

**TOWN OF CONCORD  
SELECT BOARD AGENDA  
JANUARY 31, 2022 AT 6:30 PM**

**FOCUSED MEETING: AMERICAN RESCUE PLAN ACT (ARPA) –  
CORONAVIRUS STATE AND LOCAL FISCAL RECOVERY FUNDS (SLFRF) AND INFRASTRUCTURE  
GRANTS**

**VIA ZOOM**

Join Zoom Meeting

<https://us02web.zoom.us/j/84092395810?pwd=TnMyWmprWHBla21CczdQM0EvWVVFz09>

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>• Arbor Day Proclamation</li> </ul>
3.		Committee Appointments: Stephen Stasheski of 76 Jennie Dugan Road and Heather Bout of 33 Alden Road and Interim Town Manager Kerry A. Lafleur (ex officio) to the Concord Middle School Building Committee until the end of the project; Francesca Cataldo of 40 Hosmer Road to the Historical Commission as an Associate Member for a term to expire on January 23, 2023; Henry Moss of 557 Sudbury Road, as nominated by the Natural Resources Commission, to the Historic Districts Commission as an Associate member for a term set to expire on January 1, 2025; Abigail Flanagan of 398 Main Street, as nominated by the Concord Museum, to the Historic Districts Commission from an Associate Member to a Member, for a term set to expire on January 1, 2027; Doug Bacon of 410 Lowell Road to the Concord Housing Development Corporation for a term to expire April 30, 2025.
4.	6:35pm	Purpose and Goals of Tonight’s Meeting – Kerry A. Lafleur, Interim Town Manager
5.	6:45pm	ARPA Overview and Eligibility requirements – Christopher Carmody, Administrative Manager  Q&A
6.	7:00pm	ARPA Preparations by Area Towns --Terri Ackerman
7.	7:10pm	Ideas from Interim Town Manager and Senior Management Team – Kerry A. Lafleur, Interim Town Manager  Ideas from Union(s)
8.	7:30pm	Ideas from Town Committees
9.	8:00pm	Ideas and Questions from Select Board
10.		Ideas from the Public  Q&A
11.	8:45pm	Next Steps
12.	9:15pm	Adjourn

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
Conservation Restriction Stewardship Committee
Council on Aging
Historic Districts Commission
Natural Resources Commission
Personnel Board
Planning Board
Public Ceremonies and Celebrations Committee
Tax Fairness Committee
Trustees of Donations
West Concord Advisory Committee
Zoning Board of Appeals

COMMONWEALTH OF MASSACHUSETTS  
TOWN OF CONCORD  
SELECT BOARD

**PROCLAMATION**

**TOWN OF CONCORD -- AN ARBOR DAY TREE CITY**

**WHEREAS** The Nebraska Board of Agriculture determined ‘that one day shall be set aside each year’, beginning in the year 1892, ‘for the planting of trees’ and decreed the day to be called *Arbor Day*; and

**WHEREAS** Arbor Day, was first observed and celebrated by the planting of more than one million trees throughout the State of Nebraska; and

**WHEREAS** The installation of trees throughout our Nation’s cities and towns works to increase property values, enhance economic vitality, and beautify our communities; and

**WHEREAS** Trees are a renewable resource giving us access to paper, wood for our homes, fuel for our fires, and countless other products, and trees, wherever they may be planted, are a source of joy, spiritual renewal, and life; and

**WHEREAS** Trees provide meaningful and tangible solutions to combat climate change by reducing erosion, cutting heating and cooling costs, moderating temperatures, cleaning our air, producing life-giving oxygen, and providing habitats for wildlife; and

**WHEREAS** *Sustainable Concord*, the Town’s first climate action and resilience plan, identified the need for the Town to become an Arbor Day Tree City because, by doing so, Concord would have greater access and eligibility for grant opportunities which provide technical assistance and design support efforts relative to the improvement of Concord’s tree canopy;

**NOW  
THEREFORE,** We, as the Select Board of the Town of Concord, Massachusetts, on behalf of Concord’s citizens, do hereby recognize and proclaim the last Friday of April as ARBOR DAY in Concord. The Board urges all community members to celebrate Arbor Day by taking steps to protect trees, woodlands, and other natural settings and by planting trees which gladden the heart, promote sustainability and ensure Concord’s natural resources continue to thrive.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**CONCORD SELECT BOARD**

*Proclaimed this \_\_\_ day of February, 2022*

# Town of Concord

## January 2022 Update on ARPA

Christopher Carmody, Administrative Manager  
January 31, 2022

# Federal Funds

## Fiscal Recovery Funds for Concord, MA:

- The American Rescue Plan Act of 2021, Public Law 117-2, authorized \$1.8 Trillion Dollars to respond to COVID-19
- ARPA was signed into law on March 11, 2021. It is the largest of the five COVID relief bills signed into law and is generally considered the successor to the Coronavirus Aid, Relief, and Economic Security Act (CARES).
- Of the \$1.8 Trillion Dollars authorized by ARPA, \$350 Billion was appropriated for state, local, and tribal governments across the country. This fund is called the Coronavirus State and Local Fiscal Recovery Fund (CSLFRF). This fund is referred to here as the Fiscal Recovery Funds.
- Of the \$350 Billion authorized for Fiscal Recovery Funds nationwide, Massachusetts was allocated \$8.7 Billion Dollars. Of the \$8.7 Billion Dollars, \$3.4 Billion was allocated directly to cities and towns in Massachusetts. Of that, Concord was allocated \$5.654 Million in direct fiscal recovery funds.

