



OLD NORTH BRIDGE

# TOWN OF CONCORD

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

## MCI Concord Advisory Board Agenda

Monday, September 9 2024 at 12:00 PM

Town House, Select Board Room and Hybrid via Zoom

### More information on the MCI Concord Advisory Board,

### MCI Concord closure, and FAQs:

<https://concordma.gov/3514/MCI-Concord-Closure>

### Join Zoom Meeting

<https://us02web.zoom.us/j/86420313446?pwd=RYw44BfbfcYkzaZ58I8a43IpasMBh2.1>

Meeting ID: 864 2031 3446

Passcode: 153037

Dial In Toll-Free: 833 928 4608

#	Time*	Agenda Item
I.	12:00 PM	Call to Order <ul style="list-style-type: none"> <li>- Clerk of the Meeting</li> <li>- Division of Capital Asset Management and Maintenance (DCAMM) Public Forum in collaboration with the Town: Thursday, September 12, 2024 at 7:00 PM at the Town House, Public Hearing Room and via Zoom Webinar</li> </ul>
II.	12:05 PM	Approve Meeting Minutes <ul style="list-style-type: none"> <li>- August 19, 2024 – Linda Miller, Clerk of the Meeting</li> <li>- August 26, 2024 – John Boynton, Clerk of the Meeting</li> </ul>
III.	12:10 PM	Review and discuss proposed DCAMM Public Forum Agenda and Meeting Questionnaire for Public Forum
IV.	12:25 PM	Town Staff Update – Megan Zammuto, Deputy Town Manager
V.	12:30 PM	Reports on Subcommittees <ul style="list-style-type: none"> <li>- Refinement of charges and goal setting</li> <li>- Membership and governance</li> <li>- Schedule for future meetings</li> </ul>

VI.	12:45 PM	Schedule for first Advisory Board Public Engagement Meeting
VII.	1:00 PM	Review of Existing Condition Information
VIII.	1:15 PM	Wastewater Treatment Plant Offer
IX.	1:25 PM	Public Comment
X.	1:30 PM	Action Item Recap and Adjournment

*\*Times are approximate and subject to change*



The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at [jporter@concordma.gov](mailto:jporter@concordma.gov) or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.

**Town of Concord**  
**MCI Concord Advisory Board**  
**Minutes**  
**August 19, 2024**

Pursuant to notice duly filed with the Town Clerk, the MCI Concord Advisory Board convened in a meeting both in-person at 22 Monument Square on the 2<sup>nd</sup> floor in the Select Board Room and via Zoom at 12:00 PM on August 19, 2024.

Present were: Scott Bates, Erin Cusker, Dan Gainsboro, Mark Howell, Peter Lowitt, Patrick McCurdy (joined at 12:37 PM), Linda Miller, Elizabeth Akehurst-Moore, Emily Rush, and Lee Smith.

Also present were: Megan Zammuto, Deputy Town Manager; Elizabeth Hughes, Town Planner; and Shannon McAndrew, Management Specialist.

**Call to Order**

Co-Chair Gainsboro called the meeting to order at 12:00 PM.

Ms. Miller volunteered to be the Clerk of the meeting.

**Approve Meeting Minutes**

Ms. Akehurst-Moore and Ms. Miller both provided administrative comments to Ms. McAndrew as corrections to the August 5, 2024 meeting minutes via email.

Co-Chair Gainsboro commented that Ms. Hughes also discussed safe harbor status on page 2 of the August 5, 2024 meeting minutes.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the August 5, 2024 meeting minutes.

**Roll Call Vote:**

Scott Bates – Aye  
Erin Cusker – Aye  
Dan Gainsboro – Aye  
Mark Howell – Aye  
Peter Lowitt – Aye  
Patrick McCurdy – Not yet present  
Linda Miller – Aye  
Elizabeth Akehurst-Moore – Aye  
Lee Smith – Aye

**Town Staff Update – Megan Zammuto, Deputy Town Manager**

Deputy Town Manager Megan Zammuto provided an update on:

- A document containing a list of resources for the Advisory Board was compiled and included in the meeting packet.

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- A document containing information that would need to be gathered for the ULI TAP was compiled by Economic Vitality Manager Mimi Graney and was included in the meeting packet.
- A team of Town staff have been meeting bi-weekly to discuss MCI Concord matters with stakeholders – DCAMM, the Select Board, the Advisory Board– and roles and responsibilities.
- The first DCAMM Public Forum is scheduled for Thursday, September 12, 2024 at 7:00 PM at the Town House Public Hearing Room and via Zoom. There will be further updates on the forum as logistics and planning are discussed by the Town and DCAMM.

**Planning for Public Outreach and DCAMM Public Forum Scheduled  
for September 12, 2024**

Co-Chair Gainsboro opened the discussion on the DCAMM Public Forum scheduled for Thursday, September 12, 2024. Mr. Gainsboro noted that DCAMM intends to provide a high-level overview presentation, and DCAMM will be drafting an agenda for the forum this week to then be shared with the Advisory Board. Mr. Gainsboro stated that Select Board Chair Mary Hartman plans to speak on behalf of the Town at the forum, and perhaps one of the Advisory Board Co-Chairs will make remarks too regarding subcommittees.

Mr. Bates asked how the Advisory Board’s subcommittees can integrate their work with DCAMM.

Mr. Gainsboro responded that he is attending the bi-weekly meetings between the Town and DCAMM to work on this coordination.

Ms. Rush commented that she still feels unsure about what the relationship with DCAMM is.

Mr. Howell responded and elaborated on DCAMM’s role in the disposition of the property, the Town’s role in the planning and visioning process for the redevelopment of the property. DCAMM will capture the outcome of this process in a Request for Proposals for redevelopment.

Mr. Gainsboro added that the timeline of this process is lengthy, and that the relationship will evolve.

Ms. Akehurst-Moore asked who is moderating the DCAMM Public Forum.

Mr. Howell responded that DCAMM will be moderating this meeting, as DCAMM must follow the protocol outlined in the legislation for this Public Forum. They are required to have at least 3 meetings. We can host additional meetings as could other groups in the future.

Ms. Akehurst-Moore noted that she feels the Advisory Board has been uninvolved so far and that there is a need for unbiased education on the matters regarding MCI Concord at this Public Forum.

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Ms. Cusker recommended that the Advisory Board and Select Board take a more active role in the meeting, especially at the introduction.

Ms. Miller requested that the Advisory Board review the DCAMM presentation at the Board meeting on September 9.

Ms. Rush noted that the Advisory Board could put together an informational handout for the Public Forum.

The Advisory Board concurred that they would like a greater Town presence in the Public Forum than is currently proposed.

**Discuss ULI Involvement**

Ms. Rush opened the discussion regarding possible ULI involvement with the Advisory Board. Ms. Rush noted that ULI could come to the Advisory Board's meeting on Monday, September 9, 2024, as it was mentioned that its better for ULI to become involved sooner than later. Ms. Rush continued and noted that ULI would be a way to have advocacy and representation for the Town.

Mr. Bates noted that he has been involved with ULI before, and it was a great experience with discussions amongst stakeholders, a site visit, etc. and brainstorm various ideas and schematics.

Mr. Gainsboro noted that for ULI to get involved, the Advisory Board will need to have goals/objectives identified and gather a number of materials.

Mr. Lowitt commented on a resident letter that the Advisory Board received. He noted that the Board does not have much community input to provide to ULI and the Spring could be better timing.

Ms. Cusker commented that the Advisory Board could work near-term to gather community input for use by consultants and ULI potentially with an on-line tool.

Elizabeth Hughes, Town Planner commented that for the Town's Long Range Plan consultants partnered with CoUrbanize that has a platform to provide comments. The problem with an general online form is to have a structure that would allow the Board to analyze the information for use.

Mr. Smith suggested that there be a meeting sponsored by the MCI Advisory Board shortly after the DCAMM meeting to gather additional community input. Mr. Howell thought that meeting should provide a timeline.

Mary Hartman, Select Board member commenting as a member of the public, suggested that the Advisory Board have ULI attend a Board meeting following the DCAMM Public Forum on September 12, and then the Board will also have a sampling of community input.

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Janne Corneil, 9 The Valley Road, commented as a member of the public that based on her professional experience, she does not think that ULI would be the best route for this project.

Mr. Bates asked how Town consultants will align with DCAMM.

Mr. Gainsboro responded that his expectation is that once consultants are contracted for both DCAMM and the Town, when decisions are made, discussions will be had together and reconciled to be sure that both parties are moving in the right direction collaboratively.

**Review Charge and Assign Subcommittees**

Co-Chair McCurdy opened the discussion and reviewed a draft document presenting proposed subcommittees.

Mr. Bates asked if there should be a DCAMM Liaison.

Mr. McCurdy responded that the channel with DCAMM is already present with Town staff and Mr. Gainsboro attending meetings with DCAMM, but that this would fall in the proposed State Affairs category.

Ms. Miller provided several comments, including that Legal and Zoning do not seem to pair correctly as one category, asked how the subcommittees will interact with Town staff and Town resources, and commented on uniform communication that should come from one subcommittee.

Ms. Akehurst-Moore noted that a few meetings ago, she had suggested a different subcommittee breakdown that was more condensed:

- Legal and Governmental Affairs
- Land Use Planning and Strategy
- Community Outreach

Mr. Gainsboro added that the Co-Chairs would assume the overall Project Management category through their roles.

Mr. Smith asked if DCAMM is doing the visioning process.

Mr. Howell responded that DCAMM and the Town will both be participating in the visioning process, as some meetings will be hosted by DCAMM, but other meetings can be hosted by the Advisory Board, amongst other community outreach measures.

Mr. Bates noted that collaboration with DCAMM should be more explicitly included in the Advisory Board's charge.

**Public Comment**

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There was no public comment.

**Adjournment**

Co-Chair Gainsboro adjourned the meeting at 1:30 PM.

**Meeting Materials:**

[MCI Concord Advisory Board Meeting Packet for August 19, 2024](#)

[MCI Concord Advisory Board Meeting Recording for August 19, 2024](#)

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**Town of Concord**  
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**August 26, 2024**

Pursuant to notice duly filed with the Town Clerk, the MCI Concord Advisory Board convened in a meeting both in-person at 22 Monument Square on the 2<sup>nd</sup> floor in the Select Board Room and via Zoom at 12:00 PM on August 26, 2024.

Present were: Scott Bates, John Boynton, Erin Cusker, Dan Gainsboro, Mark Howell, Peter Lowitt, Patrick McCurdy (joined at 12:50 PM), Linda Miller, Elizabeth Akehurst-Moore, and Lee Smith

Also present were: Megan Zammuto, Deputy Town Manager, Elizabeth Hughes, Town Planner and Shannon McAndrew, Management Analyst

**Call to Order**

Co-Chair Gainsboro called the meeting to order at 12:00 PM.

Mr. Boynton volunteered to be the Clerk of the meeting.

**Review and Finalize Subcommittee Scopes and Assign Advisory Board Members**

Co-Chair Gainsboro opened the discussion on subcommittees.

Ms. Miller commented and asked if transportation should be included in the scope for the Land Use Planning/Strategy Subcommittee. Ms. Miller also asked if marketing as included in the scope for the Community Outreach Subcommittee was overstepping, and if market assessment and financial feasibility was more appropriate. Ms. Miller continued and asked if public relations as included in the Community Outreach Subcommittee was going to be lead by the Town Manager's Office.

Mr. Gainsboro responded that it was his understanding that public relations would be lead by the Community Outreach Subcommittee itself. Mr. Gainsboro continued and asked the Advisory Board if they agreed on the three subcommittees as outlined in the Board's packet, and listed here:

- Legal/Government Affairs
- Land Use Planning/Strategy
- Community Outreach

The Advisory Board concurred on the three subcommittees.

Mr. Boynton asked a question regarding Open Meeting Law for subcommittees. Mr. Boynton continued and commented if one member is assigned to one subcommittee, this does not mean that the member does not have a voice in another subcommittee.

The Advisory Board assigned members to the subcommittees:

- Legal/Government Affairs
  - o John Boynton
  - o Mark Howell

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- Elizabeth Akehurst-Moore
- Lee Smith
- Land Use Planning/Strategy
  - Scott Bates
  - Erin Cusker
  - Dan Gainsboro
  - Peter Lowitt
  - Linda Miller
  - Emily Rush
- Community Outreach
  - Patrick McCurdy
  - Erin Cusker

Mr. Smith asked about the Advisory Board's meeting schedule with the formation of subcommittees, and if it will be less frequent.

Mr. Gainsboro responded that this is the intention, for the full Board to meet less frequently with subcommittees meeting in between.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to create three subcommittees as discussed during the meeting.

**Roll Call Vote:**

Scott Bates – Aye  
John Boynton – Aye  
Erin Cusker – Aye  
Dan Gainsboro – Aye  
Mark Howell – Aye  
Peter Lowitt – Aye  
Patrick McCurdy – Not yet present  
Linda Miller – Aye  
Elizabeth Akehurst-Moore – Aye  
Lee Smith – Aye

**Review DCAMM Agenda for Thursday, September 12, 2024 Forum**

Co-Chair Gainsboro opened the discussion on DCAMM's draft agenda for the Thursday, September 12, 2024 Public Forum.

Mr. Howell noted that an hour has been allocated for public comment, and the Advisory Board should be prepared to receive these comments and take action from them.

Mr. Boynton asked if the Advisory Board could have an understanding of the points DCAMM plans to make in their presentation and asked if there would be a survey instrument available at the forum.

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Paul Lillehaugen, Senior Project Manager at DCAMM, responded that the presentation DCAMM makes at the forum will be very similar to the presentation that was made to the Advisory Board in July in order to provide foundational information to the community. Mr. Lillehaugen continued and noted that DCAMM is considering the use of a meeting questionnaire, which would be available electronically and on paper for those who attend the forum.

Mr. Boynton asked if the Advisory Board could review the meeting questionnaire in advance of the forum.

Mr. Lowitt asked if DCAMM could share the results of the meeting questionnaire with the Advisory Board following the forum.

Ms. Cusker asked if any representatives from MassDOT will be attending the forum.

Mr. Lillehaugen responded no, and that DCAMM will not represent MassDOT at this forum.

Ms. Akehurst-Moore suggested a mechanism to track the categories of comments and questions made during the forum, like a matrix, that the Advisory Board can then build from after.

**Discuss Advisory Board's Role in DCAMM Agenda for  
Thursday, September 12, 2024 Forum**

Co-Chair Gainsboro transitioned the discussion on the Advisory Board's role in the DCAMM agenda for the Thursday, September 12, 2024 Public Forum. Mr. Gainsboro continued that Select Board Chair Mary Hartman would make opening remarks on behalf of the Town and welcome residents and discuss the Advisory Board charge. Mr. Gainsboro added that then, if they're ready and prepared, either himself or Patrick would make short remarks on behalf of the Advisory Board as an opportunity to introduce the Board and provide an update on the recent formation of subcommittees and work ahead.

The Advisory Board discussed a handout that they could provide for the public forum – ideas included information from the Board's charge and information from the Frequently Asked Questions posted on the Town's website.

**Public Comment**

There was no public comment.

**Outlook for Future Meetings**

Mr. Smith asked if there could be an update regarding the wastewater treatment plant offer at the Board's next meeting on Monday, September 9, 2024.

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Co-Chair Gainsboro proposed that the Advisory Board could receive briefings on the Town's various master plans, including: Envision Concord 2030, West Concord Master Plan, Housing Production Plan, Route 2 Corridor Study, and future plans for Warner's Pond.

Ms. Miller also reminded the Advisory Board that the State Budget Legislation explicitly includes a number of groups that the Board should be collaborating with as stakeholders, including: (i) the secretary of housing and livable communities, or a designee; (ii) the secretary of transportation, or a designee; (iii) the secretary of public safety and security, or a designee; (iv) members of the select board of the town of Concord, or their designees; (v) members of any advisory body established by the select board of the town of Concord regarding the reuse of the Massachusetts Correctional Institution, Concord; (vi) the chair of the board of the Concord Housing Development Corporation, established pursuant to chapter 275 of the acts of 2006, or a designee; (vii) the Concord representative to the metropolitan area planning council; (viii) district council chair of the Urban Land Institute Boston/New England, or a designee; (ix) executive director of the Concord Business Partnership, or a designee; and (x) executive director of OARS, Inc., or a designee.

Mr. Bates asked about the costs associated with development and the potential performance of an economic impact analysis.

The Board concurred that the Land Use Planning/Strategy Subcommittee could look into this.

**Adjournment**

Co-Chair Gainsboro adjourned the meeting at 1:28 PM.

**Meeting Materials:**

[MCI Concord Advisory Board Meeting Packet for August 26, 2024](#)

[MCI Concord Advisory Board Meeting Recording for August 26, 2024](#)

To: Dan Gainsboro, Co-Chair of MCI Committee  
From: John Boynton, Member of MCI Committee  
Date: August 29, 2024  
Re: Overview of Envision Concord 2030 as it relates to MCI Concord Committee

As a member of the Comprehensive Long Range Plan committee that prepared the Envision Concord 2030 report, I can summarize the key themes and ideas that are particularly relevant for the MCI Concord site redevelopment:

1. Our committee emphasized creating diverse, integrated neighborhoods that combine housing, commercial, and recreational uses. The MCI Concord site presents a unique opportunity to implement this vision on a significant scale.
2. Expanding affordable housing options was a major goal in our plan. The MCI site could play a crucial role in helping Concord meet its affordable housing targets, which remain an ongoing challenge for our town.
3. We strongly advocated for sustainability and environmental stewardship. Any redevelopment of the MCI site should incorporate green building practices, renewable energy, and sustainable design principles.
4. While the MCI site is not in a historic district, we always encouraged considering the preservation or repurposing of historically significant structures when redeveloping any site in Concord.
5. Integrating open spaces, parks, and recreational facilities was a key recommendation in our plan. The MCI site's size offers an excellent opportunity to create meaningful open space and recreational areas.
6. Improving multimodal transportation options was another focus. The redevelopment should include walking and biking paths that connect the site with the rest of Concord, reducing car dependency.
7. We recognized the importance of economic vitality. The MCI site could potentially accommodate light industrial or commercial uses that align with Concord's economic goals and support local businesses.
8. Our committee was a strong proponent of smart growth principles. The MCI site redevelopment should aim for a compact, efficient development that preserves open space.
9. Community engagement was a cornerstone of our planning process. The MCI Concord committee should ensure robust public participation in their planning process.
10. We advocated for integrated planning approaches that address multiple goals simultaneously. The MCI site offers opportunities to combine housing with open space preservation or economic development with sustainability initiatives.
11. Lastly, we emphasized the importance of fiscal responsibility. The long-term financial implications of the development and how it can contribute to Concord's fiscal health should be carefully considered.

