



OLD NORTH BRIDGE

# TOWN OF CONCORD

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

## MCI Concord Advisory Board Agenda

Monday, November 4, 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/82124082505?pwd=kkLFgkkfWvrY2mcD4R5iyWSMUyUBeW.1>

Meeting ID: 821 2408 2505

Passcode: 508358

Dial In Toll-Free: 833 928 4610

#	Time*	Agenda Item
I.	12:00 PM	Call to Order  - Clerk of the Meeting
II.	12:05 PM	Approve Meeting Minutes  - October 21, 2024 – Scott Bates, Clerk of the Meeting
III.	12:10 PM	Debrief the Concord-Carlisle League of Women’s Voters First Friday Event
IV.	12:20 PM	Discuss Updates from DCAMM Coordination Meeting  - Acton CCTV Broadcast of an interview with DCAMM Commissioner Baacke - DCAMM Stakeholder List - Update on Discovery Studies and anticipated completion dates
V.	12:30 PM	Update from Town Staff – Megan Zammuto, Deputy Town Manager  - Procurement and Contracting Process Discussion
VI.	12:40 PM	Discuss Goal Definitions

VII.	12:50 PM	Discuss Envision Concord 2030 Overview Memorandum by John Boynton
VIII.	1:00 PM	Subcommittee Reports – Finalizing Charters, Workplans, Budgets and Discuss Letter to Stakeholders <ul style="list-style-type: none"> <li>- Legal &amp; Government Affairs – Near Term Scope of Work</li> <li>- Land Use Planning &amp; Strategy</li> <li>- Community Outreach</li> </ul>
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  
October 21, 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 October 21, 2024.

Present were: Scott Bates, John Boynton, Erin Cusker, Dan Gainsboro, Mark Howell, Peter Lowitt, Patrick McCurdy (12:08 PM), Linda Miller, Elizabeth Akehurst-Moore, Emily Rush, and Lee Smith

Also present were: Elizabeth Hughes, Town Planner, and Shannon McAndrew, Management Specialist

**Call to Order**

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

Mr. Bates was assigned to be the Clerk of the meeting, as the Board concurred to determine the Clerk in alphabetical order by last name moving forward.

**Approve Meeting Minutes**

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the September 23, 2024 meeting minutes.

**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  
Emily Rush – Aye  
Lee Smith – Aye

**Discuss Feedback from Select Board on first Quarterly Report**

Co-Chair Gainsboro discussed the first Quarterly Report to the Select Board, noting that the Advisory Board has the support of the Select Board to take the lead on the visioning process. Mr. Gainsboro continued that the Advisory Board now must begin to develop a budget, which will be presented to the Select Board in December 2024.

Select Board Chair Mary Hartman commented that she is encouraged by the direction of the Advisory Board and suggested that their near-term focus be directed on budget planning and community outreach.

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Mr. Gainsboro asked the Advisory Board if their preference is to work with one consulting firm that could cover many aspects of the MCI Concord project, or to work with multiple consulting firms that would divide up the work of the MCI Concord project.

Mr. Bates responded that his preference is that the Board work with multiple consulting firms so that the expertise can be top in each aspect of the project.

Ms. Cusker responded that her preference is that the Board work with one firm with a team on consultants that will provide expertise in the different aspects of the project.

Mr. Lowitt and Mr. McCurdy agreed. Mr. McCurdy continued and noted that the Community Outreach Subcommittee was potentially thinking about working with a local consultant in the near term until a team of consultants could be hired down the line.

Mr. Boynton concurred and added that the Community Outreach Subcommittee has items that they would like to begin working on immediately, so are considering a small-scale consultant contract for someone that could work 10 hours per week.

Mr. Bates asked about a timeline for issuing a Request for Proposals (RFP) for consulting work.

