

CONCORD HOUSING PRODUCTION PLAN UPDATE

Focus Group Summaries

Prepared by JM Goldson LLC 05/04/2022

Summary

From April 25 through 28, 2022 JM Goldson conducted five focus groups with Concord stakeholders on the topic of housing issues, challenges, and opportunities in the town. Each focus group was made up of between four and seven people, each one with an involvement or investment in the town's housing needs. One member of our team facilitated each meeting and added notes to a board viewable by all participants. Prior to the focus groups, which took place over Zoom, each participant was given a worksheet. They were asked to identify strengths and opportunities to leverage as well as challenges or issues to recognize/overcome regarding housing in Concord. The notes from each focus group are displayed in the subsequent pages with a transcription of each "sticky note" below the images.

Key Findings

- Concord's affordable housing strength lies with its capacity. There are several housing advocacy groups in town, and they coordinate well together. An Affordable Housing Trust is the latest addition to this coalition.
- Concord has also seen success with both short-term and long-term funding strategies, so far funding the trust with \$1.5 million.
- While Concord has made some positive changes to its zoning bylaws in recent years, it has opportunities to further expand zoning for multi-family. The MBTA Communities (Housing Choice law) is an opportunity to shape these changes.
- Concord has extremely high housing costs, coupled with infrastructure and regulatory constraints.
- Concord would like to see a variety of different specific strategies with funding amounts and ideas, to strategically implement more affordable housing in key locations.
- More deed restricted and "naturally occurring" affordable is a need across all income spectrums, especially for young families starting out and seniors wishing to age in place.
- It is desirable to find a way to provide wrap around social services for both low-income households or for seniors.
- Diversity, equity, and inclusion was cited by several focus groups as goals to be explicitly called out in the updated Housing Production Plan.

Focus Group 1

The first focus group took place at 5:00 PM on April 20, 2022, with four participants. The conversation primarily focused on the past affordable housing efforts to build their capacity and funding. Overall, they characterized Concord as a town with strong Town support for affordable housing, with many housing groups who work together well. These housing groups include the

Housing Authority, Housing Trust, Community Preservation Commission, Housing Development Corporation, Housing Foundation – and the Regional Housing Services Office. The RHSO brings together the various housing groups quarterly for a joint meeting, called the Housing Roundtable. Concord is also represented on the statewide coalition for affordable housing, advocating for sustainable funding source for affordable housing. The Town created their Housing Trust at the Fall Town Meeting in 2020. The Housing Trust has been allocated a total of \$1.5 million in the past few years. In the short term, the Trust is looking to revise its guidelines upon the update of the Housing Production Plan, which is hoped to provide an up-to-date and robust strategy. There are two home rule petitions in the state legislature, which should provide a projected \$2.6 million per year in long-term funding via a real estate transfer fee and a building permit surcharge. While the Finance Committee hasn't always been on board with affordable housing, Town Meeting has consistently voted to fund it, and ARPA funds are proposed at town meeting this year due to free cash restrictions. Since the start of the CPA in Concord, 22% of funding has gone toward housing, but none has yet been borrowed. So there is a question about whether that is an opportunity to do something big. A large middle school building will be retired soon, and that will be both a challenge and an opportunity for affordable housing.

Other opportunities and strengths include the Town's Master Plan (Envision Concord) which as well-thought-out housing goals. Zoning bylaws have been expanded to allow for accessory dwelling units and duplexes in Residential Zone C. The League of Women voters identified town owned sites for housing and shared their findings with the Community Development Corporation. The MBTA Communities multi-family zoning requirement is seen as an opportunity, but it must include inclusionary zoning, and must be studied carefully for the overall percentage of affordable housing required.

