

**TOWN OF CONCORD  
SELECT BOARD  
AGENDA  
OCTOBER 25, 2021  
6:30 PM  
VIDEO CONFERENCE**

Join Zoom Meeting

<https://us02web.zoom.us/j/84092395810?pwd=TnMyWmprWHBla21CczdQM0EvWVVFZz09>

Meeting ID: 840 9239 5810

Passcode: 865209

#	Time	Agenda Item
1.	6:30pm	Call to Order
2.		Consent Agenda <ul style="list-style-type: none"> <li>• Minutes to approve: August 9, 2021; September 7, 2021</li> <li>• Letter of Support for H.1377 &amp; S.868 Transfer Fee Bill to the Joint Committee on Housing</li> <li>• Proclaim November 27, 2021 as Small Business Saturday</li> <li>• Gift Acceptance: Middlesex School totaling \$75,000.00 for support of emergency equipment <ul style="list-style-type: none"> <li>• \$50,000.00 to the Police Department</li> <li>• \$25,000.00 to the Fire Department</li> </ul> </li> </ul>
3.		Town Manager's Report
4.		Chair's Remarks
5.	6:45pm	Adopt Special Town Meeting Calendar
6.		Vote to Open Special Town Meeting Warrant
7.		Set Town Special Election Date to Fill School Committee Vacancy
8.	7:00pm	Consider revised charge of Bruce Freeman Rail Trail Advisory Committee: Number and Distribution of Members
9.		Discuss Bruce Freeman Rail Trail Advisory Committee working on Junction Park
10.	7:30pm	Prepare for Focused Meeting: Envision Concord
11.	8:15pm	Committee Nominations: Annabelle Paushter of 139 Jennie Dugan Rd, Alexander Fernandez of 1400 Lowell Road, and Molly Wierman of 6 Nathan Pratt Drive to the Diversity, Equity and Inclusion Commission for terms ending April 30, 2022, Ha Richmond of 144 Nashoba Rd, Ji Orloff of 34 East Circle, and Robert Munro of 1400 Lowell Rd to the Diversity, Equity and Inclusion Commission for terms ending April 30, 2023, and Andrea Foncerrada of 41 Commonwealth Ave, Rose Cratsley of 79 Hillcrest Rd, and Jimi Two Feathers of 303 Commonwealth Ave to the Diversity, Equity and Inclusion Commission for terms ending April 30, 2024. Stephen Verrill of 415 Wheeler Rd as the Agriculture Committee representative to the Pollinator Health Advisory Committee for a term to expire April 30, 2024. Farhanah Y Sheets of 69 Riverside Ave to the Tax Fairness Committee for a term to expire April 30, 2024
12.		Committee Appointments: Kathleen Fasser of 46 Arrowhead Road, Michele Cardinal of 95 Hubbard Street, Dan Schrage of 24 Mallard Drive, Laura Davis of 330 Garfield Road, Norman Abbott of 97 Mildred Circle, Phil Posner of 223 Laws Brook Road, and Nick Pappas of 1743 Monument Street to the Transportation Advisory Committee for terms to expire on April 30, 2024
13.		Committee Liaison Reports
14.		Miscellaneous Correspondence
15.		Public Comment

16.	8:30pm	Adjourn to Executive Session, not to return to open session, to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the Town
-----	--------	---

Note: All times are approximate and subject to change.

<b>Current Board and Committee Vacancies</b>
Bicycle Subcommittee of Transportation Advisory Committee
Concord 2025 Executive Committee
Concord Municipal Affordable Housing Trust
Council on Aging
Natural Resources Commission
Public Ceremonies and Celebrations Committee
Tax Fairness Committee
Transportation Advisory Committee

COMMONWEALTH OF MASSACHUSETTS  
TOWN OF CONCORD  
SELECT BOARD

***PROCLAMATION***  
**SMALL BUSINESS SATURDAY**  
**NOVEMBER 27<sup>th</sup>, 2021**

COMMONWEALTH OF MASSACHUSETTS  
TOWN OF CONCORD  
SELECT BOARD

***PROCLAMATION***  
***Small Business Saturday***  
***November 27, 2021***

**Whereas**, the government of Concord, Massachusetts celebrates our local small businesses and the contributions they make to our local economy and community; according to the United States Small Business Administration, there are 31.7 million small businesses in the United States, they represent 99.9% of all firms with paid employees in the United States, are responsible for 65.1% of net new jobs created from 2000 to 2019; and

**Whereas**, small businesses employ 47.1% of the employees in the private sector in the United States, 88% of U.S. consumers feel a personal commitment to support small businesses in the wake of the pandemic, and 92% of small business owners have pivoted the way they do business to stay open during the pandemic; and

**Whereas**, 97% of Small Business Saturday® shoppers recognize the impact they can make by shopping small, 85% of them also encouraged friends and family to do so, too; and

**Whereas**, 56% of shoppers reported they shopped online with a small business on Small Business Saturday in 2020; and more than 50% of consumers who reported shopping small endorsed a local business on social media or shopped at a local business because of a social media recommendation; and

**Whereas**, Concord, Massachusetts supports our local businesses that create jobs, boost our local economy, and preserve our communities; and

**Whereas**, advocacy groups, as well as public and private organizations, across the country have endorsed the Saturday after Thanksgiving as Small Business Saturday.

**Now, Therefore**, the Concord Select Board hereby proclaims, November 27, 2021, as:

***SMALL BUSINESS SATURDAY***

**And** urge the residents of our community, and communities across the country, to support small businesses and merchants on Small Business Saturday and throughout the year.



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

October 25, 2021

Senator John F. Keenan  
Chair, Joint Committee on Housing  
State House, Room 413-F  
Boston, MA 02133

Representative James Arciero  
Chair, Joint Committee on Housing  
State House, Room 38  
Boston, MA 02133

SUBJ: Support for H.1377 and S.868 – Affordable Housing Real Estate Transfer Fee

Dear Chair Keenan and Chair Arciero:

Please accept this as written testimony from the Town of Concord Select Board, for the Joint Committee on Housing's hearing on October 26, 2021, in support of both H.1377, *An Act empowering cities and towns to support affordable housing with a fee on certain real estate transactions*, and S.868, *An Act empowering cities and towns to impose a fee on certain real estate transactions to support affordable housing*. The members of Concord's Municipal Affordable Housing Trust also have unanimously voted to support both bills.

Concord's subsidized housing inventory currently stands at 10.54%-- above its Chapter 40B goal-- and H.1377 and S.868 would provide important opportunities for our voters to continue to support affordable housing efforts in town by adopting a local option real estate transfer fee as a dedicated funding source. In recent years, Concord town meeting voters have not only voted to establish the Concord Municipal Affordable Housing Trust, but also appropriated \$500,000 annually to fund affordable housing efforts, and filed home rule legislation for a dedicated local funding source like that envisioned in H.1377 and S.868. In so doing, voters recognize that Concord needs predictable, sustainable revenue sources so that funds are readily available when affordable home opportunities arise, and that without the necessary funds to act quickly, valuable opportunities could be missed.

We urge your committee's favorable action on H.1377 and S.868, and thank you for your consideration and support.

Sincerely,

Terri Ackerman, Chair  
Concord Select Board

Cc: Senator Michael J. Barrett [Mike.Barrett@masenate.gov](mailto:Mike.Barrett@masenate.gov)  
Representative Tami L. Gouveia [Tami.Gouveia@mahouse.gov](mailto:Tami.Gouveia@mahouse.gov)  
Concord Municipal Affordable Housing Trust  
Concord Housing Foundation

# Local Option Transfer Fee Legislation

## TO FUND AFFORDABLE HOUSING

From Greater Boston to the Cape and Islands to the Pioneer Valley, cities and towns are grappling with the adverse effects of escalating home prices on their communities' economy, workforce, quality of life, and social identity. In many cities and towns, longtime local residents are being displaced by higher income buyers or speculators often purchasing their second or third home or investment property. Housing demand in many communities across Massachusetts far outstrips supply. The housing crisis is being further exacerbated by the current pandemic, further driving up prices while simultaneously many workers are losing their jobs.

The state has taken meaningful action to fund affordable housing efforts, but more action is undeniably needed. Empowering cities and towns to address this crisis locally is a critical next step.

**A local option real estate transfer fee would be an incredibly effective, efficient and equitable tool for raising necessary revenue for affordable housing in communities across the Commonwealth.**

## FY2022-2023 LEGISLATION

**S.868:** Sponsored by **Senator Joanne Comerford**, serving Hampshire, Franklin and Worcester

**H.1377:** Sponsored by **Representative Mike Connolly** serving Cambridge and Somerville.

## GIVES MUNICIPALITIES A CRITICAL FUNDING TOOL

Authorizes a transfer fee of between 0.5% and 2% on real estate transactions **above** either the **statewide median sale price** for single family homes (currently~ \$480,000) or the **county median sale price** for single family homes if a locality's median is lower than the statewide median.

## ALLOWS FOR BROAD & LOCALLY-DETERMINED EXEMPTIONS

Mandates certain exemptions, including on properties below 100% of the state or county median sale price, and **allows cities and towns to tailor additional exemptions** to meet their specific community needs.

## DISCOURAGES SPECULATIVE SALES

Municipalities are also authorized to charge a fee of up to 6% for **speculative sales** (properties sold within 1 year at a price 3 times the state median sale price).

## PROVIDES FOR THE CREATION AND PRESERVATION OF AFFORDABLE HOUSING

All funds raised by a municipality's transfer fee would go towards **affordable housing** preservation and/or creation.

## REQUIRES CRITICAL LOCAL DEBATE PRIOR TO ADOPTION

Each municipality seeking to adopt a transfer fee pursuant to this Act would have to engage in a critical **local community process** to determine if a transfer fee is right for their community, and, if so, what exemptions, terms and conditions are appropriate based on local prices and market conditions.

## REAL ESTATE TRANSFER FEES ARE A WIDELY-USED REVENUE-GATHERING VEHICLE

According to a 2018 update by the National Council of State Legislatures, real estate transfer fees were assessed in 37 states (statewide, by counties, and/or by jurisdictions) and the District of Columbia. Home Rule Petitions for real estate transfer fees are now pending at the State House for Boston, Brookline, Concord, Nantucket, Provincetown, Somerville and Truro and are being considered by many other localities such as Watertown, Arlington and Cambridge, all of which desperately need revenue for affordable housing. These HRP's would all be permissible if our enabling bill were to be approved. **This growing demand for local authority to respond to the housing crisis makes transfer fee enabling legislation the logical path forward.**

## The growing list of supporters of the proposed Real Estate Transfer Fee Consensus Bill includes:

ACKNow	Heading Home	Massachusetts Alliance of HUD Tenants
Berkshire County Regional Housing Authority	Homeowners Rehab Inc. of Cambridge	Mayor Joseph Curtatone/City of Somerville
Boston Building Trades Council	HomeStart	Metropolitan Area Planning Council
Boston Tenants Coalition	Housing Corporation of Arlington	Metro West Collaborative Development
Brazilian Worker Center Inc.	Housing Families	Our Revolution Somerville
Cambridge Residents Alliance	Institute for Policy Studies	Preservation of Affordable Housing, Inc. (POAH)
Chinese Progressive Association	Jamaica Plain Progressives	Progressive Massachusetts
City Life Vida Urbana	Just-A-Start	Real Estate Cafe
Community Action Agency of Somerville	Lynn United for Change	Right to the City Boston
Concord Housing Foundation	Massachusetts Affordable Housing Alliance	Rural Development Inc.
Dudley Street Neighborhood Initiative	Massachusetts Association of Community Development Corporations (MACDC)	Somerville Community Corporation
Eliot Community Health Services - Homeless Services	Massachusetts Communities Action Network	Somerville Community Land Trust
Equitable Arlington	Massachusetts Homeless Coalition	Somerville Homeless Coalition
Franklin County Continuing the Political Revolution	Massachusetts Law Reform Institute	Somerville Stands Together
Fresh Pond Residents Alliance	Massachusetts Public Health Association	The Welcome Project
Green Cambridge	Massachusetts Senior Action Cambridge/ Somerville Chapter	Those Who Can, For Those In Need (Winthrop)
		Western Mass. Network to End Homelessness

Last Updated April 14, 2021

To get your organization added to the list or for any questions, please reach out to Hannah Carrillo at [hcarrillo@somervillema.gov](mailto:hcarrillo@somervillema.gov)

**Town of Concord  
Select Board  
Minutes  
August 9, 2021**

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting both via Zoom and in person at 141 Keyes Road on August 9, 2021 at 6:30pm.

Present were Terri Ackerman, Chair; Matthew Johnson, Clerk; Henry Dane, Susan Bates, and Linda Escobedo. Also present was Stephen Crane, Town Manager.

**Call to Order**

Select Board Chair Terri Ackerman called the meeting to order at 6:30pm.

**Consent Agenda**

- Town Accountant Warrants: August 5, 2021
- One Day Special Liquor Licenses
  - o Salem Five Bank 10/12/21 10:00am-10:00pm 246 Old Road to Nine Acre Corner All Alcoholic Beverages
  - o Belmont Hill School 9/27/21 6:00pm-8:00pm 246 Old Road to Nine Acre Corner Wines & Malt Beverages Only
- Sunday Entertainment Licenses
  - o Concord Players Performance 9/5/21 12:00pm-8:00pm 51 Walden Street
  - o Concord Players Performance 9/12/21 12:00pm-8:00pm 51 Walden Street
  - o Concord Players Performance 11/14/21 12:00pm-8:00pm 51 Walden Street
  - o Concord Players Performance 2/20/22 12:00pm-8:00pm 51 Walden Street
  - o Concord Players Performance 5/01/22 12:00pm-8:00pm 51 Walden Street
  - o Concord Players Performance 5/08/22 12:00pm-8:00pm 51 Walden Street
  - o The Performing Arts Center Performance 8/15/21 2:00pm-10:00pm 51 Walden Street
- Gift Acceptance
  - o James Terry and Judith Terry gift of \$55,000.00 to the Police Department Sustainable Vehicles Account for the purchase of a Tesla Model Y to be used as a patrol vehicle.
  - o James Terry and Judith Terry gift of \$5,000.00 to the Community Services Support Account to create a gift fund to be used to assist Concord residents under the age of 60 that are not otherwise covered by other support organizations.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to approve the consent agenda.

