

**TOWN OF CONCORD  
SELECT BOARD  
AGENDA  
February 10, 2020  
5:30PM – EXECUTIVE SESSION  
7:00PM – REGULAR MEETING  
Select Board Room – Town House**

|     |  |
|-----|--|
| 1.  | 5:30pm Executive Session for the purposes of discussing ongoing litigation regarding Estabrook Road. To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares.   |
| 2.  | Call to Order  |
| 3.  | <p>Consent Agenda:</p> <ul style="list-style-type: none"> <li>• Town Accountant Warrants</li> <li>• Minutes to approve: December 17, 2018 Executive Session (not to be released)</li> <li>• Gift Acceptance <ul style="list-style-type: none"> <li>- Middlesex Savings Bank \$10,000 Concord Police Department</li> <li>- Middlesex Savings Bank \$10,000 Concord Fire Department</li> </ul> </li> <li>• One Day Special Licenses <ul style="list-style-type: none"> <li>· Kathy Reticker Forum for Children and Families 40 Stow Street 6/11/20 6:30-9:00pm Wines &amp; Malt Only</li> <li>· Concord Market 77 Lowell Road 2/14/20 5:00-8:00pm Wines Only</li> <li>· Saltbox Farm 40 Westford Road 2/18/20 4:30-7:30pm Wines &amp; Malt Beverages Only</li> <li>· Concord Children’s Center 1300 Main Street 3/28/20 6:30-10:30pm Wines &amp; Malt Beverages Only</li> <li>· Verrill Farm 11 Wheeler Road 3/20/20 6:00-9:00pm All Alcoholic Beverages</li> <li>· Verrill Farm 11 Wheeler Road 5/10/20 10:00am-2:00pm Wines &amp; Malt Beverages Only</li> <li>· Verrill Farm 11 Wheeler Road 6/6/20 12:00-3:30pm Wines &amp; Malt Beverages Only</li> <li>· Verrill Farm 11 Wheeler Road 6/12/20 5:00-7:00pm Wines &amp; Malt Beverages Only</li> <li>· Verrill Farm 11 Wheeler Road 6/14/20 3:30-7:00pm Wines &amp; Malt Beverages Only</li> <li>· Verrill Farm 11 Wheeler Road 7/24/20 6:00-8:00pm Wines &amp; Malt Beverages Only</li> <li>· Verrill Farm 11 Wheeler Road 8/7/20 6:00-8:00pm Wines &amp; Malt Beverages Only</li> <li>· Verrill Farm 11 Wheeler Road 8/30/20 5:00-8:00pm Wines &amp; Malt Beverages Only</li> <li>· Verrill Farm 11 Wheeler Road 10/16/20 6:00-8:00pm Wines &amp; Malt Beverages Only</li> </ul> </li> </ul> |
| 4.  | Town Manager’s Report  |
| 5.  | Chair’s Remarks  |
| 6.  | 7:05pm Public Hearing: Extension of Hours at Saltbox Kitchen on February 14, 2020 until 10:30pm, with last call at 9:30pm  |
| 7.  | Consider resolution in support of An Act for Utility Transition to Using Renewable Energy (FUTURE Act) H.2849/S.1940   |
| 8.  | Early Voting Information – Kaari Tari, Town Clerk  |
| 9.  | Discuss Junction Village Tax Increment Financing   |
| 10. | NMI-Starmet Reuse Planning Committee and 2229 Main Street Committee Report   |
| 11. | Transportation Follow-up – Jane Hotchkiss  |
| 12. | Committee Liaison Reports  |
| 13. | Miscellaneous/Correspondence   |
| 14. | Election Worker Appointments   |
| 15. | Committee Nominations:   |
| 16. | Committee Appointments:  |
| 17. | Public Comments  |
| 18. | Adjourn  |

Supporting materials for agenda items are available online at [www.concordma.gov/sbmtgdocs](http://www.concordma.gov/sbmtgdocs). Materials are uploaded on the Friday before a Select Board meeting.

**PENDING**

|                   |                     |                 |   |                       |                                 |
|-------------------|---------------------|-----------------|---|-----------------------|---------------------------------|
| Monday            | February 24         | 6 pm<br>7 pm    | 6pm Select Board Regular Session<br>7pm Select Board Public Hearing | Town House            |                                 |
| Monday            | March 9             | 7 pm            | Select Board Meeting  | Town House            |                                 |
| Monday            | March 23            | 7 pm            | Select Board Meeting  | Town House            |                                 |
| Monday            | April 6             | 7 pm            | Select Board Meeting  | Town House            |                                 |
| <del>Monday</del> | <del>April 20</del> | <del>7 pm</del> | <del>Select Board Meeting</del>                                     | <del>Town House</del> | Meeting Postponed –<br>date TBD |
| Monday            | May 4               | 7 pm            | Select Board Meeting  | Town House            |                                 |
| Monday            | May 18              | 7 pm            | Select Board Meeting  | Town House            |                                 |
| Monday            | June 1              | 7 pm            | Select Board Meeting  | Town House            |                                 |
| Monday            | June 15             | 7 pm            | Select Board Meeting  | Town House            |                                 |
| Monday            | June 29             | 7 pm            | Select Board Meeting  | Town House            |                                 |

Supporting materials for agenda items are available online at [www.concordma.gov/sbmtgdocs](http://www.concordma.gov/sbmtgdocs). Materials are uploaded on the Friday before a Select Board meeting.

**Town of Concord**  
**Finance Department**  
*Memorandum*

**TO:** Stephen Crane, Town Manager  
**FROM:** Kerry A. Lafleur, Finance Director  
**SUBJ:** Gift to Fire Department  
**DATE:** January 31, 2020

Please place on the Select Board's agenda acceptance of the following gift to Fire Department.

|   |             |
|---|-------------|
| Middlesex Savings<br>Charitable Foundation c/o Mike Kuza<br>P.O. Box 5210<br>Westborough, MA 01581-5210 | \$10,000.00 |
|---|-------------|

Fire Department  
23-220-220-0614-4850

Accepted: \_\_\_\_\_  
*Clerk*

Date: \_\_\_\_\_





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

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

Stephen Crane, Town Manager

## MEMORANDUM

To: Chairman Lawson and Members of the Board

From: Stephen Crane, Town Manager  
Kate Hodges, Deputy Town Manager

Date: February 10, 2020

Re: Town Manager Report

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### **Crosstown Connect Grant Award**

CrossTown Connect was awarded a \$160,000 Workforce Transportation Grant by MassDOT to fund the Concord Shuttle. The Town will provide a \$38,000 matching contribution. Attached is the original grant application.

### **Tourism/Trolley Project**

The Town's Tourism Division is exploring options for a demonstration project that would provide seasonal trolley bus service between town commercial centers and historic/cultural attractions. This initiative, which builds on *Envision Concord's* economic vitality goals, intends to give visitors the opportunity to enjoy local retail and restaurant options without the need to drive to each place. This effort is being coordinated with other partners including the National Park Service, the Town of Lexington, and CrossTown Connect. This accessible service will also feature pre-recorded information about the town and its historic/cultural assets.

### **Data Breach Notification**

The Town continues to work with the law firm and data consultant on determining the population that will need to receive notification pursuant to MGL. The process has been complex and time consuming but is a necessary part of the Town's response. A notification to the potentially impacted population will be going out in the near future.

### **Letter of Interest re: 91B Main Street (MassDOT Parcel)**

Attached for your information is a letter submitted by Marcia Rasmussen to MassDOT conveying the Town's interest in acquiring a parcel located at 91B Main Street. The parcel is adjacent to 930 Main Street that the Town is working with Habitat for Humanity to redevelop into affordable housing.



Charles D. Baker, Governor  
Karyn E. Polito, Lieutenant Governor  
Stephanie Pollack, MassDOT Secretary & CEO  
Astrid Glynn, MassDOT Rail & Transit Administrator



February 5, 2020

Mr. Scott Zadakis  
Crosstown Connect TMA  
5 Wheeling Avenue  
Woburn, MA 01801

Dear Mr. Zadakis,

On behalf of Governor Baker and Lieutenant Governor Polito, I am pleased to notify you that the Crosstown Connect TMA has been competitively selected to receive a Workforce Transportation Program funding award for the following project(s):

**Concord Shuttle in the amount of \$160,860**

Providing more reliable and convenient travel options for workers will be an important component of our economic success. We are very pleased to support your effort in that area.

In the coming weeks, you will receive further information from the MassDOT Transit Unit detailing next steps. Please feel free to contact Thomas Schiavone (Thomas.Schiavone@dot.state.ma.us) if you have any questions in the meantime.

Thank you again for your continued commitment to improving transportation options across the Commonwealth.

Sincerely,

Astrid Glynn  
Rail & Transit Administrator

CrossTownConnect



Your Community, Your Transportation, Your Way

# Concord Shuttle Proposal

MassDOT Workforce Transportation Program

October 2019



# **1. Project Overview**

## **A. Need**

As stated in the accompanying cover letter, Concord lacks a local public transportation service for commuters wishing to access local jobs or the Commuter Rail as well as for residents and visitors to get around town for general purposes. The absence of alternative, multimodal options contributes to excess traffic congestion and air pollution, which are significant problems in a town that sees over 1,000,000 tourist visitors per year, serves thousands of medical patients from around the region, and employs thousands of workers. In addition, the public transportation gap restricts the geographical area from which employers can recruit workers – particularly for low-wage jobs – and in which potential employees can feasibly live. Related to this, we know from anecdotal evidence that some existing employees desire an alternative to their current single occupancy vehicle (SOV) commute to work. Finally, many residents who commute to the urban core express a desire for better access to the Commuter Rail stations. The service described in the following sections seeks to address the congestion and lack of mobility outlined above by establishing a shuttle service that takes full advantage of Concord’s two Commuter Rail stations to give commuters and residents an alternative option to driving.

## **B. Proposed Shuttle Service**

The Town of Concord and CrossTown Connect TMA (CTC) are proposing a new fixed route shuttle between the two Commuter Rail stations and major employment centers, MCI-Concord prison, Emerson Hospital and the Hospital's satellite facilities. Collectively, these locations employ thousands of people and serve many others including, hospital patients, tourists and other visitors, seniors, environmental justice populations, and other underserved populations who traditionally rely more heavily on public transportation. The shuttle service will also serve to connect Concord to the larger public transportation network via the stops at both Commuter Rail stations, which will in turn increase ridership on the Commuter Rail. This route was identified as a need through monthly board meetings with the partners of CTC, with input from State Representative Tami Gouveia. Based on the input of the partners and other attendees of CTC's monthly meetings the routes and stops identified address many of the unmet transportation needs of the area. The first year of implementation of this program may require modifications of the route and stops based on participation and the ability to have a timely schedule, but as demonstrated with other shuttle projects, CTC is adept at route monitoring and changes can be made at virtually any time if necessary. There is also a potential to scale up the vehicle size if ridership exceeds capacity.

To promote the service, a concerted marketing and awareness campaign will be conducted by the Executive Director, the Marketing and Design Specialist, the Concord Planning Department, and Acton’s Director of Intergovernmental Affairs – who serves as CTC’s Transportation Coordinator. This topic will be discussed in more detail in the Implementation Plan.

In terms of rider experience, the shuttle will make use of certain technologies that users will find useful, making the service an attractive option. One of our requirements is that the vendor offers an

Automated Vehicle Locator (AVL) that's available to customers via internet and smartphone app so that they may know where the shuttle is at all times and when exactly to be waiting for it should it be off-schedule for any reason. Similarly but separate, we will seek to have General Transit Feed Specifications (GTFS) data uploaded to Google Maps and possibly the Transit App. We will also have Wi-Fi on the shuttle, giving riders free access to the internet on their devices while in transit.

The Concord Shuttle service will further the goals set forth in the first *regional* Community Compact that our four founding members towns – Acton, Boxborough, Littleton, and Maynard – and our first expansion town –Westford – signed to create better transportation connections in the area. Additionally, with anticipated ridership from healthcare patients and persons with disabilities the shuttle will achieve some of the Commonwealth's goals regarding Community Transportation.

### **C. Projected Ridership**

This project will generate increased transit ridership by both providing a new alternative for getting around town and by creating a new first/last mile option for those traveling to Concord from other locations and using the shuttle as a link to their final destination and vice versa when they depart. These first/last mile riders will in turn increase ridership on the Commuter Rail.

According to employment numbers from the Town of Concord, this route contains stop locations that collectively employ more than 4,000 workers. A route map and turn-by-turn directions, including employment numbers at individual stop locations, are included in Appendix A. The turn-by-turn directions are particularly illustrative on the types of employers, businesses, and institutions that will be served.

Also attached are two CTPS Studies that were conducted in 2016 and contain valuable employment and demographic data. The last-mile shuttle study of West Concord is particularly illuminating.

Based on employment numbers – particularly in West Concord – and CrossTown Connect's experience with the Acton Rail Shuttle, Cross-Acton Transit, Maynard/Acton Shuttle and the Littleton/Westford Shuttle we make a conservative estimate for first year ridership to average 30 one-way rides per day starting out lower and increasing over time. There is a very good chance this number will be higher, but we know it takes time to build ridership.

Since the design of the route is not point-to-point as with some workforce shuttle services, we are not aiming to have the shuttle at capacity all of the time. Instead, we expect to see higher ridership at traditional commuting hours from both residents connecting to the Commuter Rail and local employees arriving for and departing from work in Concord. During the mid-day hours we expect to see more incidental and tourism uses but still expect that there will be a demand from shift workers who do not work nine-to-five such as nurses and restaurant workers as well as those in lower-wage jobs such as maintenance and custodial crews.

## **2. Implementation and Business Plan**

Project implementation will begin with a staff meeting with the shuttle service provider to finalize the shuttle route and stops. CrossTown Connect and Town staff will then hold a stakeholder meeting with the major employers along the proposed route, Emerson Hospital, and MCI-Concord Superintendent to review the route and schedule. It will be at this meeting that further buy-in and participation by employers in CrossTown Connect will be discussed. The marketing campaign will be multifaceted through direct mailings to target audience, posters and flyers at key locations and business, email distribution of flyers, website profile, local public access channel, and social media. Please see Appendix A for shuttle route details and proposed route map.

#### **A. Ability to Deliver Shuttle Projects**

CrossTown Connect has a proven track record of establishing sustainable workforce/commuter shuttles. Below are the commuter shuttle routes that the TMA has developed and continues to operate. Though all were started with seed money from grants, to this date CTC has not had to discontinue a service due to lack of funds.

- **Acton Rail Shuttle** – A morning and evening route operating between two remote overflow parking lots in West Acton and the South Acton Commuter Rail station. Under contract with TransAction Corporate Shuttles, managed by CTC.
- **Cross-Acton Transit (CAT)** – An all-day circulator shuttle in Acton that operates on a continuous loop between large housing developments and affordable housing in North Acton, shopping and commercial destinations, and the South Acton Commuter Rail station. Under contract with TransAction Corporate Shuttles, managed by CTC.
- **Littleton-Westford Commuter Shuttle** – A morning and evening route carrying passengers in both directions between the Littleton/495 Commuter Rail Station, Littleton Common, IBM, two Westford office parks and a 420-unit residential development that is just being completed in Westford. Under Contract with the Montachusett Regional Transit Authority, developed and marketed by CTC.
- **Maynard-Acton Commuter Shuttle** – A morning and evening route carrying passengers in both directions between businesses and overflow parking at a large office complex in Maynard, residential areas in Maynard and Acton, and the South Acton Commuter Rail station. Soon to expand into Stow and a large multi-use development called Maynard Crossing. Operated by the Town of Maynard, developed and marketed by CTC.

#### **B. Scope of Work**

The Town of Concord and CrossTown Connect TMA are seeking a grant of \$160,860 to establish a new fixed route shuttle between the two Commuter Rail stations and major employment centers, MCI-Concord prison, Emerson Hospital and the Hospital's satellite facilities. This service will run weekdays from 7:00 AM-7:00PM except on designated holidays. The term of this grant shall last for one year from the start of shuttle operations on April 1<sup>st</sup>, 2020 until March 31<sup>st</sup>, 2021. CTC will need to reapply to the grant program if it is to receive additional funding for the shuttle. In the first year we will work with

businesses and institutions to establish funding partnerships and anticipate reapplying for the grant next year at a reduced funding level.

### ***Cost***

In the first pilot year the Town of Concord has committed to contribute a 18% match of \$38,000 in allocated funding and projected fare revenues of \$15,240 at 30 rides per day bringing the total matching funds to 25% and the total project cost to \$214,100. This cost will cover turn-key shuttle operations, administration, and marketing. Concord's contribution and fare revenue both represent new funding sources for transportation that did not exist before this grant application.

Likewise, private funding partners will represent new funding that will make the Concord Shuttle sustainable into the future. While we have not yet asked for commitments from these future partners, we have discussed future contributions and we have received letters of support from many of them which can be found attached.

Our goal over the first year of funding is to secure an additional \$45,000 in private funding for the second year and we anticipate reapplying for a lesser amount next year. That amount will depend upon real fare revenues. Subsequent grant requests will decrease to zero over 3-5 years.

### ***Target Markets***

As outlined in the Project Overview, our target markets are businesses and employees in the West Concord business and healthcare clusters, shift workers – many of whom will come on the Commuter Rail from the west – in both West Concord and Concord Center, residents who commute out of town on the Commuter Rail for work, people accessing healthcare, tourists visiting historical sites, and residents using the shuttle on an incidental basis.

### ***Assets to be Used***

CrossTown Connect will contract with a vendor who will supply an 18-passenger wheelchair accessible vehicle, drivers and back-up drivers, administration, and reporting. AVL technology with a smartphone app will be used for vehicle tracking by riders and free Wi-Fi will be available on the vehicle. CTC will explore making the service discoverable on Google Maps or other apps.

### ***Staffing***

The Executive Director will manage the vendor, submit reporting to MassDOT and market the service. For marketing materials and publications CTC will utilize TransAction Associates' Marketing and Design Specialist. Additional promotion and marketing will be done by the Concord Planning Department and Acton's Director of Intergovernmental Affairs – who serves as CTC's Transportation Coordinator. Finally, dispatchers at CTC's Central Dispatch Call Center will take calls and answer questions about the service.

### ***Technical Resources***

AVL technology with a smartphone app will be used for vehicle tracking by riders and free Wi-Fi will be available on the vehicle. CTC will explore making the service discoverable on Google Maps or other apps. Ridership and other technical analysis will be performed by staff to evaluate success and submit reporting.

### ***Implementation Schedule***

The proposed start date is April 2020. The following is a schedule from the date the award is received:

**First 30 Days:** Work with the vendor to secure a wheelchair accessible 18 passenger minibus and finalize the schedule and route.

**First 60 Days:** Work with the Marketing and Design Specialist to develop digital and printed materials, begin outreach to companies and institutions to establish information pipelines to employees, and schedule a kick-off event. Begin promoting the upcoming service on the Town and CTC websites as well as social media. Make printed materials available to employers and others along the route and begin targeted mailings through the Town of Concord. Conduct tabling events at employers along the route. These efforts will continue throughout the duration of the year-long pilot.

**First 120 Days:** Hold kick-off event at the start of service with local media, town officials, and legislative delegates. Continue marketing efforts outlined above.

**After 3 Months of Service:** Conduct a rider survey for feedback and recommendations to be used in analysis of service. Analyze overall ridership as well as stop-specific ridership – these analyses will continue for the duration of the pilot.