These principles guided our vision for Concord's future development, and I believe they provide a solid framework for the MCI Concord committee to use in their planning process.

In addition to the insights from the Envision Concord 2030 report, I would like to highlight key elements from the West Concord Master Plan (c. 2010), as well as other relevant reports that can inform the MCI Concord redevelopment process.

The West Concord Master Plan focused on several important aspects:

1. **Village Center Revitalization:** The plan emphasizes enhancing the vibrancy and economic vitality of West Concord's commercial core.
2. **Mixed-Use Development:** It encourages a blend of residential, commercial, and community spaces to create a more dynamic village center.
3. **Improving Walkability and Connectivity:** Enhancing pedestrian and bicycle infrastructure is a priority to make West Concord more accessible and reduce reliance on cars.
4. **Preserving Neighborhood Character:** The plan stresses the importance of ensuring that new development complements West Concord's existing architectural and cultural identity.
5. **Open Space and Recreation:** Integrating green spaces and recreational opportunities within the village center is a key focus.

There are other reports that may be relevant, but many of these were guided by or fed into (and therefore are aligned with) Envision Concord 2030:

1. **Open Space and Recreation Plan (2015):** This report outlines strategies for preserving and enhancing Concord's natural areas and recreational facilities.
2. **Housing Production Plan:** This plan addresses Concord's affordable housing needs and outlines strategies to meet those needs.
3. **Downtown Concord Master Plan (updated in 2021):** This report focuses on the development and preservation of Concord's main downtown area.
4. **Community Preservation Plan (updated annually):** This plan guides the use of Community Preservation Act funds for projects related to open space, recreation, affordable housing, and historic preservation.
5. **Concord Climate Action Plan:** This document addresses the town's strategies for reducing greenhouse gas emissions and adapting to climate change.
6. **Economic Development Plan:** This plan outlines strategies for maintaining and enhancing Concord's economic vitality.
7. **Transportation Plan:** This report addresses mobility issues throughout the town, including public transit, pedestrian, and bicycle infrastructure.

These plans and reports collectively provide a comprehensive framework for Concord's development, addressing various aspects of community, sustainability, and growth.

As our MCI committee moves forward, the goals and strategies outlined in these documents can help ensure that our vision for MCI aligns with the town's broader vision and objectives.



## EXECUTIVE SUMMARY

# ENVISION CONCORD

BRIDGE TO 2030



BALANCING CHANGE WITH TRADITION

JULY 2018

# ACKNOWLEDGMENTS

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## ENVISION CONCORD – BRIDGE TO 2030

*“Balancing Change with Tradition”*

### **Comprehensive Long Range Plan 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

The Committee recognizes the extraordinary time and effort from dedicated volunteers and Town employees throughout the Envision Concord planning process and the efforts ahead to make the vision a reality. The following groups, organizations, and individuals contributed generously to this report. In addition to those named, large numbers of individuals and groups also contributed to this process through their thoughtful and constructive input and comments that are greatly appreciated.

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

**Town Senior Management Team:** Christopher Whelan, Town Manager, Anthony Logalbo, former Finance Director (2016-2017), Kerry Lafleur, Finance Director (2017-2018), Kate Hodges, Assistant Town Manager, Amy Foley, Human Resources Director, Joseph O’Connor, Police Chief, Mark Cotreau, former Fire Chief (2016-2017), Tom Judge, Fire Chief (2017-2018), Rich Reine, Public Works Director, David Wood, Director Concord Municipal Light Plant, Kerry Cronin, Director Concord Free Public Library, Mark Howell, Chief Information Officer, Marcia Rasmussen, Director Planning & Land Management, Kate Hanley, Director of Sustainability, Erin Stevens, Public Information Officer, and the Town staff that is represented by the members of the Senior Management Team.

**School Staff:** Diana Rigby, Superintendent (2016-2017), Laurie Hunter, Superintendent (2017-2018), John Flaherty, Deputy Superintendent for Finance & Operations, and Principals and Teachers at the Town's Elementary and Middle Schools, and Principal, Teachers and Students of the Concord-Carlisle Regional High School.

**Private Groups and Organizations:** Concord Business Partnership, Concord CAN (Climate Action Network), Organization for the Assabet, Sudbury and Concord Rivers (OARS), Regional Housing Services Organization (RHSO)

**Staff Support provided by:** Marcia Rasmussen, Director Planning & Land Management, Elizabeth Hughes, Town Planner, Jon Harris, Budget & Purchasing Administrator, Sean O'Brien, Budget Analyst

Special Thanks to Anita S. Tekle, former Town Clerk, for her time and expertise in preparing the Executive Summary for the Plan.

**Consultants:**



**CivicMoxie, LLC,** lead: Susan Silberberg, Principal, Sue Kim, AICP, Senior Planner/Project Manager, Lyndon DeSalvo, Project Planner, Carlos Sainz Caccia, Planner/Designer, Marshall DeGarmo, Planner/Designer

*In conjunction with:*

**Jeffrey Gonyeau Preservation Services:** Jeff Gonyeau, Principal

**JM Goldson Community Preservation + Planning:** Jennifer Goldson, AICP, Managing Director

**Karl F. Seidman Consulting Services:** Karl Seidman, Principal

**Weston & Sampson:** Laurie Toscano, Team Leader, Jim Riordon, Senior Project Manager, Paul Hoye, Senior Project Engineer

**coUrbanize**

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

# EXECUTIVE SUMMARY

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## BACKGROUND

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

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

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

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

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

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

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

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

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

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

## The Process

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

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

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

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

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

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

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

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

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

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

## HIGHLIGHTS OF THE PLAN

### Section 1:

#### Demographics + Trends and Vision for the Future

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

#### Quick Facts + Trends

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

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

### Vision for Concord in 2030

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

Essential components of a vision for Concord include:

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

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

### Section 2:

#### The Vision in Practice—Community Criteria for a Systems Approach

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

#### Community Criteria

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

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

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

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

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

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

### Section 3:

#### Big Ideas for Integrated Planning: The Systems Approach in Action

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

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

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

### Big Idea 1:

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

#### The Opportunity

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

#### Recommendations/Actions

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

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

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

### Big Idea 2:

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

#### The Opportunity

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

#### Recommendations/Actions

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

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

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

### Big Idea 3:

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

#### The Opportunity

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

#### Recommendations/Actions

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

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

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

## **Section 4: Plan Elements**

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

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

### **Section 4.1 Cultural + Historic Resources**

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

#### **Goals:**

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

## Section 4.2 Economic Vitality

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

### Goals:

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

## Section 4.3 Housing

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

### Goals:

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

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

## Section 4.4 Land Use

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

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

### Goals:

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

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

#### **Section 4.5 Mobility + Transportation**

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

##### **Goals:**

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

#### **Section 4.6 Open Space + Natural Resources**

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

##### **Goals:**

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

## Section 4.7 Public Facilities + Infrastructure

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

### Goals:

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

## Section 4.8 Fiscal Planning

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

### Goals:

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

## Section 5:

### Implementation Actions

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

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

Big Idea	Section #	Goal #	Action #	Recommended Action	Town Body	Status	Actions Taken to Date	Action Plan	% Complete	Estimated Completion %	Target Year
	4.1	1	0	Foster better collaboration between cultural organizations, historical groups, and local businesses for coordinated programs and events that will bring residents together and visitors into town to experience Concord's rich history and cultural resource offerings.	Library Committee	In Progress		Increasing the number of library events, while collaborating with other historical and cultural organizations in Concord about ways to design tandem events that mutually enhance programming. Planning programs to coincide with town events such as Ag Day, Patriot's Day, Discover West Concord, and Holiday Tree Lighting. A comprehensive town-wide long-range events calendar would improve the ability to coordinate activities. Working with library staff to create opportunities for mixed-age programming, in order to bring older and younger groups of library patrons together. Promoting the library's newly-added social spaces as a community hub for meeting and sharing ideas, and providing spots where outside groups can meet. Reaching out to local restaurants and food vendors about opportunities to provide food at outdoor library events such as the summer concert series and the annual book sale.	40%	40%	
1	4.1	1	1	Develop a coordinated Concord Culture & Arts master calendar to avoid conflicts and enable collaborative opportunities.	Historical Commission	On hold	Organized Preservation Awards to recognize efforts to protect/preserve historic character and resources. (Originally scheduled for May 2020 postponed to May 2022 due to the COVID pandemic.)		20%	20%	
1	4.1	1	2	Develop cultural/arts event listings, marketing, and wayfinding materials that support increased utilization of culture/ historic resources and support local businesses.	Historical Commission	Ongoing	The first revised "Historic Issues Coffee" was held via Zoom on October 28, 2021 and was attended by over 50 participants.		30%	30%	
1	4.1	1	3	With partnerships between organizations, programs, schools, and institutions, work to engage a wide variety of age groups in these collaborative efforts.	TBD	On hold			20%	20%	
	4.1	2	0	Promote education and awareness among residents, Town officials, the business community, and visitors regarding the existence, variety, and value of Concord's historical and cultural resources. Based on coordinated materials developed under Goal 1, make information more widely and easily available with proactive community engagement.	Library Committee	Ongoing		Continuing to inform the public of Concord Free Public Library's resource offerings through social media, the weekly email newsletter and signage at the library branch locations. These public communications highlight some of the lesser-known or -accessed Library resources such as Special Collections and the art gallery exhibits. Examining the Library website design to optimize visibility of the full range of Library resources and how to access them. Developing a role of liaison who collaborates with the Concord school librarians or curriculum leaders to learn how the Library (and the Minuteman Library Network) can become a natural extension of the school resources. Updating LivingConcord.com about upcoming library events, and increasing the visibility of the library's offerings by providing flyers for organizations such as the Visitor's Center, the Concord Museum and businesses with high tourist traffic such as the Colonial Inn.	30%	30%	
1	4.1	2	1	Undertake proactive education and public relations to reintroduce the public to Concord's cultural activities, historic sites, and preservation goals through a mixture of web and multimedia, including school programming, visitor information, and an events calendar.	Historical Commission	In Progress	In partnership with Concord Free Public Library (CFPL)/Special Collections revised Oral History program. Retained journalism professor/former journalist Carlene Hempel to conduct interviews of Emerson Hospital staff to document experiences of worldwide pandemic - first half of interviews completed Summer 2021.		40%	40%	
1	4.1	2	1	Undertake proactive education and public relations to reintroduce the public to Concord's cultural activities, historic sites, and preservation goals through a mixture of web and multimedia, including school programming, visitor information, and an events calendar.	Historical Commission	on hold	In collaboration with Thoreau Farm Trust, CFPL and Freedoms Way developed "Thoreau Sites Treasure" hunt.	Originally scheduled May 2020/postponed due to COVID.	20%	20%	
1	4.1	2	3	Identify a central "clearing house" for historical and cultural resources and interests that requires coordination by organizations and provides an easy one-stop shop for the public.	Historical Commission	Complete	With Minute Man NHP, Battle Road Scenic Byway Committee and many others, monitoring proposed work to Route 2A/The Battle Road. The Historical Commission sought and received "Consulting Party" status/Summer 2021.		100%	100%	
2	4.1	2	4	Encourage cooperation and collaboration between Commissions, Boards, organizations, and others to protect heritage value of lands and raise awareness of residents.	TBD			Another Committee: Planning Board will continue to work w/ all historical & cultural boards, commissions, groups	0%	0%	
	4.1	2	5	Coordinate and utilize the resources available through the Concord Free Public Library - Main location and Fowler branch, including their Special Collections and the larger Minuteman Library Network.					0%	0%	
1	4.1	2	6	Offer and participate in regional collaborative efforts to promote cultural programs and events.	Public Works	In Progress	Outdoor dining - design/implementation Sidewalk and Street Sales Emerson Umbrella Open Doors Installation - Siting support.	Continued support of programs/activities as needed.	40%	40%	
	4.1	3	1	Update the 2001 Historic Resources Masterplan	Historical Commission	In Progress		Developing RFP and budget/ hope to apply to Community Preservation Committee for FY23	67%	67%	2024
	4.1	3	2	Authorize and seek funding for the mapping of all known and predicted archeological sites		On hold		Under consideration.	20%	20%	
	4.1	3	3	Update MHC Inventory Forms, as necessary, or prepare new Inventory Forms for potentially significant but inadequately surveyed resources or areas; update necessary survey work for consideration of any potential expansion of existing historic districts and other potential new regulatory activities.	Public Works	In Progress	Sleepy Hollow headstone restoration activities conducted by "Historic Gravestone Service"	Continue to perform restoration activities as resources allow.	40%	40%	
1	4.1	3	4	Identify characteristic "systems" and typologies of historic landscapes		On hold		Under consideration.	20%	20%	
	4.1	4	1	Consider sensible but robust expansion of existing local historic districts into contiguous areas.	Historic Districts Commission	Complete	ATM 2021 - expanded the Main Street Historic District with two new properties. 2020-2021 - Explored the creation of the Jennie Dugan Road Historic District. 2018 - Explored the expansion of the Main Street Historic District. ATM 2018 - expanded the Hubbardville Historic District with one new property.		100%	100%	
	4.1	4	2	Consider expanding existing National Register districts into contiguous areas.		On hold		Under consideration	20%	20%	
	4.1	4	3	Evaluate effectiveness of the Demolition Delay Bylaw.	Historical Commission	Complete & ongoing	ATM 2021 - Amended the Demolition Review Bylaw to revise the definition of "historically significant building or structure"; change the date on which a property becomes subject to the bylaw to 50 years or older to better align with national and state criteria; and change the timeframe in which a demolition delay begins following a determination by the commission.	The Commission is currently exploring new changes to strengthen demolition delay bylaw - possible amendments would require delay run with the owner not the property as bylaw currently states; define partial demolition and include it in an amended bylaw; consider imposing application fee; and/or require a certified engineering report.	89%	89%	2022
	4.1	4	4	Study the use of Neighborhood Conservation Districts for potential positive and negative impacts in appropriate areas, such as Contantum and some West Concord neighborhoods.	Historic Districts Commission	Complete	The HDC has discussed this and agreed that if a neighborhood is worthy of preservation/conservation there should not be a separate set of guidelines/rules		100%	100%	
	4.1	4	4	Study the use of Neighborhood Conservation Districts for potential positive and negative impacts in appropriate areas, such as Contantum and some West Concord neighborhoods.	Planning Board	On Hold		1-2yr goal: Planning Board continues to review the possibility for a NCD bylaw - need to coordinate with Historical Commission & HDC	67%	67%	2024