**Town Manager's Report**

Town Manager Stephen Crane reported that COVID-19 cases are increasing statewide and nationally. The Town is monitoring case numbers locally to determine any appropriate mitigation actions that need to be taken.

Town Offices will return to the Town House during the week of August 16 following the

**Town of Concord  
Select Board  
Minutes  
August 9, 2021**

renovation of the building that began in October 2020. The Town Clerk's Office will be returning a few weeks later, as their operations require a state security system that needs additional time to be set up back at the Town House.

A preconstruction meeting on the Sudbury Road project was held today, and that project is anticipated to be underway soon.

The Natural Resources Division received a grant for water quality assessments at White Pond. The Town continues to monitor the algae blooms that have occurred at the pond this summer.

The Thoreau School is under repair following the fire that damaged several classrooms. The school is using a tent outdoors as the temporary cafeteria, as the cafeteria is being used as temporary classroom space while repairs are being made.

**Chair's Remarks**

Ms. Ackerman noted that the Select Board will hold a regular meeting on August 16, and will not hold a meeting on August 23 or August 30. The Select Board will hold a regular meeting on September 7, and hold a brainstorming session on September 20 regarding funding for the middle school building project.

The Attorney General issued a review of an Open Meeting Law Complaint regarding the Transportation Advisory Committee, deeming the TAC as a public body and finding the TAC had violated Open Meeting Law in holding a meeting without proper posting ahead of time. Residents can view the AG's findings in the [meeting materials](#).

**Discuss Colonial Inn Liquor License Violation**

On June 16, 2021, an unidentified male party was unconscious while sitting at the bar at the Colonial Inn. Under the Town of Concord Alcoholic Beverage Rules & Regulations, the following violations are alleged to have occurred on June 16, 2021 at the Colonial Inn:

- Serving an intoxicated person. G.L. c.138 § 69
- Improper management. G.L. c. 138 § 23.
- Allowing the above illegality to take place.
- Failure to obey all the laws, rules, and regulations of the Commonwealth ABCC and Concord Licensing Board.

Residents can review the redacted police report regarding this incident in the [meeting materials](#). An alleged violation requires a public deliberation by the Select Board. Michael Glick of the Colonial Inn attended, as did Police Chief Joseph O'Connor and Detective Keith Harrington of the Town of Concord. Select Board member Henry Dane recused himself from this discussion due to his role in assisting the Colonial Inn in applying for their liquor license application in 2015.

**Town of Concord  
Select Board  
Minutes  
August 9, 2021**

Chief O'Connor and Detective Harrington recommend that due to the seriousness of this violation, they are recommending a one-day revocation of the Colonial Inn's liquor license. They noted that the Colonial Inn staff were very cooperative with the investigator, and that they have not had any other issues with them in their six years as a licensee. Chief O'Connor also recommends that Colonial Inn staff reengage in a TIPS training in person.

Mr. Glick commented that the Colonial Inn takes their role as an alcohol licensee seriously, noting that they are a small inn representing the Town of Concord. Mr. Glick added that staff will be undergoing retraining and they are serious about making sure incidents of overserving do not happen again.

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to impose a one day suspension of the liquor license for the Colonial Inn in response to the violation on June 16, 2021.

**Confirm Town Calendar through 2022 Town Meeting**

The Select Board is looking to confirm the Town Meeting calendar for FY22. The calendar can be found here (<https://concordma.gov/DocumentCenter/View/31076/2021-2022-ATM-Calendar-Final>). Town staff worked with the Moderator, Town Clerk, and Superintendent to prepare a calendar for the year. The 2022 Town Meeting will be held on May 1, 2022. The Special Town Meeting for the middle school building project will be determined at a later date.

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to approve the calendar events leading up to the 2022 Annual Town Meeting as included in the meeting materials with the following amendment: reschedule the Town Meeting Preview Meeting and warrant opening date to January 8 at 9:00am.

**Discuss DEI Commission Charge**

At their last meeting, the Select Board heard from a significant number of residents regarding the need to establish a committee to address issues of diversity, equity, and inclusion in Concord. A draft charge for the DEI Commission was included in the [meeting materials](#).

The Select Board debated whether to focus the committee's efforts on being more explicit about increasing diversity in town, or to encourage the social environment in which diversity would be welcomed. Ms. Escobedo noted that the Town of Lincoln diversity committee included expected deliverables that paired basic recommendations with baseline metrics to improve upon. The Select Board also weighed the number of committee members to include in the charge, and made grammatical corrections to the draft document.

Erin Fife of 174 Hill Road noted her appreciation for the discussion about a budget for this committee, as financial commitments would demonstrate the Town's seriousness in effecting change.

**Town of Concord  
Select Board  
Minutes  
August 9, 2021**

Elizabeth Cobbs of 31 Pond View Lane commented that financial resources from philanthropic organizations might be available for the committee to apply for to assist with their efforts.

Louisa Posture of 139 Jenny Dugan Road thanked the Select Board for considering the League of Women Voters and COAR proposals for the charge.

Anita Tekle advised the board to keep the charge broad to allow committee members to provide direction as dictated by the work as it progresses.

Vivian Tseng commented that the commission itself should be able to redefine the charge as they see fit. Ms. Tseng added that the focus of the committee should be addressing the historic challenge of white supremacy.

The Select Board will incorporate board and citizens committees from this discussion into the draft charge, and hope to finalize the commission charge at their August 16 meeting.

**Finalize and Adopt Charge for Fiber/Broadband Study Committee**

Ms. Ackerman noted that the draft charge for the Fiber Broadband Study Committee was included in the [meeting materials](#), thanked the contributors to the charge, and asked if the board had any revisions before final approval. The board has several grammatical and structural changes to the content of the charge; therefore, the board will incorporate the discussed revisions and aim to finalize the charge at the next meeting.

**Request to approve FY21 year-end Transfers**

Chief Financial Officer Kerry Lafleur presented the following FY21 year-end transfers she was asking the board to approve: (Please ask Kerry if this is the correct chart to include here. I think we may have approved a different chart at this meeting)

**Town of Concord  
Select Board  
Minutes  
August 9, 2021**

Chapter 44, Section 33B Transfers Needed to Close FY21				
number	to/ from	line item	line description	amount
1	to	6	Public Safety	\$ 400,000.00
2	to	15	Joint, Social Security & Medicare	\$ 11,200.00
3	to	16	Debt Service	\$ 40,000.00
4	from	5	Human Services	\$ (151,200.00)
5	from	12	Joint, Insurance	\$ (200,000.00)
6	from	13	Joint, Unemployment/ Workers Comp	\$ (100,000.00)

Ms. Lafleur identified the concern she heard over the number and dollar amount of the transfers in Public Safety. Ms. Lafleur noted that even with this transfer, the FY21 expenditure for Public Safety would still be under the original appropriation for the year. The drivers for the additional expenses were the unbudgeted purchase of three unmarked Police cruisers and Public Safety overtime expenses.

Ms. Lafleur explained that the deadline for transfers is July 15, but it is impossible to meet that deadline unless communities cut off payments at least two weeks before this date. The state legislature is aware of this problem, but they have not changed the law.

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to approve the FY21 Year-End Transfer as included in the meeting materials. (Please put in the exact line items that were transferred, because the meeting materials had several iterations and explanations)

**Economic Vitality Division Reorganization – Vote Required**

The Select Board heard the request for the Economic Vitality Division reorganization at their last meeting on July 26, but postponed a decision on this item in order to have additional time to review the budgetary implications of the transfer. (I don't think that is correct) The only change would be the Department of Land Management Director becoming the budgetary custodian as opposed to the Deputy Town Manager. Economic Vitality operations would remain the same.

Gregory Higgins of 51 Cottage Lane and President of Concord Business Partnership commented that the Economic Vitality Division is a great support to the town's businesses. Mr. Higgins expressed support for the division reorganization given DPLM's existing direct role in all the areas that affect Concord businesses.

Upon a motion duly made and seconded, by a count of 4 to 1 it was

**Town of Concord  
Select Board  
Minutes  
August 9, 2021**

**VOTED:** to approve the Economic Vitality Division reorganization as proposed by the Town Manager in the meeting materials.

**Civil War Monument Task Force**

Mr. Dane prepared a charge for the Select Board's review. The goal of this Task Force is to advise the Select Board on placing one or more names, particularly that of George Washington Dugan, on the Civil War Soldiers' Memorial. The Task Force will identify costs and sources of funding for this project. Once the final report is delivered to the Select Board, the Task Force shall be dissolved.

Select Board members discussed grammatical and narrative changes to the documents. Board members will send their edits to Mr. Dane for incorporation in a final draft that the board hopes to approve at their August 16 meeting.

**Draft Town Manager Evaluation**

Chair Terri Ackerman has incorporated all the input from the Town Manager's evaluation and included a draft evaluation in the [meeting materials](#). The Select Board will review a final draft of the evaluation at the August 16 meeting.

**Appoint Liaison to Regional Emergency Communication Center Board**

The Select Board needs to appoint a liaison to the Regional Emergency Communication Board as Acton and Concord work to develop a joint emergency dispatch center. Ms. Ackerman has volunteered to be the liaison.

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to appoint Terri Ackerman as the liaison to the Regional Emergency Communication Center Board.

**Certify Town Meeting Home Rule Petitions**

As a procedural matter at the direction of Town Counsel, the Select Board needs to certify support for three recent home rule petitions that are before the state legislature. 2021 Town Meeting Article 31: Home Rule Legislation and Bylaw Amendment Regulation of Fossil Fuel Infrastructure, 2020 Town Meeting Article 50: Authorize Special Legislation Additional Liquor Licenses, 2020 Town Meeting Article 15: Authorize Special Legislation Senior Means-Tested Property Tax Exemption.

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to ratify 2021 Annual Town Meeting Article 31 Home Rule Legislation Amendment Regulation of Fossil Fuel Infrastructure

**Town of Concord  
Select Board  
Minutes  
August 9, 2021**

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to ratify 2020 Annual Town Meeting Article 50: Authorize Special Legislation Additional Liquor Licenses,

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to ratify 2020 Annual Town Meeting Article 15: Authorize Special Legislation Senior Means-Tested Property Tax Exemption

**Committee Nominations**

Cory Atkins of 5 Concord Greene to the PEG Access Advisory Committee for a term to expire on April 30, 2024. Sarah Grimwood of 520 Lexington Road to the Natural Resources Commission representative to the Community Preservation Committee for a term to expire April 30, 2023. Charles Phillips of 65 Fairhaven Road to serve as the Housing Authority representative to the Community Preservation Committee for a term to expire April 30, 2024. Burton Flint of 1643 Main Street to serve as the Planning Board representative to the Community Preservation Committee for a term to expire April 30, 2022. Paul Boehm of 11 Ridgewood Road to serve as the Recreation Commission representative to the Community Preservation Committee for a term to expire on April 30, 2023. Grace Scimone of 10 Dana Road to the Agriculture Committee as an Associate Member for a term to expire on April 30, 2024. Alexa Anderson of 14 Park Lane to serve as the School Committee representative to the Middle School Building Committee for a term to expire at the completion of the project. Heather Bout of 33 Alden Road to the Middle School Building Committee for a term to expire January 31, 2022.

**Committee Appointments**

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to appoint Bradley Hubbard-Nelson of 221 Nashawtuc Road to the Comprehensive Sustainability and Energy Committee for a term to expire April 30, 2024. Sara Pacelle of 1712 Monument Street to the Library Committee for a term to expire on April 30, 2024. Mary-Wren vanderWilden of 158 Simon Willard Road to the Library Committee to serve as an Associate Member for a term to expire on April 30, 2022.

**Committee Liaison Reports**

Ms. Bates attended an MMA session on the future structure of municipal board and committee meetings. Ms. Bates noted that the Town of Franklin, with similar demographics as Concord, has 27 active boards and committees as opposed to Concord's approximately 65.

Ms. Dane reported that the Agriculture Committee is preparing for Ag Day. The Select Board will have a table at Ag Day in part to help recruit board and committee volunteers. The Board of Health has a new chair, Jill Block, and they continue to monitor COVID-19 cases in the

**Town of Concord  
Select Board  
Minutes  
August 9, 2021**

community. The BOH also discussed White Pond and the algae bloom issues that the pond is facing.

Ms. Escobedo attended the Trustees of Town Donations, where the Town Archivist and an intern discussed their search for the source documents regarding Town donations. The committee also recapped proposals the Town received for new investment management firms for their portfolio. The Town ultimately picked Morgan Stanley. The Historic Districts Commission met and held a routine review of applications, including a preliminary discussion of 1615 Lowell Road, where members voiced objections to the size and nature of the proposed building. The Cemetery Committee nominated a new chair, Leo Carroll, and reminded bikers in the community to only ride on paved surfaces. The committee plans to do some tracking and introduce new signage to see if this helps with compliance. The Housing Authority is likely to submit a CPC application to help fund their Commonwealth Ave development. Furthermore, the porches at Everett Gardens are falling apart, and they are seeking funding to rebuild them.

Mr. Johnson attended the Comprehensive Sustainable Emergency Committee, where they discussed their planned sustainable home and energy event at Harvey Wheeler on September 13. The Trails Committee discussed an unauthorized bike trail built in the woods off of Bruce Freeman Rail Trail. The area is being remediated by the person who built the unauthorized trail, and a portion of it will become a hiking trail. The committee is also working to identify trails suitable for bikes. The Recreation Commission adopted a new administrative code, and formed a subcommittee to develop a strategic plan. The Middle School Building Committee restaffed subcommittees, and are reviewing the materials used in the project. The estimated budget for the new middle school presently stands at \$100,200,000-\$100,500,000.

Ms. Ackerman attended the School Committee, where they discussed the upcoming school year where students will be in attendance full time and in person. There were questions about whether masks will be required in schools. The School Committee also voted to adopt the Capital Planning Task Force recommendations, approved the teacher's union three-year contract, and discussed goals for the upcoming school year. The Finance Committee discussed the impact and use of funds from the American Rescue Plan Act of 2021. The board will hear a presentation from the Chief Financial Officer and Town Manager at an upcoming meeting on this subject. The Transportation Advisory Committee will be conducting a town-wide speed study with the assistance of a consultant.

### **Miscellaneous Correspondence**

Correspondence was included in the [meeting materials](#).

### **Public Comments**

There were no public comments.