**After 9 Months of Service:** Repeat rider survey with any changes identified from first iteration.

## **3. Monitoring the Program**

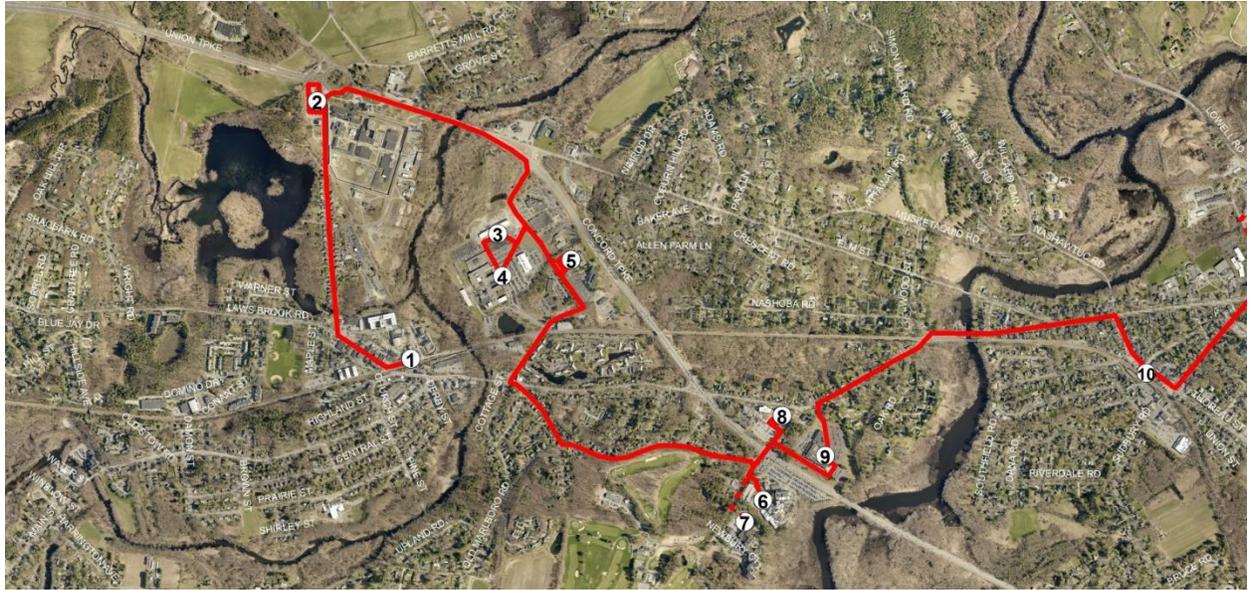
Formally, through quarterly reports, the Town and CrossTown Connect will track the number of monthly rider trips, reduced Vehicle Miles Traveled and reduced CO2. Informally, CTC staff will review these numbers at least on a monthly basis and keep a database. CTC will also be able to calculate the cost per mile, the cost per ride, the trips per mile, and the trips per hour to determine cost-effectiveness. Additionally, qualitative data from survey results will help inform decisions on service delivery moving forward.

## **4. Sustainability**

CrossTown Connect has already had a number of positive conversations with potential private funders, some of which have written letters of support. We expect the Town of Concord will continue to fund this effort at some level but hope that private funding will be the main factor making the Concord Shuttle sustainable into the future. Our goal for the initial pilot year is to secure \$45,000 in private funding, thereby reducing our need for grant funding in FY21. We will continue to aggressively pursue private funding in the following year and \*may\* have also identified a private donor.

As outlined in the “Ability to Deliver Shuttle Projects” section, CTC has established several commuter shuttles that continue to operate successfully. To achieve this, we have secured sustainable mixes of private and public funding – each different to match their respective circumstances and ecosystems. We expect that there is a sufficient need and density of businesses to support this effort at increasing levels, and that after the period of a few years it will stand firmly on its own two feet; a proud example of a successful public-private partnership.

## **Appendix A**



**Workforce Transportation Grant Program Application**  
**CrossTown Connect – Town of Concord Shuttle**  
**Commuter Rail Stations – Emerson Hospital – Major Employment Sites**

**Shuttle Stop 1** begin at West Concord Commuter Rail station up Commonwealth Ave. and travel to the **Shuttle Stop 2** at the Massachusetts Correctional Institution which has 326 employees and receives an average of 850 visitors a month. The Shuttle would proceed down Route 2 to Baker Avenue to **Shuttle Stop 3** at the Marriott Extended Stay hotel with 118 rooms. At the same location is **Shuttle Stop 4** at 300-310 Baker Ave. This building employs over 1,000 people with Welch's Corporate Headquarters, Emerson Hospital Rehabilitation Facility, and various start-up businesses. Also at this complex in an adjacent building in the parking lot is Harvard Vanguard Health with over 160 employees.

The Shuttle would then go out the parking lot to Baker Avenue Extension and over to **Shuttle Stop 5** at Emerson Hospital Center for Specialty Care building at 54 Baker Ave Extension:

<https://www.emersonhospital.org/locations/center-for-specialty-care> The adjacent building at 130 Baker Ave Ext. is the National Aviation Academy with 30 employees and 250 students.

The Shuttle would go back down Baker Ave across Main Street to Old Bridge Rd to Old Marlboro Road out to Old Rd. to Nine Acre Corner and **Shuttle Stop 6** at Emerson Hospital with over 1,700 employees. From this location at Emerson Hospital there is a path to Newbury Court next door with over 275 employees, which could be an on-demand **Shuttle Stop 7**.

The Shuttle would go back out to ORNAC, directly across Route 2 to **Shuttle Stop 8** in the parking lot at 747 Main St with Emerson Hospital Breast Health Center and other medical offices. Additionally, next door at 785 Main St is a new 60+ bed voluntary drug and alcohol rehab facility where clients are not allowed to have cars. From here the Shuttle could go back out to ORNAC and across the street to **Shuttle Stop 9** at the Care One Rehabilitation building with over 150 employees and then out to Main Street.

The Shuttle will travel down Main St to Thoreau St and to **Shuttle Stop 10** at the Concord Center Commuter Rail station. It would then travel up Sudbury Rd to Concord Center to **Shuttle Stop 11** in Concord Center, which is the starting point for almost 1 million visitors that go to the Minuteman National Park. From here there are two potential on-demand or route extensions; **Shuttle Stop 12** at the Concord Market and **Shuttle Stop 13** at the Concord District Courthouse. The Shuttle will continue down Lexington Road, potentially stopping at some of the historic sites during non-commuting hours in the summer and fall.

The Shuttle would head down Old Bedford Rd and to Virginia Rd for **Shuttle Stop 14** at the Tremont School, which has approximately 40 students and 15 employees and a large law firm, Hamilton, Brooks, Smith & Reynolds with over 75 employees. It will proceed around the office complex to **Shuttle Stop 15** at the Guild for Human Services, which has over 80 employees on-site and over 400 employees across the state that have to go there for training. Many of the Guild employees around the state rely on public transportation, which makes it difficult to attend training sessions at this location. From here, it would loop around and go back.



# TOWN OF CONCORD

Department of Planning & Land Management

141 Keyes Road ~ Concord, MA ~ 01742

Phone: 978.318.3290

February 6, 2020

Mr. Maurizio A. Fabbo

Office of Real Estate and Asset Development

Massachusetts Department of Transportation

10 Park Plaza, Suite 5720

Boston, MA 02116

**Re: 91B Main Street/Concord, MA (Assessor's parcel #3821)**

Good morning Moe,

Per our conversation last week, the Town of Concord is very interested in the acquisition of a parcel of state-owned land located at 91B Main Street (near the intersection of Routes 2 and 62) for affordable housing purposes. This parcel was sold to the State in 1970 using Federal Highway Administration (FHWA) funding. The Town is aware that the State is expected to seek full market value for this property; however, we ask consideration for a reduction in the sales price given that the intent is to develop the land with additional affordable housing units.

As you are aware, the Town has been in discussion with Habitat for Humanity of Greater Lowell regarding re-development of an adjacent property at 930 Main Street from a single family into a two-family structure. This project would benefit from either an easement over the State-owned land or transfer of a portion of the State-owned land to 930 Main Street, which would allow for improved driveway access to the two families that will someday live here.

This land is zoned as Residence C district, which requires a minimum lot area of 10,000 sq. ft. and minimum lot frontage of 80 feet. There is sufficient frontage on Main Street (approximately 210 feet) that would allow the property to be subdivided into two building lots and a parcel with excess frontage that could be transferred to 930 Main Street. The Town would like to establish a value for a parcel of land (that represents the excess portion of the property) that could be acquired and transferred to 930 Main Street and a value for the entire parcel, which the Town would develop with affordable housing, and requests that the State undertake an appraisal of the property. The Town is willing to assist

in hiring an appraiser acceptable to the State for such valuation. Once a value has been established, the Town will seek funds through available Community Preservation funding and work with local affordable housing advocates to raise any additional funds needed.

Thank you for your consideration of these requests. Please contact me if you have questions or require additional information. My direct phone number is 978.318.3289 and my email address is: [mrasmussen@concordma.gov](mailto:mrasmussen@concordma.gov).

Sincerely,



Marcia Rasmussen  
Director of Planning & Land Management

cc: Stephen Crane, Town Manager  
Elizabeth Rust, RHSO Director



# Regional Housing Services Office

Serving Acton, Bedford, Concord, Lexington, Lincoln, Sudbury, Wayland, and Weston

Address: 37 Knox Trail, Acton, MA 01720

Website: [WWW.RHSOhousing.org](http://WWW.RHSOhousing.org)

Email: [INFO@RHSOhousing.org](mailto:INFO@RHSOhousing.org)

Phone: (978) 287-1092

January 31, 2020

To: John Mangiaratti, Sarah Stanton, Stephen Crane, James Malloy, Timothy Higgins, Maryanne Bilodeau, Louise Miller, Leon Gaumond, Roland Bartl, Nancy Tavernier, Kristen Guichard, Robert Hummel, Alyssa Sandoval, Marcia Rasmussen, Lee Smith, Jerry Evans, Carol Kowalski, Amanda Loomis, Jennifer Burney, Adam Duchesneau, Patricia Brown, Cynthia Howe, Elizabeth Doucette, Sarkis Sarkisian, Imaikalani Aiu, Sarah Rhatigan

CC: Jody Kablack, Lara Plaskon, Liz Valenta

From: Elizabeth Rust

RE: Regional Housing Services Office – FY20 Q2 Status Report

This is the status report for activity from 10/1/2019 through 12/31/19 (FY20 Q2) for Regional Housing Services Office, the inter-municipal collaboration between the eight towns of Acton, Bedford, Concord, Lexington, Lincoln, Sudbury, Wayland and Weston. Please let me know if you have any comments or questions.

## **RHSO Administration:**

Fiscal year FY20 is already half way through, which is the ninth full fiscal year of operation. This year will complete the third three-year IMA term, and a new IMA will be circulated for FY21 in the spring, as well as the staffing RFP process.

The FY21 budget has been drafted, reviewed by the Advisory Council and plans in place for member communities through their budgeting and Town Meeting processes. Most RHSO towns use CPC fund for the RHSO membership, with two towns splitting the cost between CPC and town operations/housing trust, and one town completely funded through operations. HOME Consortium member communities are able to direct the HOME annual administrative funds towards their RHSO fee.



Two other neighboring communities continue to reach out to see if the RHSO model would work for them, and this next quarter may bring a new community to our regional collaboration. The IMA allows for a maximum of nine contiguous municipalities.

The Advisory committee met in November to review the draft FY21 budget, FY20 updates as well as Accessory Apartment update and community exchange, and will meet again in February.

## **Regional Activities:**

Regional activities are performed for the RHSO communities equally and provide general housing resources, including trainings, reports, information and the website.

The website - [RHSOhousing.org](http://RHSOhousing.org) – continues to be a helpful and useful resource, providing a comprehensive affordable housing inventory for each member town, useful to both town staff as well as contact information for residents looking for affordable housing with its information on current housing opportunities and other housing related services.

We have updated the website to include pictures of the properties, including for all properties in Wayland, and Lincoln and completed the inventory of Wayland properties and the build out of the Lincoln inventory.



# Regional Housing Services Office

Serving Acton, Bedford, Concord, Lexington, Lincoln, Sudbury, Wayland, and Weston

Address: 37 Knox Trail, Acton, MA 01720

Website: WWW.RHSOhousing.org

Email: INFO@RHSOhousing.org

Phone: (978) 287-1092

## SHI and Inventory Administration

Managing the SHI inventory is a key component of the RHSO services provided. A total of 876 units have been added to the Subsidized Housing Inventory for the member communities since they joined the RHSO. The annual Housing Unit Review Survey report from UMass Donahue was distributed in November, and we worked with member communities to review and revise as needed. This report previews the 2020 Housing units, which form the SHI denominator.

DHCD sent out its biennial SHI update this quarter, and we worked with member communities on adding and revising units as necessary.

In this quarter, units were added for Acton, Bedford and Wayland.

|           | Published SHI                  |               |        |         | FY20 planned <i>(Completed in Bold)</i> |                        |                         |                   |  |
|-----------|--------------------------------|---------------|--------|---------|---|------------------------|-------------------------|-------------------|--|
|           | SHI Units<br><i>(12/31/19)</i> | Housing Units | SHI %  | +/- 10% | FY20 SHI %                              | FY20 Planned New Units | SHI Units Added this FY | Remaining in FY20 | FY20 Pipeline  |
| Acton     | 657                            | 8,475         | 7.75%  | -191    | 10.76%                                  | 344                    | 89                      | 255               | <b>Avalon (86), Mass Ave (-1), School St (2), PO Crossing (1), 146 Prospect (1),</b> Main St (2), Grandview (8), Piper Lane (7), Powder Mill (230) |
| Bedford   | 977                            | 5,322         | 18.36% | 445     | 18.55%                                  | 13                     | 3                       | 10                | <b>Evergreen (3),</b> Village at Bedford Woods (6), Pine Hill (4)  |
| Concord   | 721                            | 6,852         | 10.52% | 36      | 10.52%                                  | 0                      |                         |                   | FY21: Junction Village (83), Black Birch II (2 non-SHI), Gerow (1), 930 Main St (2)  |
| Lexington | 1,327                          | 11,946        | 11.11% | 132     | 11.14%                                  | 4                      |                         | 4                 | 4 Units: Wright Farm (1), Jefferson Drive (3)  |
| Lincoln   | 298                            | 2,130         | 13.99% | 85      | 13.99%                                  | 0                      |                         |                   |  |
| Sudbury   | 669                            | 5,921         | 11.30% | 77      | 11.30%                                  | 5                      | 5                       |                   | DDS  |
| Wayland   | 318                            | 4,957         | 6.42%  | -178    | 6.42%                                   | 1                      | 1                       | 0                 | <b>11 Hammond (1),</b> Windsor Place (12 units requested)  |
| Weston    | 151                            | 3,952         | 3.82%  | -244    | 8.38%                                   | 180                    | 0                       | 180               | Mill Creek/Modera (180)  |
| total     | 5,118                          | 49,555        | 10.33% | 163     | 11.23%                                  | 547                    | 98                      | 449               |  |



# Regional Housing Services Office

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## **Monitoring:**

The monitoring program is a core service of the RHSO with over 5,100 units of rental and ownership restricted housing across the communities.

**Ownership Units:** For the deed restricted ownership units, the annual monitoring review consists of:

- Review the registry of deeds for any activity.
  - Complete
- Review owner mailing address versus town database.
  - Complete
- Self-certifications to each owner, 3 mailings
  - 74% response to date,
  - Second mailing planned for February
- Review on-line sites for rentals
  - Q3
- Provide annual certification reports to DHCD
  - Q4
- Provide Welcome Letters to new owners
  - Quarterly: February

| 1/29/2020    | FY20 Self-Declaration |            |            |            |
|--------------|-----------------------|------------|------------|------------|
|              | Sent                  | Rec'd      | Open       | % rec'd    |
| Acton        | 61                    | 47         | 14         | 77%        |
| Bedford      | 57                    | 46         | 11         | 81%        |
| Concord      | 72                    | 56         | 16         | 78%        |
| Lexington    | 31                    | 26         | 5          | 84%        |
| Lincoln      | 59                    | 35         | 24         | 59%        |
| Sudbury      | 37                    | 27         | 10         | 73%        |
| Wayland      | 39                    | 26         | 13         | 67%        |
| Weston       | 26                    | 18         | 8          | 69%        |
| <i>total</i> | <i>382</i>            | <i>281</i> | <i>101</i> | <i>74%</i> |

The ownership monitoring process establishes clear communication with the owners documenting their obligations, as well as provides a contact for on-going questions. The RHSO has received a 94%-96% response rate since FY14.

**Rental Projects:** The RHSO monitors Local Initiative Program (LIP) rental units and units funded with HOME funds on behalf on the member communities, as required by the funding Regulatory Agreements.

The monitoring review includes:

1. Reviewing that the rents are calculated in accordance with the Regulatory Agreement.
2. Reviewing sample tenant files to ensure that tenant income is recertified using source documents according to the regulations
3. Verifying that tenants are selected in accordance with Fair Housing requirements and current Affirmative Fair Housing Marketing Plans (AFHMP) including advertising requirements.
4. Verification that the units are maintained in accordance with applicable standards.
5. Providing Town certification to DHCD, as required.
6. Follow-up during the year on compliance findings and recommendations.
7. Reviewing annual rent increase requests and recommending approvals.



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|    | Town      | LIP Rental Development Name  | SHI units | Subsidy Program | FY20 Status     |
|----|-----------|------------------------------|-----------|-----------------|-----------------|
| 1  | Acton     | Scattered sites (AHA)        | 8         | LIP 40B         | Start Q3        |
| 2  | Acton     | Inn at Robbins Brook         | 3         | LIP-LAU         | Start Q4        |
| 3  | Bedford   | Village at Concord Road      | 12        | LIP 40B         | Start Q4        |
| 4  | Bedford   | Patriot Place                | 10        | LIP 40B         | Completed       |
| 5  | Bedford   | Village at Taylor Pond       | 200       | LIP-LAU         | Completed       |
| 6  | Bedford   | 447 Concord Road             | 1         | HOME            | In Process      |
| 7  | Concord   | Concord Mews                 | 350       | LIP 40B         | Report in draft |
| 8  | Concord   | Concord Park                 | 16        | Local           |                 |
| 9  | Concord   | 405 Old Bedford Road (CHA)   | 4         | LIP LAU         | Start Q4        |
| 10 | Concord   | Brookside Square             | 8         | LIP-LAU         | Report in draft |
| 11 | Concord   | Warner Woods                 | 80        | MH NEF          | Start Q3        |
| 12 | Concord   | Thoreau St (CHA)             | 1         | HOME            | Start Q3        |
| 13 | Concord   | Peter Bulkeley (CHA)         | 4         | HOME            | Start Q3        |
| 14 | Lexington | Avalon at Lexington Hills    | 97        | LIP 40B         | Completed       |
| 15 | Lexington | Avalon Lexington             | 56        | Local           | Completed       |
| 16 | Lexington | LexHAB Scattered Sites       | 48        | various         | Start Q3        |
| 17 | Lexington | Pine Grove Village           | 3         | HOME            | Start Q3        |
| 18 | Lexington | Keeler Farm                  | 1         | HOME            | Start Q3        |
| 19 | Lincoln   | Commons                      | 30        | LIP 40B         | Start Q3        |
| 20 | Sudbury   | Willis Lake (SHA)            | 1         | LIP-LAU         | Start Q4        |
| 21 | Sudbury   | Avalon                       | 250       | LIP 40B         | Start Q3        |
| 22 | Sudbury   | Coolidge                     | 1         | HOME            | Start Q4        |
| 23 | Wayland   | Residences At Wayland Center | 12        | LIP-LAU         | Start Q3        |
| 24 | Weston    | Church, Jones, Pine, Viles   | 6         | LIP LAU         | Start Q3        |
| 25 | Weston    | Warren Ave                   | 5         | LIP 40B         | In Process      |
| 26 | Weston    | Merriam Village              | 5         | LIP LAU         | Start Q3        |
|    |           |                              | 1212      |                 |                 |

### Town-Specific Monitoring

Other monitoring efforts include assisting residents with refinancing as well as maintaining the inventory with new projects, new owners, and other general updates.