# Federal Funds

## Fiscal Recovery Funds for Concord, MA (continued):

- The Federal calculation of fiscal recovery funds deliberately weighted low-income communities and communities disproportionately impacted by COVID.
- Direct Recipients of federal awards/grants bear the burden of demonstrating compliance with ARPA subject to certain reporting requirements
- Fiscal Recovery Funds work in two parts: determination of eligibility and restrictions on funding uses
- Two rules issued by the US Treasury Department:
  - Interim Final Rule (IFR) issued May 2021 – described eligible and ineligible expenses
  - Final Rule – issued January 2022 – refined IFR based on public comment – more flexible uses of funds once eligibility is determined
- Period of Performance
  - Costs incurred on or after March 3, 2021
  - Final Rule goes into effect April 1, 2022
  - Fiscal Recovery Funds must be obligated by December 31, 2024
  - Fiscal Recovery Funds must be spent by December 31, 2026

# Eligible Uses

## Eight General Categories of Eligible Use

1. **Lost revenue:** to fund government services to the extent of revenue reductions – Concord may use up to its total award of \$5.6 Million – previously reported to be \$1.84 Million for FY21 and \$2.18 Million for FY22
2. **Public Health:** Covid-19 mitigation and prevention – vaccines, testing, health data systems, public communications, technical assistance, transport to vaccine or testing sites; medical expenses; behavioral health; preventing gun violence
3. **Negative Economic Impacts:**
  1. Impacted Households and communities (low to moderate income households – income at or below 300% of federal poverty guidelines) – including affordable housing development and permanent supportive housing; childcare and early learning
  2. Disproportionately Impacted Households and Communities (income at or below 185% of the federal poverty guidelines)
  3. Small Businesses – defined by Small Business Act of less than 500 employees – (decreased revenue, increased costs)
  4. Assistance to Nonprofits (decreased revenue, increased costs)
  5. Aid to Impacted Industries (all others)

# Eligible Uses

## Eight General Categories of Eligible Use (continued)

4. **Public Sector Capacity:** Pay for payroll and covered benefits for public safety, public health, and human services staff for the portion of salary spent on COVID-19 response; rehiring public sector staff to return to baseline on January 27, 2020 and unfilled as of March 3, 2021
5. **Capital Expenditures:** Programs, services, and capital expenditures that respond to the public health or negative economic impact of the pandemic; capital expenditures less than \$1 Million do not require written justification to Treasury Dept.; more than \$1 Million but less than \$10 Million require written justification to Treasury (description of specific harm exacerbated by the pandemic); more than \$10 Million require written justification and ongoing reporting to Treasury Dept.
6. **Premium Pay:** Premium pay to eligible workers providing essential work during the pandemic; up to \$13 per hour above regular pay – no more than \$25,000 for any single worker; eligible workers are from a defined list and perform “essential work”.

# Eligible Uses

## **Eight General Categories of Eligible Use (continued)**

7. **Water and Infrastructure:** For necessary investments in water and sewer infrastructure;
  7. Projects eligible for the EPA's Clean Water State Revolving Fund (stormwater, water conservation, watershed projects, construction of treatment works)
  8. Projects eligible for the EPA's Drinking Water State Revolving Fund – facilities to improve drinking water, transmission and distribution of water, aquifer storage; new community water systems, water storage
  9. Other Projects – other necessary investment in infrastructure (culvert repairs, improving access to safe drinking water, dam and reservoir repair)
8. **Broadband Infrastructure:** Identify an eligible area based on lack of access to reliable high-speed broadband connection, lack of affordable broadband, lack of reliable service; Design a program to meet the needs.

# Prohibited Uses

- **Deposit into pension funds**
  - Cannot use funding to make a deposit to a pension fund
- **Debt Services or financial reserves**
  - Cannot use funding for debt services or replenishing financial reserves
- **Settlements and Legal Judgements**
  - Cannot use funding for settlement agreements unless the settlement requires recipient to provide services or incur costs that are an eligible use of funds
- **Purposes that contravene ARPA**

# Federal Infrastructure Funds for MA

- The Infrastructure Investment and Jobs Act (IIJA) was signed into law on November 15, 2021
  - \$1.2 Trillion bill\*
  - \$5.3 Billion to Massachusetts over five years in Federal funding highway formula
  - \$13 Billion for roadway safety (Fixing America's Surface Transportation Act (FAST))
  - \$2.8 Billion over five years for public transportation
  - \$63 Million over five years for an expansion of the EV charging network
  - \$244 Million over five years for infrastructure development at airports in MA
  - Competitive grant programs for a series of other programs

\*Source: [https://www.transportation.gov/sites/dot.gov/files/2021-11/Bipartisan Infrastructure Law Massachusetts.pdf](https://www.transportation.gov/sites/dot.gov/files/2021-11/Bipartisan%20Infrastructure%20Law%20Massachusetts.pdf)

# Suggested References

- **US Treasury Department**
  - <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds>
- **Massachusetts Executive Office for Administration and Finance – federal funds office for Massachusetts**
  - <https://www.mass.gov/info-details/about-covid-19-federal-funds>
- **Metropolitan Area Planning Council (MAPC) – regional resource for ARPA**
  - <https://www.mapc.org/resource-library/arpa-priorities/>
- **National League of Cities (NLC) – tracks municipal expenditures**
  - <https://www.nlc.org/covid-19-pandemic-response/american-rescue-plan-act>

# 1. Public Health Emergency

- Remaining pandemic-related expenses are generally covered by FEMA/ MEMA
- Additional Covid-related costs should be assumed by the State's fund allocation (MAPC)
- Other eligible expenses include programs to address:
  - Behavioral health
  - Substance Abuse
  - Food Insecurity

## 2. Lost Revenue

- Original guidance requires use of formula to determine/ demonstrate revenue loss
  - Town staff undertook calculations and determined:
    - CY20 = \$1,419,239; CY21 = \$5,839,585
- New ruling provide a standard \$10M allowance for lost revenue
- \$400,000 in lost Parking Meter Revenue committed as part of FY22 Budget
- No additional requests anticipated

### 3. Premium Pay

- Additional compensation for those who have faced the greatest health risks because of their service during the pandemic
- Maximum benefit is up to \$13/hr, up to \$25k max
- Area towns are offering a one-time payment of \$1,000 – 5,000 per person to public safety personnel
- Town of Concord has approximately 100 public safety personnel

## 4. Economic Recovery

- Aid to businesses
  - CBP requesting funding for Director of Business Development to assist existing & new businesses in development efforts; market existing vacant properties
- Aid for Affordable Housing
  - Assabet River Bluff: Town to contribute up to \$500k in the event grant is not received; placeholder in FY23 CIP
  - CMAHT requesting funding for trust

## 5. Infrastructure, ARPA or Federal Infrastructure Bill

- Pedestrian Bridge over Assabet River, FY23, \$110,000
- Pedestrian and Bike Improvements, FY23, \$537,000 (similar amts in future years)
- Parking Lot Rehabilitation, FY23, \$310,000 (similar amounts in future years)
- Beede Roof Replacement, FY23, \$345,000
- Cross-Town Connect; other bus service; Transportation Planner, PT funded in FY23
- Expanded broadband service
- Expanded cell coverage in Concord Center
- Expanded sewer treatment capacity

# Fiscal Recovery Funds

Questions?