**Town of Concord  
Select Board  
Minutes  
August 9, 2021**

**Adjourn**

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

**Meeting Materials:** <https://concordma.gov/DocumentCenter/View/31034/August-9-SB-Packet>

**Minuteman Media Network Coverage:** <https://www.youtube.com/watch?v=6I7RtPYFc5k>

**TOWN OF CONCORD  
SELECT BOARD  
MINUTES  
SEPTEMBER 7, 2021**

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting via Zoom on September 7, 2021 at 6:30pm.

Present were Terri Ackerman, Chair; Matthew Johnson, Clerk; Henry Dane, Susan Bates, and Linda Escobedo. Also present was Stephen Crane, Town Manager.

**Call to Order**

Select Board Chair Terri Ackerman called the meeting to order at 6:30pm.

**Consent Agenda**

- Town Accountant Warrants: August 19, 2021; August 26, 2021; September 2, 2021
- Gift Acceptance: Concord-Carlisle Community Chest, Inc gifts to the Council on Aging totaling \$17,696.50
  - o \$2,247.50 to the Volunteer Coordinator Account
  - o \$10,901.00 to the Outreach Worker Account
  - o \$4,548.00 to the Social Services Coordinator Account
- Gift Acceptance: Concord-Carlisle Youth Baseball gift to the Parks & Trees Division of the Concord Public Works Department
  - o \$7,700.00 to the Ripley Field Baseball Account to be used for the purpose of supporting FY22 Ripley maintenance expenses
- Minutes to approve: June 28, 2021; July 12, 2021; July 12, 2021 Executive Session (not to be released); July 19, 2021; July 26, 2021;
- One Day Special Liquor Licenses
  - o Concord-Carlisle Youth Hockey 10/8/21 5:30pm-10:30pm 246 Old Road to 9 Acre Corner All Alcoholic Beverages
  - o Concord Museum 9/20/21 12:00pm-8:00pm 246 Old Road to 9 Acre Corner All Alcoholic Beverages

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to approve the consent agenda.

**Roll call vote**

Mr. Johnson: Aye  
Ms. Ackerman: Aye  
Ms. Escobedo: Aye  
Ms. Bates: Aye  
Mr. Dane: Aye

**Town Manager's Report**

Town Manager Stephen Crane reported that the library will have expanded hours starting on this Saturday. The hours can be reviewed on [the website](#).

**TOWN OF CONCORD  
SELECT BOARD  
MINUTES  
SEPTEMBER 7, 2021**

The ribbon cutting for the renovated Town House will take place at 9:30am on Wednesday, September 8.

The Town will not be holding a memorial event for the 20<sup>th</sup> anniversary of 9/11, however there are several occurring in town and in the region that Mr. Crane welcomes residents to attend.

The Town continues to monitor COVID-19 cases in the community. The Board of Health has issued a mask advisory encouraging residents to wear masks in indoor spacing regardless of vaccination status.

**Chair's Remarks**

Select Board Chair Terri Ackerman announced that Ag Day will take place on September 11 from 10:00am to 2:00pm. The Select Board will be staffing a table where they will be recruiting residents for committees.

The Select Board will be changing the term “green card” for committee interest forms to “volunteer card” after hearing community feedback.

The Select Board will be holding a focused session on September 20 on the cost of the middle school building project and how to offset the impact on residents.

**Update on Hybrid Meeting Guidelines**

The Town Manager's Office has developed updated hybrid meeting guidelines. These can be viewed in the [meeting materials](#).

Boards and committees have three options for holding their meetings:

1. In-person only in a designated meeting room
2. Virtually on Zoom only
3. Hybrid of both in-person and Zoom. Committees looking to meet in a hybrid model should contact the Town Manager's Office at 978-318-3000 to set this up.

**Town House Reopening: Office Hours, Staff Locations**

The Town Manager presented the new in-person hours for the Town House. Mr. Crane noted that while these are the hours for walk-in business, Town employees work flexible schedules outside of these hours as well. Residents can set up appointments outside of these hours as needed.

**TOWN OF CONCORD  
SELECT BOARD  
MINUTES  
SEPTEMBER 7, 2021**

<i>Department</i>	<i>Contact Info</i>	<i>In Person Hours</i>
Town Manager's Office	978-318-3000	9AM to 3PM, Monday through Thursday (closed Fridays)
Town Clerk's Office	978-318-3080	9AM to 3PM, Monday through Thursday 9AM to 12PM, Fridays
Finance Administration Treasurer-Collector Accounting Assessor*	978-318-3090 978-318-3050 978-318-3060 978-318-3070	9AM to 3PM, Monday through Thursday 9AM to 12PM, Fridays  Assessor's Office (24 Court Lane) will open on 9/7/21*
Human Resources	978-318-3025 hr@concordma.gov	9AM to 3PM, Monday through Thursday (closed Fridays)

**Town House Renovation Project**

Deputy Town Manager Kate Hodges and Facilities Director Ryan Orr attended to present a PowerPoint on the stages of the Town House renovation project, and the obstacles faced through this process. A detailed review of the renovation is available in the [meeting materials](#).

**Draft Charge for Personnel Board Study Task Force**

Select Board member Susan Bates prepared a draft charge for the new Personnel Board Study Task Force, as the Select Board pledged to do ahead of the 2021 Town Meeting. The draft charge is available in the [meeting materials](#). Select Board members reviewed each section of the charge and proposed amendment, which Ms. Bates will integrate into the draft charge ahead of the September 20<sup>th</sup> meeting.

**Amend DEI Commission Charge**

Mr. Johnson noticed a change that the Select Board had previously intended to make to the DEI Commission charge. Two groups were listed in the required membership of this commission that the board believes would make it more challenging to appoint a commission that meets the stated goals outlined in the charge. The Library Committee had been listed, and the Schools Cultural Competency Committee which is made up of teachers who may or may not be Concord residents. The Select Board believes removing requirements that two members be from these groups would allow for more flexibility in choosing eligible members of this new commission.

**TOWN OF CONCORD  
SELECT BOARD  
MINUTES  
SEPTEMBER 7, 2021**

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to amend the DEI Commission charge as included in the meeting materials dated September 7, 2021.

**Roll call vote**

Mr. Johnson: Aye  
Ms. Ackerman: Aye  
Ms. Escobedo: Aye  
Ms. Bates: Aye  
Mr. Dane: Aye

**Amend Transportation Advisory Committee Charge**

The Attorney General recently ruled that the Transportation Advisory Committee was a public body. With that ruling in mind, the Town Manager is recommending that the Select Board amend the charge of the Transportation Advisory Committee to remove several Town staff from the membership, and replace them with residents. Mr. Crane noted that Town staff will be advising the committee and attending meetings, but will no longer be voting members.

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to amend the Transportation Advisory Committee charge as specified in discussion.

**Roll call vote**

Mr. Johnson: Aye  
Ms. Ackerman: Aye  
Ms. Escobedo: Aye  
Ms. Bates: Aye  
Mr. Dane: Aye

**ARPA Funding Plan Preliminary Discussion**

Chief Financial Officer Kerry Lafleur and Town Manager Stephen Crane provided a preliminary update to the American Rescue Plan Act of 2021. The plan was signed into law on March 11, 2021. The act provided \$1.9 trillion in aid for economic stimulus for the following uses:

- Extension of unemployment benefits; paid leave benefits; direct payments to individuals
- Tax provisions: expands child tax credit, earned income tax credit; student loan forgiveness
- Grants to small businesses
- Education aid: ventilation projects, reduction in class size
- Housing aid: rental assistance, energy assistances
- Many other additional components

**TOWN OF CONCORD  
SELECT BOARD  
MINUTES  
SEPTEMBER 7, 2021**

A key portion of the plan is Coronavirus Local Fiscal Recovery Fund, totaling \$350 billion. \$3.4 billion was allocated to Massachusetts. \$5.6 million is being allocated to Concord with the following eligible uses:

- Public Health: Covid-19 mitigation efforts, medical expenses, behavioral health & certain public health & safety staff
- Economic Impacts of the public health emergency: efforts to mitigate economic harm to workers, households, small businesses, affected industries & public sector
- Lost revenue: to fund government services to the extent of revenue reductions
- Premium pay for essential workers: additional support for those who have faced the greatest health risks because of their service in critical infrastructure
- Water, sewer & broadband infrastructure: investments to improve access

The Town is getting input from the senior management team on the areas of need for these funds. Select Board members expressed interest in utilizing the funds for business support, DEI goals, broadband usage, lost wages, debt, physical infrastructure improvements, and more. The Chief Financial Officer and Town Manager will continue to consult the Select Board on the usage of this funding. The complete presentation can be reviewed in the [meeting materials](#).

**Committee Nominations**

Richard Frese of 48 Walden Terrace, Beth Vanduzer of 4 Granite Post Road, Rosa Hallowell of 19 Sudbury Road, David Wood of 226 Lexington Road, and Matthew McGrath of 134 Belknap Street to the Civil War Monument Task Force for terms to expire at the completion of the project. Isabel Bailey of 121 Everett Street, Robert Elkind of 82 Shadyside Avenue, Janet Rothrock of 618 Annursnac Hill Road, and Christina Scherer of 97 Highland Street to the Pollinator Health Advisory Committee for terms set to expire April 30, 2024. Ruth Lauer of 100 Keyes Road and Claude Cicchetti of 994 Old Road to 9 Acre Corner to the Personnel Board Study Task Force for terms to expire May 31, 2022.

**Committee Appointments**

Upon a motion duly made and seconded, it was UNANIMOUSLY

**VOTED:** to appoint Jim Ricker of 68 Shore Drive to the White Pond Advisory Committee for a term to expire on April 30, 2024. Gordon Brockway of 112 Hill Street to be the Light Board representative on the Fiber Broadband Completion Task Force for a term to expire February 1, 2022. Scott Hopkinson of 67 Indian Spring Road to be the PEG Access Advisory representative to the Fiber Broadband Completion Task Force for a term to expire February 1, 2022. David Hesel of 30 Concord Greene be the HOA representative on the Fiber Broadband Completion Task Force for a term to expire February 1, 2022. Mark Howell of 668 Annursnac Hill Road and Gail Hire of 54 Nancy Road to be the at large representatives on the Fiber Broadband Completion Task Force for terms to expire February 1, 2022.

**Roll call vote**

**TOWN OF CONCORD  
SELECT BOARD  
MINUTES  
SEPTEMBER 7, 2021**

Mr. Johnson: Aye  
Ms. Ackerman: Aye  
Ms. Escobedo: Aye  
Mr. Dane: Aye

**Committee Liaison Reports**

Mr. Johnson attended the Comprehensive Sustainable Energy Committee, where they reported that they will be holding a friendly homes and vehicles event on September 13. They also discussed the hiring process for the Sustainability Director position. The Climate Action Advisory Board discussed the Envision framework for sustainable infrastructure development. The Middle School Building Committee approved classroom window configurations, material usage, the layout of the auditorium, and recommendations for ventilation and charging stations. The Finance Subcommittee appointed Jared Stanton as chair and reviewed the budget. The Tax Fairness Committee is looking for help from the Select Board and Town to move forward to home rule petitions that are before the state legislature.

Ms. Escobedo reported that the Housing Authority presented to the West Concord Advisory Committee regarding their planned affordable housing unit on Commonwealth Avenue. The Junction Village Open Space Task Force will be meeting on Wednesday, September 8 at 5:00pm regarding the schematic designs.

Mr. Dane reported that both Ag Day and the library book sale will be taking place on Saturday, September 11.

Ms. Ackerman attended the School Committee, where they discussed their DEI Subcommittee and success in starting the school year. CPS is receiving \$1.4 million in ARPA funding. The Finance Committee has put out their budget guidelines for this year, which the Select Board will be discussing with the Town Manager on September 27. The Regional Emergency Communications Center reviewed the RFP for a Project Manager, and approved the Executive Director position description.

**Miscellaneous Correspondence**

Correspondence was included in the [meeting materials](#).

**Public Comments**

There were no public comments.

**Adjourn**

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

**TOWN OF CONCORD  
SELECT BOARD  
MINUTES  
SEPTEMBER 7, 2021**

**Roll call vote**

Mr. Johnson: Aye

Ms. Ackerman: Aye

Ms. Escobedo: Aye

Ms. Bates: Aye

Mr. Dane: Aye

**Meeting Materials:** <https://concordma.gov/DocumentCenter/View/32156/September-7-SB-Packet>

**Minuteman Media Network Coverage:** <https://www.youtube.com/watch?v=19fEM0cO1r0>



**TOWN OF CONCORD**  
**Office of the Town Manager**  
 Town House  
 P.O. Box 535  
 Concord, Massachusetts 01742

TEL: 978-318-3000  
 FAX: 978-318-3002

Stephen Crane, Town Manager

# MEMORANDUM

To: Chair Ackerman and Members of the Board

From: Stephen Crane, Town Manager

Date: October 25, 2021

Re: Town Manager Report

---

## COVID Dashboard (as of 10/7/2021)

												TOTAL	NEW IN LAST 7 DAYS
Ages	0-5	6-11	12-15	16-20	21-30	31-40	41-50	51-60	61-70	71-80	80+		
<b>CONCORD +COVID Cases</b>	3	29	5	15	18	15	25	19	17	7	11	164	
Vaccinated	0	0	5	11	10	9	23	18	15	5	7	103	
New this week		1		1	1	4	2	1	3	1	1	15	15

### CARLISLE

+COVID Cases	1	3	2	1	2	1	2	8	4		1	25	
Vaccinated		0	2	0	3	1	2	6	3		1	18	
New this week			2			1		1				4	4

### LINCOLN

+COVID Cases	2			7	9		6	3	6	2	2	37	
Vaccinated	0			6	8		4	3	3	2	2	28	
New this week							1					1	1

## **DPLM**

Health Director Susan Rask announced her retirement. December 15 will be her last day.

The Grantham Group has secured all of its funding for construction of the Christopher Height's 83-unit assisted living facility in West Concord. They are currently working on the final design and permitting of the on-site wastewater package treatment system from MassDEP and other conditions needed before obtaining a building permit. Construction is anticipated to begin in Summer 2022.

The contract with Community engagement consultant JM Goldson has been finalized and an RFP for an added housing consultant with the Regional Housing Services Office (RHSO) is posted so the RHSO will be able to prepare the Housing Needs Assessment. The next step will be to prepare a charge for the HPP Steering Committee for consideration by the Select Board and appointing residents to the Steering Committee. Additionally, RHSO Director Liz Rust noted that most of the more recent Census data we hoped to use in the HPP will not be available until spring of 2022. However, we will continue on the project plan path, and adjust as necessary. The Planning Board will have a final discussion regarding potential Zoning Bylaw amendments to the Thoreau Depot Business District and set a date for a third community forum in November/December to receive additional public input before finalizing a Zoning Bylaw amendment warrant article for the 2022 Annual Town Meeting.