In Acton: Supported the monitoring efforts at Anthem Village/Martin St by preparing closing documents for the 5<sup>th</sup> and 6<sup>th</sup> units (of 7); worked with the Town on Right of First Refusal and owner on an inspection and possible resale of their older home; started work on an Affirmative Fair Housing Marketing Plan for the Acton Housing Authority duplex units on Sachem Way.

In Bedford: Completed monitoring for Patriot Place (including rent approval) and Village at Taylor Pond rental properties both with transmittals to DHCD, continued analysis on Village at Bedford Woods ownership model, supported the sale of 447 Concord Road to POAH, (almost) completing the monitoring for 447 Concord Road in advance and assisted the town in receiving the annual lease payment.

In Concord: Prepared affordable housing closing documents for the two restricted units at Black Birch II; supported the closing of a resale unit at Concord Commons and started a new resale unit at Walden Street by working with the owner, preparing Town Right of First Refusal; recommended approval for refinance at



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administered the lottery for the Concord Housing Authority waiting list; drafted letter for Christopher Heights Town services and started analysis on TIF (Tax Incremental Financing).

In Lexington: Completed monitoring for Avalon complete with DHCD transmittals, reviewed and recommended approval for rent increases at Douglas House.

In Lincoln: Started resale efforts for a deed restricted condominium unit at Minuteman Commons, supported owner at Battle Road Farm on upcoming resale, talked to two other owners about resale process, petitioned DHCD for extension of expiration date of Lincoln Woods affordability period.

In Sudbury: Supported the closing of the resale unit at Villages at Old County Road, worked with owner on refinancing request at Landham Crossing.

In Wayland: No monitoring activities this period.

In Weston: No monitoring activities this period.

## **HOME Support:**

The HOME support category assists participating HOME communities (Bedford, Concord, Lexington, Sudbury and Wayland) commit and expend their available Program funds, develop HOME funded programs, as well as completing their administrative requirements. To date, the RHSO has assisted the member communities commit ~\$1,850,000 since FY13.

In this reporting period the RHSO attended the quarterly HOME meeting in November, as well as:

- Consolidated Plan: The HOME 5 Year FY21-FY25 Consolidated Plan provides a strategic look at the community's need and targets HOME projects to address that need. Annual Action Plan (AAP) then maps to the 5-year goals set out. This period:
  - Citizen Participation Plan – Completed template and submitted draft to Newton.
  - Needs Assessment/Market Analysis – Completed report and submitted draft to Newton
  - Strategic Plan – Completed report and submitted draft to Newton
  - FY21 Annual Action Plan – Due in January
- Bedford: Completed all signatures and continued to monitor the progress of the Bedford Housing Authority Ashby place project. Work is scheduled to be complete by June 2020. Processed and funded one TBRA application for \$2,043.
- Concord: Secured \$442,943.40 in competitive pool funding for Grantham for a total of \$485,498.40 HOME funds committed to the project, and prepared the commitment letter.
- Lexington: Continued to monitor the progress of the Pine Grove project with construction anticipated to start January 2020.
- Sudbury: Submitted the Coolidge requisition for the HOME funds for The Coolidge Phase II HOME award for \$178,203.
- Wayland: Continued discussions on implementing a Tenant Based Rental Assistance Program (TBRA) using HOME funds with February 1 2020 as the target.

## **Local Support:**

The local support category enables each municipality to have some amount of hours to support priority items that are not covered under other service categories. The following local support activities were performed for each community in this reporting period:



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Acton: Continued monthly meetings with town and followed up as needed, continued discussions on having the RHSO take on additional functions in FY21; reviewed Grandview LIP application (32 age-restricted condominiums); continued work on Housing Production Plan including focus groups, and drafting the needs assessment and development constraints (48 page documents prepared using 19 sources of data).

Bedford: Prepared analysis on new teacher housing idea; assisted with the Bedford Housing Partnership annual report.

Concord: Distributed the final memo and analysis on the Accessory Apartment owner survey; prepared and assisted the Affordable Housing Trust Study Committee by preparing agendas, packets and material including the draft bylaw to include to the 2020 Annual Town Meeting; facilitated the Concord Housing Roundtable with the housing groups in December; assisted the CHDC by preparing agendas, packets and minutes, administering the Small Grant Program (6 grant payments), completing the Secretary of State and Town of Concord annual reports and State and IRS filings, and supported the 930 Main Street project with conveying to Habitat after signing Land Development Agreement

Lexington: Continued developing/revising Moderate Income standards.

In response to a 40B proposal, presented the LIP process to the Selectmen and separately to an information meeting; prepared a draft of Moderate Income Eligibility Guidelines in support of upcoming permitted units.

Lincoln: Continued monthly status update meetings; met with Lincoln Foundation and worked together on documenting the Battle Road Farm resale process and posted it to the website; attended Housing Coalition group for general update.

Sudbury: For Grouse Hill, provided resale price calculations for three units and a capital improvement request with depreciation schedule, and. Supported the Sudbury Housing Trust by: preparing agendas, packets and attending monthly meetings, completed the Home Preservation Grant Program awards and all invoices; and Small Grant Program by approving invoices for awarded funds. In addition, the RHSO performed lottery and resale services for other entities in the region under the Sudbury Trust umbrella, as follows:

- Contracted with Holliston, Weston Brook School
- Completed Affirmative Fair Housing Marketing Plans for Reading Postmark Square, Bedford Woods
- Supported marketing efforts at Lexington, Sherborn, Mansfield, Concord Black Birch
- Started tenant re-certifications for Melrose
- Qualified applicants and held the lottery at Concord Black Birch
- Supported closings for Bedford Pine Hill Crossing, Villages at Sherborn.

Wayland: Continued town meetings with recent focus on Windsor Place permit and River's Edge approval and subsequent SHI updates and safe harbor tracking.

Weston: Continued to work with the Elderly Housing Committee (EHC) on adding the additional units at the Brook School Apartments to the SHI through the LIP/LAU application process. Initial draft of Affirmative Fair Housing Marketing Plan submitted to EHC for review. Assisted the Weston Affordable Housing Trust with its projects and programs, including: preparing meeting agendas and packets, implemented a second round of the Home Repair Grant (four awards were made), and continued support for the Affordable Home



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Ownership Opportunity Fund through the development of a RFP to convey 0 Wellesley to a developer for affordable housing on the site.

### **FY20 Tracking:**

The FY20 Q2 hours are shown below. These include supplemental hours purchase by Concord and Sudbury.

With half the year completed, we are generally on track for the member towns, with the exception of Weston, which will likely have a refund this year.

|                            | YTD Actual     | YTD Annualized Budget | Actual v Budget |
|----------------------------|----------------|-----------------------|-----------------|
| <b>Acton</b>               |                |                       |                 |
| Monitoring                 | 46.75          | 40.00                 | 6.75            |
| 40B Monitoring             | 12.50          | 20.00                 | (7.50)          |
| HPP                        | 56.00          | 75.00                 | (19.00)         |
| Local Support              | 55.75          | 72.50                 | (16.75)         |
| Regional Activities        | 9.50           | 12.50                 | (3.00)          |
| Admin                      | 15.50          | 15.00                 | 0.50            |
| Total                      | 196.00         | 235.00                | (39.00)         |
| <b>Bedford</b>             |                |                       |                 |
| Monitoring                 | 82.50          | 40.00                 | 42.50           |
| HOME administration        | 56.50          | 37.50                 | 19.00           |
| Local Support              | 51.50          | 95.00                 | (43.50)         |
| Regional Activities        | 9.50           | 12.50                 | (3.00)          |
| Admin                      | 15.50          | 15.00                 | 0.50            |
| Total                      | 215.50         | 200.00                | 15.50           |
| <b>Concord</b>             |                |                       |                 |
| Monitoring                 | 56.50          | 40.00                 | 16.50           |
| HOME administration        | 42.00          | 37.50                 | 4.50            |
| Local Support (Town)       | 119.75         | 104.50                | 15.25           |
| Local Support (CHDC)       | 74.00          | 100.00                | (26.00)         |
| Regional Activities        | 10.00          | 12.50                 | (2.50)          |
| Admin                      | 16.00          | 15.00                 | 1.00            |
| Total                      | 318.25         | 309.50                | 8.75            |
| <b>Lexington</b>           |                |                       |                 |
| Monitoring                 | 34.50          | 62.50                 | (28.00)         |
| HOME administration        | 34.50          | 37.50                 | (3.00)          |
| Local Support              | 79.00          | 62.50                 | 16.50           |
| Regional Activities        | 9.50           | 12.50                 | (3.00)          |
| Admin                      | 15.50          | 15.00                 | 0.50            |
| Total                      | 173.00         | 190.00                | (17.00)         |
| <b>Lincoln (start 9/1)</b> |                |                       |                 |
| Monitoring                 | 28.75          | 25.60                 | 3.15            |
| Local Support              | 33.00          | 20.00                 | 13.00           |
| Regional Activities        | 6.00           | 10.00                 | (4.00)          |
| Admin                      | 6.00           | 12.00                 | (6.00)          |
| Total                      | 73.75          | 67.60                 | 6.15            |
| <b>Sudbury</b>             |                |                       |                 |
| Monitoring                 | 39.00          | 40.00                 | (1.00)          |
| HOME administration        | 21.50          | 37.50                 | (16.00)         |
| Local Support (Town)       | 19.50          | 100.00                | (80.50)         |
| Local Support (Trust)      | 379.00         | 262.50                | 116.50          |
| Regional Activities        | 9.50           | 12.50                 | (3.00)          |
| Admin                      | 15.50          | 15.00                 | 0.50            |
| Total                      | 484.00         | 467.50                | 16.50           |
| <b>Wayland</b>             |                |                       |                 |
| Monitoring                 | 5.00           | 20.00                 | (15.00)         |
| HOME administration        | 22.25          | 25.00                 | (2.75)          |
| Local Support              | 33.00          | 25.00                 | 8.00            |
| Regional Activities        | 9.50           | 12.50                 | (3.00)          |
| Admin                      | 15.50          | 15.00                 | 0.50            |
| Total                      | 85.25          | 97.50                 | (12.25)         |
| <b>Weston</b>              |                |                       |                 |
| Monitoring                 | 2.50           | 20.00                 | (17.50)         |
| Local Support (Town)       | 25.50          | 46.00                 | (20.50)         |
| Local Support (Trust)      | 54.75          | 102.00                | (47.25)         |
| Regional Activities        | 9.50           | 12.50                 | (3.00)          |
| Admin                      | 15.50          | 15.00                 | 0.50            |
| Total                      | 107.75         | 195.50                | (87.75)         |
| <b>Totals</b>              | <b>1653.50</b> | <b>1762.60</b>        | <b>(109.10)</b> |



Benjamin T. Elliott  
Proprietor, Saltbox Kitchen  
84 Commonwealth Avenue  
Concord, MA 01742

January 20<sup>th</sup>, 2020

To the Board of Selectmen, Town of Concord:

I respectfully request permission for extension of our regular business hours until 10:30pm on Friday, February 14th, 2020.

Last call will be at 9:30pm, and all alcohol will be offered in addition to a special dinner menu.

Thank you for your consideration in advance,  
Ben Elliott

A handwritten signature in blue ink, appearing to read "Ben Elliott".

## TOWN OF CONCORD

### Resolution in support of An Act for Utility Transition to Using Renewable Energy (FUTURE Act) (H.2849/S.1940)

**WHEREAS**, the Town of Concord passed [Town Meeting Article 51 – Concord’s Energy Goals](#) in 2017 that aligns the energy goals of town of Concord with the [Massachusetts Global Warming Solutions Act of 2008](#); and

**WHEREAS**, the Town of Concord’s [Energy Future Task Force](#) has recognized the need to commit to “bold approaches and actions to achieve reduce greenhouse gas reduction” and to transform the economy from one “powered by fossil fuels to an economy powered by clean energy”; and

**WHEREAS**, the Town of Concord Select Board voted unanimously in October 2017 to resolve to support gas leaks legislation embodied in [H.2870/S.1768](#), An Act relative to protecting consumers of gas and electricity from paying for leaked and unaccounted for gas, and [H.2871/S.1767](#), An Act relative to gas leak repairs during road project, both of which were sponsored by Senator Eldridge and Representative Ehrlich among over 45 legislators; and

**WHEREAS**, the Town of Concord’s [Comprehensive Sustainability and Energy Committee](#) mission includes encouraging the adoption of sustainability policies and practices, including reducing the Town’s greenhouse gas (GHG) emissions dramatically in the coming years, having an active [Heat Pump Working Group](#) and pursuing green transportation initiatives; and

**WHEREAS**, the Town of Concord has been a participant in the [Solarize Massachusetts program](#). The Concord Municipal Light Plant offers [several renewable energy programs](#) for energy assessments and energy efficiency and the [installation of solar panels](#); and

**WHEREAS**, the Town of Concord has an old natural gas infrastructure, with [145 gas leaks reported unrepaired in 2018](#) beneath its streets leaking methane into our air and 145 unrepaired leaks is ten times the number of leaks per capita reported for Cambridge, MA; and

**WHEREAS**, Town of Concord residents have an [active gas leak awareness program](#); and

**WHEREAS**, methane leaking into the atmosphere knows no town boundaries and affects adjacent towns and neighborhoods and towns where friends and relatives of Town of Concord residents live; and

**WHEREAS**, leaked gas is 95% methane, which is a greenhouse gas that causes 84 times more climate change (heating) than carbon dioxide over a 20-year period; and

**WHEREAS**, recent events, such as the explosions in the Merrimack Valley in September of 2018, have demonstrated the safety and health risks inherent in aging fracked gas infrastructure; and

**WHEREAS**, leaked methane deprives tree roots of oxygen and kills shade trees, which otherwise improve the quality of life of the Town of Concord’s residents, provide protection for the Town of Concord’s residents against extreme heat and storm water flooding, and increase property values and maintain the Town of Concord’s property tax base; and

**WHEREAS**, gas companies have not significantly reduced the number of gas leaks and the volume of methane emissions since the passage of [Ch, 149, Acts of 2014, An Act Relative To Natural Gas Leaks](#), requiring them to classify and repair leaks, and ratepayers still pay for the lost gas; and

**WHEREAS**, [House H.2849](#) / [Senate S.1940](#): “An Act for Utility Transition to Using Renewable Energy (FUTURE Act)” addresses the problems with natural gas distribution in the Commonwealth, by not only addressing the crumbling infrastructure and immediate safety concerns but also creating a path forward by permitting gas companies to distribute renewable thermal energy, including solar, heat pump and geothermal energy, instead of explosive fossil fuels, and incentivizes our utilities to transition away from using explosive fossil fuel as an energy source towards renewable thermal energy sources; and

**WHEREAS**, the FUTURE Act will empower municipalities to have a stronger, safer, more transparent working relationship with public utilities by improving coordination for gas leak repair, mandating that utilities notify the local fire chief and police department within an hour of finding a dangerous leak, requiring the gas companies and the Department of Public Utilities to share maps, costs, and plans with the municipalities and the public, and requiring that gas companies to be audited annually for safety, performance, and leak reports; and

**WHEREAS**, the FUTURE Act will allow individuals and municipalities to claim property damage from gas leaks, including damage to trees, and

**WHEREAS**, the FUTURE Act will mandate that gas leaks within a certain distance of a school zone or building, or within the root zone of a tree be fixed within 6 months; and

**WHEREAS**, the FUTURE Act will authorize municipalities to procure local or district energy services and to establish an energy microgrid; now therefore be it

**RESOLVED**, that the Select Board go on record in strong support of the FUTURE Act (H.2849/S.1940) and urge the Legislature to pass the bill in the 2019-2020 session; and be it further

**RESOLVED**, that the Concord Town Clerk be and hereby is requested to forward suitably engrossed copies of this resolution to members of the Town of Concord’s Legislative Delegation, as well as House Speaker Robert DeLeo, Senate President Karen Spilka, and Governor Charlie Baker on behalf of the entire Select Board.

In the Town of Concord  
Adopted by the affirmative vote of [\_\_\_\_] members  
Attest:- \_\_\_\_\_, Town Clerk

A true copy;

ATTEST:-  
\_\_\_\_\_, Town Clerk



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## TIF Process Notes

- TIFs are awarded through the Mass Office of Business Development (MOBD)
- The MOBD Regional Director is available to discuss your project and to help with the required state and municipal processes. Concord's regional director is Peter Milano
- Tax incentives are offered through their Economic Development Incentive Program (EDIP)
- The EDIP is overseen by the Economic Assistance Coordinating Council, comprised of 15 voting members that include public officials and appointees by the governor.
- The EDIP offers EDIP investment tax credits and Local Incentive Only Projects, which are Tax Increment Financing (TIF) Agreement or Special Tax Assessment (STA)
- Tax Incremental Financing is governed by MGL 40, Section 59
- The development must create new jobs. (Junction Village is estimated to create 30-40 jobs)
- Town Meeting is required to approve the TIF, and the municipal Authoritative Body
- Once approved, the Local Incentive Application is submitted with:
  - Signed TIF agreement
  - Municipal Vote by Authoritative Body approving the incentive
  - Municipal Vote by Authoritative Body approving the submission of the application
  - Local Incentive Valuation schedule
- EDIP awards are done a few times annually. Remaining 2019 dates are:
  - Submit by 5/20/20, award 6/18/20
  - Submit by 8/19/20, award 9/17/20
- There are also annual reporting requirements for the company and the municipality

More information can be found:

<https://www.mass.gov/service-details/economic-development-incentive-program-edip>

There are 10-20 awards are made annually, and post on-line. Some Past Awards include:

Ware Senior Living, LLC (Ware) Optimus Senior Living will offer independent living, assisted living, and memory care accommodations. The facility plans to employ 30 full time employees and make a private investment of \$15 million. The town of Ware approved a 5 year STA valued at approximately \$707,000.

RiverMills Assisted Living, LLC, (Chicopee) RiverMills is an assisted living facility with dementia care. The facility plans to employ 65 full time employees and make a private investment of \$24.2 million. The City of Chicopee approved a 10-year TIF valued at approximately \$1,010,712.

Citizens Bank N.A. The company plans to consolidate current facilities in Canton, Dedham and Westwood into a new location in Westwood at University Station. The company plans to hire 50 new employees, relocate 550 full-time employees and make an investment of \$20 million. The town of Westwood has approved a 14.5 year Tax Financing Agreement with a value of approximately \$2.6 million.