Elizabeth Hughes, Town Planner, responded that an ideal timeframe for issuance would be early December in order for a consultant to accomplish the scope of work by June 30<sup>th</sup>, along with concentrated work from the Advisory Board to accomplish the scope of work too. Then, zoning approvals would likely be done at a Fall 2025 Special Town Meeting or a 2026 Annual Town Meeting.

Mr. Bates voiced concerns about the timeline and asked who would be writing the RFP.

Mr. Gainsboro responded that the drafting of the RFP would begin with the subcommittees, mainly the Land Use Planning and Strategy Subcommittee, then would be shared with Town staff to review and add any administrative matters, shared with the subcommittees again for any final tweaks, and then to the full Board for approval.

Ms. Akehurst-Moore noted that the Legal and Government Affairs Subcommittee had discussed compiling scopes of work and budget requests for drafting the RFP at their last meeting and would be interested in aiding in this work.

Ms. Cusker asked if the site evaluation studies that DCAMM are conducting would be concluded in time for inclusion in the RFP as attachments.

Paul Lillehaugen, Senior Project Manager at DCAMM, responded that these studies are ongoing and that he recommends proceeding with procurement even if the studies are not completed yet.

**Discuss Updates from DCAMM Coordination Meeting**

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Co-Chair Gainsboro noted that Tayler Morris, Assistant Project Manager at DCAMM, provided an analysis of the meeting questionnaire that DCAMM conducted at the Public Forum in September 2024. Common themes of the questionnaire were traffic, housing development, green development, and tax/revenue generation.

**Update from Town Staff**

Shannon McAndrew, Management Specialist, provided an update from Town staff in Megan Zammuto, Deputy Town Manager's absence. Ms. McAndrew reiterated the prior conversation about working to issue an RFP and that relevant Town staff would like to support the Board in their work on this front however they can.

**Discuss Goal Definitions**

Co-Chair Gainsboro reflected on the goals that the Board identified earlier in their work this year to track the progress and work of the Board. Mr. Gainsboro continued that he would like to discuss Mr. Boynton's memorandum on his work on the Envision Concord 2030 master plan at an upcoming meeting.

Mr. Boynton concurred that he would discuss this at an upcoming meeting.

**Subcommittee Reports**

**Legal and Government Affairs – Elizabeth Akehurst-Moore, Chair**

- Working with Chris Carmody, Legislative Liaison for the Town on a definition of "using the funds" that the State earmarked for the Town for MCI Concord. The contract for the earmarks has not yet been received.
  - o Kyle Stapleton, Legislative Aide for the Office of Representative Simon Cataldo, noted that it has been confirmed that the total amount of funds that the Town will receive is \$725,000.
- Working on transportation questions.
  - o Town has an existing contract with Stantec for the Transportation Study. Will be getting clarification from Public Works on the scope of work for this contract.
  - o Working to schedule a meeting with a representative from MassDOT to discuss the Route 2 Rotary.

**Land Use Planning and Strategy – Peter Lowitt, Chair**

- Support the Advisory Board leading the visioning process for the project.
- Finalizing the Subcommittee Charter.
- Beginning to draft an RFP for the visioning and zoning process.

**Community Outreach – John Boynton, Chair**

- Finalizing a list of stakeholders.
- Finalizing a letter to the stakeholders introducing the work of the Subcommittee.

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- Discussing near term work, such as updating the MCI Concord webpages.
- Upcoming community outreach event at the Concord-Carlisle League of Women's Voters First Friday series on Friday, November 1, 2024 at the Concord Free Public Library and via Zoom at 10:00 AM. Mr. Boynton is preparing a brief presentation for the event.

**Public Comment**

There was no public comment.

**Adjournment**

Co-Chair Gainsboro adjourned the meeting at 1:15 PM.