## **CMLP**

### RoxWind 2021 Quarter 3 Update:

The project is nearing the end of its construction phase and is approaching operations. Here is a picture of the last turbine after it was fully erected. GE should start pre-commissioning the turbines and then synching the turbines to the grid in about two weeks. After that, GE will complete the commissioning work as well as demobilize the construction team.



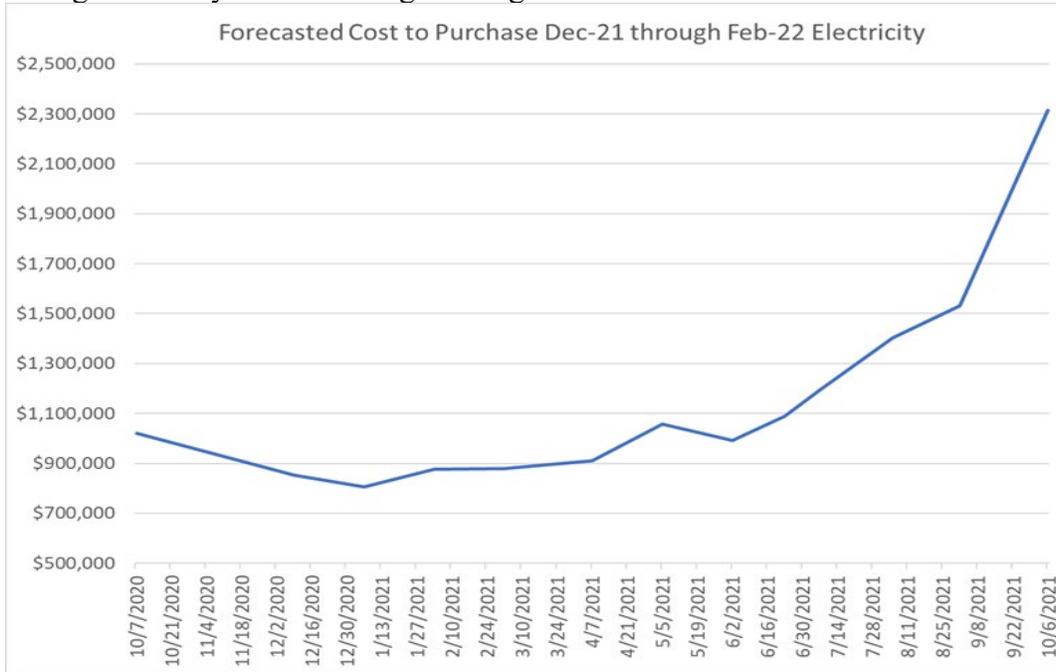
### Winter Power Pricing: Macro Picture

For a sense of the macro picture, here is commentary from Energy New England's 9/30/21 Market Report:

“The energy sector is getting a lot of news this past week as we are seeing Europe potentially enter one of the worst energy crises since the 1970's oil embargo. China is also initiating rolling electricity blackouts for the foreseeable future which has the US market wondering if any of the problems abroad are a sign of things to come here in the US. Natural gas prices soared across the globe, notably the United Kingdom which is seeing gas above \$26 per Million British Thermal Unit (“MMBTU,”) the highest settlement price ever. The idea is that if the winter is cold over there, blackouts are likely at this point. Fertilizer plants and other chemicals factories are shutting down due to the high prices, further straining supply chains. On the oil front, it's likely that gasoline will be rationed. BP reported that nearly 1/3 of its fuel stations in the UK are out of gasoline which has drivers panic buying.

**Impact on CMLP**

CMLP’s current forecasted cost to purchase the unhedged volume of electricity that the Town is anticipated to need for December 2021 through February 2022 is \$2.3 million, an increase of \$1.5 million over the estimate in the 2021 budget. If there is a cold winter and prices do not moderate from their current levels, CMLP is likely to need to place a surcharge on the December through February bills to manage the higher cost.



**Broadband Update**

Current Customer Count –

**Total number of Customers: 1522 Active Accounts**

**Residential**

Entry	49.95	417
Basic	64.95	306
Hi-Speed	74.95	396
Ultra	89.95	275

**Business**

Entry	74.95	42
Basic	89.95	39
Hi-Speed	149.95	19
Ultra	199.95	16
Business Enterprise	Quoted	12

**Backlog Update:**

Concord Broadband believes the actual backlog is approximately 140 today as of the end of September. We have only received three additional responses since July. Installations have

nearly reached pre-pandemic levels 25 - 30 installs monthly. The goal of 45 installations per month dependent is achievable once the fourth technician has been hired and trained. This will increase the annual installations by approximately 33%. Additionally, the Town is evaluating proposals from contractors to assist with installations.

### **Regional Letter to EOEEA**

The Town Manager of Arlington circulated a draft letter to Secretary Kathleen A. Theoharides of the Executive Office of Energy and Environmental Affairs (EOEEA) regarding the net zero emissions. I added my signature along with many other area town managers/administrators. The text of the letter is below:

*The undersigned represent governments of Massachusetts cities and town deeply engaged in the battle against climate change. We strongly support the Commonwealth's commitment to achieve net zero emissions by 2050 as well as the interim goals required by this year's "Next Generation Roadmap for Massachusetts Climate Policy." This and more has to be done. Fires in California, floods in Germany, and record June temperatures at home remind us of the urgency of our situation. As the recent IPCC report on Climate Change in 2021 shows, we are now well past the 11<sup>th</sup> hour.*

*The Next Generation Roadmap legislation signed by the Governor in March requires DOER to develop a specialized stretch energy code that includes net-zero building performance standards and a definition of a net-zero building. The statute lays out an ambitious process of public engagement as the Department develops the required code. We welcome the opportunity to participate in this process.*

*At the outset, we strongly believe that both the statute and practical reality call for a true net zero stretch code. The specialized stretch code is optional. No municipality is required to adopt it, and not every one will. But for the towns and cities ready to lead the way, the stretch code promulgated by DOER must be strong enough to get the job done. Nothing less than net zero will suffice. The municipalities that opt in are eager to be the Commonwealth's test kitchen. They need bold policies to test.*

*A true net zero stretch code must cover all residential and commercial buildings. It must foster high performance building envelopes, such as those contemplated by Passive House standards. It must promote electrification, and at the very least provide the municipalities who opt in with clear authority to prohibit on-site combustion in new building and major rehabilitation. Moreover, since time is of the essence, any phase-in period must be short and supported by clear and convincing evidence. There are many ways of reaching our goal and that of the statute. We welcome the chance to engage in discussion about means. As local governments, we understand the importance of pragmatism. It is essential, however, that the path chosen leads to the right destination.*

*We appreciate your enthusiasm and professionalism and that of your staff. We hope that the process you are beginning will result in a code that will maintain Massachusetts's place as a national leader in the fight against global warming. Other jurisdictions, including California and the District of Columbia, have moved decisively in this*

*direction, and we do not wish the Commonwealth to be left behind. We strongly support the process that is unfolding and look forward to providing any assistance we can.*

## **HUMAN SERVICES**

**Senior Services:** COA has partnered with the West Concord Pharmacy to offer Concord residents, age 65 and older, an opportunity to receive a COVID-19 booster. The Town offered two clinics to dispense the Pfizer-brand vaccine. In addition to the COVID booster clinics, the COA is also hosted a flu vaccination clinic.

## **FACILITIES**

The building at 141 Keyes Rd that houses the Department of Planning and Land Management underwent a complete HVAC upgrade which completed this week. The project was overseen by Ultra Services Inc. of Billerica and involved removing older and outdated equipment from the building's basement and relocating the condensers outside the building (below the red arrows). The new system fits nicely with Concord's Sustainability goals as it boasts several new air-source heat pumps and new fresh air makeup units. The older units (marked with red x's) that were fossil fuel dependent and outdated will be recycled.



## **CPW**

As part of an annual Tree Planting Program, the Division contacted over 35 residents who had previously expressed interest in having a tree planted along their property. After reviewing locations, the Division will be planting over 40 trees in the month of October.

Fall Water Main Flushing will begin Monday, October 18<sup>th</sup>. Flushing will be taking place from 9am – 3 pm Monday through Thursday, October 18<sup>th</sup> through 21<sup>st</sup> and Monday through Wednesday, October 25<sup>th</sup> through 27<sup>th</sup>. For more detailed information, please visit [www.concordma.gov/flushing](http://www.concordma.gov/flushing)

## **Opioid Litigation**

The Town has been notified about two proposed settlement funds that would resolve all opioid litigation by states against the three largest opioid pharmaceutical distributors. Between the two funds, \$22.7 billion has been reserved for use by participating states. Each state decides whether to join the settlement funds and each municipal government within each state must decide whether to participate in the settlement fund. Massachusetts, acting through its Attorney General, has decided to join the settlement funds. Concord must opt in to participate in the settlement.

Several months ago, the Town Manager's Office led an exercise to approximate the rough cost of providing services to those impacted by the opioid epidemic in the Concord community. The Town worked with Town Counsel to file the appropriate paperwork for this settlement claim. The state has set up this website for more information: <https://mass.gov/fighting-the-opioid->

[crisis](https://nationalopioidsettlement.com). Information on the settlement funds can be found here:  
<https://nationalopioidsettlement.com>.

The Town is currently reviewing its rights and the requisite release of claims in the settlement agreement.

## 2022 Special Town Meeting (STM) & Special Town Election (STE) Calendar

ACTION	TIMETABLE/CONSIDERATIONS	DATE
Open Warrant		October 25, 2021 at 7PM
Close Warrant & Approve Content & Order of Warrant	Open 10 days; public hearing dates should be included in the warrant; warrant must include time, date, and location of special town meeting, and agenda (written articles) for STM.	November 4, 2021 at 4PM
Select Board votes to approve Articles and order of Warrant		November 8, 2021
Post Warrant & mail to all Concord households	At least 14 days prior to STM (and prior to hearings)	November 22, 2021
Joint Public Hearing – Finance Committee and Select Board		TBD
Public Hearing – Planning Board (only if Zoning Article is on the warrant)	MGL Ch. 40A, Sec.5 requires PB to hold a public hearing for all zoning bylaw articles	December 28, 2021 (if needed)
Finance Committee Report to Printer		Placeholder: January 1, 2022
Mailing of Finance Committee Report	Finance Committee bylaw Section 3: must be mailed at least 7 days prior to the meeting	(Monday) January 10, 2022
Last Day to Register to Vote for STM	10 days prior to STM	January 10, 2022
Special Town Meeting		January 20, 2022 (Date to be approved by the Select Board: Snow date- January 27, 2022)
Last Day to Register to Vote for STE	20 days prior to STE	January 14, 2022
Special Town Election		February 3, 2022 (Select Board to vote on changing date from February 2 to follow Town tradition of Thursday elections)

**From:** Cynthia Rainey <[crainey@concordps.org](mailto:crainey@concordps.org)>

**Sent:** Monday, September 13, 2021 1:15 PM

**To:** Terri Ackerman <[tackerman@concordma.gov](mailto:tackerman@concordma.gov)>; Stephen Crane <[scrane@concordma.gov](mailto:scrane@concordma.gov)>; Laurie Hunter <[lhunter@concordps.org](mailto:lhunter@concordps.org)>; Sara Wilson <[swilson@concordcarlisle.org](mailto:swilson@concordcarlisle.org)>; Kaari Tari <[ktari@concordma.gov](mailto:ktari@concordma.gov)>

**Subject:** Fwd: FW: Letter of Resignation from SC

From my reading of the Town Charter the Select Board will need to call a Special Election in Concord. Can you let me know the timing and process for filling this vacancy?

Thanks

September 13, 2021

Town of Concord  
22 Monument Square  
Concord, MA 01742

To The Town Clerk,

I have received a full merit scholarship for the Master's degree at the Boston Islamic Seminary to begin this fall. I will be starting the fulltime program this week.

It is with mixed emotions that I am terminating my service with the School Committee effective immediately. It has been an honor to serve the community of Concord in this capacity and I will continue my advocacy work and engagement in different ways.

I am eternally grateful for the support of my cherished community.

Sincerely,

Fatima Mezdad  
155 Powder Mill Road



# TOWN OF CONCORD

Department of Planning & Land Management  
141 Keyes Road ~ Concord MA ~ 01742

October 12, 2021

To: Stephen Crane, Town Manager  
From: Marcia Rasmussen, Director of Planning & Land Management **MAR**  
Re: **Highlights and timeline for the Lowell Secondary Track Railroad Right-of-way; Junction Park and the Bruce Freeman Rail Trail (BFRT)**

As requested, here is a summary of background information and timeline regarding the State's acquisition of the Lowell Secondary Railroad Right-of-way, design for the Bruce Freeman Rail Trail and the design for Junction Park.

Since the spring 2021, in my capacity of supporting numerous committees, I have attended several meetings where some Concord residents have called into question the design intentions for the BFRT and Junction Park. There are some who have expressed the opinion that the Junction Park design was not intended to accommodate or include the BFRT; that the former railroad right-of-way cannot be shared. I have reviewed Town reports prepared for the BFRT, minutes of the Public Works Commission (PWC) and the BFRT Advisory Committee, memos and presentations prepared by Concord Public Works (CPW) staff, Town Meeting votes/actions, Massachusetts Department of Transportation documents and other records to determine that the walkway constructed as part of the Junction Park design was intended to include the BFRT. This memo provides a timeline of this record along with attachments or links of the documents mentioned.

The documents cited below demonstrate that it was the intention for the BFRT and Junction Park to co-occupy the right-of-way of the Lowell Secondary Track, and that the design implemented was done so with the express intention to provide a multi-purpose, multi-use path through Junction Park that could be used by all. It is therefore hoped that efforts/energies can be focused on how best to address concerns being raised about the multiple uses of this common area today. Said solutions may not meet every person's desire for how the right-of-way land is used but working toward a solution that accommodates all users/intentions for the site is a possibility if, and when, the resources are available.

**1982** – Commonwealth of Massachusetts deed is recorded for the taking of all or any portion of the land, premises, easements rights-of-way and other rights in Concord comprising the former Lowell Secondary Track (also known as the New York, New Haven and Hartford RR) right-of-way (Middlesex South Registry of Deeds Book 14609, pages 302-317, and Book 14836, pages 507-512).