# How to spend ARPA funds with an equity lens

By Jen Aceto

The COVID-19 pandemic and racial tensions of 2020 ushered in major changes for local government. Significantly, the past year brought equity to the forefront of conversations at both the local and federal government level.

“With the national discourse, people are looking for a bolder change,” said Chanté Mitchell, program director at [Engaging Local Government Leaders](#). “They have bigger and more critical questions. A lot of cities are moving towards a racial equity lens.”

With the arrival of American Rescue Plan Act funding, local leaders are looking at resource allocation through the lens of equity. Instead of limiting the focus to a single department or coordinator, they are taking a broader view, gathering community input and data before they make decisions about where the funds will go.

## Gathering data through community engagement

Before deciding how to allocate ARPA funds, local leaders need to understand the needs of residents and businesses. Underserved populations and neighborhoods may have the greatest recovery needs. Hearing from community members will help leaders uncover valuable insights and guide decisions on how to spend funds equitably, both immediately and in the long term. Doing this work now will build a foundation for continued engagement and informed decision-making in the future.

Councilwoman Tameika Devine of [Columbia, South Carolina](#), emphasizes that data is critical in charting a path toward a more inclusive community.

“The data is crucial because if you don’t know where you are, you don’t know where you are going,” she said.

[Compliance and Reporting Guidance from the U.S. Department of the Treasury](#) urges local governments to engage their communities in deciding how to spend ARPA funds. The funding has the potential to produce a significant change in communities around the country, especially when it comes to mitigating inequities. The guidelines also require that funds promote equitable outcomes. So leaders must design public input pro-

grams and interventions with equity in mind. Not only is equity a requirement for local governments in ARPA spending, it is also in the best interest of the community’s overall success.

Michael Wallace, legislative director of Housing, Community and Economic Development at the National League of Cities, advocates for the importance of equity in allocating ARPA funds. He provides local elected officials and municipal employees across the nation with information and advice on the impact of impending federal actions (like ARPA) on their communities.

“You can’t address inequities if you don’t know about them,” he said.

Cities and towns need to capture the data now to get a snapshot of what happened as a result of the pandemic. That way, leaders can look back and see what groups were most negatively impacted, and how.

Gathering data through public input can help leaders see differences in access to resources and services across groups. Once municipalities have this data, they can begin to align funding with efforts to promote equity. They must also collect data on an ongoing basis regarding how the funds benefit residents, how they promote equitable outcomes, and progress toward equity goals.

NLC partner [Polco](#), an online civic engagement company that serves the community information needs of local governments, is working with NLC and Treasury guidelines to help communities across the nation incorporate public input that captures diverse feedback from constituents, local businesses and residents. Polco’s [ARPA Engagement Package](#) involves community surveys to help cities and towns get the data they need to establish a baseline and see changes over time. The package also shows a results dashboard that allows leaders to see how they are doing in the area of equity and inclusion.

## Understanding economic disparities

The level of economic impact due to the COVID pandemic disproportionately affected some jurisdictions more than others.

“Just like individuals, cities on a shoe-

string budget didn’t have reserves to spend, so setbacks quickly turned into crises,” Wallace said.

He points out that municipalities with a higher degree of fiscal stability were able to draw on reserves and respond to the pandemic more quickly. Every city and town experienced difficulties, but they didn’t all experience them to the same degree.

Wallace added that the pandemic’s regional impacts rippled to local businesses, and ultimately hurt low-wage workers and middle-income households.

“Unlike the 2008 recession, Wall Street never cratered during the pandemic, but Main Street did,” Wallace said.

People already struggling to make ends meet were some of the first to lose their jobs when the pandemic hit.

Wallace advises municipalities to stabilize households suffering lost wages due to COVID, which will prepare individuals to reenter the workforce. Communities can give credit or grants access to small businesses, which can then create positions that pay livable wages.

Wallace’s first concern is housing.

“When it comes to housing and economic development especially, equity is central,” Wallace said. “A lot of historic disparities persist even as neighborhoods are rebuilt and revitalized over time.”

## Meeting the needs of underserved groups

Michelle Kobayashi, senior vice president of innovation at Polco, said, “One of the best ways to ensure equitable distribution of funds is to identify disparities existing in your community. Do residents living in the south side have less access to healthy, affordable food than those on the north side? Do lower-income households have the same access to the internet and technology as their wealthier counterparts? Did minority-owned businesses feel a greater impact from the pandemic?”

It’s also important to consider how funds will build the capacity of local governments to meet the needs of [underserved groups](#). These include racial and ethnic minorities, lower-income

■ ARPA *continued on 17*

## ARPA

Continued from page 3

earners, those with limited English proficiency, and others.

Throughout the span of ARPA, local governments should consider and measure equity at all stages of program development. Leaders must also ensure that residents and businesses are equally made aware of resources provided by their city or town.

By gathering data through stakeholder surveys, local governments can identify and measure not only overall community needs but also the economic impacts of COVID. Kobayashi recommends repeating surveys over time in order to track and demonstrate progress. Measuring changes in disparities helps to ensure that the hardest-hit populations can benefit from ARPA funds when needed most.

Mitchell, of ELGL, pointed out why the Treasury encouraged local governments to engage residents around ARPA spending in the first place.

“Public input and engagement is critical to understanding the needs of our most vulnerable community members,” she said. “But we need to do that better and take it a step further. It’s our responsibility as municipal entities to be creative in this process. The more we do this, the better we get at truly understanding our community’s needs.”

### Data tells a story

When it comes to change that lasts, communities must be transparent and share the story told by the data. By sharing what is working and what is not, local governments can continually improve.