## MGL CHAPTER 40, Section 59: Tax increment financing plan

Section 59. Notwithstanding any general or special law to the contrary, any city or town by vote of its town meeting, town council, or city council with the approval of the mayor where required by law, on its own behalf or in conjunction with one or more cities or towns, and pursuant to regulations issued by the economic assistance coordinating council established under section 3B of chapter 23A, may adopt and execute a tax increment financing agreement hereinafter referred to as a TIF agreement, and do any and all things necessary thereto; provided, however, that the TIF agreement:

(i) includes a description of the parcels to be included in the agreement; provided, however, that the parcels are wholly within an economic target area as defined in section 3G of chapter 23A or an area designated by the economic assistance coordinating council as a TIF-eligible area pursuant to subsection (b) of section 3E of said chapter 23A; provided, further, that in the case of a TIF area that includes parcels located in one or more city or towns, the areas included in the TIF agreement shall be contiguous areas of such cities or towns;

(ii) describes in detail all construction and construction-related activity, public and private, contemplated for such TIF agreement as of the date of adoption of the TIF agreement; provided, however, that in the case of public construction as aforesaid, the TIF agreement shall include a detailed projection of the costs thereof and a betterment schedule for the defrayal of such costs; provided, further, that the TIF agreement shall provide that no costs of such public constructions shall be recovered through betterments or special assessments imposed on any party which has not executed an agreement in accordance with the provisions of clause (v); and provided, further, that in the case of private construction as aforesaid, the TIF agreement shall include the types of industrial and commercial developments which are projected to occur within such TIF area, with documentary evidence of the level of commitment therefore, including but not limited to architectural plans and specifications as required by said regulations;

(iii) authorizes tax increment exemptions from property taxes, under clause 51 of section 5 of chapter 59, for a specified term not to exceed 20 years, for any parcel of real property which is included in a TIF agreement; provided, however, that the TIF agreement shall specify the level of the exemptions expressed as exemption percentages, not to exceed 100 per cent to be used in calculating the exemptions for the parcel, and for personal property situated on that parcel, as provided under said clause 51 of said section 5 of said chapter 59; provided, further, that the exemption for each parcel of real property shall be calculated using an adjustment factor for each fiscal year of the specified term equal to the product of the inflation factors for each fiscal year since the parcel first became eligible for an exemption under this clause; provided, further that the inflation factor for each fiscal year shall be a ratio;

(a) the numerator of which shall be the total assessed value of all parcels of commercial and industrial real estate that are assessed at full and fair cash value for the current fiscal year minus the new growth adjustment for the current fiscal year attributable to the

commercial and industrial real estate as determined by the commissioner of revenue under subsection (f) of section 21C of chapter 59; and

(b) the denominator of which shall be the total assessed value for the preceding fiscal year of all the parcels included in the numerator; provided, however, that the ratio shall not be less than 1;

(iv) establishes a maximum percentage of the costs of any public construction, referenced in clause (ii) and initiated subsequent to the adoption of the TIF agreement, that can be recovered through betterments or special assessments against any parcel of real property eligible for tax increment exemptions from property taxes pursuant to clause (iii) during the period of such parcel's eligibility for exemption from annual property taxes pursuant to clause 51 of section 5 of chapter 59, notwithstanding the provisions of chapter 80 or any other general or special law authorizing the imposition of betterments or special assessments;

(v) includes: (a) all material representations of the parties which served as the basis for the descriptions contained in the TIF agreement in accordance with the provisions of clause (ii); (b) a detailed recitation of the tax increment exemptions and the maximum percentage of the cost of public improvements that can be recovered through betterments or special assessments regarding such parcel of real property pursuant to clauses (iii) and (iv); (c) a detailed recitation of all other benefits and responsibilities inuring to and assumed by the parties to such agreement; and (d) a provision that such agreement shall be binding upon subsequent owners of such parcel of real property;

(vi) delegates to one board, agency or officer of the city or town the authority to execute the agreement in accordance with the provisions of clause (v);

(vii) is certified as an approved TIF agreement by the economic assistance coordinating council pursuant to section 3E of chapter 23A and regulations adopted by said council; provided, however, that the economic assistance coordinating council shall certify in its vote that the TIF agreement is consistent with the requirements of this section and section 3E of chapter 23A, and will further the public purpose of encouraging increased industrial and commercial activity in the commonwealth;

(viii) requires of an owner of a parcel pursuant to clause (v) to submit to the city or town clerk and the economic assistance coordinating council a report detailing the status of the construction laid out in the agreement; the current value of the property; and the number of jobs created to date as a result of the agreement; provided, however, that a report shall be filed every two years for the term of the tax increment exemption allowed under clause 51 of section 5 of chapter 59; and provided further, that a final report shall be filed in the final year of the exemption.

The board, agency or officer of the city or town authorized pursuant to clause (vi) to execute agreements shall forward to the board of assessors a copy of each approved TIF agreement, together with a list of the parcels included therein.

April 22, 2016

Town of Concord  
Select Board  
22 Monument Square  
Concord, MA 01742

Re: Junction Village Funding Advisory Committee Final Report

Select Board:

The Junction Village Funding Advisory Committee (JV FAC) has met monthly since November of 2015 to “explore and evaluate means and opportunities to provide up to \$3,000,000 in funding, from public and private sources” to support a “local financial commitment to the Junction Village assisted living project.”

Many members of the Committee brought important inputs from their expertise. After months of discussions with the developer, the offices of State Representative Cory Atkins and Senator Michael Barrett, and the development finance agencies representing the Commonwealth of Massachusetts, the JV FAC has concluded that the Town of Concord can successfully and best fund “a local financial commitment” as follows:

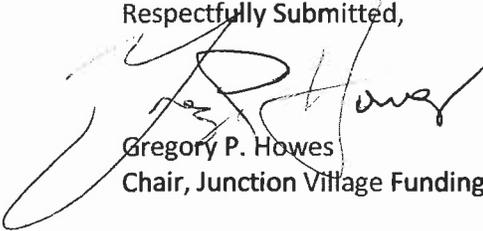
**Actions by the Town of Concord:**

1. Propose that the Select Board move that the voters allocate \$1,000,000 from “Free Cash.”
2. Propose to the Community Preservation Committee that they move that the voters approve a total of \$1,000,000 in CPA funds over the next two years.
3. The Concord Housing Foundation will seek to raise \$200,000 for the project.
4. Request that the regional HOME Consortium, of which Concord is a member, grant another \$200,000.

**Other Possible Sources of Financial Assistance:**

1. In conjunction with the developer, the Town of Concord can apply for Transit Oriented Development Bonds.
2. In conjunction with the developer, the Town consider applying for MassWorks funds to pay for the project and open space infrastructure.
3. Securitize cash flows from the development’s property tax revenue.
4. The Town consider creating a District Improvement Financing (DIF) / Tax Increment Financing (TIF) for this site.

Respectfully Submitted,



Gregory P. Howes  
Chair, Junction Village Funding Advisory Committee

## 2229 Main Street Oversight Committee 2019 Annual Report

*Members: Paul Boehm, Ray Bruttomesso, Board of Health representative Deborah Farnsworth, Len Rappoli, Pam Rockwell, Fred Seward, Natural Resources Commission representative Judith Zaunbrecher, Select Board liaison Linda Escobedo.*

The 2229 Main Street Oversight Committee was formed to monitor the cleanup at the site previously occupied by defense contractor Starmet, formerly Nuclear Metals, Inc. (NMI). This site was put on the Environmental Protection Agency (EPA) national priorities list in 2001 and is now a Superfund site. EPA has completed the building removal action, so at this point, the covered building slabs, construction trailers, sampling well-heads, and fences are the only structures that remain at the site. In 2019, a pump and treat system to remediate organics in the water was brought online, the Town NMI/Starmet Reuse Planning Committee began meeting to develop a reuse strategy for the Town, and the Consent Decree for the remediation of the entire 2229 Main Street site was lodged with the court and entered (starting the final remediation process.)

Previous testing determined that 1,4-dioxane, had moved off the site and was heading under the Assabet River, in the direction of Acton's drinking water wellfield. In 2019, the site contractor installed and activated a pump and treat system between the Starmet site and the drinking water wellfield to remove the 1,4-dioxane in accordance with the risk based cleanup levels specified in the Record of Decision (ROD) issued on September 30, 2015. The committee toured the new facility and viewed the sulfate and ozone based oxidation system which removes 1,4 dioxane from the water before it is discharged in the river. The design includes filters and reaction vessels housed in a small building on the Acton side of the river, and can be expanded if there is a need for additional wells in Concord if the data from the first few years of operation shows a need for further treatment to protect the Assabet River. The Committee also reviewed data that demonstrates that pumping contaminated water at this site does appear to interrupt the plume before it reaches the Acton wells.

In April 2018, Concord Town meeting voted to encourage taking ownership of the property promptly and to allocate funds for a redevelopment plan. This year, the Town has created a new committee, the NMI/Starmet Reuse Planning Committee to develop ideas about how the Town could reuse the site. The 2229 Main Street Oversight Committee has supported the new committee during an ambitious public forum to collect ideas from the public.

In October, the Justice Department lodged the consent decree with the court and asked for public comment. The consent decree is the contract for the remediation between the principal responsible parties and the Federal government, and it includes an ambitious timetable to develop a remediation workplan in the first 18 months. The committee spent considerable time reviewing the details of the consent decree and developed comments for the Town that support the cleanup process. In December, the consent decree was entered into the Federal record, and remediation planning has begun.

Currently depleted uranium in surface soils near building slabs, and in groundwater deep below the surface is confined to the 2229 Main Street property, and moves slowly, so EPA has ample time to ensure that the uranium never moves off the site. Contaminated soils up to a 10 foot depth will be dug up and removed from the site so that a person living, working, and growing their own food at the site for 70 years will have less than an increased cancer rate of one in a million because of their exposure. Groundwater at the site will be protected by chemically sequestering the large mass of depleted uranium deep below the old holding basin, surrounding it with a waterproof barrier like concrete or bentonite, and capping it. Contaminated soils will be shipped to a proper mixed waste disposal area and not buried at the site.

More information about the 2229 Main Street cleanup can be found at the following websites. The committee does not have control over the content of these sites:

- [www.nmisite.org](http://www.nmisite.org) is the website created by the contractor *de maximis inc.* It includes a list of the current activities at the site, including data and maps from the sampling that has been completed

and pictures of the building removal. There are also links to the EPA Record of Decision and feasibility study.

- More information from the EPA about the 2229 Main Street Superfund site can be found online at <http://www.epa.gov/superfund/nmi>

Written update following the consent decree for the Select Board.

-Pam Rockwell

### **Short history of the EPA process.**

The superfund site at 2229 Main Street was previously occupied by Starmet, formerly Nuclear Metals, Inc. (NMI), a former defense contractor. This site was added to the EPA national priorities list in 2001. Three extensive rounds of soil sampling and eight years of groundwater monitoring data were used to develop the human health risk assessment and record of decision that guide cleanup planning. EPA has completed an accelerated building removal action, so at this point, the covered building slabs, construction trailers, sampling well-heads, and fences are the only structures that remain at the site. In 2019, a pump and treat system to remediate organics in the water was brought online. In October 2019, the Consent Decree for the remediation of the entire 2229 Main Street site was lodged with the court. The consent decree is the contract for the remediation between the principal responsible parties and the Federal government, and it includes an ambitious timetable to develop a remediation workplan in the first 18 months. In December 2019, the consent decree was entered into the Federal record, and remediation planning has begun.

### **What contamination exists at the site?**

- ***Beryllium has been removed.*** Beryllium that was in the buildings and some buried drums has been eliminated from the site.
- ***Depleted Uranium(DU) in soil and sediments.*** The building foundations, drain lines, and soils around the buildings are contaminated with DU. Some other isolated soil and sediment areas are also contaminated with DU, including the sediments in the bottom of the cooling pond, a pile of sediments dredged from the cooling pond (sweepings pile), an old landfill at the site, some sediments on the border of the sphagnum bog, and some occasional spots along the parking lots where DU munitions were dropped. Some of these same soils contain PCBs. All of these contaminated soils and sediments will be dug up and removed from the site so that a person living, working, and growing their own food at the site for 70 years will have less than an increased cancer rate of one in a million because of their exposure.
- ***Depleted Uranium(DU) in groundwater.*** A deep, slow moving plume of DU in the ground water above the bedrock has also been identified heading from the former holding basin, under the buildings, in the direction of the Assabet River. Currently DU in surface soils near building slabs, and in groundwater deep below the surface is confined to the 2229 Main Street property, and moves slowly, so EPA has ample time to ensure that it never moves off the site. The large concentration of DU below the old holding basin extends into the water table and is the source of the groundwater contamination. This source material will be surrounded by an impermeable cement wall that reaches the bedrock, chemically stabilized inside the cement structure as an additional safety measure, covered and capped with an impermeable cover, and filled with at least another 10 feet of soil. Stabilizing chemicals will be added to the plume outside the footprint of the old holding basin to make the DU insoluble and to attempt to bring the water at the site up to the drinking water standard. But even with these remediations, it is expected that the site will be restricted so that no drinking water wells can be dug at the site.
- ***Organics in groundwater.*** The level of the organic chemical 1,4-dioxane in bedrock under the site is also substantial enough to require remediation, and is already being

treated with a pump and treat system that is located across the river from the site. Other volatile organic compounds deep under the site will be removed by the same system, but in the meantime, they may pose a vapor hazard to buildings that are built before the removal is complete, so funds have been set aside to test for possible vapor intrusion and create safeguards for new buildings.

**How risky will the site be after it's cleaned up?** Risk is not just about the concentration of a chemical, but also about how easily someone might be exposed. Residents and workers at the site are both exposed to the same chemicals, but residents will spend more hours at the site than workers and might eat food grown there. Residents can be any age, including infants who crawl and eat dirt. With input from Concordians, EPA has required a cleanup to its most stringent residential standard. That standard requires that anyone who lives at the site for a full 70 years will have less than a one in a million chance of developing cancer because of the legacy of this site. That is 10 times more protective than Massachusetts guidelines, and far more protective than many so-called "brownfield" sites, formerly contaminated properties now cleaned up and back in various uses, including residential. That higher standard is designed to dramatically reduce the likelihood of exposure.

**In an environment where funding is being cut from EPA, and government support of science is being withdrawn, how can I trust that the companies who are doing the cleanup will do the best possible job and not ignore new issues that arise?**

Principle responsible parties Whittaker and Textron, who are managing the cleanup, are only footing a small amount of the bill. The US Army, who supplied the DU to NMI/Starmet, is funding the major part of the cleanup (98%). So Whittaker and Textron have an incentive to do a complete job at the site the first time, while the Army is paying their bills, because they know that they will always be liable for contamination at the site, but might not always have the comprehensive funding agreement with the Army that will pay for it. While Concord can expect that Whittaker and Textron will be responsible administrators of our Federal tax dollars that are paying for this cleanup, they also recognize that their companies will still be liable for anything found in the future when there might be even stricter enforcement.

We have seen examples of this responsible behavior throughout this cleanup:

- During the remedial investigation, the contractor dug up barrels of beryllium waste buried at the site to test them. The normal procedure would be to return them to the ground or store them at the site until the final remediation time, but Whittaker and Textron chose to dispose of the barrels off-site at that time, rather than postpone the inevitable.
- During the remedial investigation, the safety standard for beryllium was under discussion to be changed dramatically. Anticipating the more protective standard in the future, the contractor used the more protective number in risk documents being developed at the time.
- While the buildings were still occupied by Starmet, the contractor worked with the State of Massachusetts Department of Environmental Protection to have barrels of DU metal waste removed from the buildings and disposed of off-site, rather than wait for the company to vacate the site.
- Recognizing that the abandoned buildings were a more serious risk than the soils at the site, Whittaker and Textron led an effort to remove the buildings down to their slabs as an accelerated action before the final cleanup decisions were made, and disposed of all

of the building materials off-site, rather than leave them in trailers in Concord until the final remediation began.

- While the EPA Record of Decision was under discussion, the technology to detect 1,4-dioxane dramatically improved. This new technology revealed that drinking water wells across the river could potentially be impacted by 1,4-dioxane travelling under the river towards Acton. Rather than ignore this new data or try to blame it on another offender, Textron and Whittaker quickly planned and implemented a pump and dump remedy to intercept the chemicals before they impact Acton's wells. Shortly after that they developed an innovative pump and treat system, that also treats volatile organics on the site, and that system came on line before the final contract between Whittaker, Textron, and the government were recorded.
- Since the Record of Decision was filed, water sampling has shown an anomalous concentration of natural uranium in a bedrock well on the site, and rather than blame this on mother nature, Textron and Whittaker have added stabilization of natural uranium in bedrock to the remediation list.

In all of these cases, excuses could have been made to postpone these actions, ignore this new data, or leave these materials in Concord until the final disposal plan is developed, but instead, these companies made the most protective decisions that they could, and Concordians are safer because of it.

# NMI/Starmet Site Reuse Concepts

Presented to Town of  
Concord Select Board

February 10, 2020

Gary Kleiman, NMI/Starmet  
Reuse Committee

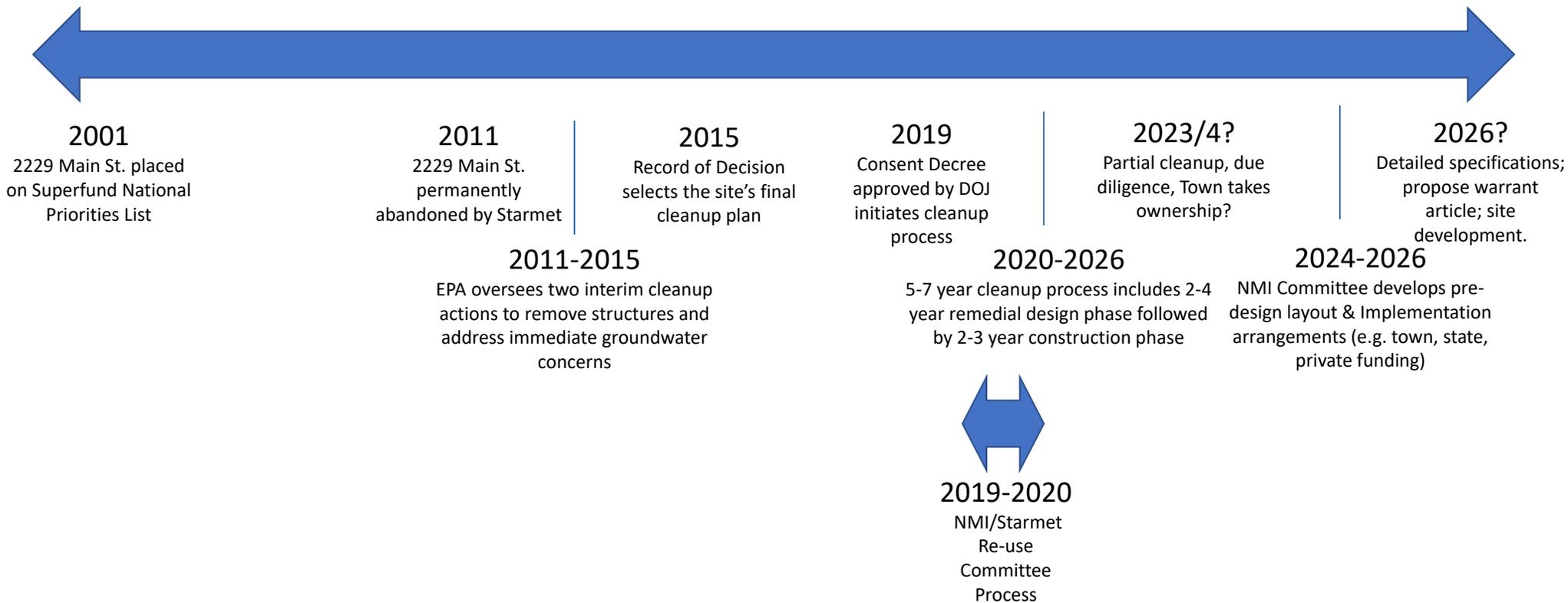
Pam Rockwell, 2229 Main St.  
Committee

Bruce Thompson  
de maximis, Inc.