Challenges and issues centered around the need for additional zoning changes and policy clarifications. The Trust desires quantifiable objectives and goals. What different types of housing is needed? How many units per year, etc.? Housing costs are so high in Concord that there is a need for both missing middle housing (80-150% AMI) and deeply affordable housing. There are also some expiring units on the Subsidized Housing Inventory. Actual affordable units constructed is preferable to in-lieu of fees, but the issue can be debated as a flexible source of funding. It is generally thought that the town needs more than just 10% deed-restricted affordable housing, and the community needs to be educated that the subsidized housing inventory is different from the actual number of units that are truly deed restricted.

The Town also has a program to handle emergency repairs, but it needs to be institutionalized. There is not enough money dedicated for seniors to retrofit their homes to age in place. There is also a recognized need to integrate social work and social services into affordable housing creation. While the Regional Housing Services Office adds housing staff capacity to the Town, the Housing Trust doesn't have any dedicated staff. But it is a challenge to determine where the staff support would come from.

Finally, there was a desire for more explicit language of diversity, equity, and inclusion in the new Housing Production Plan. The Town is grappling with how to create a welcoming, inclusive, and "belonging" environment in local government and civic participation.

April 20, 2022 - 5-6:15pm

JENN'S FOCUS GROUP DISCUSSION WORKSHEET

"There is no power for change greater than a community discovering what it cares about."
-Margaret J. Wheatley, American Writer



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What is the topic area of the focus group you are attending? _____

Thank you for accepting our invitation to participate in a focus group with the JM Goldson Team! You should expect the focus group to be a small group of seven or fewer people who have a special knowledge or perspective on this topic area. By speaking with the project team, you, as a community stakeholder or municipal official, will help our team understand the issues and opportunities in your community better. If you find it helpful, please use this questionnaire to help you gather your thoughts before we speak. We look forward to speaking with you soon! - Jenn & the JM Goldson Team

What are the greatest opportunities and challenges related to the topic area in your community?



Opportunities or Strengths to Leverage

concord is represented on the statewide coalition for affordable housing - advocate for a sustainable funding source

ADU bylaws and duplexes bylaw expanded

Housing Groups: Housing Authority, Housing Trust, CPC, Development Corporation, Housing Foundation, Concord Roundtable, Rho

Town master plan (Envision concord) - well thought out housing goals

Program to handle emergency repairs - needs to be institutionalized

Financing options - special legislation

Concord Carlisle community chest - needs assessment spoke to affordable housing, Emerson Hospital needs assessment also

Challenges or Issues to Recognize/Overcome

Also deeply affordable housing

Issues to be debated: payment in lieu (flexible source of funding) and overall % to require

Actual units built are preferable to fee in lieu option?

Missing middle housing - besides just 80% AMI - up to 150% AMI

Need more than 10% dedicated to affordable housing

The total numbers of SHI does not help with community education - e.g. rental units all count - make it clear to the public the difference

Can ADU or other zoning bylaws be further expanded or improved (Planning Board goals)

League of Women Voters identified town owned sites for housing - shared with development corporation	Housing trust doesn't have dedicated staff - RHO? But it might not be? Where would the staff support come from? Short term - driver's seat for new development
Housing group work well together - joint meetings (roundtable, quarterly)	Preference for down payment assistance or other housing programs to be done regional scale
Town support for affordable housing, when well planned and ample opportunity for public engagement	A large middle school building will be retired soon - how that be viewed for affordable housing
	CPA borrowing? Since the start of the CPA in Concord - 22% has gone toward housing but has not yet borrowed
Consistent town meeting support for affordable housing (2017), affordable housing funding committee	Explicit inclusion of diversity, equity and inclusion and belonging in the new HPP (Has a DEI commission)
	Quantifiable objectives - especially for the Trust - how many units per year? etc.
Town has history of accepting actual units over fee in lieu	Quantified goals across different types of housing
2019 - funding committee brought back 4 measures 1. establishment of a trust 2. home rule petitions for long-term funding (real estate transfer fee; building permit surcharge - projected \$2.6 million per year 3. interim funding - town meeting should affirm \$500k toward affordable housing - \$1.5 million so far - another \$500k at this town meeting '22 with unanimous support	How do we create a welcoming and inclusive and "belonging" environment in local government and civic participation
AHT developed a series of guidelines, to be approved by the Select Board - collaborative process with housing agencies to clarify roles and responsibilities within each group	How to do affirmative marketing for DEI & Belonging "B" for affordable units that are available (MAPC etc.) -spell it out
Housing Trust has short term goals (\$500k), looking to revise guidelines upon update of HPP - providing an up to date and robust strategy	Integrating social work and social services into affordable housing
Could IZ units count as "more" units towards capacity required for MBTA Communities	Expiring units (RHO)
Opportunity for IZ bylaw town wide - with fee-in-lieu	Money for maintenance and rehabilitation in affordable units
No current inclusionary zoning bylaw? or too onerous	Not enough money dedicated for seniors to retrofit their homes to age in place
MBTA communities multi-family zoning requirement - must have IZ- must be studied carefully for overall %	