Survey data will help local governments tell the story of their recovery and help them decide how to move forward, building the foundation for long-term success. It also meets Treasury guidelines, which will help the federal government understand the impact of ARPA dollars on the community. Gathering data on an ongoing basis is critical for local governments to qualify for ARPA funding in the coming years.

“It’s important to ask residents if the dollars spent make them feel like their lives have improved or not,” Wallace said.

Cities and towns can collect information through community engagement and other methods to see how their interventions worked — or didn’t. Then they can report back to residents to tell the story of the data.

The need for transparency extends to local governments’ relationships with their own communities. Once local government leaders conduct a survey, they should share the results with their constituents and explain how they plan to make decisions based on that feedback.

*Jen Aceto is Associate Product Manager at Polco. This article was originally published on Aug. 13 in the National League of Cities’ CitiesSpeak blog.*

## Send us your Municipal Innovation Award entries!

- Has your community been working on a new and unique project?
- Do you have a solution to an issue faced by many municipalities?
- Has your community found a way to improve efficiency in providing municipal services?

If so, your community should enter the MMA’s Innovation Award contest!

The Kenneth E. Pickard Municipal Innovation Award is sponsored each year by the MMA to recognize municipalities that have developed unique and creative projects or programs to increase the effectiveness of local government. It is named in honor of Kenneth E. Pickard, executive secretary of the Massachusetts League of Cities and Towns from 1969 to 1973. Any city or town that is a member of the MMA is eligible to apply. The awards will be presented at the MMA’s Annual Meeting & Trade Show in January 2022.

**Entries are due by Friday, Oct. 1.**

### HOW TO ENTER

- Fill out the summary sheet found on the MMA website (at [www.mma.org/mma-annual-meeting/awards](http://www.mma.org/mma-annual-meeting/awards)), including a description of the project, the groups and individuals involved, goals, strategy, results and funding structure.
- Have your community’s chief municipal official sign the nomination form (found at [www.mma.org/mma-annual-meeting/awards](http://www.mma.org/mma-annual-meeting/awards)).
- Include any additional materials that would assist the judges in understanding the project or program. Feel free to send photos, brochures, maps, newspaper articles, videos, etc.

*Entries MUST include a summary sheet and signed nomination form and must be submitted by email.*

### JUDGING

Entries are judged by the following criteria:

- Project originality or novelty
- Adaptability to other communities
- Cost-effectiveness
- Efficiency or productivity
- Improvement of a municipal service / administration / performance
- Consumer / community satisfaction

**Please send one electronic copy to [achampion@mma.org](mailto:achampion@mma.org).**

**For more information, please contact** Alandra Champion at the MMA: 617-426-7272, ext. 121, or [achampion@mma.org](mailto:achampion@mma.org).

# What Are Area Towns Doing?

- ▶ Stow: No rush, plan properly. Finish up capital projects, revenue replacement.
  - ▶ Reserved CARES money for rental assistance but only 25% was used.
- ▶ Carlisle: Auditor to track ARPA funds.
  - ▶ ARPA Committee to recommend to SB how to spend.
- ▶ Lexington: Recommendations from Senior Management Team.
  - ▶ Management Analyst to administer/facilitate ARPA funds.
- ▶ Sudbury: Set up ARPA site, held public forum, initiated flash votes.
  - ▶ Received \$29 mil of suggestions (Getting \$5-6 mil from ARPA).
- ▶ Hudson-Stormwater, Wastewater, Fire truck.

# Specific MAPC ARPA Projects To Date

- ▶ Somerville: Soliciting public feedback on how to spend ARPA dollars
- ▶ North Shore communities: Support federal reporting requirements
- ▶ Address Digital divide, increase digital literacy, improve digital infrastructure

# Taking the Broad View

- ▶ Listen and Reflect
- ▶ Accomplish Multiple Objectives
- ▶ Go Across Silos
- ▶ Use Equity Lens: Underserved and Vulnerable Groups, Unequal Access
- ▶ Strive for Equitable Outcomes
- ▶ Citizen Engagement and Transparency
- ▶ Feedback: Has the spending improved Quality of Life?



TO: Concord Select Board c/o Chair Terri Ackerman  
FROM: Concord Municipal Affordable Housing Trust c/o Chair Keith Bergman

Thanks again for convening a focused meeting for January 31, 2022 on ARPA funding, and for including in the Select Board's packet for that meeting the Concord Municipal Affordable Housing Trust's January 20, 2022 letter requesting that the Select Board consider using ARPA funding to support affordable housing goals in Concord.

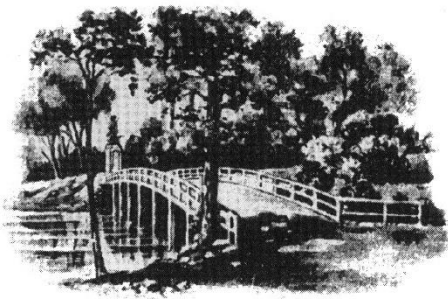
Please know that the Trustees met again today to prepare for the Select Board's focused meeting, and took the following vote which supplements our prior letter:

Rich Feely moved that the Trustees vote to request that the Select Board approve a transfer of \$500,000 from federal ARPA funds into the Concord Municipal Affordable Housing Trust Fund, said sum to be used for ARPA-eligible affordable housing purposes; and, further, if such request is granted, to withdraw the Trustees' prior request for funding of the Trust by the 2022 Annual Town Meeting. Motion was seconded by Mike Lawson. By roll call, the motion passed unanimously with Linda Escobedo, Mike Lawson, Rich Feeley, Kerry Lafleur, and Keith Bergman all voting in favor (5-0).

We look forward to attending Monday night's meeting, and will be glad to answer any questions about our request.

Thanks very much.