	4.1	4	5	Review and implement Priority Heritage Landscape recommendations from the 2007 Freedom's Way Landscape Inventory's Concord Reconnaissance Report.		On hold		Under consideration.		20%	20%	
	4.1	4	6	through public-private collaboration, provide information and services to improve the visitor experience and connect visitors to the varied experiences and businesses in Concord.	Planning Board	In Progress		Planning Board 2021-2022 Goals include looking at potential green zoning initiatives that might be incorporated into ZBL and Subdivision R&Regs.		89%	89%	2022
	4.1	4	7	Resume Historic Issues Coffees or an equivalent venue to share information and strengthen systems thinking around historic and cultural issues in Town government.	Historical Commission	Complete & ongoing	The first revived "Historic Issues Coffee" was held via Zoom on October 28, 2021 and was attended by over 50 participants.			70%	70%	
	4.1	4	7	Resume Historic Issues Coffees or an equivalent venue to share information and strengthen systems thinking around historic and cultural issues in Town government.	Public Works	Complete & ongoing	Attended first mtg of 2021	Continue to participate in mtgs/coffees. Integrate interests into design and construction efforts where applicable and review policies in regard to existing State and local regulations and standards.		70%	70%	
	4.1	4	8	Review the 1994 Roads Policy to determine expansion and/or clarification of Town goals as they relate to historic values.	Historical Commission	ongoing		Exploring feasibility of proposing a Scenic Road bylaw to protect historic roads/requires written consent of planning board before repairs/maintenance etc. includes tree work or destruction/treatment of stone walls		30%	30%	
	4.1	4	8	Review the 1994 Roads Policy to determine expansion and/or clarification of Town goals as they relate to historic values.	Public Works	In Progress	CPW has continued to coordinate design/construction with consideration/input of HDC. Cambridge Turnpike included significant redesign with consideration of Concord Museum, Emerson House and historic Lexington Road intersection. Staff has begun to re-evaluate Roads Policy with consideration of recently adopted CIP interests which will include historic sensitivity and Private Way needs. Utilize permitting software to determine if projects are within Historic District.	Understand implications as to design constructability and maintenance.  Communicate with stakeholders as needed  Continue to design and permit projects in accordance with HDC authority.		40%	40%	
1	4.2	1	1	Maintain and consider expanding zoning policies to allow mixed-use and appropriately dense development in and around village centers.	Planning Board	In Progress	Hired consultant and held public forums to explore mixed use zoning for Thoreau Depot district	TBD Redevelopment Zoning		40%	40%	
1.3	4.2	1	2	Enhance the public spaces, physical connectivity, and general environment of the business centers.	CAAB	On Hold	This specific action was not identified as a priority by CAAB given our charter and other priorities identified within the Climate Action and Resilience Plan adopted in June 2020.	n/a		20%	20%	
1.3	4.2	1	2	Enhance the public spaces, physical connectivity, and general environment of the business centers.	Public Works	In Progress	Obtained Shared Streets Grant for OMR and BRFT.  Significant effort invested in West Concord Center Junction Park Improvements. (signage) Mandriol Park (support to Green Thumbs) Worked with Garden Club of Concord in support maintenance and improvements around Concord Center/War Memorials.  Outdoor Dining Support/Sidewalk/Street Sales/Town Movie Events	Continued support of programs/activities as needed.  Work with BRFT committee.  Complete Design of Comm. Ave. Improvements.		40%	40%	
	4.2	1	3	Through a public-private partnership, work with business and property owners to coordinate the marketing and leasing of vacant ground floor spaces.						0%	0%	
1	4.2	1	4	Establish a coordinated marketing initiative that brands and packages a range of experiences and destinations related to culture, history, art, agriculture, natural areas, and other themes along with retail and dining at local establishments. (See Open Space/ Natural Resources Goal #3, Action #3)	Agriculture Committee	In Progress	The Ag Committee's annual Ag Day has continued to bring people to Concord Center each year (with the exception of 2020 when farms hosted Ag Week because of the pandemic). The 2021 event was held the same day as the library book sale drawing large crowds to both events. Thirteen non-profit groups participated in the 2021 Ag Day, expanding the scope of the event beyond the promotion of agriculture.			40%	40%	
1	4.2	1	4	Establish a coordinated marketing initiative that brands and packages a range of experiences and destinations related to culture, history, art, agriculture, natural areas and other themes along with retail and dining at local establishments.	Public Information/PEG Access	Ongoing	The Town has undergone a revitalization of social media to create an online presence and brand. This brand has been used to create an online presence and is showcasing what Concord has to offer as a community for events, local business, personality, and more. The initial push of these marketing efforts led to the launch of our tourism office. Posters and social media campaigns asking people to shop local and a map with ads for local businesses was both great for economic development and to showcase our local businesses and events. Public Information has worked on several grants from the Mass Cultural Council including creating a map hand drawn by a local artist depicting the Concord Center Cultural District and a brief history of various notable locations. In addition, Minuteman Media Network has created cultural videos to display both at the Visitor Center and online to showcase what makes each of these cultural spaces special. Minuteman Media Network has also created videos showcasing our Town's various points of interest and worked with tourism to create updated online video banners.			30%	30%	
1	4.2	1	4	Establish a coordinated marketing initiative that brands and packages a range of experiences and destinations related to culture, history, art, agriculture, natural areas, and other themes along with retail and dining at local establishments. (See Open Space/ Natural Resources).	Recreation Department	In Progress	In 2020, the Recreation Department in collaboration with the Town's Economic Vitality and Tourism Manager, launched a new website for the Visitor Center. www.visitconcord.org. The website offers a variety of resources for residents and visitors including recommended itineraries, tours, places to stay, eat and shop, as well as introductions to the Town's various attractions. Now part of the Planning Department, the website continues to be maintained by the Economic Vitality and Tourism Manager where she can track visits, clicks and readability.			40%	40%	

1	4.2	1	5	Encourage and support more festivals and events to draw more visitor's and surrounding area residents to the village centers, with an emphasis on events held during off-peak tourist times.	Public Information/PEG Access	Ongoing	Social media has been used to showcase and market various events and festivals in Concord. Minuteman Media Network (PEG) has been advertising events on the bulletin board and filming them for historic context as well as showcasing Concord's unique community life. In the past few years, Concord's holiday tree lighting has been drawing thousands to the Concord Center downtown for the event and for holiday shopping in our beautiful and quintessential New England small town charm. The Public Information Office has made efforts to market Concord as a destination for film tourism, people who want to see where film and TV shows have been filmed and create events around this idea including Little Women week which was made to celebrate both Louisa May Alcott's Little Women, as well as Greta Gerwig's Little Women movie when the film came out. This included specialized tours from the Visitor's Center, a Little Women Tea at the Concord Scout House, working with local businesses to have themed items in stock, and several other themed events to bring tourism to the area in the colder winter months which turned out to be a big success.		30%	30%	
1	4.2	1	5	Encourage and support more festivals and events to draw more visitors and surrounding area residents to the village centers, with an emphasis on events held during off-peak tourist times.	Public Works	In Progress	Provide labor and resources associated with a variety of annual events (i.e. Patriots Day, Veterans Day, Winter Holiday, 4th of July and others...  CPW also provided COVID activity support by expedited permit application reviews as well as labor and material resources for outdoor movie nights, downtown outdoor fairs, outdoor dining venues...	Continue to support as needed and resources allow	40%	40%	
1	4.2	1	5	Encourage and support more festivals and events to draw more visitors and surrounding area residents to the village centers, with an emphasis on events held during off-peak tourist times.	Recreation Department	In Progress	Concord Recreation continues to offer various events within Concord for our residents. Annually, the Recreation Department allocates nearly \$30,000 to run events including the Town's Annual Holiday Parade, the Stow Street Block Party, an Easter Egg Hunt, Road Races, and more. Additionally, the Recreation Department ran the Town's Jazz Fest for two years prior to the Economic Vitality and Tourism Manager's transition to the Planning Department.	The Recreation Department will continue to support events and festivals that attract visitors to our community.	40%	40%	
1	4.2	1	6	Through public-private collaboration, provide information and services to improve the visitor experience and connect visitors to the varied experiences and businesses in Concord.	NRC	Ongoing	Partnership with CLCT on Climate Prep presentation on Sustainable Landscaping presentation (2021). Ecology Along Concord Trails book and trail guides distributed at the Visitor Center.	Coordinated branding	30%	30%	
1	4.2	1	6	Through public-private collaboration, provide information and services to improve the visitor experience and connect visitors to the varied experiences and businesses in Concord.	Public Information/PEG Access	Ongoing	Public Private partnerships have been used to encourage shopping at events and festivals like the Ag festival. Assistance is provided to local businesses and organizations who host free and open to the community events to help boost their profile and encourage community participation. The Town has worked to put in rental bikes available for community and tourist use and encourage use of local trails and outdoor recreation spaces.		30%	30%	
1	4.2	1	6	Through public-private collaboration, provide information and services to improve the visitor experience and connect visitors to the varied experiences and businesses in Concord.	Public Works	In Progress	CPW provided support by expedited permit application reviews as well as labor and material resources.  Downtown snow removal to support economic vitality  Continue to maintain and improve public parking areas, including modification in Monument Square to accommodate bus parking to support tourism.	Remain ready and available and continue to clear downtown centers of snow as budget and resources allow.	40%	40%	
1	4.2	2	1	Develop a strategy to balance a visitor-based economy with a resident-based economy. With input from residents, businesses, property owners, and other stakeholders, the Town should conduct a market study to understand the actual demand for certain services and goods.	Recreation Department	In Progress	Marcia/Beth to complete?		40%	40%	
	4.2	2	2	Support growth of existing and similar businesses within existing industrial and commercial areas in town, and outline development guidelines for appropriate potential infill development.	Public Works	In Progress	By establishing responsible policies/regs relating to water/wastewater with a focus on efficient and responsible demands (i.e., Water Impact Assessment and Sewer Connection Regulations) Public Works has continued to accommodate infill without compromising state/federal permits.  Engineering continues to review DPLM development projects to ensure that they align with Town standards, rules and regulations. Participated in review of Groundwater Cons Dist. Bylaw and Subdivision rules and regs and other.	Maintain compliance with State/Federal permits. Continue to be involved in reviews/ changes in use and regulate accordingly	40%	40%	
3	4.2	2	3						0%	0%	
	4.2	2	4						0%	0%	
	4.2	3	1						0%	0%	
	4.2	3	2						0%	0%	
	4.2	3	3						0%	0%	
	4.2	3	4						0%	0%	
	4.2	3	5						0%	0%	
	4.2	3	6						0%	0%	
	4.2	3	7						0%	0%	
	4.2	4	1						0%	0%	
1	4.2	4	2	Consider establishing a Town economic development staff position	Finance, Select Board, Town Manager, Town Meeting	Complete			100%	100%	
1	4.2	4	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	Select Board	Complete	Tourism director hired in 2019. Economic Vitality committee established in 2019. Visitor's Center established in 2020. Economic Vitality department established and director appointed.		100%	100%	2021
1	4.2	4	3						0%	0%	
1	4.2	4	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.	IT	In Progress	The Economic Vitality Committee has worked to put together websites that are geared toward economic recovery due to the effects of the Covid pandemic. Upon completion, we expect further work on this to commence.		40%	40%	
	4.2	4	5	Conduct an assessment of demand for additional medical uses and green/ environmental businesses and associated needs for those businesses.	Economic Vitality Committee				0%	0%	
2	4.3	1	1	Working with the Concord Housing Authority, Concord Housing Development Corporation, Regional Housing Services Office, Concord Housing Foundation, Council on Aging, and other committees and organizations, including local employers, Hugh Cargill Trust Committee, etc., the Town should study the existing status of Concord's housing stock by type and price and create realistic, achievable goals with supporting policies and programs.	CHDC		CHDC is primarily focused on creating housing and taking advantage of opportunities as presented. The CHDC looks forward to participating in the HPP.		0%	0%	

2	4.3	1	1	Working with the Concord Housing Authority, Concord Housing Development Corporation, Regional Housing Services Office, Concord Housing Foundation, Council on Aging, and other committees and organizations, including local employers, Hugh Cargill Trust Committee, etc., the Town should study the existing status of Concord's housing stock by type and price and create realistic, achievable goals with supporting policies and programs.	Housing Authority	In Progress	No action taken to-date by CHA.	In addition to continuing to evaluate our own properties for development opportunities, CHA will collaborate, as appropriate, with the town in the development of the guidelines/data gathering for the Concord Municipal Affordable Housing Trust and the Housing Production Plan.	40%	40%	
2	4.3	1	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.	Regional Housing Services Office	In Progress		Housing Production Plan update planned for CY2022	78%	78%	2023
2	4.3	2	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.	Select Board	In Progress	2019-2021 - Sponsored special legislation and provided testimony for local option. Sent letters of support for pending state-wide legislation.	Follow up with legislators to achieve passage.	40%	40%	
2	4.3	2	2						0%	0%	
2	4.3	2	3						0%	0%	
2	4.3	2	4	Consider and support the recommendations from the Affordable Housing Funding Task Force	Select Board	In Progress	Created the Municipal Affordable Housing Trust and appointed its members (2021). Sought annual affordable housing appropriations at 2019, 2020 and 2021 Town Meetings.		40%	40%	
2	4.3	2	5	Investigate feasibility of converting existing buildings, such as potentially available Peabody Middle School, to mixed-income, multi-family housing.	Public Works	On Hold	No actions taken	Provide support planning and zoning on the development process.	20%	20%	
2	4.3	2	6	Identify other potential buildings and properties for repurposing as housing or that have infill potential in conjunction with existing building conversion.	Facilities Department	In Progress	(a) The Gerow Parkland was subdivided in 2018 to create an affordable housing lot that, once combined with the adjacent lot on 367 Commonwealth Ave., will be able to accommodate a new 2-bedroom single family home added to Concord's inventory. Recording of the deed took place in 2019 and RHSD has been working with the various housing groups in Town to develop a schematic for the home and define a funding strategy. (b) The home located at 105 Everett St. has been used by the Town for a number of years. The facility belongs to the UMASS system and the Town has been in contact with the their facilities and asset management division to begin discussions relative to 'selling' or transferring the property to the Town for a reasonable cost. Much work is needed to ensure the house is structurally sound and inhabitable, but once complete, is an ideal location and lot for a single-family or duplex-style home. An appraisal was conducted in August of 2021 which was shared with UMASS; negotiations and discussions regarding any potential 'purchase price' are ongoing.	Begin construction, pending funding receipt, of 367 Commonwealth Ave home in spring of 2022.	40%	40%	
2	4.3	2	6	Identify other potential buildings and properties for repurposing as housing or that have infill potential in conjunction with existing building conversion.	Public Works	On Hold	No actions taken	Provide support planning and zoning on the development process.	20%	20%	
2	4.3	2	New	Consider the implications of including a provision in the Zoning Bylaw for Payment in Lieu of Units (PILU) as a tool to incentivize developers in creating affordable housing or contributing funds toward other affordable housing projects	TBD	In Progress		Housing Production Plan update planned for CY2022	78%	78%	2023
2	4.3	3	1						0%	0%	
2	4.3	4	1	Identify and adopt best zoning practices to encourage preservation of existing smaller homes.	Planning Board	In Progress		Planning Board 2021-2022 Goal: Looking at amending FAR for ATM 2022	89%	89%	2022
2	4.3	4	2	Explore possible adoption of one or more Neighborhood Conservation Districts or hybrid Neighborhood/Historic Districts to protect older neighborhoods with modest housing.	Planning Board	In Progress		Planning Board 2021-2022 Goals: reviewing possibility for a NCD bylaw. Need to coordinate with Historical Commission & HDC	40%	40%	
2	4.3	5	1	Amend the two-family or additional dwelling unit bylaw	Planning Board	Complete	ATM 2020 Additional Dwelling Unit; ATM 2021 2-Fam in Res C		100%	100%	2021
2	4.3	5	2	Allow accessory dwelling units to be rented, even if they have not been continually rented since 1928.	Planning Board	Complete	ATM 2020 Additional Dwelling Unit		100%	100%	
2	4.3	5	3	Adopt Natural Resource Protection Zoning (NRPZ), allowing co-housing and other clustered development.	Planning Board	On Hold		3-5 yrs: Need to work with NRC	44%	44%	2026
2	4.3	5	New	Ensure Utility/Service Impacts and configurations are addressed to reliability and fairness.	Public Works	In Progress	Water/Sewer Design standards have been adapted to accommodate needs while addressing "responsibility" and service reliability issues.	Review service modifications to ensure compliance with appropriate design standards	40%	40%	
2	4.3	6	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.	Planning Board	In Progress	Hired consultant and held public forums to explore mixed use zoning for Thoreau Depot district	In-progress: TBD Redevelopment Zoning	40%	40%	
2	4.3	6	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.	Public Works	In Progress	PWC provided with an overview with consideration of potential implications regarding wastewater and drinking water demands. Placed in context with at risk approvals for increased "infill" of wastewater.	Review/Approve projects in accordance with demand management policies and regs	40%	40%	
2	4.3	6	2	Evaluate impacts of petitioning for special legislation to allow a local property tax incentive modeled after the Amherst property tax incentive (graduated property tax assessments on increased value of developments with an affordable housing component).	Town Manager, Select Board, Finance	On Hold		Tax Fairness Committee to investigate. Finance department available to provide assistance as requested.	20%	20%	
2	4.3	6	3	Consider zoning amendments or use of the town's Planned Residential Development zoning provisions to foster development of potential opportunity sites in and near Concord Center, Thoreau Depot Area, and in and around West Concord Center.	Planning Board	In Progress	ATM 2021 Revised PRD bylaw	In-progress: TBD Redevelopment Zoning	40%	40%	
2	4.4	1	1	Adopt zoning and other alternatives to protect unique features of existing village centers (e.g., potential expansion of the existing formula business bylaw complemented by other fee/ incentives options).	Planning Board	In Progress	ATM 2019 Formula Business Bylaw for Concord Center	3-5 yrs:	44%	44%	2026
2	4.4	1	2	Explore strategies and adopt zoning that recognizes the value of to extend landscape as well as the built environment, e.g., agricultural land, including fields, meadows, and orchards.	Planning Board	On Hold		3-5 yrs: Need to work with NRC	44%	44%	2026
2	4.4	1	3	Study realistic use of Transferable Development Rights (TDR) in Concord. (See Open Space/ Natural Resources Goal #1, Action #3)	Planning Board	On Hold		3-5 yrs: Need to work with NRC	44%	44%	2026
2	4.4	1	4	Research alternate zoning methods to preserve the natural and architectural characteristics of Concord while allowing appropriately scaled and designed redevelopment or development.	Planning Board	In Progress	ATM 2021: Revised PRD bylaw	6 yrs+: Form-based code zoning In-progress: Thoreau Depot Design Guidelines	0%	0%	2030
2	4.4	1	5	Adopt policies, appropriate zoning, and Town practices that recognize the value of street and neighborhood trees and natural spaces throughout the town. Consider expansion of the Tree Preservation Bylaw to protect existing trees in neighborhoods.	Planning Board	In Progress	ATM 2021 Tree Bylaw amendments	Planning Board 2021-2022 Goals Amend Tree Rules & Regs.	89%	89%	2022