Focus Group 2

The second focus group took place on April 20, 2022 at 6:30pm with seven participants. This group affirmed that affordable housing is important and valued by the people who live here. There are several groups dedicated to affordable housing and the topic has had a great deal of financial support in recent years. The Town has strengths in its educated population and planning processes. This group also saw the more recent zoning changes around allowing duplexes and accessory dwelling

units in Residential District C as a strength. An article before the Town meeting this spring would expand Thoreau Business area into an area formerly Residential C.

Other housing success stories include a Habitat for Humanity house at 930 Main Street, and the Assabet River Bluff development which combined goals related to conservation and affordable housing. Finally, the Town has previously purchased farmland to lease to a local farmer at an affordable rate.

There is a recognized opportunity to put Concord's challenges into a larger national and state-wide context, and to use the MBTA Communities requirements, or other examples of multi-family zoning to expand housing options. Planned Residential Development (PRD) has been used to add duplexes and multi-family units to the community, but implementation has sometimes been out of scale with the surrounding homes. The group liked the idea of coupling social services like after school programming or other "wrap around" services with affordable housing – and incentivizing electric or sustainable design into new buildings.

Concord housing costs are going up and land is very expensive, making it difficult to acquire land for affordable housing purposes. Smaller homes are being torn down and replaced with very large luxury homes, and large duplexes are being built via PRD but some are out of scale with surrounding buildings. It is a challenge to provide housing options to those who work in town but cannot afford to live in Concord. This can make staff retention difficult. Zoning regulations prevent the density needed to make affordable or smaller-sized units possible. Despite the liberal population, there is a fair amount of NIMBYism and neighbors can object to greater density and/or affordable units. So, an ongoing educational process around affordable housing is needed.

April 20, 2022 - 6:30-7:45pm

JENN'S FOCUS GROUP DISCUSSION WORKSHEET

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What are the greatest opportunities and challenges related to this topic area in your community?



<i>Opportunities or Strengths to Leverage</i>	<i>Challenges or Issues to Recognize/Overcome</i>
930 Main Street (Habitat for Humanity)	Intersection between housing, education, - being a welcoming community to diverse incomes and ethnicity
Housing Foundation - and/or Trust take donations of real estate?	History of PRD - affordable unit included not always welcomed
Highly educated population - can communication broader constraints and conversations around housing (data etc.)	Educational process (affordable housing)
Housing success story with CPA, Housing Foundation, to purchase farmland to lease to McGrath farmer (house, greenhouse)	A way to provide housing options to those who work in town but can't afford to live in Concord
Housing success story with CPA, Housing Foundation, to purchase farmland to lease to McGrath farmer (house, greenhouse)	Retention of staff is difficult due to housing costs