**1987** – A feasibility study of the Sudbury to Lowell portion of the Lowell Secondary Track is prepared by the MPO's Central Transportation Planning Staff (CTPS) to consider converting the

former railroad right-of-way to a multi-use rail trail. An update of Phase 2C (Westford, Carlisle, Acton and Concord sections) is conducted in 2003.

**1991** – Town of Concord enters into a License Agreement with the State’s Executive Office of Transportation for use of a portion of the right-of-way for a park and walkway, to be named Junction Park.

**June 24, 2005** – The Town seeks input from the Massachusetts Bay Transportation Authority regarding the Town’s intent to: 1) align the rail trail through the MBTA commuter parking lot using pavement markings, signage or special pavers, and 2) Utilize the existing at-grade crossing of the active rail line at the West Concord Station platform (see attached letter dated June 24, 2005 from Town Manager Christopher Whelan to Director of Real Estate Mark Boyle).

**2005** – Consultant Fay, Spofford & Thorndike completes the August 2005 BFRT Environmental and Engineering Assessment with recommendations that the trail continue over the existing at-grade pedestrian crossing and through the existing park (excerpts from that report attached – full report available online here: <https://concordma.gov/993/Environmental-Reports-Information>).

**June 2009** – 25% Design Public Hearing for the Bruce Freeman Rail Trail Phase 2C is held at the Town House (see attached notice of public hearing). The 25% Design Plans did not include the connection between the Main Street intersection and the Nashoba Brook bridge because the MBTA was not willing to approve a trail crossing over the existing at-grade pedestrian crossing. The BFRT Advisory Committee then hired consultant Greenman-Pedersen, Inc. to consider design alternatives for crossing the commuter railroad.

**February 2010** – GPI submits the Proposed BFRT/MBTA Commuter Rail Crossing Alternatives Analysis to the Advisory Committee for consideration. Based on cost, safety and environmental factors, GPI recommended a wider sidewalk on Commonwealth Ave. as the Preferred Alternative (<https://concordma.gov/994/Commuter-Rail-Crossing-Analysis-Report>). Follow-up discussions with various stakeholders (West Concord Task Force and business and property owners along Commonwealth Ave.), however, led the Advisory Committee to reject the wider sidewalk alternative and to continue discussing alternative crossing locations of the commuter railroad with the MBTA.

**2009 to 2011** – Concord Public Works Engineering staff works with the West Concord Green Thumbs and a conceptual design from Mary Crain Penniman Design to improve and enhance Junction Park (see attached conceptual design plan).

**September 2011** – During an initial presentation to the Public Works Commission (PWC) in September (meeting minutes from September PWC meeting attached), Town Engineer states that the “walkway will be thirteen feet wide to accommodate the future Bruce Freeman Rail Trail extension if that should come through this area”. Several members of the public also spoke on this matter.

**November 3, 2011** – The BFRT Advisory Committee meeting minutes report that “the design plans for Junction Park were reviewed and the location of the potential trail right-of-way determined. Once the BFRT design is finalized, we would comment on the street crossing at Main Street, evaluate the surface of the area where the trail would go, and re-examine the area near the rail crossing” (see attached minutes of the meeting).

**November 10, 2011-** The PWC conducts another public meeting to discuss the design for Junction Park. The minutes include a history provided by the Town Engineer about the design for Junction Park and discussions with the designers for the BFRT. The memo prepared by CPW Town Engineer and presentation made at the meeting again indicates that the design accommodates the BFRT. Several members of the public raise concern that a separate path for the BFRT should be incorporated into the overall design (see attached minutes of the meeting, Town Engineer memorandum and excerpt from the presentation) but the final design does not include a separate path.

**April 26, 2012** – Town Meeting votes under Article 39 (see attached certified vote) to authorize the Select Board for purposes of establishing, constructing, operating, and maintaining a multi-use rail trail over the Lowell Secondary Track (also known as the New York, New Haven and Hartford RR) right-of-way.

**August 2012** – The Select Board votes to authorize the Town Manager to sign a license agreement with the Massachusetts Dept. of Transportation regarding use of certain portions of the Lowell Secondary Track as a public park and walkway (a.k.a. Junction Park). The License Agreement is signed on August 24, 2012 (both items attached).

**April 2013** – The Concord Public Works Engineering Division, working with Louis Berger and Associates, prepares conceptual plans for “Proposed Improvements for Bruce Freeman Rail Trail Pedestrian Crossing – West Concord Station” that shows the BFRT continuing adjacent to the commuter parking lot, over the commuter railroad next to the raised handicapped access platform and continuing over a portion of the property associated with then-West Concord Super Market (now Woods Hill Table restaurant) and connecting to Junction Park. These plans are submitted to the State for consideration of the proposed commuter rail crossing near the handicapped access platforms (attached cover sheet and layout plan from the 10-page plan set).

**April 1, 2014** – The Town receives approval from the MBTA of the proposed improvements for the BFRT pedestrian crossing – West Concord Station (letter attached). This design is then provided to the BFRT Design firm, GPI, to incorporate in the final design/construction drawings for the BFRT.

**November 2015** – A Design Public Informational Meeting is held by MassDOT to discuss Phase 2C of the proposed Bruce Freeman Rail Trail (BFRT) project in the Town of Concord, MA because of the final alignment of the trail in West Concord center, through Junction Park.

**April 6, 2016** – Town Meeting votes under Article 58 (passed by a declared near unanimous vote) to authorize the Select Board for purposes of establishing, constructing, operating and maintaining a multi-use rail trail over the Lowell Secondary Track (also known as the New York, New Haven and Hartford RR) right-of-way.



**From:** Nathaniel Welch <[nwelch54@icloud.com](mailto:nwelch54@icloud.com)>  
**Sent:** Sunday, October 10, 2021 12:02 PM  
**To:** Terri Ackerman <[tackerman@concordma.gov](mailto:tackerman@concordma.gov)>  
**Cc:** Richard Fahlander, BFRT CoChair <[richardfahlander@gmail.com](mailto:richardfahlander@gmail.com)>; Matthew Johnson <[mjohnson@concordma.gov](mailto:mjohnson@concordma.gov)>  
**Subject:** Official Charge designation for Membership on the BFRTAC

Terri:

The Bruce Freeman rail Trail Advisory Committee is looking to add members in order to take up additional work and it has come to our attention that the requirements of the current Charge (As amended 1/23/2006) may make that job harder.

Here is the language from the charge:

**B. Membership**

**The Bruce Freeman Rail Trail Committee shall be comprised of nine residents of the Town appointed by the Board of Selectmen each for staggered three- year terms. The membership shall be as follows:**

- One representative of the Friends of the Bruce Freeman Rail Trail**
- One member to represent the interests of abutters to the Rail Trail**
- One member knowledgeable in the area of facilities maintenance, such as current or past member of the Public Works Commission**
- One member knowledgeable in facilities design and development, such as a member or past member of the Planning Board**
- Five citizens at-large**

We currently have six members: 4 members at large, one member who is an abutter of the trail, and a member who has been designated the representative of the Friends of the BFRT( by the Board of the FoBFRT).

The suggested changes to the charge would be to drop the requirements for one member “knowledgeable in the area of facilities maintenance...” and a member “knowledgeable in facilities design and development..”

The new charge would read

**B. Membership**

**The Bruce Freeman Rail Trail Committee shall be comprised of nine residents of the Town appointed by the Board of Selectmen each for staggered three- year terms. The membership shall be as follows:**

- One representative of the Friends of the Bruce Freeman Rail Trail**
- One member to represent the interests of abutters to the Rail Trail**
- Seven citizens at-large**

This would help us staff the Committee to best serve the Town.