Keith Bergman, CMAHT Chair



OLD NORTH BRIDGE

## TOWN OF CONCORD

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

TO: Concord Select Board c/o Chair Terri Ackerman  
FROM: Concord Municipal Affordable Housing Trust c/o Chair Keith Bergman  
DATE: January 20, 2022  
SUBJ: ARPA Funding for Affordable Housing

Thank you for convening a focused meeting for Monday, January 31, 2022 on the use of some \$5.6-million in one-time funding which the Town of Concord is to receive under the federal American Rescue Plan Act of 2021 (ARPA). Please know that, by its unanimous vote on January 13, 2022, the Concord Municipal Affordable Housing Trust respectfully requests that the Select Board consider using ARPA funding to support affordable housing goals in Concord.

It is the Trust's understanding that ARPA funds can be used to build affordable housing and for other housing initiatives under the pandemic response or revenue replacement spending categories, to address disproportionately impacted households, including cost-burdened households paying more than 30 percent of their income for housing. According to MAPC, 56.4% of Concord's renter-occupied units (888 of 1,575) are cost burdened— higher than the statewide percentage of 50.6%. Among the 13 towns in the MAGIC subregion of MAPC, Concord has the highest percentage of owner-occupied cost-burdened units, at 30% (1,523 of 5,073 owner-occupied units)— compared to 24.9% for MAGIC as a whole (12,825 of 51,546).

In urging Concord's 2019 Annual Town Meeting voters to establish a municipal affordable housing trust and to file home rule petitions with the state legislature for a real estate transfer fee and building permit surcharge to fund it, the Affordable Housing Funding Committee concluded that, "Concord needs predictable, sustainable revenue sources so that funds are readily available when affordable home opportunities arise . . . . Without the necessary funds to act quickly, valuable opportunities could be missed." The Committee projected that the \$2.76-million per year those home rule petitions might produce represented only 55% to 69% of the total amount Concord may need to reach its affordable housing goals. And since then, even as we continue to advocate for the bills' passage, the cost of producing housing continues to climb.<sup>1</sup>

So, the Trustees wish also to explore other potential ways to provide alternative funding sources for affordable housing. Those might include an annual town meeting appropriation, mitigation funds from housing developers, donations to the Trust, and/or use of funds from the state and federal government. As such, the Trust hopes that the Select Board's use of one-time federal ARPA funds can include addressing the Town's affordable housing goals, and that you will look favorably on our request.

Please let us know what questions you have about any of this. Thanks very much.

---

<sup>1</sup> With the ever rising of real estate in Concord, any reuse of surplus Town property for affordable housing purposes would also be particularly helpful in meeting the Town's affordable housing goals.



THE TOWN OF  
**CONCORD**  
MASSACHUSETTS

# ARPA POTENTIAL PROJECTS

## Transportation Advisory Committee Ideas



- Transportation Planner
- Ride Services
- Complete Streets



## Transportation Planner

- Mobility + Transportation
- Goal #1
- Transportation planning and coordination function within municipal government





# Ride Services

- Bus Service
- Cross Town Connect (Regional)
- On Demand Service



## Complete Streets

- Community interest
- Address areas of greatest use and needs
- Time is now

### What is a Complete Street?

“A Complete Street is one that provides safe and accessible options for all travel modes - walking, biking, transit and vehicles – for people of all ages and abilities.”

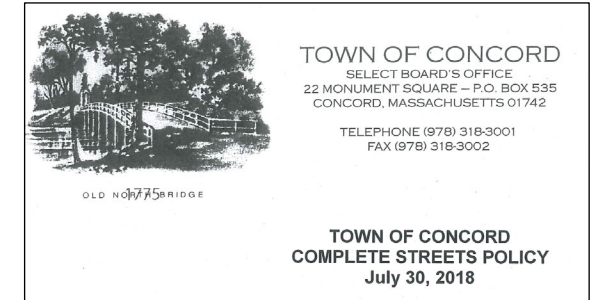


THE TOWN OF  
**CONCORD**  
MASSACHUSETTS

# ARPA POTENTIAL PROJECT: COMPLETE STREETS - DESIGN PHASE

## EFFORTS TO DATE:

- Complete Street Policy
- Complete Streets Prioritization Plan
- MassDOT Complete Streets Funding Program Project Prioritization Plan
- Envision Concord: Bridge to 2030



Wednesday, July 24, 2019



Safety Benefits	Network Connectivity
Pedestrian Mobility Improvements (related to Local Access Score)	Improvement to Crossing
Bicycle Mobility Improvements (related to Local Access Score)	Equity (e.g. low income, senior/disabled housing)
Transit Access Improvements	Degree of Public and Stakeholder Support
Project Readiness	Compatibility with Local and Regional Planning Efforts
	Cost



## COMMUNITY CRITERIA

- History and Character
- Livability and Values
- Mobility / Accessibility
- Environmental Sustainability
- Fiscal Sustainability

Complete Streets Funding Program Project Prioritization Plan

MassDOT

Project Name	Project Description	Project Type	Project Start	Project End	Project Status	Project Funding Source	Project Funding Amount	Project Funding Type	Project Funding Year	Project Funding Start	Project Funding End	Project Funding Total	Project Funding Source	Project Funding Amount	Project Funding Type	Project Funding Year	Project Funding Start	Project Funding End	Project Funding Total
...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...