**Meeting Materials:**

[MCI Concord Advisory Board Meeting Packet for October 21, 2024](#)

[MCI Concord Advisory Board Meeting Recording for October 21, 2024](#)

**Questions and Comments Tracked at League of Women's Voters First Friday Event**  
**S. McAndrew**

Transportation	Housing	Wastewater Treatment Plant	Finance & Taxes	Development Ideas	Misc.
X - Rotary as a challenge to commercial development	X - MBTA Communities Housing	X - Mark Howell commented on the WWTP offer	X - Revenue generation from commercial development	X - Will the Town build something on the site?	X - When will demolition start?
X - Rotary is a major issue; where does this fit in with all of the buildings at the site?		X - Is the Advisory Board making recommendations to the Select Board on the WWTP? Capacity questions about the facility?		X - Athletic Facility	X - Maintain historic buildings
X - Rotary; DOT going to reconsider plans in light of the prison closure?				X - "Fourth village center", against large parking facility	X - How will buildings be maintained until demolition?
X - Multimodal transportation systems				X - Repurposing of existing buildings' office space	X - Environmental Impact and Site Assessment results; who is taking the lead on this?
X - Traffic in West Concord				X - Who has the decision power regarding housing v commercial development?	X - Is Junction Village going to be included in the master plan?
X - Pedestrian and bike friendly goals in West Concord				X - Who chooses the developer? Town or DCAMM?	X - Will the MCI Concord prison cemetery remain?
				X - Mixed use development	X - Will their be a criteria for evaluating community input?
				X - Geothermal infrastructure with development?	X - Consultant work; sometimes community suggests that consultant work is a biased process
					X - Will Concord ever own the land? Town village on state land?

To: Dan Gainsboro, Co-Chair of MCI Board  
From: John Boynton, Member of MCI Board  
Date: November 4, 2024  
Re: Overview of Envision Concord 2030 as it relates to MCI Concord Board

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.

# MCI Concord Advisory Board (MCIAB)

Community Outreach Subcommittee

10/31/24

**Consult** = organizations we will proactively offer to brief and provide input  
**Inform** = organizations that will receive our periodic updates  
 By default, the only organizations in **Consult** are the Town and those named in the legislation  
 We will consider moving organizations from **Inform** to **Consult** upon their request

Stakeholder	Category	MCICAB Lead	MCIAB Contact	Consult	Inform	Other / TBD
Secretary of Housing and Livable Communities	Named in the Legislation	L&GA		X		
Secretary of Transportation	Named in the Legislation	L&GA		X		
Secretary of Public Safety and Security	Named in the Legislation	L&GA		X		
Members of the Select Board of the Town of Concord	Named in the Legislation	L&GA		X		
Concord Housing Development Corporation	Named in the Legislation	L&GA		X		
Metropolitan Area Planning Council	Named in the Legislation	L&GA		X		
District Council Chair of the Urban Land Institute Boston/New	Named in the Legislation	L&GA		X		
Concord Business Partnership	Named in the Legislation	L&GA		X		
OARS, Inc.	Named in the Legislation	L&GA		X		
2229 Main Street Advisory Task Force	Town Committees	CO			X	
Affordable Housing Advocates	Individuals	CO			X	
Agriculture Committee	Town Committees	CO			X	
Board of Health	Town Committees	CO			X	
Bruce Freeman Rail Trail Committee	Town Committees	CO			X	
Capital Planning Task Force	Town Committees	CO			X	
Climate Action Committee	Town Committees	CO			X	
Community Preservation Committee	Town Committees	CO			X	
Concord Academy	Schools	CO			X	
Concord Art	Cultural Organizations	CO			X	
Concord Bridge	Local Media	CO			X	
Concord Cable Access	Town Committees	CO			X	
Concord Carlisle Youth Baseball	Youth Organizations	CO			X	
Concord Carlisle Youth Basketball	Youth Organizations	CO			X	
Concord Carlisle Youth Football	Youth Organizations	CO			X	
Concord Carlisle Youth Hockey	Youth Organizations	CO			X	
Concord Carlisle Youth Lacrosse (Boys)	Youth Organizations	CO			X	