Putting Concord's challenges in a larger national and state-wide context	Doing more affordable units as required as a part of zoning
Collaboration across town housing entities	Neighbors can object to greater density and/or affordable units
A lot of people interested in public housing - many dedicated groups	PRD is clustered, and not evenly distributed
Affordable housing is important and valued by the people who live there	Land is very expensive - making acquisition difficult
Leverage broad support for affordable housing - towards diversity and inclusion	Despite liberal population - NIMBYism
Housing Success story: Conservation & affordable housing joint initiative - Assabet river bluff	Affordable housing development takes subsidizing by the state and local funds
Positive changes- duplexes SP in Zoning District C - also ADUs for rental properties - 2021	A house is someone's biggest asset
Town planning and citizen input	Large houses are replaces small houses
Transportation infrastructure - goal towards reducing automobile use or encourage EVs - new construction EV enabled	zoning regulations prevent density needed to make affordable or smaller -sized units (condos, etc.) possible
Politically active town - petitioning state legislature to implement zone rule petitions for building permit surcharge and real estate transfer - to get a steady source of income	Large duplexes are also being built as PRD - out of scale with surrounding buildings
Financial support of affordable housing - general revenue/free cash \$500k each year (\$1.5m) -3 years	How to create a more walkable community - parking spaces, etc.
Needham program - wrap around services - such as after school program tied to affordable housing	There is a subset of residents that are resistant to affordable housing
Planned Residential Units exist to add to community, but implementation can sometimes be problematic	
More recent support of zoning related to affordable housing	
Housing choice bill (MBTA Communities) - opportunity and challenge	
Current zoning article 33 - atm 22 - housing choice legislation - threshold change requires 50% approval	
Program to incentivize all electric - or "sustainable" design - new buildings - CMLP	

CA example - allowing multi-family zoning everywhere
(outlawing single family zoning)

Focus Group 3

Focus group 3 occurred on April 25, 2022, at 5:15pm and included five participants. The residents felt that more boards and people in Concord were interested in affordable housing than in other communities. There are a lot of smart volunteers in various housing groups, and there is active leadership committed to affordable housing (Select Board). They are working on a regular source of funding for affordable housing including a local option for the real estate transfer tax.

There is an advantage to putting affordable housing in existing market rate developments or in redevelopment of properties. For example, 930 Main Street was rehabbed for two families. There is a lot of open land, and so there is an opportunity to create more of a balance of single family and multi-family. Recent zoning efforts include rezoning for the Thoreau Depot District, which was controversial at Town Meeting. The Planning Board and Zoning boxboard strive to generate affordable units, and more progressive zoning is a focus of the Planning Board – for example rezoning from 2-acre zoning to 1 acre lot size zoning.

This focus group identified two main issues: development constraints and community education around affordable housing. Constraints and concerns include the high cost of land, the high cost of housing, and increasing interest rates and inflation exacerbating those issues. Not as many net new homes have been constructed in Concord over the years as compared to other communities, and the sewer system has limited capacity. Educational or informational concerns relate to the larger public not knowing the housing terminology (e.g., naturally affordable vs. deed restricted affordable), having misconceptions about affordable housing, and not being used to denser housing and multi-family.

The participants would like to see more focused goals. There is a desire for a strategic plan with a variety of specific strategies showing funding and budgets. Data and mapping related to both existing naturally occurring affordable housing (e.g., smaller units, rentals) and the deed-restricted unit inventory would be helpful. Additional housing should be focused in the Town Center to prevent sprawl. The MBTA communities' legislation is seen as both an opportunity and an issue, as final guidelines are not available yet. Participants recognized the need to go above and beyond the 10% deed-restricted affordability requirement and create more housing for both low- and middle-income households. There is a desire to get younger people involved in the housing planning process.