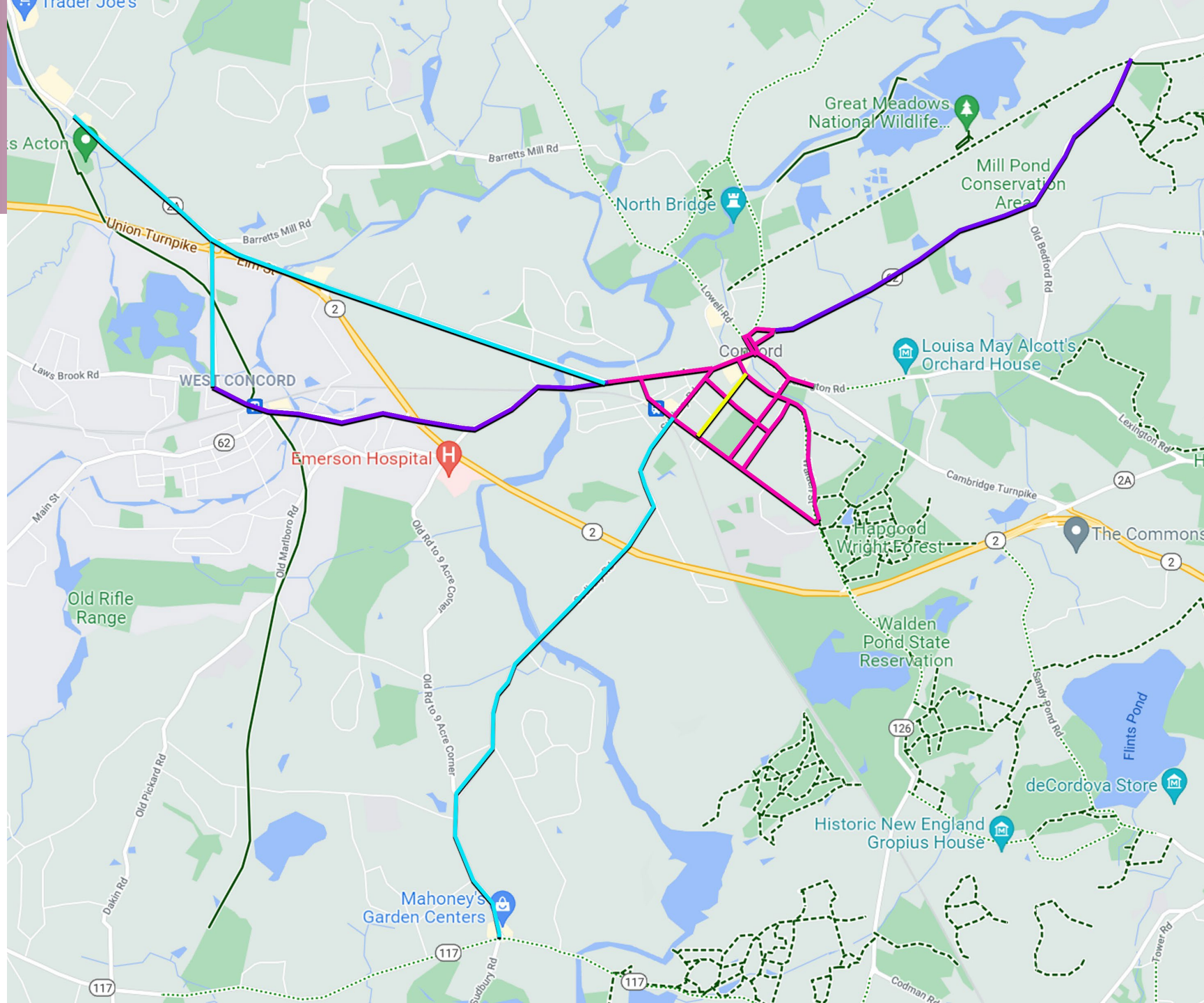


THE TOWN OF  
**CONCORD**  
MASSACHUSETTS

IDEA:

