economic vitality; (2) limited civic and government capacity to support and guide economic development; and (3) the lack of a growing workforce in the community due to an aging and overly-qualified population.

Envision Concord’s plan for Economic Vitality is organized around the following four goals that preserve, strengthen, and capitalize on these critical economic assets while addressing key challenges to Concord’s economic vitality in the coming decade. This section presents each goal along with the specific strategies, policies, and actions to advance it.



Concord Center



Thoreau Street Depot Area

Goal 1: Renew and improve Concord's village centers as vital pedestrian-friendly, economic, and social hubs that enable community engagement on a wider scale.

Since many town and private sector actions, policies, and investments shape Concord's village centers, a comprehensive and coordinated systems approach is critical. This multifaceted systems approach to the village centers is presented in Section 3's Opportunity Scenario #1. Land-use policies, transportation and infrastructure investments, historic preservation, cultural resource policies, and other town services contribute to the quality and vitality of the village centers as both economic and social hubs. This section addresses the main economic development strategies, policies, and actions to advance this goal through development policies, business recruitment and leasing, events and programming, marketing, and promotion of the centers. Key tenets for the village center economic development strategy are:

- Reinforcing West Concord, Concord Center, and Thoreau Street Depot areas as dense mixed-use commercial centers with active ground uses that emphasize retail, restaurant, entertainment, and activities.
- Maintaining a diverse mix of unique independently-owned businesses, including goods and services for residents and visitors.
- Utilizing Concord's significant historical, cultural, artistic, and natural assets to bring more residents, visitors, and regular customers to the centers and support local businesses.
- More actively promoting Concord and the rich range of experiences that it offers to residents and visitors within and outside the Boston region to support local businesses, artists, and cultural institutions.



West Concord Village Center

Six core action areas will be used to advance this goal:

1. Maintain and extend zoning policies that allow mixed-use and appropriately dense development in and around village centers. These policies may also encourage new development to be concentrated in and around the village centers and allow for higher density development on infill sites and at redevelopment projects within the centers. Policies may provide a streamlined permitting process for projects that meet explicit use, form, and design standards. Zoning revisions may be considered to also allow more intensive but non-industrial uses (such as high density commercial, or high density residential which creates more market demand for local goods and services) in the immediate environs of the two train stations.
2. Enhance the public spaces, physical connectivity, and general environment of the business centers. Through collaboration of appropriate Town departments and appointed boards and commissions, improvements in the physical infrastructure within and surrounding the village centers is a goal. These improvements may include refining transportation and parking, identifying safe pedestrian and bicycle connections, adding public outdoor seating, upgrading water/sewer service, enhancing cell and WiFi service, and other facets of infrastructure to improve the visitor experience and

business environment. More detailed actions are described in the Mobility + Transportation and Public Facilities + Infrastructure Plan Elements.

3. Through public-private partnership, work with business and property owners to coordinate the marketing and leasing of vacant ground floor spaces. Learning from other communities who have tried to solve similar issues, consider that this coordination effort could create a shared vision to curate the desired types of businesses to occupy ground floor spaces that enhance the village centers and sustain an emphasis on active ground floor uses and unique independent businesses. A leasing team could be established with property owners, commercial brokers, businesses, and Town economic development representatives to market and lease vacant space. Marketing materials that document the advantages of starting or locating a business in Concord with success stories could be prepared to use in this effort. This team could also provide information, introductions, and guidance on the required licenses and permits and connect prospective businesses to other business owners and resources that can support their decision-making and success in Concord.
4. Establish a coordinated marketing initiative that brands and packages a range of experiences and destinations related to culture, history, art, agriculture, natural areas, and other themes along with retail and dining at local establishments. Elements of this initiative may include:
 - a. Concord Day Pass/Visitor Card that includes entry to several attractions and offers discounts to local stores and restaurants for one package price.
 - b. A branded message that seeks to attract those seeking a “deeper dive” into one or more Concord’s experiences and who have disposable income to support local businesses.
 - c. A map showing overall destinations as well as maps with itineraries that connect sites and narratives by “themes” so people can seek out experiences of their interest or be compelled to come back again and again. These theme maps would be comprehensive in scope - including sites, connections, history, culture, art, retail, and restaurants.
 - d. Efforts that focus on increasing visitor numbers during off-season times including marketing and collaboration between businesses and organizations to develop events and attractions in off-peak times.
 - e. Website and/or app to host all of the above and clearly show parking options, including electric vehicle charging locations.
 - f. Initiatives that involve high school students in creating marketing ideas, maps, themes, etc.
5. Encourage and support more festivals and events to draw more visitors and surrounding area residents to the village centers, with an emphasis on events held during off-peak tourist times. These initiatives could also invite people to stay multiple days. Several ideas for new festivals and enhanced existing events:
 - a. Literary festival (such as Concord’s Festival of Authors)
 - b. Agricultural Day (enhance the existing successful Ag Day)
 - c. Discover West Concord day (enhance the existing annual event)
 - d. Holiday Tree lighting
 - e. Riverfest (expand event to West Concord)
 - f. July 4th Picnic in the Park
 - g. Music festivals
6. Through public-private collaboration, provide information and services to improve the visitor experience and connect visitors to the varied experiences and businesses in Concord. This will require a range of digital, physical, and personal resources and tools to be tested and adapted over time based on their feasibility and impact. An initial set of actions for this strategy includes:
 - a. Develop a map of attractions and a visitor-friendly website and/or app to help create a compelling visitor destination that is easy to navigate and that encourages return visits.
 - b. Recruit volunteer ambassadors to provide a personal touch and local knowledge, giving free tours, providing information, i.e., directions to sites and friendly reminders about parking rules.

- c. Install standardized signage with historical interpretation where appropriate and “you are here” maps. Trails and destination maps would be named with themes such as “Thoreau Trail,” “Literary Trail,” “Art Trail,” “Greenway,” “Riverway,” etc.
 - d. Institute a public art program that supports local, regional, and international installations – attracting a visitor market with an interest in purchasing art.
 - e. Increase and enhance number of local restaurants and cafés featuring “art on the walls,” showcasing local artistic talent.
 - f. Assess feasibility of a “Wild, Historic River tour package” to bring visitors to the nationally designated wild, historic waterway with stays at historic B&Bs or farm-stays, and provision of maps with river access points and boat rentals, and a “food and agricultural tour” to bring visitors to selected farms and food-related businesses, highlight the town’s historic and current agricultural and food-related policies, amenities, and resources.
- 2. Support growth of existing and similar businesses within existing industrial and commercial areas in town, such as Baker Avenue, Virginia Road, near Emerson Hospital/Concord Turnpike, 2229 Main Street (Starmet) site, and others. Outline development guidelines for appropriate potential infill development to be tied to transportation management strategies for improved shared transportation access and updated sustainable design requirements.
 - 3. Encourage local businesses to work collaboratively with local and regional workforce development programs, transportation authorities, and housing agencies to help with workforce shortages. With transportation and housing being major issues for certain employers, such as food production and service businesses, businesses should be encouraged to work together to find possible solutions. Town government in conjunction with local business associations may convene businesses to identify shared workforce and occupation needs. This information will help determine the appropriate education and training providers to partner with to address workforce shortages. As proposed under Goal 4, Concord may advocate with the State Department of Labor and Workforce Development and Workforce Development Board to change its regional affiliation from Metro South/West to the Greater Lowell to better connect Concord employers to more proximate and relevant workforce development resources
 - 4. Conduct a needs assessment with Emerson Hospital and other local health care employers to identify factors and initiatives surrounding workforce attraction and retention for healthcare and medical institutions.

Goal 2: Build on the enhanced quality of life encapsulated in Goal 1 to support the strong commercial business successes throughout town and attract and retain a constant workforce.

To encourage and support the local business community, the Town can further study policies and programs to address additional issues, including diversity in business types and workforce attraction and retention.

Four actions are proposed to further the support of the village center businesses:

- 1. Develop a strategy to balance a visitor-based economy with a resident-based economy. With input from residents, businesses, property owners, and other stakeholders, the Town should conduct a market study to understand the actual demand for certain services and goods. Information from this study and the resulting strategy can inform the work to market and lease vacant ground floor spaces discussed under Goal 1.

Goal 3: Become a recognized and supportive community for business and social entrepreneurs to start and grow new businesses.

Concord can adopt a number of policies and activities to encourage resident entrepreneurs and support their efforts to start and grow their enterprises in Concord and build greater recognition of these efforts to attract entrepreneurs from surrounding communities. Finally, Concord may tap its entrepreneurial community and talent as a resource to address important community and social needs.

Eight key policies and initiatives are proposed to achieve these ends:

1. Support the expansion of co-working and incubator spaces in Concord. Co-working and small business incubator spaces provide an accessible, supportive, and collaborative environment for new and small enterprises. The Wheelhouse in West Concord is a successful example of such a space that is highly valued by its tenants and fully occupied. The Town should indicate its support for co-working spaces and encourage property owners and developers to include them in proposed projects. Developing a co-working space use category by right in appropriate locations in village centers (upper floor space and all floors in buildings outside of the main pedestrian retail streets) and with standard requirements tailored to their needs would simplify regulatory approval for these projects.
2. In collaboration with others, host networking events for self-employed residents and entrepreneurs. Working with the Chamber of Commerce and Concord Business Partnership, the Town can host periodic events (perhaps quarterly) to encourage self-employed residents and both aspiring and exiting entrepreneurs to gather, get to know each other, and explore potential business opportunities. These events promote community and peer support among entrepreneurs, signal the town’s support for entrepreneurs, and increase recognition of the town’s entrepreneurial activity. Beyond their primary networking role, these events would include a short program or speaker on an important issue for entrepreneurs or new business success stories.

3. In collaboration with others, organize an annual new enterprise competition with public presentations. This competition would invite the development and submission of private and “social” business proposals to a panel of judges and the public. Along with normal for-profit businesses, the competition would emphasize business proposals with a positive community or social impact, including meeting an important community need or business gap in Concord or address larger social needs related to environmental sustainability, health, housing, equity, etc. The top business proposals/plans that pass the panel of judges would present at a public pitch event with attendees voting on the award of prize money (judges might also award some prize money). Winners would also receive support and referrals to resources to help them to launch their business idea. The Town would help top proposers work with banks, business associations, and employers to raise prize funds and organize and promote the competition. Successful examples of these community-scale events are Holyoke Soup night organized by the Holyoke Chamber Foundation’s SPARK program and Start-Up Portland Week in Portland, Maine.



Wheelhouse Coworking Space, Concord MA (Exterior)



Charles River Coworking Space, Newton MA
(Source: www.charlesrivercoworking.com)



Wheelhouse Coworking Space, Concord MA (Interior)
(Source: <http://bradfordmill.com/wheelhouse/>)

4. Serve as a referral resource to key entrepreneurial development resources. Massachusetts and the Boston region have extensive resources to support entrepreneurs, many of which are low or no-cost and some are targeted to specific populations, business types, and stages. These resources include US Small Business Administration programs, college and university centers, and private sector networks and service providers. A Town staff person or volunteer can serve as a point person to become familiar with these resources, supported by community crowd-sourcing and an intern, and over time work to develop referral relationships with resources that are most proximate and relevant to Concord.
5. Create a process for coordinated review and decision-making for small business projects. Concord's zoning and licensing process for new businesses can be complex and cumbersome especially when review and action by multiple departments and boards are required. Concord has utilized a process to coordinate reviews across departments for larger projects (e.g., Concord Market at Millbrook Tarry) but no such formal process exists for smaller projects. However, it is often the smaller projects and businesses that are most in need of a coordinated and more streamlined process since they are less familiar with the Town regulations and processes and have less money to hire consultants and attorneys and absorb business delays. This process would include a point person to: (1) coordinate the process, provide an early review to identify all license, permits and actions needed with required supporting documentation to establish the business and (2) convene all relevant department staff to raise any issues and concerns and propose a schedule to reduce delays and compress the review and decision process, working out any conflicts or differing interpretations that arise in the process. As experience is gained with this small project review process, department heads and boards may identify actions to further simplify and streamline the process consistent with addressing the underlying regulatory and policy goals.
6. Regularly review existing business regulations to remove or revise outdated ones and respond to the changing business environment. Since regulations can accumulate over time and combine to become costly and time-consuming for businesses to address, it is important to ensure that regulations or requirements are eliminated when they are no longer needed or

effective, for example, when they are superseded by state regulations or their original goal or purpose no longer exists. The Planning Division could coordinate such a review every three to five years, working with other departments and an advisory group that includes business owners.

7. Create a Business Welcoming Committee through the business community to formally welcome new businesses to Concord and to help connect them to resources so they can have a strong start. This committee would not be an official Town Committee but may include existing business owners and representatives of the Town. It would contact and welcome the new businesses, meet with the owner or manager to offer support, and address any questions they have and inform/refer them to resources they may need or want to pursue for their first year in town. The committee may also assist new businesses and the new proposed civic organization to organize a grand opening event to announce and attract customers to the business.
8. Incentivize businesses to become zero emission entities.

Goal 4: Build local civic and government capacity for economic development with a special focus on (a) related arts, cultural and tourism activities, (b) medical and healthcare specialties, and (c) "green" and environmental businesses.

Concord has very few staff and little organizational capacity focused on addressing the Town's economic development goals, working with the business community, artists and cultural organizations, healthcare institutions, managing its village centers, and promoting tourism. One consequence of this limited capacity is that Concord is not well connected to regional economic development and workforce development organizations that can provide resources to support its economic development agenda.

Five key actions are needed to address this capacity gap:

1. Create a nonprofit civic organization to work on improving and managing Concord's three main village centers and promote the town's arts, culture, and tourism resources. This organization would engage businesses, property owners, town government, and arts and cultural organizations to collaborate on two closely related agendas: (1) improving and managing the three village centers (Concord Center, Thoreau Street Depot Area, and West Concord); and (2) promoting Concord to local, regional, and international visitors, creating strong linkages for visitors among its varied historical, cultural, natural, and business resources. This new organization could be modeled on Main Street organizations that work to revitalize and manage commercial districts in hundreds of communities and that are supported by the National Main Street Center (originally created by the National Trust for Historic Preservation). Boston, Somerville, and Salem all use main street organizations to promote, manage, and strengthen their commercial districts. Funding for the organization would come from private sponsorships and contributions, Town funds, foundation grants, and self-generated revenue.
2. Consider establishing a Town economic development staff position. This new staff person would oversee implementation of the Economic Vitality component of Concord's long-term plan, serve as a liaison to the business and non-profit cultural and arts communities, represent and advocate for Concord with regional organizations, and monitor and provide information on economic trends, opportunities, and business issues. This staff person would also support promotion and coordination efforts among arts and cultural organizations. Any decision on this new staff position needs to reflect the fiscal planning goals and budget priorities in Section 4.8.
3. Connect and engage with state and regional economic development resources. The Town, through its new economic development staff person, volunteers, and other town representatives can enhance its relationships and participation with key state and regional economic development organizations and agencies. This will allow Concord to help shape regional visions and initiatives and potentially bring new resources and services to town. Key state and regional resources to connect with include:
 - a. MassDevelopment – a key source of business, real estate and non-profit financing, including a cultural facilities fund and brownfield development grants.
 - b. Commonwealth Corporation – an important source of employer workforce development training grants.
 - c. The Boston regional Small Business Development Center and Service Corps of Retired Executives.
 - d. Middlesex Community College and Minuteman Technical High School for vocation training and hiring.
 - e. Concord should also explore joining the Middlesex 3 Coalition through which nine communities along Route 3 collaborate on economic development. Although Concord does not border Route 3, the Coalition's members are strongly connected to similar economic development and transportation issues and the Coalition includes the neighboring towns of Bedford and Lexington. Concord should also advocate with the state's Department of Labor and Workforce Development and state Workforce Development Board to change its region affiliation from Metro South/West to the Greater Lowell Workforce Development Board and region. This no-cost change will facilitate efforts to better connect Concord employers to more proximate and relevant workforce development resources.
4. Create a Town-sponsored economic development website and guide to opening and maintaining a business. Concord currently lacks these two basic information tools that inform business and entrepreneurs interested in starting, locating, and maintaining a business in Concord about the Town's goals and environment for businesses and the relevant regulations, permits/license requirements, and process. The website could also serve as a clearinghouse for information on available commercial and business space and help connect businesses seeking new space to available options.
5. Conduct an assessment of demand for additional medical uses and "green" and environmental businesses and associated needs for those businesses. Location of medical facilities, in particular, should be easily accessible for residents and the larger community, possibly along or adjacent to Route 2.

SECTION 4.2 - ECONOMIC VITALITY SYSTEMS MATRIX

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5					
		Cultural + Historic Resources				Economic Vitality				Housing						Land Use					Mobility + Transportation					
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	
Goal #1	#1					●	●	●	●						●		●									
	#2					●													●					●		
	#3		●			●	●	●	●																	
	#4		●			●			●																	
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Goal #4	#1	●	●			●	●	●	●																	
	#2					●	●		●																	
	#3								●																	
	#4						●	●	●																	
	#5								●													●				

Note: The Systems Matrix is intended to depict crossover between goals and actions throughout the Plan Elements section. It is intended as a tool to assist in prioritization of actions based on the "breadth" of their crossover with formalized goals both within and outside of their respective sections.

SECTION 4: PLAN ELEMENTS

4.1 Cultural + Historic Resources

4.2 Economic Vitality

4.3 Housing

4.4 Land Use + Zoning

4.5 Mobility + Transportation

4.6 Open Space + Natural Resources

4.7 Public Facilities + Infrastructure

4.8 Fiscal Planning

Each plan element section contains the following information:

- Introduction
- What the Community Said
- This “Element” Today (Existing Conditions)
- Goals + Policies, Strategies, and Actions
- Systems Matrix



West Concord Home

SECTION 4.3 HOUSING

INTRODUCTION

Concord is a desirable residential community because of its natural beauty, good schools, rich history and traditions, proximity to Boston, and its access to highways and public transportation. Developable land is scarce due to extensive floodplains and wetlands, active farming uses, and protected open spaces, which has caused the price of land to rise. High land prices contribute to ever-increasing housing costs while high expectations around municipal services and schools drive real estate tax increases. These combine to make the town unaffordable for many who currently reside in Concord as well as many who would like to move into the community.

For over 50 years, the Town’s boards and committees have worked to increase housing diversity in town through plans, reports, and actions. As noted in Section 1 while the Town currently meets the State’s requirement that at least 10% of Concord’s housing stock be affordable (that is, listed on the State’s Subsidized Housing Inventory, or SHI) only about half (approximately 5.3%) of counted units actually fall within affordable guidelines. The Community Preservation Act funding has allocated just under \$4.1 million to this housing goal over 12 years (2005 – 2017). Concord’s goal is to support affordable housing growth to meet the Town’s needs. However, the community continues to express concerns about preserving economic and social diversity, along with a diversity of the housing stock, while remaining mindful of the town’s rural and historical traditions, including preservation of open space. Concord, like many of the municipalities in the state, is zoned primarily for single-family residences, which constrains production of diverse housing options.

WHAT THE COMMUNITY SAID...

October 2017 Envision Concord Survey Highlights

(Total of 458 Respondents from mid-September to mid-October 2017)

- About 41% think the range of housing choices needs some improvement.
- Housing was a mid-level priority for respondents as to what uses should go on land if the Town could acquire undeveloped land for any use.
- The highest preference for accommodating new affordable housing was to encourage redevelopment of any underutilized properties, not including protected conservation areas.

Envision Concord website and other input:

- 2016 Town Government Survey indicated one-third of seniors rated broader housing options as a top priority; compared to less than one-quarter for other age groups.
- Residents speak abstractly in favor of more housing options – not necessarily just low-income housing but more “diversity” (price range, sizes, accessibility, location).

- Tendency for residents to object to housing developments near them for a variety of reasons including perceived effect on property values, change in neighborhood character, traffic, fiscal impacts, or other concerns.
- Questions whether new housing is necessary?
- Housing for down-sizing seniors mentioned both as a high priority and also a priority over starter-home housing for young families.
- Property taxes are high and this has impacts on affordability.
- Housing should meet the needs of Concord residents – “workforce” housing for those of moderate incomes.
- New housing should not be built on “green fields” (open spaces/undeveloped land).
- Demolition of modest-sized homes for redevelopment of over-sized houses is changing neighborhood character and pricing out younger and older households.
- The majority of the rapidly growing senior population wishes to remain in their existing homes and need regulations and resources that allow them to adapt floor plans to their needs and create accessory units to reduce their costs and provide needed entry level housing for others.

HOUSING TODAY

As of 2017, Concord has approximately 7,300 units of housing. The Town, working in collaboration with the Concord Housing Authority, the Concord Housing Development Corporation, and the Concord Housing Foundation, has worked diligently to systematically increase its number of housing units to reach the state-mandated subsidized housing share of ten percent. This target was reached with the construction and opening of Concord Mews in 2011. With the anticipated construction of an affordable assisted-living facility at Junction Village, the Town will continue to satisfy this requirement after 2020. However, long waiting lists exist for those needing help to pay for living in Concord, including seniors, the disabled, and others. There is demonstrated need and further benefits to providing a greater diversity of housing options at various price levels. In addition to housing classified as affordable, Concord is also lacking in more accessible types of housing, such as workforce housing for town employees (e.g. police, teachers, etc.) and agricultural workers, housing for downsizing seniors, and starter homes for younger families.



Black Birch Homes (source: www.blackbirch2concord.com)

Units by Housing Type	Estimate # of units	% of Total
Total # of Units	7,327	100.0%
1, detached	5,029	68.6%
1, attached	372	5.1%
2 to 4	638	8.7%
5 to 19	492	6.7%
20 to 49	444	6.1%
50 or more	352	4.8%

Table 4. Number of Housing Units by Type in Concord

Senior Housing Type	Concord	Acton	Bedford	Carlisle	Lincoln	Maynard	Sudbury
55+ Single Family Dwelling Developments	2	1			1	1	3
Independent Living Facility	1			2			2
Assisted Living Facility	2	1	1		1		1
Skilled Living Facility	3	1					1
Housing Authority Senior Housing Development	2	1	1			3	1

Table 5. Number of Senior Housing Development in Concord and Neighboring Communities

(Source: Town of Concord, 2017, and the Regional Housing Services Office)

Each year, Concord becomes a more expensive place to live (see *Figure 7, Median Housing Sale Prices Comparison in Section 1*) and the rise in housing prices continues to outpace increases in income for town residents. While estimated median household income in Concord increased 16% between 2010 and 2016, median sales price of condo and single-family housing units increased 33%. Different generations of residents certainly have competing interests for use of Town resources, but there has been consistent feedback that having a broader range of housing choices supports a more sustainable community. Although there is strong demand for higher-priced housing from families interested in moving to Concord, this does not always serve the interests of the existing population.

No dedicated funding stream exists for creating affordable homes, other than the minimum ten percent of the Community Preservation Act that must be spent or set aside for community housing initiatives. Recent developments have been achieved with donated land or by requirement for private development projects.

With the exception of the Planned Residential Development zoning provisions and two-family dwellings, current zoning limits the development of more flexible housing types, such as multi-family dwellings and limits greater density on lots. Zoning is a major constraint in diversifying Concord's housing efforts, because over 90% of the town is zoned for residential use, and the development pattern has been

primarily single-family housing. Detached accessory units, which require a special permit from the Town, have allowed additional units to be added within existing neighborhoods zoned for single-family through the conversion of existing accessory structures that pre-date 1928 (e.g. barns, carriage houses or garages). Special permits have also allowed in-home accessory apartments to be created, increasing the number of additional units in Concord without adding to the number of buildings or substantially altering the appearance of the Town.

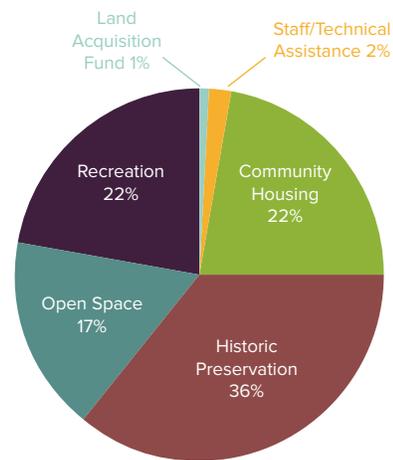


Figure 20 Overall Allocation of CPA Funds from 2006 to 2017 (Source: Town of Concord 2018 Community Preservation Plan)

	Concord		Action		Bedford		Carlisle		Lincoln		Maynard		Sudbury	
	# Units	% of Total	# Units	% of Total	# Units	% of Total	# Units	% of Total	# Units	% of Total	# Units	% of Total	# Units	% of Total
Total # Occupied Housing Units	6,758		8,638		5,133		1,762		2,460		4,375		6,133	
Owner-Occupied	5,171	77%	6,676	77%	3,666	71%	1,694	96%	1,574	64%	3,140	72%	5,609	91%
Renter-Occupied	1,587	23%	1,962	23%	1,467	29%	68	4%	886	36%	1,235	28%	524	9%

Table 6. Occupied Housing Units - Owner Occupied vs. Rental

(Source: 2012-2016 American Community Survey 5-Year Estimates, Table B25032: TENURE BY UNITS IN STRUCTURE)

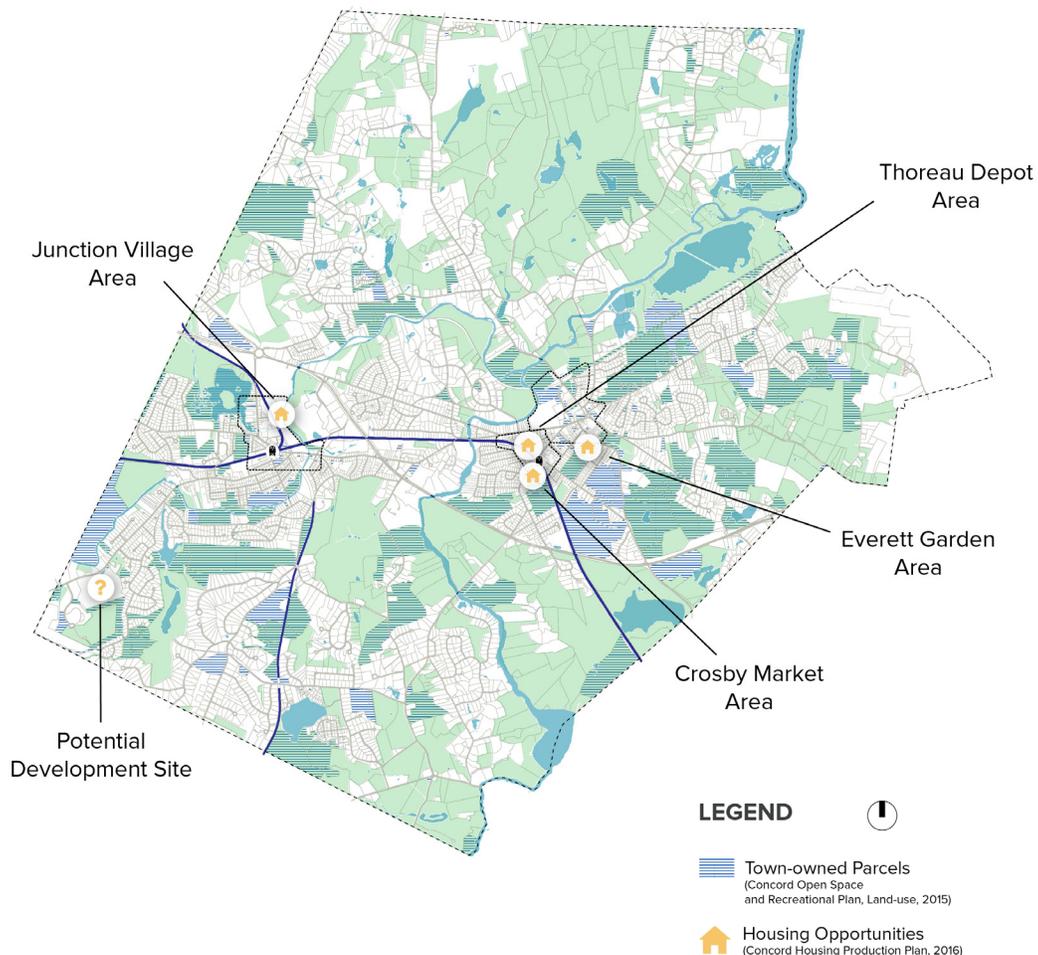


Figure 21 Previously Identified Housing Opportunity Sites (Source: CivicMoxie map created using sites identified by 2015 Housing Production Plan and Town of Concord)

Currently, there is little land readily available for development. Approximately 45% of the town is already developed with a mix of residential and commercial uses. Given sparse land and fiscal resources, housing needs frequently compete with other Town priorities for funding. In the last decade, 36% of CPA funds have gone to historic preservation, with 22% allocated for community housing and 17% earmarked for open space (see Fig. 20). In the future, 2229 Main Street (the Starmet site) and other key properties may offer opportunities for certain types of housing. However, with fewer available parcels for housing development, there has been a continued concern about smaller, more affordable homes being purchased at higher

speculative prices for their land, and then being demolished and replaced with much larger, more expensive houses (sometimes referred to as “mansionization”). Four sites were identified in the [2015 Housing Production Plan](#) (HPP) as housing development opportunity areas, with three located near Concord Center and the Thoreau Street Depot Area, and one in West Concord. As part of the 2229 Main Street Oversight Committee’s charge to oversee the clean-up of the former “Starmet” site, a range of possible future redevelopment uses has been discussed, including limited residential. The 2015 HPP did not identify specific sites where smaller housing development, such as in-fill, upper floor residential, or mixed-use development, could occur but included recommended strategies to encourage smaller-scale housing.

Older residents may move out of Concord due to a lack of affordable options when they want to downsize or constraints on their ability to create accessory apartments within their existing homes. Millennials and young families find it difficult to move into Concord due to high housing costs. Farms and local businesses have difficulty hiring workers due to lack of housing options. Having fewer housing choices influences the town's age and socio-economic diversity. However, it must also be acknowledged that the high level of services expected by many residents depends on a high level of tax revenue. While larger, more expensive homes contribute a disproportionate share of that tax revenue, they often replace smaller, more affordable houses. It is important to recognize that a meaningful shift toward less expensive housing could require a reduction in expectations around municipal services or a need to look at other revenue sources such as an increase in the commercial tax base.



(Middle + Above Right) Examples of smaller housing units in the town.

(Source: www.concordriverwalk.com)



(Below L+R) Examples of accessory units. Accessory units can add additional housing with limited visual and other impact. Concord's Zoning Bylaw prohibits substantial exterior alterations of a structure in accommodating accessory dwelling units.

GOALS + POLICIES, STRATEGIES, AND ACTIONS

The goals and strategies included in this section are aimed primarily at expanding the diversity and affordability of housing options in Concord, including housing to expand the subsidized housing inventory, workforce housing, housing to support aging in the community, and housing to strengthen the Town's ability to achieve its other interrelated community goals. Community education around the current and future housing needs in town and the benefits of having more housing choices should be provided on a short- and long-term basis, much like the energy and water conservation policies and information campaigns, to expand support for the following goals and strategies. Goals relevant to housing can also be found in other Plan Elements; zoning tools are discussed in Land Use, strategies for diversifying the non-residential tax base are outlined in Economic Vitality (these are particularly relevant in assisting homeowners, especially seniors), and guidelines for locating housing and ensuring accessibility to town services and social connectivity are provided in Mobility + Transportation and Public Facilities + Infrastructure. A discussion of conservation efforts and their relationship with housing policy is provided in Open Space + Natural Resources.

As part of the process outlined in Section 2 for reviewing plans, policies, initiatives, and proposed projects, housing policy decisions will be reviewed using the five community criteria. In addition, housing policy should incorporate Smart Growth themes, particularly as they relate to location criteria and mobility/accessibility.

Goal 1: Develop realistic, achievable targets for preserving or creating housing of all types (beyond the State Housing Inventory).

While Concord's housing stock as defined for the State Housing Inventory (SHI) has been carefully managed and monitored through the Concord Housing Authority, Concord Housing Development Corporation, and the Town, those numbers do not capture the moderately-priced housing stock that has been diminishing. As the town's smaller, older homes are being purchased and renovated or demolished to make way for larger residences, their values have been increasing significantly out of the range for moderate- and moderately-high-income households. Looking at the full spectrum of available housing types in Concord, goals should be developed to address the need for many different types of housing. Specifically, actions should consider moderately-priced single-family homes, rental housing designed for young professionals and Concord seniors looking to downsize within the community, as well as newer housing models, such as small compact homes like those at Concord Riverwalk.

The following is one core action to advance this goal:

1. Working with the Concord Housing Authority, Concord Housing Development Corporation, Regional Housing Services Office, Concord Housing Foundation, Council on Aging, and other committees and organizations, including local employers, Hugh Cargill Trust Committee, etc., the Town should study the existing status of Concord's housing stock by type and price and create realistic, achievable goals with supporting policies and programs.

Goal 2: Develop additional, self-sustaining funding mechanisms to support achieving the housing targets developed in Goal 1.

Local funding options to support the creation of more affordable homes are limited in Concord. Although the CPA generates roughly \$1.3 million annually, only about \$135,000 (ten percent) is required to be spent or set aside for community housing initiatives. The [Concord Housing Development Corporation \(CHDC\)](#), a local non-profit housing corporation established by Chapter 275 of the Acts of 2006 and whose members are appointed by the Concord Select Board, provides an ideal repository for such additional funds..

Beyond direct funding, the Town should also consider repurposing existing buildings as housing and in-fill housing opportunities. There are many examples of successful conversions of existing buildings to affordable and mixed-income housing, elsewhere and in Concord. The Peter Bulkeley Terrace was a public school that the town converted to 28 units of affordable age-restricted housing and is now operated by the Concord Housing Authority. Emerson Annex, also a former school, has 11 condominiums that when established in 1988, ten units were restricted affordable under the DHCD Housing Opportunities Program (HOP) with the expiring HOP deed riders and one unit was purchased by the Concord Housing Authority. Since that time, one unit was lost and is now a market rate unit, five units have resold and converted to the Universal Deed Rider with perpetual affordable housing restrictions and

four units remain under the original HOP deed restrictions with expiring restrictions in various years (earliest is 2028). Each site received funding from multiple sources, including Concord’s CPA funds and state, federal, and private funds. In addition to adaptive reuse of buildings, there is the potential for creating infill development that uses existing infrastructure for new development.

Seven core action areas will be used to advance this goal:

1. Advocate for adoption of a housing bank through special legislation to institute a real estate transfer fee, which would be used to generate revenue to help create affordable homes. This idea is not new; however, it has not yet been successfully lobbied by a Massachusetts municipality. Other municipalities have proposed such a real estate transfer fee for housing, including Nantucket and Provincetown, but none have been successful. There is precedent for creating such a mechanism for protection of open space land – e.g., the Martha’s Vineyard Land Bank, which generates revenue through a two percent surcharge on most real estate transfers on the Vineyard. The Affordable Housing Funding Task Force has been studying a variety of possible mechanisms, including this one, to increase funding to preserve and develop lower priced homes. The Town will have to consider whether such a transfer fee would apply to all properties, or solely those above a certain assessed value.



ASPEN-PITKIN HOUSING AUTHORITY

Location: Aspen, Colorado

Description: In Aspen, CO, the Aspen-Pitkin County Housing Authority has a policy that features an established fund dedicated to providing more affordable homes, which is funded by a housing real estate transfer tax (RETT) of one percent on the sale price of in-town private property above \$100,000. Aspen also charges impact fees or payment-in-lieu to private developers who do not construct, convert, or reconfigure affordable housing units to mitigate development impacts.

(Source: www.apcha.org)

2. Consider and support other recommendations from the Affordable Housing Funding Task Force. The Town should explore alternate funding sources used successfully in different cities and towns throughout the country
3. Solicit private funding and land donations for development of affordable and/or mixed income housing. Actively seeking private land donations, working directly with property owners through the CHDC, could result in donations of property for development or conversion of existing buildings to homes. One possibility is to encourage private property owners to utilize the new Donation Tax Credit. As part of the Act Relative to Job Creation and Workforce Development (H.4569), the State created a Donation Tax Credit that provides a credit against Massachusetts income tax liability for property owners who donate existing housing properties or other structures for the conversion of housing to qualified non-profits that commit to long-term affordability. The credit is worth 50% of the donated value.
4. Evaluate the benefits of increased allocations of local CPA funds for housing initiatives. Since adoption of the CPA in Concord, the town has collected about \$18,000,000 in total revenue (state and local collections). Per the Community Preservation Coalition CPA online, Concord has allocated about 22% (nearly \$4 million) of total revenue to housing initiatives. The target for any one CPA category can range between 10 and 80%. Funds can be set aside for housing in the CPA housing reserve or allocated to a housing trust (or in Concord's case, to the CHDC).
5. Investigate feasibility of converting existing buildings, such as potentially available Peabody Middle School, to mixed-income, multi-family housing. In addition to any schools that become available, if the Town consolidates offices in one or more facilities, properties formerly used for offices and other Town functions could be redeveloped for affordable housing. The Town would work with the relevant neighborhoods to develop a vision for adaptive reuse and conversion of any former public property and issue a Request for Proposals to solicit interest from qualified developers and set the requirements for redevelopment.
6. Identify other potential buildings and properties for repurposing as housing or that have in-fill development potential in conjunction with conversion of existing buildings. The Town should assist private property owners who wish to adaptively reuse their buildings and/or properties for housing-related development.
7. Identify a strategy to rapidly adjust subsidized housing units should the Town fall below the 10% required percentage.
8. Consider the implications of including a provision in the Zoning Bylaw for Payment in Lieu of Units (PILU) as a tool to incentivize developers in creating affordable housing or contributing funds toward other affordable housing projects.

Goal 3: Bring private and public groups representing open space, land conservation, resilience, and housing together to identify solutions for meeting housing needs.

Bringing private and public groups together to solve housing issues is imperative to foster synergy and collaboration. It is critical that Concord continues to have strong local infrastructure for meeting its housing needs and is able to respond to housing opportunities in a timely and effective manner.

Organizations including the Concord Housing Foundation, Concord Housing Development Corporation, Concord Housing Foundation, and the Regional Housing Services Office have vital roles in creating and preserving affordable homes and providing support for low- and moderate-income households in Concord. These groups meet together several times a year to share strategy; other groups who have a role in addressing housing could be invited to attend these meetings, including conservation and open space proponents, developers, and residents. In addition, the Town should continue to seek creative ways to address housing in Concord and to assist local organizations and institutions through the allocation of Town staff expertise, local funding including Community Preservation Act and federal HOME/ CDBG funds.

One core action area will be used to advance this goal:

1. Sponsor regular professionally-facilitated housing round-table events that bring together key organizations that have vital roles in creating and preserving affordable housing and providing support for low- and moderate-income households in Concord.

Goal 4: Discourage the demolition of smaller homes and their replacement with larger, more expensive residences.

The demolition of smaller single-family houses to build larger homes is viewed as a problematic issue in Concord that has negative implications for neighborhood character, historic preservation, and energy use. This goal is carried over from the prior two Housing Production Plans (2010 and 2015) and it addresses the issue of “tear-downs” in Concord whereby developers or homebuyers demolish existing small homes and replace them with significantly larger homes that are not always in scale and context with the neighborhood.

Concord adopted zoning provisions that restrict new development on pre-existing nonconforming properties to 150% of the size of the original structure with the aim of encouraging appropriately-scaled new construction of homes on nonconforming properties. The Town has also adopted height restrictions to help control the size of new single-family construction. Many community members feel the current restrictions do not go far enough to preserve smaller homes and encourage the new construction of small homes.

More recently, in 2016, the Town adopted a [Floor Area Ratio \(FAR\) Bylaw](#) that restricts the gross floor area of new housing relative to lot size. The FAR Bylaw limits new construction to a maximum FAR using the following formula: $\text{Maximum FAR} = 0.24 + (1,200 / \text{actual lot area})$. The amendment to the Zoning Bylaw is intended to restrict house size, which has grown considerably in the last decades, and particularly since 2000 (as presented at 2016 Town Meeting under Warrant Article #42). In 2016, the Town also strengthened the Demolition Review Bylaw to preserve and protect significant buildings built before 1941 that constitute or reflect “distinctive features of the architectural, cultural, political, or social history of the Town.” The updated bylaw enables the Historical Commission to impose up to a one-year delay (increased from a six-month delay). While this does work to delay demolition of historic structures that are often smaller in size, it is mostly intended as a historic preservation tactic and not a measure to reduce overall housing size.

Two core action areas will be used to advance this goal:

1. Identify and adopt best zoning practices to encourage preservation of existing smaller homes. The Town should continue to consider best zoning practices and develop a package of dimensional zoning amendments to help address concerns over the demolition of older homes for the construction of far larger replacements. For example, the Town of Wellesley adopted “Large House Review” provisions that require design review by the Planning Board and a separate review by the Design Review Board that considers compliance with standards and criteria including preservation of landscaping, scale of buildings, lighting, open space, drainage (groundwater), and circulation. On Martha’s Vineyard, a special permit is required for construction of homes exceeding a limit set by the Town (3,500 square feet on three acres and 250 square feet for each additional contiguous acre).
2. A tool for neighborhoods in Concord may be to propose possible adoption of one or more Neighborhood Conservation Districts or hybrid Neighborhood/Historic Districts to protect older neighborhoods with modest housing. The Massachusetts Attorney General has approved the NCD bylaws in multiple Massachusetts communities: Amesbury, Brookline, Ipswich, Lexington, Lincoln, Newton, and Wellesley. Amesbury and Lexington adopted their NCDs as amendments to their respective zoning bylaws, and followed the procedures required by the Zoning Act. These two towns, as well as Lincoln and Wellesley all invited the affected property owners to participate in the formation and governance of their NCDs.² West Concord is one neighborhood that the Historical Commission has discussed for possible consideration for a Neighborhood Conservation District. The Town should continue to study best practices and identify neighborhoods where an NCD may be appropriate toward the aim of minimizing loss of smaller homes.

² Rackemann, Sawyer, & Brewster, P.C., Massachusetts Land Use Monitor <http://www.massachusettslandusemonitor.com/policy/ag-reviewing-controversial-neighborhood-conservation-district-in-brookline/>, accessed 10/29/15.

Goal 5: Encourage renovation of existing single-family homes (in all zoning districts), and identify the opportunities to create accessory dwelling units within existing structures in all zoning districts, and allow cluster development and cohousing in designated areas.

In communities like Concord where the dominant stock of housing is single family, it is common for older adults to need less space or a different kind of space. Regulations that impede seniors from adapting floor plans and creating accessory apartments contribute to this problem.