	4.4	1	5	Adopt policies, appropriate zoning, and Town practices that recognize the value of street and neighborhood trees and natural spaces throughout the town.	Public Works	In Progress	MVP grant awarded to allow for promotion and planting over 100 shade trees including and, Development of an attractive/informative Town of Concord Tree Brochure. Proposal submitted to NECC for tree farm program.	Plant 100 Trees; Evaluate opportunities for siting of a local tree farm or if partnership with outside entities.	40%	40%	
2	4.4	1	6	Identify regulatory tools that preserve and restore important ecosystems, increase use of green infrastructure, and minimize development and/ or support use of permeable paving in 100-year flood zones.	CAAB	In Progress	The June 2020 Climate Action and Resilience Plan identified five priority actions under natural resources for the town to pursue and included a blueprint for each action for the town to follow. Various town boards and staff are responsible for driving progress on these actions, not CAAB. CAAB has also researched the Envision standard for infrastructure projects as potential guide for Town of Concord staff.	See p. 27 of the electronic Climate Action Plan for overview and action implementation blueprints starting on page 60 for all 5 priority actions. As per the plan, various town boards and staff are responsible for driving progress on these actions, not CAAB.	40%	40%	
2	4.4	1	6	Identify regulatory tools that preserve and restore important ecosystems, increase use of green infrastructure, and minimize development and/ or support use of permeable paving in 100-year flood zones.	Planning Board	Complete	ATM 2021: Update Floodplain bylaw with MA Model bylaw requirements		100%	100%	2021
2	4.4	1	6	Identify regulatory tools that preserve and restore important ecosystems, increase use of green infrastructure, and minimize development and/ or support use of permeable paving in 100-year flood zones.	Public Works	In Progress	CPW directly involved in reviews of stormwater management and protection initiatives including compliance with Federal MSA activities, local stormwater development impact reviews (via CPW's Stormwater Regulations), and has initiated the development of an Integrated Water Resource Management Plan framework.	Work with third party consultant retained to assist in development of an IP framework and continue to review and revise the stormwater management plan. Advocate for increased funding to allow for enhanced stormwater management.	40%	40%	
2	4.4	2	1	Increase allowable density in certain locations by allowing multi-family houses, tiny houses or townhouses that are well-designed and spaced while maintaining desirable neighborhood and street trees, small open spaces and nature corridors/connections.	CAAB	In Progress	The Climate Action and Resilience Plan describes the need to adopt policies and incentives to enhance energy efficiency and electrification of existing residential buildings and drive sustainable new development, which could include strategies like increasing housing density, reducing house size, etc. While CAAB would not own this action item as we do not have the planning / development expertise, this may factor into our policy and action recommendations specific to sustainable development.	Continue to discuss within CAAB to determine the set of policies CAAB will advocate for town leadership to adopt to continue to advance progress against town carbon emissions goals. Recommend set of policies in 2022	89%	89%	2022
2	4.4	2	1	Increase allowable density in certain locations by allowing multi-family houses, tiny houses or townhouses that are well-designed and spaced while maintaining desirable neighborhood and street trees, small open spaces and nature corridors/connections.	Planning Board	Complete	ATM 2020 Additional Dwelling Unit; ATM 2021 2-Fam in Res C		100%	100%	2021
2	4.4	2	2	Incentivize or otherwise enable alternative housing development approaches that are owner-occupied or rental, such as Concord Riverwalk, Black Birch, or Brookside Square.	Planning Board	On Hold		1-2 yrs: Investigate ways to enhance PRD bylaw	67%	67%	2024
2	4.4	2	3	Identify what zoning changes would need to be in place to encourage greater mixed-use development within the village centers.	Planning Board	In Progress	Hired consultant and held public forums to explore mixed use zoning for Thoreau Depot district	TBD Redevelopment Zoning	40%	40%	
2	4.4	2	4	Streamline/ coordinate zoning and permitting such that denser housing is easier to build in village centers relative to "greenfield" development, and discourage distant housing or new subdivisions.	Planning Board	Complete	ATM 2020 Additional Dwelling Unit; ATM 2021 2-Fam in Res C		100%	100%	2021
2	4.4	2	5	Examine and prioritize alternative transportation options to link cluster housing/ multi-family/ age-in-neighborhood housing in Residential A or AA zones either by infrastructure connections or shuttle or carpool services to town centers and other high demand destinations.	Planning Board	In Progress	Town awarded grant in 2019 to implement shuttle service, but was taken back.	Planning Division will reapply if grant opens up again	40%	40%	
2	4.4	2	5	Examine and prioritize alternative transportation options to link cluster housing/ multi-family/ age-in-neighborhood housing in Residential A or AA zones either by infrastructure connections or shuttle or carpool services to town centers and other high demand destinations.	Public Works	In Progress	No activity to report	Incorporate multi-modal transportation into Complete Streets Projects. Advocate for the TAC to establish a scope of service and funding plan to advance a Concord Comprehensive Transportation Management Plan (CCTMP)	40%	40%	
	4.4	3	1	Consider zoning alternatives, such as modifying the FAR bylaw and building setback requirements as well as form-based codes.	Planning Board	In Progress		Planning Board Goal 2021-2022; looking at amending FAR for ATM 2022	89%	89%	2022
	4.4	3	1	Consider zoning alternatives, such as modifying the FAR bylaw and building setback requirements as well as form based codes.	Public Works	On Hold	No activity to report	Track development with consideration of wastewater/ stormwater	20%	20%	
2	4.4	3	2	Support implementation of the 2015 Housing Production Plan goals.	Public Works	In Progress	CPW continues to manage water/wastewater in compliance with state and federal permit limits with accommodations for priority in-fill demands	Continue to manage and plan for water/wastewater service impacts	40%	40%	
2	4.4	3	3	Consider feasibility of multi-family housing in other zoning districts.	Planning Board	Complete	ATM 2021 Two-Fam in Res C		100%	100%	2021
2	4.4	3	3	Consider feasibility of multi-family housing in other zoning districts.	Public Works	In Progress	CPW continues to manage water/wastewater in compliance with state and federal permit limits with accommodations for priority in-fill demands	Continue to manage and plan for water/wastewater service impacts	40%	40%	
2	4.4	3	4	Encourage in-fill development with affordable and sustainable (passive or net-zero) housing.	CAAB	In Progress	The Climate Action and Resilience Plan includes as a priority the development of policies and incentives for new development to achieve high standards for sustainability and specific action blueprints for town staff and committees. CAAB supported the state's new net zero stretch code which passed and also supported Article 31, which seeks authority to regulate fossil fuel development in town and which if granted would prohibit new fossil fuel infrastructure in most new development.	See p. 21 of the electronic Climate Action Plan for overview of built environment priority actions and action implementation blueprints for those priorities starting on page 40. CAAB will continue to explore policy options that can accelerate the adoption of sustainable building practices.	40%	40%	
2	4.4	3	4	Encourage in-fill development with affordable and sustainable (passive or net-zero) housing.	Housing Authority	In Progress	CHA's Commonwealth Ave project is a good example of in-fill development with affordable, low-income housing. Required work is complete to secure approval of building the small house on donated property. The estimated project cost is approximately \$707,320. So far, 66% (\$466,345) is secured from CPC, HOME Funds and the town of Concord.	The current challenge is to secure remaining funding for the Commonwealth Ave project. In the coming months, CHA will continue to seek the remaining funds needed, assess ways to reduce the overall cost and determine the feasibility of transferring the project to another entity (e.g. Habitat of Humanity).	40%	40%	
2	4.4	3	4	Encourage in-fill development with affordable and sustainable (passive or net-zero) housing.	Planning Board	On Hold		1-2 yrs & Another Committee: Planning Board-CSEC-CAAB-Housing Groups	20%	20%	
2	4.4	3	4	Encourage in-fill development with affordable and sustainable (passive or net-zero) housing.	Public Works	In Progress	CPW continues to manage water/wastewater in compliance with state and federal permit limits with accommodations for priority in-fill demands.  Accommodation for waiver of one connection per parcel policy made for affordable housing unit located at 365 Commonwealth Ave.	Continue to maintain flexibility in regulations that provide for affordable housing with appropriate consideration of sustainable design.	40%	40%	
	4.4	3	5						0%	0%	
	4.4	3	6	Study the possibility of linking renewable energy and energy efficiency requirements on new large home construction to financing of workforce housing.	CAAB	In Progress	As part of work tied to the Climate Action and Resilience Plan, CAAB is working to evaluate specific policies and incentives that could encourage a more sustainable residential built environment for recommendation to Town leadership and relevant staff, which could include options like a requirement for carbon intensive buildings to pay into a fund that supports other sustainable development priorities	Continue to discuss within CAAB to determine the set of policies and actions CAAB will advocate for town leadership to adopt to continue to advance progress against town carbon emissions reduction goals. Recommend set of policies/actions in 2022.	89%	89%	2022
	4.4	3	6	Study the possibility of linking renewable energy and energy efficiency requirements on new large home construction to financing of workforce housing.	Planning Board	In Progress		Planning Board is also thinking of tying FAR to sustainability (MJ note)	40%	40%	

	4.4	4	1	Review existing business and industrial zoning bylaws, particularly in relation to encouraging diversification of the tax base to ease burden on residential tax payers.	Tax Fairness Committee	On Hold	Our committee has and continues to look for alternatives that would supplement the property tax as a funding source for town government and services and, at the same time, relieve some portion of the present property tax burden on property owners over age 65 with modest income and assets. This has resulted in the town's Senior Means Tested By-law that does reduce the property tax burden for qualified applicants.	We do not believe it is within our scope to review existing business and industrial bylaws, that task is better suited to a committee with competence and experience in those areas.	20%	20%	
3	4.4	4	2	Recommend that new and in-fill development incorporate transportation-related sustainability features.	Planning Board	Ongoing			30%	30%	
3	4.4	4	2	Recommend that new and in-fill development incorporate transportation-related sustainability features.	Public Works	Ongoing	No action to date.	Collaborate with Planning and Land Management providing review/recommendations where needed. Provide input towards regulations change.	30%	30%	
	4.4	4	3	Encourage or incentivize mid- and larger-sized employers to coordinate new jobs with assistance in searching for or creating workforce housing.	Economic Vitality Committee				0%	0%	
	4.4	4	4	Review the sewer improvement fee and its impact on business creation and expansion.	Public Works		Equal and fair administration of bylaw/regulations and assessment of fee has preserved wastewater capacity which has successfully enabled continued accommodation of modest commercial infill.	In recognition that only 1/3 of community supports the sewer enterprise - consider general fund contribution for small businesses	0%	0%	
2	4.4	5	1	Evaluate and determine need to regulate to Concord's 500-year floodplain. (See Open Space/ Natural Resources Goal #1, Action #6)	NRC	Complete	ATM 2021: PB updated Floodplain Bylaw with MA Model requirements		100%	100%	
2	4.4	5	1	Evaluate and determine need to regulate to Concord's 500-year floodplain. (See Open Space/ Natural Resources Goal #1, Action #6)	Planning Board	Complete	Planning Board reviewed: Minimal areas in the community within 500-yr floodplain. Changes would have little effect.		100%	100%	
	4.4	5	2	Consider raising the energy-saving requirements of the Building Code, with the long-term goals consistent with Sustainability Framework.	CAAB	In Progress	The Climate Action and Resilience Plan includes as a priority the development of policies and incentives for new development to achieve high standards for sustainability and specific action blueprints for town staff and committees. CAAB supported the state's new net zero stretch code which passed and also supported Article 31, which seeks authority to regulate fossil fuel development in town and which if granted would prohibit new fossil fuel infrastructure in most new development.	See p. 21 of the electronic Climate Action Plan for overview of built environment priority actions and action implementation blueprints for those priorities starting on page 40. CAAB will continue to explore policy options and other actions that can accelerate the adoption of sustainable building practices and will seek to recommend specific options in 2022.	89%	89%	2022
	4.4	5	2	Consider raising the energy-saving requirements of the Building Code, with the long-term goals consistent with Sustainability Framework.	Planning Board	On Hold		3-5 yrs:	44%	44%	2026
	4.4	5	2	Consider raising the energy-saving requirements of the Building Code, with the long-term goals consistent with Sustainability Framework.	Public Works	In Progress	WWTP Energy Efficiency Evaluation (2020) - Grant UMASS Center for Energy Efficiency and Renewable Energy. Incorporated energy efficiency design in Lowell Road and Assebet Ave pumpstation projects.	Incorporate findings into WWTP Asset Management plan	40%	40%	
	4.4	5	3	Promote use of low-impact development (LID) methods to reduce impacts of stormwater by adopting a residential lot stormwater bylaw.	CAAB	In Progress	CAAB has discussed the need for a Town vulnerability assessment related to adapting to the impacts of climate change, and stormwater regulations could be one action item that comes out of such an assessment.	This specific action is not a priority action item for CAAB relative to other responsibilities but we believe this should be evaluated as part of broader vulnerability and resilience work.	40%	40%	
	4.4	5	3	Promote use of low-impact development (LID) methods to reduce impacts of stormwater by adopting a residential lot stormwater bylaw.	NRC	Ongoing	LID ongoing with NRC project reviews.	Stormwater Management; 6. Net Blue Task Force	30%	30%	
	4.4	5	3	Promote use of low-impact development (LID) methods to reduce impacts of stormwater by adopting a residential lot stormwater bylaw.	Planning Board	In Progress		Planning Board 2021-2022 Goals; potential amendments to Subdivision R&Regs to incorporate LID	89%	89%	2022
	4.4	5	3	Promote use of low-impact development (LID) methods to reduce impacts of stormwater by adopting a residential lot stormwater bylaw.	Public Works	In Progress	No activity to report	Consider potential as component of IWMP. Advise DPLM when appropriate	40%	40%	
2	4.4	5	4	Preserve and strengthen the street tree replacement program and the enforcement of any tree preservation regulations on public or private properties	Planning Board	Ongoing			30%	30%	
2	4.4	5	4	Consider ways to encourage development to include planting additional street trees, stormwater infiltration, access and preservation of natural landscapes/rivers in village/business districts.	Public Works	In Progress	Tree Brochure developed to educate/encourage interest in tree plantings, town-wide. Review stormwater designs based on local and state regulations.	Look for opportunities to encourage additional infiltration beyond existing standards.	40%	40%	
	4.4	5	5	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	CAAB	In Progress	As part of work tied to the Climate Action and Resilience Plan, CAAB is working to evaluate specific policies and incentives that could encourage a more sustainable residential and commercial built environment for recommendation to Town leadership and relevant staff.	Continue to discuss within CAAB to determine the set of policies and actions CAAB will advocate for town leadership to adopt to continue to advance progress against town carbon emissions reduction goals. Recommend set of policies in 2022	89%	89%	2022
	4.4	5	5	Within the Climate Action Advisory Board and Resilience Committee, create working net-zero and net-blue groups to guide policies over the next 2-3 decades in order to achieve long-term goals for the built environment	Public Works	In Progress	CPW has continued to promote water use efficiencies in accordance to Net Blue concepts. Participated in MassDEP grant piloting innovative outdoor lawn watering messaging.	Offer technical assistance and support as needed	40%	40%	
	4.4	5	5	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	Select Board	In Progress	Written and adopted a Climate Action Plan. Adopted fossil fuel infrastructure warrant article at 2021 Town Meeting.	CAAB to lead.	40%	40%	
	4.4	5	6	Support the CMLP in studying the impacts of offering a comprehensive set of energy efficiency financial incentives that meet or exceed those offered by Massachusetts investor-owned utilities.	CAAB	In Progress	As part of work tied to the Climate Action and Resilience Plan, CAAB is working to evaluate specific policies and incentives that could encourage increased investment by residents and businesses in energy efficiency. CAAB also engaged with a UNH fellow who researched financial incentives for the Sustainability Director and CAAB to consider.	Continue to discuss within CAAB to determine the set of policies and actions CAAB will advocate for town leadership to adopt to continue to advance progress against town carbon emissions reduction goals. Recommend set of policies in 2022	89%	89%	2022
	4.4	5	7	Considering increasing current or adding new incentives for individuals to make choices that further Concord's environmental sustainability goals	CAAB	In Progress	As part of work tied to the Climate Action and Resilience Plan, CAAB is working to evaluate specific policies and incentives that will enable the Town to reach our carbon emissions reduction goals.	Continue to discuss within CAAB to determine the set of policies and actions CAAB will advocate for town leadership to adopt to continue to advance progress against town carbon emissions reduction goals. Recommend set of policies/actions in 2022.	89%	89%	2022
	4.4	5	7	Consider increasing current or adding new incentives for individuals to make choices that further Concord's environmental sustainability goals.	Public Works	In Progress	Water impact assessments and Sewer Impact assessments have remained in-place to incentives sustainable design. Water conservation rebates continue to be offered for low flow toilets and washing machines; Seasonal increasing block rate structure in place to incentives outdoor conservation. Irrigation system registration fee in place	Continue to review projects to ensure conformance with Rules & Regs. Evaluate in-ground irrigation system registration and management program with goal of improving awareness and compliance	40%	40%	
3	4.5	1	1	Create a transportation planning and coordination function within municipal government to: (1) determine policies, services, and plans; (b) prioritize actions and projects; (c) further develop expertise in Town; (d) work with Town departments regarding policies and projects.	CAAB	Complete	Within the Climate Action and Resilience Plan mobility section, there is an action to "increase use of public transportation and other low-carbon and no-carbon transportation options." Within the action implementation blueprint for that action (p 53), one step was to establish a central transportation planning function within Town government. Step is owned by DPLM and the Town Manager and the timing was to establish in 2024-2025.	Town leadership should consider whether a transportation committee composed of volunteers with no budget will be able to drive meaningful progress against the transportation related goals described in Envision and the Climate Action and Resilience Plan in the near term. And whether waiting until 2024-5 to establish said transportation function is the best decision for the town.	100%	100%	
3	4.5	1	1	Create a transportation planning and coordination function within municipal government to: (1) determine policies, services, and plans; (b) prioritize actions and projects; (c) further develop expertise in Town; (d) work with Town departments regarding policies and projects.	CSEC	In Progress		Assist lead town departments - CPW, Planning, Sustainability - in starting this effort.	40%	40%	