April 25, 2022 - 5:15p - 6:30p

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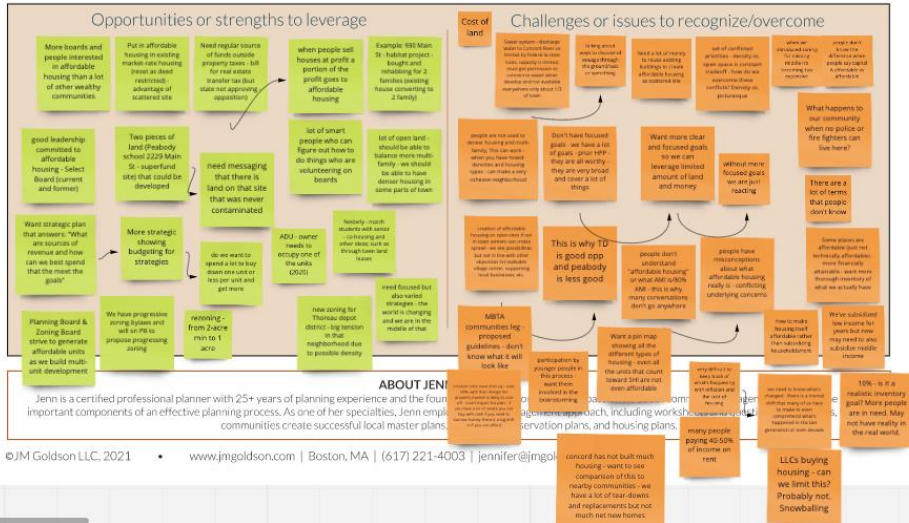


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What are the greatest opportunities and challenges related to this topic area in your community?



Opportunities or Strengths to Leverage

More boards and people interested in affordable housing than a lot of other wealthy communities
Put in affordable housing in existing market-rate housing (reset as deed restricted) - advantage of scattered site
Need regular source of funds outside property taxes - bill for real estate transfer tax (but state not approving - opposition)
when people sell houses at profit a portion of the profit goes to affordable housing
Example: 930 Main St - habitat project - bought and rehabbing for 2 families (existing house converting to 2 family)
good leadership committed to affordable housing - Select Board (current and former)
Two pieces of land (Peabody school 2229 Main St - superfund site) that could be developed
need messaging that there is land on that site that was never contaminated
lot of smart people who can figure out how to do things who are volunteering on boards

Challenges or Issues to Recognize/Overcome

Cost of land
Sewer system - discharge water to Concord River so limited by federal & state rules; capacity is limited; must get permission to connect to sewer when develop and not available everywhere only about 1/3 of town
talking about ways to dispose of sewage through the ground/vats or something
Need a lot of money to reuse existing buildings to create affordable housing as scattered site
set of conflicted priorities - density vs. open space is constant tradeoff - how do we overcome these conflicts?
Density vs. picturesque
when we introduced zoning for missing middle it's becoming too expensive
people don't know the difference when people say capital A affordable vs affordable
people are not used to denser housing and multi-family; This can work - when you have mixed-densities and housing types - can make a very cohesive neighborhood
Don't have focused goals - we have a lot of goals - prior HPP - they are all worthy - they are very broad and cover a lot of things