Cluster development that concentrates the impact of building on the land and leaves open space and wildlife corridors can meet a range of goals including land conservation, sustainability, and social connectivity. Cohousing can create social communities and allow for smaller homes by providing common space for gathering, laundry, and other uses that makes more efficient use of land while also providing communities of support for seniors, young families, and others.

This goal expands the variety of housing options by allowing compact development and rental units, especially accessory apartments, as well as context-sensitive additional dwelling units, multi-family mixed-use development, and artist live/work space

Three core action areas will be used to advance this goal:

1. Amend the two-family or additional dwelling unit bylaw. Concord's zoning bylaw allows owners of single-family homes with a minimum lot size of 10,000 SF to add an additional dwelling unit within the home by special permit. However, the special permit for the additional dwelling unit expires upon sale or transfer of the property. Consider an amendment that allows the additional dwelling unit to remain with the property rather than the owner. Consider additional provisions that may help achieve more diverse housing options (such as provision of detached "tiny houses") but preserves the existing neighborhood character (i.e. the look and feel of modest single family detached homes).
2. Allow accessory dwelling units to be rented, even if they have not been continually rented since 1928. This would take into account the changing needs of homeowners and their immediate and extended families.
3. Adopt Natural Resource Protection Zoning (NRPZ), allowing co-housing and other clustered development. Concord's Residential Cluster Development provisions, which are by special permit in all the residential and business districts, have not been effective in producing enough lower-cost housing. The MA Department of Conservation and Recreation has developed an improved model bylaw, called the Natural Resource Protection Zoning (NRPZ) bylaw, which strengthens the potential open space and natural resource protection of clustering. The recommended bylaw will do the following:
 - a. Changes policy to make NRPZ developments by-right (and sprawl-type subdivisions by special permit);
 - b. Allows five-acre property minimum;
 - c. Allows sharing of septic systems and aggregate calculations;
 - d. Provides incentives to create affordable units within the development including density bonuses; and
 - e. May also allow development of co-housing.

Goal 6: Identify regulatory tools and tax incentives to encourage developers to build housing the Town wants/needs, especially denser housing near town centers or small (5-10 unit) developments such as Riverwalk, in ways that reinforce existing historical character and support sustainable development practices.

To maintain and strengthen economic stability, diversity, and authenticity of Concord’s village centers and other more densely developed neighborhoods, it will be critical to increase the variety of housing options in these areas. This goal can be achieved through zoning and, possibly, tax incentives that support development of mixed-income, multi-family, and mixed-use development, in village centers, including housing on upper floors. While sites outside of the village centers may be available for substantial residential development, such as the 2229 Main Street (Starmet) site, the location of new housing and required services for new residents, both in terms of infrastructure and programming, would need careful review and analysis. Encouraging denser housing near village centers can strengthen the Town’s ability to achieve other interrelated community goals, including sustainability and economic vitality.

Three core action areas will be used to advance this goal:

1. Adopt zoning provisions, such as a 40R Smart Growth Overlay District to encourage the redevelopment of the Thoreau Street Depot Area and adjacent Crosby’s Market Area to allow mixed-use, multi-family redevelopment or live-work spaces. Zoning provisions should incorporate inclusionary housing requirements for the creation of a mix of both affordable and market-rate housing in future redevelopment projects.
2. Evaluate impacts of petitioning for special legislation to allow a local property tax incentive modeled after the Amherst property tax incentive. Amherst’s property tax incentives allow a residential or mixed-use development with ten or more dwelling units to pay the increase in assessed value phased over a period of up to ten years to the full assessed value of the property. This provision only applies to developments where at least ten percent of the ten or more dwelling units are affordable to low/moderate-income households.
3. Consider zoning amendments or use of the town’s Planned Residential Development zoning provisions to foster development of potential opportunity sites in and near Concord Center, Thoreau Depot Area, and in and around West Concord Center as identified in the Smart Growth Analysis in Section 4.4 Land Use.

SECTION 4.3 - HOUSING SYSTEMS MATRIX

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5				
		Cultural + Historic Resources				Economic Vitality				Housing						Land Use					Mobility + Transportation				
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5
G1	#1									●		●													
	#2										●														
Goal #2	#1										●														
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	#3										●														
	#4										●														
	#5										●						●	●							
	#6										●						●	●							
G3	#1									●		●													
G4	#1			●								●				●	●								
	#2			●								●				●	●								
Goal #5	#1									●				●		●	●								
	#2									●				●		●	●								
	#3													●		●	●								
Goal #6	#1						●			●				●		●		●							
	#2										●			●											
	#3									●				●		●	●								

Note: The Systems Matrix is intended to depict crossover between goals and actions throughout the Plan Elements section. It is intended as a tool to assist in prioritization of actions based on the "breadth" of their crossover with formalized goals both within and outside of their respective sections.

SECTION 4: PLAN ELEMENTS

4.1 Cultural + Historic Resources

4.2 Economic Vitality

4.3 Housing

4.4 Land Use

4.5 Mobility + Transportation

4.6 Open Space + Natural Resources

4.7 Public Facilities + Infrastructure

4.8 Fiscal Planning

Each plan element section contains the following information:

- Introduction
- What the Community Said
- This “Element” Today (Existing Conditions)
- Goals + Policies, Strategies, and Actions
- Systems Matrix



Concord Center

SECTION 4.4 LAND USE

INTRODUCTION

This section has implications for all other Plan Element sections. The goals and recommendations for this CLRP must all be integrated into a land use plan for Concord to determine the best regulatory approach to achieve the desired land use patterns in the coming years. In addition to answering questions of “what uses?” and “where should certain uses be located?,” this section addresses the issue of how design in redevelopment or new development can be compatible with the existing physical character and the spirit of the town.

One of Concord’s most recognizable characteristics is the interplay of its land uses, including the historic and traditional town centers, concentrated commercial hubs surrounding its train stations, and the extensive amount of rural agricultural fields and conservation land. The majority of the town is composed of residential (mainly single family) uses. Immediately adjacent to the village centers, there are dense residential neighborhoods with homes of various ages and styles that largely define community character in those areas. There are also three industrial zones in Concord located along Route 62/Main Street, in West Concord by Baker Avenue/Route 2, and on the eastern side of the town adjacent to Hansom Air Force Base.

Concord’s zoning regulations have had regular amendments in the last decade to begin to address a variety of concerns. Recent amendments have responded to the replacement of smaller homes with larger houses, the need for mixed-use redevelopment and other types of development in the village centers (particularly West Concord Village), and climate-related issues, such as impacts on wetlands and flood plains. However, the general allowed uses have remained constant. As one of the Town’s main tools to maintain and direct uses the community wants, this comprehensive plan identifies changes to the zoning bylaws and historic preservation guidelines that focus on land use protection and allow specific development opportunities as articulated during the comprehensive planning process. More specific issues of natural resource protection, resilience planning, and recreational opportunities are covered in the Open Space + Natural Resources plan element.

Supporting land uses to help the Town achieve goals articulated in this plan provides the following benefits:

- Protects the land use characteristics that make Concord unique.
- Provides opportunities to allow for specific types of development to meet the goals articulated in the Open Space + Natural Resources, Housing, and Economic Vitality plan elements.
- Allows coordination of updated or new public facilities and infrastructure to meet current and future demand.
- Ensures that land uses are aligned with infrastructure services as well as public safety and social service areas.
- Allows the Town to be intentional with regard to strategies to meet sustainability goals by targeting desired footprints, desire to create wildlife corridors, clustering uses to reduce automobile dependence, and more.
- Takes the guesswork out of land use and development planning so that the Town can be proactive about attracting the types of uses and development it wants, while protecting and enhancing that which it holds dear.
- Identifies complementary incentives that tailor regulations to achieve desired development patterns.

This section offers recommendations for land use policies and actions, providing a guide for land use and regulatory decisions regarding location, patterns, distribution, protections, and density over time that will achieve the plan’s goals

WHAT THE COMMUNITY SAID...

October 2017 Envision Concord Survey Highlights

(Total of 458 Respondents from mid-September to mid-October 2017)

- Land Use alone as a category was noted as a medium priority to respondents.
- In the context of other categories, such as Open Space + Natural Resources, Housing, Economic Vitality, and Public Facilities + Infrastructure, there were many more specific comments, as described in individual plan element sections.
- Land use was considered moderately important to Concord's future as a desirable community to live/work (this is attributed to the fact that respondents had more specific opinions of land use when tied to another plan element such as open space or housing, than when it was presented as a "stand alone" element outside of context).

Envision Concord website and other input:

- Stop destruction of smaller homes and subsequent replacement with excessively large new construction.
- Big-box development apartment buildings/condos put pressure on Town services (schools/sewers) and don't fit in character of neighborhoods.
- Develop 2- or 3-unit residential units on second or third floors in business districts.
- Stop "growth" (not defined) – is it necessary?
- Land is expensive – this negatively impacts housing, commercial uses, open space/farmland acquisition.
- There's not much need for additional commercial growth beyond what the town already has.
- Re-development and renovation should be considered just as much or more than new development for adaptive reuse opportunities in already existing buildings – particularly but not exclusively near town centers.

LAND USE TODAY

Concord occupies approximately 26 square miles of land, which support a varied mix of land uses, including a relatively high proportion of land devoted to agriculture, forestry, and recreation. According to the 2015 Open Space & Recreation Plan (OSRP), 59% of Concord's total land area is considered open space, with 38% of all land in town listed as permanently protected open space. However, it is important to note that open space (both publicly and privately owned) comes in a variety of forms – from conservation land to golf course to playing fields and more – and land considered open space can sometimes have an alternately listed "primary use" in the tax assessment data.

From the Town's GIS and tax assessment data, the largest single use within Concord is forest and recreational lands (approximately 38%) closely followed by single-family housing (just over 36%). Commercial and industrial land uses comprise 2.4% of the town land. Centers of commercial activity include Concord Center, Thoreau Street Depot Area, and West Concord Village. Agricultural and horticultural lands make up 4.5% of land in the town. Most important for the purposes of this CLRP are the trends seen since the 2005 CLRP, with losses of Chapter 61A land as described in this section. Through land acquisition and other protection mechanisms, the Town has worked diligently to maintain a stable number of acres of forest, agricultural/horticultural, and recreational land in the face of single-family home development. The recommendations of this report support ongoing policies, priorities, and fiscal decisions that seek to preserve the natural and agricultural character of the town for the benefit of residents, wildlife, climate resilience, and a host of other goals. At the same time, these recommendations acknowledge the need to support a healthy tax base and direct development and commercial activity to appropriate areas that support the sustainability goals adopted by the Town.

Land Use Category	%	Acres
Hanscom Field/Airbase	2.6%	423
Agriculture/Horticulture	4.5%	746
Civic/Institution	6.5%	1,074
Commercial	1.8%	305
Industrial	0.6%	107
Forest (Ch. 61)/ Recreational (Ch. 61B)	38.7%	6,390
Residential - Multifamily (2-3 Units)	0.4%	67
Residential - Multifamily (4+ Units)	1.1%	177
Residential - Single Family	36.8%	6,080
Unlabeled Parcels/ Roadways	6.9%	1,137
Total:	100%	16,505

Table 7: Land Area Distribution by Land Use

Source: Town of Concord GIS and Tax Assessment Data. *Since there is no specific Open Space zoning category, tax assessment classification and data were used to identify open space parcels. Areas used or considered open space or agricultural are sometimes categorized as other uses that are on the same parcel. † There is a small margin of error for acreage numbers through GIS.

Type	%	Acres
Term (Limited)	6.4%	162
Perpetual	92.7%	2,356
Unknown	0.9%	24
Total	100%	2,542

Table 8: Conservation Land by Protection Timeframe

Source: Town of Concord GIS and Tax Assessment Data

An Explanation of Land Use Designations and Calculations....

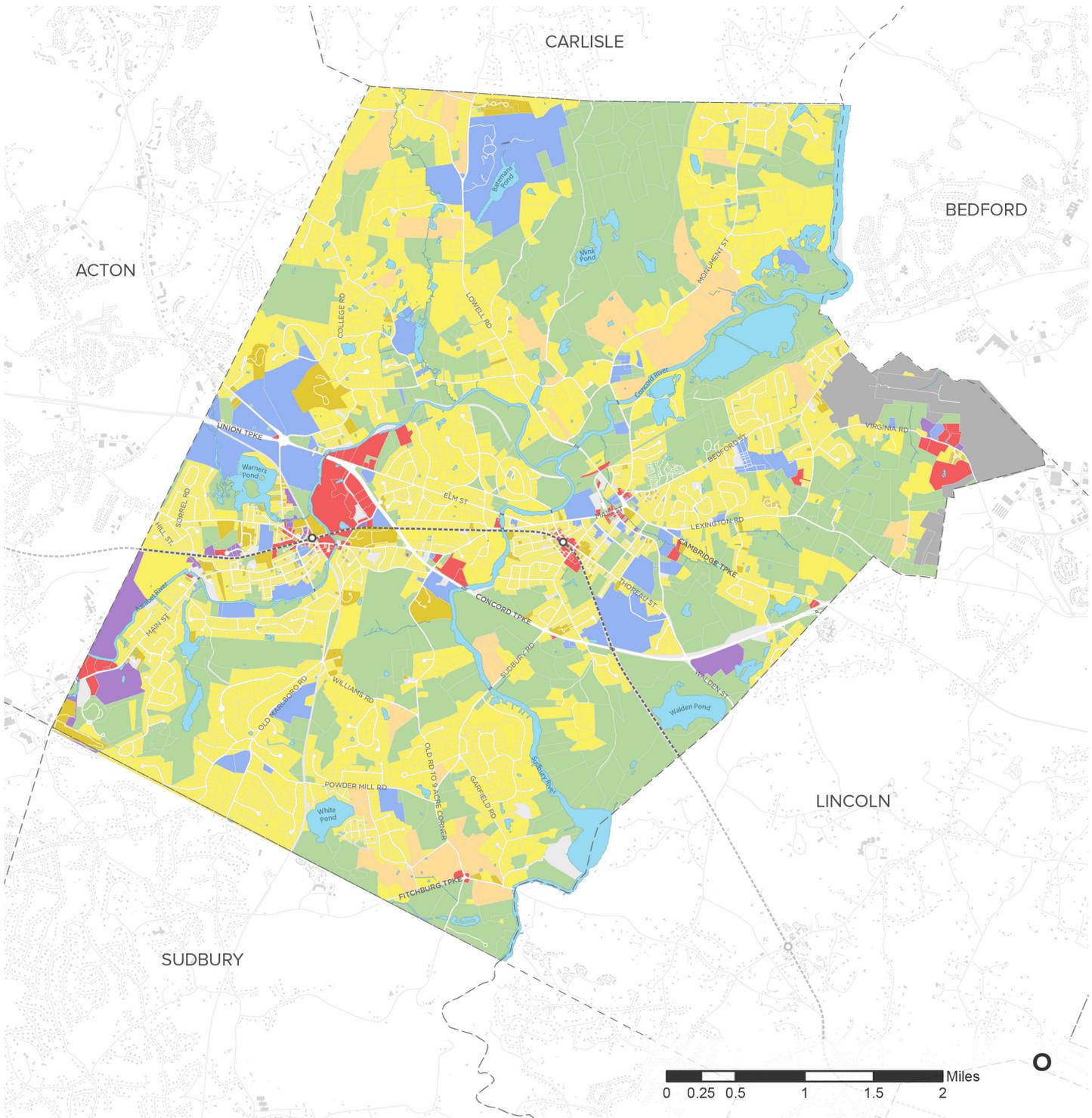
Open space is land that is primarily undeveloped (has few or no buildings or other built structures), is under public or private ownership, is permanently or temporarily protected from development and may or may not be publicly accessible.

Permanently protected land is land that is restricted from further development in perpetuity (such as with a Conservation Restriction or Agricultural Preservation Restriction) or has been acquired with funds designated to permanently protect a resource. Such land cannot be reconsidered for development without Town Meeting and State Legislative authorization to remove the permanent protection.

Protected land is essential to Concord’s appearance, economy, and well-being. Conservation land helps maintain the town’s character, provides adequate land area for outdoor recreation, and protects important wildlife habitat. Protected farmland provides a permanent base on which present and future farm businesses depend. Protected land also ensures clean water for wells and reservoirs supplying Town drinking water.

For this Plan, land use figures and percentages were calculated using Town GIS and 2017 Tax Assessment data. Therefore, each parcel is counted towards only one specific land use based on its “primary use” category, with the sum of all parcels equating roughly to the Town’s overall land area.³ Parcels containing such uses as the Middlesex School or Reformatory Farms thus are considered civic/institutional use (and not forest or agricultural land despite containing these uses). As a result, the total open space figures listed in the 2015 OSRP are higher than the total lands labeled as Agricultural/Horticultural and Forest/Recreational, because they include residential, civic/institution,

³ “Primary use” categories utilized data in the field “USE_CODE” from MassGIS’ standardized “Level 3” assessors’ parcel mapping data set. This is defined as “Land use code as set by the Dept. of Revenue.”



Land Use

 Residential (Single-family)	 Industrial	 Agricultural / Horticultural (Ch 61A)
 Residential (Multi-family)	 Civic / Institution	 Hanscom Airforce Base
 Commercial	 Forest (Ch 61) / Recreational (Ch 61B)	 Unlabeled / Roads

Figure 22 Land Use by Tax Assessment Category (Source: Town of Concord GIS and 2017 Assessment Data)

Development of Chapter 61, 61A and 61B Land

Portions of Concord’s land are currently under MGL Chapters 61, 61A, and 61B, which are voluntary programs where landowners of forestry (10 acres or more) or of agriculture or recreational land (five acres or more) can receive a reduction in property taxes in exchange for the Town being given the right of first refusal if the land is either sold or a change of use is planned while the landowner participates in the program. Some, but not all of the Chapter 61 land is permanently conserved.

There has been a modest increase in the overall number of acres of land under Chapter 61 since 2005. As anticipated in the 2005 CLRP, the trend of single-family home development has continued, and there have been more properties removed from Chapter 61A land, with the 2020 projection of a loss of about 700 acres to residential development. Fortunately, the Town has been diligently working with farmers and property owners to reduce the pace of the loss of 61A land. With a doubling of Chapter 61 (Forest) land and a modest increase in Chapter 61B (Recreational) land, the total number of acres participating in the program has remained fairly stable.

Category	# Parcels	Total Acres 2017	Total Acres 2005
Ch. 61 (Forest)	16	485	200
Ch. 61A (Agricultural)	62	771	1,053
Ch. 61B (Recreational)	35	845	771
Total	113	2,101	2,024

Table 9: Land in Chapter 61, 61A and 61B

(Source: Town of Concord GIS)

Commercial and Industrial Uses

According to the tax assessment data, an estimated 305 acres are currently used for commercial purposes and approximately 107 acres are used for industrial purposes. However, this is somewhat inconsistent with zoning as approximately 149 acres (0.9%) are zoned for Business and Medical Professional uses and about 536 acres (3.2%) of land are designated for Industrial, Industrial Park, and Light Industrial Park uses. The discrepancy in zoned and allowed uses is likely due to industrially-zoned properties being used for less intensive uses such as commercial/offices – particularly along Baker Avenue and near Virginia Road by Hanscom Air Force Base.

Additional key recommendations were made regarding:

- *Road Design and Traffic Circulation* through enhanced street function and design, new connectors for easier circulation, and updated intersections;
- *Commuter Rail* with modifications to the platform and accessible ramp and potential satellite commuter parking;
- *Parking* through management strategies to improve efficiency and design and encourage shared parking;
- *Pedestrian and Bicycle Circulation* with additional connections and safety features to connect open spaces and key destinations;
- *Streetscapes* to improve quality of design, pedestrian amenities, and safety;
- *Parks, Trails, and Open Space* to promote trail connections and enhancements between resources and access to the Assabet River, Nashoba Brook, and Warner's Pond;
- *Wastewater Treatment* in support of capital planning and initiatives for future implementation phases as well as alternative wastewater treatment options;
- *Local Business Retention and Expansion* to support economic diversity and activity with affordable business space as well as options for growth within the village center;
- *Land Use Policies and Regulation* to evaluate the mix of uses and current zoning and guidelines and gain consensus on a future vision for the WC businesses and industrial uses;
- *Future Development and Renovation* buildings and parcels identified for future renovation or redevelopment consideration; and
- *Implementation* to guide coordinated redevelopment and development, land use planning, and funding for recommended projects to achieve the goals of the Plan.

Population Projections Compared to Neighboring Communities

According to MAPC’s Metro Boston Population and Housing Projections, Concord’s population will continue to be stable, similar to Carlisle. In comparison, Acton, Bedford, and Lexington are projected to continue to grow, while Lincoln and Sudbury may experience a decline in population.

The number of households per town, however, shows a slightly different change, with Concord projected to have a modest increase in number of households, with only Lincoln possibly experiencing a decline in household numbers. From these figures, Concord’s population and household projections are in the middle of the range of projections for its neighbors, which appears to show a stable condition.

Given the slight growth in households projected, Concord will likely see a light increase in demand for housing in the near future. However, it is possible for the overall town population to increase very modestly without an increase in housing units with larger households moving into existing homes previously owned by smaller households.

Looking at MAPC’s “Status Quo” population projection for Concord by age, the shift in population is striking. In 2010, approximately 20% of Concord’s population were school-age children and 20% were adults age 65 years and older. The MAPC model projects that by 2030, approximately 14% of the town’s population will be of school-age and about 34% will be adults 65 years old and over. When considering a potentially substantial change in service and physical needs of the town’s residents, it would be beneficial for the Town to incorporate reliance on Town services as part of the analysis and review process for any redevelopment or development, specifically for housing to account for these population shifts.

Population Projections: Regional Comparison

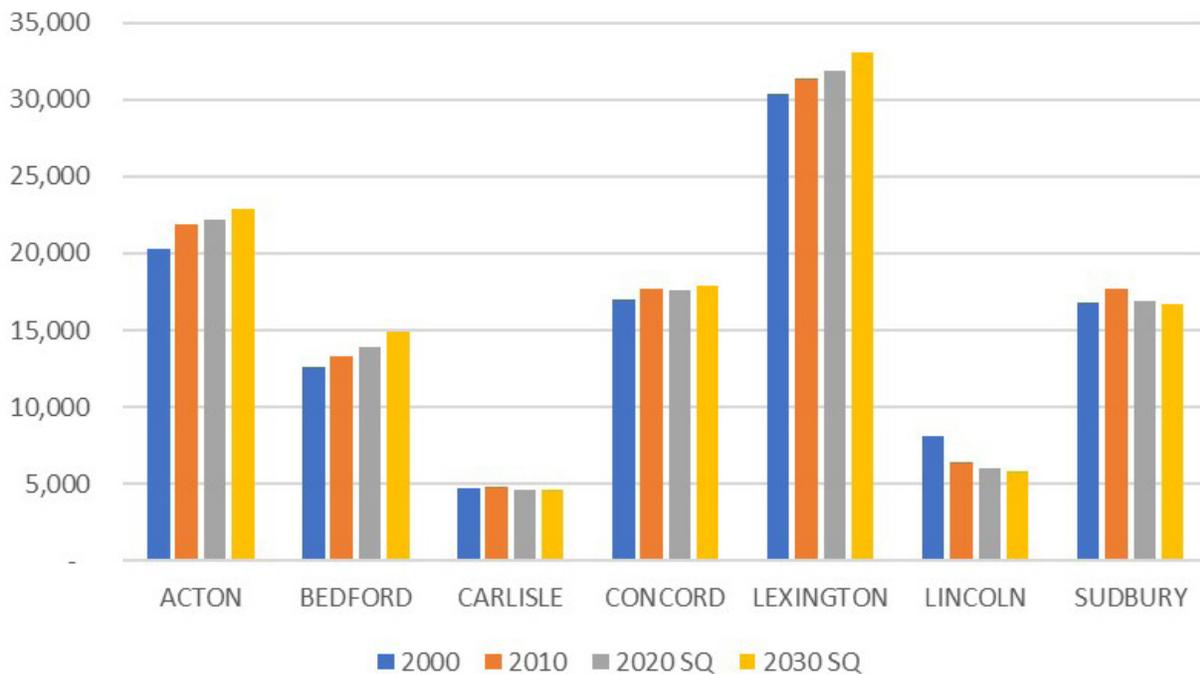


Figure 24 MAPC Population Projections for Concord and Neighboring Towns (Source: 2014 MAPC Metro Boston Population and Housing Demand Projections)

Household Percent Change 2010-2020 (MAPC Projections)

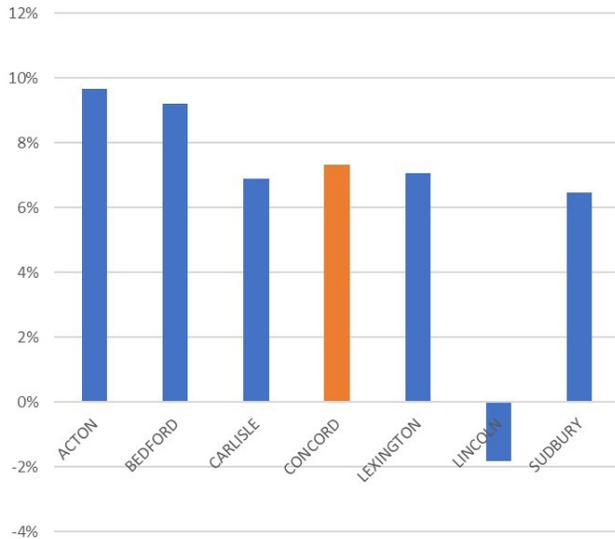


Figure 25 MAPC Projected Household Change in Concord and Neighboring Towns (Source: 2014 MAPC Metro Boston Population and Housing Demand Projections)

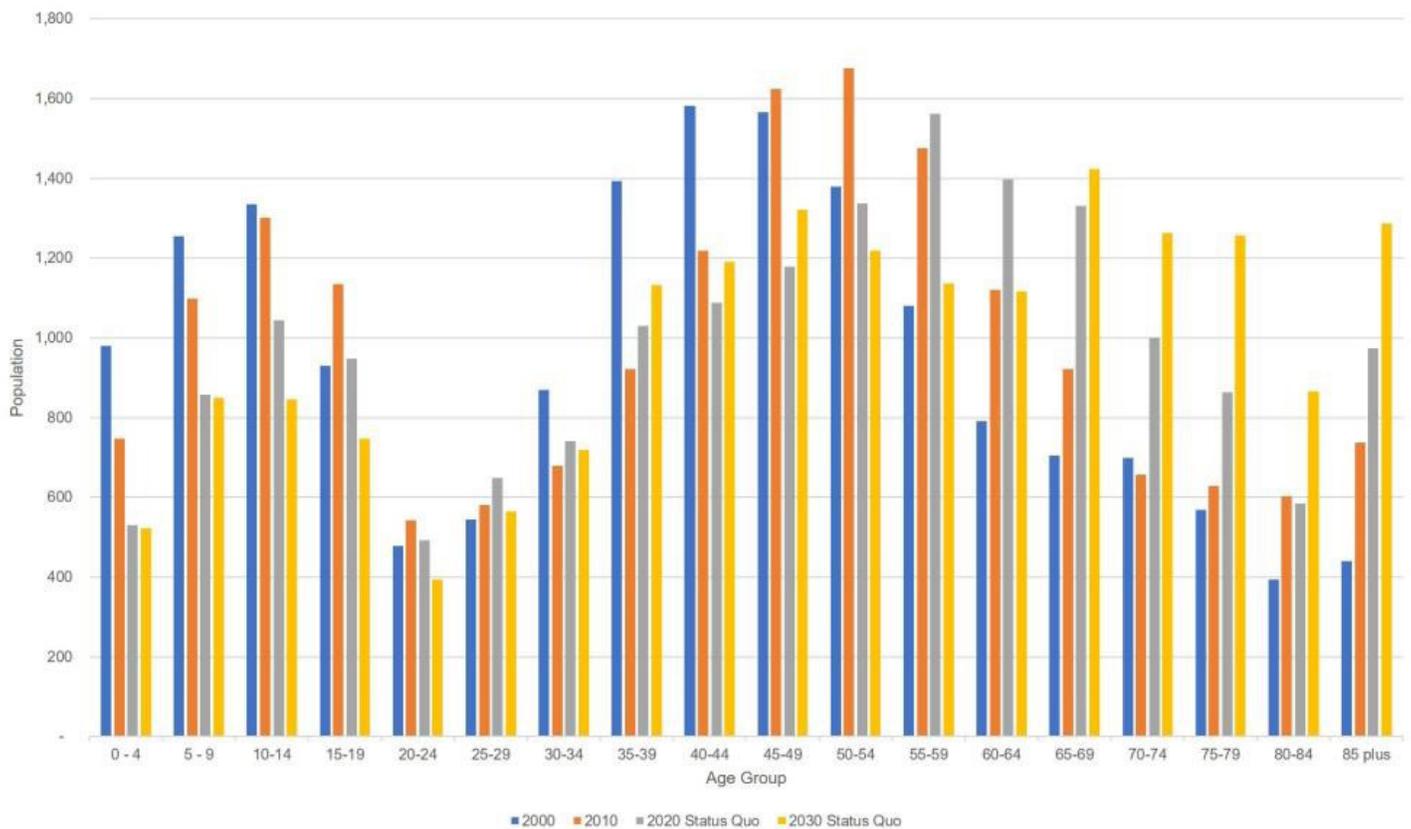


Figure 26 MAPC Projected Population in Concord by Age Group (Source: 2014 MAPC Metro Boston Population and Housing Demand Projections)

SMART GROWTH ANALYSIS

Before looking at how current development patterns can be shaped to achieve the goals expressed in this CLRP, it is worth reflecting on similar efforts from the 2005 plan. The 2005 CLRP's residential build-out analysis and projection was conducted and heavily influenced by the housing goal to reduce the 40B affordable housing deficit. Since 2011, the Town reached its ten percent goal, and with the 2015 HPP, has remained in compliance. However, it is important to note that even with a small or modest addition of new housing units, the Town will need to continue to add a proportionate number of affordable units to remain in compliance with the 40B ten percent threshold, which the Town will be able to balance with the proposed assisted living development of Junction Village.

The residential and mixed-use in village centers analysis conducted for this plan had a different focus than the 2005 plan which was informed by the systems approach of this planning process. "Smart Growth" is an approach to development that concentrates growth in and around existing town centers to utilize existing infrastructure, transportation options, and community amenities while protecting natural resources. The parameters for the Smart Growth analysis were informed by four high priorities that emerged from the public outreach process:

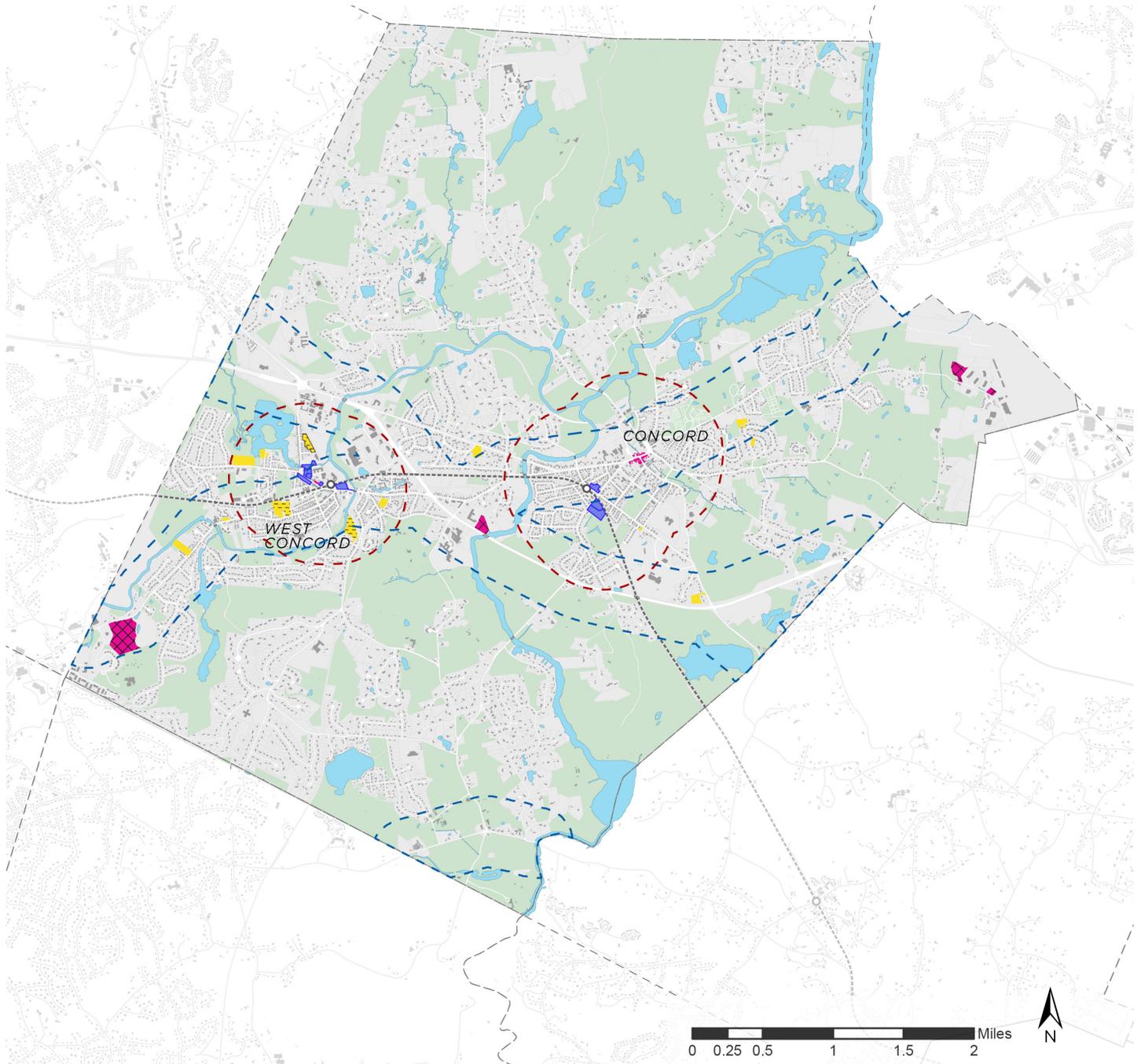
- Protect the historic, natural, and agricultural character of the town, including sustainable development practices.
- Support the independent businesses, cultural and historic organizations, and character of the town commercial centers.
- Provide more housing choice to allow Concord residents to remain in Concord and provide housing for a diversity of residents, including young professionals and families, empty nesters, seniors, and those increasingly squeezed out by high housing costs.
- Embrace fiscally responsible decisions to achieve goals.

The Smart Growth analysis focused on targeting areas appropriate to meeting the above goals. Therefore, the following assumptions were made:

New development, if it occurs, should be targeted near the existing denser areas of commercial and residential uses to:

- Take advantage of existing infrastructure and roadway networks.

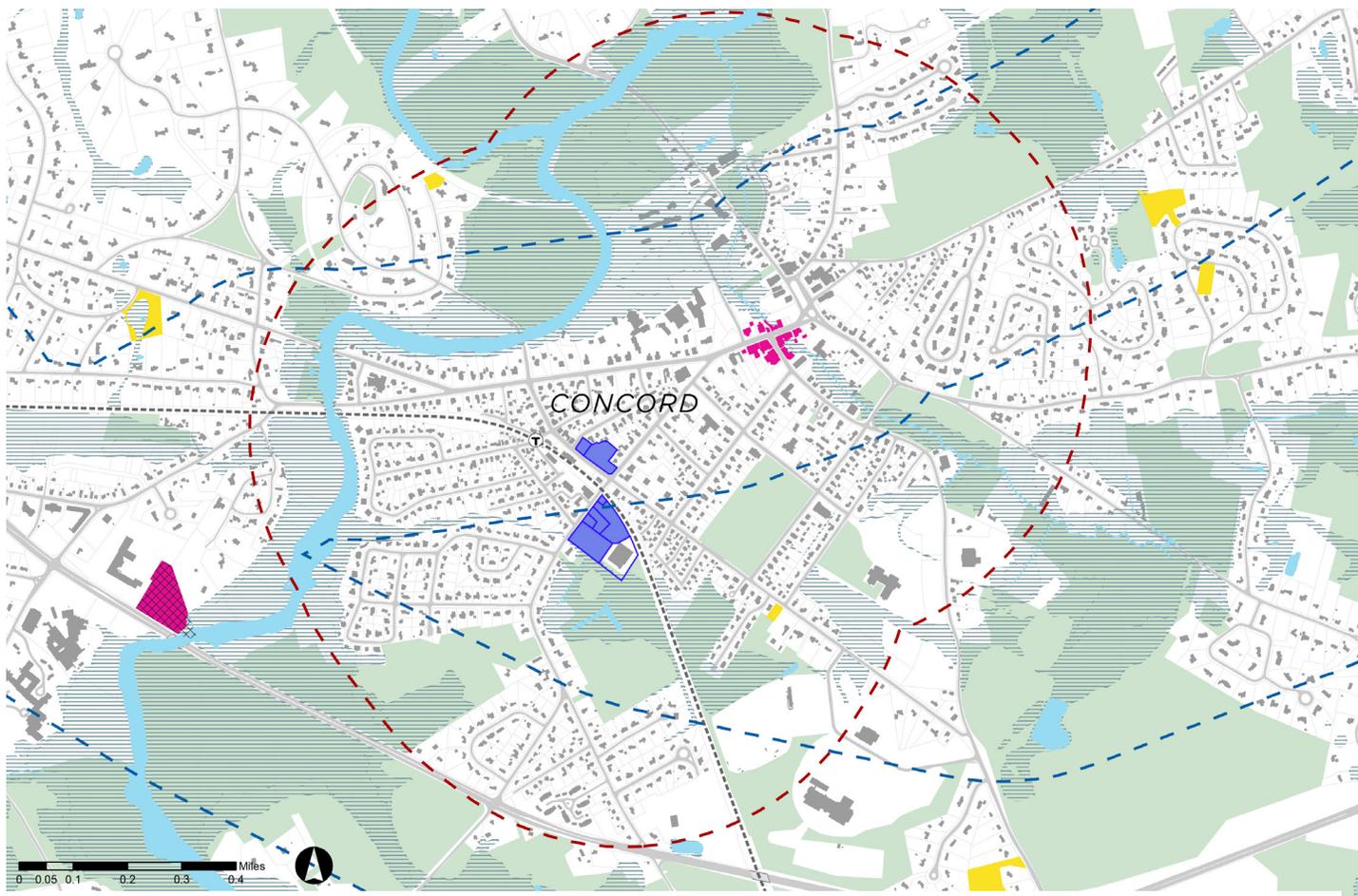
- Provide social connectivity for the goods and services residents need.
- Promote walkable, sustainable development.
- Encourage use of transit and less dependence on vehicles.
- Support existing businesses by providing more foot traffic and "market area" of customers.
- Avoid development on larger undeveloped parcels of land (outside of the development focus areas) that are contiguous with wetlands, flood plains, difficult topography or soils, and open space to protect wildlife and natural habitat corridors and avoid hopscotch development that erodes the rural character and landscape of the town.
- Focus on undeveloped or underdeveloped parcels that are 2+ acres for small-home neighborhoods or co-housing-type communities with possible mixed-use that are within ½-mile radius of a village center, or within ¼-mile of a major roadway.
- Concentrate residential, mixed-use, or commercial uses in the parcels identified by the Town as vacant and developable within the focus areas.
- Explore the potential addition of upper floors on existing buildings meeting certain criteria within the focus areas.
- Identify appropriate development or redevelopment parcels for small-home neighborhoods or co-housing-type communities, mixed-use opportunities, and commercial uses so clear policies can be articulated about the limits to development in other areas. (See following Goals + Policies, Strategies, and Actions.)



Smart Growth

- | | | |
|--------------------------------------|---------------------------------------|---------------------------------------|
| 1/4 Mile Buffer- Class 2 and 3 Roads | Commercial - Upper Floor Addition | Residential - Cluster Opportunity |
| 1/2 Mile Radius - Village Centers | Mixed-Use Redevelopment Opportunities | Residential - Redevelopment Potential |
| Commercial - Infill/Redevelopment | Residential - Infill Development | Wetlands |
| | | Water |

Figure 27 Smart Growth Analysis Areas (1/2-Mile Radius around Concord Center + Thoreau Street Depot Area and West Concord Center and 1/4-Mile Radius around Route 2 and Route 62)



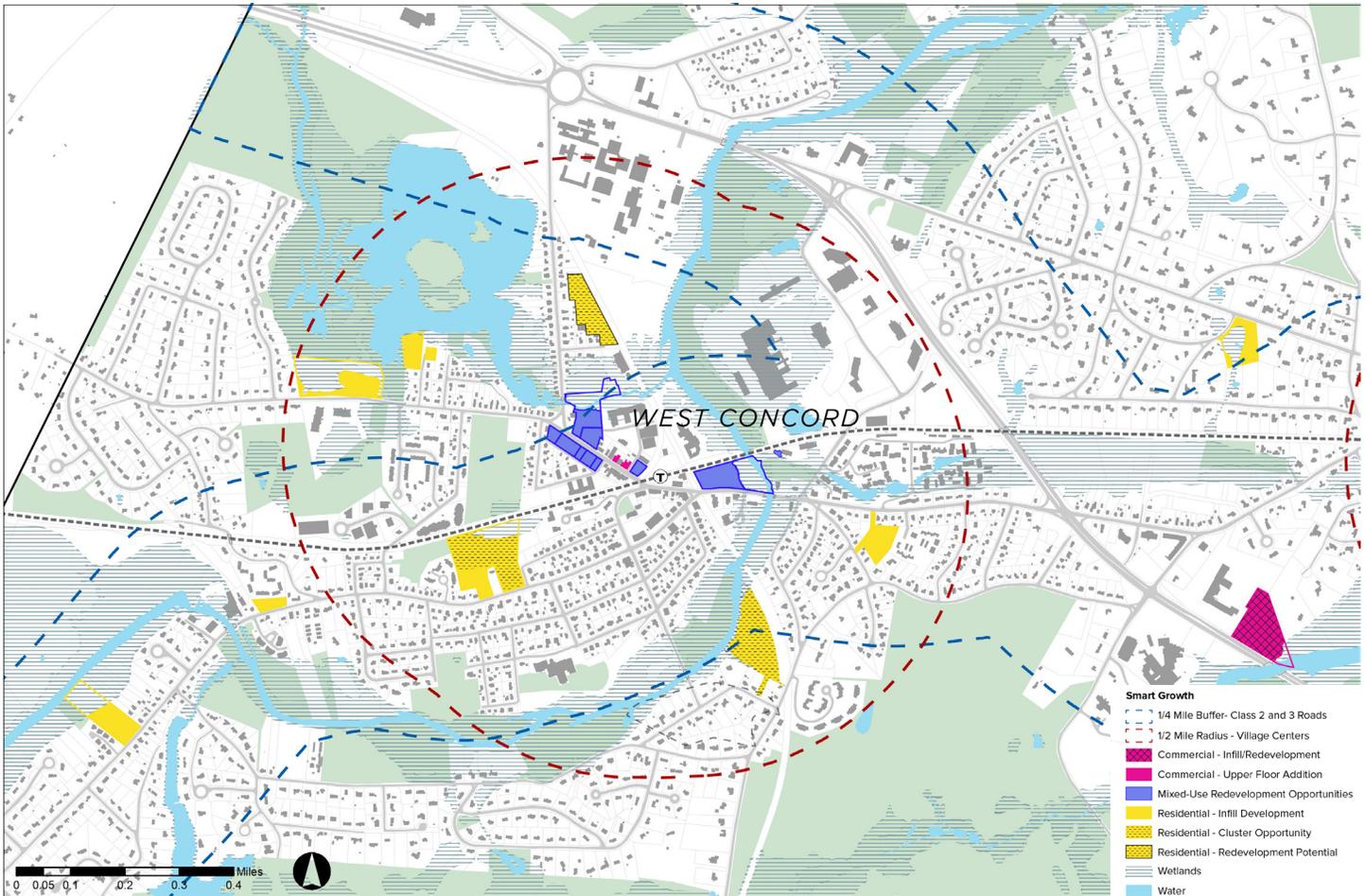
Smart Growth

- | | | |
|--------------------------------------|---------------------------------------|---------------------------------------|
| 1/4 Mile Buffer- Class 2 and 3 Roads | Commercial - Upper Floor Addition | Residential - Cluster Opportunity |
| 1/2 Mile Radius - Village Centers | Mixed-Use Redevelopment Opportunities | Residential - Redevelopment Potential |
| Commercial - Infill/Redevelopment | Residential - Infill Development | Wetlands |
| | | Water |

Figure 28 Concord Center/Thoreau Depot Area 1/2-Mile Radius Potential Smart Growth Analysis

While development will occur outside of the focus areas, the intent of this analysis is to show potential capacity for additional housing and commercial space that is more environmentally and socially sustainable. Location, transportation accessibility and walkability are significant factors for allowing appropriately denser projects to occur with fewer traffic and environmental impacts while increasing housing variety/choice and the overall market base for local businesses.