Regards,

Nat

~~~

Nathaniel Welch

[nwelch54@icloud.com](mailto:nwelch54@icloud.com) | <https://www.linkedin.com/in/nwelch/>

617-803-5282 | 141 Stow Street, Concord, MA 01742

**From:** Cynthia Katz <[cynthiapkatz@gmail.com](mailto:cynthiapkatz@gmail.com)>

**Sent:** Thursday, October 7, 2021 9:59 AM

**To:** Stephen Crane <[scrane@concordma.gov](mailto:scrane@concordma.gov)>

**Cc:** Patricia Kent <[patricia.kent@comcast.net](mailto:patricia.kent@comcast.net)>; [mjohnso@concordma.gov](mailto:mjohnso@concordma.gov)

<[mjohnso@concordma.gov](mailto:mjohnso@concordma.gov)>; Terri Ackerman <[tackerman@concordma.gov](mailto:tackerman@concordma.gov)>; Jane Hotchkiss <[jhotchkiss@concordma.gov](mailto:jhotchkiss@concordma.gov)>; Susan Bates <[sbates@concordma.gov](mailto:sbates@concordma.gov)>; Linda Escobedo <[lescobedo@concordma.gov](mailto:lescobedo@concordma.gov)>; Althouse, John <[althouse49@gmail.com](mailto:althouse49@gmail.com)>; Anderson, Janet <[janders31@comcast.net](mailto:janders31@comcast.net)>; Bailey, Isabel <[isabelvbailey@gmail.com](mailto:isabelvbailey@gmail.com)>; Baryiamas, Beth <[bbaryiamas@gmail.com](mailto:bbaryiamas@gmail.com)>; Bitman, Leslie <[lbitman57@gmail.com](mailto:lbitman57@gmail.com)>; Brennan, Bobbie <[bobbiebrennan@mac.com](mailto:bobbiebrennan@mac.com)>; Clayton, Helene <[heleneclayton@comcast.net](mailto:heleneclayton@comcast.net)>; Crowley, Nancy <[nmcrowley1@yahoo.com](mailto:nmcrowley1@yahoo.com)>; Delker, Lynn <[lynndelk@aol.com](mailto:lynndelk@aol.com)>; Delker, Wayne <[wldelker@gmail.com](mailto:wldelker@gmail.com)>; Duncan, Lucinda <[lucindaduncan44@gmail.com](mailto:lucindaduncan44@gmail.com)>; Dunn, Cosette <[cocodunn131@comcast.net](mailto:cocodunn131@comcast.net)>; Epling, Ann <[anneppling@gmail.com](mailto:anneppling@gmail.com)>; Ferrante, Lea <[lea@ferrante-photo.com](mailto:lea@ferrante-photo.com)>; Fleming, Pat <[patfleming1@comcast.net](mailto:patfleming1@comcast.net)>; Fontaine, Suzanne <[sfontaine20@icloud.com](mailto:sfontaine20@icloud.com)>; Foster, Laurie <[lfoster3701@gmail.com](mailto:lfoster3701@gmail.com)>; Furth, Eileen <[eileenfurth@yahoo.com](mailto:eileenfurth@yahoo.com)>; Green, Faxon <[faxon@faxongreen.com](mailto:faxon@faxongreen.com)>; Greene, Claire <[crgreene21@comcast.net](mailto:crgreene21@comcast.net)>; Greeneberg, Ann <[ann\\_greenberg@hotmail.com](mailto:ann_greenberg@hotmail.com)>; Haber, Sabrina <[robsabrina@gmail.com](mailto:robsabrina@gmail.com)>; Hellman, Tanya <[tanyahellman@comcast.net](mailto:tanyahellman@comcast.net)>; Carlene Hempel <[carlenehempel@hotmail.com](mailto:carlenehempel@hotmail.com)>; Hoey, Amy <[athoey@gmail.com](mailto:athoey@gmail.com)>; Keane, Linda <[lmkeane85@gmail.com](mailto:lmkeane85@gmail.com)>; Kehoe, Dorrie <[dorriekhoe@comcast.net](mailto:dorriekhoe@comcast.net)>; Kobos, Kathy <[khkobos@aol.com](mailto:khkobos@aol.com)>; Krohlow, Faith <[fkrohlow@gmail.com](mailto:fkrohlow@gmail.com)>; Kundert, Beth <[lrk@alumni.brown.edu](mailto:lrk@alumni.brown.edu)>; Lang, Ginger <[ginger.r.lang@gmail.com](mailto:ginger.r.lang@gmail.com)>; Langan, Caroline <[carolinelangan@omcast.net](mailto:carolinelangan@omcast.net)>; LeClaire, Elizabeth <[lizeclair@ymail.com](mailto:lizeclair@ymail.com)>; Lehmann, Alice <[alicerun1@comcast.net](mailto:alicerun1@comcast.net)>; Lekorenos, Christen <[clekorenos@yahoo.com](mailto:clekorenos@yahoo.com)>; Lowitt, Marilyn <[Marilyn.Lowitt@verizon.net](mailto:Marilyn.Lowitt@verizon.net)>; Donald Macdonald <[theresa876@aol.com](mailto:theresa876@aol.com)>; Magee, Barbara <[barbaracmagee@gmail.com](mailto:barbaracmagee@gmail.com)>; McCloy, Caroline <[cmccloy8187@gmail.com](mailto:cmccloy8187@gmail.com)>; Menger, Sydney <[smenger@comcast.net](mailto:smenger@comcast.net)>; Merna, Meghan <[megkav01@gmail.com](mailto:megkav01@gmail.com)>; Miller, Dorcas <[dorcas@tiac.net](mailto:dorcas@tiac.net)>; Monaghan, Joanne <[Joanne.Monaghan@gmail.com](mailto:Joanne.Monaghan@gmail.com)>; Barbara Morse <[bamorsefaep@comcast.net](mailto:bamorsefaep@comcast.net)>; Muller, Susan <[suecmuller@gmail.com](mailto:suecmuller@gmail.com)>; Orr, Ian <[ian@ferrante-photo.com](mailto:ian@ferrante-photo.com)>; Owen, Martha <[m.owen@cmowen.us](mailto:m.owen@cmowen.us)>; Prewitt, April <[april.prewitt@gmail.com](mailto:april.prewitt@gmail.com)>; Quackenbush, Ellen <[equackenbush206@gmail.com](mailto:equackenbush206@gmail.com)>; Robitaille, Jill <[jb.robitaille190@gmail.com](mailto:jb.robitaille190@gmail.com)>; Saalfield, Melissa <[mjc.saalfield@gmail.com](mailto:mjc.saalfield@gmail.com)>; Satterthwaite, Bill <[billstatt@icloud.com](mailto:billstatt@icloud.com)>; Satterthwaite, Sallie <[salliesatt@comcast.net](mailto:salliesatt@comcast.net)>; Senes, Renee <[rsenes@gmail.com](mailto:rsenes@gmail.com)>; Sillari, Olivia <[ofochi@aol.com](mailto:ofochi@aol.com)>; Swaim, Betsy <[betsyswaim@icloud.com](mailto:betsyswaim@icloud.com)>; Toussaint, M. Lou <[mloutoussaint@gmail.com](mailto:mloutoussaint@gmail.com)>; Valentine, Noelle <[noelle\\_valentine@hotmail.com](mailto:noelle_valentine@hotmail.com)>; Venne, Kathy <[kfvenne@gmail.com](mailto:kfvenne@gmail.com)>; Viskin, Sue <[susan.viskin@gmail.com](mailto:susan.viskin@gmail.com)>; Young, Karen <[youngklc4951@gmail.com](mailto:youngklc4951@gmail.com)>; Zivalic, Leah <[Leah.zivalic@gmail.com](mailto:Leah.zivalic@gmail.com)>; Zuffante, Nancy <[nancy.zuffante@gmail.com](mailto:nancy.zuffante@gmail.com)>; Eleanor Garvey <[elliegarvey1216@gmail.com](mailto:elliegarvey1216@gmail.com)>; Nancy Kerr <[nancy.kerr@gmail.com](mailto:nancy.kerr@gmail.com)>

**Subject:** Re: WCGT Concerns' about Safety at JP

You don't often get email from [cynthiapkatz@gmail.com](mailto:cynthiapkatz@gmail.com). [Learn why this is important](#)

Hi Stephen, et al!

I can tell you from repeated observation that almost nobody--adults or kids--- walks their bikes through Junction Park. The "walk your wheels" pavement markings--one by the parking lot/train tracks and the other across the street from JP---don't do the trick, and the new signage installed is

almost impossible to detect, especially if you're on a bike (already), and moving. If you're on the BFRT coming from the west, you won't even see/pass the pavement marker.

And I also wonder once the BFRT is connected via the Route 2 bridge, how local sidewalks will be impacted....even though I believe you aren't supposed to ride bikes on sidewalks, for kids (and sometimes adults) it is done probably because it seems safer than the road. But it puts pedestrians at risk.

Cynthia Katz  
West Concord walker

On Wed, Oct 6, 2021 at 4:23 PM Stephen Crane <[scrane@concordma.gov](mailto:scrane@concordma.gov)> wrote:  
Hi Patricia. Were the potential conflicts between cyclists and pedestrians discussed with CPW In 2013 and, if so, what options were considered? It would be helpful for me to have more background as we look ahead to changes that may be needed.

In the meantime, the Town, primarily through the Transportation Advisory Committee (TAC), has spent a lot of time on this issue and solicited public input during its meetings on ways to approach it. As a result of those discussions, new "walk your wheels" pavement markings have been installed and new signage is being installed. These measures will help notify riders to dismount before entering the park in a way that is much more visible than the pre-existing signage.

Thanks for the note and we will continue to research options as we learn more about the level of use in the coming months.

**From:** Patricia Kent <[patricia.kent@comcast.net](mailto:patricia.kent@comcast.net)>

**Sent:** Monday, October 4, 2021 9:06 AM

**To:** Stephen Crane <[scrane@concordma.gov](mailto:scrane@concordma.gov)>; [mjohnso@concordma.gov](mailto:mjohnso@concordma.gov); Terri Ackerman <[tackerman@concordma.gov](mailto:tackerman@concordma.gov)>; Jane Hotchkiss <[jhotchkiss@concordma.gov](mailto:jhotchkiss@concordma.gov)>; Susan Bates <[sbates@concordma.gov](mailto:sbates@concordma.gov)>; Linda Escobedo <[lescobedo@concordma.gov](mailto:lescobedo@concordma.gov)>

**Cc:** Althouse, John <[althouse49@gmail.com](mailto:althouse49@gmail.com)>; Anderson, Janet <[janders31@comcast.net](mailto:janders31@comcast.net)>; Bailey, Isabel <[isabelvbailey@gmail.com](mailto:isabelvbailey@gmail.com)>; Baryiames, Beth <[bbaryiames@gmail.com](mailto:bbaryiames@gmail.com)>; Bitman, Leslie <[lbitman57@gmail.com](mailto:lbitman57@gmail.com)>; Brennan, Bobbie <[bobbiebrennan@mac.com](mailto:bobbiebrennan@mac.com)>; Clayton, Helene <[heleneclayton@comcast.net](mailto:heleneclayton@comcast.net)>; Crowley, Nancy <[nmcrowley1@yahoo.com](mailto:nmcrowley1@yahoo.com)>; Delker, Lynn <[lynnndelk@aol.com](mailto:lynnndelk@aol.com)>; Delker, Wayne <[wldelker@gmail.com](mailto:wldelker@gmail.com)>; Duncan, Lucinda <[lucindaduncan44@gmail.com](mailto:lucindaduncan44@gmail.com)>; Dunn, Cosette <[cocodunn131@comcast.net](mailto:cocodunn131@comcast.net)>; Eppling, Ann <[anneppling@gmail.com](mailto:anneppling@gmail.com)>; Ferrante, Lea <[lea@ferrante-photo.com](mailto:lea@ferrante-photo.com)>; Fleming, Pat <[patfleming1@comcast.net](mailto:patfleming1@comcast.net)>; Fontaine, Suzanne <[sfontaine20@icloud.com](mailto:sfontaine20@icloud.com)>; Foster, Laurie <[lfoster3701@gmail.com](mailto:lfoster3701@gmail.com)>; Furth, Eileen <[eileenfurth@yahoo.com](mailto:eileenfurth@yahoo.com)>; Green, Faxon <[faxon@faxongreen.com](mailto:faxon@faxongreen.com)>; Greene, Claire <[crgreene21@comcast.net](mailto:crgreene21@comcast.net)>; Greeneberg, Ann <[ann\\_greenberg@hotmail.com](mailto:ann_greenberg@hotmail.com)>; Haber, Sabrina <[robsabrina@gmail.com](mailto:robsabrina@gmail.com)>; Hellman, Tanya <[tanyahellman@comcast.net](mailto:tanyahellman@comcast.net)>; Carlene Hempel <[carlenehempel@hotmail.com](mailto:carlenehempel@hotmail.com)>; Hoey, Amy <[athoey@gmail.com](mailto:athoey@gmail.com)>; Katz, Cynthia <[cynthiapkatz@gmail.com](mailto:cynthiapkatz@gmail.com)>; Keane, Linda

<[lmkeane85@gmail.com](mailto:lmkeane85@gmail.com)>; Kehoe, Dorrie <[dorriekehoe@comcast.net](mailto:dorriekehoe@comcast.net)>; Kent, Patricia <[patricia.kent@comcast.net](mailto:patricia.kent@comcast.net)>; Kobos, Kathy <[khkobos@aol.com](mailto:khkobos@aol.com)>; Krohlow, Faith <[fkrohlow@gmail.com](mailto:fkrohlow@gmail.com)>; Kundert, Beth <[lrk@alumni.brown.edu](mailto:lrk@alumni.brown.edu)>; Lang, Ginger <[ginger.r.lang@gmail.com](mailto:ginger.r.lang@gmail.com)>; Langan, Caroline <[carolinelangan@omcast.net](mailto:carolinelangan@omcast.net)>; LeClaire, Elizabeth <[lizleclair@ymail.com](mailto:lizleclair@ymail.com)>; Lehmann, Alice <[alicerun1@comcast.net](mailto:alicerun1@comcast.net)>; Lekorenos, Christen <[clekorenos@yahoo.com](mailto:clekorenos@yahoo.com)>; Lowitt, Marilyn <[Marilyn.Lowitt@verizon.net](mailto:Marilyn.Lowitt@verizon.net)>; Donald Macdonald <[theresa876@aol.com](mailto:theresa876@aol.com)>; Magee, Barbara <[barbaracmagee@gmail.com](mailto:barbaracmagee@gmail.com)>; McCloy, Caroline <[cmccloy8187@gmail.com](mailto:cmccloy8187@gmail.com)>; Menger, Sydney <[smenger@comcast.net](mailto:smenger@comcast.net)>; Merna, Meghan <[megkav01@gmail.com](mailto:megkav01@gmail.com)>; Miller, Dorcas <[dorcas@tiac.net](mailto:dorcas@tiac.net)>; Monaghan, Joanne <[Joanne.Monaghan@gmail.com](mailto:Joanne.Monaghan@gmail.com)>; Barbara Morse <[bamorsefaep@comcast.net](mailto:bamorsefaep@comcast.net)>; Muller, Susan <[suecmuller@gmail.com](mailto:suecmuller@gmail.com)>; Orr, Ian <[ian@ferrante-photo.com](mailto:ian@ferrante-photo.com)>; Owen, Martha <[m.owen@cmowen.us](mailto:m.owen@cmowen.us)>; Prewitt, April <[april.prewitt@gmail.com](mailto:april.prewitt@gmail.com)>; Quackenbush, Ellen <[equackenbush206@gmail.com](mailto:equackenbush206@gmail.com)>; Robitaille, Jill <[jb.robitaille190@gmail.com](mailto:jb.robitaille190@gmail.com)>; Saalfield, Melissa <[mjc.saalfield@gmail.com](mailto:mjc.saalfield@gmail.com)>; Satterthwaite, Bill <[billsatt@icloud.com](mailto:billsatt@icloud.com)>; Satterthwaite, Sallie <[salliesatt@comcast.net](mailto:salliesatt@comcast.net)>; Senes, Renee <[rsenes@gmail.com](mailto:rsenes@gmail.com)>; Sillari, Olivia <[ofochi@aol.com](mailto:ofochi@aol.com)>; Swaim, Betsy <[betsyswaim@icloud.com](mailto:betsyswaim@icloud.com)>; Toussaint, M. Lou <[mloutoussaint@gmail.com](mailto:mloutoussaint@gmail.com)>; Valentine, Noelle <[noelle\\_valentine@hotmail.com](mailto:noelle_valentine@hotmail.com)>; Venne, Kathy <[kfvenne@gmail.com](mailto:kfvenne@gmail.com)>; Viskin, Sue <[susan.viskin@gmail.com](mailto:susan.viskin@gmail.com)>; Young, Karen <[youngklc4951@gmail.com](mailto:youngklc4951@gmail.com)>; Zivalic, Leah <[Leah.zivalic@gmail.com](mailto:Leah.zivalic@gmail.com)>; Zuffante, Nancy <[nancy.zuffante@gmail.com](mailto:nancy.zuffante@gmail.com)>; Eleanor Garvey <[elliegarvey1216@gmail.com](mailto:elliegarvey1216@gmail.com)>; Nancy Kerr <[nancy.kerr@gmail.com](mailto:nancy.kerr@gmail.com)>

**Subject:** WCGT Concerns' about Safety at JP

You don't often get email from [patricia.kent@comcast.net](mailto:patricia.kent@comcast.net). [Learn why this is important](#)

October 3,  
2021

Dear Town Manager and

Members of the Concord Select Board,

In January 2021, the West Concord Green Thumbs wrote to you expressing our concern about safety for users of Junction Park. This concern is not only for the current conditions, but of even more importance and urgency, the fact that Bruce Freeman bicycle bridge over Route 2 is nearing completion and that will bring a significant increase in numbers of cyclists. That concern is magnified by the realization that on the Concord GIS map, the center path of Junction Park is now shown as part of the Bruce Freeman Rail Trail!

As you may know, the Green Thumbs joined with Concord Public Works in redesigning and completely renovating Junction Park. We were all proud when this well used and well-loved Park was opened in 2013. Since that time, the Green Thumbs has taken on the responsibility of maintenance of all of the gardens and shrubbery at Junction Park. This has given us a real opportunity to observe the combined use by both cyclists and pedestrians of all ages and mobility.

As this Park usage increases, we are more and more concerned about safety. We must let you know that we are extremely disappointed to note that almost ten months after writing to you we do not see any safety changes installed and evaluated at Junction Park. Simultaneously, we are aware that a significant increase in cyclists is expected.

We hope that Concord Government is not waiting for an accident to happen on this public space before taking action. We are counting on you.

Sincerely,

West Concord Green Thumbs Board (Patricia Kent, Ellen Quackenbush, Renee Sense, Tanya Hellman, and Cosette Dunn) and members

--

Cynthia

[www.cynthia-katz.com](http://www.cynthia-katz.com)

The Umbrella Art Center

Studio 307

40 Stow Street

Concord, MA 01742

**From:** Dorrie Kehoe <[dorriekehoe@comcast.net](mailto:dorriekehoe@comcast.net)>  
**Sent:** Friday, September 10, 2021 9:15 AM  
**To:** Terri Ackerman <[tackerman@concordma.gov](mailto:tackerman@concordma.gov)>; Susan Bates <[sbates@concordma.gov](mailto:sbates@concordma.gov)>; Linda Escobedo <[lescobedo@concordma.gov](mailto:lescobedo@concordma.gov)>; Matthew Johnson <[mjohnson@concordma.gov](mailto:mjohnson@concordma.gov)>; Henry Dane <[hdane@concordma.gov](mailto:hdane@concordma.gov)>; Stephen Crane <[scrane@concordma.gov](mailto:scrane@concordma.gov)>  
**Cc:** Dorrie Kehoe <[dorriekehoe@comcast.net](mailto:dorriekehoe@comcast.net)>; 'Nancy Crowley' <[nmcrowley1@yahoo.com](mailto:nmcrowley1@yahoo.com)>  
**Subject:** Public Safety at Junction Park

Good morning, Members of the Concord Select Board and Town Manager,

We are writing to you about a serious matter of Public Safety: Junction Park. Since February, 2021, the Board has been aware of the very real public concern about the joint use of Cyclists and Pedestrians in this area.