lot of open land - should be able to balance more multi-family - we should be able to have denser housing in some parts of town	Want more clear and focused goals so we can leverage limited amount of land and money
Want strategic plan that answers: "What are sources of revenue and how can we best spend that the meet the goals"	without more focused goals we are just reacting
More strategic showing budgeting for strategies	There are a lot of terms that people don't know
do we want to spend a lot to buy down one unit or less per unit and get more	creation of affordable housing on open sites if not in town centers can create sprawl - we see possibilities but not in line with other objectives for walkable village center, supporting local businesses, etc.
ADU - owner needs to occupy one of the units (2020)	This is why TD is good opp and Peabody is less good
Nesterly - match students with senior - co-housing and other ideas; such as through town land leases	people don't understand "affordable housing" or what AMI is/80% AMI - this is why many conversations don't go anywhere
Planning Board & Zoning Board strive to generate affordable units as we build multi-unit development	people have misconceptions about what affordable housing really is - conflicting underlying concerns
We have progressive zoning bylaws and will on PB to propose progressing zoning	Some places are affordable (just not technically affordable) - more financially attainable - want more thorough inventory of what we actually have
rezoning - from 2-acre min to 1 acre	How to make housing itself affordable rather than subsidizing households/rent
new zoning for Thoreau depot district - big tension in that neighborhood due to possible density	We've subsidized low income for years but now may need to also subsidize middle income
need focused but also varied strategies - the world is changing and we are in the middle of that	MBTA communities leg - proposed guidelines - don't know what it will look like
	participation by younger people in this process - want them involved in the brainstorming
	Interest rates have shot up - over 60%; with that change the property market is likely to cool off - could impact the plan - if you have a lot of assets you can buy with cash if you need to borrow money there is a big shift in if you can afford
	Want a pin map showing all the different types of housing - even all the units that count toward SHI are not even affordable
	very difficult to keep track of what's happening with inflation and the cost of housing
	many people paying 40-50% of income on rent
	concord has not built much housing - want to see comparison of this to nearby communities - we have a lot of tear-downs and replacements but not much net new homes
	we need to know what's changed - there is a mental shift that many of us have to make to even comprehend what's happened in the last generation or even decade
	10% - is it a realistic inventory goal? More people are in need. May not have reality in the real world.

LLCs buying housing - can we limit this? Probably not.
Snowballing

Focus Group 4

The fourth focus group took place on April 26th, 2022 at 9am and had five participants. This focus group recognized Concord's capacity strengths – with a lot of housing advocacy groups, professional staff, and both short-term and long-term funding opportunities. Like other focus groups, the public awareness and leadership. They also mentioned the recent zoning changes to be more inclusive of duplexes, accessory dwelling units, and the rezoning of the Thoreau Depot area for mixed use at this town meeting. They thought affordable housing locations should continue to be prioritized in central, walkable locations in Town. Participants cited the Concord Municipal Light Plant, Concord Armory, 2229 Main Street, the Peabody School, and the list of public owned property (League of Women voters) as future housing locations. Positive existing examples include the Assebet Bluff development, and Concord's Riverwalk cottages – although those were noted to no longer be affordable to middle-income buyers. Future opportunities should work to both preserve affordability, and maintain smaller single-family starter homes. However, the group also recognized that town character doesn't hinge on large single-family homes. They also were curious about strategies to be more inclusive of different housing needs, including multi-generational living, co-living (ADUs) with shared services, and retrofitting existing housing stock into smaller units. There is a need for a lot of different strategies at all different scales and sizes, and desire to “go big” on some projects at strategic location(s) and include smaller, more incremental projects.

Concerns in this group focused were like other focus groups: development constraints, and education. Housing costs are high, there are infrastructure limitations, and zoning barriers. Some specific zoning issues discussed included payment-in-lieu versus affordable units, floor-area-ratio requirements, and the ability of developers to buy their way out of affordable requirements. There can be neighborhood opposition to affordable housing and people are worried about losing open space. Development of older home conversions and creating smaller deed restricted developments is challenging and expensive for developers. Affordable housing takes subsidies to develop from a variety of sources, and alternative funding sources are needed to make sure things stay affordable. There was also a recognition of a need for both diverse housing and diverse people (socio-economic and demographics), and that diversity equity and inclusion is related to housing.