The following analyses are exercises using zoning, existing buildings and developments for reference, Town Assessing data, and Town GIS data. Since whole parcels were not always used for calculations due to removal of portions indicated as being wetlands, conservation or protected lands, etc., the resulting numbers are intended to provide a sense of scale versus exact figures for new housing units or square feet (SF) of commercial use. Also, important to note, a majority of the properties are privately owned, and these analyses did not include notification or discussions with property owners. (See criteria and assumptions by use and Appendix D for more information about methodology, criteria, and assumptions used to generate the calculations.)



Smart Growth

- | | | |
|--------------------------------------|---------------------------------------|---------------------------------------|
| 1/4 Mile Buffer- Class 2 and 3 Roads | Commercial - Upper Floor Addition | Residential - Cluster Opportunity |
| 1/2 Mile Radius - Village Centers | Mixed-Use Redevelopment Opportunities | Residential - Redevelopment Potential |
| Commercial - Infill/Redevelopment | Residential - Infill Development | Wetlands |
| | | Water |

Figure 29 West Concord Area 1/2-Mile Radius Potential Opportunity Areas for Smart Growth Analysis

Summary Smart Growth Analysis: Residential Use Scenario A - Base Scenario with Current Zoning

This base scenario of the Smart Growth identifies all land parcels within the radius in each focus area that meet the following selection criteria regardless of ownership (data from Town GIS and Assessing Departments):

- Within 1/2-mile of commercial center or 1/4-mile of major roadway for accessibility.
- Identified as vacant in GIS and tax assessment database.
- Identified as developable or potentially developable land in the tax assessment database.
- Outside of estimated Wetlands or Conservation Areas.^A Not under Chapter 61, 61A, or 61B.
- Not already a proposed development site for a project or under construction.

^ANote: Several parcels identified through the Town GIS as “developable” partially included portions of waterbodies or Conservations Areas. Those parcels were re-sized to omit the protected/undevelopable areas that fall under municipal conservation lands, water supply lands, and recreation lands. Chapter lands were not included in these analyses but some may be identified as suitable for development on a case-by-case basis.

^A These analyses did not include notification or discussion with any property owners. The estimates generated from these analyses are for illustrative purposes.

Smart Growth Analysis Potential Residential, Zoning Scenario A

In Table 10, Scenario A is the current zoning that exists for each zoning district. Seventeen residentially zoned parcels and one industrial zoned parcel were identified as potential residential sites. The vacant developable parcels were reviewed under their existing residential zoning codes to determine the number of as-of-right housing units that could be developed (utilizing the parcels’ land area divided by the minimum required lot areas per residential zoning category and rounding down to the nearest whole number). For this analysis, the single identified parcel in the industrial zone differs from the residentially zoned parcels in that it has an existing building and would therefore only be viable for housing in the event the current owner redeveloped the parcel. This parcel was not included for mixed-use or higher density commercial use analysis due to it being surrounded by existing residential and its lack of any direct street frontage. The plan does not recommend that residential uses replace any existing, thriving commercial and industrial uses but included this parcel for this exercise only because of its size.

As shown in Table 10, under current zoning, there is potential for approximately 86 new housing units. All of the estimates are parcel-size dependent, but there is no associated timeline for any possible development.

The two residential parcels in Group 2 and the one industrial parcel from Group 3 were not necessarily identified as “vacant” or “undeveloped, but because they are larger in size, they were identified as “Residential - Cluster Opportunity.” Selection criteria for these “Potential Opportunity” land parcels, regardless of ownership^B, added an additional criterion (data from Town GIS and Assessing Departments):

- Parcel size of two or more contiguous acres

^BThese analyses did not include notification or discussion with any property owners. The estimates generated from these analyses are for illustrative purposes, and though the parcels used for this analysis were vetted through a series of criteria, it is possible that other parcels meeting similar criteria could become available for redevelopment.

Potential Number of New Housing Units by Zoning Scenario						
				A	B	C
	Zoning District	# Parcels	Min Lot Size (SF)	Current Zoning	Reduce Min Lot Size (by 1/2 of Current Zoning)	Cluster Development ¹
Group 1: Vacant Developable Parcels	Residence AA	4	80,000	4		
	Residence A	1	40,000	0		
	Residence B	4	20,000	15		
	Residence C	6	10,000	23		
	Estimated Total:	15		42		
Group 2: Identified Greater Residential Opportunity Parcels	Residence B	1	20,000	12	24	40
	Residence C	1	10,000	25	50	40 ²
	Estimated Total:	2		37	74	80
Group 3: Identified Potential Mixed-Use or Redevelopment Opportunity Sites	WCL ³	1	20,000	7	14	23
	Estimated Total:	1		7	14	23
Estimated Total of 1A + 2A + 3A				86		
Estimated Total of 1A + 2B + 3B					130	
Estimated Total of 1A + 2C + 3C						145

Table 10. Smart Growth Analysis - Potential Residential

¹Cluster Development was calculated using a minimum lot size of 6,500 SF, using the recent Concord Riverwalk as a reference for appropriate FAR on the developable land.

²Note: There are fewer potential units in Residential Zone C from modifying the zoning to 1/2 of the existing zoning to the fixed minimum lot size since 1/2 of Zone C's minimum lot requirement is 5,000SF vs the fixed minimum lot size of 6,500SF.

³WCI: This parcel includes an existing commercial/industrial use. The Plan does not recommend replacing this use with residential but illustrates that if the parcel were to be redeveloped in the future, it could be a cluster housing opportunity site.

Scenario B – Reduced Minimum Lot Size Requirement (by 50%)

In Scenario B, the three “cluster opportunity” parcels were calculated for housing potential if the existing minimum lot size requirements by zoning were reduced by 50%, which would increase the allowed number of homes per acre. The reduced zoning requirement was applied only to the three identified parcels in Group 2 and 3 because the parcels in Group 1 vary greatly in size and location within their neighborhoods. Adding the Group 1 parcels under Scenario A to Groups 2 and 3 parcels under Scenario B, the possible number of new housing units increases to approximately 130 homes.

Scenario C – Cluster Housing Opportunity

Examining the three “cluster opportunity” parcels, with an even more focused increase in allowed density, a minimum lot size of 6,500 SF was applied to the potential opportunity parcels based on the approximate developable square feet of land area per housing unit for the Concord Riverwalk community. The Town has been supportive of new housing typologies that would create smaller homes that are more compactly organized and are more sustainable in design at lower prices. The 6,500 SF lot size was calculated based on the developable portion of the Riverwalk site. Similarly, and for the purposes of this exercise, all of the parcels were decreased in size for the purposes of the calculations to remove any portions that are in wetlands or floodplains.

Using the 6,500 SF lot size to calculate potential new housing on the three “cluster opportunity” parcels and then adding to the number of potential units from Group 1 under current zoning, the total estimate of possible new housing units is approximately 145.

Smart Growth Analysis – Mixed-Use + Residential

Eight sites were identified as having potential for mixed-use redevelopment because of their location near either the Concord train station or the West Concord train station, frontage onto a main street, or previous identification by the Town or in the West Concord Master Plan. For the analysis, the following assumptions were used:

- Mixed-use program included a single floor of commercial/light industrial use with two upper floors of residential multi-family housing.
- Housing was calculated as a 50% of residential SF for 1-bedrooms (800 SF) and the other 50% of residential SF for 2-bedroom (950 SF) units.
- The recent Brookside Square was used for reference to help calculate an approximate FAR for the developable portion of the site.

This analysis indicates that approximately 227 units of multi-family housing could be added over eight sites of mixed-use development within the Concord Center, Thoreau Street Depot Area and West Concord Center focus areas. Adding this figure to the previous total estimate of 145 homes on the vacant parcels and cluster opportunity parcels, the new estimated total number of residences within the Smart Growth Analysis areas would be approximately 372 housing units.

Smart Growth Analysis – Commercial/Industrial and Mixed-Use

Seven distinct non-residential areas were identified during the initial criteria assessment and were analyzed for potential commercial/industrial and potential mixed-use redevelopment. For this analysis, the commercial/industrial subareas were referred to as: Concord Center, Thoreau Street Depot, West Concord Center, Baker Avenue, Concord Turnpike, Virginia Road, and 2229 Main Street (Starmet). These analyses did not include notification or discussion with any property owners. The estimates generated from these analyses are for illustrative purposes.

Potential Number of New Housing Units by Zoning Scenario							
				A	B	C	D
	Zoning District	# Parcels	Min Lot Size (SF)	Current Zoning	Reduce Min Lot Size (by 1/2 of Current Zoning)	Cluster Development ¹	Mixed Use Development ²
Group 1: Vacant Developable Parcels	Residence AA	4	80,000	4			
	Residence A	1	40,000	0			
	Residence B	4	20,000	15			
	Residence C	6	10,000	23			
	Estimated Total:	15		42			
Group 2: Identified Greater Residential Opportunity Parcels	Residence B	1	20,000	12	24	40	
	Residence C	1	10,000	25	50	40 ⁴	
	Estimated Total:	2		37	74	80	
		# Sites					
Group 3: Identified Potential Mixed-Use or Redevelopment Opportunity Sites	TDB	3					117
	WCL ³	1	20,000	7	14	23	
	WCV/WCB/WCI	5					110
	Estimated Total:	1		7	14	23	
Estimated Total of 1A + 2A + 3A				86			
Estimated Total of 1A + 2B + 3B					130		
Estimated Total of 1A + 2C + 3C						145	
Estimated Total of 1A + 2C + 3C + 3D							372

Table 10. Smart Growth Analysis - Potential Residential including Mixed-Use

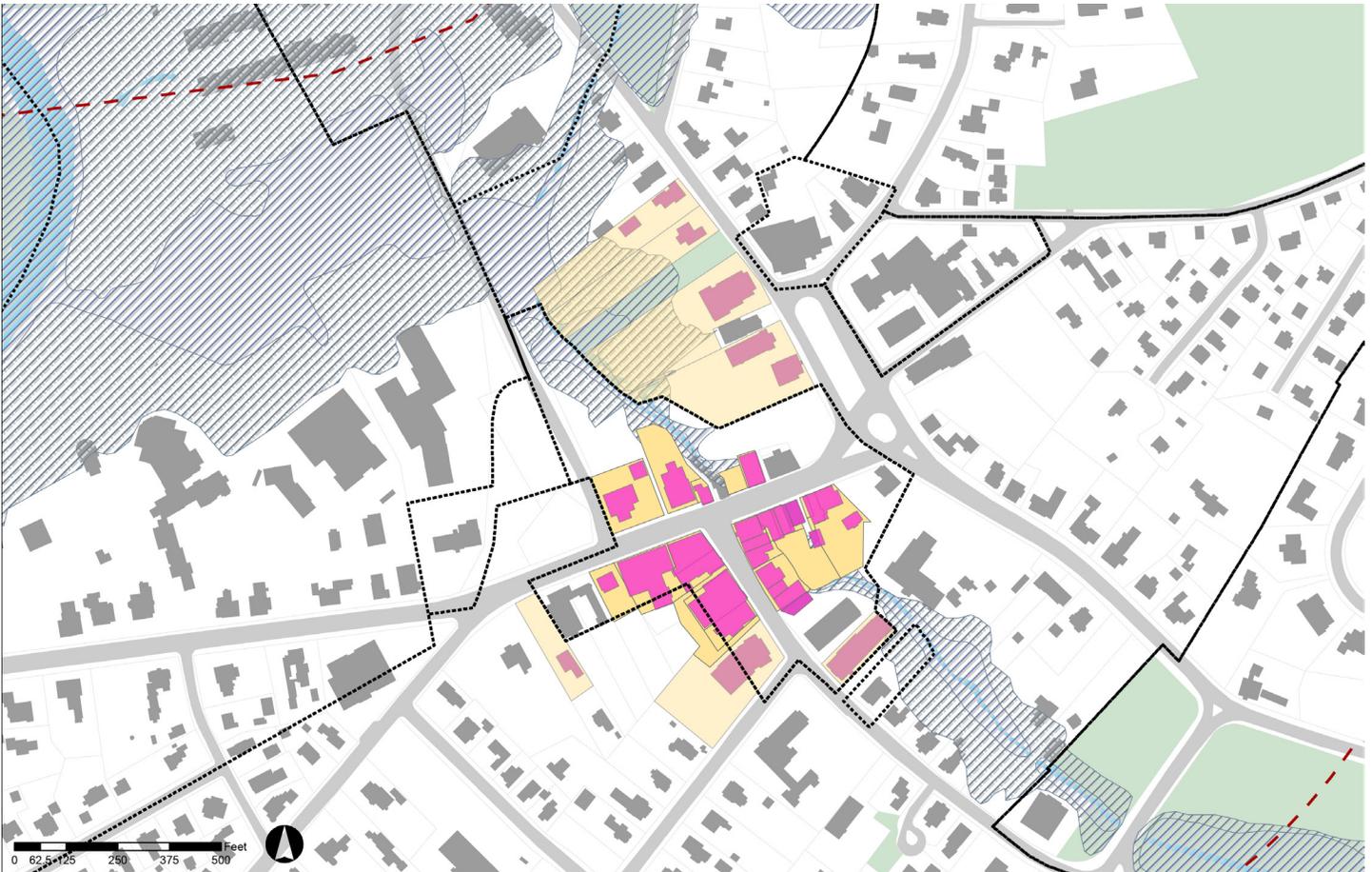
¹ Cluster Development was calculated using a minimum lot size of 6,500 SF, using the recent Concord Riverwalk as a reference for appropriate FAR on the developable land.

² Mixed-Use Development was calculated assuming a three-story building with two upper floors of residential, a combination of 1- and 2-bedroom units and using the recent Brookside Square as a reference for developable FAR of 0.7.

³ WCI: This parcel includes an existing commercial/industrial use. The Plan does not recommend replacing this use with residential but illustrates that if the parcel were to be redeveloped in the future, it could be a cluster housing opportunity site.

⁴ Note: There are fewer potential units in Residential Zone C from modifying the zoning to 1/2 of the existing zoning to the fixed minimum lot size since 1/2 of Zone C's minimum lot requirement is 5,000SF vs the fixed minimum lot size of 6,500SF.

**Summary Smart Growth Analysis:
Commercial/Industrial and Mixed-Use by Subarea**



Smart Growth - Concord Center

Potential Upper-Floor Additions (on Existing Buildings)

Figure 30 Concord Center Subarea for Commercial Smart Growth Analysis

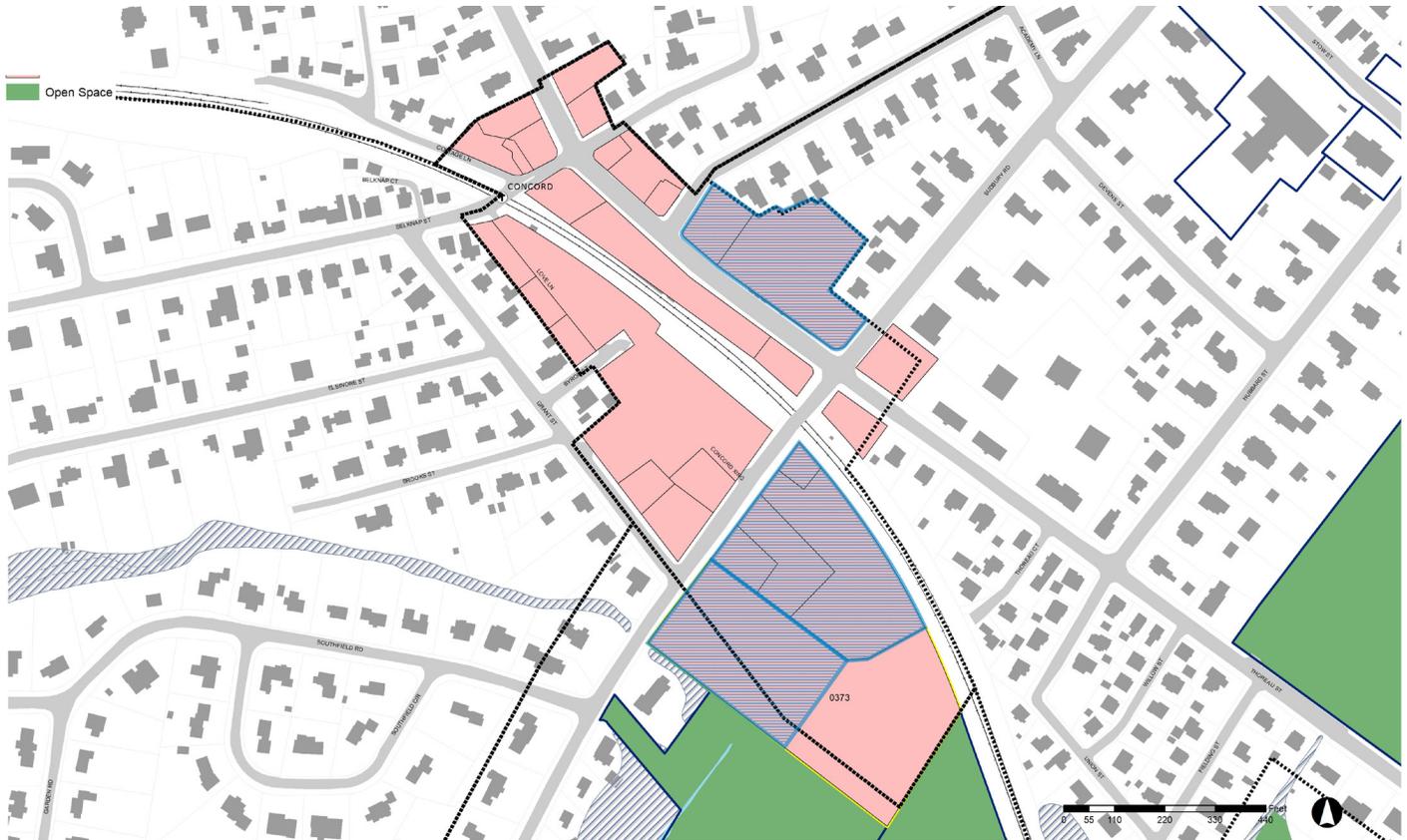
Concord Center

For the Concord Center Subarea analysis, the analysis sought to calculate what additional commercial space could be added above existing buildings instead of new construction or redevelopment. Residential use for new additions was not assumed at this time due to significant building and construction requirements and costs. For this analysis, the criteria included:

- Include parcels within the Concord Center Business District that are two stories or less.
- Exclude parcels with single family residential or tax-exempt, non-commercial, uses e.g., churches.
- Estimate a maximum of 3.5 floors based on existing height limit of 35 feet.

- Additional new square footage calculated by multiplying extra stories (3.5 minus existing) by existing building shape area.

This analysis indicates that Concord Center could theoretically add an additional 165,000 SF of commercial space in upper floor additions. However, any addition or renovation would have to be financially feasible for property owners, and this exercise did not take into account parking requirements for new commercial space. Also, given the important [historic character](#) and design of the center, the build-out of significant numbers of the existing buildings would not be recommended.



Smart Growth - Thoreau Street Depot

Potential Redevelopment Sites for Mixed Use

Figure 31 Thoreau Street Depot Subarea for Mixed-Use Smart Growth Analysis

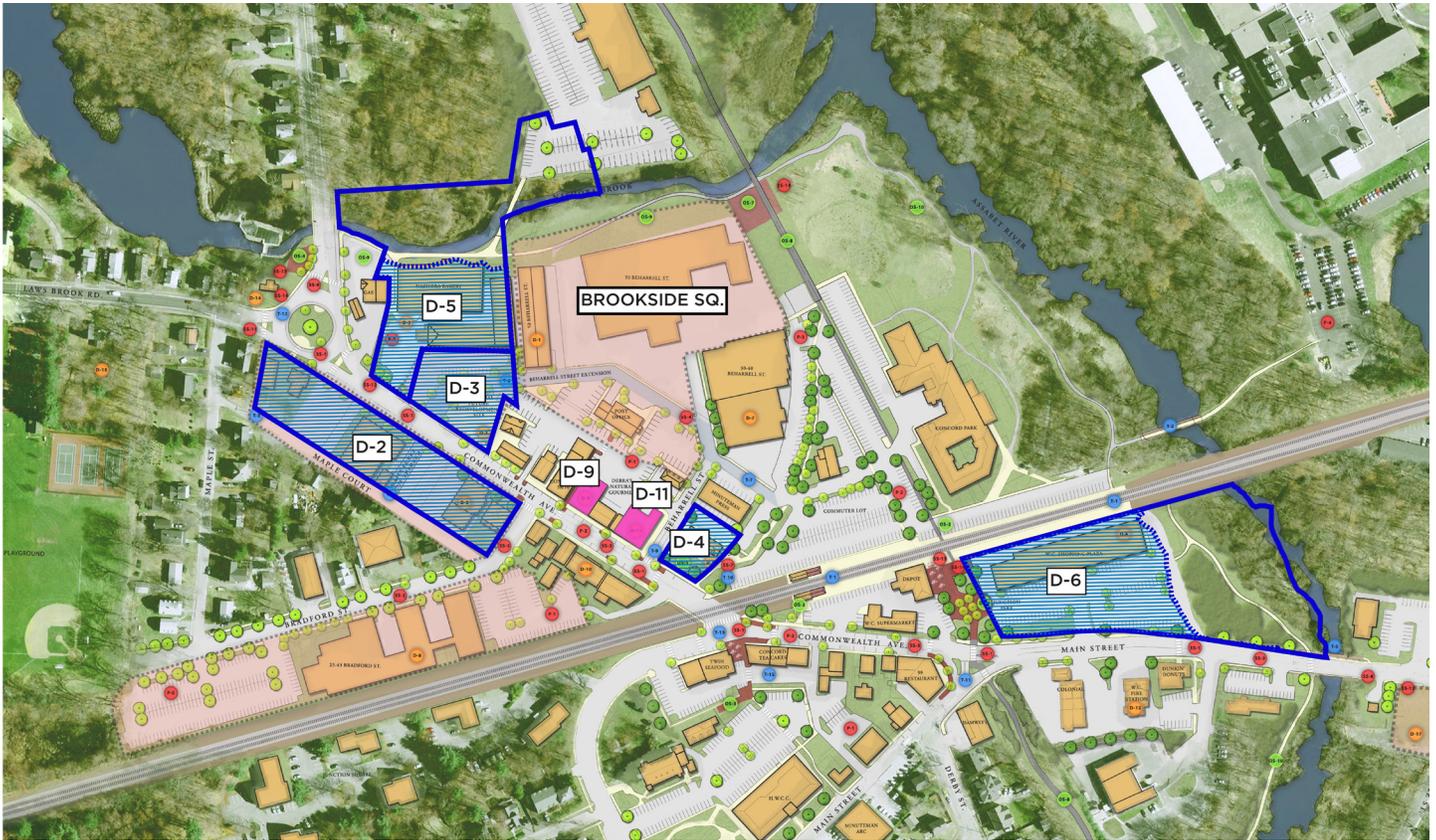
Thoreau Street Depot Area

In the Thoreau Street Depot Area, there were three potential sites reviewed for possible mixed-use redevelopment. The subarea that includes the land on which Crosby Market is located (the Crosby Market parcel) was previously identified for potential housing development in the 2015 HHP. The number of potential housing units is described as part of the residential analysis; this analysis focuses on commercial use. The methodology included the following assumptions:

- Include sites on main road over 1.5 acres within the Thoreau Depot Business Zoning District.
- Without specific FAR guideline for mixed-uses, Brookside Square was used as a reference for FAR (not including the Post Office building and area).

- Assume three floors of development (ground floor commercial/amenities; upper floor residential with 50-50% SF mix of 1BR and 2BR units).
- Crosby Market parcel analysis only includes the parking area, leaving the building intact.

Using this methodology and assuming redevelopment (not renovation) of existing buildings, the three sites can accommodate over 12,000 SF of net new ground floor commercial and over 100 units of multi-family housing units.



Smart Growth - West Concord Center

- Potential Upper-Floor Addition (on Existing Buildings)
- Potential Redevelopment Sites

Figure 32 West Concord Center Subarea for Commercial and Mixed-Use Smart Growth Analysis (Source: Base Map and Parcel Identification from 2010 West Concord Village Master Plan)

West Concord Center

Using the 2010 West Concord Village Master Plan’s assessment of potential renovation and redevelopment parcels, analysis included seven previously identified sites that have not been redeveloped. This subarea was the only one to include both mixed-use redevelopment potential and renovation/additions to existing buildings. The upper floor additions, similar to the Concord Center analysis, only include commercial uses at this time due to significant building and construction requirements for residential uses.

In the West Concord Center Subarea, five parcels were previously identified as potential redevelopment parcels, and these sites are considered mixed-use opportunities in this analysis. Two additional existing buildings were identified as targets for potential one-story additions. For all eight sites, the potential net new commercial space is just under 12,000 SF. The mixed-use sites also have the potential for over 100 housing units.



Figure 33 Baker Avenue Potential Infill for Commercial Smart Growth Analysis

Baker Avenue, Concord Turnpike, and Virginia Road Subareas

The three Subareas are referred to as Baker Avenue, Concord Turnpike, and Virginia Road. While the Virginia Road Subarea is outside of the Focus Areas, it is a significant industrial and research cluster in Concord. These areas were evaluated for potential commercial development using existing commercial/industrial buildings in Concord as references for FAR. These subareas consist of vacant parcels that were adjusted to omit wetlands, floodplains, or conservation lands from the calculable area. The total potential new commercial development for all three subareas is approximately 180,000 SF.



Figure 34 Concord Turnpike Potential Infill for Commercial Smart Growth Analysis



Figure 35 Virginia Road Subarea for Commercial Smart Growth Analysis



Figure 36 2229 Main Street (Starmet) if included for Commercial Smart Growth Analysis

2229 Main Street (Starmet) Subarea

The 2229 Main Street Oversight Committee has been working diligently to monitor the cleanup of the former Starmet and Nuclear Metals site. While the committee has been supporting the Town in efforts to acquire the site, they have also been the driving force behind the call for site and development planning by the Town to turn the Superfund site into an asset for the community. Though the 2229 Main Street Oversight Committee is not charged with planning for the site, it has suggested a variety of uses, including limited residential, recreation, conservation, transportation, public facilities maintenance, energy production, among others.

Following Smart Growth strategies, the suggestion of residential uses on the site may be sound in terms of certain amenities nearby, such as the Stop & Shop in Acton. However, the location is not easily accessible for Town-related programs, social and emergency services,

and non-driving residents. The site could, as suggested by the Oversight Committee, easily host multiple uses for Town departments and facilities, public recreational space, temporary or seasonal shuttle/remote parking, etc. Permanent uses would require further site planning and community discussion.

For the purposes of this analysis, the 2229 Main Street site was examined as a potential commercial site similar to the Baker Avenue business park. While currently there is not a strong demand for another significant commercial hub, the size and location on Main Street would make it a possibility.

While it is not likely that the former Starmet site would be used only for commercial or light industrial uses, the developable portion of the site is comparable to the developed portion of Baker Avenue area, which currently includes approximately 540,000 SF of commercial use.

Geographic Area	Predominant Zoning	# Parcels/Sites	Building Addition, Redevelopment, or Infill	Estimated Potential New Net Commercial SF
Concord Center	CCB	19 Parcels	Additions only to existing buildings with ≤ 2 stories; assumes maximum of 3.5 floors based on maximum height	165,700
Thoreau Depot	TDB	3 Sites	Mixed-Use redevelopment of each site; assumes ground floor commercial with 2 floors residential	12,700
West Concord Center	WCV	5 Sites	Mixed-Use redevelopment of each site; assumes ground floor commercial with 2 floors residential	3,100
	WCV	2 Parcels	Addition to identified existing buildings; assumes 1 floor addition per WCV MP	8,600
Baker Avenue	IPA	1 Site	Infill development; assumes building footprint and SF similar to adjacent existing 2-story building	50,400
Concord Turnpike	LB	1 Parcel	Infill development; assumes FAR similar to adjacent developed parcel	43,700
Virginia Mode*	IPB	2 Parcels	Infill Development; assumes FAR similar to adjacent developed parcels	89,500
			Subtotal	373,700
2229 Main Street (Starmet)	LIP1	1 Parcel	Redevelopment assumes just over 1/2 of parcel is developable; assumes FAR comparable to existing buildings at Baker Ave	540,000
			Total, if including maximized 2229 Main Street (Starmet)	913,700

Table 11. Smart Growth Analysis - Potential Commercial including Mixed-Use

Building Permits (excluding additions/alterations)	2011	2012	2013	2014	2015	2016	2017
New Single Family Homes	30	29	55	38	51	43	39
Multi-family attached units	0	0	0	75	6	6	4
<i>Total Residential Only</i>	<i>30</i>	<i>29</i>	<i>55</i>	<i>113</i>	<i>57</i>	<i>49</i>	<i>43</i>
Commercial	90	73	100	114	115	100	88
<i>Total Building Permits</i>	<i>120</i>	<i>102</i>	<i>155</i>	<i>227</i>	<i>172</i>	<i>149</i>	<i>131</i>

Table 12. Concord Building Permits by Year

(Source: Town of Concord)

Using the analyses for the seven subareas, the potential net new commercial development is approximately 370,000 SF not including the 2229 Main Street (Starmet) site and just over 900,000 SF with a significant development at 2229 Main Street. Each commercial subarea has a distinct real estate market with its own set of potential users and developers – the smaller spaces within the village centers compared to the larger business park-like buildings outside of the village centers would attract different users with different space needs. If the Town were to actively encourage additional commercial growth, it could do so with targeted recruitment.

Additionally, though the location of Smart Growth development includes taking into account infrastructure (roads, water, sewer, etc.), as the analyses areas follow, the existing capacity of that infrastructure varies throughout the system and may require increased capacity in order to service new development, even with new sustainable development technologies. As with any proposed development, an investigation of capacity is required during the development review process with the Town.

The potential housing and commercial development estimates in the Tables above are not linked to a specific timeframe. The data in Table 12 below, showing the number of permits pulled for residential development projects, indicates that the permits issued each year have ranged between 29 to 57 (except for 2014) for the entire town. These figures suggest that housing development will continue to grow at a similar rate.

Estimated Population Projection from Smart Growth Analysis

Using the housing unit estimates from the Smart Growth Analyses, a simplified population projection from possible development on these specific sites can be made based on the average household sizes. The most current average household size is 2.46 according to the 2010 U.S. Census. This is a decrease from the 2000 Census which listed Concord's average household size as 2.62. This follows the trend of smaller household sizes as children have grown and moved out, and changes in marital status.

Since the Smart Growth analysis does not take into account a specific timeframe for future development, the more accurate projection for overall town population growth would be MAPC's projections, which are included in Section 1 Demographics. Due in part to the excellent schools and related town services, Concord is, and will continue to be, an excellent place to raise a family. Projecting population growth is exceedingly difficult and Concord can do a better job of coordinating development initiatives (such as the 350 unit residential development on its western border) with various Town boards and the school administration to minimize the strain on Town services and school budgets. In 2018, Concord's schools are near 100% capacity. Expanding the population of school-aged children will require consideration of expanding school facilities.

Smart Growth Analysis Scenario	# of Possible Units from Analysis	Estimate of Additional Population*
Scenario A (1A + 1B + 1C)	86	211
Scenario B (1A + 2B + 3B)	130	319
Scenario C (1A + 2C + 3C)	145	356
Scenario D (1A + 2C + 3C + 3D)	372	915**

Table 13. Smart Growth Scenario Population Projection Estimates

* Based on Average Household Size of 2.46 from 2010 Census Data.

** Note that the Mixed-Use Units in the Thoreau Depot Subarea would include 50 - 1 BR and 50 - 2 BR units but the 2.46 Household size was still used for estimation

Housing and Household Units				
	2000	2010	2020	2030
Households	5,948	6,484	7,028	7,502
Housing Units	6,158	6,947	7,456	7,943

Table 14. MAPC Household and Housing Unit Projections for Concord

(Source: 2014 MAPC Metro Boston Population and Housing Demand Projections)

Zoning

Concord’s zoning bylaw, as shown in historic zoning maps, is based on the historic patterns of land use that existed in 1928 and has largely been driven by geographic location, wetlands proximity, and lot size rather than land or property characteristics. While the general uses have not changed significantly, the design and building specifications have become of increasing concern. While identified as an issue of concern in the 2005 CLRP, the continued increase in real estate demand has led to even greater numbers of smaller, traditional single-family homes being purchased, torn down, and replaced with larger homes. This trend towards construction of significantly larger, more expensive houses in existing older neighborhoods threatens the neighborhood’s character and decreases the availability of smaller, more affordable home choices.

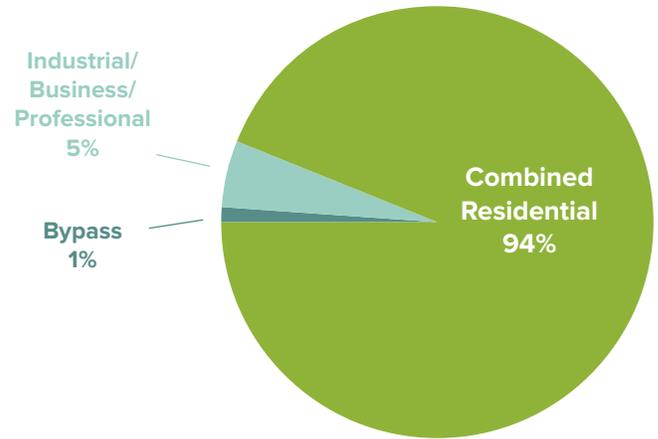


Figure 37 Percentage Distribution of Land by Town Zoning Land Use Designation (Source: Town of Concord GIS)

Zoning Category	% of Land Area	Acres	# of Households*
Residence AA	49.9%	8,238	1,221
Residence A	28.2%	4,652	1,130
Residence B	12.7%	2,090	1,940
Residence C	3.9%	643	1,780
Industrial Park	1.7%	284	20
Limited Industrial Park	1.2%	200	394
By-Pass	0.7%	114	1
Limited Business	0.5%	88	79
Business	0.5%	84	104
Medical Professional	0.4%	65	298
Industrial	0.3%	52	134

Table 15. Concord Acreage by Zoning Classifications

(Source: Town of Concord GIS; *Figures estimated by Town of Concord GIS and Town Assessing)

GOALS + STRATEGIES, POLICIES, AND ACTIONS

Unlike other plan elements, land use goals and policies are largely regulatory and policy-oriented. The overall existing distribution of different land uses within town has not changed dramatically in the past ten years. The majority of the town is residential and forest/recreational lands with commercial being focused around the train stations and village centers, and industrial pockets near the main highways and roads. There is significant concern – consistent with the 2005 CLRP – that new development and use changes would shift the distribution of use types, create more development sprawl that would reduce the open and natural resources, and change the aesthetic character of Concord.

There are five main goals that have been identified to encourage the preservation of the town’s assets and focus new development in areas that are near the village centers and train stations, which supports the Town’s commitment to sustainability. In addition, Concord can permit more contextually appropriate development outside of those center areas within the neighborhoods.

Goal 1: Preserve Concord’s current combination of land uses (e.g., open space, agriculture, and historically and culturally rich village centers) and consider design standards that preserve the town’s “New England character.”

Throughout the planning process, community members have stressed the importance of preserving the physical qualities that make Concord a unique and desirable place to live, work, and play (or visit). One of the tenets of this goal is to recognize that “maintaining the character of the town as a New England village or town” requires consideration of landscape, topography, open land, agriculture, small businesses, as well as architectural/design standards – many factors interacting with and impacting each other. Priority parcels of conservation interest were identified in the 2015 OSRP Seven-Year Action Map. There are focused areas that lend themselves to redevelopment or new development that would support Smart Growth in the village centers, while reinforcing the town’s character, such as the potential housing sites discussed in the HPP.

Six core action areas will be used to advance this strategy and development vision:

1. Adopt zoning and other alternative regulations to protect unique features of existing village centers (e.g., potential expansion of the existing formula business bylaw complemented by other fee/incentives options).
2. Explore strategies and adopt zoning that recognizes the value of landscape as well as the built environment, e.g. agricultural land, including fields, meadows, and orchards, and areas identified through the State’s BioMap2, including rare species habitats, geologic, scenic, or other significant resources.
3. Study realistic use of Transferrable Development Rights (TDR) in Concord. Work with other Town committees and departments to verify that there are acceptable areas for both the giving and the receiving of TDR.

4. Research alternate zoning methods to preserve the natural, agricultural, and architectural characteristics of Concord while allowing appropriately scaled and designed redevelopment or development. Possible approaches include:
 - a. Strengthening FAR bylaw to match the neighborhood or village center context
 - b. Develop design guidelines for each village center (similar to the design guidelines prepared as part of the West Concord Master Plan)
 - c. Develop design guidelines for established residential neighborhoods
 - d. Consider form-based codes for achieving some of the goals
 - e. Review possible Green Neighborhood or Cluster Zoning, agricultural overlay zones, and other zoning or review mechanisms
5. Adopt policies, appropriate zoning, and Town practices that recognize the value of street and neighborhood trees and natural spaces throughout the town. Consider expansion of the Tree Preservation Bylaw to protect existing trees in neighborhoods.
6. Identify regulatory tools that preserve and restore important ecosystems, increase use of green infrastructure, and minimize development and/or support use of permeable pavement where feasible in 100-year flood zones. Coordinating zoning, development review, and building permitting processes, along with any other applicable design review should include some standard for use of green infrastructure and other mitigating design features and materials.

Goal 2: Explore zoning alternatives (e.g., based on land characteristics rather than strictly geographic location) that enable higher density, mixed-use, more walkable and economically diverse neighborhoods within/near village centers while simultaneously preserving and restoring the rural and pastoral qualities of outlying neighborhoods and resilience of natural systems.

Enabling people to live, work, and play (visit) near the existing village centers and improving accessibility to those core areas of activity improves the viability of local businesses and the town’s cultural and historical institutions. Residents and visitors who have opportunities to walk or bike from the neighborhoods or transit hubs can bring activity and liveliness to the village centers without adding to vehicular congestion. With the infrastructure already in place, renovation and redevelopment of buildings to include a mix of slightly more intense uses can meet the Town’s sustainability goals, provide additional housing choices for residents closer to the centers, and strengthen commercial space opportunities.

Five core action areas will be used to advance this strategy and development vision:

1. Increase allowable density in certain locations by allowing multi-family houses, tiny houses, or townhouses that are well-designed and spaced while maintaining desirable neighborhood and street trees, small open spaces, and wildlife corridors/connections.
2. Incentivize or otherwise enable alternative housing development approaches that are owner-occupied or rental, such as Concord Riverwalk, Black Birch, or Brookside Square.
3. Identify what zoning changes would need to be in place to encourage greater mixed-use development within the village centers.
 - a. Encourage/incentivize 1-10 unit 2nd and 3rd floor residential in village centers and discourage non-retail uses on 1st floor in village centers.
 - b. Consider whether to allow 2-family housing by right in residential districts near village centers,

- c. Review Residential Cluster Developments and Planned Residential Development bylaws to determine whether these development options could be improved.
- 4. Streamline/coordinate zoning and permitting such that denser housing in the village centers is easier to build relative to “greenfield” development and discourage distant housing or new subdivisions.
 - a. Evaluate current legislation (e.g., Ch. 40R and 40S) as an alternative development provision that may streamline permitting but balances the desire for density around the train stations with any corresponding strain on town services such as water, wastewater, public safety, human services, and schools.
 - b. Study the opportunity for form-based codes as a mechanism for combining allowed massing and design standards.
- 5. Examine and prioritize alternative transportation options to link cluster housing/multi-family/age-in-neighborhood housing in Residential A or AA zones either by infrastructure connections, such as sidewalks and bike lanes, or provision of ride services to village centers and other high demand destinations.

Goal 3: Encourage production of small-scale affordable and workforce housing that is sustainable, resilient, and consistent with Town character.

Since the town’s cost of housing is so high, the term “affordable” is used broadly to reflect those who are working but are unable to afford the majority of Concord’s existing housing stock of single family homes or are looking to downsize from a single-family home to reduce maintenance and costs. Workforce housing should be coordinated with good connectivity to major destinations in town.