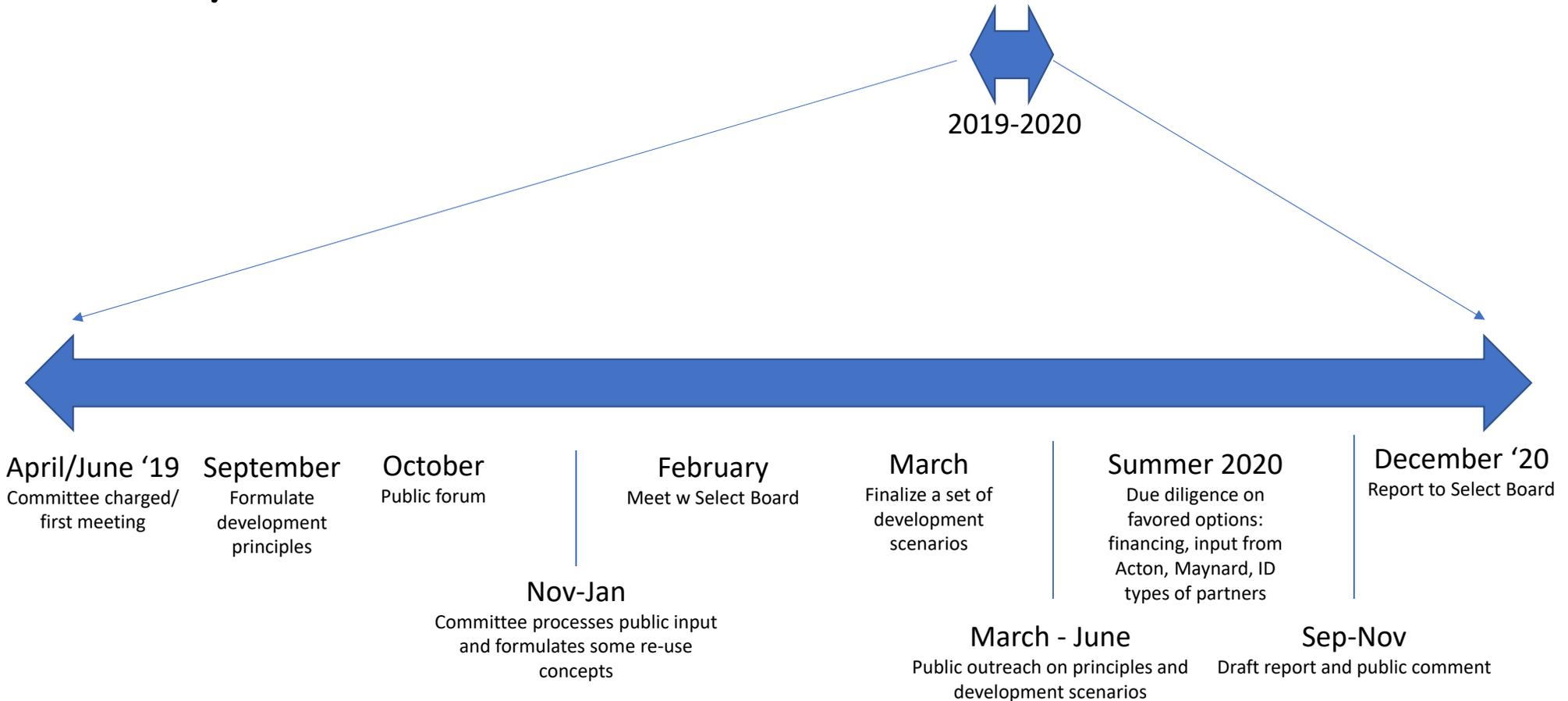
# Executive Summary:

- **Charge:** NSRC to assist the Town with identifying possible ways to reuse the 2229 Main Street site for maximum public benefit
- **Key Issues:** Committee has identified a reuse “master plan” concept, but key issues remain:
  - Mixed-use development vs clustered development (i.e. housing separate from commercial, retail or municipal uses)?
  - Number and type of indoor and outdoor recreational uses that would maximize public benefit?
  - Intensity of development: Use A2 for fill or leave as undisturbed open space? Develop A3 and A4? ~50% of site will remain open space.
  - Due diligence around financing development (i.e. balance of market rate vs subsidized; 3<sup>rd</sup> party development options; public-private or grant funded development options)?
- **Timetable/implications for Select Board**
  - Risk communication remains an issue the Town must deal with before taking a plan to the community
  - General redevelopment framework to shared with EPA/de maximis by April; enhanced detail by late summer
  - What are the “Town needs” in order to take ownership? (taking ownership by entity that will implement “institutional controls” may be a requirement of 95% remedial design... before remedial design is complete!)
  - Final plan needs to be put in larger context of other Town redevelopment projects (i.e. Peabody, Harvey Wheeler, Keyes Road, Everett St., etc.)

# A Tale of Two Timelines



# NMI/Starmet Reuse Committee Timeline



## Step 1: Remedial Design/Remedial Action Workplan

1. Site-wide soil and sediment testing
2. In-situ sequestration (ISS) testing (**testing agents** within holding basin and deep sub-surface plume)
3. Holding Basin containment structure design
4. **Bedrock 1,4 dioxane flow and stabilization testing**
5. **Identifying stabilization agents for DU in, and down-plume, of holding basin and U in bedrock**

Timeframe: March 2020



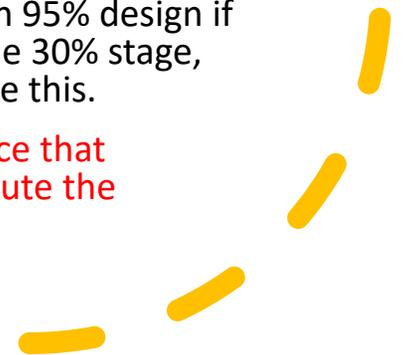
## Subsequent Remedial Design Submittals and Remedial Action

1. Preliminary (30%) RD
2. Intermediate (60%) RD\*
3. Pre-final (95%) RD†
4. Final (100%) RD
5. Remedial Action (the cleanup!)

Timeframe: 4-6 years

\*Intermediate design may be skipped/combined with 95% design if there is a clear direction/concept for the design at the 30% stage, subject to EPA approval; de maximis plans to propose this.

†The 95% RD will need to include record title evidence that demonstrates that the person or entity that will execute the institutional control is the owner of that property.



# Reuse Concepts



Re-use Principles



Potential uses and public input



Re-use zones and 'Use typology'



Phased use definition with due diligence

# Reuse Principles

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**MULTIPLE INTEGRATED USES:**  
REDEVELOPMENT SHOULD  
ADDRESS MULTIPLE NEEDS  
IDENTIFIED BY THE COMMUNITY



**ENVIRONMENTAL STEWARDSHIP:**  
REDEVELOPMENT SHOULD BE  
SUSTAINABLE AND PRESERVE  
ENVIRONMENTAL ASSETS, BE  
CARBON NEUTRAL AND IMPROVE  
LANDSCAPE RESILIENCE



**FISCAL SUSTAINABILITY: FIND  
CREATIVE WAYS TO FUND REUSE**



**COMMUNITY SYNERGY:**  
STRENGTHEN COMMUNITY AND  
OUR RELATIONSHIP WITH  
NEIGHBORING TOWNS. PROVIDE  
OPPORTUNITIES FOR PEOPLE FROM  
DIVERSE SOCIAL GROUPS TO  
INTERACT AS THEY ACCESS  
SERVICES AT THE SITE, AND  
SUPPORT ACCESSIBILITY TO LOCAL  
NEIGHBORHOODS AND  
SURROUNDING COMMUNITIES.

# Potential uses and public input

Nature viewing  
area/outdoor  
classroom

Senior center

Revenue generating  
retail/office/industrial

Coffee Shop, bowling  
alley, movie,  
restaurants

Emergency shelter –  
Other municipal uses

Indoor recreation/  
field house

Co-work/start-up  
office space

Trail network –  
connected open space

Local transit hub

Artisan incubator  
space

Open  
space/landscape  
resilience

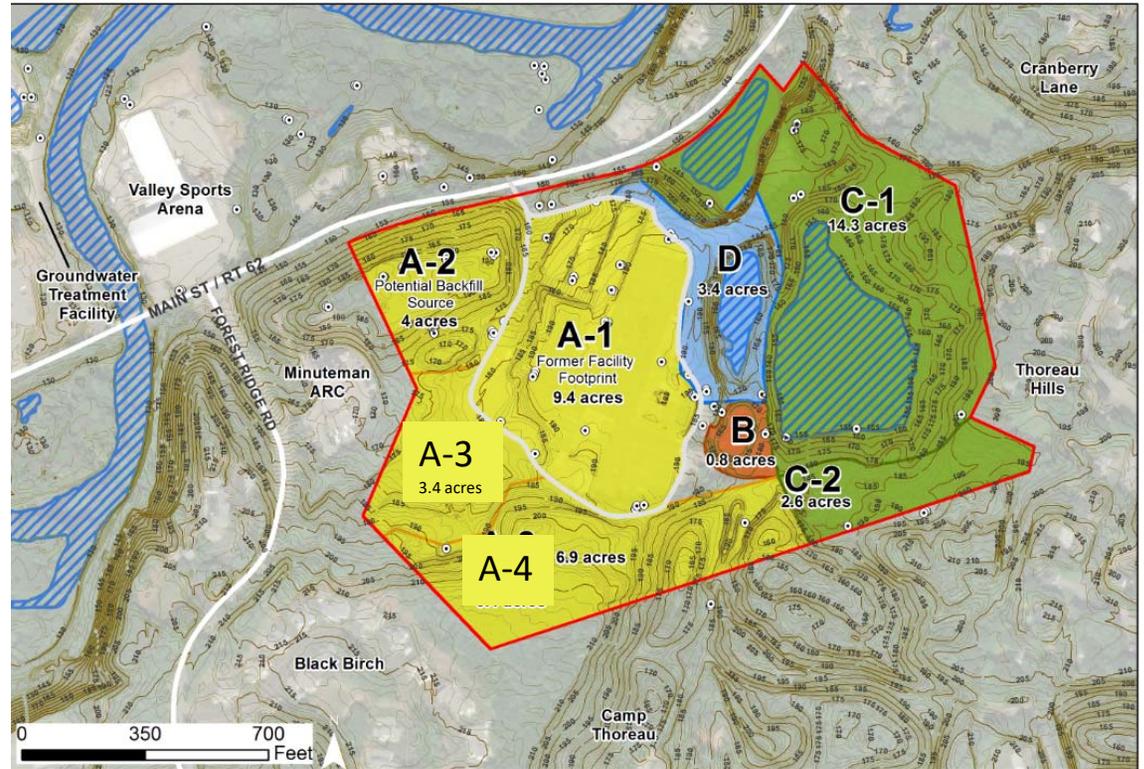
Alternative housing  
options

Solar generation/grid  
storage

Childcare center

Innovation hub/  
University satellite  
campus

# Reuse "Zones" Established



**Potential Reuse Zones Map**



Use 'typology'

#### **Indoor uses**

1. Housing
2. Commercial/Light Industrial
3. Recreational/Municipal/Artisanal

#### **Outdoor uses**

1. Active recreation (sports fields, etc)
2. Passive recreation (nature viewing, trails)
3. Parking/transit node
4. Open space

# Master Reuse Concept

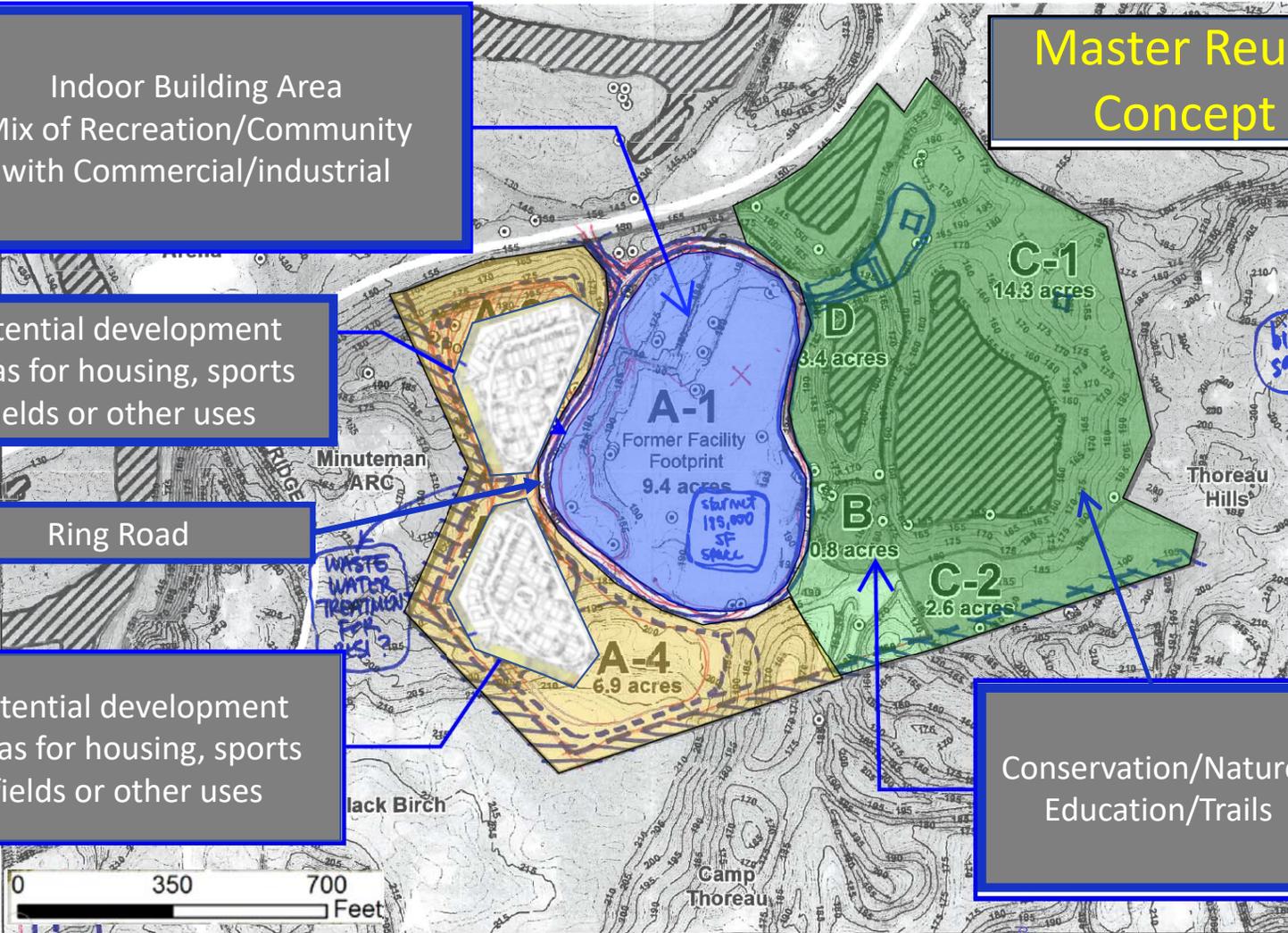
Indoor Building Area  
Mix of Recreation/Community  
with Commercial/Industrial

Potential development  
areas for housing, sports  
fields or other uses

Ring Road

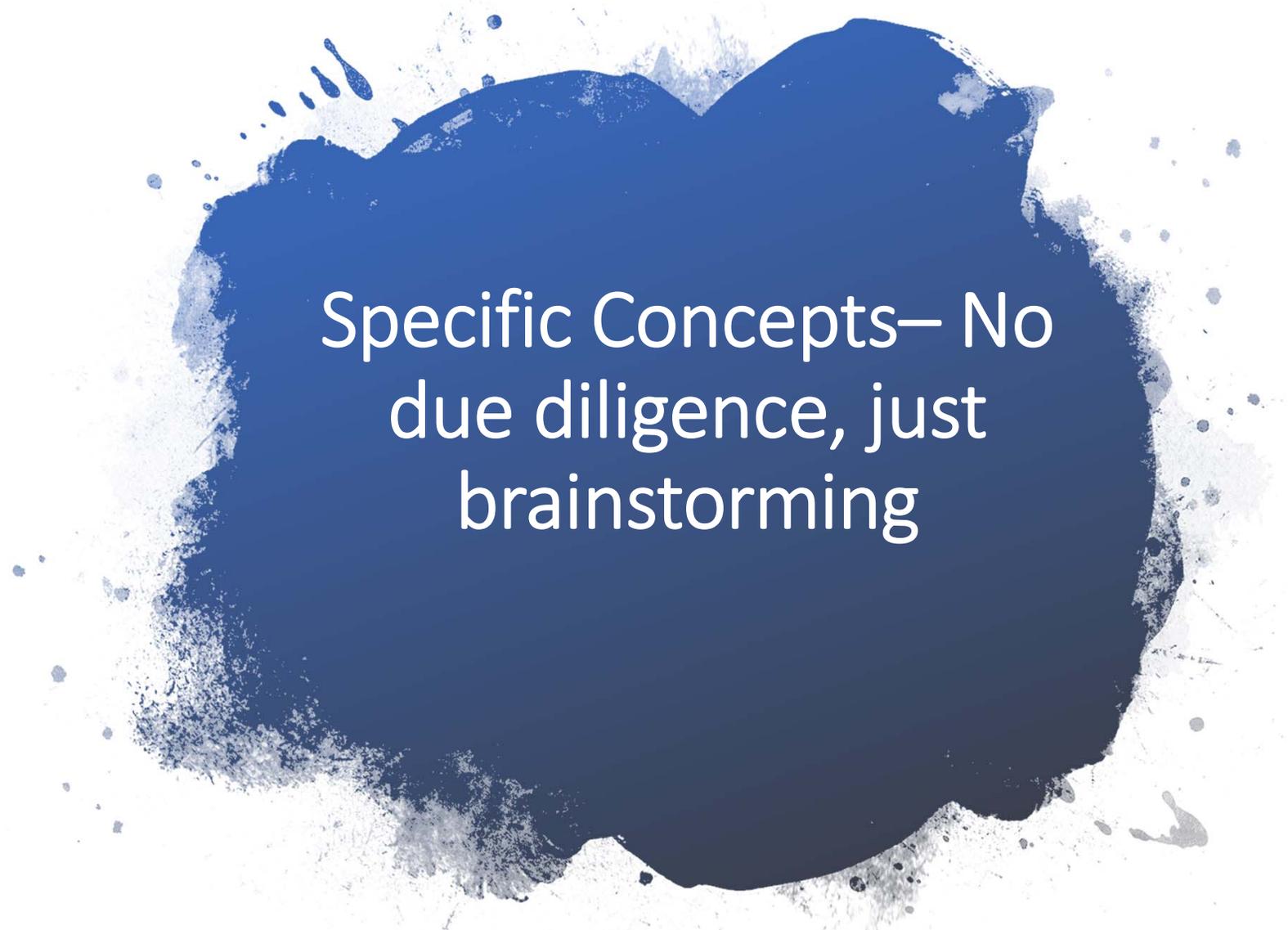
Potential development  
areas for housing, sports  
fields or other uses

Conservation/Nature/  
Education/Trails



Potential Reuse Zones Map

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Specific Concepts– No  
due diligence, just  
brainstorming

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# Concept 1: Indoor Multipurpose Community Space (~6000 ft<sup>2</sup>)