In late winter, the Select Board gave the assignment of finding a solution (without any time constraints and without anyone being charged with this responsibility) to the TAC. Seven months later not **one** single solution has been suggested, implemented and evaluated. Progress?

The bike bridge over Route 2 is rapidly reaching completion. What is particularly upsetting is that it now appears on the Concord G.I.S. map

that the Bruce Freeman Rail Trail runs **through** Junction Park!!!! This has **stunned** those of us who worked with CPW in renovating and redesigning a barren open space, into the lovely and arbored Park that is today is used by so many. This essentially means that cyclists and pedestrians of all ages and mobility will be jointly using a **Rail Trail**. Do any of you think that that will be successful and safe? And what does this mean for Concord's liability and responsibility?

At last Monday's Select Board meeting, a decision was made to disband the current TAC while a new and appropriately selected committee is formed. As a result, and according to the SB Chair, the October 18 Select Board forum on Transportation has been postponed and that time slot is now available. We sincerely request and urge the Select Board to devote that now available time to the Junction Park issue of public safety, a clarifying of responsibility, and a plan for safety.

Even with the most optimistic prediction, Concord will NOT be ready for this change in use of Junction Park in early 2022, but we hope that a temporary plan to

ameliorate the danger will be in place, while a more permanent one is determined.  
Concord cannot wait for an accident to happen before action is taken.

Sincerely,

Dorrie Kehoe, 51 MacArthur Road, Concord

Nancy Crowley, 5 Concord Greene, Unit 7, Concord

October 3, 2021

Dear Town Manager and Members of the Concord Select Board,

In January 2021, the West Concord Green Thumbs wrote to you expressing our concern about safety for users of Junction Park. This concern is not only for the current conditions, but of even more importance and urgency, the fact that Bruce Freeman bicycle bridge over Route 2 is nearing completion and that will bring a significant increase in numbers of cyclists. That concern is magnified by the realization that on the Concord GIS map, the center path of Junction Park is now shown as part of the Bruce Freeman Rail Trail!

As you may know, the Green Thumbs joined with Concord Public Works in redesigning and completely renovating Junction Park. We were all proud when this well used and well-loved Park was opened in 2013. Since that time, the Green Thumbs has taken on the responsibility of maintenance of all of the gardens and shrubbery at Junction Park. This has given us a real opportunity to observe the combined use by both cyclists and pedestrians of all ages and mobility.

As this Park usage increases, we are more and more concerned about safety. We must let you know that we are extremely disappointed to note that almost ten months after writing to you we do not see any safety changes installed and evaluated at Junction Park. Simultaneously, we are aware that a significant increase in cyclists is expected.

We hope that Concord Government is not waiting for an accident to happen on this public space before taking action. We are counting on you.

Sincerely,

West Concord Green Thumbs Board (Patricia Kent, Ellen Quackenbush, Renee Sense, Tanya Hellman, and Cosette Dunn) and members

October 9, 2021

To: Terri Ackerman, Chair  
Concord Select Board

From: Richard Fahlander, Co-Chair  
Bruce Freeman Rail Trail Advisory Committee

Subject: Junction Park

At its October 7, 2021, meeting, the Bruce Freeman Rail Trail Advisory Committee approved the following motion:

*If requested by the Select Board, the Bruce Freeman Rail Trail Advisory Committee is willing to help find a solution to conflicts between people riding along the rail trail and people using Junction Park.*

The committee is committed to an inclusive process that engages all important stakeholders with a goal to provide recommendations to the Select Board in timely fashion. Tasks could include data gathering, public meetings and site visits, and consultation with appropriate Town departments.

Should the Select Board decide to exercise this option, the committee looks forward to receiving more specific direction in order to establish the parameters of our role.

Please contact me if you have any questions or need more information.



OLD NORTH BRIDGE

## TOWN OF CONCORD

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

September 8, 2021

Planning Board and Planning Division  
Climate Action Advisory Board  
Concord Sustainable Energy Committee  
Finance Committee  
Economic Vitality Committee  
Natural Resources Commission/ Division  
Business Development Partnership  
Envision Concord 2030 former members  
League of Women Voters  
Concord Center Cultural District Committee  
West Concord Junction Cult. Dist. Committee  
Concord Cultural Council  
Chamber of Commerce  
Council on Aging  
Concord Municipal Light Plant Board/ Division  
Concord Land Conservation Trust  
Historical Commission  
Historic Districts Commission  
Minute Man National Historical Park  
Emerson Hospital  
Commission on Disability

Public Works Commission/ Department  
Concord Housing Authority  
Concord Housing Development Corporation  
Regional Housing Services Office  
Hugh Cargill Trust Committee  
Community Preservation Committee  
Affordable Housing Trust Committee  
Transportation Advisory Committee  
Tax Fairness Committee  
Concord Public School Committee  
Concord School Superintendent  
Building & Inspections Division  
Recreation Committee and Division  
Bruce Freeman Rail Trail Advisory Committee  
Agricultural Committee  
Health Department  
Information Technology Director  
Concord Public Library Corporation  
Concord Library Committee/Department  
Community Services Coordinator

The Select Board would like to invite you to an upcoming meeting focused on “Envision Concord-Bridge to 2030”. The session will be held at 6:30 PM on Monday November 15, 2021 at the Town House. Participants may attend in person or via zoom link.

The purpose of the meeting, as outlined in this year's Select Board goals, is to work with the Town Manager, town departments and town committees to implement action steps from the *2030 Envision Concord* Comprehensive Long-Range Plan. Specifically, the 2021 Select Board goals ask us to:

- a. Work with the Town Manager to lay out a 5-year plan for implementing the relevant action steps of 2030 Envision Concord.
- b. Identify departmental goals and review progress with the Town Manager at the beginning and end of the fiscal year.
- c. Launch development of a multi-year integrated planning process for land use, identifying currently owned and priority acquisitions for municipal and school facility needs, affordable housing, and conservation and acquisition of land to preserve Concord's rural and agricultural culture.

The first half of our November 15 meeting will consist of brief summary reports of progress made to date. We will review which actions have been completed, which are ongoing, and which have not been undertaken to date.

If your Board/Committee/Department was listed in the Envision Concord Action Plan, we ask that you please submit a brief summary (1 page recommended) of these actions from your Board/Committee/Department. Please submit this by November 10 to Jeremy Romanul at [jromanul@concordma.gov](mailto:jromanul@concordma.gov), so that we can include it in the agenda packet and share it with everyone in advance of the meeting.

During the second half of the meeting, we will discuss and set priorities for actions to be taken during the next few years, so that we can keep progressing toward the goals set forth in Envision Concord.

Thank you in advance for marking your calendar and joining this important session on November 15.

Sincerely,

Terri Ackerman  
Select Board Chair



# ENVISION CONCORD

BRIDGE TO 2030

**Envision Concord**  
**Select Board Presentation**  
**July 30, 2018**

# Envision Concord Committee



John Boynton, Member-at-Large (Clerk)

Margaret Briggs, Concord Municipal Light Plant

James Bryant, Member-at-Large

Jane Hotchkiss, Select Board ex-officio

Peter Hunter, Recreation Commission

Wally Johnston, School Committee

*Gary Kleiman*, Planning Board (Co-Chair)

Barron Lambert, Member-at-Large

Barbara Morse, Concord Housing Development Corporation

Sharyn Lenhart, Council on Aging

Nick Pappas, Public Works Commission

Wade Rubenstein, Member-at-Large

*Elise Woodward*, Historical Commission (Co-Chair)

Judith Zaunbrecher, Natural Resources Commission

# Envision Concord – Bridge to 2030

*Balancing Change with Tradition*

## Preparing for the Future ...



# Unique Planning Approach

## American Planning Association *Sustaining Places: Best Practices for Comprehensive Plans*

### APA Comprehensive Plan Guidelines

1. Livable Built Environment
2. Harmony with Nature
3. Resilient Economy
4. Interwoven Equity
5. Healthy Community
6. Responsible Regionalism



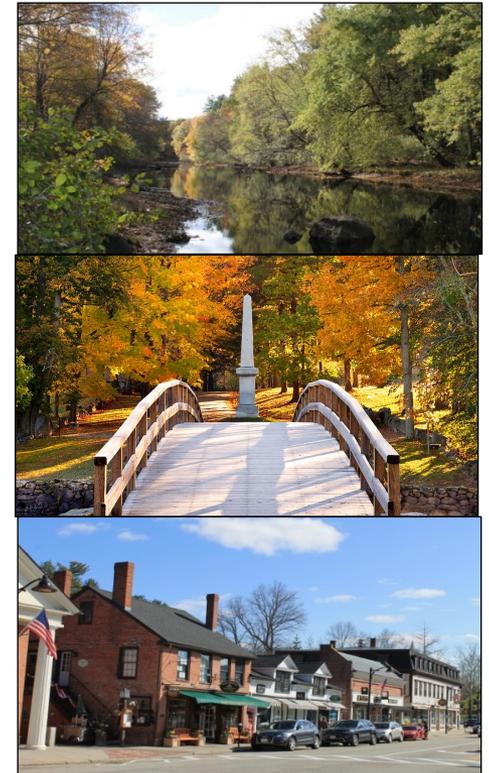
# HIGHLIGHTS of the PLAN

## Section 1: Demographics + Trends, Vision for the Future

Highlights of Demographics in Concord

Data and Highlights of Trends in Concord

- 4.1 Culture/ 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



Vision for Concord in 2030 - The Town of Concord seeks sustainable growth and diversity that protects its historic and natural resources, while preserving its values, qualities and culture.

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

Specific values identified as being important to all planning decisions regardless of planning approach. The purpose of developing these criteria is to ensure the Town's inclusion of these important town values in all decision-making.

Criterion 1: History + Character

Criterion 2: Livability + Values

Criterion 3: Mobility + Accessibility

Criterion 4: Environmental Sustainability

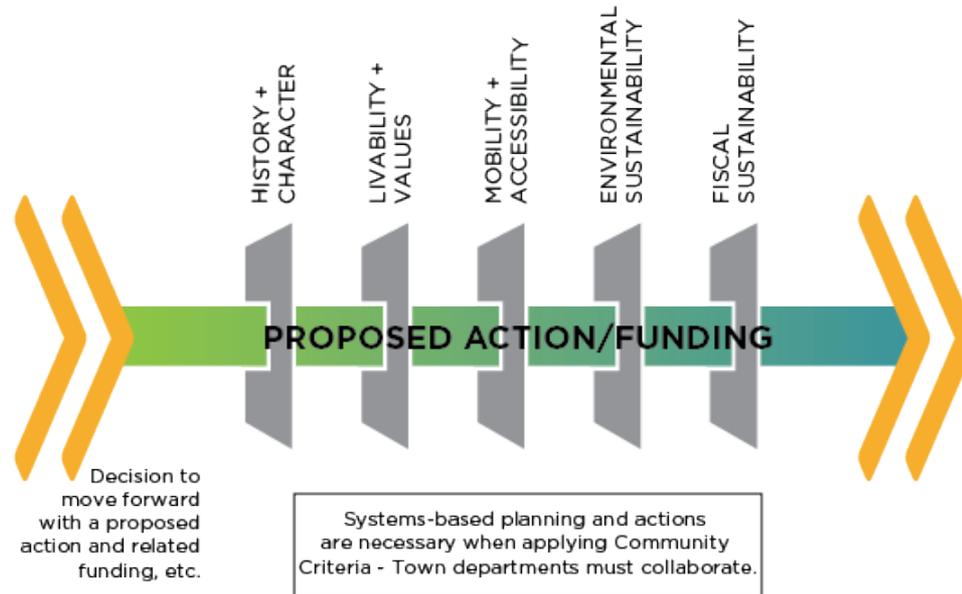
Criterion 5: Fiscal Sustainability



# Section 5: Implementation Actions

## How to Use this Plan – Applying Community Criteria

### SECTION 5 IMPLEMENTATION ACTIONS



**Does the proposed action change based on Community Criteria?**  
If so, bring in necessary Town departments, commissions, boards, and/or outside partners and refine/revise.

# Section 3: Big Ideas for Integrated Planning

Three high-priority sets of opportunities illustrating the Systems Approach for planning and implementation:

Big Idea 1 – Strengthen the sustainability of local businesses by connecting with the cultural, historical and civic assets in Town

Big Idea 2 – Develop strategies to preserve open space and natural resources and provide more housing choices consistent with Town character and sustainability

Big Idea 3 – Address transportation needs and challenges by aligning with economic, environmental, and development goals



# Section 4: Plan Elements

Background Data for each Element

Goals + Policies, Strategies, and Actions

4.1 Cultural + Historic Resources

4.2 Economic Vitality

4.3 Housing

4.4 Land Use + Zoning

4.5 Mobility + Transportation

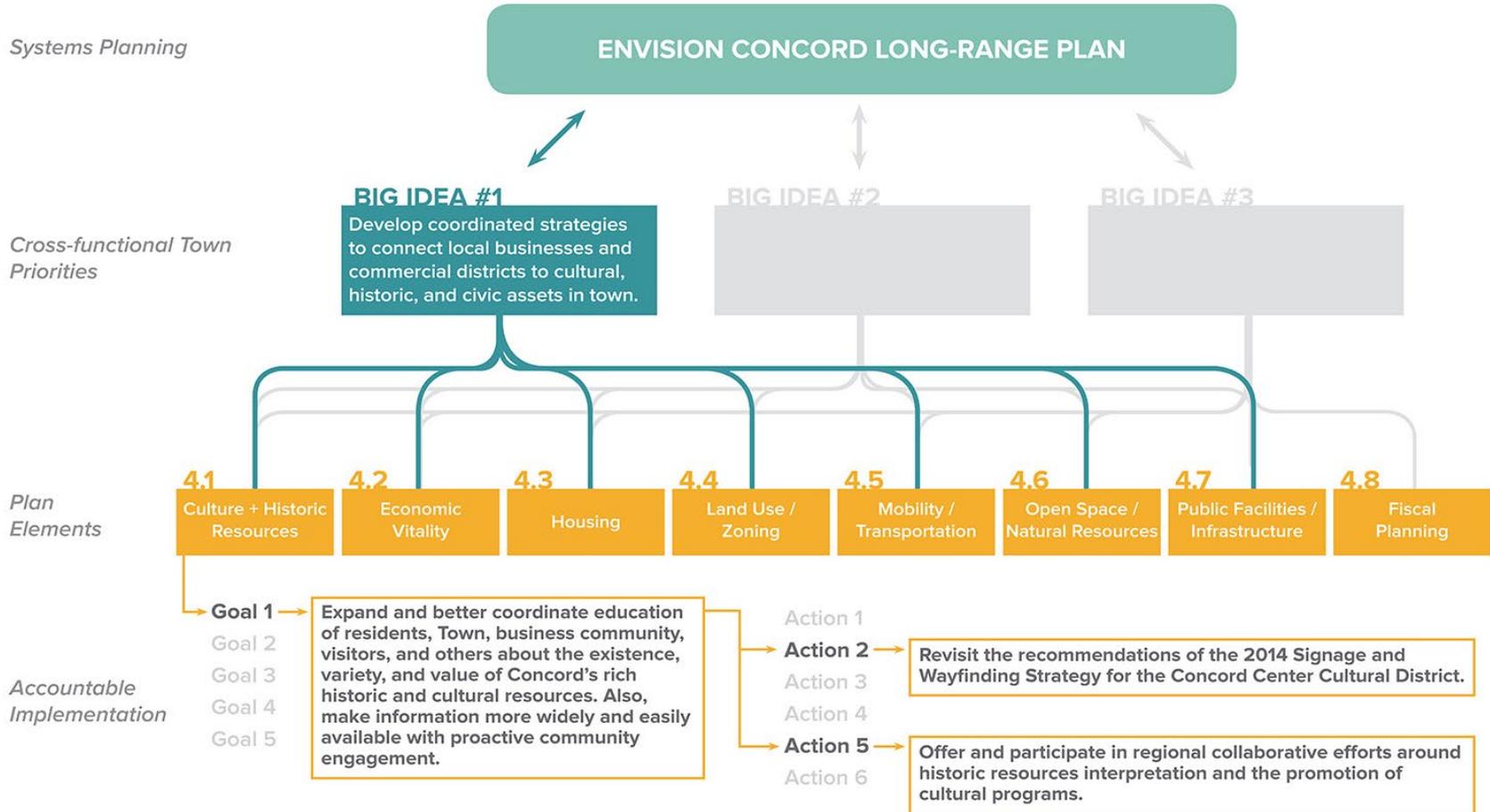
4.6 Open Space + Natural Resources

4.7 Public Facilities + Infrastructure

4.8 Fiscal Planning



# Sections 3 & 4: Big Ideas for Integrated Planning



# Section 5: Implementation Actions

## How to Use this Plan



### CLRP Systems Checklist:

to assess each action according to the community criteria

Criterion 1: History + Character

Criterion 2: Livability + Values

Criterion 3: Mobility + Accessibility

Criterion 4: Environmental Sustainability

Criterion 5: Fiscal Sustainability

### CLRP Plan Element Action Chart:

to address each goal and policy identified as a framework for future decision making

**ADOPT COMMUNITY CRITERIA AS EXPECTATIONS**

# Substantive Issues:

## Balancing systems with individual department goals

1. Further develop Town expertise in the area of **transportation systems**, programs, services, funding, etc.

Section 4.5, Goal 1, Action 1c



2. Consider establishing a Town economic development staff position to serve as a **liaison to the business and non-profit cultural and arts communities**, and advocate for Concord with regional entities.

Section 4.2, Goal 4, Action 2

# Substantive Issues:

## Balancing systems with individual department goals

3. Within the Climate Action Advisory Board and Resilience Committee, create **working net-zero and net-blue groups** to guide policies in the next 2-3 decades in order to achieve long-term goals for the built environment.

Section 4.4, Goal 5, Action 5

4. Assess the capacity of existing Town **social service programs** to meet the needs of the town population and identify funding.

Section 4.7, Goal 6, Action 1



# Substantive Issues:

## Balancing systems with individual department goals

5. Consider and support the recommendations from the **Affordable Housing Funding Task Force** including identifying alternate funding sources.

Section 4.3, Goal 2, Action 2

6. Create one Town Task Force to review the charter, charge and mandate of all the Town committees, boards and task forces to identify synergies and overlap and to make recommendations to the Select Board regarding potential **streamlining of Town government.**

Section 4.7, Goal 8, Action 1



# Substantive Issues:

## Balancing systems with individual department goals

7. Improve **coordination with regional partnerships** for the purpose of reducing traffic volume from commuter through-traffic and **regional ecosystems planning**.

Section 4.5, Goal 4



8. Evaluate cost-effectiveness of new or complete redevelopment of Town buildings and/or infrastructure (e.g., **new middle school or integrated Town services building**).

Section 4.7, Goal 2



# Substantive Issues:

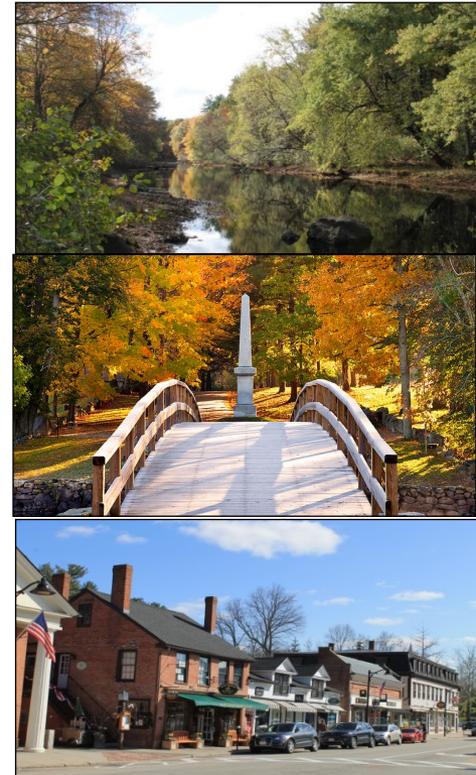
## Balancing systems with individual department goals

9. Establish **cyber-security planning** and reinforce Information Technology infrastructure.

Section 4.7, Goal 7

10. Develop a strategy to anticipate acquisition of properties currently owned by federal, state or other 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** and others.

Section 4.7, Goal 9



# Envision Concord – Bridge to 2030

*Balancing Change with Tradition*

## Preparing for the Future ...





**“Top Ten” Recommendations for Select Board Action**  
***From Envision Concord: Bridge to 2030***

1. Further develop Town expertise in the area of transportation systems, programs, services, funding, etc. (Section 4.5, Goal 1, Action 1c).
2. Consider establishing a Town economic development staff position to serve as a liaison to the business and non-profit cultural and arts communities, and advocate for Concord with regional entities. (Section 4.2, Goal 4, Action 2).
3. Within the Climate Action Advisory Board and Resilience Committee, create working net-zero and net-blue groups to guide policies in the next 2-3 decades in order to achieve long-term goals for the built environment. (Section 4.4, Goal 5, Action 5).
4. Assess the capacity of existing Town social service programs to meet the needs of the town population and identify funding. (Section 4.7, Goal 6, Action 1).
5. Consider and support the recommendations from the Affordable Housing Funding Task Force including identifying alternate funding sources. (Section 4.3, Goal 2, Action 2).
6. Create one Town Task Force to review the charter, charge and mandate of all the Town committees, boards and task forces to identify synergies and overlap and to make recommendations to the Select Board regarding potential streamlining of Town government. (Section 4.7, Goal 8, Action 1).