**Comprehensive  
Complete Streets  
Design for  
Concord that will  
have the greatest  
impact**

January 31, 2022



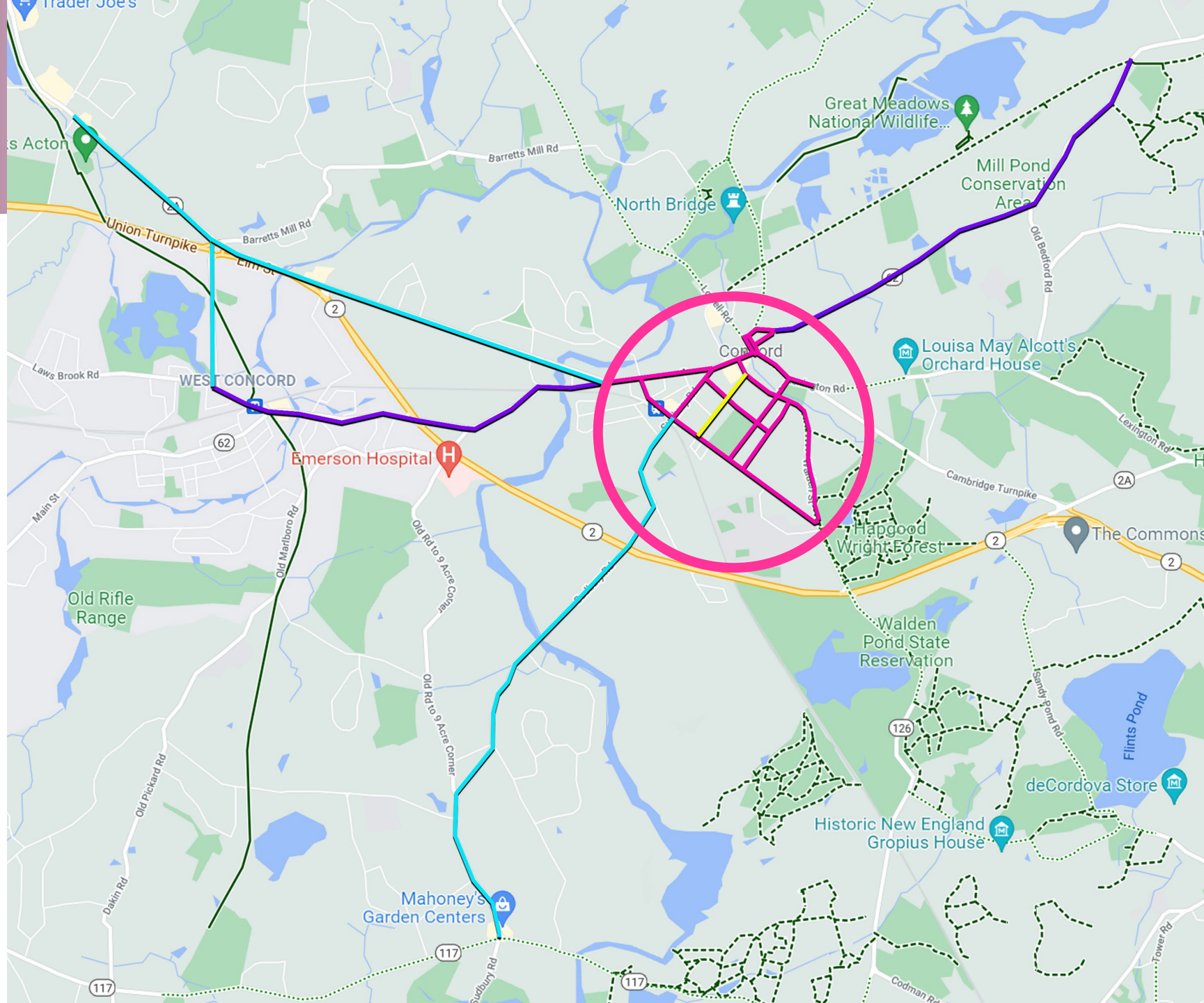


THE TOWN OF  
**CONCORD**  
MASSACHUSETTS

## CONVERSATION STARTED HERE:

1. Bring to bear on one of our areas of greatest use and need
2. Bring to reality the balance of Complete Streets philosophy and historic / natural character
3. Compliment and coordinate with current Hubbard Street project

January 31, 2022





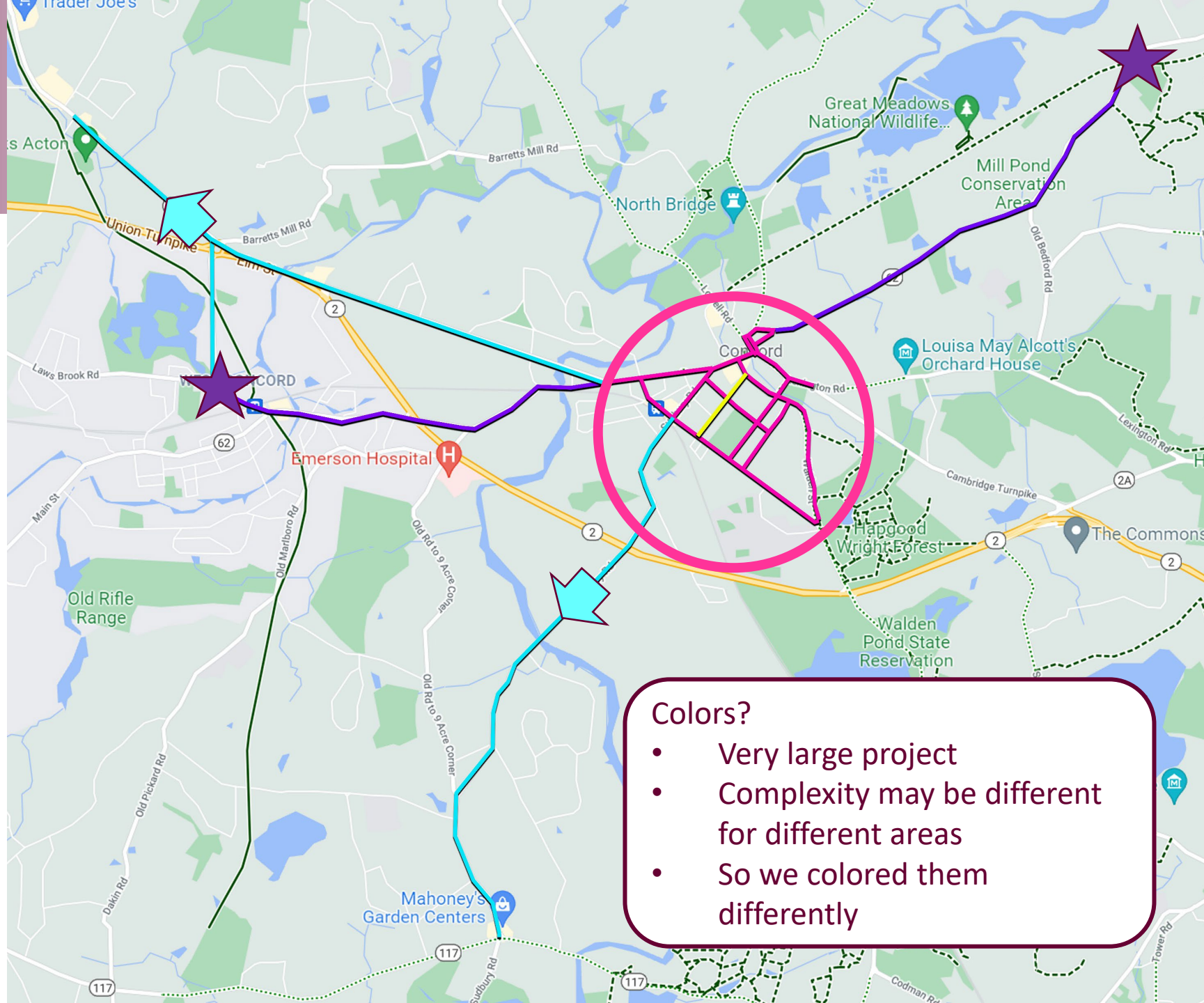
THE TOWN OF  
**CONCORD**  
MASSACHUSETTS