Six core action areas will be used to advance this goal:

1. Consider zoning alternatives, such as modifying the FAR bylaw and building setback requirements as well as form-based codes.
2. Support implementation of the 2015 Housing Production Plan goals as modified from the HPP:
 - a. Identify smaller land parcels with potential for affordable and workforce housing through various housing committees and taskforces.
 - b. Investigate or prepare feasibility analysis of possible linkage of demolition delay bylaw to Town purchase of property for renovation to create elderly, affordable, or young family housing.
 - c. Consider appropriate use of additional dwelling units (accessory housing) in all residential zoning districts (e.g. garage/barn conversions or tiny houses).
3. Consider feasibility of multi-family housing in other zoning districts;
 - a. Enable older Concord residents to age-in-neighborhood as an alternative to age-in-place.
 - b. Consider allowance of conversion of large single-family homes on sizable lots into multi-family units that maintain appearance and neighborhood character of single-family homes.
4. Encourage in-fill development with affordable and sustainable (passive or net-zero) housing. The emphasis should be that in-fill development be appropriately scaled to its surroundings.
5. Support Housing Goal #2 to develop additional funding mechanisms to achieve housing targets by considering new financing opportunities, such as sale and rental revenue of Town-owned assets, developer fees, or other real-estate transaction fees (e.g., the Aspen-Pitkin County Housing Authority policy in Aspen, CO).

6. Study the possibility of linking renewable energy and energy efficiency requirements on new large home construction to financing of workhouse housing, e.g., also in the City of Aspen, the Aspen-Pitkin County Renewable Energy Mitigation program includes guidelines that charges one-time fees to new homeowners with homes of 5,000 SF or larger, establishes an energy budget for those larger homes based on the local building code, and charges an additional fee if they exceed that budget or if the property includes energy-intensive amenities, such as pools, and offers on-site renewable credits for installation of renewable energy systems.

Goal 4: Support the expansion of commercial and industrial uses within the existing zoned areas to improve the Town's long-term financial sustainability through an expanded commercial tax base.

One of Concord's historical characteristics is its village centers and industrial areas. The continued viability and support for businesses that bring workers and non-residential tax revenues is critical to Concord's future. Within the existing areas zoned for business and industrial uses, there are still some opportunities for redevelopment and in-fill development, as well as possible mixed-use.

Four core action areas will be used to advance this goal:

1. Review existing business and industrial zoning bylaws. The ability for businesses, office, and industrial uses to continue to contribute to the Town's tax base is critical to balancing its reliance on residential property taxes for revenue, which is a major concern of Concord residents. In order to support in-fill development or redevelopment, review of existing zoning requirements should be done regarding:
 - a. Dimensional requirements and building requirements to be outlined and updated to reflect new sustainability principles and goals.
 - b. Review parking ratio requirements to reduce asphalt and encourage more sustainable materials and landscaping.

2. Recommend that new and in-fill development incorporate transportation-related sustainability features, e.g., bike racks, showers, walkways and paths to nearest transit, transit or ride service stops, preferred parking locations for carpool participants.
3. Encourage or incentivize mid- and larger-sized employers to coordinate new jobs with assistance in searching for or creating workforce housing. While the new or in-fill commercial development may not include mixed-use or be near new workforce housing, timing of development and ability for easy commutes and reduction of personal vehicles should be encouraged.
4. Encourage the Public Works Commission to review the current sewer improvement fee assessment to evaluate potential options to offset or mitigate an initial fee in response to situations where a change of use significantly reduces the calculated title 5 sewer demand and provide clarification as determined to be necessary or appropriate.

Goal 5: With participation of Town departments with operational experience and responsibility, require compliance to criteria when they are established by the Town's appointed committees for environmental sustainability and resilience with respect to clean energy use, stormwater management, ecosystem and landscape protection, groundwater recharge, and water resource preservation while also considering life-cycle costs.

Seven core action areas will be used to advance this goal:

1. Evaluate and determine need to regulate to Concord's 500-year floodplain or alternative indicator. Review how future precipitation projections due to climate change may affect the town's floodplain designations and require redevelopment and new development to respond accordingly.

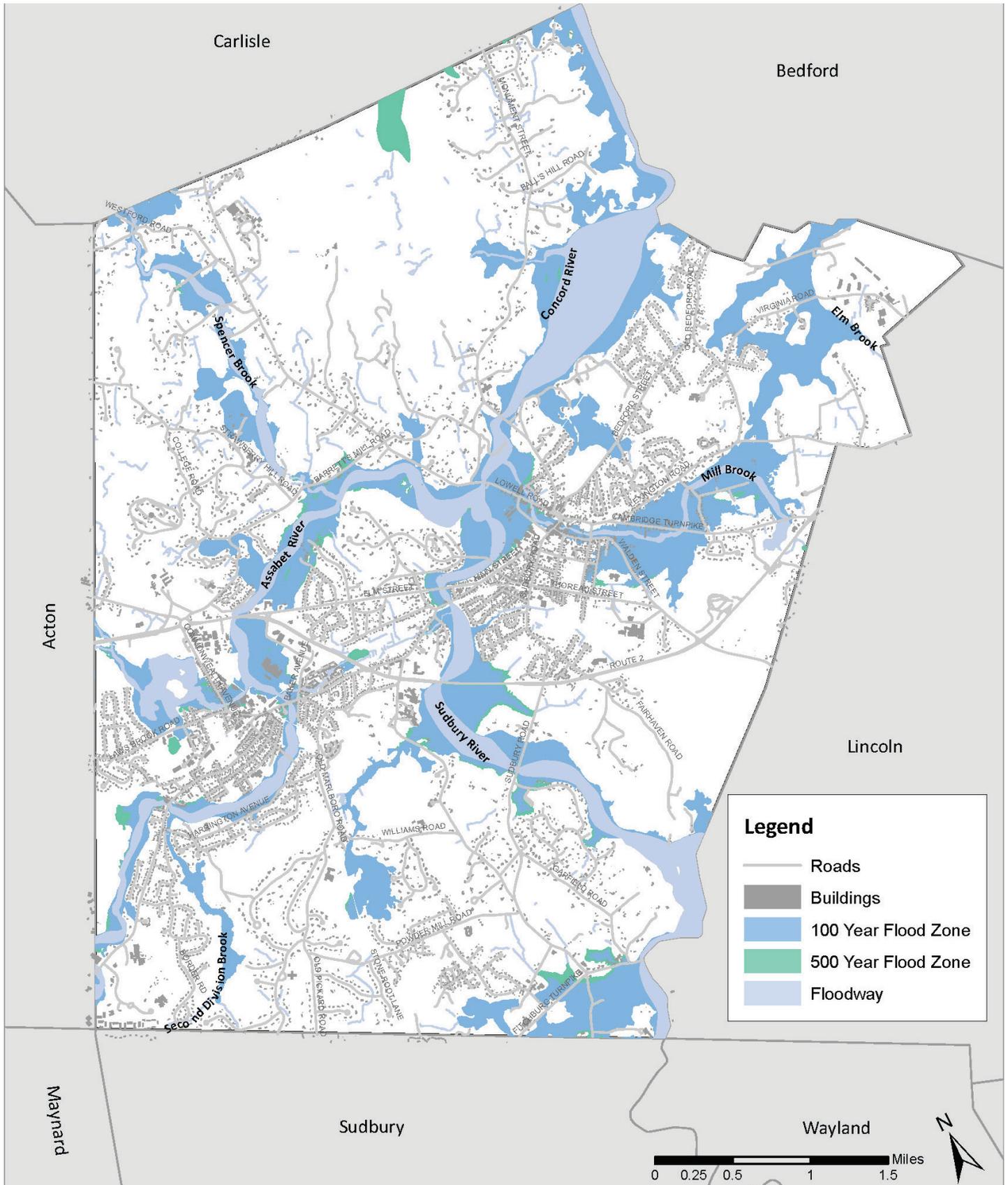


Figure 38 Flood Zone Map (Source: 2015 Open Space & Recreation Plan)

2. Consider raising the energy-saving requirements of the Building Code with the long-term goals consistent with the Sustainability Framework. Providing several alternatives would allow property owners and developers opportunities to reach higher energy conservation standards while recognizing the possible additional front-end costs.
 - a. Consider EV compliant plug in each new garage.
 - b. Require solar on all 3-story buildings.
 - c. Consider enhanced R-value requirements on new construction.
3. Promote use of low-impact development (LID) methods to reduce impacts of stormwater (e.g., increased volume or rate) by adopting a residential lot stormwater bylaw. With the flooding issues becoming more prevalent throughout the town, these efforts will benefit property owners in the long-term.
4. Preserve and strengthen the street tree replacement program and the enforcement of any tree preservation regulations on public or private properties.
5. Within the mandate of the existing Climate Action Advisory Board or any future resilience committee, and with participation of Town departments with operational experience and responsibilities, create net-zero and net-blue working groups modeled after the Cambridge Net Zero Taskforce to guide policies over the next 2-3 decades in order to achieve long-term goals for the built environment and for water use. These groups should further consider updates to zoning, financial incentives programs, community education, and other measures that would move Concord towards its net-zero and net-blue targets.
6. Support the CMLP in studying the impacts of offering a comprehensive set of energy efficiency financial incentives that meet or exceed those offered by Massachusetts investor-owned utilities, as suggested in the Energy Future Task Force Final Report. One option would be to join the Massachusetts Renewable Energy Trust Fund (RETF), which would come with substantial benefits for homeowners and businesses and eliminate the need for custom-designed efficiency programs in Concord. The benefits include more substantial rebates for energy-savings investments as well as eligibility for programs such as the 0% Heat Loan. The Town and CMLP should explore the RETF and its potential benefits and costs to the Town, homeowners, and businesses.
7. Consider increasing current or adding new incentives for individuals to make choices that further Concord's natural preservation and environmental sustainability goals. The Town and CMLP already offer a variety of rebate programs for PV installations, heat pumps, high-efficiency lighting, and additional renewable energy and efficiency measures, but with rapid growth in new technology, these incentives should regularly be updated and coordinated with housing interests.

SUSTAINABLE COMMUNITIES IN PRACTICE

HIGHLIGHT: COMMUNITY EDUCATION



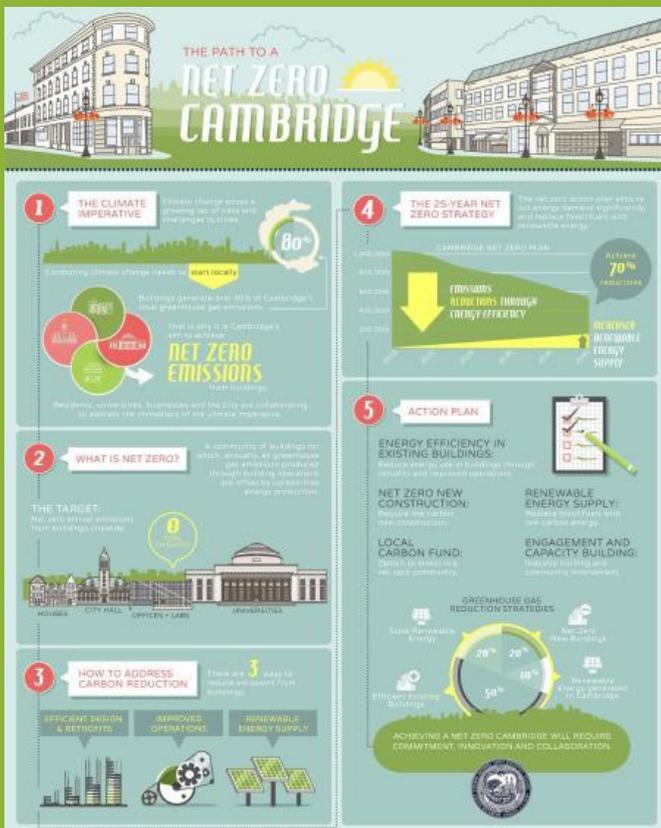
Location: Fort Collins, Colorado

Description: Fort Collins, Colorado has been particularly innovative in its climate action planning and sustainability initiatives, which incorporate a robust community education program. Concord could consider hosting themed gatherings, in concert with CSEC and other committees/organizations, similar to the Xeriscape Garden Party hosted annually in Fort Collins.

Fort Collins Utilities sponsors an annual Xeriscape Garden Party.

(Source: www.fcgov.com/utilities/residential/conserves/water-efficiency/xeriscape/xeriscape-garden-party/)

NET-ZERO BYLAWS IN PRACTICE



The City of Cambridge, MA has enacted net-zero requirements for new construction that may be a reference for modifications to Concord’s zoning bylaws. Near 80% of the GHG emissions in Cambridge stem from buildings operations (Cambridge Net Zero Action Plan, 2015). As a result, the City of Cambridge chose to focus their net zero strategies on new construction and existing buildings. Between 2020-2030, Cambridge has outlined when specific sectors (municipal, residential, commercial, labs, etc.) of new construction will need to meet net zero standards. For existing buildings, the City is exploring a requirement for energy efficiency upgrades at time of renovation and/or sale. The City also passed the Building Energy Use Disclosure Ordinance, requiring owners of large buildings to track and report annual energy use to the City and publicly disclose the data, allowing various users to compare energy performance amongst properties. Concord should monitor the success of these programs in Cambridge and consider which measures would be applicable to the town.

(Source: City of Cambridge, www.cambridgema.gov/CDD/Projects/Climate/NetZeroTaskForce)

LAND USE + ZONING SYSTEMS MATRIX

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5				
		Cultural + Historic Resources				Economic Vitality				Housing						Land Use					Mobility + Transportation				
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5
Goal #1	#1				●	●										●									
	#2															●									
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	#4														●	●									
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Goal #2	#1									●		●	●	●	●	●									
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Goal #3	#1											●	●	●	●	●	●								
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	#3											●		●			●								
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	#5										●						●								
	#6										●				●		●								

Note: The Systems Matrix is intended to depict crossover between goals and actions throughout the Plan Elements section. It is intended as a tool to assist in prioritization of actions based on the "breadth" of their crossover with formalized goals both within and outside of their respective sections.

Section 4.6

Section 4.7

Section 4.8*

Open Space + Natural Resources										Public Facilities + Infrastructure								Fiscal Planning			
Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #9	Goal #10	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #1	Goal #2	Goal #3	Goal #4
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* For the purposes of this Matrix, Fiscal Planning is assumed to be a factor in all decisions involving the prioritization of action items. As a result, Goals from fiscal planning are not represented as being connected to specific actions. Rather, they are represented as a separate constant in the decision-making processes.

LAND USE + ZONING SYSTEMS MATRIX

(CONTINUED)

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5				
		Cultural + Historic Resources				Economic Vitality				Housing						Land Use					Mobility + Transportation				
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5
Goal #4	#1					●		●	●							●			●						
	#2																		●		●				
	#3						●		●			●							●						
	#4					●		●											●						
Goal #5	#1															●				●					
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	#4				●									●	●		●			●					
	#5																			●					
	#6													●						●					
	#7													●						●					

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SECTION 4: PLAN ELEMENTS

- 4.1 Cultural + Historic Resources
- 4.2 Economic Vitality
- 4.3 Housing
- 4.4 Land Use + Zoning
- 4.5 Mobility + Transportation**
- 4.6 Open Space + Natural Resources
- 4.7 Public Facilities + Infrastructure
- 4.8 Fiscal Planning

Each plan element section contains the following information:

- Introduction
- What the Community Said
- This “Element” Today (Existing Conditions)
- Goals + Policies, Strategies, and Actions
- Systems Matrix



Concord's MBTA Commuter Rail Line

SECTION 4.5 MOBILITY + TRANSPORTATION

INTRODUCTION

The historic layout of roadways in Concord has largely been preserved over the years and contributes to the community’s character. Continuing to preserve this scenic quality has been a priority among residents throughout the Envision Concord planning process. Much feedback has also been received indicating that the existing transportation systems in Concord may benefit from improvements that enhance options for moving throughout and to/from town. The need for improvements raises the issue of striking a balance between preserving historical character and modernizing the transportation network to promote alternative mobility options consistent with the Town’s sustainability principles. Improvements may include adding connectivity links between sidewalks and pedestrian/bike paths, exploring ride sharing options, providing shuttle services, and improving parking.

Implementing improvements within the transportation system to achieve the goals set out in this planning effort benefits residents and visitors as follows:

- Improve coordination with regional partnerships in efforts to reduce traffic volume from commuter through-traffic (especially near the village centers) as well as congestion experienced by town residents using fiscally prudent and sustainable approaches.
- Create safe, cost-effective walking and bicycling connections between key pedestrian and bicycle paths/trails for mobility around Concord for the residential community and visitors.
- Examine and implement shared/on-demand vehicular transportation options to improve mobility around Concord for residents (particularly, but not exclusively, for the non-driving public), as well as visitors.
- Manage existing parking spaces and provide additional parking options for the residential community and visitors outside of the village centers. Provide transportation options (e.g., ride sharing service, van, shuttle bus) into the village centers and other Concord destinations to reduce the need to park in village centers.
- Incorporate policy changes that result in lower carbon emissions and/or otherwise encourage transportation-related environmental sustainability.

WHAT THE COMMUNITY SAID...

October 2017 Envision Concord Survey Highlights

(Total of 458 Respondents from mid-September to mid-October 2017)

- The category of Mobility + Transportation was considered the #3 priority contributing to the quality of life and health of Concord. This includes getting into, out of, and around town by foot, bike, car, ride share, and transit.
- Approximately 50% of respondents believe some improvements are needed to Concord’s mobility and transportation options. Over 25% believe major improvements are necessary.
- The most pressing mobility and transportation problems were rated as traffic in village centers (#1), bicyclist safety (#2), and lack of sidewalks outside of village centers (#3).
- Over 90% of respondents typically get around Concord by privately-owned car. When asked how you would like to get around town, 70% of respondents selected walking.
- Approximately 87% respondents who said they worked in Concord (but outside of their homes) drive to work alone.

Envision Concord website and other input:

- Numerous comments supported improvement of the connectivity between existing trails and bike paths.
- Comments also supported shuttle services and other ride sharing options to provide transportation around town. Comments focused mainly on the areas between village centers and commuter rail stations. Comments suggested that shuttle service might also be utilized for inter-town travel.

MOBILITY + TRANSPORTATION TODAY

Concord's suburban location affords residents easy access to the Boston and Cambridge area while allowing a more rural lifestyle. With the lower density of housing and significant open space, the most commonly used form of transportation by residents is the privately-owned vehicle. The Town's new sustainability policies encouraging the reduction of carbon emissions are in alignment with the desire of residents to increase alternative transportation options and reduce private-vehicle travel in and around town.

The current transportation system has a major impact on the quality of life in Concord. Traffic congestion is an annoyance—and sometimes a safety issue—for drivers, bicyclists, and pedestrians. Existing shuttle services do not meet demand of the populations served. Perceived lack of parking availability (perhaps tied to concerns about free parking) and parking policy are a frustration to residents, visitors, and business owners.

Heavy dependence on privately-owned vehicles imposes hardships on the people who cannot afford cars or do not drive (e.g., students, seniors, lower-income individuals, and disabled individuals). People with limited access to cars may also be disadvantaged because of resulting limits on access to services, food, and jobs.

Private Vehicles

The dominant mode of transportation within Concord is privately-owned motor vehicles. There are approximately 17,416 privately registered vehicles in Town (number of excise tax bills in 2017). With approximately 6,700 households (MAPC report), Concord has 2.6 vehicles per household. Any shift away from private vehicle ownership will entail a shift in capital investment and operating expenses from private individuals to the Town or businesses running transportation services. Today, the Town invests in transportation infrastructure and residents invest in vehicles.

Public Transportation

The MBTA Fitchburg commuter rail line has two stops in Concord in two of the three village centers and serves as an important and attractive means of travel for residents commuting to and from work (primarily in Boston) and for visitors and employees coming to town. Commuter rail schedules, however, are optimized for workday commuting, making off-peak and weekend visitor travel difficult. There is also limited parking available 39 free spaces at Concord Depot, 56 spaces at Crosby Market (by permit) and 168 spaces at West Concord Station (64 for residents by permit and 104 for anyone at \$5/day) and only ten bicycle spaces at each location.

While there is reliable commuter rail access to Concord, there are no regular MBTA buses that service Concord to provide connections from the station. For visitors, employees, and residents who must travel to or from the commuter rail stations, there are currently limited alternatives to private vehicles.

The Yankee Line, Inc. runs two commuter buses Monday-Friday from Crosby's Supermarket to Copley Center in Boston with occasional modifications in service. Similar connection challenges exist

Pedestrians and Bicycles

Concord has an extensive network of sidewalks, trails, and bikeways that residents utilize throughout town; however, the connectivity of these pathways could be improved. Opportunities exist to link certain trail networks to provide walking and bicycle access to all areas of town. In the spirit of creating stronger connections between existing paths, some streets connecting various trails could be utilized, but bike lanes and/or sidewalks are not always present. While there have been many requests for sidewalks and bike lanes as part of this planning effort, street layout and construction vary widely throughout the town, and only select roadways can be improved to accommodate "Complete Streets." In addition, the construction of new sidewalks can adversely affect the historical character of rural roads and are not always welcome by all residents in the town. Lastly, while many residents have asked for more connectivity, the future level of use of new sidewalks and bike paths is uncertain and an investment model would be needed to document whether this may be cost effective and beneficial.

COMPLETE STREETS



(Source: Smart Growth America)

What is a “Complete Street”?

A complete street provides safe and accessible options for all travel modes - walking, biking, transit and vehicles – for people of all ages and abilities.

Who has Complete Streets?

According to the Smart Growth America, over 1300 local government agencies had adopted complete streets policies as of 2017. One example of a recent comprehensive complete streets policy was adopted by the Town of Stoneham, Massachusetts and was recognized as one of the Best Complete Streets Initiatives of 2017 by the National Complete Streets Coalition.

For more information, see: <https://smartgrowthamerica.org/resources/best-complete-streets-initiatives-2017/>

Concord is also a destination for cyclists attracted to its beauty, terrain, cultural sites, shopping, dining, and recreational resources. The Minuteman Bikeway, Bruce Freeman Rail Trail, and the Reformatory Branch trail allow some riders alternatives to roads, but also bring cyclists to Concord’s streets and sidewalks. There are few facilities in Concord to support cyclists and ensure that cyclists, pedestrians and cars can safely coexist. The lack of bicycle facilities is a hindrance to Concord residents seeking to share the roads with all modes of transportation.

Private Shuttles

Concord previously had a shuttle bus system that was discontinued due to low levels of ridership. Today, there are a limited number of private shuttles that are run by Concord businesses solely for employee or client use. Several social service providers offer van services to assist their clients who do not drive; however, the funding for these transportation services are either grant-specific or have other limitations in place that restrict service providers to only using their vans/buses for their constituents.

Council-on-Aging Vans

The Council on Aging (COA) shuttle service is available for residents who are 60 years old or above for medical and shopping destinations, as well as COA programs and activities. The service is available by appointment only from Monday through Friday. There is a minimal suggested donation for trips with a recommendation to make appointments early since times can be booked months in advance.

Ride Sharing

Ride sharing services and the prevalence of access to smart-phone apps will be an important factor in future transportation services and may further erode the usefulness of private shuttles. However, any reduction of overall traffic and congestion from single-occupancy vehicles is preferable both for quality of life and the Town’s sustainability goals.



Council on Aging Van in Concord

(Source: www.concordma.gov)

Traffic and Parking

Traffic

Major roadways in Concord, including Routes 2, 62, and 117, Elm Street, Cambridge Turnpike, and Lexington Road, allow residents easy access to downtown Boston and surrounding communities for work and leisure, as well as ample access for visitors from outside of town. Daily commuter traffic through town and increased traffic on local roadways has created challenges for convenient resident travel through town. Route 2, while providing access from and to Concord, also divides the town and hinders travel between the main town centers. Radial road patterns funnel traffic through the two village centers, leading to traffic congestion and presenting safety concerns related to pedestrians and cyclists. Possibly contributing to traffic congestion problems are the travel apps such as WAZE and Google Maps that direct commuters off Route 2 during peak congestion times onto local Concord streets to shorten travel times. Residents have offered consistent anecdotal input about the increase in traffic on local roads, perhaps due to these apps and increased development in the region.

Parking

The 2012 Parking Management Plan by Nelson/Nygaard for Concord Center and West Concord included analysis of the existing parking spaces (both private and public) available in both areas (see Table 11). The plan noted that parking is needed by a variety of groups – visitors,

residents, customers, commuters, workers, and students. These groups have different parking needs, such as all-day parking, price sensitivity (free vs. paid parking), location/proximity to destination, etc. In 2012, the analysis showed there were sufficient parking spaces to meet average peak demand in both centers. In just the past few years, however, the burgeoning redevelopment in West Concord, including the addition of several restaurants/dining establishments, has affected both the peak times for parking as well as the overall demand.

While Concord Center has not undergone similar development-related changes to West Concord, the demand for parking in the village centers, as well as at other public venues and facilities, such as the Concord Free Public Library and the Umbrella, Concord-Carlisle High School, and Minute Man National Historical Park, has continued to increase. Without other transportation options, the number of vehicle trips in town will continue to rise, along with demand for parking.

Following the 2012 analysis, the Town has piloted strategies suggested in the study with mixed results. Some of the parking policies instituted are contentious (e.g. the Keyes Road lot in Concord Center is often filled before retail stores open), leaving the Town to continue modifying what, if any, parking restrictions for specific public parking lots or street parking should be and if there should be fees in certain areas to encourage turnover of parking, which might be advantageous for businesses.

# of Parking Spaces	Concord Center Study Area	West Concord Study Area
Supply	~ 3,900 spaces (46% available for general access)	~ 2,770 spaces (35% available for general access)
Demand at Average Peak	2,765 spaces	1,750 spaces

Table 11. Parking Supply and Demand in Concord Center and West Concord Study Areas

Source: 2012 Parking Management Plan

SHARED PARKING

What is shared parking?

Shared parking is when two or more uses, such as a church, shopping mall, theatre, special event center, with peak needs at alternate times, share parking areas so that in aggregate fewer parking spaces need to be provided and less space is used for parking.

Park-and-Ride Planning and Design Guidelines, Spillar 1997 provides standards for how to plan shared parking. Such standards may be a good starting point for Concord.

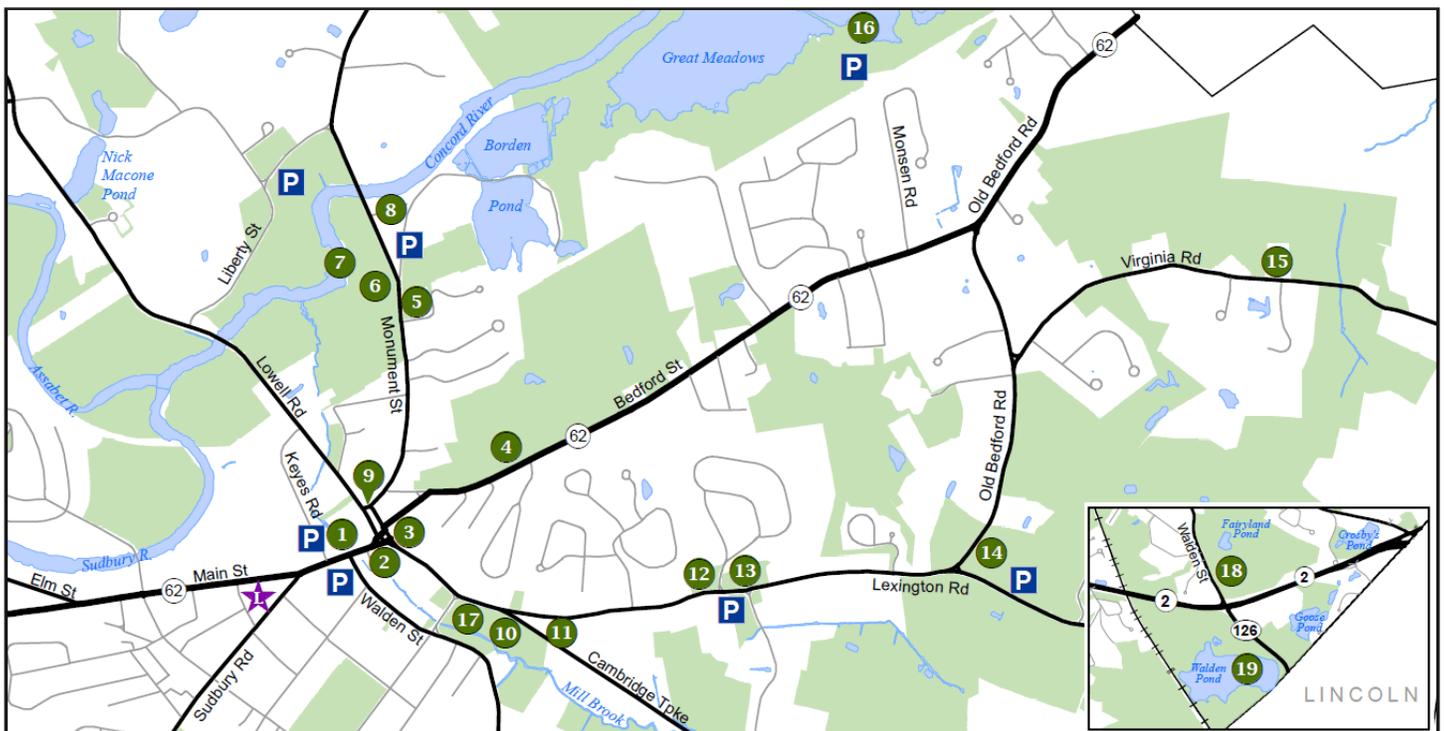


Figure 40 Temporary Parking Map for Concord Center (Source: www.concordma.gov)

GOALS + POLICIES, STRATEGIES, AND ACTIONS

Concord has maintained the historical character of the town throughout the years, including many of its public roadways. While residents cherish this aspect of Concord, it also creates challenges for reconfiguring roadways to adjust for increased travel, parking demands, and alternative travel needs such as biking, that did not exist a century ago. The apparent increase in traffic has had significant impact on the quality of life for residents and, in mature towns like Concord, congestion problems cannot be resolved by simply widening roadways. Denser building patterns in the village centers, the desire to retain the historical character and rural environment of the town, and other issues (such as wetlands, topography, and existing infrastructure), make solving roadway and traffic issues a challenge. As noted within the ‘Traffic and Parking’ section above, a portion of the congestion issues could be attributed to overall increases in regional traffic and use of new GPS driving apps. To make noticeable improvements to accessibility and circulation in and around town, Concord will have to look at transportation beyond the roads and traffic signals, including taking advantage of and/or adapting newly emerging technologies, where appropriate.

Strategies to broaden transportation options beyond private-vehicle use reinforce the town’s commitment to decreasing environmental impacts, improving safety and health of pedestrians and bicyclists, and providing better accessibility to the commercial centers, public and recreational facilities, and social service areas for residents and visitors alike. Connecting key destinations either through physical infrastructure or by some type of transit/ride share service would offer residents the option to leave their cars at home and provide incentives for visitors to park once and then travel by other means.

In addition to the impacts transportation facilities make on quality of life for residents, access and parking are also major concerns in terms of the health of the town’s commercial centers. Transportation goals in this plan work in tandem with the goals and actions in other plan elements, particularly Economic Vitality and Land Use, where the issues of traffic, parking, pedestrian-friendly infrastructure, and wayfinding can help or hinder the health of the local businesses and help shape goals for future land use.

The success of physical enhancements and additional services will hinge on good communication and a public awareness campaign to explain and promote improvements so people know what is available. In order for any strategies to be successful, a public education campaign should be undertaken, similar to the efforts made to modify personal habits around energy and water use. This education effort can include information on how using the range of non-personal vehicles for moving in and around town is beneficial from a personal level (fewer vehicle trips reduces auto expenses and increases health from walking and biking) and for the town at large in terms of less traffic and environmental impacts.

Envision Concord’s Mobility + Transportation plan is organized around the following five goals to improve and expand the options for how residents and visitors travel in and around town, enhance the commercial centers, and support sustainability principles. This section presents each goal along with the specific strategies, policies, and actions to advance it.

Goal 1: Establish a central transportation planning function within Town government to reduce motor vehicle dependence and traffic volume within Concord and encourage a more environmentally sustainable blend of transportation modes, protect the character of the Town, and reduce the need for parking.

Reducing vehicle trips within Concord will require reliable alternatives for residents, workers, and visitors. The planning, coordination, and implementation of transportation-related studies, programs, and projects has been managed by the Transportation Management Group (TMG). As the transportation strategies have become more complex, the TMG may need additional capacity. The following key action would advance this goal:

1. Create a transportation planning and coordination function within municipal government to:
 - a. Determine policies, services, and plans most likely to achieve this and other goals, including consideration of updating the 1994 Roads Policy with additional design and technical strategies from the Massachusetts Complete Streets policies.

- b. Prioritize actions and projects in view of sustainability and other community lenses (e.g., providing electric-vehicle charging stations, bike racks, and shuttle stops at public parking facilities, encouraging [transit-oriented development](#) principles in relation to redevelopment and new development near train stations, and addressing delivery truck-related congestion).
- c. Further develop Town expertise in the area of transportation systems, programs, services, funding, etc.
- d. Work with Town departments with regard to policy development and project planning (e.g., evaluating location and access for new redevelopment and development for appropriateness and impacts and coordinating fleet and other Vehicle Miles Travelled (VMT) reduction opportunities).

Goal 2: Provide effective mobility options to those who cannot or do not want to use private vehicles for trips within Concord, including residents of outlying neighborhoods who require access to transportation and services in village centers, and residents who require regional transportation to Boston and other regional medical centers and key destinations.

Currently, privately-owned vehicles are the main mode of travel to most businesses, cultural facilities, health services, educational services, and historic sites. This dependence on privately-owned vehicles for intra-town transportation is an impediment to the various population segments (students, seniors, lower income individuals, etc.) whose access to services, food, and jobs is reduced without a vehicle, and it is not consistent with the Town’s sustainability goals.

New transportation modes should be developed that would improve availability of service while aligning with the Town’s environmental goals. Services to be considered include ride-hailing, ride sharing, and fixed route services. Additional services and technologies (e.g. automated vehicles) should be explored as they become viable. These existing and emerging transportation modes would support the goals of Economic Vitality listed in section 4.2, linking cultural and historical assets to local businesses.

Six core action areas will advance this strategy and development vision:

1. Identify the town population segments that have the greatest need and generate the most demand for a shared/on-demand transportation option and what destinations in town would benefit most for each segment. Match major populations in town with popular and shared destinations to create efficient routes, boost ridership, and provide opportunities for recouping the costs for running the services.
2. Conduct a study to examine transportation-use preferences, projections of traffic given certain selected alternatives, expected cost burden for public vs. private transit, and options for who pays. Known traffic data for Concord streets is dated (i.e., collected ten years or more ago) for specific locations (e.g., at certain intersections). Recent, comprehensive data is needed to make reliable decisions about major changes in transportation options. The Town should consider a comprehensive traffic study as part of making decisions about new transportation alternatives.
3. Explore mobility options, especially on-demand shared mobility solutions with the intent of implementing or piloting a program in the near-term. Door-to-door transportation options compared to a “station” or “stop”

AUTOMATED VEHICLES (AV)

Could AV shuttles help Concord address mobility issues?

A number of companies offer AV shuttles that can be called as needed or leased and deployed from remote locations. This allows for adaptive management of mobility needs in a community and eliminates the need to site overnight parking and storage.



based shuttle are more critical for certain populations – such as seniors or youth – than for older students or adults. The Town should work with companies utilizing new technologies such as Automated Vehicles (AV) for transit shuttles when the technology is effective and appropriate for Concord’s uses.

4. Encourage and incentivize carpooling in town, including high school students to reduce the amount of traffic and congestion from the high school. The concept of incentivizing carpooling may also apply to employees in town if preferential off-street parking or other tangible benefits are identified.
5. Identify shared use of transit vehicles (e.g., buses, vans) to improve door-to-door transportation options for the rapidly growing senior population and others who are unable to wait, walk, or carry packages to shuttle stops. The Council on Aging (COA) offers a shuttle for seniors but is limited in its capacity and restricted in who it can serve, as is the case with transportation offered by other social service providers. With appropriate and more flexible funding sources, some of these separately run shuttles may be able to coordinate and offer services to the public. In Acton, a collaborative multi-town service consisting of COA vans was piloted to increase capacity with existing vehicles. While the COA vans still operate in Acton, Boxborough, Littleton, and Maynard, Acton also has multiple services, including the MinuteVan that is dial-a-ride for residents of any age, a commuter rail shuttle, and Road Runner, which is specifically for seniors and those with disabilities. The Town should coordinate with the State around efficacy of shared mobility programs that utilize Town-owned vehicles, including school fleets, for integrated public transportation. These existing shared use vehicles may be complemented by new technology to provide a comprehensive range of services.
6. Improve multi-modal transportation opportunities, particularly from transit hubs to work destinations. Continue discussions with Hanscom Air Force Base and others to develop shuttle service for first-mile/last-mile from Concord’s train stations to work destinations. Employers whose businesses run outside of standard commuting hours, such as farms and restaurants, face the additional hurdle of not having available access to either train station (due to limited train service late at night and early morning). Employers who have more standard operating hours could participate in CrossTown Connect to learn more about transportation demand management options and participate in implementing transportation solutions.

ROADS POLICY & COMPLETE STREETS

How does the 1994 Roads Policy Compare to National Complete Streets Standards?

In the *Elements of a Complete Street Policy* (2018), the National Complete Streets Coalition (NCSC), which is recognized by MassDOT and is a widely accepted collaborative authority on complete streets, identifies 10 elements of a comprehensive complete streets policy.

To more fully address these elements Concord may wish to add standards focusing on bicycle and pedestrian safety as well as customization of standards for different land-use contexts. The Town should also consider how best to coordinate these standards across various review agencies and provide clear performance standards to ensure effective implementation.

10 Elements of Complete Streets

1. Vision and Intent
2. Diverse Users
3. Commitment in all projects and phases
4. Clear, accountable expectations
5. Jurisdiction
6. Design
7. Land Use and context sensitivity
8. Performance Measures
9. Project Selection Criteria
10. Implementation Steps

Goal 3: Create safe, cost-effective walking and bicycling connections between key pedestrian and bicycle paths/trails to improve mobility around Concord.

During the planning process, many residents voiced their desire for strategic sidewalk and bike path connections from residential neighborhoods to key destinations, such as schools, village centers, and existing paths. Such enhancements would specifically focus on improving connections to school or afterschool activities for students and to and between the village centers for all residents – eliminating vehicle trips and improving community

health. As infrastructure improvements are being planned, Concord's Public Works Department has been reviewing where streetscape improvements could be made to meet Complete Street design standards as described in the Mass Highway *Guiding Principles of the Highway Project Development & Design Guide*. By focusing on key areas, such as the village centers and near the schools or rail trail, safe connections between existing paths and streets can be made. This goal is also addressed in Section 4.6: Open Space + Natural Resources, and it is intended to be coordinated with Goal 1 described above.

Six core action areas will advance this goal:

1. Consider expanding the charge and membership of the Transportation Management Group to include analyzing the community's transportation and mobility needs and preparing a Complete Streets Prioritization Plan that includes the integration/update of policies in the Town's 1994 Roads Policy and takes into account historic preservation policies.
2. Prioritize a set of financially sustainable infrastructure projects (such as dedicated paths/lanes, road markings, bicycle racks, etc.) that will improve connections between key bicycling and walking paths and sidewalks. These improvements may take several different forms depending on location, with shared-lanes for bicycles and improved signage and crosswalks within existing right-of-ways. These improvements should review historical considerations as part of determining location and design and be coordinated with the crosswalk policy of Concord Public Works which provides standards around both crosswalk design and placement based on current and potential demand.
3. Evaluate options for safe, convenient non-auto passage across/over Route 2 near Route 62. This location was most often identified as a barrier for residents, leading them to drive rather than walk or bike. Feasible and financially acceptable solutions should be studied by the Central Transportation Planning Staff (CTPS), MassDOT, Concord Public Works, and other Town departments, commissions, and boards.
4. Study possible paths and trails that create better links to natural areas, recreational lands, and other destinations. Enhancing community access to natural resources and destinations is consistent with other stated goals in Plan Elements.

5. Develop a model for understanding the costs and benefits of various transportation improvements and services. The costs of streetscape and other transportation infrastructure improvements and ongoing maintenance must be included when understanding fiscal priorities and feasibility. Prioritize potential improvements to account for demand, timing, type, location, cost-effectiveness, and coordination with other improvements that may be planned in town.
6. Improve connectivity through wayfinding and signage. Part of improving connections is proper wayfinding and signage. Incorporating signage and in-town mapping information at high volume locations will create a more cohesive cultural, historical and visitor experience.

Goal 4: Improve coordination with regional partnerships for the purpose of reducing traffic volume from commuter through-traffic (especially near the village centers) as well as congestion experienced by town residents using fiscally prudent and sustainable approaches.

Traffic congestion and volume is one of the first concerns raised at every planning event. Traffic concerns also represent a significant number of online comments on the Envision Concord website. The town cannot fully effect reduction in traffic congestion without the help of partners (e.g., MassDOT and neighboring towns like Acton and Lincoln) to ensure a coordinated approach to traffic management and avoid moving one community's problem to another.

Six core action areas will advance this goal:

1. Reallocate existing staff resources to allow for greater focus on transportation planning and implementation. The Town does not currently have a transportation department or a transportation planner. In order to support or assist with local and regional transportation planning that has tangible results, the Town would need to reassign staff time or hire qualified additional staff to perform transportation planning and implementation work.
2. Provide leadership and participation in a regional transportation group, such as the 495 Partnership or the 128 Central Corridor Coalition, to reduce commuter

through-traffic. In order to effect real change in the regional transportation system, Concord will need to coordinate with the state, regional agencies, and neighbors to collectively improve regional roadway access, discourage rerouting of commuters onto local thoroughfares, and introduce transit improvements to avoid having one town's solutions push the traffic problems to its neighbor. As other communities in New England may be dealing with the impacts of GPS driving apps, the Town may want to evaluate GPS algorithms to determine if there are ways to re-designate appropriate roadways in town, so they aren't included as alternate routes for the traveling public, which would require coordination with neighboring communities.

3. Promote regional public transportation options, ride sharing, carpooling, bicycle transportation, alternative-fuel vehicles, etc. to commuters who may currently choose local through roads. The Town should support any efforts by the MBTA and Metropolitan Area Planning Council (MAPC) to promote regional use of public transportation and any extension of service. As a member of MAPC's Minuteman Advisory Group on Interlocal Collaboration (MAGIC), the Town can review programs and services in neighboring communities, such as Acton and their shuttle services, and create partnerships.
4. Study potential traffic calming measures along the main thoroughfares and commercial centers. Traffic calming measures, such as sidewalk bump-outs, lane narrowing, neck-downs, and speed bumps may work in certain instances but would need to be compatible with pedestrian and bicycle safety as prescribed in Complete Streets, and be consistent with other goals in the Envision Concord plan, such as historic preservation. If adding traffic signals as a way to deter through-traffic were a consideration, a traffic study will be required.
5. Evaluate existing opportunities with neighboring communities (such as developing a joint transportation planning/coordination function or service programs) to collaborate on fiscally prudent regional connectivity options and partner with at least one other town in the region to provide a new transportation option to reduce regional traffic. The Town should continue working with adjacent communities, MAPC, and MBTA to coordinate transportation services that would connect to regional destinations (e.g. Alewife, Burlington, Bedford, and locally, Emerson Hospital and medical offices), which would also improve accessibility of other towns to Concord's public transit services without the need for private vehicles.