3	4.5	1	1	Create a transportation planning and coordination function within municipal government to: (1) determine policies, services, and plans; (b) prioritize actions and projects; (c) further develop expertise in Town; (d) work with Town departments regarding policies and projects.	Public Works	In Progress	Staff participated in original Transportation Advisory Committee activities.	Advocate for the TAC to establish a scope of service and funding plan to advance a Concord Transportation Master Plan (CTMP)	40%	40%	
3	4.5	1	1c	Further develop Town expertise in the area of transportation systems, programs, services, funding, etc.	Select Board	In Progress	Formed Transportation Advisory Committee in 2020.		40%	40%	
3	4.5	2	1	Identify the town population segments that have the greatest need and generate the most demand for a shared/on-demand transportation option and what destinations in town would benefit most for each segment.	Public Works	On Hold	No Action Taken	Recommend task be incorporated into CTMP.	20%	20%	
3	4.5	2	2	Conduct a study to examine transportation-use preferences, projections of traffic given certain selected alternatives, expected cost burden for public vs. private transit, and options for who pays.	Public Works	On Hold	No Action Taken	Recommend task be incorporated into CTMP.	20%	20%	
3	4.5	2	3	Explore mobility options, especially on-demand shared mobility solutions with the intent of implementing or piloting a program in the near-term, including differences in door-to-door services compared to set route services and opportunities for Automated Vehicles (AV) for transit shuttles.	Public Works	On Hold	No Action Taken	Recommend task be incorporated into CTMP.	20%	20%	
3	4.5	2	4	Encourage and incentivize carpooling in town, starting with high school students	CSEC	In Progress		Working with the CCHS Sustainability Committee develop program and promotional campaign.	40%	40%	
3	4.5	2	4	Encourage and incentivize carpooling in town, starting with high school students.	Public Works	On Hold	No Action Taken	Recommend task be incorporated into CTMP.	20%	20%	
3	4.5	2	5	Share use of transit vehicles (buses, vans).	Public Works	On Hold	No action taken	Recommend task be incorporated into CTMP.	20%	20%	
3	4.5	2	6	Improve multi-modal transportation opportunities, particularly from transit hubs to work destinations. Consider expanding the charge and membership of the Transportation Management Group to include analyzing the community's transportation and mobility needs and preparing a Complete Streets Prioritization Plan, building on the 1994 Roads Policy.	Public Works	On Hold	Has been incorporated into Complete Streets Projects.	Recommend task be incorporated into CCTMP.	20%	20%	
3	4.5	3	1	Consider expanding the charge and membership of the Transportation Management Group to include analyzing the community's transportation and mobility needs and preparing a Complete Streets Prioritization Plan, building on the 1994 Roads Policy.	Public Works	In Progress	The TMG continued to perform routine functions relating to day-to-day operations and maintenance. TAC formed subsequently to address broader policy and planning related activities with participation of Town Engineer and Highway & Grounds Supt.	Provide technical support and assistance as requested	40%	40%	
3	4.5	3	2	Prioritize a set of financially sustainable infrastructure projects (such as dedicated paths/lanes, road marking, bicycle racks, etc.) that will improve connections between key bicycling and walking paths and sidewalks.	Public Works	In Progress	Provided design and installation support for bicycle shelters along the BRFT. Incorporated multi-use shoulders on Lexington Road and Cambridge Tpk.	Continue to consider implementation of multi-use shoulders and apply for any related grants. Recommend task be incorporated into CCTMP	40%	40%	
3	4.5	3	3	Evaluate options for safe, convenient non-auto passage across/over Route 2 near Route 62.	Public Works	In Progress	Request made to MassDOT inquiring as to any future plans/opportunities.	Recommend task be incorporated into CTMP	40%	40%	
3	4.5	3	4	Study possible paths and trails that create better links to nature preserves, recreational lands, and other destinations.	NRC	Ongoing	Completed: New trails at Mattison Field. Ongoing: NRC seeks trail connections during NRC project reviews and CR development.	Ensure that MassDOT is engaged in any concept or planning activities.	30%	30%	
3	4.5	3	4	Study possible paths and trails that create better links to nature preserves, recreational lands, and other destinations.	Public Works	On Hold	No actions taken	Recommend task be incorporated into CCTMP	20%	20%	
3	4.5	3	5	Develop a model for understanding the costs and benefits of various transportation improvements and services.	Public Works	On Hold	No actions taken	Recommend task be incorporated into CTMP	20%	20%	
3	4.5	3	6	Improve connectivity through wayfinding and signage.	Public Works	On Hold	No actions taken	Recommend task be incorporated into CTMP	20%	20%	
	4.5	4	0	Improve coordination with regional partnerships for the purpose of reducing traffic volume from commuter through-traffic and regional ecosystems planning	Select Board	On Hold	Completed cut-through study in 2019. Participated in Volpe Center Study on regional transportation, but COVID impact on traffic patterns placed the work on hold (2019). Became consulting partner for Rt 2A improvement project.		20%	20%	
3	4.5	4	1	Provide leadership and/or support to a regional transportation group, such as the 495 Partnership or the 128 Central Corridor Coalition, to reduce commuter through-traffic.	Public Works	On Hold	No action taken.	Recommendation to include Town Engineer as a representative.	20%	20%	
	4.5	4	2	Support regional promotion of public transportation options, ride sharing, carpooling, bicycle transportation, alternative-fuel vehicles, etc. to commuters who might currently be choosing local through roads.	Public Works	On Hold	No actions taken	Recommend task be incorporated into CTMP	20%	20%	
1	4.5	4	3	Study potential traffic calming measures along the main thoroughfares and commercial centers.	Public Works Commission	In Progress	Incorporated reduced lane width to promote traffic calming on Cambridge Tpk, Lexington Rd and Sudbury Rd. Incorporated traffic calming measures into the design of Comm. Ave.	Continue to implement traffic calming measures and review traffic calming policy for opportunities to implement traffic calming.	40%	40%	
	4.5	4	4	Evaluate existing opportunities with neighboring communities to collaborate on fiscally prudent regional connectivity options and partner with at least one other town in the region to provide a new transportation option to reduce regional traffic.	Public Works	On Hold	No Action Taken	Partner when opportunity arise	20%	20%	
	4.5	4	5	Reallocate existing staff resources for greater focus on transportation planning and implementation.	Public Works	On Hold	No Action Taken		20%	20%	
	4.5	4	6	Ensure the selected alternatives for regional improvement are cost effective and fiscally sustainable	Public Works	On Hold	No Action Taken		20%	20%	
	4.5	5	0	Develop an approach to parking that balances the principles of sustainability with the Town's economic goals, including managing existing parking spaces and providing parking options for the residential community and visitors outside of the village centers.	NRC	Ongoing	LID ongoing with NRC project reviews.	Stormwater Management; Net Blue Task Force	30%	30%	
3	4.5	5	1	Provide and promote preferred parking for carpool, vanpool, and other high-occupancy vehicles as well as bicycles in public parking lots.	Public Works	In Progress	Evaluating installation of bike rack in Stow St parking lot improvement project.	Consider opportunities in other municipal lots.	40%	40%	
3	4.5	5	2	Reduce parking requirements near village centers and other specific areas while requiring multi-modal features.	Planning Board	In Progress		Planning Board 2021-2022 Goal: Evaluate MAPC parking analysis and determine what are the next steps	89%	89%	2022
3	4.5	5	2	Reduce parking requirements near village centers and other specific areas while requiring multi-modal features.	Public Works	On Hold	No action taken.	Recommend task be incorporated into CTMP Provide support/recommendations to DPLM.	20%	20%	
1,3	4.5	5	3	Provide electric vehicle charging station, bike racks and public transportation stops at public parking facilities and in publicly funded development, encouraging privately owned parking areas to do the same.	Facilities Department	Complete	Several public electric vehicle charging stations have been deployed in Town including several on Main St. in Concord and West Concord centers; at 55 Church St., in the public parking area on Commonwealth Ave. and others throughout Town. Several private and commercial buildings have also purchased and deployed electric vehicle charging stations.	New bike racks and a bike repair stations are included in the plans for Gerow Park and three additional bike racks were bid as part of the White Pond Beach renovations.	100%	100%	
1,3	4.5	5	3	Provide electric-vehicle charging stations, bike racks, and public transportation stops at public parking facilities and in publicly funded development	Planning Board	Ongoing		Planning Board will evaluate inclusion of charging stations and bike racks as part of Site Plan Review	30%	30%	
1,3	4.5	5	3	Provide electric-vehicle charging stations, bike racks, and public transportation stops at public parking facilities and in publicly funded development, encouraging privately owned parking areas to do the same.	Public Works	In Progress	The required infrastructure has been incorporated into the Stow Street parking lot. A charging station has been installed at the KePublic Works Rd. parking lot. Reviewed private development with consideration for electric charging station.	Incorporate into conceptual layout for future site improvements where appropriate	40%	40%	

3	4.5	5	4	Provide electric-vehicle charging stations, bike racks, and public transportation stops at public parking facilities and in publicly funded development	CAAB	Complete	Within the Climate Action and Resilience Plan mobility section and related action implementation blueprints, there are various actions recommended related to transit infrastructure and reducing vehicle miles traveled. CAAB is not listed as a key partner in these action items and therefore is not highly prioritizing engagement and action on this specific topic. However, CAAB will be considering policies and incentives that might support sustainable transportation more broadly.	Town leadership should consider whether a transportation committee composed of volunteers with no budget will be able to drive meaningful progress against the transportation related goals described in Envision and the Climate Action and Resilience Plan in the near term. And whether waiting until 2024-5 to establish a transportation function is the best decision for the town.	100%	100%	
3	4.5	5	4	Require any new or replacement parking areas to include low-impact development stormwater management and encourage use of best management practices for sustainable design.	Public Works	In Progress	Included new leaching catch basin into design of Stow Street parking lot. Improvements	install new leaching catch basin in Stow Street parking lot project	40%	40%	
1	4.5	5	5	Evaluate and identify sites suitable for remote parking.	Public Works	On Hold	No action taken	Recommend task be incorporated into CCTMP	20%	20%	
1	4.5	5	6	Incentivize the use of remote parking through convenience and discounts at local sites and businesses.	Public Works	On Hold	No action	Recommend task be incorporated into CCTMP	20%	20%	
1,3	4.5	5	7	Through joint planning with tour operators, develop a system of tour bus registration and routing.	Public Works	On Hold	Worked with Tourism Director to modify designated bus parking in Monument Square to support tourism.	Remain available to support initiatives as opportunities/resources allow.	20%	20%	
2	4.6	1	1	Increase financial resources allocated to maintain and protect current open space and conservation land	NRC	In Progress	Work with the SB, Fin Comm, and Town Manager	Work with the SB, Fin Comm, and Town Manager	40%	40%	
2	4.6	1	1	Increase financial resources allocated to maintain and protect current open space and conservation land	Planning Division & Board, Finance Department, Natural Resources	In Progress	Land Fund bylaw, 33-ATM-1994 creates fund for same or similar purpose. Prior to park projects, funds set aside annually in CIP for potential land purchases.		40%	40%	
2	4.6	1	1	Increase financial resources allocated to maintain and protect current open space and conservation land.	Public Works	In Progress		Participate in any planning discussions	40%	40%	
2	4.6	1	2	Identify lands of conservation interest using the criteria laid out in the 2015 Open Space & Recreation Plan Seven-Year Action Map and in this CLRP	NRC				0%	0%	
2	4.6	1	2	Identify lands of conservation interest using the criteria laid out in the 2015 Open Space & Recreation Plan Seven-Year Action Map and in this CLRP	NRC	Ongoing	Near-term, ongoing		30%	30%	
2	4.6	1	2	Identify lands of conservation interest using the criteria laid out in the 2015 Open Space & Recreation Plan Seven-Year Action Map and in this CLRP.	Public Works	In Progress		Ensure consideration given to sustainability interests such as stormwater management	40%	40%	
2	4.6	1	3	Expand implementation of Transferable Development Rights (TDR). (See Land Use Goal #1, Action, #3)	Planning Board	On Hold		3-5 yrs: Need to work with NRC	44%	44%	2026
2	4.6	1	3	Explore implementation of Transferable Development Rights (TDR). (See Land Use Goal #1, Action, #3)	Public Works			Participate in any planning discussions	0%	0%	
2	4.6	1	4	Provide education, incentives and support for the creation and protection of natural habitat on private lands.	NRC				0%	0%	
2	4.6	1	4	Provide education, incentives and support for the creation and protection of natural habitat on private lands.	NRC	Ongoing	Sustainable Landscaping brochure; Climate Prep Week Sustainable Landscaping Presentation, creation of three demonstration pollinator meadows (Heywood Meadow, Barretts Mill Farm, Harrington Park).		30%	30%	
2	4.6	1	4	Provide incentives and support for the creation and protection of natural habitat on private lands.	Public Works			Participate in any planning discussions	0%	0%	
2	4.6	1	5	Collaborate with abutting towns and the region to work together on the health and continuity of open space networks and ecosystems across town borders.	NRC	Ongoing	NR Division staff actively involved with the SuSsCo Cooperative Invasive Species Management Area to combat invasives within the watershed, including advocating for legislation to establish a statewide invasive species coordinator.		30%	30%	
2	4.6	1	5	Collaborate with abutting towns and the region to work together on the health and continuity of open space networks and ecosystems across town borders.	Public Works		Ongoing conversations held with Acton/Littleton on recreation trails in Nagog Pond Watershed	Include as part of Nagog Pond Treatment goals	0%	0%	
2	4.6	1	6	Explore impacts of using the 500-year floodplain in the Zoning Bylaw. (See Land Use Goal #5, Action #1)	Planning Board	Complete	ATM 2021 - Adopt MA Model Floodplain Bylaw and include as a requirement 1:1.5 Compensatory Flood Storage, which has been a policy since the late 70s		100%	100%	2021
2	4.6	1	6	Explore impacts of using the 500-year floodplain in the Zoning Bylaw. (See Land Use Goal #5, Action #1)	Public Works		No Action Taken		0%	0%	
	4.6	1	New	Encourage private landowners to develop Conservation Restrictions for their land including allowing for public access.	NRC				0%	0%	
	4.6	1	New	Encourage private landowners to develop Conservation Restrictions for their land including allowing for public access.	NRC	Ongoing			30%	30%	
2	4.6	2	1	Support implementation and enforcement of Wetlands Protection Act and Town Bylaw	NRC	Ongoing	NRC project reviews under the WPA and Concord Wetlands Bylaw	Continue efforts to educate the public on the Wetlands Bylaw and WPA.	30%	30%	
	4.6	2	2	Restore White Pond and Warner's Pond as part of the Town's efforts to protect and improve the recreational accessibility of its water resources.	Facilities Department	In Progress	(a) The White Pond Beach Area was gifted to the Town in 2018. Since that time, a comprehensive stormwater analysis and topographic survey has been completed. A robust improvement plan and design was created using the data collected; the plan includes appx. \$700,000 in stormwater management improvements. The project went to bid in September of 2021 and is slated to begin construction on or about April of 2022. (b) The Warner's Pond water quality testing and dredging project has been 5-years in the making. At Town Meeting in 2021, the last amount needed for the dredging project was received via the Town's capital article. That project is slated for bid in the late winter of 2022 and will begin soon thereafter. This project is being done in conjunction with the Gerow Project which began in earnest on or about July of 2021; it is scheduled to be complete by the spring of 2022.		40%	40%	
	4.6	2	2	Restore White Pond and Warner's Pond as part of the Town's efforts to protect and improve the recreational accessibility of its water resources.	NRC	Ongoing	White Pond slope restoration completed in 2019. Permitting for Warner's Pond dredging underway. ATM 2020 and 2021 approval of CPA and capital funding. CR placed on former White Pond Associates land.		30%	30%	
	4.6	2	2	Restore White Pond and Warner's Pond as part of the Town's efforts to protect and improve the recreational accessibility of its water resources.	Public Works	In Progress	Participated in conversations and design discussions involving stormwater, wastewater and drinking water relating to White Pond. Reviewed stormwater plans and dredging scope of work for Warner's Pond.	Continue to participate in discussion of concepts/designs as resources and opportunities allow	40%	40%	