Concord Housing Production Plan – Focus Group Summaries
Opportunities or Strengths to Leverage **Challenges or Issues to Recognize/Overcome**

Thoreau Depot - mixed use housing - zoning for Town meeting 2022	Smaller houses are tear downs in the current market (starter homes)/ “affordable”
Prioritize affordable housing locations in central, walkable part of Town	Floor area ratio requirements - need input on rigor - how to balance with property rights
CMLP (Main Street) - building homes (Light Plant)? Town Water/sewer	The ability to create neighborhood restrictions, need a lot of buy in – needs supplemental funding
Program for farmers to live in town	Smaller deed restricted unit developments is challenging for developers (costs, complicated)
Lots of housing advocacy groups & professional staff	Define affordable – say, Concord teachers, town employees, etc. use examples
Affordable housing trust fund would benefit from surcharge on real estate transactions (home rule petition?) – modeled on Nantucket	Define affordable - say, Concord teachers, town employees, etc. use example
2019 town meeting articles – home rule petitions, trust formation	Diversity means socio-economically as with as other definitions
	Need diversity of housing (housing choices)
Cottage development for middle-income (Riverwalk Units) - now not for middle income	Neighborhood opposition and perception of affordable housing
Town character doesn't hinge on large single family home	People are worried about losing existing open space
Assabet Bluff development (combines open space/ housing	Open space bylaw - buying their way out of affordable requirement
Combining goals of preserve open space/affordable housing on public land	Cost of building is very expensive
Duplex homes allowed in certain zones - how successful	Affordable housing takes subsidies to develop - local, regional, state, federal, etc.
Co-living (ADUs) provides opportunity for shared services? Volunteer labor?	Infrastructure limitations (town sewer, shared septic systems) - restraint on new sewer connection
Using press to be more public about affordable housing and need strong leadership	Lack of options to downsize
Identify ways to preserve Concord's character, while creating opportunities for more inclusion	Very little zoned for multi-family
Go "big" on some projects at strategic location(s), and smaller, incremental project	Diversity equity and inclusion is related to housing and affordable housing
Moving town offices here, and opening up central land for housing?	Alternative funding sources to make sure things stay affordable
Large, historic house conversions into duplex (zoning change	Concord character is changing - creating more very large single family luxury homes
Detached accessory unit allowed (zoning change) - for family - recently allowed, and how many units created with new ADU bylaw	Older home conversions is a developer specialty (bespoke)
Outreach to older adults who wish to stay in their own home - public awareness of opportunities - create a duplex or ADU	Zoning restrictions around home conversions into 2 family or ADUs

Housing across from Lowell Road (Peabody School) – surplus land eventually? Planning process for this	Need political will/ town leadership for zoning changes
Multi-generational living in a shared house (with different units)	
Using existing housing stock (retrofits) to create more smaller units	
2229 Main Street (opportunity?)	
Concord armory – Town does not own? Owned by the state, could purchase	
List of publicly owned property	
Public awareness and public leadership	
Coordination among various local and regional housing groups - dedicated person for housing town staff beyond regional housing office	
How to preserve affordability and maintain community character (with smaller single family homes)	
Need lots of different strategies to reach success - of all different scales and sizes	



Focus Group 5

The fifth focus group took place on April 28th at noon, and had six participants. The group celebrated some of the recent zoning change success around duplexes and ADUs, but wanted to expand upon the ADU bylaw. Design guidelines were key to shaping desired development. There was a desire to develop and provide affordable housing to young families (middle income) starting out, seniors wishing to downsize in the community, and artists/creative community. Wrap around social services for seniors aging in place is a need. The group also saw the short and long term funding initiatives as a positive (free cash, land transfer fee). Future development opportunities should focus in walkable central areas near public transportation. The municipal light plant is supportive of affordable housing.

Like previous groups, participants cited concerns around the tearing down of more modest homes and replacement with large mansions, creating a community that is increasingly only for the very wealthy. The town needs to build more middle-income and affordable housing. The group observed that seniors need downsize options and that housing is a public health issue. There is some community confusion around what affordability, subsidized housing, and “work place housing” means. The Thoreau zoning amendments were controversial, so the messaging may not have been clear.

April 28th, 2022 - 12p-1:15p

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What are the greatest opportunities and challenges related to this topic area in your community?