6. Ensure the selected alternatives for regional improvement are cost effective and fiscally sustainable. As it works to address transportation congestion and related issues, the Town should continue to ensure that the strategies promoted offer improved cost benefit and can be reasonably sustained in the long term.

Goal 5: Develop an approach to parking that balances the principles of sustainability with the Town's economic goals. The approach should include managing existing parking spaces and considering providing parking options for the residential community and visitors outside of the village centers.

Parking is a very polarizing issue and concerns tend to be clustered around the village centers, the high school, and other public and recreational facilities. For the health of local businesses, the availability of parking that serves not only customers, but employees, is critical. Following recommendations from the 2012 parking study of Concord Center and West Concord study areas, the Town has been piloting different parking restrictions with and without fees with limited success. As the Town continues to work through the management of the public parking lots and street parking near the village centers, it will continue evaluating the success and drawbacks, including cellphone application technology.

One strategy to alleviate some of the parking and congestion issues near the village centers is to introduce remote parking with some form of shuttle or ride sharing service to bring people into the village centers and other popular destinations. In combination with a shuttle/ride share service described in Goal 2, this remote parking and shuttle/ride share service would work in concert with goals described in Plan Elements – Economic Vitality, such as having visitors pay for remote parking to offset the shuttle/ride share service costs, while residents could park remotely and/or use the shuttle/ride share service from a different location at a reduced fee. Employees of businesses in the village centers could also access reduced/no-fee remote parking, which would free up parking for customers of village center businesses.

Seven core action areas will advance this strategy and development vision:

1. Develop plans to decrease the demand for parking, by giving visitors and residents new ways to get to businesses and services (including cultural, historical, agricultural, education, etc.) without bringing a private vehicle to each stop on their journeys to and within Concord. Consider concepts such as bringing people to Concord on commuter rail trains and buses and then providing local mobility service within the town. Also consider the use of ride-hailing and ride sharing services within town to decrease the use of private vehicles for intra-town travel.
2. Within the context of the Town's total parking and mobility plan, evaluate the creation of preferred parking for carpool, vanpool, and other high-occupancy vehicles as well as bicycles in public parking lots. Preferred parking also should be considered at public facilities with restricted parking such as the high school to incentivize carpooling and alternative transportation modes.
3. Reduce parking requirements near village centers and other specific areas while requiring multi-modal features. Modify zoning in areas near village centers or other specific areas (such as the Baker Avenue industrial park area) to reduce parking ratio requirements for new business and residential developments and require new developments to incorporate features, such as electric charging stations, bicycle racks, shared-car parking spaces, etc. to reduce traditional vehicle use.
4. Provide electric-vehicle charging stations, bike racks, and public transportation stops at public parking facilities and in publicly funded development, encouraging privately-owned parking areas to do the same.
5. Evaluate and identify sites suitable for remote parking. Location of remote parking should consider total commute time experienced by potential users in order to maximize convenience and cost-benefit, and ideally be close to higher capacity roads to function as a parking hub for ride service into the town centers and/or visitor locations.

PARK-AND-RIDE PLANNING STANDARDS

Several excellent documents provide planning standards for park-and-ride facilities.

These include:

- *Decision-Making Toolbox to Plan and Manage Park-and-Ride Facilities for Public Transportation: Research Report and Transit Agency Case Studies*, January 2017, TCRP Project H-52
- *Park-and-Ride Planning and Design Guidelines*, Spillar 1997
- *Guide for Park-and-Ride Facilities*, 2014, American Association of State Highway and Transportation Officials

6. Incentivize the use of remote parking through convenience and discounts at local sites and businesses. There are many variations of packages or fee structures that could be established that would make remote parking/shuttle to multiple destinations much more convenient than parking in town and driving from site-to-site. As described in Section 4.2: Economic Vitality, there is potential to create a type of Visitor Pass program that includes the ride services, admission to cultural sites, and discounts at local businesses.
7. Through joint planning with tour operators, develop a system of tour bus registration and routing. Directing tour bus parking to the remote parking areas would reduce the buses travelling through Concord Center but still bring tourists to visit Concord's destinations by shuttle.

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MOBILITY + TRANSPORTATION SYSTEMS MATRIX

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5								
		Cultural + Historic Resources				Economic Vitality				Housing						Land Use					Mobility + Transportation								
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5				
G1	#1								●																●				
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Goal #2	#1						●					●					●								●	●			
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Goal #3	#1				●																							●	
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Note: The Systems Matrix is intended to depict crossover between goals and actions throughout the Plan Elements section. It is intended as a tool to assist in prioritization of actions based on the "breadth" of their crossover with formalized goals both within and outside of their respective sections.

Section 4.6

Section 4.7

Section 4.8*

Open Space + Natural Resources										Public Facilities + Infrastructure								Fiscal Planning			
Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #9	Goal #10	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #1	Goal #2	Goal #3	Goal #4
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* For the purposes of this Matrix, Fiscal Planning is assumed to be a factor in all decisions involving the prioritization of action items. As a result, Goals from fiscal planning are not represented as being connected to specific actions. Rather, they are represented as a separate constant in the decision-making processes.

MOBILITY + TRANSPORTATION SYSTEMS MATRIX

(CONTINUED)

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5				
		Cultural + Historic Resources				Economic Vitality				Housing						Land Use					Mobility + Transportation				
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5
Goal #4	#1																				●				●
	#2						●														●	●	●	●	●
	#3					●															●		●	●	●
	#4																				●	●	●	●	●
	#5																								●
	#6																								●
Goal #5	#1					●	●		●																●
	#2					●	●				●			●		●				●	●	●	●	●	●
	#3					●													●	●					●
	#4																			●					●
	#5					●	●				●					●									●
	#6					●			●																●
	#7					●			●																●

Note: The Systems Matrix is intended to depict crossover between goals and actions throughout the Plan Elements section. It is intended as a tool to assist in prioritization of actions based on the “breadth” of their crossover with formalized goals both within and outside of their respective sections.

SECTION 4: PLAN ELEMENTS

4.1 Cultural + Historic Resources

4.2 Economic Vitality

4.3 Housing

4.4 Land Use

4.5 Mobility + Transportation

4.6 Open Space + Natural Resources

4.7 Public Facilities + Infrastructure

4.8 Fiscal Planning

Each plan element section contains the following information:

- Introduction
- What the Community Said
- This “Element” Today (Existing Conditions)
- Goals + Policies, Strategies, and Actions
- Systems Matrix



Old Calf Pasture

SECTION 4.6 OPEN SPACE + NATURAL RESOURCES

INTRODUCTION

Concord’s town character is inextricably linked to its natural and rural character – from its large amount of conserved lands to its local farms – and the incredible natural assets and recreational resources that they support. Open space and natural resources are key elements of the historical narrative of the town and the naturalist and literary traditions that were born here, with the landscape and natural resources inspiring the likes of Henry David Thoreau, Ralph Waldo Emerson, Margaret Fuller, Louisa May Alcott, and other transcendentalist authors. Through generations, Concord residents have maintained these strong connections to the landscape and natural resources, demonstrated by conserving and stewarding the town’s natural lands and waters. Current residents still treasure these resources, consistently ranking protecting open space and natural resources as top priorities for the Town. Furthermore, many residents regularly use and enjoy the Town’s trails and parks. As a result, Concord has been able to retain a greater abundance of active agricultural land uses and to commit significant resources towards conserving lands that are considered ecologically or culturally significant as compared to its neighboring towns.

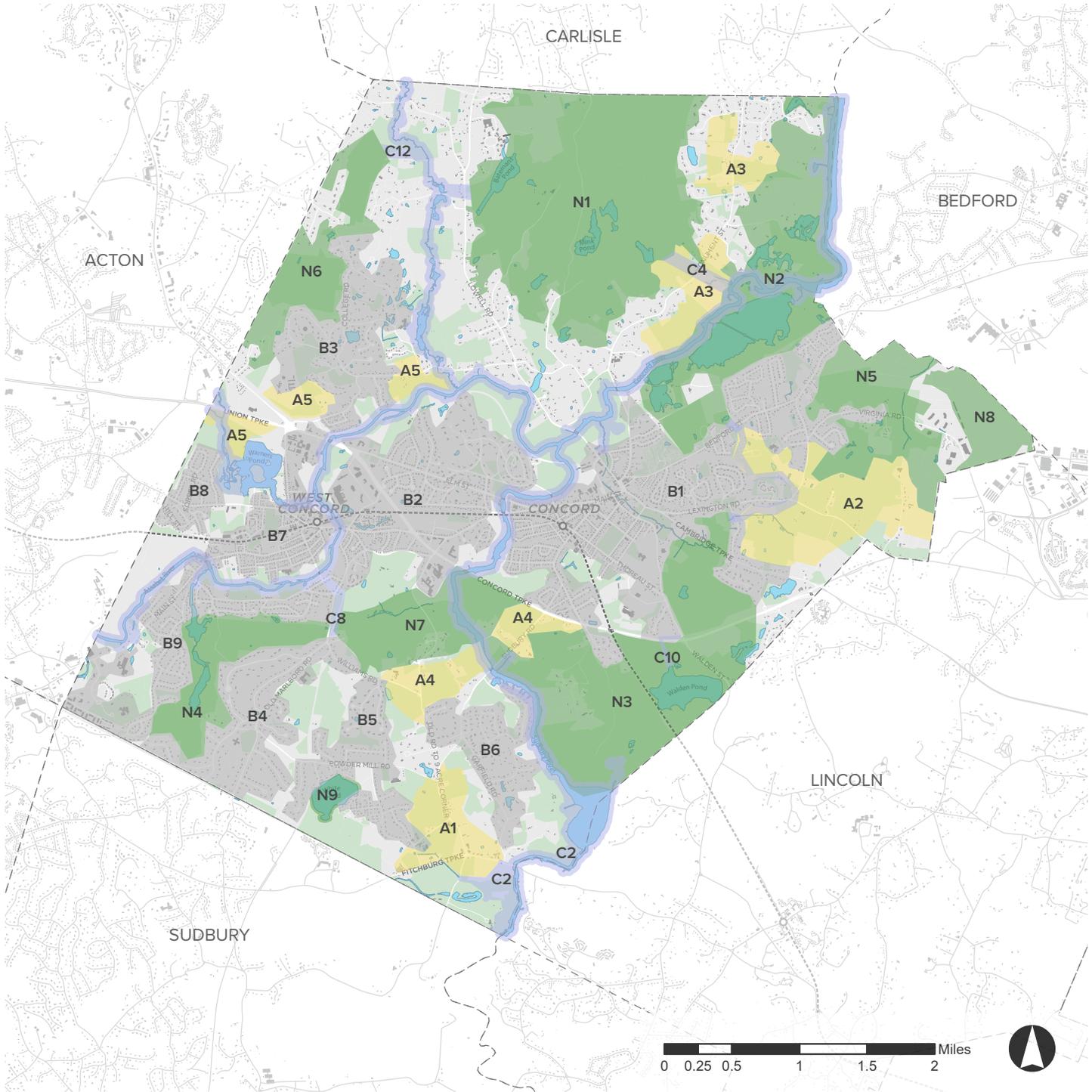
Concord values the many benefits of its public and privately-owned open space and natural resources as a contributor to healthy living in the town. The town’s many conservation lands, trails, parks, facilities and recreational programs have long been treasured by residents and non-residents. The town has continually encouraged and offered an abundance of healthy recreational activities including walking, hiking, running, nature study, swimming, and biking and is committed to providing the facilities and resources to encourage and enable recreational activities for families and individuals of all ages and abilities. Concord’s commitment to providing the resources to improve access and use of these resources is a priority now and in the future, as well as recognizing that some lands are important to protect for the preservation of wildlife and ecological processes that depend on intact and unfragmented natural areas.

The abundance of natural areas and conservation land in Concord contributes to the biodiversity that is unique to a community so close to Boston. Concord has 22 core habitats mapped by the state that contain a concentration of rare natural communities, animals, and/or plants. Concord is home to 16 species listed by the Massachusetts Endangered Species Act and seven non-listed Species of Conservation Concern. As noted in the [2015 Open Space and Recreation Plan](#) (OSRP), a key reason for this is the large intact areas

of natural lands (forests, wetlands, grasslands, etc.) as well as wildlife and water-protection corridors that allow many species to thrive. Notably, Estabrook Woods is Concord’s largest remaining tract of contiguous natural lands with approximately 1,550 acres of intact woodlands in the north section of Concord, 900 of which have been permanently protected. The confluence of three Scenic and Wild Rivers (Sudbury, Assabet, and Concord Rivers) at the heart of Concord also contributes an array of wetlands that provide critical habitat and additional environmental benefits.

This Comprehensive Long Range Plan recognizes the 2015 Open Space and Recreation Plan (OSRP) and the [2014 Recreation Facilities Strategic Plan](#) (RFSP) and reaffirms the importance of the Open Space Framework and multiyear Action Plan detailed in the plans. The opportunity to preserve the parcels (large or small) that have not yet been permanently conserved for conservation or recreation will come only once. When and if these parcels are converted to other public or private uses, the stock of open space is permanently reduced.

In addition to Estabrook Woods, eight other Large Natural Areas are identified throughout town and defined as “patches of relatively natural vegetation that are intact and wide enough to provide a large interior area of forest or wetland (i.e. remote from edge effects and anthropogenic influences).” The Open Space Framework also characterizes Large Agricultural Areas, Built Areas, and Wildlife- and Water-Protection Corridors within Concord (see Fig. 41). Many of the Town goals and priorities regarding open space highlighted in the multiyear Action Plan coincide with the systems-based approach of strategies presented here in the CLRP. For example, the Smart Growth analysis included in Section 4.4: Land Use specifically focuses on siting potential locations for development within Built Areas, prioritizing sites within a half-mile of the rail stations that could accommodate higher density. Such strategic planning can help the Town to balance a variety of land uses into the future, ensuring that priority open space and natural resources are preserved and protected while meeting other land use interests.



2015 Open Space Framework

- Large Agricultural Area
- Large Natural Area
- Built Area
- Wildlife / Water Corridor

Figure 41 Open Space Framework. (Data Source: 2015 Open Space & Recreation Plan)

Large Agricultural Areas	
A1	Nine Acre Corner
A2	Lexington Road
A3	Monument Street
A4	Williams Road/Sudbury Road/Route 2
A5	Reformatory Farms/Barrett's Mill Road

Large Natural Areas	
N1	Estabrook Woods Area
N2	Great Meadows/Ball's Hill Area
N3	Walden Woods/Town Forest
N4	Second Division Brook Area
N5	Virginia Road Woods
N6	Annursnac Hill/Strawberry Hill Road
N7	Jennie Dugan Kames
N8	Hanscom
N9	White Pond

Large Built Areas	
B1	Concord Center/Bedford Street
B2	West Concord/Elm Street
B3	Annursnac Hill/Barrett's Mill Road
B4	Peabody/Sanborn Schools
B5	White Pond Area
B6	Garfield Road
B7	Thoreau School
B8	Hillside Avenue/Sorrel Road
B9	Second Division Brook

Major Wildlife and Water-Protection Corridors	
C1	Assabet River
C2	Sudbury River
C3	Concord River
C4	Saw Mill Brook
C5	Spencer Brook
C6	Second Division Brook
C7	Jennie Dugan Brook
C8	Second Division Brook/Jennie Dugan Kames to Assabet River
C9	Virginia Roads Woods Area to Walden Woods/Town Forest
C10	Town Forest to Walden Reservation via Railroad Underpass and School Land
C11	Nashoba Brook/Warner's Pond
C12	Annursnac Hill/Strawberry Hill Road Area to Estabrook Woods Area
C13	Virginia Road Woods to Great Meadows/Ball's Hill Area

Data Source: 2015 Open Space & Recreation Plan

Conservation planning faces trends and conditions that may make it difficult to continue to preserve current unprotected open space and conserve additional land. These threats to networks of natural habitats including conserved land, residential yards, and other natural areas include (1) increased development, (2) human encroachment on and increased use of open space and the impact this has on natural resources, (3) lack of understanding of the value of conservation land, and (4) allocating adequate resources to maintain and protect the natural resources and open space properties already acquired or protected by the Town, eroding their value.

Continuing to protect open spaces and natural resources in Concord provides the following benefits:

- Maintains the town's character.
- Protects water resources and biodiversity.
- Improves recreational access and connectivity.
- Protects agricultural land.
- Recognizes that open space and natural resources are irreplaceable.
- Increases climate resiliency.

Climate resiliency is an essential component of the Town's larger commitment to its sustainability principles and to implement best practices. In this context, conservation land and natural resource protection provides the following benefits:

- Allows more water absorption to protect water supplies, mitigate pollution, and reduce flooding.
- Protects valuable wildlife habitat and ecosystems that may be vulnerable to climate change, which, in turn, can buffer the built environment from the effects of climate change.
- Protects the human environment by reduced temperatures – surface, building, and water – by shade and reduced built environment.
- Provides opportunities for land to sequester carbon in the soil.

WHAT THE COMMUNITY SAID...

October 2017 Envision Concord Survey

Highlights

(Total of 458 Respondents from mid-September to mid-October 2017)

- Open space and natural resources such as ponds, parks, and trails were considered the #1 category contributing to quality of life and the health of Concord.
- 61% of respondents thought current open space and natural resources are in good shape.
- Open space and recreation opportunities are a major reason people move to Concord.
- Open space conservation, passive and active recreation uses, and farming were four of the top five desired uses for Town-acquired undeveloped land in the future.
- Conservation of open space and land ranked as the #2 priority for the comprehensive planning process.
- Residents regularly use Concord's parks and trails (40% claimed to visit multiple times per week).

Envision Concord website and other input:

- The Natural Resources Commission (NRC) pointed to the *2015 OSRP* as a comprehensive roadmap to use for open space, natural resources, and recreation components of the CLRP.
 - » Highlighted the opportunity for Transferrable Development Rights to help balance the desire to protect open space and promote development in targeted areas.
 - » Encouraged the use of Agricultural Preservation Restrictions to permanently protect farmland.
 - » Recommended increased financial resources to maintain current Town-owned open space and natural resources.
 - » Proposed connecting trails within town and with adjoining communities to improve accessibility.

- » Created the Seven-Year Action Map with recommendations to improve, preserve, and identify new lands and projects for conservation, agricultural, and recreational uses.
- » The NRC continues to promote Public-Private Partnerships as an effective way to acquire and protect conservation land.
- The Agricultural Committee, established after the 2005 CLRP, provided extensive comments regarding the needs of the farmers in Concord. Their report asserts the future of farming in Concord is uncertain for both new and established farms due to the following issues in addition to preserving the land to farm:
 - » Need for farmer and farm worker housing that they can afford.
 - » Providing the infrastructure to successfully run a farm operation, including access to affordably priced clean water and electricity, ability to store farm equipment close to farmland, and out buildings needed for storage, growing, and processing operations.
 - » Developing a stable, local marketplace for locally grown farm products.
 - » Farm succession planning so that farmland is not sold for development and, thus, permanently taken out of farm production.
 - » Access to a farm worker labor pool and the ability to pay them a fair wage.
 - » Town leaders and citizens should generally endeavor to better understand the local farm economy so that sustainable solutions can be developed and implemented, including several innovative solutions identified by the Agricultural Committee.
- Recreation: The 2014 *Recreation Facilities Strategic Plan* highlighted the need for additional parks, fields, and trails to foster healthy living in the community.
 - » Many comments expressed strong support to connect trails throughout town and provide easier access to open space and recreational activities. Several specific sites were identified with suggestions for achieving opportunities to better connect trails to Village Centers, around West Concord, and to the Bruce Freeman Rail Trail.
- Commenters expressed strong support for continued protection of open space and natural resources including protecting more open space in town. Benefits cited included improving climate resiliency and protecting valuable natural resources.
 - Protecting neighborhood trees and planting more trees throughout town.
 - Encouraging the Town and citizens to think about open space, natural resources, and sustainability broadly and systemically, in particular, as its preservation would improve resiliency in the face of climate change.
 - Protecting water resources – rivers, streams, ponds, vernal pools, and wetlands – was a common theme in both Envision comments and reports from groups such as the NRC, OARS, and ConcordCAN.
 - Encouraging more sustainable use of water through innovative new systems such as gray water reuse, finding ways to recharge groundwater in Concord, and educating private property owners on sustainable landscaping.
 - Educating private property owners on how to reduce the use of water, pesticides, and fertilizers on lawns and reduce the need to maintain lawns with gas powered equipment.
 - Strong support in Envision Concord web comments to preserve farmland and promote gardening, including support for community gardens.
 - Commenters encouraged the CLRP to include privately owned land (such as yards) as open space and natural resources to be preserved.

The 2013 survey administered as part of the 2015 OSRP process offers important information on resident views regarding the acquisition of land for conservation purposes:

Rank of Town actions favored to preserve open space, from 2013 Survey (417 respondents)

- | | |
|---|--|
| 1. Promote zoning/planning changes to encourage open space conservation (173) | 4. A combination of public and private partnership funding (131) |
| 2. Acquire/accept conservation restrictions (152) | 5. Acquire easements to connect open space (117) |
| 3. Town purchase of land (139) | 6. Dedicate more town lands for conservation and/or recreational use (105) |
| | 7. Dedicate more town funds to maintain existing facilities (62) |

OPEN SPACE + NATURAL RESOURCES TODAY

The OSRP was completed in 2015 and provides a robust framework for open space and natural resource planning in Concord. Following public meetings and input, there were four “overarching goals” identified by the plan:

1. Protect water resources and biodiversity.
2. Improve connectivity and access to recreational resources.
3. Protect agricultural land including fields, meadows, and orchards.
4. Improve collaboration and land management.

These overarching goals informed planning around the CLRP and are reflected in the open space and natural resources goals listed later in this section. As noted in the introduction to this section, existing open space in town provides a myriad of benefits and serves a variety of needs for residents and area wildlife. Given that public and privately-owned open spaces encompass natural resource protection and recreational resources, it is important to distinguish the role that each of these play in Concord today.

Natural Resources

The OSRP was a comprehensive review of natural and recreational open spaces, geology, regional connectivity, and the Town’s unique natural resources. It identified just under 60% of the town’s land as open space with approximately 38% protected as of 2015, though not all under permanent protection. Since that time, additional properties have been added to the protection list, including Baptist Brook, Black Birch, and October Farm Riverfront conservation lands.

Key characteristics of the town’s open space and natural resources from the OSRP* include:

- Of the 15,936 acres of land in Concord, approximately 6,120 acres, (about 38%) are permanently protected open space, not including the recent additions of Baptist Brook, Black Birch, and October Farm Riverfront conservation lands.
- Publicly-owned open space makes up over 30% of the town’s total land area, of which over 70% is permanently protected, while privately-owned open space makes up approximately 27% of the town’s total land area, of which approximately 57% is permanently protected .

- Five private land trusts protect over 1,000 acres of land. The town is home to the Concord Land Conservation Trust (CLCT), which owns the vast majority of privately protected land in town. Additional land trusts with ownerships in Concord include the Walden Woods Project, Sudbury Valley Trustees, The Trustees of Reservations, and the Lincoln Land Conservation Trust.
- Concord has maintained a rich array of habitat types due to significant conservation that has taken place since the 1960s. In fact, the OSRP notes that “Concord has the highest density of documented rare-species records (about 2 per square mile) of any town between Plymouth and the Sturbridge area.”

** Figures are from the OSRP and differ from acreage calculations in Section 4.4 Land Use + Zoning where Town GIS and Tax Assessors data were used for purposes of identifying existing land uses in town. The prior includes public and private lands dedicated to conservation and includes lands permanently protected through perpetual Conservation Restrictions. The latter only considers the primary use code associated with each parcel as listed in the Tax Assessors data. Additionally, it should be noted that the 2015 OSRP does not include water bodies in the calculation of Concord’s total area and includes state and school land that is subject to temporary protection. If one applies the Town’s total acreage of 16,640 acres to the land that is truly permanently protected, or 5,379 acres, then only 32% of the Town’s area is permanently protected.]*

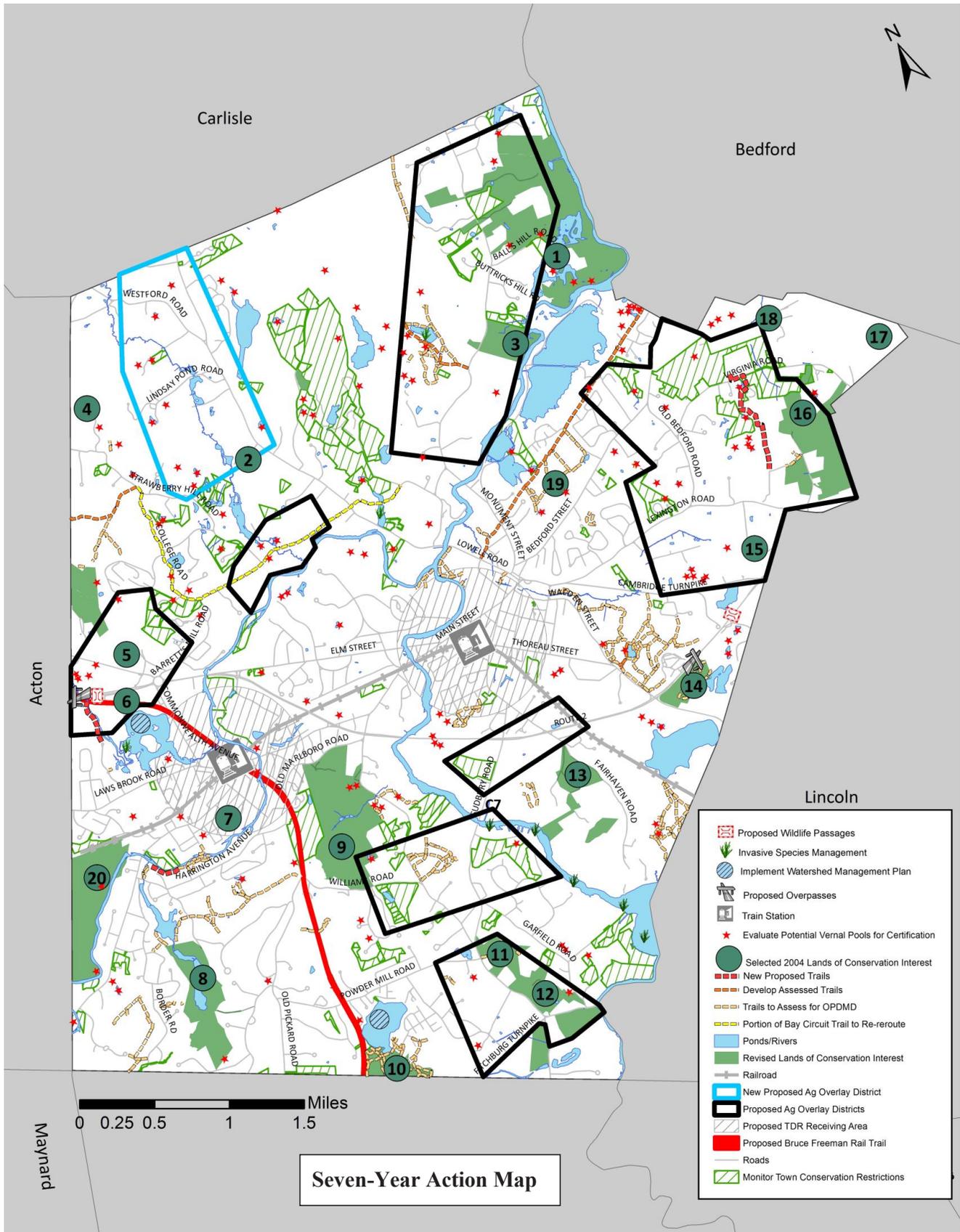


Figure 42 OSRP Seven-Year Action Plan (Source: 2015 Open Space & Recreation Plan)

Along with these assets, Concord faces less favorable trends and important challenges to its open spaces and natural resources.

- Many ponds and waterways in Concord are on the Impaired Waters list, including the Assabet, Sudbury, and Concord Rivers, as well as Warner's Pond. Issues impacting Concord's waterbodies include chemical and pathogenic pollution (current and historic) and the invasion of exotic species (plants and fish).
- According to the 2013 survey that was part of the OSRP, the top three resident concerns around open space and recreation were, "excessive development," "groundwater quantity and quality," and "loss of the natural habitat."
- The community expresses strong concerns around economic pressures to develop open areas, which according to the 2013 Open Space and Recreation Survey, would "negatively impact Concord's character and create spillover effects which would impact natural systems."
- Changes in climate patterns may impact water supplies (quantity and quality), flooding intensity and frequency, natural habitat, ecosystems, disease vectors, and outdoor recreation.

Agriculture

Agriculture has played a significant role in the history and growth of the Town of Concord. It is a major reason for the existence of open land in Town and a key to the preservation and enhancement of Concord's rural character. Earlier Comprehensive Long Range Plans and Open Space and Recreation Plans recognized the value of protecting agricultural land to support Concord's agricultural heritage, improve opportunities for a sustainable local agricultural economy, and preserve scenic vistas. Agriculture is critical to ensuring Concord's rural character is retained.

As shown in Table 9 in Section 4.4: Land Use + Zoning, the 2017 total amount of land in the town protected under Massachusetts Chapter 61, 61A, and 61B (2,101 acres), has remained similar to the 2005 total (2,024 acres). Under this program, property owners of specified size and use receive reduced property tax rates in exchange for the Town receiving first right of refusal for a property sale. However, it is important to note that there has been a noticeable decrease in farmland in the program (Chapter 61A), with forest (Chapter 61), and recreational (Chapter 61B) lands increasing. This is consistent with the concern about the

loss of farmland, although since 2005 the community's efforts have slowed the loss, including the purchase of Hubbard Brook Farm Field (approximately 18 acres) in 2008 and the Irwin land (approximately five acres) in 2017. Currently owned Town parcels including Willow Guzzle and Peter Spring Farm field are in agricultural production, and the OSRP recommended that these parcels be transferred to conservation purposes to protect agricultural interests and, in the case of Peter Spring Farm, to also protect rare species. Permanent protection of these parcels will need to be evaluated in concert with other municipal needs, such as wastewater treatment facilities at the Peter Spring field.

Recreation

Concord's recreational assets contribute vitally to the quality of life in Town and are highly valued. The abundance of publicly accessible open space and trails, including smaller scale spaces located within residential neighborhoods, supports other essential characteristics of the town. Consistent feedback during the Envision Concord planning process has indicated that trails and other recreational planning should remain a high priority for the town. This coincides with surveys completed in 2015 around the OSRP, which found that bike paths, hiking and walking trails, and conservation areas were the top three priorities of residents around recreational facility needs.

Currently, Concord's public recreational resources include seven boat launches, the Beede Center, Cousins Park, Emerson Field and Playground, Hunt Recreation Center, 55 Church Street, Rideout Field and Playground, Ripley Field and Playscape, South Meadow Field, a number of school athletic fields located at the elementary, middle, and high schools, Warner's Pond and White's Pond, and additional facilities located throughout the town. The town also has a wide range of trail types, from formalized bike trails to footpaths, and is actively working with regional partners to connect town trails to a greater active network. The development of the Bruce Freeman Rail Trail in West Concord illustrates one such example that eventually will link 25 miles of trail from Lowell to Framingham.

GOALS + POLICIES, STRATEGIES, AND ACTIONS

Concord’s unique conservation areas, recreational lands and agricultural areas contribute to the town’s character, its quality of life, and its desirability as a place to live, work, and visit. The network of green spaces, wildlife corridors, and waterbodies provide rare/core habitat for flora and fauna. Additionally, these natural resource areas along with recreational facilities and agricultural lands offer protection and resilience in the face of climate change and catastrophic weather events. This network, taken as whole system, is much greater than the sum of the parts and contributes to the overall desirability of the town as a place to live and visit and to the village centers as shopping and dining destinations. The health of the village centers and tax base of the town also provide the necessary resources for ongoing protection and management of these natural assets—creating a mutually beneficial relationship where all elements must be looked at cohesively to ensure ongoing vitality and success in achieving goals.

Active management requires ongoing support in response to a variety of challenges (such as invasive species management, over-use of trails, and climate change). The community’s emphasis on maintenance of its natural resources, including agricultural lands, aligns with the town’s greater goals of sustainability – protecting biodiversity and native species (some of which are rare and under threat), providing climate resiliency, protecting water supplies, and supporting local food systems

Agricultural land management should consider measures to support viable farms, including such infrastructure as housing for farm workers and managers of agricultural lands and other structures (e.g., barns, hoop-houses, greenhouses, farm stands, etc.) in support of modern farming. The long-term financial viability for Concord farmers also rests in attracting new and regular customers in order to support and grow their businesses. Enhanced collaborations are important to supporting agriculture and natural resources and can include raised awareness of these assets and an acknowledgement of how they contribute to the cultural and business vitality of the town by attracting visitors and residents.

The CLRP vision statement embodies many town values, and it will be important to prioritize open space and natural resource protection and growth in a manner that also complements other goals that are important to the town’s overall vitality. Clear guidelines are necessary to protect land for appropriate purposes and to ensure goals are clear and funding is allocated for important conservation and maintenance efforts. In all, this CLRP approaches open space and natural resources not only as an integral part of

town character but also as an element of environmental sustainability, two of the Community Criteria in Section 2: The Vision in Practice, to be woven through all aspects of the plan.

Envision Concord’s plan for Open Space + Natural Resources is organized around the following goals that are divided into three categories: Natural Resources, Recreation, and Agriculture. These goals seek to preserve, strengthen, and capitalize on Concord’s critical natural assets while addressing key challenges in the coming decade and addressing other priorities in town. This section presents each goal along with the specific strategies, policies, and actions necessary to advance it.

NATURAL RESOURCES

Goal 1: Maintain and increase the amount of conservation land and protected open space in order to protect important ecosystems and natural systems.

A look at the map of open space in the OSRP shows an encouraging amount of lands dedicated to agriculture, natural resources, and recreation. The goals of this CLRP recognize the importance of protecting and preserving conservation land for reasons of character and sustainability/resiliency and seek to ensure that the open space that exists today is protected for the future. Rather than take for granted that Concord has an abundance of protected conservation land, the Plan recommends strategies to ensure that appropriate green spaces are protected in perpetuity.

Main protection and enhancement strategies, policies, and actions to advance this goal are:

- Clearly identifying lands to be acquired and conserved within a systems-based approach of balancing goals and values.
- Incentivizing private protection and enhancement of natural resources to support an ethos of land protection throughout the town.
- Utilizing regulatory tools to increase opportunities to protect and enhance natural resources during land planning and development processes.
- Support these goals with public resources and private efforts.
- Identifying additional financial resources to maintain and protect current open space and to acquire new open space for conservation purposes.

Seven action areas will be used to advance this goal:

1. Increase financial resources allocated to maintain and protect current open space and conservation land, as well as supporting acquisition of targeted lands as identified in action item #2 below. Study other possible revenue sources to supplement funds from the Community Preservation Act and state grants, such as a land transfer tax or development tax to be used for land conservation and management. Consider developing public campaigns to raise money for special land acquisition or resource protection projects, particularly those enhancing public access and natural areas for enjoyment and recreation or other specific agricultural or environmental needs.
2. Identify lands of conservation interest using the criteria laid out in the OSRP Seven-Year Action Map, the 2014 Recreational Facilities Strategic Plan, and in this CLRP. Create a definitive map with criteria and priorities that identify acquisition targets for open space, recreation and conservation land. Create this map with consideration for other priorities in town as identified in this CLRP.
3. Expand implementation of Transferrable Development Rights. The 2015 OSRP outlines considerations for new housing and/or an increase in population and these are in line with feedback received during the CLRP planning process (locate housing in walkable areas near services, existing infrastructure, and transit to create more sustainable communities, support the village centers, and reduce auto dependence, among other reasons).
4. Provide education, incentives and support for the creation and protection of natural habitat on private lands. Provide technical assistance to business owners and residents regarding the importance of privately owned lands, vacant lots, residential yards, and other undesignated spaces to the larger network of Town open space. Technical assistance can be provided by the Town to help property owners consider how their land contributes to the overall natural ecosystems and wildlife habitat of Concord and the region.
5. Collaborate with abutting towns and the region on the health and continuity of open space networks and ecosystems across town borders. Land conservation

doesn't stop at the town boundary and flora and fauna exist irrespective of political domains. The Town should continue to work with the West Suburban Conservation Council, the Sudbury/Assabet/Concord Cooperative Invasive Species Management Area, and MAGIC/MAPC as regional initiatives that are currently underway. The Town should seek out opportunities to collaborate with other towns in the region on a host of issues including transportation initiatives, trail connectivity, and coordination of sustainability initiatives to ensure that Concord is contributing to and benefiting from a regional approach to the protection of the ecosystem and the use of resources.

6. Explore impacts of using the 500-year flood plain in the Zoning Bylaw. Consider coordinating with and using regional resources (MAPC) regarding floodplain protection.
7. Encourage private landowners to develop Conservation Restrictions for their land including allowing for public access .

Goal 2: Protect rivers, wetlands, ponds, vernal pools, upland habitats, and other natural resources.

1. Support implementation and enforcement of Wetlands Protection Act (WPA) and Wetlands Bylaw. Both of these protections are proven tools for the Town to protect critical habitat (approximately 50% of the town is under the NRC jurisdiction per the Wetlands Bylaw and WPA) and supporting both implementation of these rules and enforcement with significant penalties for offenders is a good way to ensure that at the local level, the Town is protecting wetland resource areas. The Wetlands Protection Act and Wetlands Bylaw are important first lines of defense that rely on Concord rather than state or federal protections.
2. Educate the public on the Wetlands Bylaw and WPA, including the benefits accrued to the community by its implementation and enforcement and the cumulative impact development in the buffer zones has on ecosystem services provided by rivers, wetlands, uplands, and other natural resources.
3. Restore White Pond and Warner's Pond as part of the Town's efforts to protect and improve the recreational accessibility of its water resources. White Pond is a fragile aquatic ecosystem and as part of the larger



Ponds and Water Bodies

- Water
- Open Space

Figure 43 Ponds and Water Bodies Map (Data Source: Town of Concord GIS.)

White Pond Reservation, provides an important wildlife habitat (it is also designated a Great Pond). Warner's Pond, with its ecological and recreational value to the town, requires extensive dredging to restore its biological resources and recreational usability. Further study and data collection are needed for both projects, and funding should be allocated to restore these important bodies of water.

Goal 3: Ensure that all Concord residents understand the value of conservation lands and natural resources, including the ecosystem services these resources provide, protection of wildlife habitat, rare species habitat, and fisheries, and that actions outside of these resources play a role in their protection.

Natural resource protection is central to the character and values of the town; therefore, it is important that education and information regarding these values be woven into diverse aspects of town life including education curricula, town policies and expenditures, and business practices. The Town's commitment to sustainability is an integral part of its identity and fits well with the history of conservation, agricultural practices, and philosophy in Concord. Ongoing education about the importance to the ecosystem services these conserved natural resources provide (e.g., water filtration, acidification buffering, flood/drought protection), protection of wildlife and rare species habitats, and fisheries and their value to the town can ensure positive impacts for the natural environment and priorities for protecting these resources and promoting a healthy community.

Main educational and communications strategies, policies, and actions to advance this goal through educational efforts, new communications strategies and partnerships, and citizen engagement tools are:

- Ensure that residents and businesses understand the importance of sustainability, land conservation, and natural resources to the town's quality of life and identity.
- Educate residents and businesses on the cumulative impact of human activities and development has on natural resources and the ecosystem services they provide. This includes the activities in wetlands, buffer zones, yards, and upland areas.
- Provide opportunities for residents, and businesses to "live their values" by contributing to tangible strategies to conserve land and natural resources.

- Include sustainability language in descriptions of the town to ensure that key values become part of the everyday life and the attractiveness of the town to like-minded residents and businesses, influence behaviors regarding sustainability and natural resource and land conservation, and build support for associated Town efforts.
- Incorporate "learning by doing" into town life through volunteer days and other opportunities for a grass roots approach to natural resource conservation.
- Incorporate values regarding open space and natural resource protection into educational curricula (e.g. current Blanding's turtle initiatives).

Five core action areas will advance this goal:

1. Promote the civic benefits and ecosystem services that accrue from the cumulative actions of all residents to protect and preserve natural habitats; wetlands, rivers, ponds, and vernal pools and their buffer zones; flood plains, and trees throughout town.
2. Incorporate information about Concord's values and the Town's commitment to sustainability into visitor information and marketing materials for current and potential residents and businesses. Provide educational information and opportunities for visitors about the Town's land conservation efforts and the importance of sustainability.
3. Promote a robust series of volunteer opportunities and service days that are regularly scheduled and become town-wide commitments to sustainability and natural resource protection. Opportunities may include service days that provide volunteer and project options in a wide range of areas including recycling awareness, special projects on farms, open space trash cleanup, poster competitions, and other ideas. The Town already contributes to robust volunteer events and opportunities such as the Concord Cleanup, Migratory Bird Walk, garlic mustard eradication, and Trails Committee initiatives.
4. Provide information on "how the town is doing" regarding land conservation and natural resources preservation and supporting agriculture. This information could include reports on progress towards natural resource and land conservation goals, bird counts and wildlife corridors protected, invasive plant eradication efforts, and educational initiatives.

5. Working with Town educators, student representatives, open space and natural resource advocates, and the Town’s sustainability officer, identify ways to build on the Rivers and Revolutions program to identify additional ways to support natural resources, sustainability values, and the town’s historical ties and support for these things can be woven into school curricula, community service choices and requirements, and student leadership positions.

Goal 4: Provide responsible management of conservation lands, including protection, preservation, and restoration.

In addition to expanding publicly-owned protected open space, it is important to maintain and manage existing assets and to provide ongoing ecosystem management and monitoring to ensure healthy habitats and identify areas for concern and intervention. Strategies, policies, and actions to advance this goal through support programs, management approaches, and programming efforts include:

- Continuing active stewardship, which is an important responsibility for the Town, should be a first priority of ownership.
- Improving the ecological quality of existing protected open space, which will improve the entire open space framework with great benefits to the environment and wildlife.
- Recognizing that natural resources are not static and that ongoing human use, development, and climate changes require active observation, data collection, and management.