**Recreation** (Gym; indoor court(s); walking track)

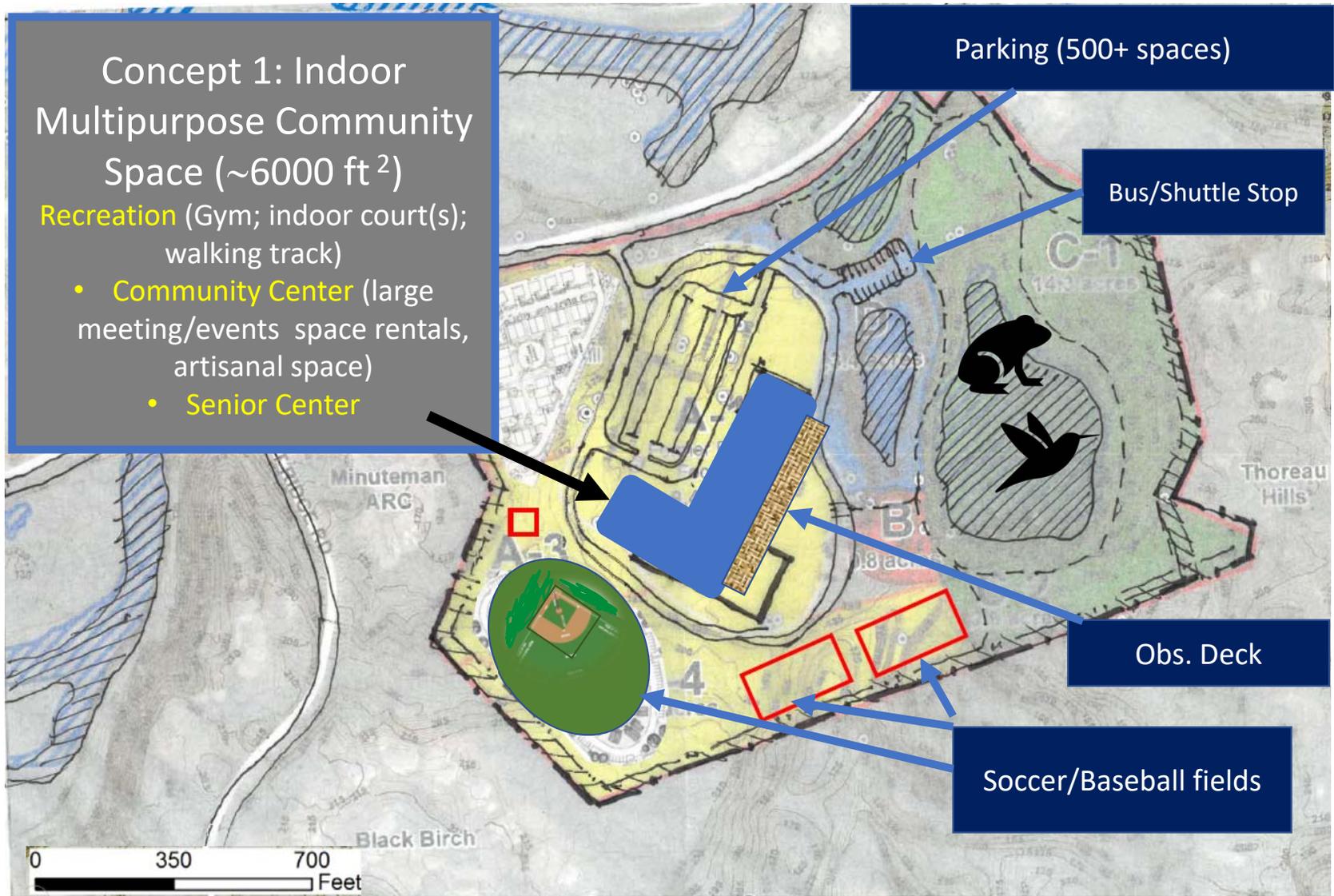
- **Community Center** (large meeting/events space rentals, artisanal space)
- **Senior Center**

Parking (500+ spaces)

Bus/Shuttle Stop

Obs. Deck

Soccer/Baseball fields



0 350 700 Feet

Concept 1 is Patterned After Community/Recreation Center in East Boulder Colorado

600 feet

Indoor/Outdoor Complex  
(East Boulder Community Center)

300 feet

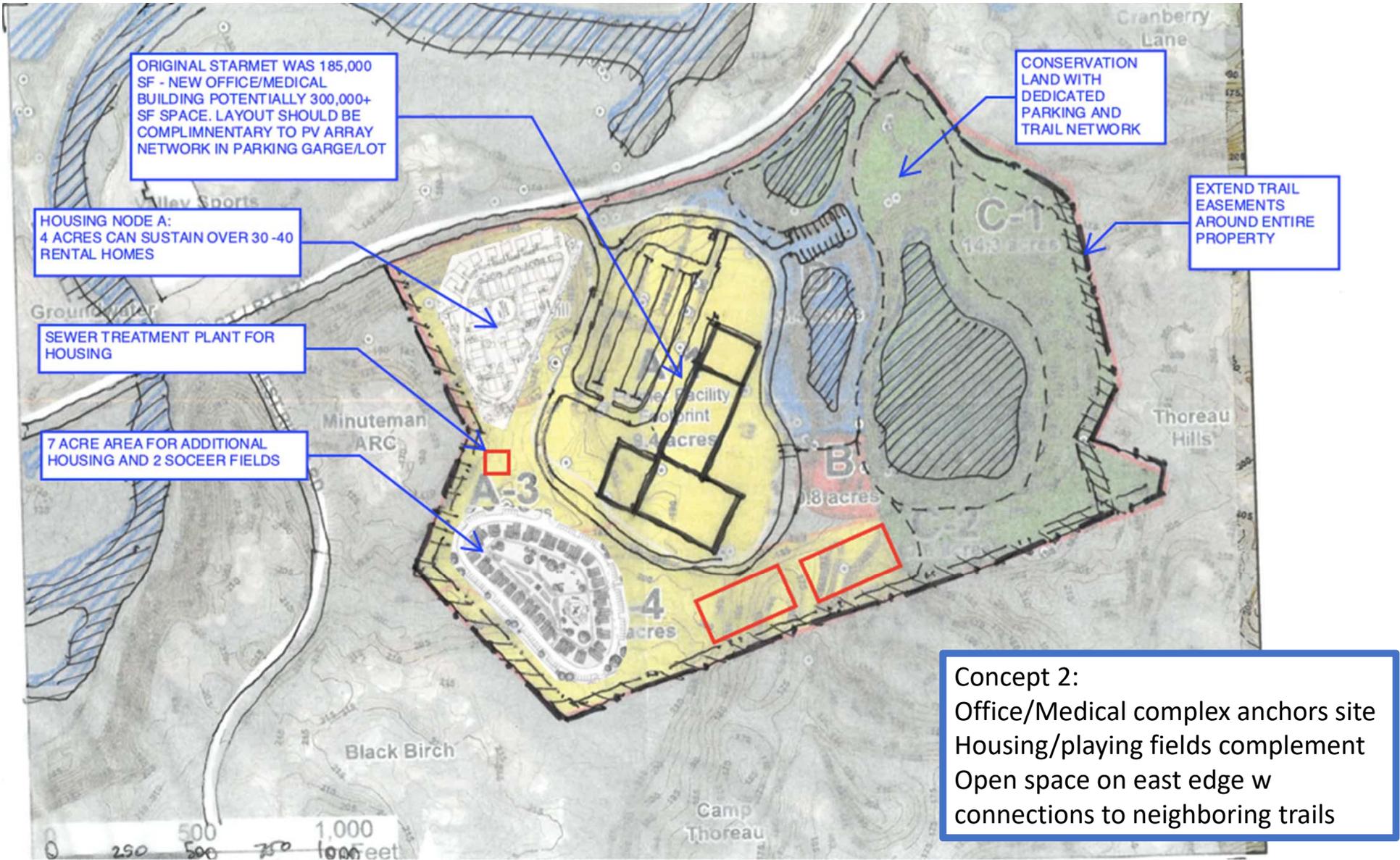
300 feet

East Boulder Community Center

Google Earth

Imagery Date: 10/1/2018 39°59'31.41" N 105°13'09.37" W elev 0 ft eye alt 1046 ft





ORIGINAL STARMET WAS 185,000 SF - NEW OFFICE/MEDICAL BUILDING POTENTIALLY 300,000+ SF SPACE. LAYOUT SHOULD BE COMPLIMENTARY TO PV ARRAY NETWORK IN PARKING GARAGE/LOT

HOUSING NODE A: 4 ACRES CAN SUSTAIN OVER 30-40 RENTAL HOMES

SEWER TREATMENT PLANT FOR HOUSING

7 ACRE AREA FOR ADDITIONAL HOUSING AND 2 SOCCER FIELDS

CONSERVATION LAND WITH DEDICATED PARKING AND TRAIL NETWORK

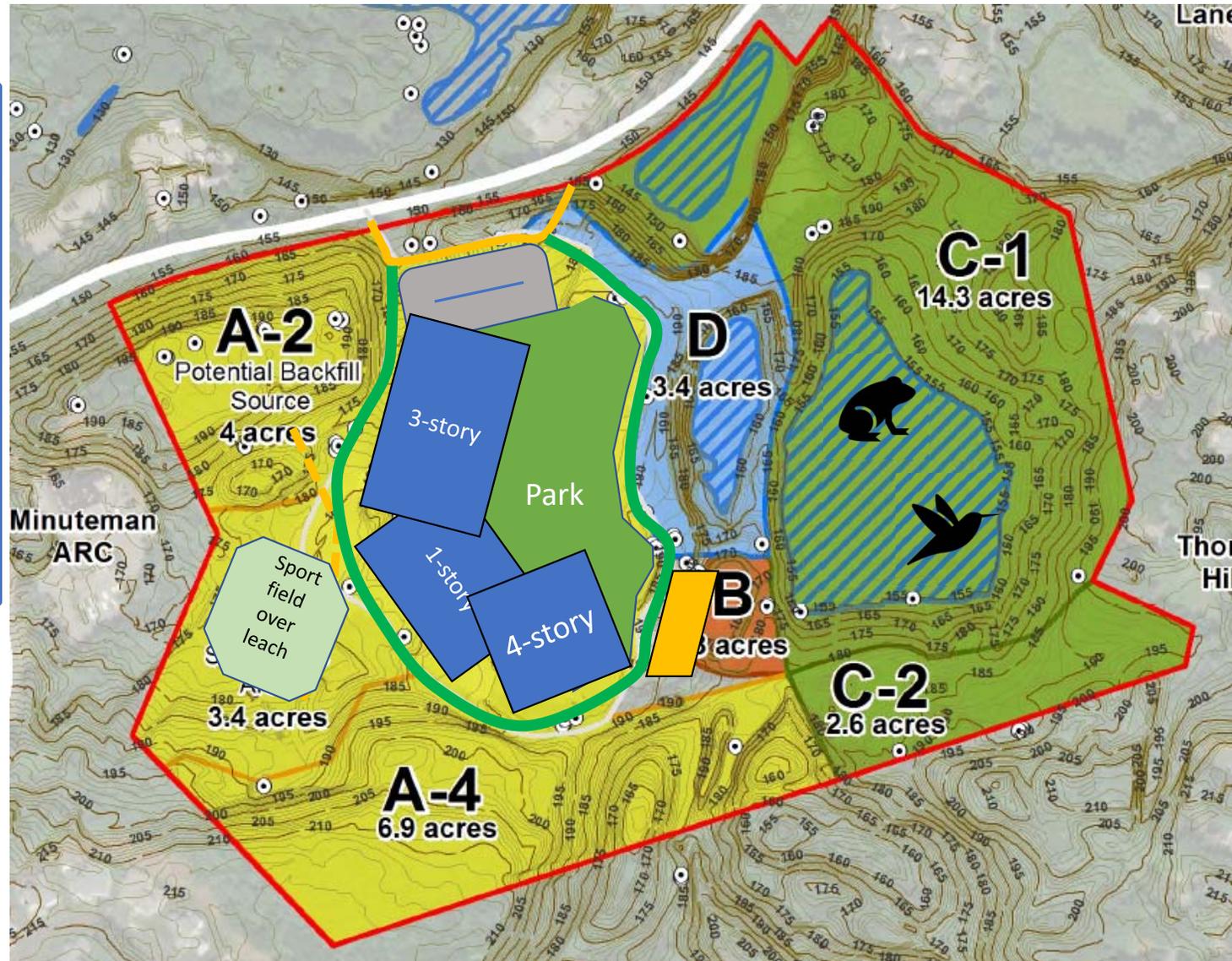
EXTEND TRAIL EASEMENTS AROUND ENTIRE PROPERTY

**Concept 2:**  
 Office/Medical complex anchors site  
 Housing/playing fields complement  
 Open space on east edge w  
 connections to neighboring trails

### Concept 3: Mixed-use

- Housing [~200 units; 220,000 sq ft]
- Recreation/entertainment (e.g. trampoline park, movie theatre, senior center) [~50,000 sq ft]
- Dining/retail/office [~35,000 sq ft]
- Artisan studio/co-work space [~15,000 sq ft]
- Trail links to open space, nature viewing and surrounding trail network
- Athletic field or outdoor recreation use over leach field
- Retains future development possibilities (A4, A2)

-  Transit link
-  Ring road
-  Tiered parking
-  Mixed use
-  Athletic field
-  Bus Parking
-  Park/al fresco dining



Outstanding  
questions for  
public input  
and due  
diligence

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**Housing:** Separate from commercial/office/retail/recreational uses or embrace mixed-use development?

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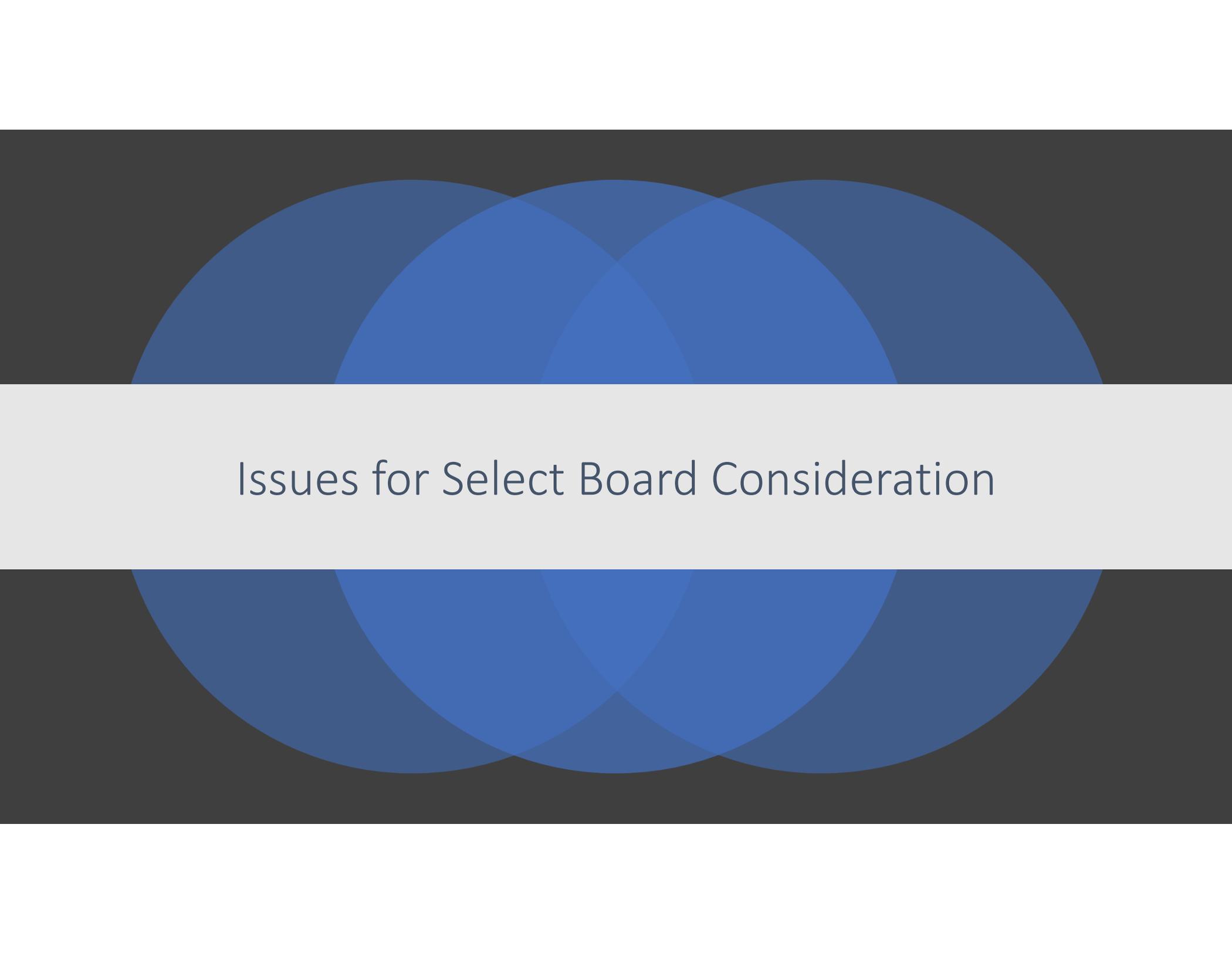
**Outdoor sports facilities:** Number and type of outdoor recreational uses?

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**Intensity of development:** Use A2 for fill or leave as undisturbed open space? Develop A3 and A4?

---

**Fiscal Implications:** ratio of “market rate” vs “cross-subsidized”; cost-benefit; Town, state, federal support?

The background features a dark grey horizontal band at the top and bottom. In the center, there are three overlapping circles in shades of blue, creating a Venn diagram-like pattern. A light grey horizontal band is positioned across the middle, containing the text.

# Issues for Select Board Consideration

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# Risk Communication

- Mixed feedback from public regarding risk from prior contamination
  - Many receptive to opportunities afforded by 46-acre parcel
  - Some OK with many uses, but not housing
  - Some remain concerned about re-use of superfund site
- Seems critical that Town put residual risk in perspective
  - Examples of successful risk communication exist
  - Town should consider how to communicate this risk prior to acquisition, Town Meeting warrant (also understand that Textron/Whitaker will “own” risk forever; Army pays!)

Potential  
Natural  
Resource  
Damage  
Assessment  
Settlement  
Funds



Funds could become available  
upon settlement



Town advocacy and support for  
use of these funds when they  
become available

# Redevelopment Issues



## **Fiscal impact**

Due diligence process will have to consider the balance of uses that are market rate with those that require subsidization or financed through 3<sup>rd</sup> party investors; SB will have to provide guidance on level of Town investment that can be supported.



## **Strategic use of large parcels**

Timing of development relative to Peabody availability

Staging of redevelopment to enable other municipal property redevelopment (e.g. Harvey Wheeler, Keyes Road or Everett St.)

# NMI/Starmet Site Reuse Concepts

Presented to Town of  
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Gary Kleiman, NMI/Starmet  
Reuse Committee

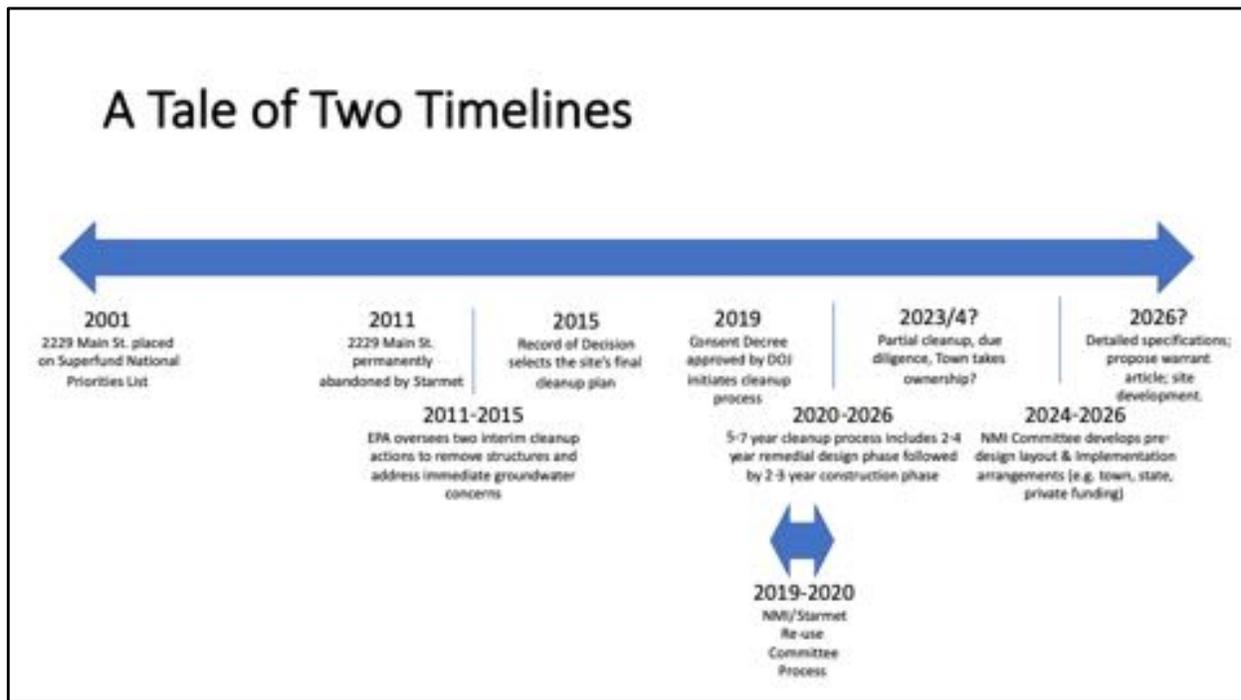
Pam Rockwell, 2229 Main St.  
Committee

Bruce Thompson  
de maximis, Inc.