7. Improve coordination with regional partnerships for the purpose of reducing traffic volume from commuter through-traffic and regional ecosystems planning. (Section 4.5, Goal 4).
8. Evaluate cost-effectiveness of new or complete redevelopment of Town buildings and/or infrastructure (e.g., new middle school or integrated Town services building). (Section 4.7, Goal 2).
9. Establish cyber-security planning and reinforce Information Technology infrastructure. (Section 4.7, Goal 7).
10. Develop a strategy to anticipate acquisition of properties currently owned by federal, state or other 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, MCI properties and others. (Section 4.7, Goal 9).

## 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           |
|                                                              | <b>Goal #4</b>                     | <b>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.</b> |                     |                       |                       |                                                                                                                                  |                                                       |                               |
| <b>Big Idea #1:</b><br>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                          |
| <b>Big Idea #1:</b><br>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            |
| <b>Big Idea #1:</b><br>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           |
| <b>Big Idea #1:</b><br>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) |
|-------------------------------------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------------|
|                                           | <b>4.3 Housing</b>                 |                                                                                                                                                                                                                                                                                                                                                                                                 |                     |                       |                       |                                                                                                                                                                                                                                                                |                                          |                               |
|                                           | <b>Goal #1</b>                     | <b>Develop quantitative targets for creating housing of all types (beyond the State Housing Inventory)</b>                                                                                                                                                                                                                                                                                      |                     |                       |                       |                                                                                                                                                                                                                                                                |                                          |                               |
| <b>Big Idea #2:</b><br>Housing/Open Space | Action #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 |                                          |                               |
|                                           | <b>Goal #2</b>                     | <b>Develop additional, self-sustaining funding mechanisms to support achieving the housing targets in Goal 1.</b>                                                                                                                                                                                                                                                                               |                     |                       |                       |                                                                                                                                                                                                                                                                |                                          |                               |
| <b>Big Idea #2:</b><br>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                          |
| <b>Big Idea #2:</b><br>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            |
| <b>Big Idea #2:</b><br>Housing/Open Space | Action #3                          | Increase allocations of local CPA funds to create affordable housing.                                                                                                                                                                                                                                                                                                                           |                     |                       | x                     | Community Preservation Committee, Town Manager                                                                                                                                                                                                                 | CPA                                      | Near                          |
| <b>Big Idea #2:</b><br>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           |
| <b>Big Idea #2:</b><br>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                          |
| <b>Big Idea #2:</b><br>Housing/Open Space | Action #6                          | Identify other potential buildings and properties for re-purposing as housing or that have infill potential in conjunction with existing building conversion.                                                                                                                                                                                                                                   |                     | x                     |                       | Housing Development Corp., Planning, Public Works                                                                                                                                                                                                              | Housing Development Corp.                | Medium                        |
|                                           | <b>Goal #3</b>                     | <b>Bring private and public groups representing open space, land conservation, resilience, and housing together to identify solutions for meeting housing needs.</b>                                                                                                                                                                                                                            |                     |                       |                       |                                                                                                                                                                                                                                                                |                                          |                               |
| <b>Big Idea #2:</b><br>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                          |
|                                           | <b>Goal #4</b>                     | <b>Discourage the demolition of smaller homes and their replacement with larger, more expensive residences.</b>                                                                                                                                                                                                                                                                                 |                     |                       |                       |                                                                                                                                                                                                                                                                |                                          |                               |

## 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) |
|---------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------|-----------------------|----------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------|
| Big Idea #2: Housing/Open Space | 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                        |
|                                 | <b>Goal #5</b>                     | <b>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.</b>                               |                     |                       |                       |                                                                                              |                                        |                               |
|                                 | 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                          |
| Big Idea #2: Housing/Open Space | Action #3                          | Adopt Natural Resource Protection Zoning (NRPZ), allowing co-housing and other clustered development.                                                                                                                                                          | x                   |                       |                       | Planning Board/Town Meeting                                                                  |                                        | Medium                        |
|                                 | <b>Goal #6</b>                     | <b>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.</b> |                     |                       |                       |                                                                                              |                                        |                               |
| Big Idea #2: Housing/Open Space | 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                        |
| Big Idea #2: Housing/Open Space | 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                          |
| Big Idea #2: Housing/Open Space | 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 - 4.7: 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 Actionoverly plan.                                                                                                                                                                                             |                     |                       | x                     | Public Works, Information/ Technology, Administration                        | Staff time, grant opportunities        | Near term, on-going           |
|                        | <b>Goal #8</b>                     | <b>Reduce burden for Town staffing 66+ boards, committees, and task forces from a limited pool of residents who are willing to serve as volunteers.</b>                                                                                                        |                     |                       |                       |                                                                              |                                        |                               |
|                        | 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           |

Concord Selectboard,

I have worked with Stephen Crane during my tenure as the Chair of the Personnel Board and have observed Stephen's managerial style and communications approach in dealings with other boards and town matters.

Based on my experience, I conclude that Stephen is a poor choice for Concord's Town Manager and encourage the Selectboard not to renew his contract.

My logic and evidence are:

- Stephen lacks a collaborative style
  - Shortly after Stephen took on the role as Town Manager, he arrived at a Personnel Board meeting that I chaired, without announcement, and sat with the Board members. He offered his opinions about Personnel Board issues without invitation.
  - In contrast, Chris Whelan typically sat in the audience and offered insights/opinions when invited by the Chair. I believe that Chris' collaborative approach is more in-line with Concord town committee norms.
  - I have also seen Stephen "insert himself" at Fin Com meetings. To me, Stephen should be a passive contributor, answering questions when asked by the Chair, rather than assuming a position among the committee members.
  
- Stephen does not always consider the wider implications of his decisions
  - During final months of 2020 Census, the Town Manager's office determined to renovate the Town House.
  - I was co-chair of Concord's Census Complete Count Committee and was concerned that the Town Manager prioritized saving money on the timing of the renovation over the essential security of Census documents.
  - This renovation would have required the Town Clerk to perform a security operation to re-locate Census documents to the basement of Harvey Wheeler, where secure storage was not readily available.
  - Eventually, the renovation was delayed, but I am concerned that the Town Manager did not fully evaluate all costs and risks.
  - Considering the HDD data breach within the first few months of his employment, I am surprised that the Town Manager did not, evidently, learn a lesson about the importance of contingency planning and risk mitigation.
  
- Stephen does not handle risks in a professional manner
  - In Nov 2019, shortly after Stephen began his tenure as Town Manager, there was a data breach at the Swap Off.

- There was a short press release and notice on the Town' Facebook page about the event.
  - Then radio silence for two years. This is completely unprofessional communication behavior on behalf of a senior town executive.
  - I was among the people impacted by the breach and received a very confusing letter from Stephen Crane:
    - The letter never identified the date/source of the breach.
    - At first, due to the delay, I wondered if the town had suffered another data breach.
    - I called the 800 number on the letter I received, and I was connected to an offshore call center for Kroll (the data security consultant), that could provide limited information.
    - NO TOWN number or contact person was put in place to answer citizen questions.
    - In fact, some Concord citizens who received the letter told me that they called the Concord police, assuming the letter was a hoax.
  - This is a totally inadequate level of citizen communication for such a supposedly serious event.
    - Why didn't Stephen provide periodic updates to the town, via articles in the Concord Journal, posts on the town website or other social media outlet.
    - Certainly, he could have/should have explained that the complexity of data forensics required a long period of time to accurately identify the individuals impacted.
    - Hence, two years later, I am told my identity was compromised. Not sure what Kroll's identity security services can do for me now. Hackers have had two years to exploit the breach. Luckily, I am diligent about monitoring my identity and financial security and suffered no problems.
- Bottomline, I do not believe Stephen is the proactive, solid Town manager we need.

I strongly believe we need a Town Manager who is more attuned to town governance and citizen responsiveness.

Please do not renew Stephen Crane's contract.

Respectfully,

Ellen Quackenbush  
206 Prairie St