Four core action areas will advance this goal:

1. Hire a land manager to provide more comprehensive and consistent management of Town conservation lands.
2. Support the implementation of the OSRP Seven-Year Action Plan and all subsequent plans. Update the OSRP on a timely and regular basis.
3. Maintain the current citizen volunteer commissions and committees that protect and preserve the Town’s natural resources, conservation lands, and open spaces.
4. Continue to collaborate with private land trusts and promote public/private partnerships to protect and preserve natural resources and conservation lands.

Goal 5: Promote ecosystem health and biodiversity as critical factors to achieve town-wide long-term sustainability and resiliency goals.

This CLRP has identified many ambitious goals and priorities for the Town. The OSRP provides clear maps that identify open space characteristics that are important in conservation and recreation planning and outlines the rationale behind prioritization of spaces to be acquired and protected. Town boards, committees, and commissions (such as the Planning Board and NRC) should continue to work together and use this information when considering and reviewing residential and commercial development and other public usage (e.g., PRD’s, solar farms, municipal facilities) proposals to provide a coordinated approach to addressing multiple priorities and to ensure that land best-suited for housing, business development, or public use is identified while protecting the Town’s natural resources and open spaces and ensuring the ecosystem services provided are protected. Big Idea 2 in Section 2: The Vision in Practice explores this goal.

Strategies, policies, and actions to advance this goal through a comprehensive systems-based approach that recognizes the mutually-dependent nature of Concord’s priorities and goals include:

- Prioritizing land conservation goals by identifying lands that have conservation values that should be protected. Collaborate with other Town boards, committees and commissions to meet the Town goals for open space and natural resource protection, housing, business development, and other public uses.
- Thinking longer-term in relation to protections and modeling regarding flood hazards, climate change events, and other environmental changes.

Three core action areas will advance this goal:

1. Overlay the OSRP Seven-Year Action Plan map with a housing/development goals map that recognizes the most suitable characteristics for each type of land acquisition/development. Overlaying maps will help with the preliminary selection of potentially appropriate parcels for certain types of development while ensuring identified priority or sensitive natural resources, habitats, wildlife corridors, scenic views and lands are protected,

2. Assess Concord's climate and environmental vulnerabilities (aligned with the MAGIC Climate Resilience Report and the OSRP) and integrate these considerations in all Town land and water decision-making to create resiliency goals that protect the town's infrastructure.
 3. Instill amongst residents and business leaders the importance of protecting and preserving natural resources and open spaces because they are irreplaceable. Educate residents, economic development proponents, and housing developers on the cumulative impact human activities have on natural resources and the long-term benefits of protecting Concord's natural resources and natural lands. Use the protection of Estabrook Woods in the 1990's as an exemplar of this visionary approach.
- Ensuring farms are considered an active part of a consortium of businesses, historical/cultural organizations, and arts when developing strategies to attract customers and visitors.
 - Recognizing that support services and structures such as support for farmer vacation time (perhaps a regional farmer co-op system of sharing and guest workers), farm hospitality stays and appropriate supportive land uses, assistance with affordable housing for farmers and farm workers, etc., is as important as protecting land for agricultural use.
 - Supporting farmers and local food in Concord through marketing and use of locally produced food products in town and providing information to the local farming community on best practices.

AGRICULTURE

Goal 6: Protect and promote local agricultural activities, land use, and traditions with sustainable practices.

Concord's active agricultural community is a valued feature of the town. The Agriculture Committee (Ag Committee) was created in 2006 to assist the local agricultural community. Protecting agricultural lands from development is a key concern in town. Consequently, a key goal of the 2015 OSRP was the protection of agricultural land with additional support necessary to maintain active uses on these properties. In addition to farmland itself, however, the Ag Committee has been advocating for additional needs to create a "viable farming situation" that includes needed farming infrastructure and affordable farmer and farmworker housing.

Strategies, policies, and actions to advance this goal through support programs, land acquisitions, zoning changes, affordable worker housing, and marketing/business plans include:

- Incorporating the needs of farmers and farms into Town policy, such as clarifying definitions or zoning to allow necessary accessory farmer-uses that may not already be allowed by right.
- Promoting zoning changes to protect agricultural land including agricultural overlay districts and transferrable development rights.

Five core action areas will advance this strategy and agricultural support vision:

1. Support sustainable and viable farming in Concord. Incorporate the Ag Committee's recommendations in Town decision- and policy-making to create a "viable farming business" that includes farmland, infrastructure, and affordable farmer and farmworker housing.
2. Implement policies and programs to protect and promote local agriculture. Support farmer's Community Supported Agricultural initiatives and other efforts to protect Concord's agricultural heritage. Consider adopting policies to buy local produce for use in school lunches to support local farmers and encourage local businesses to do the same.
3. Protect and retain land that is in agricultural use through Town purchase of farmland (and lease this land to new farmers) or by encouraging farmers to place their lands under an Agricultural Preservation Restriction (APR). The outright purchase of privately-owned farmland or purchase of an APR should continue to be top priorities for the Town. Apply for Community Preservation Act funds and State funds to acquire agricultural lands as they become available, or to purchase an APR. Maintain and prioritize Chapter 61A lands for acquisition.
4. Continue to support community garden programs. Offer plots to and encourage afterschool programs, families, Minuteman ARC, and senior programs to use the space for a multi-generational experience. Encourage the donation of excess produce to community food banks.

5. Continue to actively promote the agricultural community. It is important to see the farming tradition of the town as an intrinsic part of the overall historical and cultural traditions of Concord and to provide high visibility for local farms to visitors, in the school curriculum, and to residents and businesses.
2. Increase financial resources allocated to maintain and provide programming of current open space and recreational facilities. While the maintenance of existing public open spaces has been built into long-term capital improvement plans, additional resources to assist with costs (e.g., membership fees to the Beede Swim & Fitness Center), and possible new open spaces, such as a small outdoor eating/picnic area within Concord Center, could be generated with public-private partnerships or other state or federal funding as well as the schools that utilize these facilities. Consider developing public campaigns to raise money for special projects or programs, particularly those enhancing public accessibility to open space and recreation.

RECREATION

Goal 7: Maintain and increase the amount of protected open space to ensure community sustainability and resilience.

The 2015 OSRP and 2014 RFSP describe the town’s open space and recreational areas. The goals of this CLRPP recognize the importance of open space and recreation as part of character and community health and the need to ensure that open space and recreation areas are protected and maintained for the future.

Strategies, policies, and actions to advance this goal through recommendations for increased financial resources, management and maintenance of open spaces, and prioritization of improvements include:

- Clearly identifying open spaces and recreational areas for improvements or new facilities.
- Ensuring diverse programming of the existing parks, trails, playgrounds, playing fields, and facilities for the whole community.
- Supporting these goals with public resources and private efforts.

Two actions will advance this goal:

1. Starting with the open spaces and recreational areas described in the OSRP and the 2014 RFSP, prioritize open space and recreational facility projects that ensure diverse and equitable improvements and programming for the community as whole. Conducting a survey of programming needs may assist in the identification and prioritization. Update both the OSRP and RFSP on a timely and regular basis targeting the next update for 2022.

Goal 8: Ensure all Concord residents understand the value of open space and recreational amenities.

Open space and recreational space maintenance and management are critical to the community character and health of the town; therefore, it is important that education and information regarding these community assets be promoted.

Two key actions to advance this goal include:

1. Through the Natural Resources Commission, bring together a group that would include open space and recreation advocates, the Town’s Recreation Commission, and Health Division. This group would seek to identify additional ways to support the Town’s open spaces and recreation facilities, community health, and the town’s sustainability goals. Where possible, develop incentives for individuals to make choices to support the Town’s sustainability goals.
2. Ensure that Concord’s open space and recreation facilities are physically and financially accessible to all residents and improvements or new facility projects are fiscally sound. The potential for public-private partnerships for specific projects should be explored to make projects more feasible.

Goal 9: Enhance the connections and access to (physical and programmatic) bike paths and walking trails between open spaces and the village centers, the locations of institutions and organizations, and recreation sites.

The 2015 OSRP articulated a major theme of connectivity. In addition, the CLRP planning process has illuminated a general desire to better connect the village centers to open space as well as to recreational facilities. The interconnected nature of many of Concord’s areas, land uses, and needs is clearly felt by residents and business owners and this CLRP highlights a number of recommendations in this section and others, where enhanced connectivity can be beneficial to achieving multiple goals.

Main connection and access strategies, policies, and actions to advance this goal through urban design, infrastructure improvements, and better communication include:

- Increasing access and visibility for the Town’s natural resources and open spaces, as well as active agricultural areas to increase support of these assets through awareness and use.
- Providing enhanced connectivity, trails, and shared-use paths to support other CLRP goals such as reducing car dependence and supporting the overall sustainability and resiliency commitment made by town residents.
- Increasing connectivity between the village centers, active agricultural areas, and publicly accessible open space to attract more visitors to appreciate Concord’s commitment to sustainability and provide a much-needed market for independent businesses and farms.
- Providing enhanced opportunities for residents to be outside and physically active encourages overall health and wellness.

Ten core actions to advance this connectivity vision:

1. Connect hiking trails and pedestrian/bike paths for nature enjoyment, recreation, and access to the village centers. Enhanced connectivity will provide more opportunities for accessing the entire network of publicly accessible open space and may also support wildlife corridors and movement throughout the town. Ensuring the village centers are well connected to surrounding cultural and open space assets and trail networks may encourage residents and visitors to park their cars and walk, reducing automobile congestion. Examples of potential improvements include: another path over the Mill Brook to better integrate Concord Center, a pedestrian bridge over the Assabet River in West Concord, and a trail along the Assabet River connecting natural areas to Thoreau School. Trail access should also be included whenever possible in planning and redevelopment of larger sites, such as at the 2229 Main Street (Starmet) site.
2. Evaluate including landscape preservation for historical and archaeological value as a supplement to those protected under the OSRP criteria for land preservation. Develop and include predictive archaeological sensitivity map in open space plan with strategies. Consider providing historic interpretation along trails (e.g., Brister’s Hill or Harrington Park). This should be done recognizing preserving the natural resources of these areas is the primary purpose of conservation lands, not re-establishing the historical landscape.
3. Involve the Historical Commission and economic development/cultural representatives in open space planning and strategies. Educate about and promote the joint natural resource and historical values of town’s protected open spaces (i.e., Barrett Farm, Wheeler-Harrington House and Park, Emerson–Thoreau Amble) in collaboration with the Historical Commission and

2013 Survey (425 respondents)

- | | |
|--|--|
| 1. Extend sidewalks/walking paths to improve walkability of Town (153) | 6. Develop additional community gardens (13) |
| 2. Develop Bruce Freeman Rail Trail (102) | 7. Develop additional regulation-size playing/ ballfields (13) |
| 3. Update town trail map and develop a trail guidebook (50) | 8. Develop trail connection from the Battle Road Trail to the Thoreau Birth House (12) |
| 4. Return conservation lands to agricultural production (28) | 9. Improve handicap accessibility to town trails (8) |
| 5. Invasive species control efforts (26) | 10. Develop additional informal playing fields/ baseball diamonds (3) |

economic development/cultural representatives. Ensure that open spaces, the Town’s commitment to sustainability, and cultural destinations are included in maps and in marketing strategies to attract increased tourism consistent with capacity limits for protected spaces.

4. Evaluate the needs for maintaining and improving our parks, fields and recreational facilities, including soliciting feedback from the users. Develop strategies and assess the organization to better coordinate the Parks department with the Recreation Department to plan, use and maintain town parks, fields and recreational facilities. Consider CPC funding and funding resources including the sports (school and private) programs that utilize the parks and fields to fund the maintenance and improvements in the town parks, fields, and recreational facilities.
5. Assess the need for additional parks, fields, and recreational facilities within the town.
6. Better communicate with residents and visitors about how trails, natural spaces, agricultural lands, and historical assets fit together.
7. Provide increased accessibility at all publicly accessible open space, natural resources, and cultural destinations in the town consistent with the OSRP. Consider providing improved handicapped access to recreation areas, open spaces, and natural areas.
8. Provide for enhanced public amenities and improved access for recreation areas, natural areas, and open spaces such as additional parking spaces, public beaches, picnic pavilions, fitness circuits, restrooms, drinking fountains, bicycle racks, etc.
9. Consider development of one or more dog parks to provide places for dogs to run unencumbered and reduce use of existing playing fields for this purpose.
10. Provide walkways or running trails to generate more appreciation and recreational use of the Assabet River and Nashoba Brook in West Concord.



Hutchins Farm

Goal 10: Provide responsible management of recreation amenities, including programming of open spaces, public spaces, trails, and recreational facilities to allow ubiquitous and equitable opportunities to encourage use by all residents.

It is important to maintain Concord’s existing open space and recreational assets and to provide efficient management of both physical spaces and programming.

- Practicing active stewardship is an important responsibility for the Town and should be a first priority of ownership.
- Recognizing that open space and natural resources are not static and that ongoing human use, development, and climate changes require active observation, data collection, and management.

One core action area will advance this management and programming vision:

1. Along with the action in Goal 4, allow for allocation of staff time specifically to coordinate the management of open spaces and recreational facilities in concert with the Town’s natural resources.

SECTION 4: PLAN ELEMENTS

- 4.1 Cultural + Historic Resources
- 4.2 Economic Vitality
- 4.3 Housing
- 4.4 Land Use
- 4.5 Mobility + Transportation
- 4.6 Open Space + Natural Resources
- 4.7 Public Facilities + Infrastructure
- 4.8 Fiscal Planning

Each plan element section contains the following information:

- Introduction
- What the Community Said
- This “Element” Today (Existing Conditions)
- Goals + Policies, Strategies, and Actions
- Systems Matrix



Concord-Carlisle High School

SECTION 4.7 PUBLIC FACILITIES + INFRASTRUCTURE

INTRODUCTION

Public facilities and infrastructure are broad components that provide many basic support systems needed for the town and its residents to thrive and function. These facilities and services are literally what keep the Town and residents running. Though often overlooked, the existing and future condition of these buildings and other elements of public facilities and infrastructure and their systems are critically important for effective long-term planning.

Concord is fortunate to have many excellent public facilities; however, there are important ongoing concerns and issues for which the Committee has received suggestions and recommendations for improvement. Several of the topics identified are:

- Public facility buildings, properties, and general infrastructure.
- Roadway infrastructure and street design.
- Energy generation and conservation.
- Water and wastewater management and infrastructure.
- Social Services infrastructure.
- Schools.
- Delivery and costs of services.

Supporting public facilities and improved infrastructure in town provides the following benefits:

- More efficient delivery of Town services – including public safety, energy, water and wastewater management, public building maintenance, etc.
- Improved mobility options for residents and visitors from connected pedestrian and bicycle paths as well as updated streets.
- Improved climate resiliency through use of alternative energy sources, energy and water conservation, and new technologies, care of Town-owned land, etc.
- Coordinated school buildings and facilities integrated with other Town services.
- Physically and socially connected community.

WHAT THE COMMUNITY SAID...

October 2017 Envision Concord Survey Highlights

(Total of 458 Respondents from mid-September to mid-October 2017)

- Public Facilities and Infrastructure (including schools) was the second most important quality to Concord's future as a desirable community to live/work.
- Schools and Public Safety were ranked the top two most important public facilities and infrastructure components to quality of life and health of the town, with streets/sidewalks and water/wastewater system in the bottom half.

Envision Concord website and other input:

- 2016 Town Government Survey – Infrastructure was the third most pressing issue, with the middle school and sidewalks being the top two priorities.
- Possible co-location of some town facilities that are currently dispersed for more efficient operations. For example, the School Department has significant unused and underutilized space that could potentially be re-designated as non-school facilities.
- Increase outdoor and sidewalk seating near village centers and in parks.
- More small parks and playgrounds desired in neighborhoods.
- Improve access at local venues such as Heywood Meadow, Beede Center pools, 51 Walden St and Gaining Ground, as well as the Concord-Carlisle Regional High School playing fields (other locations mentioned include Bank of America, and Walden Pond State Reservation parking near visitor center, which are not town-owned facilities).
- Continue to encourage water conservation and plan for a lasting water supply, which is critical to the community's long-term sustainability.
- Strengthen water management through integration with state and federal programs and local regulation and education programs.

- Incentivize the use of groundcovers that do not require regular (or any) watering or energy-wasting mowing, encouraging the use of soakers instead of sprinklers for areas requiring water and the use of hardy, drought resistant grasses.
- Reduce the drain on the town's aquifers by regulating private wells through a private well bylaw, helping to ensure the equitable use of limited water resources and make enforcement of water use restrictions more even-handed.
- Work with other towns to develop and support legislation and regulatory changes to amend the state plumbing and building codes to require more efficient water use and allow graywater to be used where possible. Make the changes apply to all new buildings and renovations, possibly incentivizing graywater use with utility discounts to residents and businesses that add water reuse systems to their properties.
- Identify shared regional resources that will benefit the Town - regional infrastructure priorities set by the Transportation Improvement Program (TIP) each year and modified as state funding becomes available.
- Encourage development that respects natural topography – which can reduce construction costs, minimize natural hazard risks from flooding or landslides, and mitigate the impacts of construction on natural resources, including soils, vegetation, and water systems.
- Town's Walden Street landfill has been invaluable for use by Public Works and other departments and entities, such as CMLP, School Department, Natural Resources, and Fire Department and should continue to be used as a Town facility for operations.

PUBLIC FACILITIES + INFRASTRUCTURE TODAY

Comprehensive integration of public facilities/services and available infrastructure are important considerations for this planning effort. Changes in development, population, and/or use of properties in Concord will have an impact on existing facilities and infrastructure. Those factors must be considered in future planning recommendations.

PUBLIC FACILITIES

Concord’s public facilities (see Appendix C for complete listing) currently include:

- Town House and the Assessors’ Building (at Sleepy Hollow) with general government/town administration offices.
- Keyes Road facility with three separate buildings for 1) CPW Engineering/Recycling & Collection/Director’s Office, 2) Water & Sewer and Highway & Grounds, and 3) Department of Planning & Land Management functions.
- School Department buildings at multiple locations (Ripley School (administrative offices), Alcott, Thoreau and Willard elementary schools, Sanborn and Peabody middle schools, and Concord-Carlisle Regional High School).
- Police/Fire Station and Storage building on Walden Street and Fire Station 2 on Main Street in West Concord.
- Recreation facilities including Hunt Gym and Beede Center.
- Harvey Wheeler Community Center and 55 Church Street (Council-on-Aging, Recreation, and Human Services).
- Concord Municipal Light Plant.
- Wastewater Treatment Plant and Lift Stations
- School Bus Transportation & Maintenance Center (Knox Trail).
- Former Landfill at 777 Walden Street

The Town has been actively using the former landfill at 777 Walden Street for a variety of uses by different departments as described above. All Town departments are challenged with making use of the limited existing office and work space while the departments’ programs and responsibilities grow. For example: although the Keyes Road Facility site footprint is sufficient for operations and the location provides for an optimal response to all areas of Concord, the existing layout is not optimized, resulting in loss of service efficiency and additional costs related to premature equipment degradation. As technologies advance and demand for services increases and/or changes, the existing facilities may need to be upgraded or reconfigured.

Energy + Power

The Concord Municipal Light Plant (CMLP) has been providing electricity for developed properties in town since the 1890s. Along with providing power, the CMLP has been working to add additional services, such as broadband. With the success of energy conservation education and policies, CMLP is studying different strategies to allow it to continue to provide quality service and reasonable rates.

The Town also has two solar installations providing local renewable energy sources: one near Knox Trail on the Concord/Acton border and the second at 777 Walden Street. Community members have suggested additional sites throughout town for new solar fields for temporary and long-term use. Expanding solar fields throughout available town lands and facilities, such as structures over surface parking lots at the schools or as part of redevelopment of future Town parcels like 2229 Main Street, can help to contribute to the Town's current goal to achieve 25 MW of solar potential.

Wastewater System

The centralized sewer system in Concord includes eight wastewater pumping stations, 33 miles of sewer mains, and the Concord Wastewater Treatment Plant (WWTP). Approximately 35% of the developed parcels in town are connected to the centralized wastewater collection system, and the remaining developed parcels (approximately 65%) have individual on-site septic systems for wastewater disposal.

The 2003 Comprehensive Wastewater Management Plan (CWMP) identified additional areas of town that were recommended to be connected to the centralized system or have another type of off-site solution. The first phase of recommended sewer extensions was designed and constructed. In addition to the Phase 1 implementation of the CWMP, the Town completed an Integrated Planning Initiative in February 2009 to confirm potential future flows.

There have been many changes since the completion of the first phase of sewer extensions. Future phases for sewer extension based on anticipated needs, available capacity, and regulatory constraints will be evaluated. As the regulatory environment changes, issues must be reconsidered such as the most effective balance of wastewater discharge to surface water or groundwater.

The Town has already explored options for expanding its centralized wastewater system capacity by evaluating regulatory options for increased discharge to surface water and/or supplemental groundwater recharge at the existing Concord WWTP site. Improvements to the process components at the existing WWTP may also be required to implement these options. These opportunities would allow for additional capacity for some of the potential future flows identified in the February 2009 Integrated Planning Initiative effort.

Goal	Target	Projected Value
Maintain System Reliability	No change in customer rating (95.2%)	No change in customer rating (95.2%)
Maintain or Increase Customer Satisfaction	≥ 85.8%	≥ 85.8%
Provide Energy Related Services to Many Customers	25% Res. Participation 50% Comm. Participation	25% Res. Participation 50% Comm. Participation
Increase Revenue	0% to 5%	15%
Increase Net Operating Income	0% to 5%	2%
Reduce GHG Emissions	100% of 35% goal for 2025	98% of 35% goal for 2025

Figure 43. CMLP's Goals (Source: CMLP 11/08/2017)

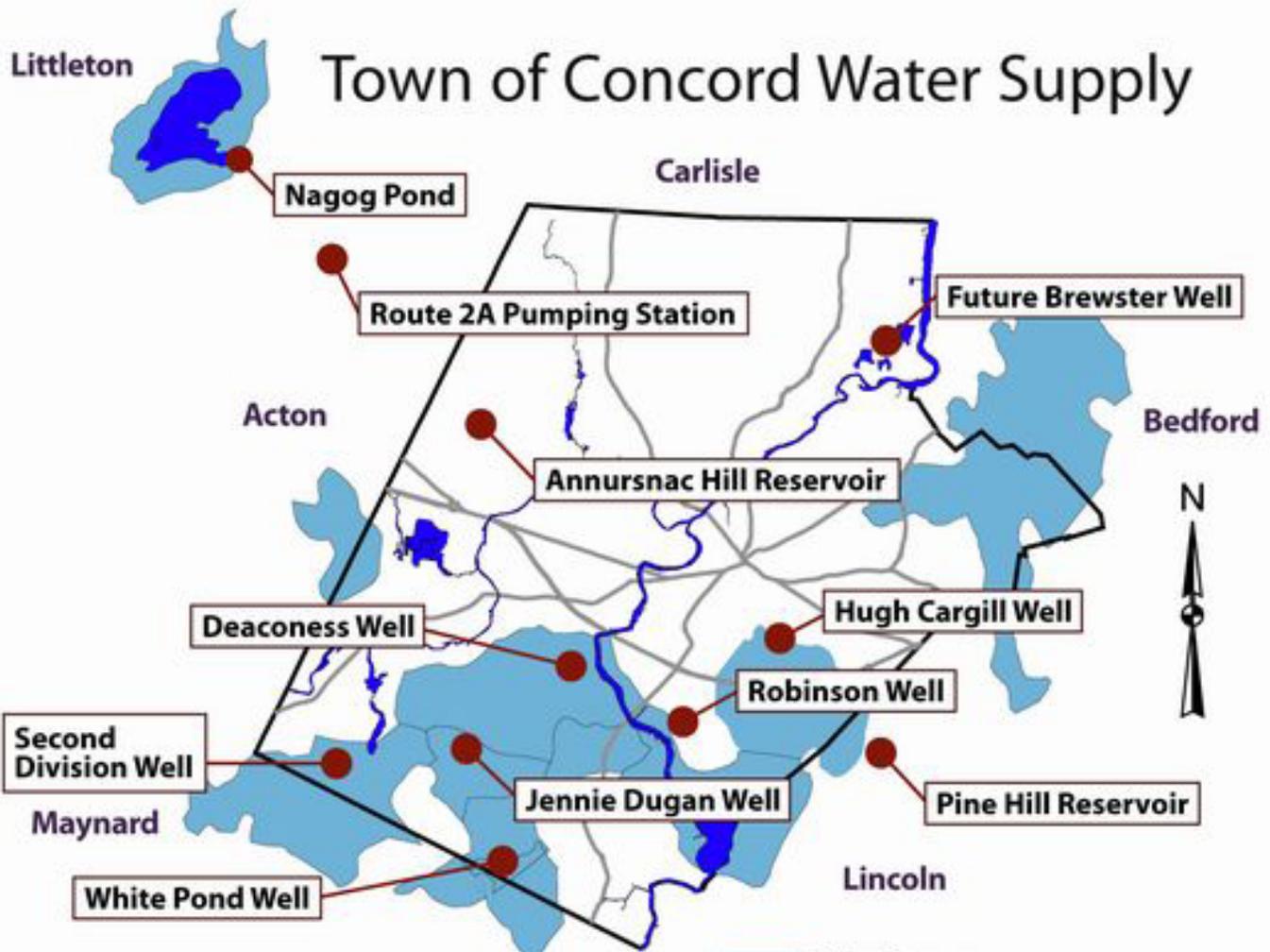


Figure 44 Concord Water Supply Map (Source: www.concordma.gov/363/Water-Supply)

Water System

An extensive drinking water supply system exists in Concord, with approximately 95% of the developed parcels in town connected to the centralized water system. This centralized water system derives water from six groundwater wells and the Nagog Pond surface water supply in Acton. Two storage reservoirs contain approximately 7.5 million gallons of water to be distributed via 121 miles of water main. Water demand ranges from 1.5 mgd (mgd = millions of gallons per day) to over 4 mgd. The amount of water the Town can withdraw from the existing supply sources is governed by the Town's Water Management Act permit.

The remaining 5% of the developed parcels in town have private wells on-site. Concord also has a very well-developed water conservation program to promote (and in some instances, require) reductions in water use.

There is interest in the community to work with other towns to develop and support legislation and regulatory changes to amend the state plumbing and building codes to make efficient water use and using graywater possible.

Concord is committed to maintaining the water balance, to reducing water use, and to maximizing water recharge for municipal services. Water is at the interface of natural resources and municipal services, and it is important that our natural resources be clean and beautiful while recharging our drinking water supplies, cleaning our wastewater, mitigating floods and droughts, supporting pollinators, and regenerating soil to grow healthy food supplies.

Stormwater Management

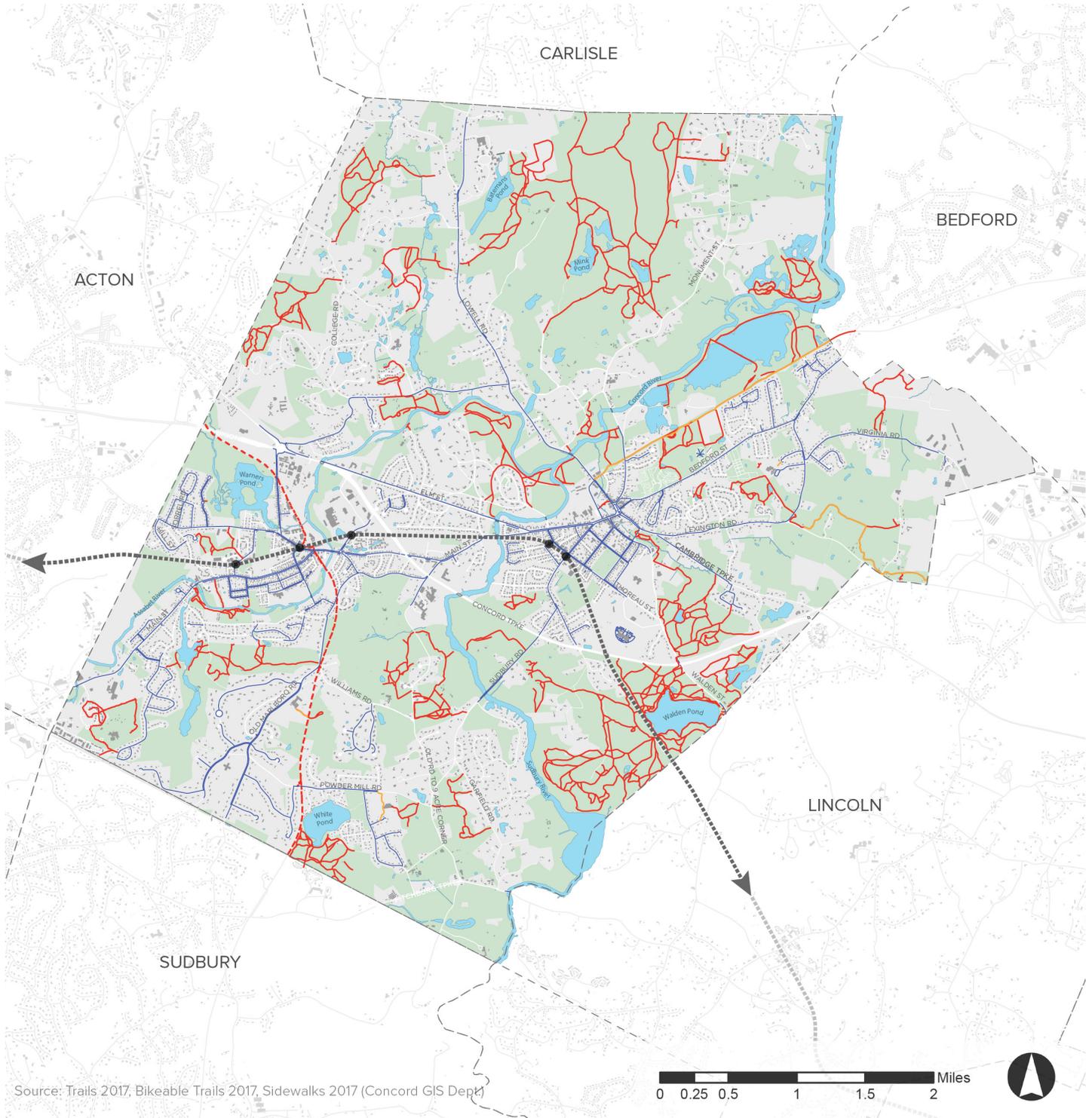
Stormwater management is another important aspect of planning for the town. Concord has completed a Stormwater/Drainage Master Planning (SWMP) effort and is currently in a five-year implementation phase. The Town also has Stormwater Management Regulations and is subject to EPA's NPDES Phase 2 MS4 Stormwater Regulations 6 Minimum Control Measures. EPA has issued a new NPDES Phase 2 MS4 Stormwater permit; however, the permit effective date has been stayed until July 2018. Departments have integrated requirements for stormwater management (water quality and quantity) into project reviews for proposed development and re-development submittals. Updating of the existing requirements may be needed once the new permit becomes effective.

An integrated approach must be taken to protect uplands and wetlands that provide critical groundwater recharge functions as this contributes to the local drinking water supply, naturally filters pollutants from stormwater and other runoff, and maintains essential habitat for wildlife, among other benefits. By maintaining natural processes of water recharge, the Town will benefit from this form of ecosystem services that lessens the impact on the centralized sewer system, reduces localized flooding, and improves the water quality in the Assabet, Concord, and Sudbury Rivers as well as their tributaries and other waterbodies. The Massachusetts Wetlands Protection Act and Concord's 2013 Wetlands Bylaw are proven tools for the Town to protect critical water resources. The Natural Resources Commission maintains a map of wetlands and certified vernal pools, which cover approximately half of Concord's land area, and must receive applications for any alterations proposed in these areas, per the Wetlands Bylaw. In addition, the Town continues to explore options for human-induced recharge at the existing Concord WWTP site and other potential locations to further expand the capacity of its centralized wastewater system.

Roads + Sidewalks

Concord has 141 miles of roads within the town, including state and private roads (data from Town GIS data), and almost 60 miles of sidewalks. The Town maintains about 107 miles of roads and the State maintains less than 20 miles (primarily Route 2 and 2A); the remaining roads are likely private ways that are the responsibility of residents who abut the ways. Through community input and public events, the concept of Complete Streets design is often mentioned, pertaining in particular to its multi-modal and safety elements. The Public Works Commission follows the adopted "Public Works Commission Road Policy" from 1999 that focuses on context sensitive design in the reconstruction and construction of roads to maintain historic, scenic, and agricultural aspects of the existing environment. Similar to Complete Streets, about which the Public Works Department has received training, the existing policy also focuses on pedestrian and bicyclist safety, ADA compliance, and other best practices, such as those of American Association of State Highway and Transportation Officials (AASHTO), the Manual on Uniform Traffic Control Devices (MUTCD), Public Right of Way Accessibility Guidelines (PROWAG), and traffic calming strategies with a minimalist design approach.

Concord Public Works follows a regular schedule for update and repair, and where possible, will continue to evaluate inclusion of Complete Streets design and leverage program funding and participation when benefits are clearly identified.



Sidewalks and Trails

- Trails*
- Sidewalks
- - - Planned Bruce Freeman Rail Trail
- Bikeable Trails*

* Source: Town of Concord Division of Natural Resources

Figure 45 Existing Sidewalk and Trails Map (Source: Town of Concord GIS)

Social Services

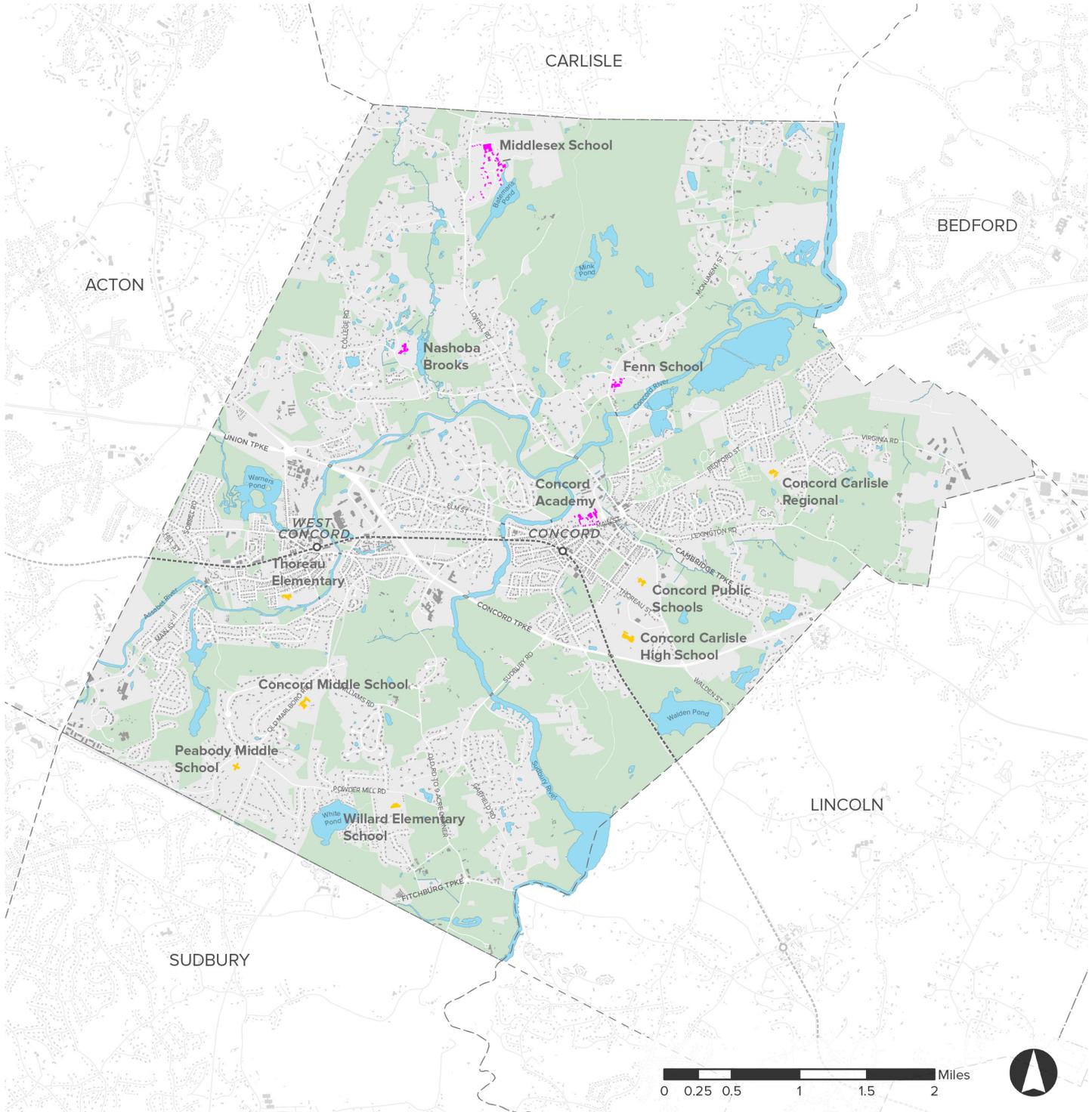
Beyond the physical infrastructure within the town, the ability for the Town and nonprofit organizations to support a network of social services and financial assistance for residents is integral to the health of the community. Concord has a rich but informal network of public, nonprofit, and private groups and organizations that provide an unusually wide range of social services and financial assistance. Several providers have shared immediate concerns and trends:

- Social services and financial assistance providers are stretched thin with increasing numbers of requests. These groups are anticipating a surge in demand for services as the town's population ages.
- Unique to Concord is a small collection of private trusts, religious organizations, and small private groups who provide emergency or special conditions financial assistance to residents. Requests have been rising, as have repeat requests, while the amount of funds available to distribute have remained the same or been reduced.
- With the rapidly rising senior population, there is apprehension among social service and financial assistance providers that the amount and types of requests for assistance will quickly exceed their capacity. As one of the communities in MAPC's Minuteman Advisory Group on Interlocal Collaboration (MAGIC), active collaboration with other members would be beneficial to address issues for an aging population. All but one member of MAPC's MAGIC network are also currently members of AARP's Age-Friendly Communities network and may look to jointly pursue grants and other funding sources for social service delivery and other senior issues
- Transportation and connectivity should be a major consideration for location of housing and services. Lack of transportation options as well as social isolation impacts all age groups.

- Housing location can help or hinder social connections of residents, and access to key destinations, including employment, are critical to maintaining social connections to the community.
- Desire for diversity must be coordinated with services and infrastructure to support varied community needs.
- There is a need for deeper conversations about what kind of diversity is desired, and what commitments are required to make it a reality.

Schools

The Town's discussions with the School Committee have been ongoing with long-term collaborative decisions to be made regarding future school construction and impacts on existing town infrastructure issues, particularly around transportation and recreation. The allocation of Town resources to maintain Concord's high quality public school education is a larger community discussion, and this Plan supports the collaborative efforts between Town departments and the School Committee.



Schools

- Private Schools
- Public Schools

Figure 46 School Locations (Source: Town of Concord GIS)

GOALS + POLICIES, STRATEGIES, AND ACTIONS

While Concord residents understand the importance of the Town's public facilities and infrastructure, schools are often cited as having higher priority over the other Town buildings, facilities, or properties. The following goals and actions attempt to cover the many different aspects of the subject of public facilities and infrastructure.

Goal 1: Continue to maintain and improve the Town's existing public buildings, facilities and general infrastructure, and service delivery at a level consistent with the Town's fiscal sustainability.

Six core action areas will advance this strategy and development vision:

1. Continue to find innovative new uses for existing facilities that are surplus or otherwise underutilized.
 - a. Identify existing public facilities planned for surplus or believed to be under-utilized, such as the potentially available Peabody School building.
 - b. Identify types of spaces needed by Town departments, boards, committees and commissions to improve service delivery and performance.
 - c. Consider accessible multi-use meeting space for town and community use.
 - d. Incorporate sustainable design principles as a model for residents and businesses.
2. Maintain Town properties that are appropriate for active and necessary Town-related uses. The Town's Walden Street Landfill is an invaluable asset to the community providing a location for many activities, such as winter snow storage, management of bulky materials and storm debris, recycling, composting and brush management, storage of equipment, and a fire training site. Due to its location, topography, and configuration, it can serve as a 24/7 operational site while having minimal impact to residents. While acknowledging the important open space abutting this property, the Town must maintain unlimited access to this site for all uses of this property and resist any effort to place a conservation restriction or limitations on the use of this property.
3. Assess public facilities with respect to public safety capacity and needs, which include staffing levels, buildings, outdoor space, and location for space and staff planning.

Elements of this initiative would include:

 - a. Review Town staff capacity to include additional workload from new and expanded initiatives. The Town should continue to work to attract and retain high quality staff and volunteers.
 - b. Complete a public safety staffing plan update to examine current development conditions and analyze future development impacts over the ten-year planning period.
 - c. Assess the viability of Town departments' current work spaces, where added initiatives and policies have increased staffing and equipment, leading to space constraints, inefficiencies, and additional costs.
 - d. Evaluate existing public safety building spaces and future requirements and integrate adequate training space.
 - e. Analyze locations of public facilities for service efficiency and public safety services to ensure recommended response times can be met now and in the future planning period. Depending on analysis, consider potential satellite locations.
4. Continue to support the Town's recycling efforts. Concord integrated solid waste management is continually evaluated to discuss findings, changes and recommendations to assist the residents and businesses to utilize the services in the most cost-effective manner. The Town should continue to be a model for active recycling and reuse efforts with sustained educational outreach. Increase the amount of on-site composting in town.

5. Provide enhanced wireless connectivity options to support public communications and telecommuting. With the new mobile apps being used for payments and transactions, the availability of reliable wireless connectivity throughout the town has become more necessary for faster and more robust customer service and delivery and to support economic vibrancy of local merchants and the tourism economy.
6. Prepare and consider infrastructure resiliency by conducting a threat assessment and security plan.
 - a. Allocate increased investments in robust security measures both physical barriers and electronic surveillance around drinking water and wastewater facilities.
 - b. Address the growing threat of cyber-attacks to critical water and wastewater infrastructure with the continued investment in system vulnerability assessments and implementation of best practices and recommendations.

Goal 2: Evaluate cost-effectiveness of new or complete redevelopment of Town buildings and/or infrastructure (e.g., new middle school or integrated Town services building) using integrated planning principles with a view to achieving multiple objectives with any specific investment.

Three core action areas will advance this strategy and development vision:

1. Following updated assessment of current Town facility capacity and efficiency, study feasibility of consolidation of buildings, long term financial impacts from new sustainable construction, and possible reuse or redevelopment of Town property.
2. Reaffirm EPA's commitment to clean up 2229 Main Street to residential level standards, identify potential land uses for redevelopment and assess fiscal impacts for Town ownership.
3. Continue coordination with the School Committee on school facility planning, including discussions and decision-making regarding the middle schools. Changes in school facilities directly impact the use of roadways, sidewalks, utilities, water and wastewater management, as well as services, such as snow removal and field maintenance.