ABOUT JENN GOLDSON:
Jenn is a certified professional planner with 25+ years of planning experience and the founder of JM Goldson LLC. She is passionate about community engagement as one of the most important components of an effective planning process. As one of her specialties, Jenn employs a robust engagement approach, including worksheets and questionnaires like this, to help communities create successful local master plans, community preservation plans, and housing plans.

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Opportunities or Strengths to Leverage	Challenges or Issues to Recognize/Overcome
Municipal lights plant initiative supports affordable housing	Supply is critical - we are not building enough affordable stock
Changing zoning of the Thoreau district - proposal going to town meeting (now zoning is commercial only) - provide housing too including affordable/more affordable - good location	Seniors downsize options
Real estate transfer tax	Need a chance to buy a modest-sized home here - but they are gobbled up and redeveloped
If Manhattan can sell apartment (artist housing) for \$40K then Concord could do something to help create more affordable housing options - it can be done	Families moving in just starting out
Very important to have housing that young families can afford - find ways to subsidize sale of house for people interested in selling as a starter home - brainstorm creative ideas to make this happen -not sure how this would work (C. Housing Foundation considering)	Location of affordable home and connections (schools, transportation, worship community)
Housing for families who want to get into the community; many may not want to live in an	Housing is a public health issue - one of the social determinants of health

apartment building - need affordable single family too - starter homes/modest homes	
Seeing opportunity to put money from free cash toward housing	attracting young families
Increase diversity and attract artists would a benefit to the community	What does affordability really mean?
Enable future developments to include more density; design guidelines also included in Article 33 - allow development that is in scale and in keeping	Development world needs zoning to make it make sense for them to build what the community needs
Comp plan - consider rezoning to enable more density for residential near public transportation (Article 33)	Finding places where you can age or age in place
Design guidelines are a good idea to apply to other areas (not just Thoreau) - for example, neighborhood near Emerson Hospital (even for single family homes including massing limits)	Town is for very wealthy people now
Already a number of bylaws and strategies in place to maintain equal playing field - FAR varies by zoning district - some initiative to be more constraining on size of properties - need balance	Need place to land in various situations - think about if got divers Design guidelines - difficult to have a "taste" committee - we have a terrific modern history as well - juxtaposition combined with other early 20th century, 19th, and 18th century properties
Even \$500-\$800K price points would be helpful for families starting out. Middle-income. Ownership opportunities	"mansionization" is a polarizing word - these people are also community members - it's a sensitive time in the world and we should describe this in a different way
ADUs - allowed to some extent but want to see expanded - 2019 zoning was only in limited zone (perhaps zone c) or perhaps was town wide	Need to build more so we can build for people who do not have enormous amounts of money
Mixed use - aging & young pop want to walk - allow mixed use in walkable districts	Modest homes being razed to the ground and big fancy houses are replacing
HA gives priority to people who are residents of Concord; Centralized waiting list (not a lot of people from Concord on the list).	frustrating to live in a community that you want to establish roots in but can't buy in
Our HA has about +/- 83% senior - some options of housing types there	People are confused by what subsidized housing means - better term - "Work place housing"
Want to have choices - not all seniors will want to move back to the "dorm" - others want to live in other options - cluster housing (Mill Run)	Housing builds community and the community vibrancy depends on being representative town



Concord Housing Production Plan – Focus Group Summaries

development) small and efficient - but not more b/c cost of land so expensive	
Our HA has about +/- 83% senior - some options of housing types there	Thoreau zoning amendments are controversial - going to TM the spring
Not so much style more about environmental - to what extent is the infrastructure (land/water systems) that supports our home is stressed	Messaging may not be clear enough around the Thoreau zoning amendments
Senior Housing - hope Concord would take integrated approach to senior and other types of housing - knit together with other elements to support it - such as transportation, access to groceries, medical services, etc.	about 20% of housing sold last year was over \$1M
Keyes Road is only location to find apartment style buildings for people to downsize - other than this not much below \$1M	
check the zoning - see what is allowed by ADUs	