	4.6	2	2	Restore White Pond and Warner's Pond as part of the Town's efforts to protect and improve the recreational accessibility of its water resources.	Recreation Department	In Progress	The Recreation Department has worked in collaboration with the Town Manager's Office, Board of Health, Natural Resources Department, Planning Department, Public Works Department and Facilities Department to support the restoration of the Whites Pond and Warner Pond projects. (a) The White Pond Beach Area was gifted to the Town in 2018. Since that time, a comprehensive stormwater analysis and topographic survey has been completed. A robust improvement plan and design was created using the data collected; the plan includes approx. \$700,000 in stormwater management improvements. The project went to bid in September of 2021 and is slated to begin construction on or about April of 2022. The Recreation Department does not oversee this project but supports those Departments directly involved in the restoration. (b) The Warner's Pond water quality testing and dredging project has been 5 years in the making. At Town Meeting in 2021, the last amount needed for the dredging project was received via the Town's capital article. The Recreation Department does not oversee this project but supports those Departments directly involved in the restoration.	The Recreation Department will continue to maintain and operate the Town's Beach area at Whites Pond seasonally for membership based swimming access. The Warner's Pond dredging project is slated for bid in the late winter of 2022 and will begin soon thereafter. This project is being done in conjunction with the Gerow Project which began in earnest on or about July of 2021; it is scheduled to be complete by the spring of 2022.	40%	40%	
2	4.6	3	1	Through the Natural Resources Commission, bring together Town educators, student representatives, open space and natural resource advocates, and the Town's Director of Sustainability to coordinate educational programs and materials.	Public Works	In Progress	Provided educational materials on water conservation and stormwater management through a variety of venues including brochures and videos.	Continue to provide educational materials on water conservation and stormwater management through a variety of venues including brochures and videos..	40%	40%	
2	4.6	3	2	Ensure that Concord's protection of natural resources policies are fiscally sound	Natural Resources, Town Manager, Planning Division, Finance	Ongoing		Finance department available to provide assistance as requested.	30%	30%	
1	4.6	3	3	Incorporate information about Concord's values and the Town's commitment to sustainability into visitor information and marketing materials for visitors and business recruitment. (See Economic Vitality Goal #1, Action #4)	NRC	Ongoing	Ecology Along Concord Trails (2021), Climate Prep Week Sustainability Presentation (2021), Trail Guides and Maps		30%	30%	
1	4.6	3	3	Incorporate information about Concord's values and the Town's commitment to sustainability into visitor information and marketing materials for visitors and business recruitment. (See Economic Vitality Goal #1, Action #4)	Recreation Department	Complete	The Recreation Department took over the operation of the Visitor Center in 2017. Immediately upon opening, the Center was filled with resources provided by the Natural Resources Department including maps, trail guides and other informational pamphlets educating visitors on the Town's commitment to sustainability and resource preservation.		100%	100%	
	4.6	3	4	Promote a robust series of volunteer opportunities and service days that are regularly scheduled and become town-wide commitments to sustainability and land conservation and natural resource protection.	Agriculture Committee	In Progress	While most of our farms are for-profit and are not able to host volunteers, Gaining Ground (growing on town-owned land) provides constant volunteer opportunities. The Ag Committee is planning to increase volunteer involvement in Ag Day moving forward to accommodate the enthusiastic interest from the community in the annual event.		40%	40%	
	4.6	3	4	Promote a robust series of volunteer opportunities and service days that are regularly scheduled and become town-wide commitments to sustainability and land conservation and natural resource protection.	NRC	Ongoing	Land Manager hired in 2021 to coordinate and oversee volunteer service days such as invasives removal from Town conservation lands. In 2019, the Natural Resources Division partnered with the Concord Land Conservation Trust to begin an annual, town-wide garlic mustard pull. Concord Cleanup of town lands continues on an annual basis.		30%	30%	
1.2	4.6	3	5	Provide information boards that report back on "how the town is doing" regarding land conservation and natural resource preservation, supporting agriculture, and general sustainability goals.	Agriculture Committee	In Progress	The Ag Committee writes up a year-end summary of committee activities, as well as challenges faced by Concord farmers for the Town's annual report. Farms operating on Town-owned land also submit reports on activities to the Town annually.		40%	40%	
1.2	4.6	3	5	Provide information boards that report back on "how the town is doing" regarding land conservation and natural resource preservation, supporting agriculture, and general sustainability goals.	Public Works	In Progress	Concord Public Works continues to an important messenger in a variety of sustainability matters including water resources (drinking, wastewater & stormwater), as well as tree protection/planting and field maintenance.	Continue to offer support and information as programs warrant.	40%	40%	
	4.6	3	New	Promote the civic benefits and ecosystem services that accrue from the cumulative actions of all residents	NRC	Ongoing	NRC project reviews under WPA and Concord Wetlands Bylaw.		30%	30%	
	4.6	3	New	Working with Town educators, student representatives, open space and natural resource advocates, and the Town's sustainability officer, identify ways to build on the Rivers and Revolutions program to identify additional ways to support natural resources, sustainability values, and the town's historical ties and support for these things can be woven into school curricula, community service choices and requirements, and student leadership positions.	NRC	Ongoing	The Natural Resources Division has worked with the Rivers and Revolutions Program to coordinate land stewardship activities (2018 and 2019), as well as the Thoreau School 5th graders to develop a pollinator meadow at Heywood Meadow (2020).		30%	30%	
	4.6	4	1	Allocate staff time or hire a land manager to manage Town Conservation land and Conservation Restrictions.	NRC	Complete	Completed. Land Manager hired in 2021.		100%	100%	
	4.6	4	2	Support the implementation of the 2015 OSRP Seven-Year Action Plan	Natural Resources, Planning, Town Manager, Historical Commission, Finance	Ongoing	Various stages of completion.	Finance department available to provide assistance as requested.	30%	30%	
	4.6	4	New	Maintain the current citizen volunteer commissions and committees that protect and preserve the Town's natural resources, conservation lands, and open spaces.	NRC	Ongoing	NR staff support the NRC, CR Stewardship Committee, Heywood Meadow Stewardship Committee, and Trails Committee, and are available to assist with other committees on an as-needed basis.		30%	30%	
	4.6	4	New	Continue to collaborate with private land trusts and promote public/private partnerships to protect and preserve natural resources and conservation lands	NRC	Ongoing	Partnered with CLCT on Emerson land acquisition (2019) and White Pond CR (2019) and Emerson CR (2021). Partnering with CLCT and SVT on Assabet River Bluff housing/land acquisition project.		30%	30%	
2	4.6	5	1	Overlay the OSRP Seven-Year Action Plan map with a housing/development goals map that recognizes the most suitable characteristics for each type of land acquisition/development.	NRC			Work with the PB and RHSD	0%	0%	
	4.6	5	2	Assess Concord's climate and environmental vulnerabilities and integrate these considerations in Town land and water...	CAAB	In Progress	CAAB has discussed the need for a Town vulnerability assessment related to adapting to the impacts of climate change, and stormwater regulations could be one action item that comes out of such an assessment.	CAAB will be discussing and recommending action related to vulnerability and resilience in 2022.	89%	89%	2022
	4.6	5	2	Assess Concord's climate and environmental vulnerabilities (aligned with the Magic Climate Resilience Report and the OSRP) and integrate these considerations in Town land and water decision making to create resiliency goals that protect the Town's infrastructure.	NRC			Work with MAPC, CAAB, Sustainability Director	0%	0%	

4.6	5	2	Assess Concord's climate and environmental vulnerabilities (aligned with the Magic Climate Resilience Report and the OSRP) and integrate these considerations in Town land and water decision making to create resiliency goals that protect the Town's infrastructure.	Public Works	In Progress	Hired consultant to help develop an Integrated Water Resources Management Plan. Have engaged regulators to determine regulatory mechanism that would help incentives and advance such an approach.	Identify existing water, sewer and stormwater conditions. Identify local and regional stakeholders. Begin outreach to educate stakeholders and inform IWMP framework.	40%	40%	
4.6	5	New	Instill amongst residents and business leaders the importance of protecting and preserving natural resources and open space because it is irreplaceable.	NRC	Ongoing			30%	30%	
2	4.6	6	1	Support the Agriculture Committee's goals to support sustainable and viable farming in Concord.	Agriculture Committee	In Progress	A representative from the Ag Committee has served on the Pollinator Health Advisory Committee.	40%	40%	
2	4.6	6	1	Support sustainable and viable farming in Concord.	NRC	Ongoing	The Natural Resources Division has worked with two farms to install more sustainable irrigation (bedrock wells) and installed one at the Rogers land.	30%	30%	
2	4.6	6	1	Support the Agriculture Committee's goals to support sustainable and viable farming in Concord.	Public Works	In Progress	Wastewater land located off Bedford Rd continues to be leased for agricultural purposes	Evaluate WWTP lands for tree farm with consideration of water re-use from WWTP.	40%	40%
2	4.6	6	2	Implement policies and programs to protect and promote local agriculture.	Agriculture Committee	In Progress	The Ag Committee promotes local agriculture through two annual events: the Ag Day Farmers' Market and the Spring Forum. The Ag Committee has also worked with the Concord Museum, Minuteman Media Network, and the Library to recruit farmers to participate as panelists or speakers in educational programming.	40%	40%	
2	4.6	6	3	Town purchase of farmland and leasing this land to new farmers.	Agriculture Committee	In Progress	A representative from the Ag Committee served on the committee reviewing applicants responding to the RFP for farming on the Town-owned McGrath property.	40%	40%	
2	4.6	6	3	Protect and retain land that is in agricultural use through Town purchase of farmland (and leasing lease this land to new farmers) or by encouraging farmers to place their lands under an Agricultural Preservation Restriction (APR).	NRC	Ongoing	The Natural Resources Division/Commission has worked with other Town officials and CLCT to secure additional farmland (White Pond and Emerson).	30%	30%	
2	4.6	6	4	Continue encouraging property owners to sign up for Chapter 61A.	Agriculture Committee	In Progress	The Concord Ag Committee has held a Spring Forum event devoted to information about Chapter 61A. In the future we will plan to have information related to applying for 61A at our events which include our annual Ag Day and Spring Forum. As a committee we also have offered support to farmers who are dealing with issues related to their 61A status.	40%	40%	
4.6	6	5	Continue to support community garden programs.	Agriculture Committee	In Progress	Concord farmers plow and disk harrow to prepare community gardens each spring. Many farms in town have plant sales in the spring, and many of the customers are community gardeners. Gardeners are also a large part of our audience attending the Ag Committee's annual Spring Forum event. The Ag Committee has also worked with the Concord Garden Club to promote Kitchen Garden tours in conjunction with the annual Ag Day market.	40%	40%		
4.6	6	5	Continue to support community garden programs.	NRC	Ongoing	The Natural Resources Division oversees four community gardens on Town land to ensure that this rich community resource continues.	30%	30%		
2	4.6	6	6	Actively promote the agricultural community.	Agriculture Committee	In Progress	The Ag Committee supports all farms in town through our two annual events Ag Day and our Spring Forum. Ag Day is a farmers market event with non-profit participation, music and games for children. The Spring Forum is an event in March to generate interest in farms for the upcoming season. It is often a panel discussion or speaker on a topic related to agriculture of interest to the general public. Due to the pandemic, in 2021 instead of a Spring Forum we partnered with Minuteman Media to produce a short film about spring preparations on farms. To further promote farms in town and provide accurate up-to-date information, in 2021 the Ag Committee also updated the "Guide to Concord Farms." This brochure includes information about location.	40%	40%	
2	4.6	6	6	Actively promote the agricultural community.	NRC	Ongoing	The Natural Resources Division continues to oversee license agreements over 200 acres of town land, ensuring that farming continues in town.	30%	30%	
4.6	7	1	Starting with the open spaces and recreational areas described in the 2015 OSRP, prioritize open space and recreational facility projects that ensure diverse and equitable improvements and programming for the community as whole.	NRC	Ongoing	Work with Recreation Department	30%	30%		
4.6	7	1	Starting with the open spaces and recreational areas described in the 2015 OSRP, prioritize open space and recreational facility projects that ensure diverse and equitable improvements and programming for the community as whole.	Public Works	In Progress	Provided design and construction administration of improvements to Ride-out Fields, Emerson Park, Ripely Fields. Ride-out and Emerson Park improvements included previously unrealized ADA paths for seasonal use.	Completion of Emerson Park improvements.	40%	40%	
1	4.6	7	2	Increase financial resources allocated to maintain and provide programming of current open space and recreational facilities.	Public Works	In Progress	While budgets have not increased over the past several years, Highway & Grounds have benefited from in-house expertise and effort with notable improvements made in the quality of playing fields	Will be requesting increase in O&M budget to maintain high quality services.	40%	40%
4.6	8	1	Through the Natural Resources Commission, bring together a group (described previously in Goal 3), that would also include open space and recreation advocates, the Town's Recreation Commission, and Health Division.	Public Works	In Progress		Ensure differentiation understood for emergency right-of-way winter storm response and recreation motivated winter response plan.	40%	40%	
4.6	8	1	Through the Natural Resources Commission, bring together a group (described previously in Goal 3), that would also include open space and recreation advocates, the Town's Recreation Commission, and Health Division.	Recreation Department	Ongoing	Regarding Recreation's role in this, specifically, the Department has applied for CPC funds in the amount of \$75,000 for FY23 to conduct an update to the Comprehensive Recreation Facilities Inventory and Plan. Amongst other things, this plan will look at current and future uses and shared spaces that are either programmed or in need of more formalized maintenance and program plans.	30%	30%		
4.6	8	2	Ensure that Concord's open space and recreation facilities are physically and financially accessible to residents and improvements or new facility projects are financially sound.	Facilities Department	Complete	Ongoing communications and informational communications are ongoing. A robust scholarship program exists for access to all recreational programs and facilities including memberships to White Pond and access to swimming lessons.	100%	100%		
4.6	8	2	Ensure that Concord's open space and recreation facilities are physically and financially accessible to residents and improvements or new facility projects are fiscally sound.	NRC		Work with the Recreation Department	0%	0%		

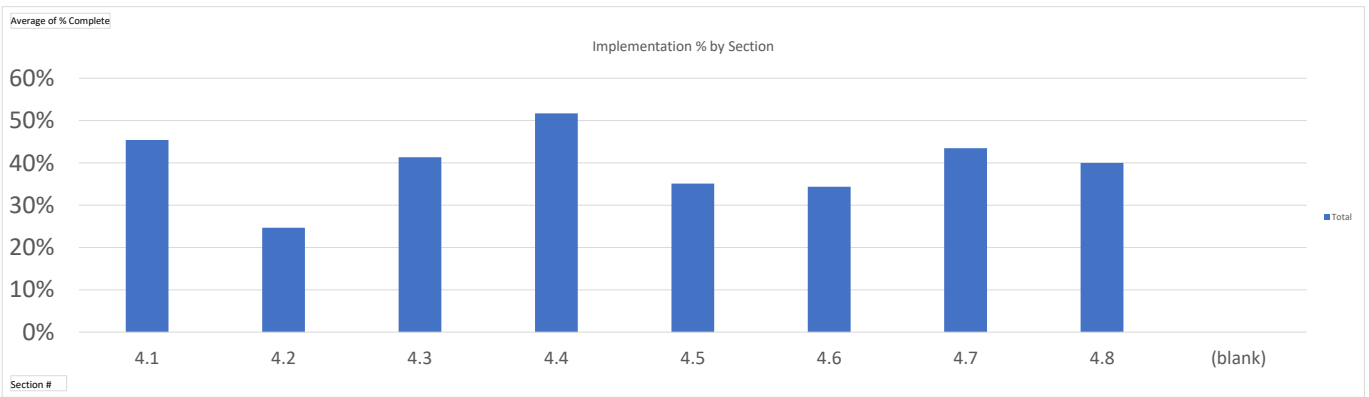
	4.6	8	2	Ensure that Concord's open space and recreation facilities are physically and financially accessible to residents and improvements or new facility projects are fiscally sound.	Recreation Department	In Progress	The town's community-supported recreation facilities Strategic Plan (RFSP) was written to guide the management of recreation resources in the Town of Concord. The plan was developed in parallel with, and in support of, the 2005 Comprehensive Long Range Plan (CLRP), the 2006 Recreation Field Needs Analysis, the Town Manager's Proposed Budget for FY 2014, the 2004 Open Space and Recreation Plan (OSRP), CC at Play, Inc. information, and Concord Healthy Communities Plan. Since its publication, the Plan has provided strategic direction to the Recreation Department and other Town Departments. Of the 29 recommendations identified in the plan, the Town and Recreation Department have completed or made progress on 18 items, or 62% of recommendations. Action towards completing these recommendations continues to be ongoing. With support from the CPC, the Concord Recreation Department plans to seek proposals from qualified consulting firms to provide professional services to update the Town's RFSP. The Plan will be focused on guiding and prioritizing the future development of park and recreation assets and services to include capital project prioritization Town-wide. The selected consultant will work with recreation staff, recreation commission members, town departments and other community stakeholders		40%	40%
1.3	4.6	9	1	Connect hiking trails and pedestrian/bike paths for nature enjoyment, recreation, and access to village centers.	NRC	Ongoing	Trails Committee, Assabet Bluff Preservation Project; NRC reviews under the WPA and Concord Wetlands Bylaw.	Remain available to participate in design review and construction implementation for authorized projects.	30%	30%
1.3	4.6	9	1	Connect hiking trails and pedestrian/bike paths for nature enjoyment, recreation, and access to village centers.	Public Works				0%	0%
1.3	4.6	9	1	Connect hiking trails and pedestrian/bike paths for nature enjoyment, recreation, and access to village centers.	Recreation Department	In Progress	The Recreation Department has supported various park improvement projects to include the connection of hiking trails and pedestrian/bike paths for nature enjoyment, recreation and access to village centers. Specifically: EMERSON PARK: Public Works coordinated the installation of accessible walkways through out the Park connecting access to Stow Street, Everett Street and Thoreau Street during the 2021 Emerson Park Improvement Project. The accessibility includes improved curb cuts onto streets and into parking areas. RIDEOUT PARK: Public Works coordinated the installation of an accessible walking path at Rideout Park during the 2017 Rideout Park Improvement Project.		40%	40%
	4.6	9	2	Include landscape preservation for historical and archeological value into the Town's Open Space and Recreation Plan.	Facilities Department	In Progress	(a) Concord Recreation and the Facilities' Parks and Playgrounds Division will be working on an update to the 2014 Recreation Facilities Master Plan. This will include space-mining efforts related to open space and other historical properties which we either own or should seek to own in the future. (b) The parks and playgrounds staff have installed sustainable rain gardens and pollinator plantings in and around many of Concord's historical buildings including: The Police and Fire Station, Hunt Gym, Harvey Wheeler Community Center and in within the grassy areas alongside the Visitor's Center.		40%	40%
	4.6	9	2	Include landscape preservation for historical and archeological value into Town's Open Space & Recreation Plan.	NRC				0%	0%
2	4.6	9	3	Involve the Historical Commission and economic development and cultural resource representatives in open space planning and strategies.	NRC	Ongoing	Natural Resources staff worked with the Historical Commission on the pollinator meadow development at Barretts Mill Farm		30%	30%
1	4.6	9	4	Better communicate to residents and visitors how trails, natural spaces, agricultural lands, and historical assets fit together.	Agriculture Committee	In Progress	Farm stands often have trail maps displayed from the NRC as available which are a popular among regular customers and first time visitors. The Ag Committee's brochure "Guide to Concord Farms" is at the Visitor Center to help visitors see via the map where farms fit into the layout of the town.		40%	40%
1	4.6	9	4	Better communicate to residents and visitors how trails, natural spaces, agricultural lands, and historical assets fit together.	NRC	Complete & Ongoing	Ecology Along Concord Trails		70%	70%
1	4.6	9	4	Better communicate to residents and visitors how trails, natural spaces, agricultural lands, and historical assets fit together.	Recreation Department	In Progress	With the anticipation of a new Recreation Facilities Strategic Plan, the Recreation Department expects a thorough analysis of the Town's fulfillment of goals as identified in the 2018 Comprehensive Long Range Plan, 2014 Recreation Facilities Strategic Plan, 2015 Open Space and Recreation Plan and the Playing Fields Study. The consultant would help identify this information across current Town Plans and streamline for stakeholders. We envision a chart of assets to include location, management, funding sources, planned projects, zoning, etc. The compilation of this information in one document will provide residents and visitors with a tool that explains how trails, natural resources, agricultural lands and historical assets all fit together.		40%	40%
1	4.6	9	5	Provide increased accessibility at all open space, natural resources, and cultural destinations in the town consistent with the OSRP.	NRC			Construction, installation of benches, kiosks, bridges, boardwalks. Assess feasibility of additional handicapped assessed trails.	0%	0%
1	4.6	9	5	Provide increased accessibility at all open space, natural resources, and cultural destinations in the town consistent with the 2015 OSRP.	Public Works			Remain available to participate in design review and construction implementation for authorized projects.	0%	0%
1	4.6	9	5	Provide increased accessibility at all open space, natural resources, and cultural destinations in the town consistent with the 2015 OSRP.	Recreation Department	In Progress	The Recreation Department continues to prioritize accessibility and inclusion within our operations and at the Town's recreation facilities. Specifically: EMERSON PARK: Public Works coordinated the installation of accessible walkways and an accessible poured in place surface at the Emerson playground during the 2021 Emerson Park Improvement Project. Additionally, the Recreation Department installed handicapped door openers at the Hunt Recreation Center in 2017, purchased a handclapped lift for use at the Emerson Pool, and purchased a wheelchair accessible picnic table. Emerson Playground is also home to an accessible swing. RIDEOUT PARK: Public Works coordinated the installation of an accessible walking path at Rideout Park during the 2017 Rideout Park Improvement Project. Additionally, the Town dramatically improved the parking access at Rideout Park to improve accessible parking options and installed a wheelchair accessible picnic table under the park pavilion. Rideout Park is also home to an accessible swing on its playground. WHITE POND: The Recreation Department has purchased and installed beach mats to allow for wheelchair access to the shoreline, we provide customers with contact information for a company that loans out beach wheelchairs, and we have	WHITE POND: The Recreation Department has worked closely with the Town Manager's office to prepare plans for accessibility improvements at Whites Pond. The improvements are slated to include accessible park access via an ADA compliant switchback path leading from the upper parking lot to the sand.	40%	40%