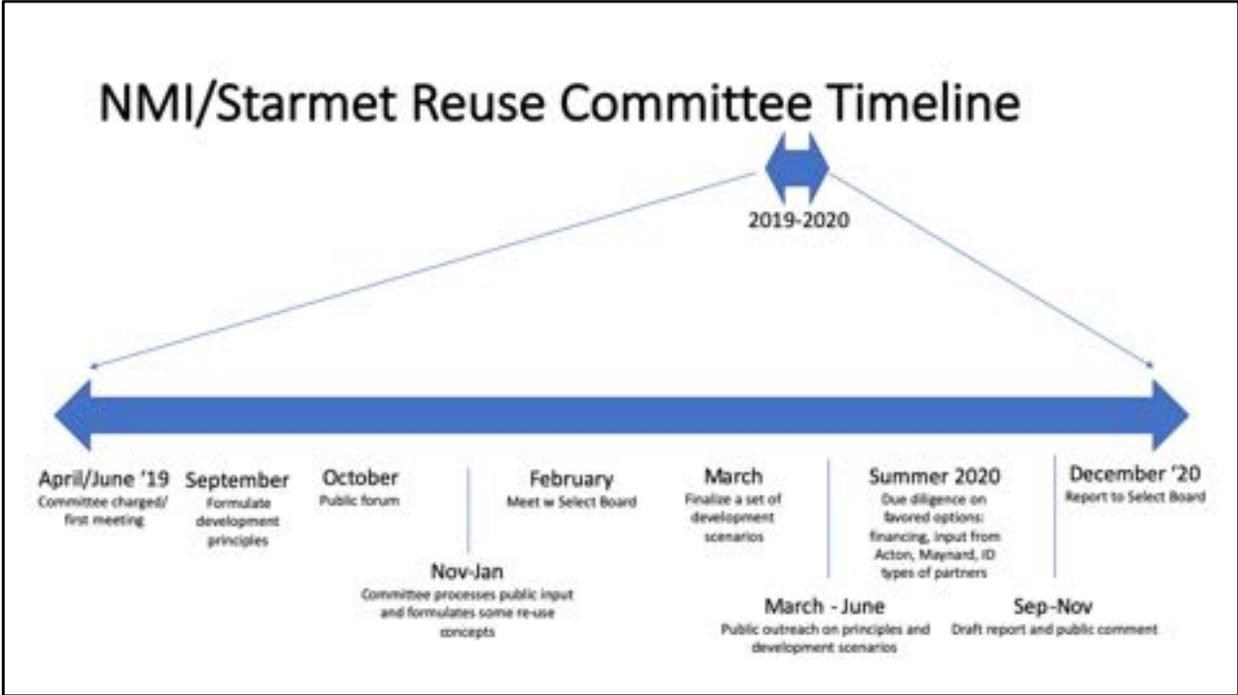
## Executive Summary:

- **Charge:** NSRC to assist the Town with identifying possible ways to reuse the 2229 Main Street site for maximum public benefit
- **Key Issues:** Committee has identified a reuse "master plan" concept, but key issues remain:
  - Mixed-use development vs clustered development (i.e. housing separate from commercial, retail or municipal uses)?
  - Number and type of indoor and outdoor recreational uses that would maximize public benefit?
  - Intensity of development: Use A2 for fill or leave as undisturbed open space? Develop A3 and A4? ~50% of site will remain open space.
  - Due diligence around financing development (i.e. balance of market rate vs subsidized; 3<sup>rd</sup> party development options; public-private or grant funded development options)?
- **Timetable/Implications for Select Board**
  - Risk communication remains an issue the Town must deal with before taking a plan to the community
  - General redevelopment framework to shared with EPA/de maximis by April; enhanced detail by late summer
  - What are the "Town needs" in order to take ownership? (taking ownership by entity that will implement "institutional controls" may be a requirement of 95% remedial design... before remedial design is complete!)
  - Final plan needs to be put in larger context of other Town redevelopment projects (i.e. Peabody, Harvey Wheeler, Keyes Road, Everett St., etc.)

## A Tale of Two Timelines



This timeline provides some rough indication of the overarching timeline for cleanup of the NMI/Starmet site.



This timeline highlights the near-term work of the re-use committee that should end this calendar year.

Step 1: Remedial  
Design/Remedial  
Action Workplan

1. Site-wide soil and sediment testing
2. In-situ sequestration (ISS) testing  
(stabilizing contamination within holding  
basin and deep sub-surface plume)
3. Holding Basin containment structure design
4. 1,4 dioxane pump and treat testing
5. Uranium stabilization and/or pump testing

Timeframe: March 2020

Based on the recent DOJ Consent Decree and subsequent funding of the trust fund for cleanup, a clock has started for the remedial design and remedial action for the cleanup, beginning with a workplan due around March.

Subsequent  
Remedial Design  
Submittals and  
Remedial Action

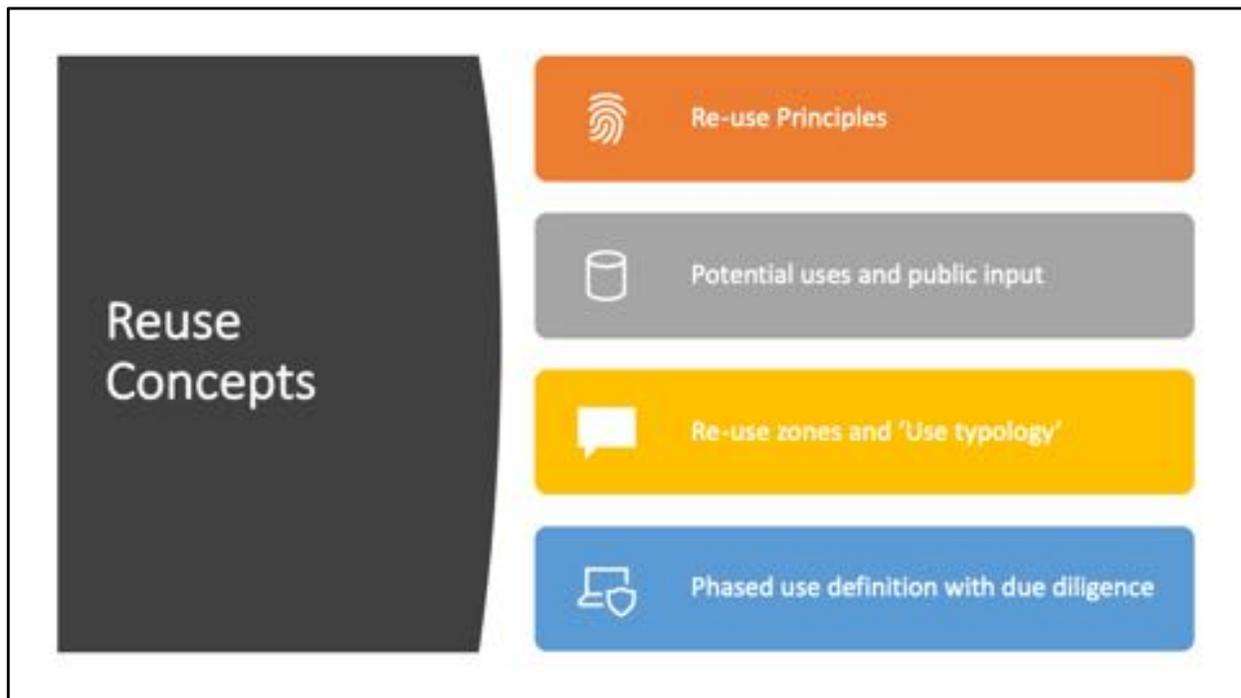
1. Preliminary (30%) RD
2. Intermediate (60%) RD\*
3. Pre-final (95%) RD†
4. Final (100%) RD
5. Remedial Action (the cleanup!)

Timeframe: 4-6 years

\*Intermediate design may be skipped/combined with 95% design if there is a clear direction/concept for the design at the 30% stage, subject to EPA approval; de maximis plans to propose this.

†As a condition in the 95% RD, an entity that will execute the "institutional controls" may need to demonstrate ownership.

Several subsequent steps will then define the work to be done and complete that work over a period of 4-6 years.



While the planning for the actual cleanup is underway, it is imperative that the Town continues planning for re-use since a decision regarding ownership may need to be made prior to completion of the cleanup (see slide 6). The NMI/Starmet Re-use planning Committee (NSRC) has identified several redevelopment concepts that we wanted to share with you tonight to help you understand how we envision redevelopment to proceed at this point.

## Reuse Principles

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**MULTIPLE INTEGRATED USES:**  
REDEVELOPMENT SHOULD  
ADDRESS MULTIPLE NEEDS  
IDENTIFIED BY THE COMMUNITY



**ENVIRONMENTAL STEWARDSHIP:**  
REDEVELOPMENT SHOULD BE  
SUSTAINABLE AND PRESERVE  
ENVIRONMENTAL ASSETS, BE  
CARBON NEUTRAL AND IMPROVE  
LANDSCAPE RESILIENCE

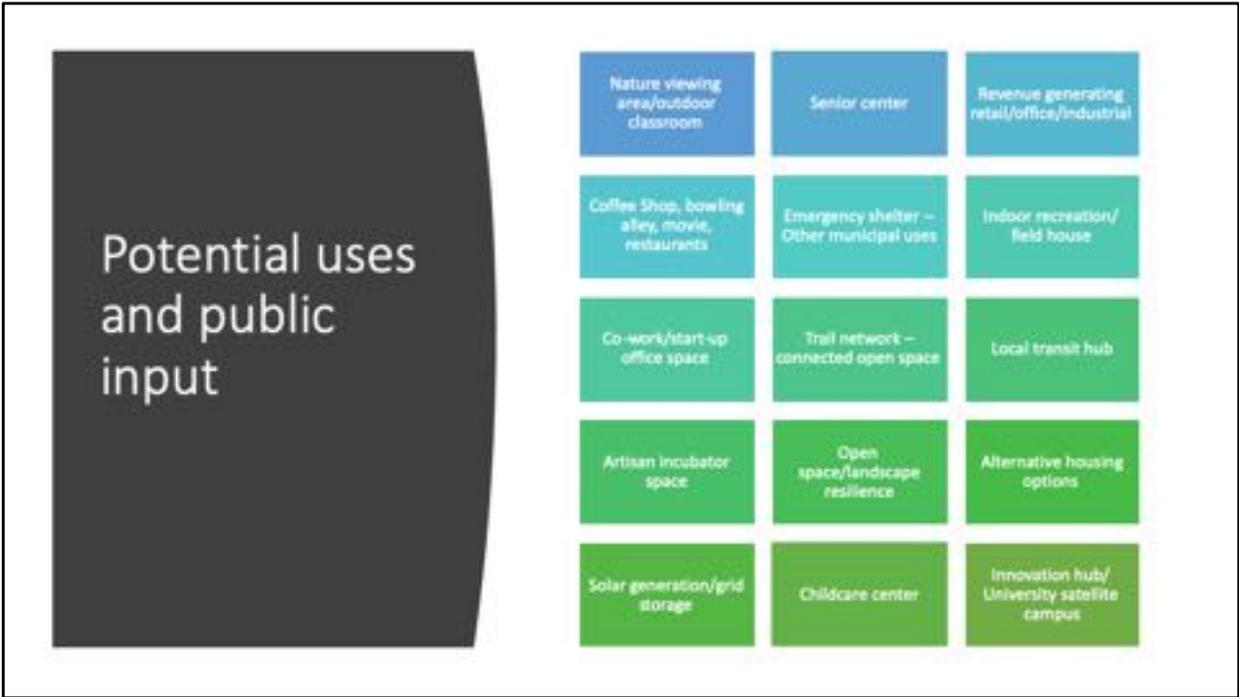


**FISCAL SUSTAINABILITY: FIND  
CREATIVE WAYS TO FUND REUSE**



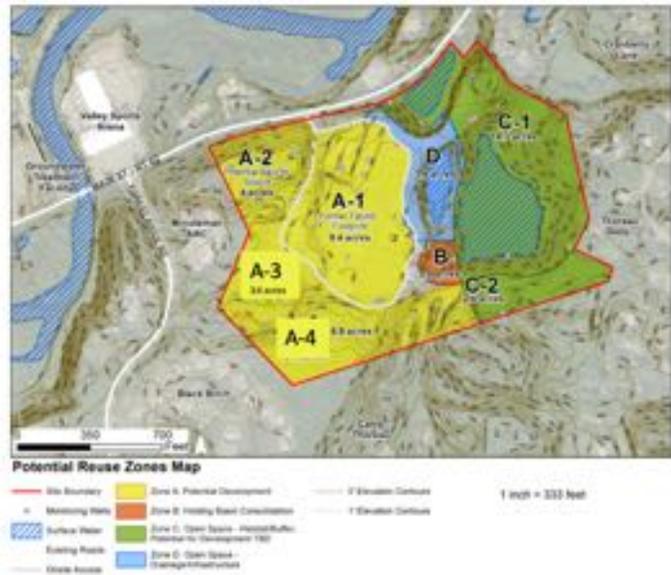
**COMMUNITY SYNERGY:**  
STRENGTHEN COMMUNITY AND  
OUR RELATIONSHIP WITH  
NEIGHBORING TOWNS. PROVIDE  
OPPORTUNITIES FOR PEOPLE FROM  
DIVERSE SOCIAL GROUPS TO  
INTERACT AS THEY ACCESS  
SERVICES AT THE SITE, AND  
SUPPORT ACCESSIBILITY TO LOCAL  
NEIGHBORHOODS AND  
SURROUNDING COMMUNITIES.

First, the committee identified four principles that are consistent with the Town's long-range plan that can help the committee and the public to guide redevelopment concepts.

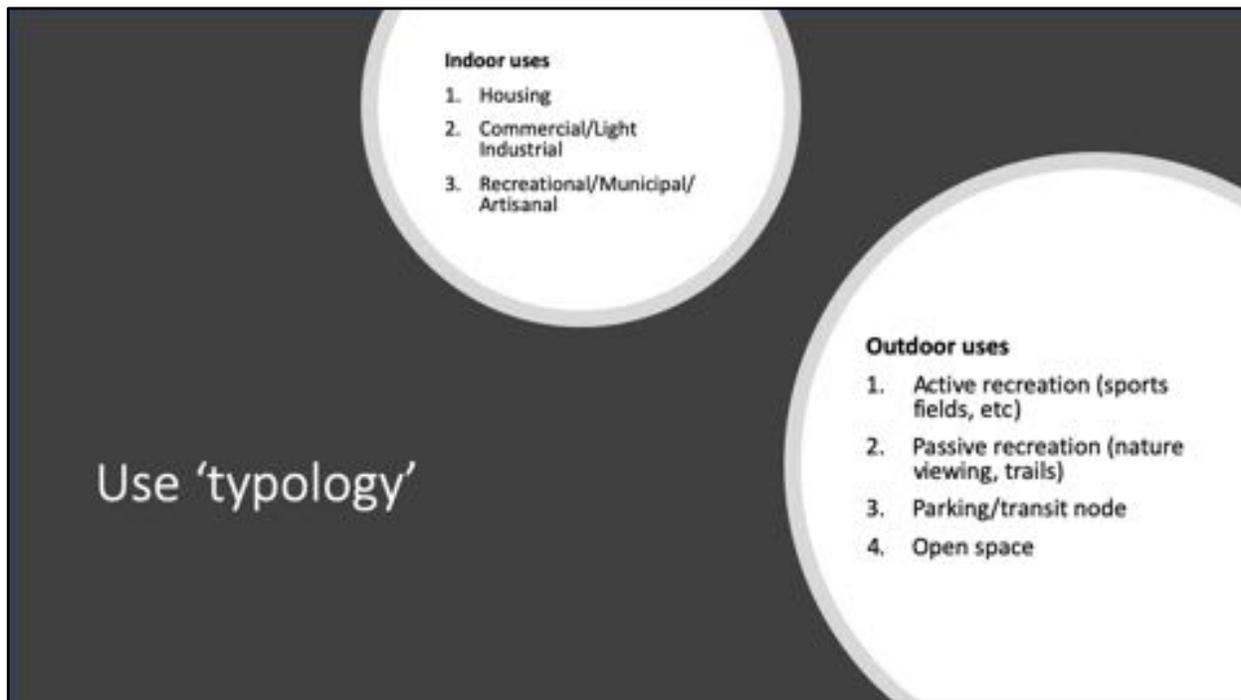


Next the committee identified several potential uses that would benefit the Town (devoid of context and due diligence) simply to garner Town ideas and sentiment about the site. The list shown has been refined based on community input. Clearly there are a wide range of potential uses that the community feels can serve as a benefit to the Town.