Goal 3: With provisions to maintain the rural character of select roads, fully consider current sustainable, resilient “complete streets” principles and integrated planning into future design and construction of roadway, bikeway, and sidewalk infrastructure.

Concord’s transportation network is comprised of many miles of narrow roadways introducing certain constraints, including environmental, topographic/site, ROW and historical, which may result in limitations in the degree to which “Complete Streets” components can be incorporated. Notwithstanding these limitations, the overarching goal of preserving and enhancing Concord’s scenic, historical and environmental resources in balance with improving the health, safety and mobility of the transportation system users while addressing needed infrastructure improvements in a flexible context is of critical importance.

As the streets in Concord are updated and maintained on a regularly scheduled basis, there may be opportunities for coordination of relevant projects to enhance and more efficiently use the Town’s limited resources. For example, the Town could include new or updated wayfinding signage for recreational, historical, or cultural destinations in certain areas, when installing new pedestrian crosswalks. Sidewalks, bike paths, and other multi-modal infrastructure were recommended during the CLRP process, at locations town-wide. By following a systems approach, the desire is for more collaborative efforts to occur between Public Works, the Historical Commission, Planning Division, School Committee, Natural Resources Commission, and others to capture opportunities to prioritize projects and improve outcomes. (See Section 4.5 Mobility + Transportation for coordinated goals.)

Three core action areas will be used to advance this strategy and development vision:

1. Enhance collaborative efforts between all Town departments, committees, commissions, and boards, to improve efficiency, help prioritization, and ensure contextual design in projects related to roadway improvements.
2. Continue to evaluate and integrate the Complete Streets design standards for enhanced multi-modal transportation options and leverage program funding and participation when benefits are clearly identified. Concord Public Works staff has attended Complete Streets training and are aware of the Town interests in providing multi-modal transportation when feasible. Balancing public safety, state and federal roadway standards, and multi-modal goals with historic context continues to be a challenge that requires collaborative work to improve success.
3. Require consistent application of Right-Of-Way (ROW) use to ensure delivery of uniform and efficient utilities services to residents, businesses, and institutions in town.

Goal 4: Strengthen near-term Town sustainability goals consistent with long-term climate change and resiliency planning goals, including maintaining and expanding alternative energy generation, delivery, and conservation.

As discussed throughout this Plan, sustainability is a critical facet of all town decision-making. Concord Municipal Light Plant issued its Strategic Plan 2018 – 2025 in November 2017. The CLRP supports the continued work by CMLP to deliver quality services at reasonable rates.

Five core action areas will advance this strategy and development vision:

1. Give equal priority to reducing carbon footprint in CMLP operation, planning, and practices consistent with the priority given to reliability and affordability, including the goal of achieving 25 MW of solar potential on Town lands through utility scale solar in appropriate locations and continue to enhance customer options for a variety of grid services that enable greater efficiency and conservation (e.g. demand management through smart-grid control systems).
2. Continue to pursue renewable energy source opportunities. There is continued interest in additional solar farms as secondary or complementary uses, including over parking areas and other passive infrastructure.
3. Encourage businesses and institutions to install energy storage systems. CMLP should work with local businesses and institutions to encourage installation of energy storage systems to help manage growing demand and CMLP’s peak expenses. Additionally, this would allow businesses to remain open during power outages.
4. Review and implement low carbon initiatives in municipal fleet procurement and maintenance plans with attention to Green Communities program recommendations.
5. Coordinate installation of electric vehicle charging stations at public parking areas and new developments above a specified size. The Town can lead by example with installation of electric vehicle charging stations

at the Keyes Road parking lot. This action area should require coordination with similar goals in Section 4.5: Mobility + Transportation.

Goal 5: Make landscape and infrastructure resiliency a central planning priority for Town water supply and wastewater and stormwater management operations, planning, and practices in order to minimize social/travel disruption (e.g. loss of water, sewer, road and rail services during floods, droughts or storms) and economic and environmental impacts.

Concord has a robust water supply and wastewater management system that have been meeting the needs of the community. As climate events have been occurring more frequently and at greater extremes, it is important for the Town to proactively prepare by assessing landscape resiliency more broadly. As regulations become more rigid, it will be vital that Concord officials and stakeholders defend any challenges to its water supply rights and permitted/registered water capacity **while simultaneously preparing** for decreased availability of water due to anticipated tightening of supply from environmental changes and from stricter limits enforced by state regulations. Resiliency planning should also address how catastrophic events may cause changes to the landscape due to flooding and other events that may change traffic patterns, isolate neighborhoods, and restrict access to employment sites. With the strategies listed below, along with conservation strategies and advocacy, Concord will continue to meet future water and wastewater management needs.

Five core action areas will advance this goal:

1. Provide and maintain water infrastructure capacity (both fresh water systems and waste treatment) in line with growth or decline in system demands, including preparing for future extremes (not historical) for flooding and drought.
 - a. Ensure cost of expanded infrastructure is recognized and captured through rates or fees e.g. Sewer Improvement Fee for additional sewer capacity infrastructure or connection fees for expanded water demand.
 - b. Explore and leverage other funding sources for infrastructure maintenance and expansion including grants, private contributions, and developer fair share contributions for facility expansion and impacts.
2. Plan for future regulatory requirements and state mandates to decrease water supply while anticipating increases in water demand.
 - a. Continue to lead development of conservation efforts specifically addressing outdoor irrigation, smart metering, and steps individuals, businesses and institutions can take to minimize water demands.
 - b. Review and continually update mitigation and sustainability requirements at the beginning of development review.
 - c. Protect the Town's water supply rights and permitted/registered water capacity, including Nagog Pond water rights, as well as appropriate easements on future Town-acquired property.
 - d. Continue water conservation and wastewater reduction education and exploration of new technologies.
3. Continue with a proactive approach with replacement/upgrades, specifically considering future weather extremes.
4. Ensure adequate water supply, wastewater treatment, stormwater management, transportation infrastructure (multi-modal) emergency preparedness (winter maintenance), integrated solid waste management and recreational facilities, etc. are properly planned, maintained and rehabilitated.
5. Include appropriate language for easements in future property acquisitions and conservation restrictions to ensure flexibility for responsible crossing and use for water, wastewater, drainage, and other utility infrastructure.

3. Protect, maintain, and enhance ecoservice services through measures that maintain water balance (e.g. maximizing water recharge for municipal services and water-efficient criteria) of lands around groundwater drinking wells, potential wells, and throughout the community, including encouraging the use of better septic systems that incorporate secondary treatment or other alternative septic designs.
 - a. Require new businesses and residential condominium complexes to consider installation of shared “package” wastewater treatment systems
 - b. Study and develop models to allow groups to upgrade to shared innovative wastewater treatment systems designed to discharge wastewater close to the point of origin.

4. Plan for future increases in wastewater treatment and discharge capacity from the existing Concord Wastewater Treatment Plant (Bedford Street).
 - a. Review implementation phasing of the Comprehensive Wastewater Management Plan and reevaluate future phases for sewer extensions based on need and available capacity.
 - b. Allocate capacity to provide for expanded sewer service and/or increased use in the future to enhance economic development in the village business districts and commercial/industrial areas consistent with the Integrated Planning Initiative.
 - c. Protect the town’s NPDES discharge capacity rights and evaluate regulatory options for increased discharge (to the surface water and supplemental groundwater recharge) capacity at the existing Concord Wastewater Treatment Plant.

5. Maintain required regulatory compliance and actively promote reduction of impacts on groundwater and other water bodies.
 - a. Continue to review and update regulations based on changing regulatory requirements.
 - b. Identify net benefits from proposed future regulation to ensure alignment with Town goals and objectives and verify that what is proposed does not counter act existing regulations or cause Town projects or programs to become cost prohibitive.

Goal 6: Identify ways to optimize the ability of Concord’s social service coordinators and private non-profit organizations and trusts to meet the growing demand from residents for assistance.

The Town of Concord has three service coordinators for different demographics: the Community Services Coordinator, the Youth Services Coordinator, and the Director of the Council on Aging. A wide range of services are available for residents, ranging from youth and family services to energy assistance to all of the programs provided through the Council on Aging. Those services are supplemented by non-profit and private organizations and trusts who have been on the forefront of trying to meet increasing requests for assistance from Concord residents. With fixed or limited resources, these programs and organizations are looking for ways to maximize their assistance to meet the growing demand. The significant projected increase in the senior population requires special attention and planning.

Three core action areas will advance this strategy and development vision:

1. Assess the capacity of existing Town social service programs to meet the needs of the town population. With limited resources, the Town should review and prioritize programs and seek additional outside sources of funding. This review should cover the whole spectrum of Concord’s population to help identify priority needs by age and socio-economic groups. Increases in the hours of the COA nurse and the COA Outreach Worker are specifically needed to accommodate the significant increase in the senior population.
2. Utilize the Council on Aging’s existing website and outreach network to promote other age-related services and programs by including links directly on the website, such as the Senior Means Tested Tax Exemption Program through the Assessing Department. While informational sessions are advertised through COA, there is no link to the Assessing website to find the information for the program. Capacity of existing staff should be regularly assessed.
3. Assist in the coordination of services delivered through the Town and those from non-profit and private organizations. To increase efficiency of services, educate all service providers as to who in the community is offering what services, to whom they can refer potential recipients, and where programs or services are complementary.

Goal 7: Establish cyber-security planning and reinforce Information Technology infrastructure.

Two key actions will advance this goal:

1. Conduct a threat assessment and develop a security plan to address the urgent issues of cyber-security threats to the Town in coordination with individuals and businesses within Concord.
2. Prepare a comprehensive back-up and recovery plan.

Goal 8: Assess the responsibility for staffing 66+ Town boards, committees, commissions and task forces from a limited pool of residents who are willing to serve as volunteers.

As noted in the 2014 Town Governance Study Committee Report, a major point of contact between the Town and the public is through interaction with town boards, committees, commissions and task forces. Members of those entities are appointed except for the elected Select Board and the elected School Committees and Housing Authority. Though each board, committee, commission and task force has been created to address important issues and services for the Town, the turnover imposed by strict adherence to term limits and continued requests to establish additional committees and sub-committees has been challenging the limited Town staff and volunteer pool of residents able to fill those committees.

One action to address this goal:

1. Encourage the appointing authorities to review the charter, charge and mandate of each of the town boards, committees, commissions, and task forces to identify synergies and overlap with others and to make recommendations to the Select Board regarding potential streamlining of Town government.

Goal 9: Develop a strategy to anticipate acquisition of properties currently owned by federal or state entities within Concord’s boundaries as they become available or declared surplus using an integrated planning process of integrated analysis across Town departments.

Examples include 2229 Main Street, Hanscom Air Force Base, Department of Corrections facilities, Department of Transportation facilities, Concord District Courthouse, and others.

PUBLIC FACILITIES + INFRASTRUCTURE SYSTEMS MATRIX

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5				
		Cultural + Historic Resources				Economic Vitality				Housing						Land Use					Mobility + Transportation				
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5
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Note: The Systems Matrix is intended to depict crossover between goals and actions throughout the Plan Elements section. It is intended as a tool to assist in prioritization of actions based on the “breadth” of their crossover with formalized goals both within and outside of their respective sections.

PUBLIC FACILITIES + INFRASTRUCTURE SYSTEMS MATRIX

(CONTINUED)

		Section 4.1				Section 4.2				Section 4.3						Section 4.4					Section 4.5				
		Cultural + Historic Resources				Economic Vitality				Housing						Land Use					Mobility + Transportation				
		Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5
Goal #5	#1															●	●		●	●					
	#2															●	●		●	●					
	#3																			●					
	#4																				●	●	●		●
	#5															●				●					
G6	#1					●				●	●	●						●			●	●	●	●	
	#2											●												●	
G7	#1																								
	#2																								
G8	#1																								

Note: The Systems Matrix is intended to depict crossover between goals and actions throughout the Plan Elements section. It is intended as a tool to assist in prioritization of actions based on the “breadth” of their crossover with formalized goals both within and outside of their respective sections.

Section 4.6

Section 4.7

Section 4.8*

Open Space + Natural Resources										Public Facilities + Infrastructure								Fiscal Planning			
Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #9	Goal #10	Goal #1	Goal #2	Goal #3	Goal #4	Goal #5	Goal #6	Goal #7	Goal #8	Goal #1	Goal #2	Goal #3	Goal #4
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* For the purposes of this Matrix, Fiscal Planning is assumed to be a factor in all decisions involving the prioritization of action items. As a result, Goals from fiscal planning are not represented as being connected to specific actions. Rather, they are represented as a separate constant in the decision-making processes.

SECTION 4: PLAN ELEMENTS

- 4.1 Cultural + Historic Resources
- 4.2 Economic Vitality
- 4.3 Housing
- 4.4 Land Use + Zoning
- 4.5 Mobility + Transportation
- 4.6 Open Space + Natural Resources
- 4.7 Public Facilities + Infrastructure
- 4.8 Fiscal Planning

Each plan element section contains the following information:

- Introduction
- What the Community Said
- This “Element” Today (Existing Conditions)
- Goals + Policies, Strategies, and Actions
- Systems Matrix*

**Section 4.8: Fiscal Planning does not contain a systems matrix, as its goals are overarching throughout the decision-making process.*



Concord Fire Station

SECTION 4.8 FISCAL PLANNING

INTRODUCTION

The Town of Concord has always strived to meet residents' needs for programs, services, and infrastructure while remaining fiscally responsible. The 2005 CLRP presented three main goals to help guide the Finance Department's planning:

1. Ensure that the distribution of the tax burden allows Concord residents to remain in Concord.
2. Provide high quality infrastructure through sustained, regular investment at the lowest reasonable cost.
3. Maintain stable operating budgets that consistently improve Town services and School programs that treat all Town and School employees fairly, and equitably distribute financial resources among Concord citizens.

The above goals are still valid today. The fiscal health of the town impacts every household and business in Concord. With the Town's reliance on revenue from a predominantly residential property tax base, increases in revenue from sources other than property taxes are strongly preferred to any increase in residential property tax rates. Concerns have been raised regarding increased property tax burden on those with fixed incomes and maintaining economic diversity of households in town. The 2018 Finance Committee (FinCom) suggests that financial planning employ all prudent measures necessary to maintain a property tax burden which will allow reasonably well-housed citizens to move to and remain in Concord. Increases in commercial property taxes, however, must be moderated to allow the existing and desired businesses to remain in town and to encourage new businesses to locate in Concord.

The issue of fiscal health and sustainability is an important focus for this Envision Concord plan. Shifting trends in consumer spending, work patterns, demographics, and the affordability of space all have an impact on the Town's tax base and on the level and expectations of Town services. For this reason, Fiscal Sustainability is one of the criteria for the comprehensive planning process and a framework for decision-making regarding fiscal health is provided as part of this plan. More information may be found in Section 2: The Vision in Practice in the Community Criteria and in Section 5: Implementation Actions on the CLRP Systems Check List.

The benefits of including considerations for fiscal health and sustainability in this plan are numerous and include:

- Supporting affordability efforts to address the cost-of-living challenges faced by residents as they seek ways to move to, or to remain in Concord.
- Ensuring decisions are not made in a vacuum but that trade-offs and cost-benefit analyses can be studied for all decisions to understand near and longer-term implications.
- Supporting the capacity of the Town to respond to environmental threats and emergencies.
- Ensuring that the Town remains nimble in answering changing needs and financial stresses.
- Acknowledging and addressing fiscal priorities as part of every planning and decision-making effort.
- Enabling the Town to assess both new initiatives and recurring initiatives for impacts and efficiencies.
- Encouraging the Town to review standing regulations and policies regularly to identify outdated or irrelevant initiatives and take necessary actions to remedy same.
- Allowing the Town to respond to necessary increase in services (sustainability commitment, potential increase in social services with aging population, etc.) in an informed manner.

WHAT THE COMMUNITY SAID...

The Envision Concord Survey and the 2016 Town Government Survey for Residents both provided community feedback for this plan with respect to fiscal planning issues.

October 2017 Envision Concord Survey Highlights

(Total of 458 Respondents from mid-September to mid-October 2017)

- While there were no specific questions regarding fiscal planning, several survey questions had space for comments.
- When asked if there was a quality or aspect missing from the eight planning categories listed in a prior question, twelve respondents wrote-in “property taxes,” “budget,” or “finance.”
- For two questions about improvements to the commercial centers, nine respondents commented that taxes on commercial properties might be negatively impacting small businesses.
- As part of a question about improvements for housing choices, ten respondents added taxes (combination of wanting lower property taxes, having a range of property taxes depending on house size).
- Additional comments stated that there was sufficient affordable housing and taxes should not be increased to create more.
- There were also write-in comments about balancing the budget, specifically in regards to school spending.

Envision Concord website and other input:

- Consistent questions as to how the Town can continue to provide increasing services if the tax base doesn’t grow accordingly. Concern about the ability of the Town to maintain its current high quality of life.

2016 Town Government Survey for Residents

- Results from the 2016 Town Government Survey for Residents highlighted the community’s priorities about fiscally responsible planning and spending and concerns about taxes.

FISCAL STATUS TODAY

Concord’s status as a desirable community rests on the balancing of the delivery of Town service, programs, and infrastructure with the fiscal budget. The Town’s annual budget drivers include:

- Salaries and hiring.
- Economic activity and population growth.
- Change in high school enrollment percentages between Concord and Carlisle.
- Other school-related needs and spending mandates, including transportation and Special Education.
- OPEB (Other post-employment benefits).
- Change in demographics and service demands.

The Finance Committee has studied and produced its Five-Year Projections with three possible scenarios depending on spending budget:

- Most likely scenario (moderate spending environment) – property taxes increase 2.3% - 3.5%.
- Alternative scenario 1 (below average expenditure growth) – property taxes increase 1.9% - 3.1%.
- Alternative scenario 2 (above average spending growth) – property taxes increase 2.8% - 4.0%.

As mentioned in Economic Vitality, although Concord has one of the lowest tax rates when compared to its neighboring towns, the property value assessments are high, resulting in generally higher tax bills. The Town has implemented several efforts and policies to assist property owners who have temporary difficulty in paying their property taxes.

In addition, there are a number of issues that impact fiscal planning. These include:

- Financial implications of changes in economic diversity of residents and increasing needs for assistance.
- Long-range capital planning budgeting being given a higher priority.
- Balancing Town and School budgets.
- Long-term implications of near-term human resource decisions (payroll/OPEB).
- Unfunded mandates resulting from Town Meeting actions as well as State and Federal actions.

GOALS + POLICIES, STRATEGIES, AND ACTIONS

The main focus of the Town's Finance Committee for overall financial health and sustainability is to reinforce Concord's economic soundness, financial strength, and flexibility through maintaining excess levy limit capacity to avoid overrides, maintaining a free cash balance, continually investing in capital needs, and avoiding burdening taxpayers beyond normal expectations. These principles and goals are affirmed. In addition to building on the three goals of the 2005 CLRP, given the ubiquitous concern of rising property taxes and the consequent demands on social services, this CLRP embraces the following four additional goals:

Goal 1: Establish a long-term (10 year) fiscal projection tool, including associated expenses for long-term capital spending plan, and a department-by-department illustration of anticipated level of service provision corresponding to three fiscal scenarios.

The Finance Committee in concert with the Town's Senior Management Team should explore existing tools available to establish a longer term capital spending plan that takes into consideration potential impacts to levels of service.

Goal 2: Establish a process for setting fiscal guidelines for expenditures (i.e., identify the highest amount of spending – without commensurate revenue generation – that protects the Town's ability to maintain the balance between expenditure levels and the values described in the Community Criteria in Section 2).

This CRLP sets in place goals and priorities until 2030. The guidelines for expenditures should also take into account the potential for unexpected events or rapid changes in technology that may influence decision-making and spending decisions.

Goal 3: Evaluate new spending opportunities using integrated planning principles with a view to achieving multiple objectives with any specific investment. This includes actively seeking short-term capital investment ideas that will result in long-term cost-savings or revenue generation (e.g., transit, centralization of Town offices, etc.)

The CLRP Systems Checklist and Goals/Actions Chart formalizes the process of ensuring that fiscal ramifications from decisions are understood across departments and that the resources are available to cover all the budget requirements, both direct and indirect, of actions taken as a result of this Plan.

Goal 4: Proactively strengthen Town-School fiscal coordination.

Given the anticipated changing demographics in the community, the Town and School administrations should strengthen regular communication throughout the year and better coordinate significant funding requests to ensure equity for the fiscal health of all town residents.

Systems Checklist and Implementation Action Chart

The Envision Concord Systems Checklist incorporating fiscal questions and Implementation Action Chart found in Section 5: Implementation Actions includes Goals and Actions for each Section 4 plan element presented in this section and includes action type, implementing parties, and recommended timeframe.

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SECTION 5:

Implementation Actions



IMPLEMENTATION OF THE PLAN

INTRODUCTION

This Envision Concord Comprehensive Long-Range Plan (CLRP) reflects a 24-month long planning process focused on community values and priorities, current Town initiatives, and a vision for the future. The CLRP is an integrated vision using a systems approach to ensure that the Town is making the best use of resources. It encourages the boards and commissions, Town departments, and residents to seek mutually beneficial solutions across disciplines and interests. In the spirit of this systems approach, this section outlines both the actions (the “what”) and the processes (the “how”) of plan implementation by including:

- **The CLRP Systems Checklist** – a formalized list of considerations to be discussed and questions to be answered as each proposed action moves forward so that as much interdisciplinary information as possible is gathered and understood regarding financial and other impacts prior to action and budget decisions. The checklist also ensures a multi-disciplinary approach to planning and acting.
- **The CLRP Implementation Action Chart** – a list of actions, as described in the Plan Elements section of this CLRP in Section 4, that is categorized by major discipline/area of interest such as open space and land conservation, housing, etc.

The CLRP Systems Checklist

The CLRP checklist formalizes a process that currently exists in different forms and in formal and informal ways in the Town, by which various departments ask questions, check data, and gather information regarding decisions, actions, and spending. The Checklist makes the process of exploring consequences, understanding budget ramifications, and measuring actions to uphold Town values easier to follow and more transparent. This CLRP Checklist has been developed with input from the Town’s Senior Management Team and is reflective of the conversations and thoughtful discussions that already occur that seek to ensure that everyone can be aware and involved in understanding considerations prior to action. An example of how this Checklist will be used is best illustrated by taking the example of the Town acquisition of a building or property and exploring impacts and values by asking:

What are the fiscal impacts of taking this property off the tax rolls? Will more staff be needed to manage the building and maintain it? What is the annual cost of this staff in terms of salary, benefits, space, and equipment needs? What are building capital requirements in the coming years? Are the intended uses of the building supportive of the goals for the area around the site (i.e. street life and vitality for the commercial centers, additional housing for denser, walkable areas, etc.)? Are there other Town priorities that have more urgency (i.e. protecting a parcel for open space that is under development threat, supporting more housing choices, etc.)? What should take priority and why? Are there alternatives to this action?

The Checklist formalizes questions like these to make priorities and consequences clear in an environment of limited resources; the Checklist is meant as a starting point for discussion and it is expected that it will be refined and revised over time.

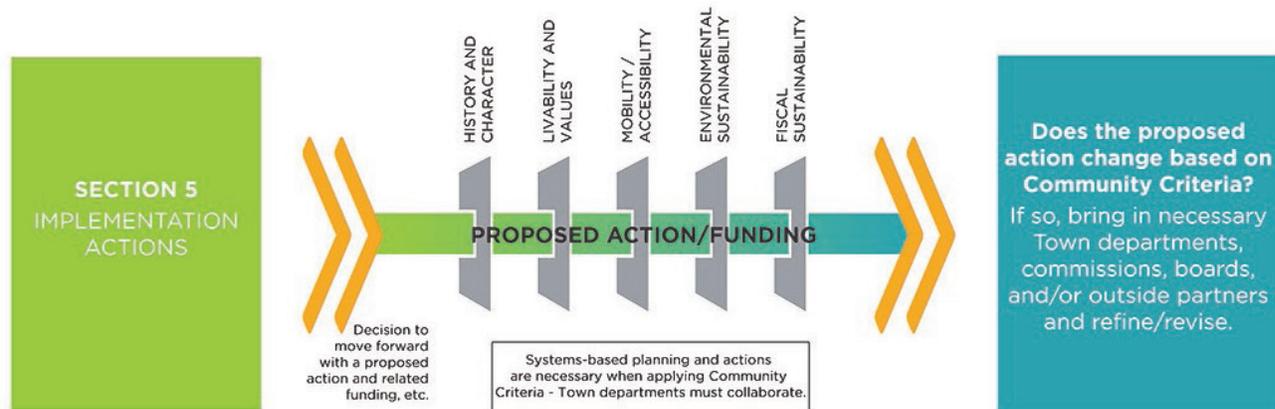


Figure 47. The Systems Approach in Action. As CLRP proposed actions move forward, they should be tested by community criteria and then refined or revised based on a collaborative process.

The CLRP Implementation Action Chart

The CLRP Implementation Action Chart presents the Envision Concord recommended actions by planning element category. These actions, explained and listed in Section 4: Plan Elements, are gathered here in one place and listed along with information on type of action, and responsible party, so that there is an overall view of the scope of the CLRP. The Chart makes it easy to assess the scope of goals in any one area of interest and is also intended to assist departments, as well as boards and commissions, to anticipate the work under their purview. The CLRP Checklist brings these actions together by encouraging cross-disciplinary coordination and conversations.

Conclusion

Taken together, the CLRP Systems Checklist and Implementation Action Chart are meant to help set priorities, encourage cross-disciplinary actions, and to ensure that implementation of the plan makes the best use of resources while embodying the values and goals of Town residents. The Town of Concord, like all municipalities and towns, has limited resources. The successful implementation of the action items outlined in this CLRP will depend on the collaboration of many parties—private, public, non-profit, and entities not affiliated with Town government. With these implementation tools, the Town can move towards implementation of the vision for Concord in 2030.

CLRP SYSTEMS CHECKLIST

The following is a series of checklists that correspond with each of the Community Criteria from Section 2. It is intended that this Checklist be completed for new initiatives, proposed actions, policies, projects, etc., to assist Town departments, commissions, boards, and committees coordinate fully to evaluate and identify mutual benefits for collaborative action and the sharing of resources wherever possible. These checklists include example questions that may be modified, added to, and otherwise revised over time to meet the changing needs of the Town. More detailed questions may be developed by the Town staff to relate directly to measurable metrics.

History + Character

All elements of the plan preserve the historical, architectural, cultural and intellectual fabric of the vibrant village centers and woodland/agricultural environs while enabling Smart Growth in line with community values. Smart Growth in the context of Concord specifically includes the community’s unique perspective on preservation of woodland/agricultural character of surrounding environs, protection of land and water that play roles in maintaining and increasing community resilience, with appropriately scaled upper-floor and infill mixed-use development and redevelopment in village centers

What is the impact of this proposed action on the history and character of Concord?	Impact (Y/N/NA)	How does the project contribute to the goal?	What metrics can be used to measure contribution or impact?	How can we encourage positive effects and help mitigate or compensate for negative effects?
1. Will this proposed action support and preserve the historical character and cultural heritage of the town, as appropriate?	Y			
	N			
2. Will this proposed action enhance the town’s natural environment and maintain the agricultural landscape?	Y			
	N			
3. Will this proposed action support the town’s historical and cultural institutions in celebrating Concord as a cultural destination (visibility, marketing, enhance visitation, support infrastructure, etc.)?	Y			
	N			
4. Does this proposed action maintain or further protect the town’s historical assets?	Y			
	N			
5. What are other town-wide interests or goals that align with or support history and character related to this action? _____	Y			
	N			

Livability + Values

Plan elements invest in town amenities that make Concord an attractive place to live (e.g. schools, land acquisitions/ open space preservation, public health, superior/ environmentally sustainable infrastructure, resiliency planning, etc.); however, any associated increase in tax base is strategically invested to ensure diversity, vibrancy, and socio-economic equity (e.g. tax fairness, affordable senior and workforce housing, social services, etc.).

How does this proposed action improve the livability and reinforce the values of Concord?	Impact (Y/N/NA)	How does the project contribute to the goal?	What metrics can be used to measure contribution or impact?	How can we encourage positive effects and help mitigate or compensate for negative effects?
1a. Will this proposed action enhance Concord's desirability as a place to live (physical environment)?	Y			
	N			
1b. Will this proposed action enhance Concord's desirability as a place to live (social network and environment)?	Y			
	N			
2. Will this proposed action increase housing choice and affordability?	Y			
	N			
3. Does this proposed action support walkable and vibrant town centers with healthy local businesses?	Y			
	N			
4. Will this proposed action improve the health and wellness of Concord residents?	Y			
	N			
5. Does it promote inclusion and social equality?	Y			
	N			
6. Are there other town-wide interests/ goals that align with/ support livability and values related to this action?	Y			
	N			

Mobility + Accessibility

Transportation investments prioritize access to services for all members of the community and low-carbon options for future mobility needs; infrastructure improvements and location of public facilities and new development should consider additional traffic impacts and the provision of transportation options/ alternatives.

What are this proposed action's impact on mobility and accessibility in and around Concord?	Impact (Y/N/NA)	How does the project contribute to the goal?	What metrics can be used to measure contribution or impact?	How can we encourage positive effects and help mitigate or compensate for negative effects?
1. Does this initiative increase connectivity?	Y			
	N			
2. Does this initiative increase accessibility and mobility choices?	Y			
	N			
3. Does this proposed action encourage walking, biking, and other forms of active transportation?	Y			
	N			
4. Does this proposed action reduce traffic congestion and parking?	Y			
	N			
5. What are other town-wide interests or goals that align with or support mobility / accessibility related to this action?	Y			
	N			

Environmental Sustainability

All plan elements strive to (a) lead by example with carbon-neutral, carbon-sequestering and water-efficient municipal services and are fully integrated with Town Sustainability Principles; (b) provide a fiscally sound path towards affordable investment in policies to achieve that goal; and, (c) provide incentives for all residents to pursue a range of individual choices to further environmental sustainability goals.

In what way does this proposed action impact the natural environment and sustainability of Concord?	Impact (Y/N/NA)	How does the project contribute to the goal?	What metrics can be used to measure contribution or impact?	How can we encourage positive effects and help mitigate or compensate for negative effects?
1. Does this initiative align with/support the Town's Sustainability Principles?	Y			
	N			
2. Does this proposed action reduce greenhouse gas emissions and improve air quality?	Y			
	N			
3. Does this proposed action improve water quality, contribute to groundwater recharge, and increase climate resilience?	Y			
	N			
4. Does this proposed action contribute to the conservation of natural resources (water, wildlife habitat, open space, etc.)?	Y			
	N			
5. What are other town-wide interests or goals that align with or support environmental sustainability and community resilience related to this action?	Y			
	N			
6. Does this proposed action engage residents to make sustainable choices?	Y			
	N			

Fiscal Sustainability

Decisions about all plan elements are made after (a) careful investigation and understanding of fiscal impact; (b) considering alternative paths for success or implementation; (c) achieving confidence that there is full awareness of unintended or ancillary impacts; (d) undertaking necessary analyses of potential or necessary reduction in spending in other areas to offset possible increase in spending.

What is the impact of this proposed action on the Town's financial sustainability?	Impact (Y/N/NA)	What is the amount of associated funding, new costs, cost recovery or revenue?	How can we reduce unanticipated financial costs/ risks and maximize sustainable funding and revenue to support the project?
1. What are the Town's current capital and annual operating costs for the project? Capital = \$_____ Operating = \$_____			
2. Does this proposed action have an identified and sustainable funding source?	Y		
	N		
3a. Will this proposed action require additional resources (staffing, space, equipment, and other direct or indirect costs)?	Y		
	N		
3b. Specify if proposed action has different short-term and long-term resource impacts.			
3c. Specify if proposed action requires additional resources from other Town departments.			
4. Will this proposed action provide cost recovery or cost savings?	Y		
	N		
5. Does this project generate additional taxes, fees, or other revenue for Concord?	Y		
	N		
6. How does this initiative affect existing initiatives (adding to or replacing)?			

The CLRP Implementation Action Chart

On the following pages, the Implementation Action Chart describes the various goals and actions from Section 4: Plan Element.

Implementation Action Chart - 4.1: Cultural + Historic Resources

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.1 Culture/ Historic Resources							
	Goal #1	Foster better collaboration between cultural organizations, historic groups, and local businesses to run coordinated programs and events that will bring residents together and visitors into town to experience Concord's rich history and cultural resource offerings.			x	Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce & Concord Cultural Council	Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #1	Develop a coordinated Concord Culture & Arts master calendar to avoid conflicts and enable collaborative opportunities.				Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce & Concord Cultural Council? Mass Cultural Council	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #2	Develop cultural/arts event listings, marketing, and wayfinding materials that support increased utilization of culture/ historic resources and support local businesses.			x	Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce & Concord Cultural Council	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #3	With partnerships between organizations, programs, schools, and institutions, work to engage a wide variety of age groups in these collaborative efforts.			x	Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses, Schools, Council on Aging	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce & Concord Cultural Council?	Med term, on-going
	Goal #2	Promote education and awareness among residents, Town officials, the business community, and visitors regarding the existence, variety, and value of Concord's historic and cultural resources.						
Big Idea #1: business and cultural/historic assets	Action #1	Undertake proactive education and public relations to reintroduce the public to Concord's cultural activities, historic sites, and preservation goals through a mixture of web and multimedia, including school programming, visitor information, and an events calendar.			x	Historical Commission, Historic Districts Commission, Concord Cultural Council, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Nonprofit & Private arts/ cultural/ historical organizations & Institutions	No funding required beyond staff volunteer time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	Near term, on-going

Implementation Action Chart - 4.1: Cultural + Historic Resources

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: business and cultural/historic assets	Action #2	Revisit the recommendations of the 2014 Signage and Wayfinding Strategy for the Concord Center Cultural District to determine which of its four strategies are potentially valuable and actionable.		x		Planning Division, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Historical Commission, Historic Districts Commission, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions	No funding required beyond staff volunteer time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	Near term, on-going
	Action #3	Identify a central "clearing house" for historical and cultural resources and interests that requires coordination by organizations and provides an easy one-stop shop for the public.			x	Planning Division, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Historical Commission, Historic Districts Commission, Chamber of Commerce, Nonprofit & Private arts/cultural/historical organizations & Institutions	No funding required for strategy development beyond staff and volunteer time, but future funding will be needed for information resource planning, design, and eventual implementation.	Near term, on-going
Big Idea #2: Housing/open space needs	Action #4	Encourage cooperation and collaboration between Commissions, Boards, organizations, and others to protect heritage value of lands and raise awareness of residents.			x	Concord Land Conservation Trust, Historical Commission, Historic Districts Commission, Natural Resources Commission, Recreation Board, Schools, Others	No funding required beyond staff and volunteer time	Near term, on-going
	Action #5	Coordinate and utilize the resources available through the Concord Free Public Library – Main location and Fowler branch, including their Special Collections and the larger Minuteman Library Network.			x	Concord Land Conservation Trust, Historical Commission, Historic Districts Commission, Concord Public Library, Others	No funding required beyond staff and volunteer time	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #6	Offer and participate in regional collaborative efforts to promote cultural programs and events.			x	Town Commissions, Boards, Committees, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Minute Man National Historical Park, Battle Road Scenic Byway, Neighboring communities, and Regional groups	No funding required beyond staff and volunteer time	Med term, on-going
	Goal #3	Undertake additional survey and study work to identify historic resources that are currently unknown, not adequately documented, or not fully understood. Update the 2001 Historic Resource Masterplan to include newly identified resources.				Historical Commission, Historic Districts Commission, Natural Resources Commission, Nonprofits, Consultants	Massachusetts Historical Commission Survey & Planning grants: CPA funds as allowable	Med term, on-going
	Action #1							

Implementation Action Chart - 4.1: Cultural + Historic Resources

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #2	Authorize and seek funding for mapping of all known and predicted archeological sites to produce a town-wide archaeological sensitivity map available for any future project involving excavation; consider further protection effort for mapped sites, as needed and in larger context of plan goals.	x			Historical Commission, Historic Districts Commission, Natural Resources Commission, Nonprofits, Consultants	Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Med term, on-going
	Action #3	Update MHC Inventory Forms, as necessary, or prepare new Inventory Forms for potentially significant but inadequately surveyed resources or areas; update necessary survey work for consideration of any potential expansion of existing historic districts and other potential new regulatory activities.	x			Historical Commission, Historic Districts consultants	Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #4	Identify characteristic "systems" and typologies of historic landscapes including buildings and structures.	x			Historical Commission, Historic Districts Commission	No funding required beyond staff and volunteer time	Med term, on-going
	Goal #4	Enhance regulatory tools to protect and preserve historic character and cultural resources.						
	Action #1	Consider sensible but robust expansion of existing local historic districts into contiguous areas.	x			Historic Districts Commission, Historical Commission, Planning Division, supported by Preservation consultant	If consultant needed, Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Near
	Action #2	Consider expanding existing National Register districts into contiguous areas.	x			Historic Districts Commission, Historical Commission, Planning Division, supported by Preservation consultant	If consultant needed, Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Near
	Action #3	Evaluate effectiveness of the Demolition Delay Bylaw.	x			Historical Commission, Planning Division	No funding required beyond staff and volunteer time	Medium
	Action #4	Study the use of Neighborhood Conservation Districts for potential positive and negative impacts in appropriate areas, such as Contantum and some West Concord neighborhoods.	x			Historical Commission, Historic Districts Commission, Planning Division	No funding required beyond staff and volunteer time	Near
	Action #5	Review and implement Priority Heritage Landscape recommendations from the 2007 Freedom's Way Landscape Inventory's Concord Reconnaissance Report.				Historical Commission, Historic Districts Commission, Planning Division	No funding required beyond staff and volunteer time review; CPA funds as allowable for implementation.	Near
	Action #6	Support green neighborhood zoning or cluster zoning (in coordination with goals in Housing for mitigation of agricultural impacts on neighboring landscapes)	x			Historical Commission, Historic Districts Commission, Planning Division	No funding required beyond staff and volunteer time	Medium

Implementation Action Chart - 4.1: Cultural + Historic Resources

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
		Resume Historic Issues Coffees or an equivalent venue to share information and strengthen systems thinking around historic and cultural issues in Town government.			x	Planning Division, Historical Commission, Historic Districts Commission, Concord Cultural Council, Chamber of Commerce, Public Works, other appropriate Town depts./ committees/ commissions, Nonprofit & Private arts/ cultural/ historical organizations & Institutions	No funding necessary beyond staff and volunteer time, and perhaps modest refreshments	Med term, on-going
	Action #7							
	Action #8	Review the 1994 Roads Policy to determine expansion and/or clarification of Town goals as they relate to historic values.	x			Planning Division., Public Works, Historical Commission, Historic Districts Commission	No funding necessary beyond staff and volunteer time	Med term, on-going

Implementation Action Chart - 4.2: Economic Vitality

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/Process	Physical Improvements	Programming/Services	Implementing Parties	Funding Sources/Allocation Priorities	Timing (Near/Med/ Long Term)
	4.2 Economic Vitality							
	Goal #1	Renew and improve Concord's village centers as vital pedestrian-friendly, economic and social hubs that enable community engagement on a wider scale.						
Big Idea #1: business and cultural/historic assets	Action #1	Maintain and consider expanding zoning policies to allow mixed-use and appropriately dense development in and around village centers.	x			Planning Division & Board, Select Board	No funding required	Med term, on-going
Big Idea #1: business and cultural/historic assets		Enhance the public spaces, physical connectivity, and general environment of the business centers.		x	x	Planning Division & Board, Public Works, Business, Property Owners, Nonprofit, Climate Action Advisory Board	Commonwealth Places matching funds, possible BID-property assessments, Town funds	Near term, on-going
Big Idea #3 Transportation/Economic Vitality/Sustainability	Action #2	Through a public-private partnership, work with business and property owners to coordinate the marketing and leasing of vacant ground floor spaces.			x	Town Economic Development staff/contact, property owners, new civic organization	No funding; staff or volunteer time	Near term, on-going
	Action #3	Establish a coordinated marketing initiative that brands and packages a range of experiences and destinations related to culture, history, art, agriculture, natural areas, and other themes along with retail and dining at local establishments. (See Open Space/ Natural Resources Goal #3, Action #3)			x	Town Economic Development staff/contact, Natural Resources, Recreation, Arts/Culture/Hist/Other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Tourist council funds, pooled funding from destinations and businesses, allocate a portion or increases in rooms occupancy taxes	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #4	Encourage and support more festivals and events to draw more visitors and surrounding area residents to the village centers, with an emphasis on events held during off-peak tourist times.				Town Economic Development staff/contact, Natural Resources, Recreation, Arts/Culture/Hist/Other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Mass Cultural Council, BID property assessments, pooled funding from destinations and businesses	Med term, on-going
	Action #5	Through public-private collaboration, provide information and services to improve the visitor experience and connect visitors to the varied experiences and businesses in Concord.			x	Town Economic Development staff/contact, Natural Resources, Recreation, Arts/Culture/Hist/Other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization, "ambassador" volunteers	Tourist council funds, pooled funding from destinations and businesses, allocate a portion or increases in rooms occupancy taxes	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #6							

Implementation Action Chart - 4.2: Economic Vitality

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/Process	Physical Improvements	Programming/Services	Implementing Parties	Funding Sources/Allocation Priorities	Timing (Near/Med/ Long Term)
	Goal #2	Build on the enhanced quality of life encapsulated in Goal 1 to support the strong commercial business successes throughout town and attract and retain a constant workforce.						
Big Idea #1: business and cultural/historic assets	Action #1	Develop a strategy to balance a visitor-based economy with a resident-based economy. With input from residents, businesses, property owners, and other stakeholders, the Town should conduct a market study to understand the actual demand for certain services and goods.			x	Town Economic Development staff/contact, Natural Resources, Recreation, Arts/Culture/His/Other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Staff time; public-private partnership & funding	Near term, on-going
	Action #2	Support growth of existing and similar businesses within existing industrial and commercial areas in town, and outline development guidelines for appropriate potential infill development.						
	Action #3	Encourage local businesses to work collaboratively with local and regional workforce development programs, transportation authorities, and housing agencies to help with workforce shortages.			x	Town Economic Development staff/contact, State Dept of Labor and Workforce Development, Workforce Development Board, MAPC, Regional Transportation agencies, CHA	Staff time	Near term, on-going
	Action #4	Conduct a needs assessment with Emerson Hospital and other local health care employers to identify factors and initiatives surrounding workforce attraction and retention for healthcare and medical institutions.			x	Town Economic Development staff/contact, Emerson Hospital, other medical and healthcare providers	Staff time; public-private partnership & funding	Medium
	Goal #3	Become a recognized and supportive community for business and social entrepreneurs to start and grow new businesses.						
Big Idea #3: Transportation/Economic Vitality/Sustainability	Action #1	Support the expansion of co-working and incubator spaces in Concord.	x	x		Town Economic Development staff/contact, Planning Division & Board, Property Owners	No funding needed	Med term, on-going
	Action #2	In collaboration with others, host networking events for self-employed residents and entrepreneurs.			x	Town Economic Development staff/contact, Wheelhouse, Concord Business Partnership, Chamber of Commerce	Self-funded by program fee	Near term, on-going
	Action #3	In collaboration with others, organize an annual new enterprise competition with public presentations.			x	Town Economic Development staff/contact, Concord Business Partnership, Chamber of Commerce, local banks, angel investors	Banks donations, corporate sponsorships'	Med term, on-going
	Action #4	Serve as a referral resource to key entrepreneurial development resources.			x	Town Economic Development staff/contact	No funding; staff/volunteer time	Near term, on-going
	Action #5	Create a process for coordinated review and decision-making for small business projects.		x	x	Town Manager, SMT	No funding; staff time	Med term, on-going
	Action #6	Regularly review existing business regulations to remove or revise outdated ones and respond to the changing business environment.		x		Town Manager, SMT, Town boards	No funding; staff and volunteer time	Med term, every 3 to 5 years

Implementation Action Chart - 4.2: Economic Vitality

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/Process	Physical Improvements	Programming/Services	Implementing Parties	Funding Sources/Allocation Priorities	Timing (Near/Med/ Long Term)
	Action #7	Create a Business Welcoming Committee through the business community to formally welcome new businesses to Concord and help connect them to resources so they can have a strong start.			x	Town Economic Development staff/ contact, Concord Business Partnership, Chamber of Commerce, Business volunteers	No funding; volunteer time	Near term, on-going
	Goal #4	Build local civic and government capacity for economic development with a special focus on and (a) related arts, cultural and tourism activities, (b) medical and healthcare specialties, and (c) green/ environmental businesses.						
Big Idea #1: business and cultural/historic assets	Action #1	Create a nonprofit civic organization to work on improving and managing Concord's three main village centers and promote the town's arts, culture, and tourism resources.			x	Business, Property owners, Nonprofit organizations, Town Economic Development staff/ contact, Planning Division, Town Manager.	Staff time; public-private partnership & funding	Near
Big Idea #1: business and cultural/historic assets	Action #2	Consider establishing a Town economic development staff position.			x	Finance, Select Board, Town Manager, Town Meeting	Town appropriations	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #3	Connect and engage with state and regional economic development resources.			x	Town Economic Development staff/ contact	No funding; staff/volunteer time	Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #4	Create a Town economic development website and guide to opening a business, which could also serve as a clearinghouse for information on available commercial and business space.			x	Town Economic Development staff/ contact, IT	Staff and IT dept time; town funding if printed guide	Medium
	Action #5	Conduct an assessment of demand for additional medical uses and green / environmental businesses and associated needs for those businesses.			x	Town Economic Development staff/ contact, Emerson Hospital, other medical and healthcare providers, healthcare market consultant	Staff time; public-private partnership & funding	Medium

Implementation Action Chart - 4.3: Housing

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.3 Housing	Develop quantitative targets for creating housing of all types (beyond the State Housing Inventory)						
	Goal #1	Working with the Concord Housing Authority, Concord Housing Development Corporation, Affordable Housing Committee, and other committees and organizations, including local employers, Hugh Cargill Trust Committee, etc., the Town should study the existing status of Concord's housing stock by type and price and create realistic quantitative goals with supporting policies and programs.			x	Concord Housing Authority, Concord Housing Development Corporation, Regional Housing Services Office, Affordable Housing Committee, Council on Aging, Planning Division, local employers, Hugh Cargill Trust Committee, and other committees and organizations		
Big Idea #2: Housing/Open Space	Action #1							
	Goal #2	Develop additional, self-sustaining funding mechanisms to support achieving the housing targets in Goal 1.						
Big Idea #2: Housing/Open Space	Action #1	Advocate for the adoption of a housing bank through special legislation to create a real estate transfer fee which would generate revenue for the creation of affordable housing.	x		x	Town Manager, Select Board, Affordable Housing Funding Committee	New	Long
Big Idea #2: Housing/Open Space	Action #2	Solicit private funding and land donations for development of affordable and/or mixed-income housing.			x	Housing Development Corp.	Private	Med term, on-going
Big Idea #2: Housing/Open Space	Action #3	Increase allocations of local CPA funds to create affordable housing.			x	Community Preservation Committee, Town Manager	CPA	Near
Big Idea #2: Housing/Open Space	Action #4	Consider and support the recommendations from the Affordable Housing Funding Task Force.	x		x	Town Manager, Select Board, Affordable Housing Funding Committee	Action funding will be project dependent	Near-term, on-going
Big Idea #2: Housing/Open Space	Action #5	Investigate feasibility of converting existing buildings, such as potentially available Peabody Middle School, to mixed-income, multi-family housing.		x		Housing Development Corp., Planning, Public Works	Housing Development Corp.	Near
Big Idea #2: Housing/Open Space	Action #6	Identify other potential buildings and properties for re-purposing as housing or that have inflit potential in conjunction with existing building conversion.		x		Housing Development Corp., Planning, Public Works	Housing Development Corp.	Medium
	Goal #3	Bring private and public groups representing open space, land conservation, resilience, and housing together to identify solutions for meeting housing needs.						
Big Idea #2: Housing/Open Space	Action #1	Sponsor regular professionally-facilitated housing round-table events that bring together the key organizations that have vital roles in creating and preserving affordable housing and providing support for low- and moderate-income households in Concord.			x	Housing Development Corp.		Near
	Goal #4	Discourage the demolition of smaller homes and their replacement with larger, more expensive residences.						