1	4.6	9	6	Provide for public amenities and improved access to recreation areas, natural areas and open spaces such as additional parking spaces, public beach, picnic pavilions, fitness circuits, rest rooms, drinking fountains, bicycle racks, etc.	Facilities Department	Complete & In Progress	Since 2016, a number of renovation projects – both small and large scale have taken place within many of Concord's parks, beaches and active recreation areas. In summary, although not exhaustive, these include: Emerson Park: installation of an ADA Pour-in-Place Rubber around the playground; irrigation upgrades; new ADA pathway surrounding and through the entirety of the park; pickleball/tennis court improvements; installation of two bottle fillers/water fountains. Rideout: New parking area, rain garden installation (2), stormwater retention basins; 76 new tree and shrubbery plantings; installation of a fitness/walking path surrounding the entire park envelope; upgrades to the existing playground area; installation of a shaded picnic pavilion; creation of two accessible batting cages; installation of five new sitting/bench areas; additional passive recreation centers throughout the park. White Pond: Creating of a public bathing beach.	White Pond: Comprehensive upgrade plan to include ADA access and stormwater management efforts (to begin in spring 2022). Gerow: Creation of new passive and active recreational park facility including 50+ parking spaces, walking trails (wooded and ADA accessible); year-round bathroom building, bike racks, sitting and reflection areas, pollinator meadows, rain garden and stormwater basins (Currently under construction, due to complete Spring/Summer 2022)	80%	80%
1	4.6	9	6	Provide for public amenities and improved access to recreation areas, natural areas and open spaces such as additional parking spaces, public beach, picnic pavilions, fitness circuits, rest rooms, drinking fountains, bicycle racks, etc.	Public Works	Ongoing	Incorporated seasonal walking path around Rideout park and through Emerson Field. Supported installation of new drinking water stations at Bell Park, Emerson Field, Cambridge Turnpike.	Remain available to participate in design review and construction implementation for authorized projects.	30%	30%
1	4.6	9	6	Provide for public amenities and improved access to recreation areas, natural areas and open spaces such as additional parking spaces, public beach, picnic pavilions, fitness circuits, rest rooms, drinking fountains, bicycle racks, etc.	Recreation Department	In Progress	One of the goals in the 2014 Recreation Facilities Strategic Plan identified a "need for more amenities with parks such as water fountains, benches and bike racks." Additionally, the plan identified a need for at least 3.5 picnic pavilions through out Town. The Recreation Department has prioritized installation of these amenities within the parks when possible, in collaboration with Public Works, Town Management and Facilities. The plan also states that the Department should work with the Planning Department to improve parking through out the system. Many of these goals have been met. Specifically: RIDEOUT PARK: During the 2017 Rideout Park Improvement Project, the Town increased parking from 29 spots to more than 50 spots. Additionally, the project included the installation of a picnic pavilion, two new benches, an outdoor fitness circuit, and bike rack. Additionally, the Recreation Department has worked with Emerson Hospital and IMPACT Melanoma to install a sunscreen dispenser. EMERSON PARK: Public Works coordinated the installation of three water bottle filling stations, a bike rack and improved parking access as part of the 2021 Emerson Park WHITE POND: The Recreation Department has purchased and installed beach mats to allow for wheelchair access to the shoreline, we	RIDEOUT PARK: Requests have been submitted to renovate the bathrooms in FY23. WHITE POND: WHITE POND: The Recreation Department has worked closely with the Town Manager's office to prepare plans for accessibility improvements at Whites Pond. The improvements are slated to include accessible park access via an ADA compliant switchback path leading from the upper parking lot to the sand.	40%	40%
	4.6	9	7	Consider development of one or more dog parks to reduce use of sports fields and provide space for dogs to run unencumbered.	Public Works	On Hold	No action to date.	Remain available to participate in design review and construction implementation for authorized projects.	20%	20%
	4.6	9	8	Provide walkways or running trails for more appreciation and recreational use and nature appreciation of Assabet River and Nashoba Brook in West Concord.	Public Works	On Hold	No action to date.	Remain available to participate in design review and construction implementation for authorized projects.	20%	20%
	4.6	9	8	Provide walkways or running trails for more appreciation and recreational use and nature appreciation of Assabet River and Nashoba Brook in West Concord.	Public Works, Natural Resources, Recreation, Planning, Finance	Ongoing		Finance department available to provide assistance as requested.	30%	30%
1	4.6	10	1	Along with the action in Goal 4, allow for allocation of staff time specifically to coordinate the management of open spaces and recreational facilities in concert with its natural resources.	Public Works	Ongoing	CPW continues to perform seasonal mowing of certain town owned open spaces as requested by NRC CPW has also assisted in unusual tree management issues when called upon.	Continue to provide seasonal mowing support on designated open space as well as trail clearing impacted by falling trees.	30%	30%
	4.6	10	2	Study the combining of Town resources for a Parks and Recreation Department to allow for a more comprehensive management of open spaces, recreational facilities and programming, as well as coordination with the natural resources in town and regionally.	Facilities Department	Complete	The Division of Parks and Playgrounds was created in 2018 and includes 1 FTE dedicated to parks, recreational open space and playground maintenance and improvements. The Division is part of the Facilities Department. Ongoing and frequent meetings with CPW Parks & Tree and the Natural Resources seasonal crews are ongoing and ensure coordination of efforts Town-wide.		100%	100%
	4.6	10	2	Study the combining of Town resources for a Parks and Recreation Department to allow for a more comprehensive management of open spaces, recreational facilities and programming, as well as coordination with the natural resources in town and regionally.	Public Works	On Hold	No action taken to date	Ensure differentiation understood for emergency right-of-way winter storm response and recreation motivated winter response plan.	20%	20%
	4.7	1	1	Continue to find innovative and new uses for existing facilities that are surplus or otherwise underutilized.	Facilities Department	Complete & Ongoing	A new fitness studio was built in the Beede Center where two private offices once stood; the Hunt building is also undergoing a renovation to include another private office for administrative workers handling cash in the front lobby area.		70%	70%
	4.7	1	1	Continue to find innovative new uses for existing facilities that are surplus or otherwise underutilized.	Planning, Public Works, School Department, CMLP, Finance Department, other entities with surplus property, private partners, MCI Concord	Ongoing		Finance Department available to provide assistance as requested	30%	30%
	4.7	1	1	Continue to find innovative new uses for existing facilities that are surplus or otherwise underutilized.	Public Works	On Hold	No Action Taken		20%	20%
	4.7	1	1	Continue to find innovative new uses for existing facilities that are surplus or otherwise underutilized.	School Committee	In Progress	The Concord School Committee will return use of Peabody to the town pending approval of a new CMS.		40%	40%
	4.7	1	2	Maintain Town properties that are appropriate for active and necessary Town-related services for those uses without restrictions.	Facilities Department	Complete & Ongoing	Renovation of the Town House has been completed creating new secure and private spaces for town business and divisions within the Finance Department. Human Services and other divisions/departments under the Deputy Town Manager have been moved into renovated spaces within the 55 Church St. building. Improvements were also made to the CPW buildings and within the 141 Keys Rd. property.		70%	70%
	4.7	1	2	Maintain Town properties that are appropriate for active and necessary Town-related services for those uses without restrictions.	Planning, Public Works, School Department, CMLP, library, other entities with public property, Finance Department			Finance Department available to provide assistance as requested	0%	0%

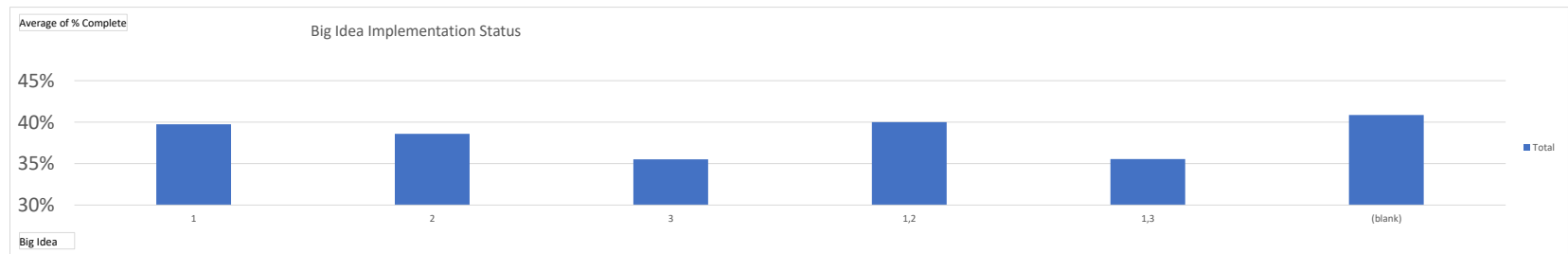
				Maintain Town properties that are appropriate for active and necessary Town-related services for those uses without restrictions.	Public Works	Ongoing	Public Works is responsible for maintaining approximately 108 miles of public roads, curbs and sidewalks; catch basins, storm drains, culverts and outfalls; traffic islands; guardrails; street signs and traffic signals. We take care of public shade trees; several dozen Town parks (common areas, playgrounds), over a dozen ball fields - probably 50-60 acres all together; Town cemeteries; the Town's compost site and closed landfill are under Public Works as well. Concord's water system includes 130 miles of distribution piping and a mix of sources (one surface water source, 6 groundwater sources); The municipal sewer system includes 34 miles of collection main, multiple pumping stations, and a tertiary wastewater treatment plant. About 35% of the Town's (approx. 1,900 customers) are on Town sewer. CPW is also tasked with maintaining our own	Continue to maintain town properties for active and necessary town-related services.	30%	30%	
				Maintain Town properties that are appropriate for active and necessary Town-related services for those uses without restrictions.	School Committee	On Hold	Given the pandemic restrictions, we are just beginning to have public return to the schools after school hours.		20%	20%	
				Assess public facilities and public safety capacity and needs, which include staffing, buildings, outdoor space, and location for space and staff planning.	Public Works	Complete & Ongoing	Master plan of Municipal Facility needs completed in 2019. Significant needs identified but CPW is not currently prioritized for much needed facility overhaul. Some modest improvements under consideration for covered equipment storage and increased site security	Realize modest site improvements to KePublic Works Road Site including covered storage for equipment and site security controls	70%	70%	
				Assess public facilities and public safety capacity and needs, which include staffing, buildings, outdoor space, and location for space and staff planning.	School Committee	in Progress	Extensive use of outdoor space is currently occurring across all of the schools.	Plans for this continue to extend well beyond the pandemic through formal outdoor classrooms and possible less formal tent availability.	40%	40%	
				Continue to support the Town's recycling efforts.	Public Works	Ongoing	Public works manages the Town's curbside collection program.	MJ note - Survey sent to residents to evaluate potential changes to curbside collection programs	30%	30%	
				Provide wireless connectivity options to support public communications and telecommuting.	IT	in Progress	The IT Department continues to work with the Town Manager's office, CMLP and Concord Broadband and carriers to determine the feasibility of expanding cellular coverage in Town. Concord has applied for a grant that will increase wireless access points in town, including external antennas on some buildings to allow public access.		40%	40%	
				Provide wireless connectivity options to support public communications and telecommuting	Public Works, Information/ Technology, Administration, Finance Department	Ongoing		Finance Department available to provide assistance as requested	30%	30%	
				Prepare and consider infrastructure resiliency by conducting a threat assessment and security plan.	Public Works	Complete & Ongoing	The Water Division has performed a threat assessment in accordance with federal requirements. Water/Sewer SCADA upgrades completed with inclusion of cybersecurity opportunities.	Complete installation of access gates and surveillance systems.	70%	70%	
				Prepare and consider infrastructure resiliency by conducting a threat assessment and security	Public Works, Information/ Technology, Administration, Finance Department	Ongoing		Finance Department available to provide assistance as requested	30%	30%	
				Evaluate cost-effectiveness of new or complete redevelopment of Town buildings and/or infrastructure (e.g., new middle school or integrated Town services building)	Select Board	In Progress	Established Middle School Building Committee (2019). Completed facilities plan (2020), renovated town house and other buildings (2020-2021), convened capital planning task force (2019-2021) and implemented recommendations for capital planning process (2021).		40%	40%	
				Following updated assessment of current Town facility capacity and efficiency, study feasibility of consolidation of buildings, long term financial impacts from new sustainable construction, and possible reuse or redevelopment of Town property.	Facilities Department	On Hold	Facilities Master Plan (municipal) was finalized in 2019, ongoing efforts and discussions between members of the SMT have been happening regarding space needs. Progress toward any meaningful action items have been stalled because of COVID and the need/frequency of remote work.		20%	20%	
				Following updated assessment of current Town facility capacity and efficiency, study feasibility of consolidation of buildings, long term financial impacts from new sustainable construction, and possible reuse or redevelopment of Town property.	NMI-Starmer Reuse committee	Complete	Reaffirmed EPA's commitment to clean up 2229 Main Street to residential level standards, identified potential land uses for redevelopment and assessed fiscal impacts for Town ownership.		100%	100%	
				Continue coordination with the School Committee on school facility planning, including discussions and decision-making regarding the Middle Schools.	Public Works	In Progress	Review of Sanborn school has included considerations of net-blue design concepts and water quality protection issues relating to nearby Jennie Dugan well. Discussions have also been initiated regarding Safe Route to School opportunities	Continue to provide technical review and guidance as to water resource issues.	40%	40%	
				Continue coordination with the School Committee on school facility planning, including discussions and decision-making regarding the Middle Schools.	School Committee	In Progress	The Middle School Building Committee is collaborating with town officials and the Select Board and Finance Committee leading up to Town Meeting on January 20 and a ballot on February 3.		40%	40%	
				Enhance collaborative efforts between all Town departments, commissions, boards, and groups to improve efficiency, help prioritization, and ensure contextual design in projects related to roadway improvements.	Public Works	In Progress	Examples of collaboration include Cambridge Turnpike improvements, Heywood Meadows stone wall extension, Concord Academy sidewalk improvements, Comm Ave design	Complete Hubbard St and Comm Ave improvements	40%	40%	
				Enhance collaborative efforts between all Town departments, commissions, boards, and groups to improve efficiency, help prioritization, and ensure contextual design in projects related to roadway improvements.	School Committee	In Progress	The schools collaborated with the town departments to design improvements to the roadway at CCHS.	The School Committee is currently in discussion as to next steps.	40%	40%	
1				Continue to evaluate and integrate the Complete Streets design standards for enhanced multi-modal transportation options and leverage program funding and participation when benefits are clearly identified.	Public Works	in Progress	Hubbard St, Comm Ave, improvements Sudbury Rod crosswalk/signate improvements, Old Marlborough Rd crosswalk/signage improvements		40%	40%	
				Require consistent application of Right-of-Way (ROW) use to ensure delivery of uniform and efficient utilities services to residents, businesses, and institutions in town.	Public Works	in Progress	Significant effort has been made to have National Grid perform work in accordance with Town practices including reasonable notification of work and quality controls on repairs	Continue to work with all utility companies to ensure standards and practices are fairly and consistently applied.	40%	40%	
				Require consistent application of Right-of-Way (ROW) use to ensure delivery of uniform and efficient utilities services to residents, businesses, and institutions in town.	Public Works Commission				0%	0%	
				Give equal priority to reducing carbon footprint in Light Plant operation, planning, and practices that reliability and affordability is given.	CMLP				0%	0%	
				Continue to pursue renewable energy source opportunities	CAAB	In Progress	Energy sourcing and management by CMLP is a key part of the Climate Action Plan. CAAB remains engaged with CMLP staff and board members, who ultimately own this action item, to ensure that we are making progress on CMLP's required transition to renewable energy. CAAB is also working to coordinate with CSEC on these issues.	Continue to discuss within CAAB to determine the set of policies and actions CAAB will advocate for town leadership to adopt to continue to advance progress against town carbon emissions reduction goals. Recommend set of policies/actions in 2022.	89%	89%	2022