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Stakeholder	Category	MCICAB Lead	MCIAB Contact	Consult	Inform	Other / TBD
Concord Carlisle Youth Lacrosse (Girls)	Youth Organizations	CO			X	
Concord Carlisle Youth Soccer	Youth Organizations	CO			X	
Concord Center Business Association	Community Organizations	CO			X	
Concord Center Cultural District Task Force	Town Committees	CO			X	
Concord Chamber of Commerce	Community Organizations	CO			X	
Concord Conservatory	Cultural Organizations	CO			X	
Concord Council on Aging	Community Organizations	CO			X	
Concord Free Public Library	Cultural Organizations	CO			X	
Concord Housing Authority	Town Committees	CO			X	
Concord Housing Development Corporation	Town Committees	CO			X	
Concord Land Conservation Trust	Environmental Groups	CO			X	
Concord Local Cultural Council	Town Committees	CO			X	
Concord Municipal Affordable Housing Trust	Town Committees	CO			X	
Concord Museum	Cultural Organizations	CO			X	
Concord Youth Services	Community Organizations	CO			X	
Concord250 Executive Committee	Town Committees	CO			X	
ConcordCAN (Climate Action Network)	Community Organizations	CO			X	
Council on Aging Board	Town Committees	CO			X	
Diversity, Equity and Inclusion Commission	Town Committees	CO			X	
Economic Vitality Committee	Town Committees	CO			X	
Fenn School	Schools	CO			X	
Fiber Broadband Completion Task Force	Town Committees	CO			X	
Finance Committee	Town Committees	CO			X	
First Parish in Concord	Religious Organizations	CO			X	
Hanscom Field Advisory Rep	Town Committees	CO			X	

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Stakeholder	Category	MCICAB Lead	MCIAB Contact	Consult	Inform	Other / TBD
HATS	Regional Organizations	CO			X	
Historic Districts Commission	Town Committees	CO			X	
Historical Commission	Town Committees	CO			X	
Holy Family Parish	Religious Organizations	CO			X	
Junction Village Open Space Task Force	Town Committees	CO			X	
Kerem Shalom	Religious Organizations	CO			X	
League of Women Voters of Concord Carlisle	Community Organizations	CO			X	
Local architects and urban planners	Individuals	CO			X	
Local real estate developers	Individuals	CO			X	
MAGIC	Regional Organizations	CO			X	
Mass Audubon	Environmental Groups	CO			X	
MassDOT (Route 2 rotary project rep)	Regional Organizations	CO			X	
MBTA (Fitchburg Line rep)	Regional Organizations	CO			X	
Metropolitan Area Planning Council	Regional Organizations	CO			X	Jc
Middlesex School	Schools	CO			X	
Mothers Out Front	Community Organizations	CO			X	
Municipal Light Board	Town Committees	CO			X	
Municipal staff	Individuals	CO			X	
Nashoba Brooks School	Schools	CO			X	
Natural Resource Commission	Town Committees	CO			X	
NMISarmet Reuse Planning Committee	Town Committees	CO			X	
Planning Board	Town Committees	CO			X	
Public Works Commission	Town Committees	CO			X	
Recreation Commission	Town Committees	CO			X	
Regional Emergency Communications Center	Regional Organizations	CO			X	
Regional School Committee	Town Committees	CO			X	