Implementation Action Chart - 4.3: Housing

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea #2: Housing/Open Space	Recommended Action by Plan Element	Recommended Action	Regulatory/Process	Physical Improvements	Programming/Services	Implementing Parties	Funding Sources/Allocation Priorities	Timing (Near/Med/Long Term)
	Action #1	Identify and adopt best zoning practices to encourage preservation of existing smaller homes.	x			Planning Division & Board, Town Manager, Select Board		Near
	Action #2	Explore possible adoption of one or more Neighborhood Conservation Districts or hybrid Neighborhood/ Historic District to protect older neighborhoods with modest housing.	x			Planning Division & Board, Historical Commission, Historic District Commission, Town Manager		Medium
	Goal #5	Encourage renovation of existing single family homes (in all zoning districts) to create accessory dwelling units within the existing structures and allow cluster housing development and cohousing in designated areas.						
	Action #1	Amend the two-family or additional dwelling unit bylaw.	x			Planning Board/Town Meeting		Near
	Action #2	Allow accessory dwelling units to be rented, even if they have not been continually rented since 1928	x			Planning Board/Town Meeting		Near
	Action #3	Adopt Natural Resource Protection Zoning (NRPZ), allowing co-housing and other clustered development.	x			Planning Board/Town Meeting		Medium
	Goal #6	Use regulatory tools and tax incentives to encourage developers to build housing the Town wants/ needs, especially denser housing near town centers in ways that reinforce existing historical character and support sustainable development practices.						
	Action #1	Adopt zoning provisions, such as a 40R Smart Growth Overlay District, to encourage the redevelopment of the Thoreau Street Depot Area and adjacent Crosby's Market Area to allow mixed-use, multi-family redevelopment.	x			Planning Division & Board, Town Manager, Select Board		Medium
	Action #2	Evaluate impacts of petitioning for special legislation to allow a local property tax incentive modeled after the Amherst property tax incentive.	x			Town Manager, Select Board, Finance		Long
	Action #3	Consider zoning amendments and use of the Town's Planned Residential Development zoning provisions to foster development of potential opportunity sites in and near Concord Center and West Concord Center identified in the Smart Growth Analysis.	x			Planning Division & Board, Town Manager, Select Board		Medium

Implementation Action Chart - 4.4: Land Use

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.4 Land Use							
	Goal #1	Preserve Concord's current combination of land uses (e.g., open space, agriculture, and historic and culturally rich village centers) and consider design standards that preserve the town's "New England Character."						
	Action #1	Adopt zoning and other alternatives to protect unique features of existing village centers (e.g., potential expansion of the existing formula business bylaw complemented by other fee/ incentives options).	x			Planning Division & Board, Historical Commission, Chamber of Commerce, Concord Business Partnership		Near
Big Idea #2: Housing/Open Space	Action #2	Explore strategies and adopt zoning that recognizes the value of to extend landscape as well as the built environment, e.g., agricultural land, including fields, meadows, and orchards.	x			Planning Division & Board, Natural Resources Commission, Historical Commission		Near term, on-going
Big Idea #2: Housing/Open Space	Action #3	Study realistic use of Transferable Development Rights (TDR) in Concord. (See Open Space/ Natural Resources Goal #1, Action #3)	x			Planning Division & Board		Near
Big Idea #2: Housing/Open Space	Action #4	Research alternate zoning methods to preserve the natural and architectural characteristics of Concord while allowing appropriately scaled and designed redevelopment or development.	x			Planning Division & Board		Near term, on-going
	Action #5	Adopt policies, appropriate zoning, and Town practices that recognize the value of street and neighborhood trees and natural spaces throughout the town.	x		x	Planning Division, Public Works, Natural Resources Commission		Near - Med Term
Big Idea #2: Housing/Open Space	Action #6	Identify regulatory tools that preserve and restore important ecosystems, increase use of green infrastructure, and minimize development and/ or support use of permeable paving in 100-year flood zones.	x			Planning Division & Board, sustainability Division, Public Works, Natural Resources Commission, Historical Commission, Climate Action Advisory Board		Near term, on-going
	Goal #2	Explore zoning alternatives that enable higher density, mixed-use, more walkable and economically diverse neighborhoods within/near village centers while simultaneously preserving and restoring the rural and pastoral qualities of outlying neighborhoods and resilience of natural systems.						
	Action #1	Increase allowable density in certain locations by allowing multi-family houses, tiny houses or townhouses that are well-designed and spaced while maintaining desirable neighborhood and street trees, small open spaces, and nature corridors/connections.	x			Planning Division & Board, Zoning Bylaw Re-codification Committee, Historical Commission, Historic District Commission, Climate Action Advisory Board		Near term, on-going
Big Idea #2: Housing/Open Space	Action #2	Incentivize or otherwise enable alternative housing development approaches that are owner-occupied or rental, such as Concord Riverwalk, Black Birch, or Brookside Square.	x			Planning Division & Board, Zoning Bylaw Re-codification Committee		Near term, on-going

Implementation Action Chart - 4.4: Land Use

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea #2:	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #2: Housing/Open Space	Action #3	Identify what zoning changes would need to be in place to encourage greater mixed-use development within the village centers.	x			Planning Division		Near term, on-going
Big Idea #2: Housing/Open Space	Action #4	Streamline/ coordinate zoning and permitting such that denser housing is easier to build in village centers relative to "greenfield" development, and discourage distant housing or new subdivisions.	x			Planning Division & Board		Near term, on-going
Big Idea #2: Housing/Open Space	Action #5	Examine and prioritize alternative transportation options to link cluster housing/ multi-family/ age-in-neighborhood housing in Residential A or AA zones either by infrastructure connections or shuttle or carpool services to town centers and other high demand destinations.	x		x	Planning Division & Board, Traffic Management Group, Public Works	Possible to fund in conjunction with broader shuttle service study	Near - Med term
	Goal #3	Encourage production of small-scale affordable and workforce housing that is sustainable, resilient, and consistent with Town character						
	Action #1	Consider zoning alternatives, such as modifying the FAR bylaw and building setback requirements as well as form-based codes.	x			Planning Division & Board, Zoning Bylaw Re-codification Committee		Near term, on-going
Big Idea #2: Housing/Open Space	Action #2	Support implementation of the 2015 Housing Production Plan goals.	x		x	Town departments, Commissions, Boards, and Committees	Any potential land acquisition would require funding	Near term, on-going
Big Idea #2: Housing/Open Space	Action #3	Consider feasibility of multi-family housing in other zoning districts.	x			Town departments, Commissions, Boards, and Committees, including Fire-Rescue and Police		Medium
Big Idea #2: Housing/Open Space	Action #4	Encourage in-fill development with affordable and sustainable (passive or net-zero) housing.	x			Planning Division & Board, Affordable Housing Commission, Concord Housing Authority, Historical Commission, Historic District Commission, Public Works, Sustainability Division, Climate Action Advisory Board	Any potential land acquisition would require funding	Near term, on-going
	Action #5	Support Housing Goal #2, developing additional funding mechanisms to achieve housing targets by considering new financing opportunities, such as sale and rental revenue of Town-owned assets, developer fees, or other real-estate transaction fees (e.g., example the Aspen-Pitkin County Housing Authority policy in Aspen, CO).	x			Town departments, Commissions, Boards, and Committees		Near - Med term
	Action #6	Study the possibility of linking renewable energy and energy efficiency requirements on new large home construction to financing of workhouse housing (e.g., the Aspen-Pitkin County Renewable Energy Mitigation program).	x			Sustainability Division, Climate Action Advisory Board, Planning Board		Near - Med term
	Goal #4	Support the expansion of commercial and industrial uses within the existing zoned areas for the Town's long-term financial sustainability through its tax base.						

Implementation Action Chart - 4.4: Land Use

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #1	Review existing business and industrial zoning bylaws, particularly in relation to encouraging diversification of the tax base to ease burden on residential tax payers.	x			Planning Division, Tax Fairness Committee		Near term, on-going
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	recommend that new and in-fill development incorporate transportation-related sustainability features.	x			Planning Division & Board, Traffic Management Group, Public Works		Near
2	Action #3	Encourage or incentivize mid- and larger-sized employers to coordinate new jobs with assistance in searching for or creating workforce housing.	x		x	Planning Division & Board, Affordable Housing Commission, Concord Housing Authority		Near - Med term
	Action #4	Review the sewer improvement fee and its impact on business creation and expansion.	x			Planning Division, Public Works, Business owners and organizations		Near term, on-going
		Require development, and whenever possible redevelopment, to meet or exceed environmental sustainability criteria with respect to both clean energy use and stormwater, landscape, and irrigation while also considering life-cycle costs.						
Big Idea #2: Housing/Open Space	Goal #5	Evaluate and determine need to regulate to Concord's 500-year floodplain. (See Open Space/ Natural Resources Goal #1, Action #6)	x			Planning Division & Board, Public Works, Building & Inspections, Natural Resources, Property owners		Near - Med term
	Action #1	Consider raising the energy-saving requirements of the Building Code, with the long-term goals consistent with Sustainability Framework.	x			Planning Division & Board, Sustainability Division, Public Works, Building & Inspections, Climate Action Advisory Board		Medium
	Action #2	Promote use of low-impact development (LID) methods to reduce impacts of stormwater by adopting a residential lot stormwater bylaw.	x			Planning Division & Board, Sustainability Division, Public Works, Building & Inspections, Climate Action Advisory Board		Medium
	Action #3	Consider ways to encourage development to include planting additional street trees, stormwater infiltration, access and preservation of natural landscapes/rivers in village/business districts.	x			Planning Division, Natural Resources, Public Works, Historical Commission, Historic Preservation Commission		Near - Med term
Big Idea #2: Housing/Open Space	Action #4	Within the Climate Action Advisory Board and Resilience Committee, create working net-zero and net-blue groups to guide policies over the next 2-3 decades in order to achieve long-term goals for the built environment.	x	x		Town Manager, Planning Division & Board, Public Works, Sustainability Division, Climate Action Advisory Board and Resilience Committee		Near - Med term
	Action #5	Support the CMLP in studying the impacts of offering a comprehensive set of energy efficiency financial incentives that meet or exceed those offered by Massachusetts investor-owned utilities.			x	Town Manager, Planning Division & Board, Public Works, Sustainability Division, Climate Action Advisory Board		Near - Med term
	Action #6	Consider increasing current or adding new incentives for individuals to make choices that further Concord's environmental sustainability goals.	x			Town Manager, Comprehensive Sustainability Energy Committee, Sustainability Division		Near term, on-going
	Action #7							

Implementation Action Chart - 4.5: Mobility + Transportation

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.5 Mobility/ Transportation							
	Goal #1	Reduce motor vehicle dependence and traffic volume within Concord to move towards a more environmentally sustainable blend of transportation modes, protect the character of the Town, and reduce the need for parking.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Create a transportation planning and coordination function within municipal government to: (a) determine policies, services, and plans; (b) prioritize actions and projects; (c) further develop expertise in Town; (d) work with Town departments regarding policies and projects.	x	x	x	Public Works, Planning Division, Town Manager, Sustainability Division, Climate Action Advisory Board, CSEC, community	To be determined	Near term, on-going
	Goal #2	Provide effective mobility options to those who cannot or do not want to use private vehicles for trips within Concord, including residents of outlying neighborhoods who require services in village centers and regional transportation to medical centers and key destinations.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Identify the town population segments that have the greatest need and generate the most demand for a shared/on-demand transportation option and what destinations in town would benefit most for each segment.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	\$10,000 for a study	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Conduct a study to examine transportation-use preferences, projections of traffic given certain selected alternatives, expected cost burden for public vs. private transit, and options for who pays.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	\$10,000 - \$40,000 for a study	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Explore mobility options, especially on-demand shared mobility solutions with the intent of implementing or piloting a program in the near-term, including differences in door-to-door services compared to set route services and opportunities for Automated Vehicles (AV) for transit shuttles.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined	Near - Med term
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #4	Encourage and incentivize carpooling in town, starting with high school students.			x	Public Works, School Department and Committee, CSEC		Near term
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #5	Share use of transit vehicles (buses, vans).		x	x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined	Med to Long Term depending on implementation alternatives selected.
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #6	Improve multi-modal transportation opportunities, particularly from transit hubs to work destinations.	x	x	x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined	Long

Implementation Action Chart - 4.5: Mobility + Transportation

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #3	Create safe, cost-effective walking and bicycling connections between key pedestrian and bicycle paths/ trails to improve mobility around Concord.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Consider expanding the charge and membership of the Transportation Management Group to include analyzing the community's transportation and mobility needs and preparing a Complete Streets Prioritization Plan, building on the 1994 Roads Policy.	x		x	Public Works, Planning Division, Town Manager, Historical Commissions (as needed), community	No funding required, only staff time to establish the commission. \$20,000 - \$50,000 to develop the plan.	Near Term to initiate the commission. Med Term to develop the plan.
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Prioritize a set of financially sustainable infrastructure projects (such as dedicated paths/lanes, road marking, bicycle racks, etc.) that will improve connections between key bicycling and walking paths and sidewalks.	x	x	x	Public Works, Planning Division, Sustainability Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined, based on the improvements selected for implementation.	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Evaluate options for safe, convenient non-auto passage across/over Route 2 near Route 62.	x	x		Public Works, Planning Division	\$20,000 - \$30,000	Medium
Big Idea #1: business and cultural/historic assets	Action #4	Study possible paths and trails that create better links to nature preserves, recreational lands, and other destinations.	x	x	x	Public Works, Planning Division, Town Manager, Natural Resources, other Boards/ Commissions (as needed), community	\$30,000 - \$70,000 to develop the study. Cost for the plan will depend on geographic and technical scope.	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #5	Develop a model for understanding the costs and benefits of various transportation improvements and services.		x	x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	\$50,000 - \$70,000 to develop a model	Medium
Big Idea #1: business and cultural/historic assets	Action #6	Improve connectivity through wayfinding and signage.		x	x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined, based on the improvements selected for implementation.	Medium
	Goal #4	Improve coordination with regional partnerships for the purpose of reducing traffic volume from commuter through-traffic, as well as congestion experienced by town residents, using fiscally prudent and sustainable approaches.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Provide leadership and/or support to a regional transportation group, such as the 495 Partnership or the 128 Central Corridor Coalition, to reduce commuter through-traffic.				Public Works, Planning Division	No funding required, only staff time.	On-going

Implementation Action Chart - 4.5: Mobility + Transportation

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
		Support regional promotion of public transportation options, ride sharing, carpooling, bicycle transportation, alternative-fuel vehicles, etc. to commuters who might currently be choosing local through roads.	x		x	Public Works, Planning Division, Sustainability Division (potentially CMLP/Light Board on Evs)	No funding required, only staff time.	On-going
Big Idea #1: business and cultural/historic assets	Action #2	Study potential traffic calming measures along the main thoroughfares and commercial centers.		x		Public Works, Planning Division	No funding required, only staff time.	Medium
	Action #3	Evaluate existing opportunities with neighboring communities to collaborate on fiscally prudent regional connectivity options and partner with at least one other town in the region to provide a new transportation option to reduce regional traffic.			x	Public Works, Planning Division	No funding required, only staff time.	On-going
	Action #4	Reallocate existing staff resources for greater focus on transportation planning and implementation.			x	Public Works, Planning Division	No funding required, only staff time.	Near
	Action #5	Ensure the selected alternatives for regional improvement are cost effective and fiscally sustainable		x	x	Public Works, Planning Division, Sustainability Division	No funding required, if done internally. \$5,000 if done as part of a consultant study.	Medium
	Action #6							
		Develop an approach to parking that balances the principles of sustainability with the Town's economic goals, including managing existing parking spaces and providing parking options for the residential community and visitors outside of the village centers.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Goal #5	Provide and promote preferred parking for carpool, vanpool, and other high-occupancy vehicles as well as bicycles in public parking lots.	x	x	x	Public Works, Planning Division & Board, Town Manager, other Boards/ Commissions (as needed), community	To be determined depending improvements selected	Med - Long term
	Action #1	Reduce parking requirements near village centers and other specific areas while requiring multi-modal features.	x	x		Public Works, Planning Division & Board, Town Manager, other Boards/ Commissions (as needed)	To be determined depending on multi-modal features selected	Medium
	Action #2	Provide electric-vehicle charging stations, bike racks, and public transportation stops at public parking facilities and in publicly funded development, encouraging privately owned parking areas to do the same.	x	x	x	Public Works, Planning Division & Board, Sustainability Division, Town Manager, Climate Action Advisory Board, CMLP, Light Board, other Boards/ Commissions (as needed), Property owners	To be determined depending improvements selected	Med - Long term
Big Idea #1: business and cultural/historic assets	Action #3	Require any new or replacement parking areas to include low-impact development stormwater management and encourage use of best management practices for sustainable design.	x			Public Works, Planning Division & Board, Sustainability Division, Town Manager, Resilience Committee, other Boards/ Commissions (as needed)	\$10,000 - \$20,000 for a study	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #4							

Implementation Action Chart - 4.5: Mobility + Transportation

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: business and cultural/historic assets	Action #5	Evaluate and identify sites suitable for remote parking.		x	x	Department of Public Works, Department of Planning	\$10,000 - \$20,000	Medium
Big Idea #1: business and cultural/historic assets	Action #6	Incentivize the use of remote parking through convenience and discounts at local sites and businesses.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), Chamber of Commerce, Concord Business Partnership, Historic, arts & culture organizations	\$10,000 - \$20,000	Medium
Big Idea #1: business and cultural/historic assets Big Idea #3: Transportation/ Economic Vitality/ Sustainability	Action #7	Through joint planning with tour operators, develop a system of tour bus registration and routing.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), Chamber of Commerce, Concord Business Partnership	\$10,000 - \$20,000	Medium

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.6 Open Space + Natural Resources							
	Goal #1	Maintain and increase the amount of conservation land as needed to increase resilience and protect important ecosystems and natural systems.						
Big Idea #2: Housing/Open Space	Action #1	Increase financial resources allocated to maintain and protect current open space and conservation land			x	Planning Division & Board, Finance Department, Natural Resources	Possible separate fund from fees from private development of certain criteria or other non-Town contributions.	Medium
Big Idea #2: Housing/Open Space	Action #2	Identify lands of conservation interest using the criteria laid out in the 2015 Open Space & Recreation Plan Seven-Year Action Map and in this CLRP	x			Planning Division & Board, Natural Resources		Near
Big Idea #2: Housing/Open Space	Action #3	Explore implementation of Transferable Development Rights (TDR). (See Land Use Goal #1, Action. #3)	x			Planning Division & Board		Near
Big Idea #2: Housing/Open Space	Action #4	Provide incentives and support for the creation and protection of natural habitat on private lands.	x			Planning Division & Board, Natural Resources		Medium
Big Idea #2: Housing/Open Space	Action #5	Collaborate with abutting towns and the region to work together on the health and continuity of open space networks and ecosystems across town borders.		x		Natural Resources, Trails Committee, Minute Man National Historical Park, Bruce Freeman Rail Trail Committee, Adjacent communities		Near term, on-going
Big Idea #2: Housing/Open Space	Action #6	Explore impacts of using the 500-year floodplain in the Zoning Bylaw. (See Land Use Goal #5, Action #1)	x			Planning Division & Board, Public Works, Building & Inspections, Natural Resources, Property owners		Near - Med term
	Goal #2	Protect rivers, wetlands, ponds, vernal pools, upland habitats, and other natural resources.						
Big Idea #2: Housing/Open Space	Action #1	Support implementation and enforcement of Wetlands Protection Act and Town Bylaw.	x			Planning Division & Board, Natural Resources		Near term, on-going
	Action #2	Restore White Pond and Warner's Pond as part of the Town's efforts to protect and improve the recreational accessibility of its water resources.		x		Natural Resources, Planning, Public Works, Recreation Dept	Possible fundraising for specific aspects of restoration.	Med - Long Term
	Goal #3	Ensure that all Concord residents understand the value of conservation lands and natural resources, including the ecosystem services these resources provide, protection of wildlife habitat, rare species habitat, and fisheries, and that actions outside of these resources play a role in their protection.						

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #2: Housing/Open Space	Action #1	Through the Natural Resources Commission, bring together Town educators, student representatives, open space and natural resource advocates, and the Town's Director of Sustainability to coordinate educational programs and materials.			x	Town Manager, Natural Resources, Sustainability Division, Planning Division, School Committee, Agriculture Committee, Local and Regional Parks and organizations	Integrate into other sustainability educational and marketing information.	Near term
Big Idea #2: Housing/Open Space	Action #2	Ensure that Concord's protection of natural resources policies are fiscally sound.			x	Natural Resources, Town Manager, Planning Division, Finance		Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #3	Incorporate information about Concord's values and the Town's commitment to sustainability into visitor information and marketing materials for visitors and business recruitment. (See Economic Vitality Goal #1, Action #4)			x	Sustainability Division, Natural Resources, Town Economic Development staff/ contact, Recreation, Arts/ Culture /Historical/ other Nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Tourist council funds, pooled funding from destinations and businesses, allocate a portion or increases in rooms occupancy taxes	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #4	Promote a robust series of volunteer opportunities and service days that are regularly scheduled and become town-wide commitments to sustainability and land conservation and natural resource protection.			x	Natural Resources, Agriculture Committee, Sustainability Division, Town Manager, Planning Division, Local and Regional Parks and organizations		Near term, on-going
Big Idea #2: Housing/Open Space	Action #5	Provide information boards that report back on "how the town is doing" regarding land conservation and natural resource preservation, supporting agriculture, and general sustainability goals.			x	Natural Resources, Sustainability Division, Agriculture Committee, Resilience Committee, Town Manager, Planning Division		Near term, on-going
	Goal #4	Provide responsible management of conservation lands, including protection, preservation, and restoration.						
	Action #1	Allocate staff time or hire a land manager to manage Town Conservation land and Conservation Restrictions.			x	Natural Resources, Planning, Town Manager, Historical Commission		Near - Med term
	Action #2	Support the implementation of the 2015 OSRP Seven-Year Action Plan	x			Natural Resources, Planning, Town Manager, Historical Commission, Finance		Near term, on-going
	Goal #5	Promote ecosystem health and biodiversity as critical factors to achieve town-wide long-term sustainability and resiliency goals.						
Big Idea #2: Housing/Open Space	Action #1	Overlay the OSRP Seven-Year Action Plan map with a housing/development goals map that recognizes the most suitable characteristics for each type of land acquisition/development.	x			Planning Division, Natural Resources		Near

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #2	Assess Concord's climate and environmental vulnerabilities (aligned with the Magic Climate Resilience Report and the OSRP) and integrate these considerations in Town land and water decision making to create resiliency goals that protect the Town's infrastructure.	x			Planning Division, Sustainability Division, Natural Resources, Public Works, Climate Action Advisory Board		Near - Med term
	Goal #6	Protect and promote local agricultural activities, land use, and traditions with sustainable practices.						
Big Idea #2: Housing/Open Space	Action #1	Support the Agriculture Committee's goals to support sustainable and viable farming in Concord.	x			Agriculture Committee, Historical Commission, Planning, Natural Resources, Economic Development staff/contact		Near term, on-going
Big Idea #2: Housing/Open Space	Action #2	Implement policies and programs to protect and promote local agriculture.	x			Agriculture Committee, Historical Commission, Planning, Natural Resources, Farmers		Near term, on-going
Big Idea #2: Housing/Open Space	Action #3	Town purchase of farmland and leasing this land to new farmers.	x	x		Planning, Agriculture Committee, Natural Resources, Finance		Med term, on-going
Big Idea #2: Housing/Open Space	Action #4	Continue encouraging property owners to sign up for Chapter 61A.	x			Planning, Agriculture Committee, Natural Resources, Finance		Near term, on-going
	Action #5	Continue to support community garden programs.			x	Planning, Agriculture Committee, Natural Resources		Near term, on-going
Big Idea #2: Housing/Open Space	Action #6	Actively promote the agricultural community.	x			Planning, Agriculture Committee, Natural Resources, Finance, Farmers, Economic Development staff/contact		Near term, on-going
	Goal #7	Maintain and increase the amount of protected open space as needed to ensure community sustainability and resilience.						
	Action #1	Starting with the open spaces and recreational areas described in the 2015 OSRP, prioritize open space and recreational facility projects that ensure diverse and equitable improvements and programming for the community as whole.		x	x	Recreation Department, Public Works, Natural Resources, Planning	Possible fundraising for specific improvements	Near - Med term
Big Idea #1: business and cultural/historic assets	Action #2	Increase financial resources allocated to maintain and provide programming of current open space and recreational facilities.			x	Recreation Department, Public Works, Finance	Possible fundraising for specific improvements	Med term, on-going
	Goal #8	Ensure that all Concord residents understand the value of open space and recreational amenities.						
	Action #1	Through the Natural Resources Commission, bring together a group (described previously in Goal 3), that would also include open space and recreation advocates, the Town's Recreation Commission, and Health Division.			x	Town Manager, Natural Resources, Recreation Dept, Planning Division, School Committee, Health Division	Staff time	Near term

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #2	Ensure that Concord's open space and recreation facilities are physically and financially accessible to residents and improvements or new facility projects are fiscally sound.			x	Recreation Dept, Planning Division, School Committee, Health Division, Finance	Possible fundraising for specific improvements, public-private partnerships	Near term, on-going
	Goal #9	Enhance the connections and access to (physical and programmatic) bike paths and walking trails between open spaces and the built environment, businesses, institutions and organizations, and recreation sites.						
Big Idea #1: business and cultural/historic assets		Connect hiking trails and pedestrian/bike paths for nature enjoyment, recreation, and access to village centers.			x	Natural Resources, Planning Division, Trails Committee, Recreation, Public Works, Local and Regional parks organizations	Collaborate and leverage regional improvements	Near - Med term
Big Idea #3: Transportation/ Economic Vitality/ Sustainability	Action #1							
	Action #2	Include landscape preservation for historical and archeological value into Town's Open Space & Recreation Plan.	x			Natural Resources, Planning Division, Historical Commission		Medium
Big Idea #2: Housing/Open Space	Action #3	Involve the Historical Commission and economic development and cultural resource representatives in open space planning and strategies.	x			Natural Resources, Planning Division, Historical Commission, Economic Development staff/ contact		Near term, on-going
Big Idea #1: business and cultural/historic assets		Better communicate to residents and visitors how trails, natural spaces, agricultural lands, and historical assets fit together.				Natural Resources, Trails Committee, Recreation, Concord Local Cultural Council, Agriculture Committee, Historical Commission, other arts, historical, and cultural organizations		Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #4							
	Action #5	Provide increased accessibility at all open space, natural resources, and cultural destinations in the town consistent with the 2015 OSRP.		x		Natural Resources, Recreation, Public Works, Planning Division, Finance	Possible fundraising for specific improvements	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #6	Provide for public amenities and improved access to recreation areas, natural areas and open spaces such as additional parking spaces, public beach, picnic pavilions, fitness circuits, rest rooms, drinking fountains, bicycle racks, etc.		x		Natural Resources, Recreation, Public Works, Planning Division, Finance	Possible fundraising for specific improvements	Med term, on-going
	Action #7	Consider development of one or more dog parks to reduce use of sports fields and provide space for dogs to run unencumbered.		x		Recreation, Planning Division Public Works, Natural Resources, Finance		Med - Long term
3	Action #8	Provide walkways or running trails for more appreciation and recreational use and nature appreciation of Assabet River and Nashoba Brook in West Concord.		x		Public Works, Natural Resources, Recreation, Planning, Finance		Med term, on-going

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #10	Provide responsible management of open space and recreation amenities, including programming of open spaces, public spaces, trails and recreational facilities to allow ubiquitous and equitable opportunities for all Concordians.						
Big Idea #1: business and cultural/historic assets	Action #1	Along with the action in Goal 4, allow for allocation of staff time specifically to coordinate the management of open spaces and recreational facilities in concert with its natural resources.			x	Natural Resources, Recreation, Public Works, Planning, Town Manager, Historical Commission		Near - Med term
	Action #2	Study the combining of Town resources for a Parks and Recreation Department to allow for a more comprehensive management of open spaces, recreational facilities and programming, as well as coordination with the natural resources in town and regionally.				Town Manager, Natural Resources, Recreation, Public Works, Planning		Medium

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.7 Public Facilities + Infrastructure							
	Goal #1	Continue to maintain and improve the Town's existing public buildings, facilities and general infrastructure, and service delivery at a level consistent with the Town's fiscal sustainability. Continue to find innovative new uses for existing facilities that are surplus or otherwise underutilized.				Planning, Public Works, School Department, CMLP, Finance Department, other entities with surplus property, private partners, MCI Concord	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. Public/private partnership, cost sharing between departments, grant opportunities (as applicable/available) should be considered for implementation phases	On-going as surplus property is available or under-utilized property is identified
	Action #1	Maintain Town properties that are appropriate for active and necessary Town-related services for those uses without restrictions.	x		x	Planning, Public Works, School Department, CMLP, library, other entities with public property, Finance Department	Individual department budgets. No funding required beyond staff time for strategy review, but future funding may be needed for further planning, design, and eventual implementation.	Near
	Action #2	Assess public facilities and public safety capacity and needs, which include staffing, buildings, outdoor space, and location for space and staff planning.			x	Planning, Public Works, Police, Fire, School Department, CMLP, Administration, Recreation, Natural Resources		Medium
	Action #3	Continue to support the Town's recycling efforts.	x			Public Works		On-going
	Action #4	Provide wireless connectivity options to support public communications and telecommuting.	x			Public Works, Information/Technology, Administration, Finance Department	Public-private partnerships, Business partnerships	Near
	Action #5	Prepare and consider infrastructure resiliency by conducting a threat assessment and security plan.	x			Public Works, Information/Technology, Administration, Finance Department	Grant opportunities	Near - Med term
	Action #6							
	Goal #2	Evaluate cost-effectiveness of new or complete redevelopment of Town buildings and/or infrastructure (e.g., new middle school or integrated Town services building) using integrated planning principles with a view to achieving multiple objectives with any specific investment.						

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #1	Following updated assessment of current Town facility capacity and efficiency, study feasibility of consolidation of buildings, long term financial impacts from new sustainable construction, and possible reuse or redevelopment of Town property.		x	x	Town departments, Finance Committee, Sustainability Division, Town Manager	Staff time, possible funding needs for consultant, but future funding will be needed for further planning, design, and eventual implementation.	Near - Med term
	Action #2	Continue coordination with the School Committee on school facility planning, including discussions and decision-making regarding the Middle Schools.		x	x	School Department, Planning, Public Works, Sustainability Division, Finance Department, Climate Action Advisory Board	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going
	Goal #3	Take full consideration of current sustainable, resilient "complete streets" principles and integrated planning into future design and construction of roadway, bikeway, and sidewalk infrastructure with provisions for maintaining the rural character or select roads. Enhance collaborative efforts between all Town departments, commissions, boards, and groups to improve efficiency, help prioritization, and ensure contextual design in projects related to roadway improvements.						
	Action #1	Continue to evaluate and integrate the Complete Streets design standards for enhanced multi-modal transportation options and leverage program funding and participation when benefits are clearly identified.	x	x		Planning, Public Works, Police, Fire, School Department, CMLP, Administration, Recreation, Natural Resources, Council on Aging (accessibility)	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	Medium
Big Idea #1: business and cultural/historic assets	Action #2	Require consistent application of Right-of-Way (ROW) use to ensure delivery of uniform and efficient utilities services to residents, businesses, and institutions in town.	x		x	Public Works, Finance Department	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. TIP should be considered for implementation funding	Long
	Action #3					Public Works, Zoning Board of Appeals	No funding required beyond staff time for strategy review and coordination.	Long
	Goal #4	Strengthen near-term Town sustainability goals consistent with long-term climate change planning goals, including maintaining and expanding alternative energy generation, delivery, and conservation.						

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #1	Give equal priority to reducing carbon footprint in Light Plant operation, planning, and practices that reliability and affordability is given. Continue to pursue renewable energy source opportunities.	x			CMLP Public Works, CMLP, Sustainability Division, Finance Department, Climate Action Advisory Board	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. Public/private partnerships and rebate opportunities should be considered for implementation phases.	On-going
	Action #2	Encourage commercial and institutions to install energy storage systems.				CMLP, Planning, Public Works, Economic Development, Business Partnership, School Department, private Institutions, Sustainability Division, Finance Department, CSEC		Long
	Action #3	Review and implement low carbon considerations in municipal fleet procurement and maintenance plans with respect to Green Communities program recommendations with Schools.			x	Public Works, School Department, Sustainability Division, Finance Department, Climate Action Advisory Board		Med - Long Term
	Action #4	Coordinate installation of electric vehicle charging stations, bike racks, and shuttle stops at public parking and new developments of a specified size.				Planning, Public Works, Sustainability Division, Economic Development, Climate Action Advisory Board	Grant opportunities, Public-private partnership	Long
	Action #5							
	Goal #5	Make landscape and infrastructure resiliency a central planning priority for Town Plan for future needs for water supply and wastewater and stormwater management operations, planning, and practices to minimize social disruption and economic and environmental impacts.						
	Action #1	Provide and maintain infrastructure capacity (both fresh water systems and waste treatment) in line with growth or decline in system demands, including preparing for future extremes (not historical) for flooding and drought.	x	x		Public Works, Planning, Economic Development, Finance Department	SIF (sewer improvement fee), CWSRF/DWSRF, betterments, capital improvement budgets	Near term, on-going
	Action #2	Plan for future potential increases in water demand, considering land use issues and irrigation systems from the perspective of resilience to future shocks on the water system.			x	Public Works, Planning, Economic Development	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
		Protect, maintain, and enhance ecoservice functions of lands around groundwater drinking wells, potential wells, and throughout the community, including encouraging the use of better septic systems that incorporate secondary treatment or other alternative septic designs.				Health Department, Planning, Public Works	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. Title 5 loan program should be considered for implementation.	Medium
	Action #3	Plan for future increases in wastewater treatment and discharge capacity from the existing Concord Wastewater Treatment Plant (Bedford Street).		x	x	Public Works, Planning, Economic Development, Finance Department	SIF (sewer improvement fee), CWSRF, betterments, capital improvement budgets	Near term, on-going
	Action #4	Maintain required regulatory compliance and actively promote reduction of impacts on groundwater and other water bodies.	x			Public Works	No funding required beyond staff time for strategy review, but future funding may be needed for further planning, design, and eventual implementation with future changes to regulations.	On-going
	Action #5							
	Goal #6	Social Service infrastructure Assess the capacity of existing Town social service program to meet the needs of the town population.				Community Services Coordinator	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going
	Action #1	Utilize the Council on Aging's existing website and outreach network to promote other age-related services and programs.			x	Community Services Coordinator	No funding required beyond staff time.	Near term, on-going
	Action #2	Assist in the coordination of services delivered through the Town as well as those from nonprofit and private organizations.			x	Community Services Coordinator	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going
	Action #3							
	Goal #7	Establish cyber-security planning and reinforce Information Technology infrastructure.						

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #1	Conduct a threat assessment and develop a security plan to address the urgent issues of cyber-security threats to the Town and its residents.			x	Public Works, Information/ Technology, Administration	Staff time, grant opportunities	Near term, on-going
	Action #2	Proactively prepare a comprehensive back-up and Action/overly plan.			x	Public Works, Information/ Technology, Administration	Staff time, grant opportunities	Near term, on-going
	Goal #8	Reduce burden for Town staffing 66+ boards, committees, and task forces from a limited pool of residents who are willing to serve as volunteers.						
	Action #1	Create one Town Task Force to review the charter, charge and mandate of all the town Committees, Board, and Task Forces to identify synergies and overlap and to make recommendations to the Select Board regarding potential streamlining of Town government.	x			Town Manager, Town departments, Commissions, Committees, Boards, Task Forces	Staff time	Near term, on-going

Implementation Action Chart - 4.8: Fiscal Planning

Near term: 0-1 years
 Med term: 2-5 years
 Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.8 Fiscal Planning							
	Goal #1	Establish a process for long-term (12-15 year) fiscal planning, including a long-term capital spending plan, a department-by-department illustration of anticipated level of service provision corresponding to three fiscal scenarios.	x			Finance Committee, Town Manager, Town departments, Commissions, Boards, and Committees		
	Goal #2	Establish a process for setting a "fiscal guardrail" (i.e., identify the highest amount of spending – without commensurate revenue generation – that protects the Town's ability to maintain the balance between livability and values described in the Community Criteria).	x			Finance Committee, Town Manager, Town departments, Commissions, Boards, and Committees		
	Goal #3	Evaluate new spending opportunities using integrated planning principles with a view to achieving multiple objectives with any specific investment. This includes actively seeking short-term capital investment ideas that will result in long-term cost-savings or revenue generation (e.g., transit, centralization of Town offices, etc.).	x			Finance Committee, Town Manager, Town departments, Commissions, Boards, and Committees		
	Goal #4	Proactively strengthen Town-School fiscal coordination	x			Finance Committee, School Committee		

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