	4.7	4	2	Continue to pursue renewable energy source opportunities	Public Works, CMLP, Sustainability Division, Finance Department, Climate Action Advisory Board	Ongoing		Finance Department available to provide assistance as requested	30%	30%	
	4.7	4	3	Encourage commercial and institutions to install energy storage systems	CAAB	In Progress	Energy sourcing and management by CMLP is a key part of the Climate Action Plan. CAAB remains engaged with CMLP staff and board members, who ultimately own this action item, to ensure that we are making progress on CMLP's required transition to renewable energy. CAAB will be working closely with sustainability and CMLP to ensure progress is being made against the action items and targets established in the action plan.	Continue to discuss within CAAB to determine the set of policies and actions CAAB will advocate for town leadership to adopt to continue to advance progress against town carbon emissions reduction goals. Recommend set of policies/actions in 2022.	89%	89%	2022
	4.7	4	3	Encourage commercial and institutions to install energy storage systems	CMLP, Planning, Public Works, Economic Development, Business Partnership, School Department, private institutions, Sustainability Division, Finance Department	In Progress	In collaboration with Sustainability Director, made PACE (Property Assessed Clean Energy Financing) program available to Concord businesses.		40%	40%	
	4.7	4	3	Encourage commercial and institutions to install energy storage systems	CSEC	In Progress	Assisted the CMS Building Committee's Sustainability sub-committee in understanding financial impact of on-site energy storage.	Develop promotional campaign with CMLP when CMLP is prepared to resource the effort.	40%	40%	
	4.7	4	3	Encourage businesses and institutions to install energy storage systems	School Committee	In Progress	A new Concord Middle School would include storage under direction of CMLP to reach its energy goals.		40%	40%	
	4.7	4	3	Encourage commercial and institutions to install energy storage systems.	Sustainability	In Progress	Outreach efforts to commercial and private school energy users has been ongoing. More robust efforts will be made for municipal institutions during the Middle School building processes. That said, most of the outreach to date has related to renewables and efficiency rather than storage. The "Resolution Authorizing the Town of Concord to Participate in the Massachusetts Commercial Property Assessed Clean Energy Program" was passed by the Select Board in October 2020 so additional work relative to that has begun.		40%	40%	
	4.7	4	4	Review and implement low carbon considerations in municipal fleet procurement and maintenance plans with respect to Green Communities program recommendations with Schools.	CAAB	Complete	Within the mobility section of the Climate Action Plan there is an action step to "Implement a long-term plan to electrify school and municipal vehicle fleets". There is also an implementation plan for that action on p56 outlining the steps required. Town departments and staff agreed to this implementation blueprint and are responsible for making progress against the implementation steps. CAAB will be working with sustainability to ensure progress is being made against the action items.	Town leadership should consider whether a transportation committee composed of volunteers with no budget will be able to drive meaningful progress against the transportation related goals described in Envision and the Climate Action and Resilience Plan in the near term. And whether waiting until 2024-5 to establish a transportation function is the best decision for the town.	100%	100%	
	4.7	4	4	Review and implement low carbon considerations in municipal fleet procurement and maintenance plans with respect to Green Communities program recommendations with Schools.	School Committee	In Progress	The schools are currently partnered with the town in submission of the Green Communities grant to improve energy usage at the Ripley building.		40%	40%	
	4.7	4	4	Review and implement low carbon considerations in municipal fleet procurement and maintenance plans with respect to Green Communities program recommendations with Schools.	Sustainability	In Progress	Municipal fleet electrification study began in August of 2021. The timeline for completed has been delayed due to data collection barriers, but is slated for completion by the end of this year. Concord's new Sustainability Director began work on October 25th, and has been working on an action plan relative to the data and analysis contained in the study thus far. Additionally, the Select Board adopted APP #65 Sustainable Fleet Policy in Dec 2020, which implemented an "Electric-first procurement" policy Town-wide.		40%	40%	
	4.7	4	5	Coordinate installation of electric vehicle charging stations, bike racks, and shuttle stops...	CAAB	Complete	Within the Climate Action and Resilience Plan mobility section and related action implementation blueprints, there are various actions recommended related to transit infrastructure and reducing vehicle miles traveled. CAAB is not listed as a key partner in these action items and therefore is not highly prioritizing engagement and action on this specific topic. However, CAAB will be considering policies and incentives that might support sustainable transportation more broadly.	Town leadership should consider whether a transportation committee composed of volunteers with no budget will be able to drive meaningful progress against the transportation related goals described in Envision and the Climate Action and Resilience Plan in the near term. And whether waiting until 2024-5 to establish a transportation function is the best decision for the town.	100%	100%	
	4.7	4	5	Coordinate installation of electric vehicle charging stations, bike racks, and shuttle stops at public parking and new developments of a specified size.	Public Works	Ongoing	Invested in several new electric mowers; Provided support in design/installation issues for sheltered bike rack to be installed on BFR. Included utility layout for future charging station on Stow Street parking improvements	Install sheltered bike rack on BFR and perform site prep for future charging station on Stow Street parking lot.	30%	30%	
	4.7	4	5	Coordinate installation of electric vehicle charging stations, bike racks and shuttle stops at public parking and new developments of a specified size.	Sustainability	Complete	Several public electric vehicle charging stations have been deployed in Town including several on Main St. in Concord and West Concord centers; at 55 Church St., in the public parking area on Commonwealth Ave. and others throughout Town. Several private and commercial buildings have also purchased and deployed electric vehicle charging stations.	New bike racks and a bike repair stations are included in the plans for Gerow Park and three additional bike racks were bid as part of the White Pond Beach renovations.	100%	100%	
	4.7	5	1	Provide and maintain infrastructure capacity (both fresh water systems and waste treatment) in line with growth or decline in system demands, including preparing for future extremes (not historical) for flooding and drought.	Public Works	In Progress	Retained third party support to initiate the development of an Integrated water resource management plan to understand connection and interdependence of drinking water, wastewater and stormwater systems for increased resiliency.	Complete literature review and needs assessment; Engage regulators; develop framework	40%	40%	
	4.7	5	1	Provide and maintain infrastructure capacity (both fresh water systems and waste treatment) in line with growth or decline in system demands, including preparing for future extremes (not historical) for flooding and drought.	Public Works, Planning, Economic Development, Finance Department	Ongoing		In collaboration with CPW, investigated MCWT financing options	30%	30%	
	4.7	5	2	Plan for future potential increases in water demand, considering land use issues and irrigation systems from the perspective of resilience to future shocks on the water system.	Public Works	In Progress	Ongoing permitting/design of Nagog Pond initiated renewal of Concord's state issued Water management Act permit/registrations	Complete design/permitting in anticipation of construction of Nagog Pond Treatment facility in FY23/24 Complete Water management Act permit/registration renewal.	40%	40%	
	4.7	5	3	Protect, maintain, and enhance ecoservice functions of lands around groundwater drinking wells, potential wells, and throughout the community, including encouraging the use of better septic systems that incorporate secondary treatment or other alternative septic designs.	Public Works	In Progress	Continued to do land-use assessments and review land-use changes around Zone II - water supply protection districts. Continued to review groundwater quality reports associated with GWD sites within same districts. Participated in review of CCC irrigation system redesign.	Continue to do land-use assessments and review land-use changes around Zone 1 and Zone II water supply protection districts. Track developments of CCC irrigation system redesign	40%	40%	
	4.7	5	4	Plan for future increases in wastewater treatment and discharge capacity from the existing Concord Wastewater Treatment Plant (Bedford Street).	Public Works	In Progress	Application submitted for NPDES renewal including request for 10% increase in permitted flow.		40%	40%	

	4.7	5	4	Plan for future increases in wastewater treatment and discharge capacity from the existing Concord Wastewater Treatment Plant (Bedford Street)	Public Works, Planning, Economic Development, Finance Department	Ongoing		Finance Department available to provide assistance as requested	30%	30%	
	4.7	5	5	Maintain required regulatory compliance and actively promote reduction of impacts on groundwater and other water bodies.	NRC	Ongoing		NRC reviews under WPA and Concord Wetlands Bylaw	30%	30%	
	4.7	5	5	Maintain required regulatory compliance and actively promote reduction of impacts on groundwater and other water bodies.	Public Works	In progress	Developed a Draft Water Master Plan to inform long-range water management planning interest with consideration of environmental impacts.	Work with third party consultant on source assessment and	40%	40%	
	4.7	6	1	Assess the capacity of existing social services programs to meet the needs of the Town population.	Council on Aging	On Hold	The best way to assess whether the social service infrastructure is meeting the needs of the Town population would be to develop and conduct a survey. The community has been experiencing a time of crisis for the past 18 months due to the pandemic and this was not the appropriate time to try to undertake such a task.	Discuss with Human Service Department Head about whether funding and staffing would be available in the next fiscal year to conduct a town wide survey. Follow up with suggestions on service improvements based on results.	20%	20%	
	4.7	6	1	Assess the capacity of existing Town social service programs to meet the needs of the town population and identify funding	Select Board	In Progress	Coordinated town-wide response to COVID pandemic. Council on Aging staff capacity increased (FY21). COA grant application (\$190,000) for social service needs from Emerson Hospital.		40%	40%	
	4.7	6	2	Utilize the Council on Aging's existing website and outreach network to promote other age-related services and programs	Community Services Coordinator, COA, IT, Assessing, Recreation, Public Works	Ongoing		Assessing provides COA workshops upon request	30%	30%	
	4.7	6	2	Utilize the Council on Aging's existing website and outreach network to promote other age-related services and programs.	Council on Aging	In Progress	The Council on Aging continues to work on improvements to its web page as a site for seniors and their families to learn about the services provided. The main source of up to date information remains the monthly 12 page newsletter, our social media presence and regular publicity in the newspaper, Living Concord and the Patch.	Continue to work to improve the COA web page and promote services where ever possible.	40%	40%	
	4.7	6	2	Utilize the Council on Aging's existing website and outreach network to promote other age-related services and programs.	IT	Complete	The public information office has worked with the Council on Aging to create clarity and make the site more visually appealing. They have promoted offerings on social media and assisted with posting announcements in a variety of ways. The PIO also worked to create and maintain a website for the Treasure Chest gift shop during the pandemic.		100%	100%	
	4.7	6	3	Assist in the coordination of services delivered through the Town as well as those from non-profit and private organizations.	Council on Aging	In Progress	The Council on Aging collaborates with several private and non-profit agencies. Examples include: Concord Housing Authority, Cooperative Elder Services, Open Table. The COA also works cooperatively with area faith communities. Additionally the COA partners with assisted living facilities, nursing homes and continuing care retirement communities in the area.	Maintain existing relationships and cultivate more mutually beneficial partnerships that benefit senior clientele.	40%	40%	
	4.7	7	0	Establish cybersecurity planning and reinforce Information Technology infrastructure	Select Board	In Progress	Implemented town-wide employee and volunteer cybersecurity training (2021), and upgraded security of IT infrastructure.		40%	40%	
	4.7	7	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.	IT	In Progress	We have conducted several threat assessments and health checks and are in the process of creating a formal security plan to address any vulnerabilities uncovered.		40%	40%	
	4.7	7	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.	Public Works	In progress	Performed water supply security assessment in accordance with WIFIA regulations. SCADA system upgrade presently being deployed includes improved "connectivity" design, firewalls and multi-faceted authentication functions.	complete SCADA system overhaul	40%	40%	
	4.7	7	2	Proactively prepare a comprehensive back-up and action/recovery plan.	IT	In Progress	The IT department is operating with a disaster recovery plan, and looks to work with Risk Committee members to ensure the plan is tested and a formal team is in place before any event occurs.		40%	40%	
	4.7	7	2	Proactively prepare a comprehensive back-up and action/recovery plan.	Public Works	In progress	Elements included in SCADA system upgrade	complete effort as part of SCADA system overhaul	40%	40%	
	4.7	8	0	Assess the responsibility for staffing 66+ Town boards, committees, commissions and task forces from a limited pool of residents who are willing to serve as volunteers.	Personnel Board	In Progress	The Personnel Board considered its charge (the Personnel Bylaw) and the potential for streamlining Town government. The Board recommended that commonly recognized concerns with the current structure be addressed via a Personnel Bylaw amendment before consideration of new roles for the Board be pursued. The Board submitted a Warrant article in 2020, and again in 2021, but did not move either forward to Town Meeting.	Awaiting guidance from the Select Board regarding updated charge.	40%	40%	
	4.7	8	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.	Select Board	In Progress	Have taken an alternative approach of holding a focused Select Board meeting to identify overlaps, potential synergies, streamlined APP10 processes and revised membership criteria (2021).		40%	40%	
	4.8	3	New	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	Select Board	In Progress	Convened NMI-Stamet Task Force (2020) and voted to accept their final report and land use recommendations (2021). Voted send a letter of interest in acquiring the National Guard Armory (2021).		40%	40%	
	4.8	4	0	Proactively strengthen Town-School fiscal coordination.	School Committee	In Progress	The town and schools have grown a great deal in this collaboration as evident in recent discussions with the Concord Finance Committee.		40%	40%	

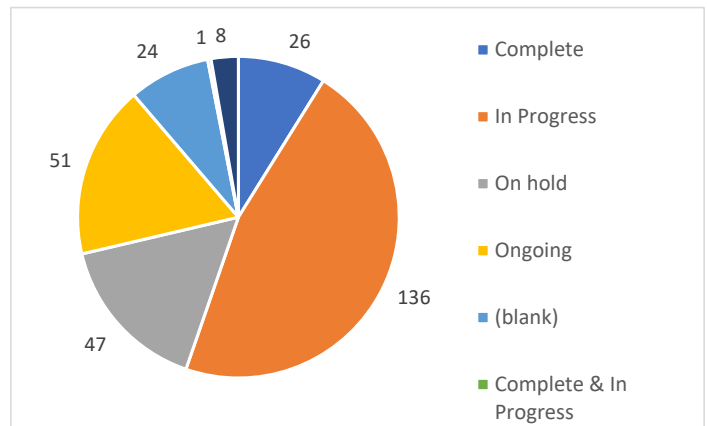


Row Labels	Average of % Complete
1	40%
2	39%
3	36%
1,2	40%
1,3	36%
(blank)	41%
<b>Grand Total</b>	<b>40%</b>



	Complete	In Progress	On hold	Ongoing	(blank)	Complete & In Progress	Complete & ongoing	Grand Total
Count of Recommended Action	26	136	47	51	24		1	293

	Complete	In Progress	On hold	Ongoing	(blank)	Complete & In Progress	Complete & ongoing
Count of Recommended Action	26	136	47	51	24		8



Count of Recommended Action	Column Labels							
Row Labels	(blank)	Ongoing	On hold	In Progress	Complete & ongoing	Complete & In Progress	Complete	Grand Total
Agriculture Committee				10				10
CAAB			1	12			4	17
CHDC	1							1
CMLP	1							1
CMLP, Planning, Public Works, Economic Development, Business Partnership, School Department, private institutions, Sustainability Division, Finance					1			1
Community Services Coordinator, COA, IT, Assessing, Recreation, Public Works		1						1
Council on Aging			1	2				3
CSEC				3				3
Economic Vitality Committee	2							2
Facilities Department			1	3	2	1	3	10
Finance, Select Board, Town Manager, Town Meeting							1	1
Historic Districts Commission							2	2
Historical Commission		2	2	2	2		1	9
Housing Authority				2				2
IT				4			1	5
Library Committee		1		1				2
Natural Resources, Planning, Town Manager, Historical Commission, Finance		1						1
Natural Resources, Town Manager, Planning Division, Finance		1						1
NMI-Starmet Reuse committee							1	1
NRC	8	25		1	1		2	37
Personnel Board				1				1
Planning Board		3	8	15			8	34
Planning Division & Board, Finance Department, Natural Resources				1				1
Planning, Public Works, School Department, CMLP, Finance Department, other entities with surplus property, private partners, MCI		1						1
Planning, Public Works, School Department, CMLP, library, other entities with public property, Finance Department	1							1
Public Information/PEG Access		3						3
Public Works	7	6	25	48	3			89
Public Works Commission	1			1				2
Public Works, CMLP, Sustainability Division, Finance Department, Climate Action Advisory Board		1						1
Public Works, Information/ Technology, Administration, Finance Department		2						2
Public Works, Natural Resources, Recreation, Planning, Finance		1						1
Public Works, Planning, Economic Development, Finance Department		2						2
Recreation Department		1		9			1	11
Regional Housing Services Office				1				1
School Committee			1	7				8
Select Board			1	9			1	11
Sustainability				2			1	3
Tax Fairness Committee			1					1
TBD	1		1	1				3
Town Manager, Select Board, Finance			1					1
(blank)	2		4					6
<b>Grand Total</b>	<b>24</b>	<b>51</b>	<b>47</b>	<b>136</b>	<b>8</b>	<b>1</b>	<b>26</b>	<b>293</b>

Count of Recommended Action Column Labels								
Row Labels	Complete	In Progress	On hold	Ongoing	(blank)	Complete & In Progress	Complete & ongoing	Grand Total
1	4	17	6	8	2		1	39
2	7	33	9	10	9			68
3	2	10	11	3				26
1,3	1	3	2	2	1			9
(blank)	12	71	19	28	12		7	149
1,2		2						2
<b>Grand Total</b>	<b>26</b>	<b>136</b>	<b>47</b>	<b>51</b>	<b>24</b>		<b>1</b>	<b>293</b>

Town Body	New Goal Identified
Select Board	Research and implement diversity, equity and inclusion best practices in town governance.
Select Board	Plan for events celebrating the 250th anniversary of the American Revolution
Concil on Aging	Develop, fund and hire a dedicated full-time professional (LCSW or higher) with a specific focus on mental health issues.
Concil on Aging	COA has reached capacity in it's building; however, the needs of Concord Seniors continue to grow. Carousel Preschool occupies 50% of the space in Harvey Wheeler and needs to move forward with this plan to occupy the pods currently used by Concord Children's Center. Once this is done, Senior Services will be able to utilize the full building capacity.
Facilities Department	Identify and secure land for municipal facilities including, but not limited to: Public Safety, Public Works and Municipal Facilities, Parks and Playgrounds.
Sustainability	Implement the Climate Action and Resilience Plan in coordination with other departments and entities.
Ag Committee	Affordable housing for empoloyees is a major obstacle for farms in Concord today. The challenges for maintaining Concord Farm viability is mentioned in the report but does not have an action plan associated. The need for infrastucture for a farm to be viable, primarily housing but also access to other infrastrucuure such as barns, high tunnels, greehouses and farm stands is a critical factor in the survival of farms in Concord and therefore an important foundation for all of the other goals and actions described in the plan.
Concord Housing Authority	CHA has been approved for the repositioning of our 18 Federal public housing dwelling units from subsidies to Section 8 vouchers. CHA residents will maintain their current tenant eligibility requirements, protections and rent computations. This change gives CHA a more reliable income stream for operations and maintenance. In addition, by moving these properties into local control it may provide possibilities for additional dwelling units.