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Stakeholder	Category	MCICAB Lead	MCIAB Contact	Consult	Inform	Other / TBD
Relevant State Agencies (DCAMM, Department of Corrections, etc.)	Government and Official Bodies	L&GA				X
Residents	Individuals	CO			X	
School Committee	Town Committees	CO			X	
Select Board	Town Committees	CO			X	
Select Board of Acton	Adjacent Towns	CO			X	
Select Board of Carlisle	Adjacent Towns	CO			X	
Select Board of Maynard	Adjacent Towns	CO			X	
Solar Implementation Task Force	Town Committees	CO			X	
State Senator Michael Barrett	Government and Official Bodies	L&GA				
State Representative Carmine Gentile	Government and Official Bodies	L&GA				
State Reps Simon Cataldo	Government and Official Bodies	L&GA				X
Superintendent, Principals, and PTGs of CCRSD	Schools	CO			X	
Superintendent, Principals, and PTGs of CPS	Schools	CO			X	
Thoreau Society	Cultural Organizations	CO			X	
Town of Concord (Select Board, Town Manager, Planning Board, etc.)	Government and Official Bodies	L&GA		X		
Trails Committee	Town Committees	CO			X	
Transportation Advisory Committee	Town Committees	CO			X	
Tribe of Massachusetts	Cultural Organizations	CO			X	
Trinitarian Congregational Church	Religious Organizations	CO			X	
Umbrella Center for the Arts	Cultural Organizations	CO			X	
Warners Pond Task Force	Town Committees	CO			X	
West Concord Advisory Committee	Town Committees	CO			X	
West Concord Junction Cultural District Committee	Town Committees	CO			X	
Young people (high school age)	Individuals	CO			X	

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Stakeholder	Category	MCICAB Lead	MCIAB Contact	Consult	Inform	Other / TBD
Zoning Board of Appeals	Town Committees	CO			X	

Letterhead/Logo

November 4, 2024

**Subject: Introduction of the MCI Concord Advisory Board**

Dear Community Member (or Stakeholder),

I hope this message finds you well. I am writing you regarding the formation of the MCI Concord Advisory Board, a Town of Concord Board that has been tasked with reimagining the future use of the now vacant Massachusetts Correctional Institution (MCI) Concord property. As we embark on this exciting initiative, we are committed to gathering input from the community to help guide the repurposing of this significant parcel of land.

The MCI Concord Advisory Board has created three focus areas, each with its own subcommittee: (1) Community Outreach, (2) Land Use Planning & Strategy, and (3) Legal & Government Affairs.

The Community Outreach Subcommittee mission is to facilitate effective communication, foster community involvement, and ensure transparency throughout the project's development. Our primary focus is to engage with local residents, businesses, and organizations to explore ideas and potential uses for the site that align with the community's vision. The methods below represent our growing list of engagement and outreach tools so that we may hear back from the community:

- Stakeholder Outreach: Identify key stakeholders, including residents, businesses, and local organizations, and establish clear channels of communication.
- Public Meetings & Workshops: Organize and host public meetings, workshops, and forums to gather feedback, share project updates, and address community concerns.
- Communication Materials: Develop and distribute informational materials (e.g., newsletters, brochures, websites, FAQs) to keep the public informed of progress, timelines, and key milestones.
- Feedback Mechanism: Create and maintain systems for collecting, analyzing, and responding to community feedback and suggestions (e.g., surveys, comment boxes, digital platforms).
- Regular Reporting: Provide regular updates to the project team and town leadership on community engagement efforts and feedback trends.

Your feedback is essential to this process. We want to hear your thoughts, concerns, and suggestions as we explore ways to transform this property into a valuable resource for the community. Over the coming months, we will be hosting a series of events and meetings to collect ideas and foster collaboration, and we encourage your active participation.

We are excited to work together and are confident that, with your input, we can create something that truly benefits the community. Should you have any immediate questions or suggestions, please feel free to reach out to us. We will keep you informed of our progress and share details about upcoming opportunities to get involved.

Warm regards,

MCI Concord Community Outreach Subcommittee

John Boynton, Chair of the Subcommittee

Erin Cusker

Partick McCurdy

Emily Rush

[MCIConcordBoard@concordma.gov](mailto:MCIConcordBoard@concordma.gov)

**Commented [SM1]:** I can break up the distribution of the letter to made the addressee a little more personal - e.g. Community Member for Town committees, organizations, etc.

**Commented [SM2]:** My feeling is that the remainder of the letter can be tweaked to fit the mission/scope of work of the subcommittee that this letter is coming from. So, the next bit of information would be different for Legal & Govt Affairs.