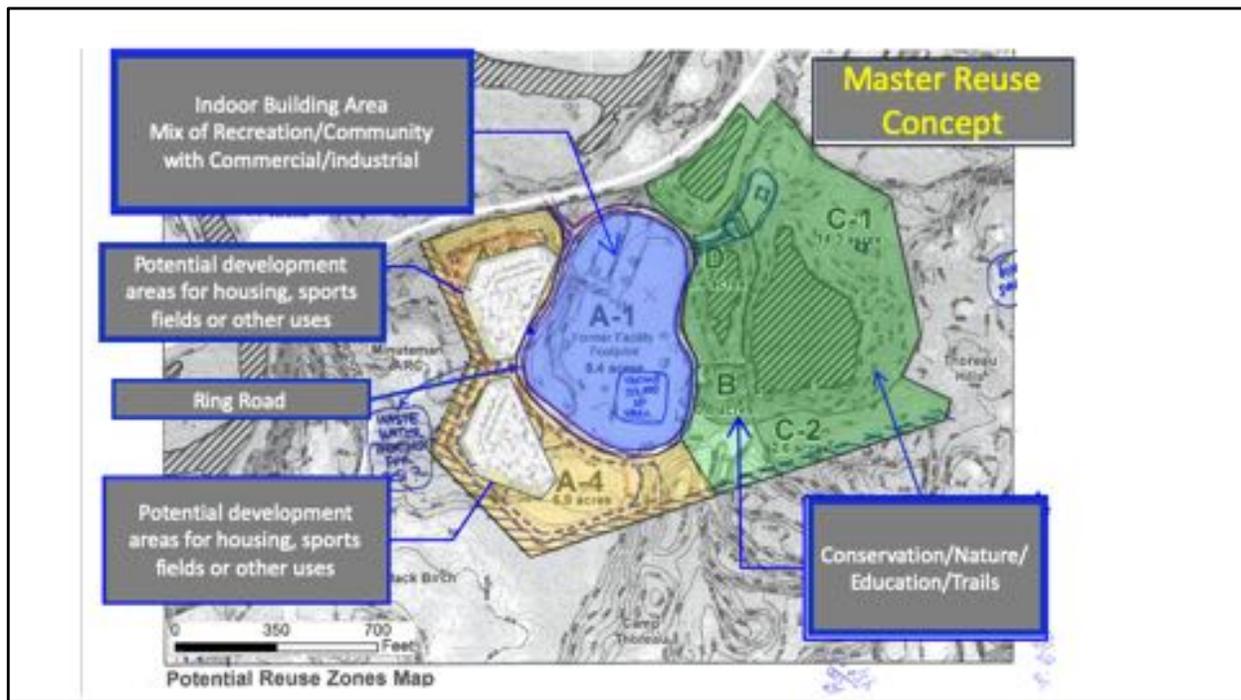
# Reuse "Zones" Established



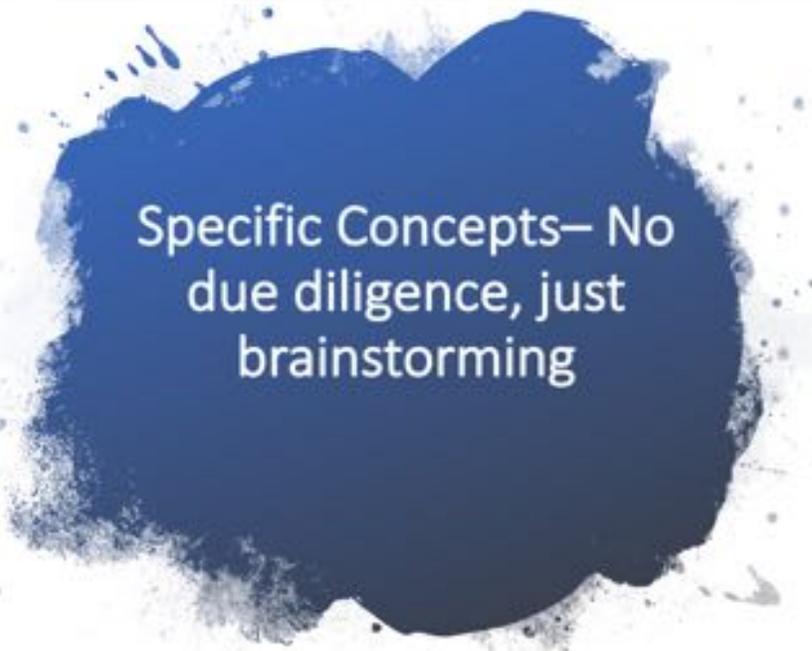
USEPA and Department of Energy consultants are most familiar with the site. They have developed the recommended redevelopment zones shown on this slide based on the physical geography of the site. The committee has considered these zones in considering redevelopment options.



While the list of potential uses on slide 9 is useful for thinking creatively about redevelopment of the site, the committee developed the above typology as the breakdown of uses that is most useful for considering the remedial design and remedial action implications of site redevelopment. After all, whether a building contains a retail shop, a restaurant or a commercial office does not matter from the perspective of cleanup, just that a building would be needed. Similarly for sports fields of one type versus another is not as important as whether the area would support irrigation or stadium structures versus natural areas supporting trails or wildlife habitat. The indoor uses are stratified between uses that might be market rate versus those uses like municipal uses or artist studios, which may require cross-subsidization or creative finance mechanisms to be supported.

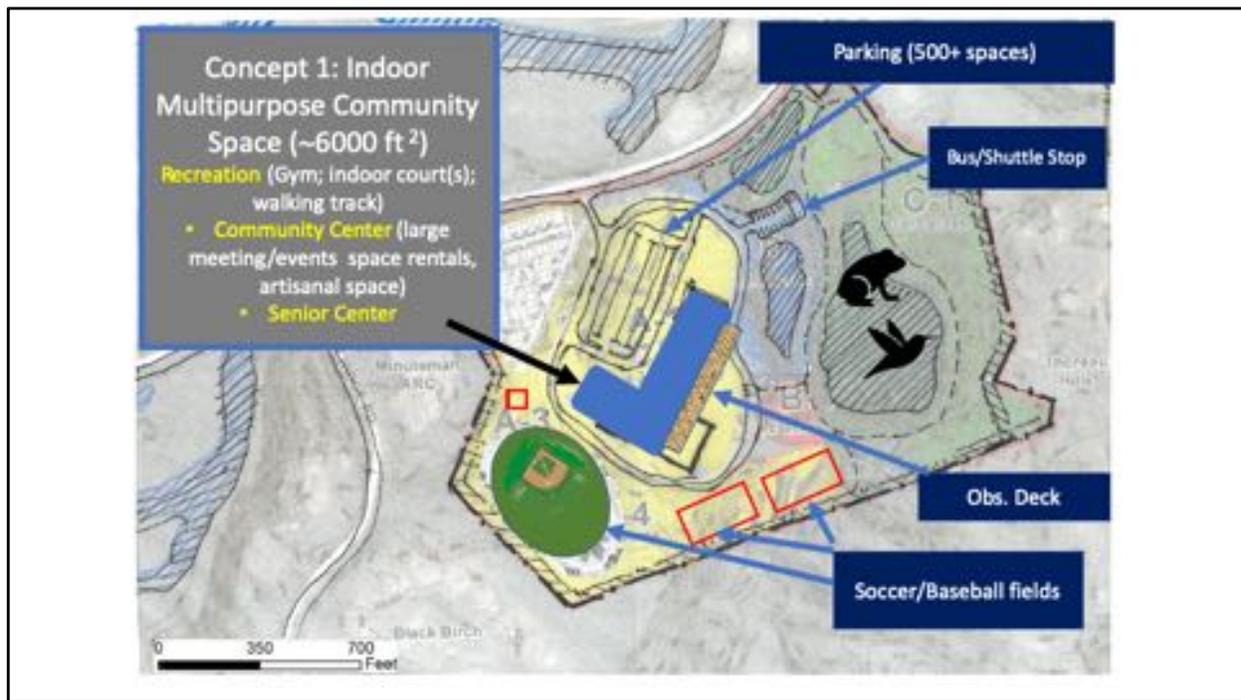


The "Master reuse concept" that the committee has come to thus far is that the Eastern half of the parcel should remain or be restored to a relatively natural state that maximizes opportunities for habitat protection, landscape resiliency and some degree of non-intrusive nature viewing and trail development. This could be complemented by a small outdoor educational area or viewing platform. The A-1 area is ideal for more intensive development surrounded by a ring road that provides access to all areas of the site. The three western zones (A-2, A-3, and A-4) can support a variety of redevelopment options immediately or over time or remain undeveloped. This Master Concept provides some rough guidance to the site teams working on the RDRA workplan now while the Committee continues to develop and socialize three more specific concepts (presented on the following slides) that can be further defined and socialized through June with due diligence performed over the summer.



Specific Concepts– No  
due diligence, just  
brainstorming

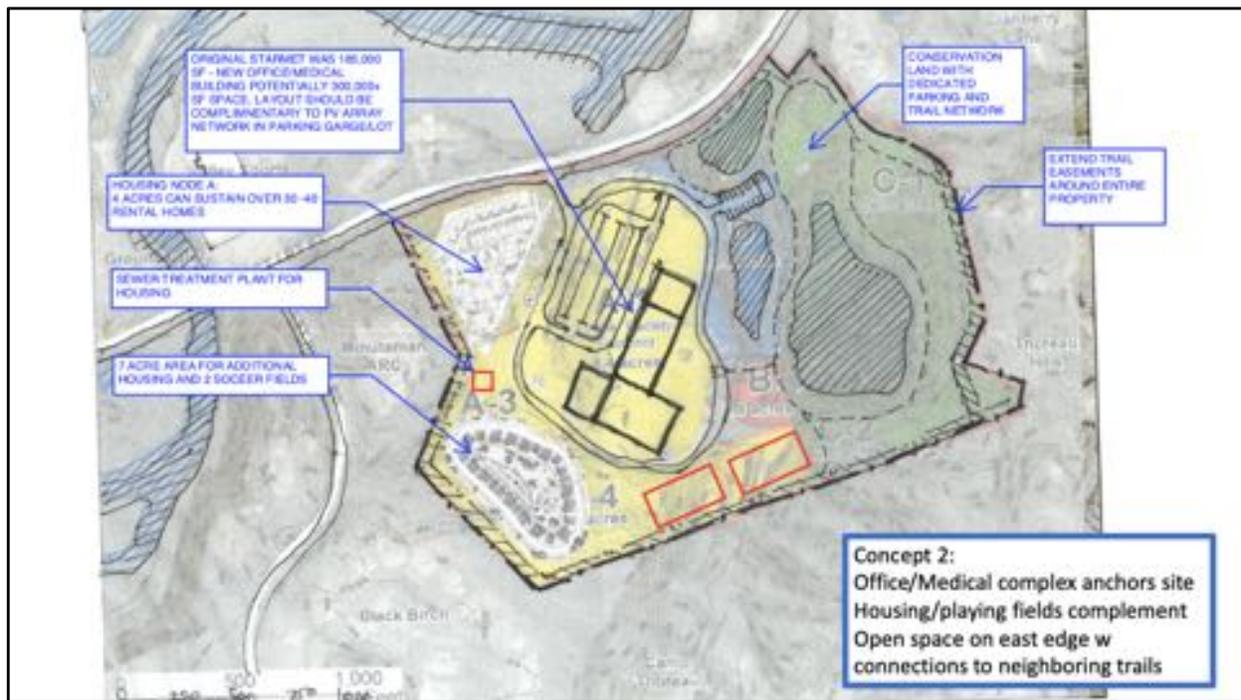
Each of the three ideas that follow (in no particular order) build on the Master re-use concept, but also provide some more specific use types within the general framework of the master concept and the re-use zones previously identified.



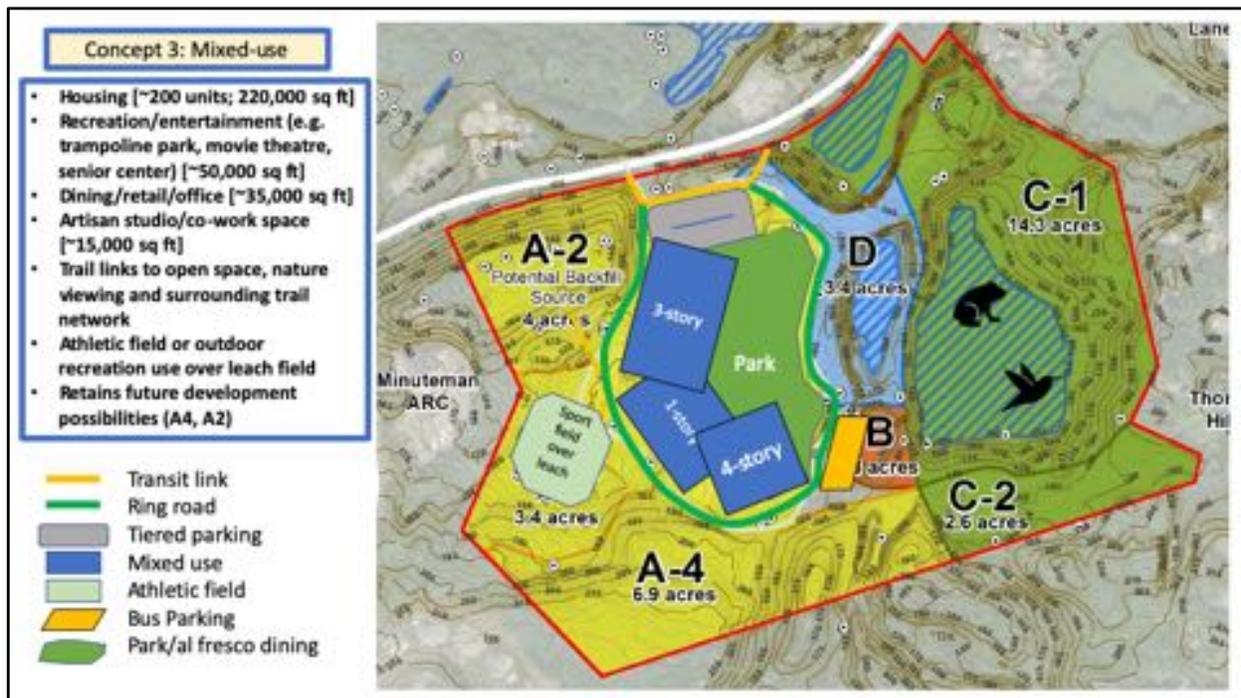
Concept 1 focuses on indoor and outdoor recreation opportunities for the Town.



Inspiration for Concept 1



Concept 2 focuses on office/medical uses



Concept 3 tries to achieve more intense development in the A1 area and potentially leave A2 and A4 undeveloped (at least for the time being).

Outstanding  
questions for  
public input  
and due  
diligence

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**Housing:** Separate from commercial/office/retail/recreational uses or embrace mixed-use development?

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**Outdoor sports facilities:** Number and type of outdoor recreational uses?

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**Intensity of development:** Use A2 for fill or leave as undisturbed open space? Develop A3 and A4?

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**Fiscal Implications:** ratio of "market rate" vs "cross-subsidized"; cost-benefit; Town, state, federal support?

While the committee has agreed on the Master Re-use Concept, we are not yet settled on how the housing would interface with other development on the site, the number or type of outdoor recreation opportunities to pursue, the intensity of development on the site overall, and the fiscal implications will have to be worked through in a due diligence process that may figure into which concept the Town ultimately selects.



Issues for Select Board Consideration

## Risk Communication

- Mixed feedback from public regarding risk from prior contamination
  - Many receptive to opportunities afforded by 46-acre parcel
  - Some OK with many uses, but not housing
  - Some remain concerned about re-use of superfund site
- Seems critical that Town put residual risk in perspective
  - Examples of successful risk communication exist
  - Town should consider how to communicate this risk prior to acquisition, Town Meeting warrant (also understand that Textron/Whitaker will "own" risk forever; Army pays!)

An issue that has already come up but should be considered further as future potential plans are developed.



Another issue that could come up for Select Board

## Redevelopment Issues



### **Fiscal impact**

Due diligence process will have to consider the balance of uses that are market rate with those that require subsidization or financed through 3<sup>rd</sup> party investors; SB will have to provide guidance on level of Town investment that can be supported.



### **Strategic use of large parcels**

Timing of development relative to Peabody availability  
Staging of redevelopment to enable other municipal property redevelopment (e.g. Harvey Wheeler, Keyes Road or Everett St.)

Other issues that definitely will come up for Select Board

## Redlined to reflect comments

### Charge Transportation Committee February, 2020

#### Background

*Our long-range plan, Envision Concord Bridge to 2030, lists as Big Idea 3, a strong need to increase the physical and social connectivity of isolated residents, including seniors, and those living in denser housing areas outside of easy walking distance (1/2 mile) of the village centers. There is also a need to expand non-automobile options for students and teens to get around town to reduce congestion and carbon emissions while increasing their connection to the town's cultural, recreational, and commercial resources. The decentralization of residents, the need to support the village centers to retain independent businesses, and the desire to provide environmentally sustainable low-carbon mobility choices for residents and visitors all create opportunities to consider transportation across multiple needs and strategies. Innovative mobility solutions may also address transportation needs of visitors to Concord and the increased congestion and parking demand resulting from visitors and through-town commuter traffic. Town-owned vehicles could be multi-purpose serving different needs and different segments of the population at different times. (Envision Concord, pages 79-81)*

Transportation is a federal, state, regional and local issue, and all have impact on Concord, however, this Committee is a local sustainable transportation policy committee. As such it will be a Transportation Advisory Committee (TAC) to the Town Manager and Select Board working closely with the Town Manager to develop policies which support innovative multi-model actions. The TAC will continuously collect the data available in town and school departments and town committees and boards, developing policies supporting identified annual actions. The TAC will annually incorporate the goals reflected at Town Meeting in all its planning recommendations.

Because transportation solutions will evolve over time as technologies and town and school needs diversify this committee will annually adjust, initiate and report out policies which reflect changes and growth. There will be important subcommittees focused on specific local transportation, such bicycle policies, including education and safety, recreational and commuter bike-path planning, roadway bicycle use, Bruce Freeman Rail Trail initiatives and other bicycle access issues. Pedestrian issues, will also be addressed including sidewalk planning and priorities, creating pedestrian-friendly areas.

As a first step in this process, the Select Board suggests the formation of a Transportation Advisory Committee (TAC) as a committee of the Town Manager to

- 1) Review the and evaluate application of tools (e.g. Rail Trail Initiatives, Complete Streets, Parking Studies, Cut Through Study, Traffic Management Group determinations, School Transportation Needs..) in meeting Envision Concord's local transportation goals (See

Section 3, pages 80-81 <https://concordma.gov/DocumentCenter/View/15250/Final-Envision-Concord-Plan-7-30-18-Full-Version-79MB>.

- 2) Assess the transportation concerns and ideas identified by existing town committees
- 3) Explore and recommend innovative approaches and revenue sources for both new ways of local mobility as well as maintaining and enhancing existing infrastructure. such as state, regional and federal funds, public-private partnerships, grants, etc.
- 4) Explore multi-model transportation options within and through Concord.
- 5) Balance the opportunities for transportation throughout Concord with our goals for, environmental sustainability, stewardship of town historic and cultural resources, support for economic vitality, and the needs of a population of diverse incomes and ages, including public and private school communities.
- 6) Make recommendations as to how the Town can enhance local transportation actions with existing resources
- 7) Explore ways to benefit from neighboring communities, regional and state efforts to achieve similar goals.
- 8) Develop a public education and input process

#### Membership

The Transportation Advisory Committee shall be comprised of (11) members appointed by the Select Board. The term of office shall be three years. Membership shall be as follows:

- Town Manager or his designee
- School Superintendent or her designee
- Director of planning or her designee
- Town Traffic Committee member
- Public Works
- Public Safety
- COA
- HDC?
- Member(s) of the bicycling community
- Town Residents

The Committee shall elect a chair, keep minutes of its deliberations, observe the Open Meeting and Public Records law, the Conflict of interest Law and all other applicable laws and regulations of the Commonwealth as well as all relevant Bylaws and Administrative Policies of the Town fostering a free and open discussion of ideas.

Duties and Responsibilities Analyze goals and report to Select Board and Town Manager with specific recommendations that can be implemented to support the goals. Report progress with a draft report to Select Board in November 2020 and annually thereafter.



Town Clerk's Office  
22 Monument Square  
Concord, MA 01742

# Memo

To: Select Board  
Cc: Stephen Crane, Town Manager  
Kerry Lafleur, Finance Director  
From: Kaari Mai Tari, Town Clerk  
Date: February 10, 2020-update #2  
Re: Election Officer Appointments

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Pursuant to MGL Chapter 54: Section 12, I would like to request, on behalf of the Board of Registrars, appointment of the following **10** voters as Election Officers for terms to expire July 31, 2020.

Appointments: 10  
Reappointments: 1

Party distribution among 77 Election Workers

Democrat: 32 (42%)  
Republican: 8 (10%)  
Unenrolled: 37 (48%)

Thank you for your consideration.

Kaari

Appointment List (all Concord residents)

## Appointment List

| Party | Name               | Address               | Precinct |
|-------|--------------------|-----------------------|----------|
| D     | Faith Bader        | 7 River Street        | 1        |
| U     | Mary Coyne         | 66 Belknap St         | 1        |
| U     | Irmingard Doane    | 242 Lexington Road    | 4        |
| U     | Alexander Doig     | 34 Cranberry Lane     | 2        |
| D     | Lorna Dunham       | 70 Beharrell St, #305 | 2        |
| U     | Harry Gennis       | 102 Peter Spring Rd   | 4        |
| D     | Mary Hult          | 20 S. Meadow Road, G  | 3        |
| D     | Donna Peterson     | 355 Lexington Rd      | 4        |
| U     | Yasmine Raddassi   | 57 Bayberry Rd        | 2        |
| D     | Rochelle Steinberg | 70 Beharrell St       | 2        |
| R     | Scott A Webster    | 314 Elm Street        | 1        |