## THEN WE CONSIDERED:

4. Important larger connections
5. And isolated areas lacking a strong connection to a village center

Conclusion: Something on this scale needs to be done

January 31, 2022



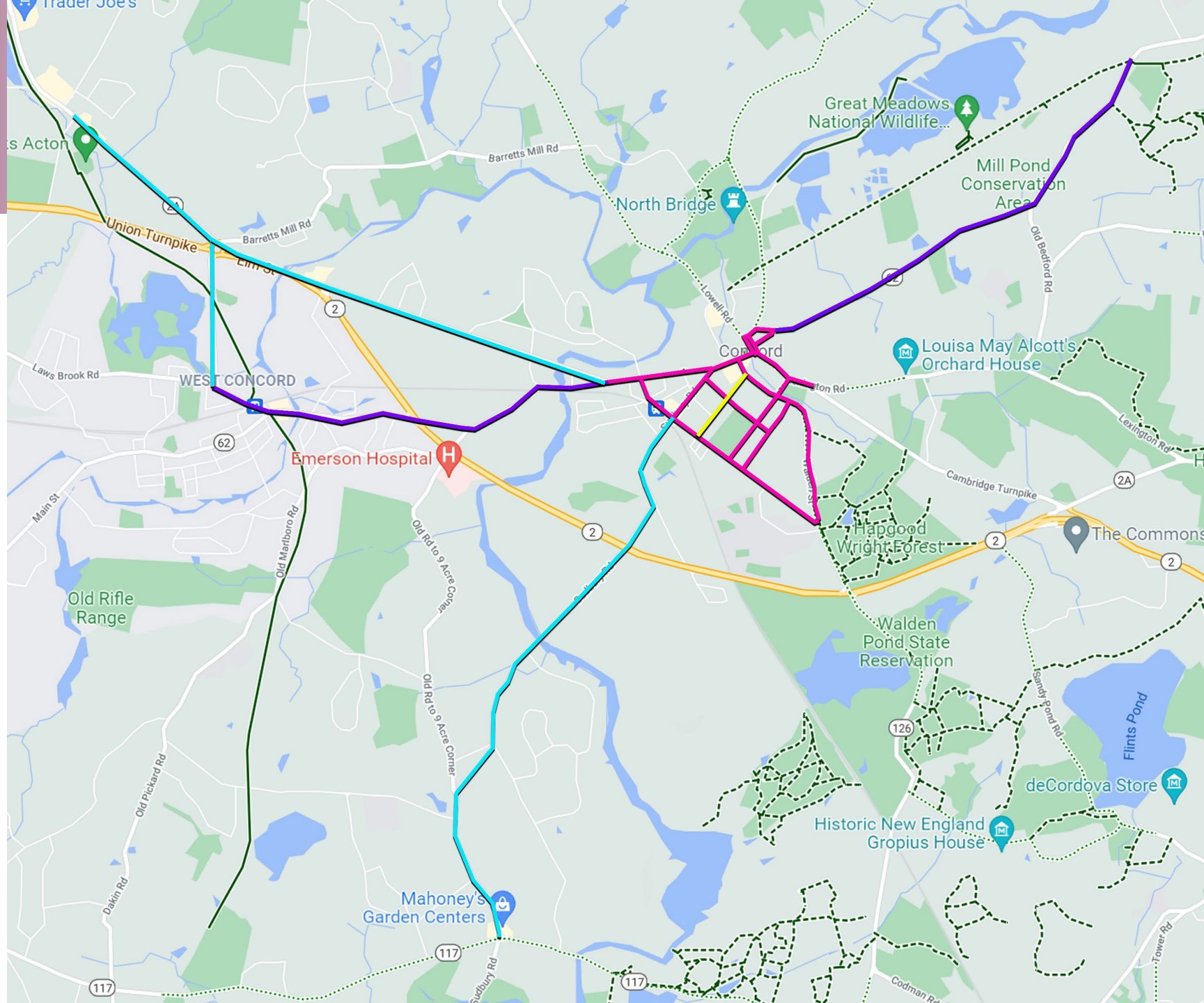


THE TOWN OF  
**CONCORD**  
MASSACHUSETTS

Bigger conversation  
needs to happen for  
Complete Streets to be  
done properly  
- before construction  
projects are identified and  
executed -

**FUND DESIGN BECAUSE  
TIME IS NEEDED FOR  
ROBUST COMMUNITY  
ENGAGEMENT**

January 31, 2022



January 28, 2022  
Electronic Submission

Terri Ackerman, Chair  
Select Board, Town of Concord

Dear Chair Ackerman,

The Concord Business Partnership (CBP) requests that a portion of funds allotted to Concord from the American Rescue Fund Act (ARPA) be used to establish and hire the position of Director of Economic Development for the Town of Concord.

It is important to note that CBP was established in 1992 to unite business and town government in support of mutually beneficial objectives. Our members are commercial property and business owners in Concord, many of whom are elected, appointed, or volunteer members of committees and boards in Town. We all have a passion for and a deep interest in the wellbeing of our community. It is this strength of community that draws us together.

Concord is poised to strengthen this business/town partnership with ARPA funding. ARPA is designed to build a bridge towards economic improvement post-pandemic. Concord's commercial sector is an important component of the Town's recovery efforts both now and in the future. There is currently no representation of the business sector at the table of the Town's Senior Management Team (SMT). This lack of representation creates a vacuum of expertise and focus when Town leaders make decisions about transportation, zoning, health, permitting, planning, business sustainability, public safety and more.

We have only to look to neighboring towns like Lexington, Hudson, Bedford to see how a strong Director of Economic Development can foster a resilient commercial sector. In fact, CBP has done just that. CBP convened meetings with these Directors to share their supportive roles in their communities. Our 2022 schedule includes follow up meetings with other communities to further our understanding of this issue. We invite interested Select Board members to attend.

The mutually beneficial impacts of having a dedicated Town staff member focused on business vitality are not to be dismissed. Our neighboring towns have an economic development team to serve as a one-stop shop to help a business start quickly and efficiently - from site location to permitting assistance to available incentives and resources. These are valuable, cost-saving, high-impact functions currently not available in Concord.

We acknowledge the fantastic support from the Town, and the hard working Tourism Manager during the Covid period and the Town's creation of the Economic Vitality Committee. Certainly great progress.

We often hear concerns from businesses who want to remain or open operations in Concord that Concord is not business-friendly and starting a business here is unreasonably expensive and time-consuming. For those reasons, businesses have decided to open in nearby towns that they perceive are more "business-friendly." We believe that a Director of Economic Development would play a critical role, including as a liaison to the business community and a partner with Town Boards, to help coordinate the Town and to educate and direct potential new businesses who are interested in coming to Concord.

Strategic economic development builds a strong, resilient and equitable commercial sector that supports long-term health and opportunity for the Town of Concord. ARPA funds aid public health and economic recovery from Covid-19. Covid has been difficult for us all, but the economic recovery funds afford us a rare opportunity to wisely appropriate funds to a position that will benefit the town and catalyze lasting change.

Sincerely,

Board of Directors, Concord Business Partnership  
Submitted by CBP Executive Director, Jennifer Clarke

cc: Kerry LaFleur, Town Manager

Christine Reynolds, Finance Committee Chair

John Boynton, Economic Vitality Committee Chair