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Appendix A

Site Understanding:

History, Engagement, + Narrative

Historical Research, Stakeholder Engagement & Narrative

Designing Justice + Designing Spaces

Why preserve a prison?

In understanding the history of prison sites and their potential for future uses, it is imperative to ask—what is the value in preserving the history of a place of imprisonment? As former prison sites are being closed and redeveloped for new uses, these sites' histories can be completely erased, become integral to the site's new life, or fall somewhere in between. When history is treated with nuance and respect, these former prisons can educate visitors about the intersections of the past and present, provide opportunities for contemplation, or support new opportunities for healing and transformation. Without intention, their history can be exploited as a marketing gimmick.

The importance of MCI-Concord¹

The MCI-Concord site sits historically at the intersection of colonialism, mass incarceration, activism and daily life in Concord and could support healing and transformation of people and the land. From its establishment as the Concord Reformatory, and later the Concord Prison, the prison played an important role in shaping the Town of Concord, and its layered history can be used to tell a range of historical narratives with links to the present day. Below are just a few examples of the thematic threads that could be told through site's preservation:

- Concord's legacy of incarceration dating back to colonial settlement
 - In the 1670s, Concord imprisoned Indigenous families at night "for their protection" before shipping them to Deer Island
 - In the 1700s, the land that would become the Concord Reformatory was a homestead owned by John Cumming, who owned slaves including the notable Concordian Brister Freeman. After serving in the Revolutionary War, Brister Freeman became one of the first free African Americans to own land in Concord. Now known as Brister Hill, this land is a popular Concord attraction.
 - The prison was used to test models for prison reform and operations, which would inform and shape the American prison system over time. One prominent example was the use of prison labor to produce goods.
 - Malcolm X was incarcerated at the site from 1947-1948.

¹ "Draft MCI Concord/West Concord Historic Context Study description" Town of Concord Planning Division, 2025

- The prison's role in the Town of Concord
 - The prison was central to the economic development of the Town of Concord and its prosperity. When it was established, it was the Town's largest employer, and many of the adjacent developments such as the workers' housing on Commonwealth Ave were connected to the prison.
 - With its prominent architecture, the prison and Superintendent's House served almost as a gateway to the Town. For those that have grown up in and live in Concord, the prison walls have been an iconic part of the Town's geography.

The Work Ahead

Preserving this history will require both a research effort to build a deeper understanding of the prison's legacy and an investment in sharing that history with the public—the interpretive content, exhibitions, media, art, or physical spaces in which Concordians and visitors can engage with the prison's past. The following are initial recommendations of which spaces are significant, the stories that they might tell, and how they could be expressed in a contemplative journey on the site.

Stakeholder Engagement

To understand the legacy of MCI-Concord, we must ask: how did the prison impact the surrounding community, people who were imprisoned there, those who worked there, and the indigenous people who stewarded the land for centuries before it was colonized? Which of these stories are being told?

In telling the story of the past, present, and future of the MCI-Concord site, we must listen to those closest to its history. Those that we are accountable to include the following:

- Residents & Historians of Concord
- Incarcerated Individuals & Their Ecosystem of Care
- The Nipmuc Nation (Indigenous Natives)
- Former Prison Workers & Their Families
 - For many townspeople there is a multigenerational history tied to the site and its infrastructure.
- Black Muslims & the Legacy of Malcolm X
 - Many Black American Muslims consider visiting Malcolm X historic sites a meaningful pilgrimage, though it's not a religious obligation like the Hajj to Mecca. These visits are acts of cultural and spiritual significance, honoring Malcolm X's legacy as a civil rights leader and Muslim figure.
- Nature

- Human beings are part of the natural world and if we want to mitigate climate change we need to honor and hold ourselves accountable to the natural world.

Designing Justice and Designing Spaces conducted multiple interviews and listening sessions with the following people impacted by the MCI Concord prison site to get their input regarding redevelopment plans for the site:

- Maureen Steinmann, Granddaughter of Superintendent Michael Dee 1926-1946)
- Donald Traves & Stacey Borden (New Beginnings)
- Andrea James (National Council for Incarcerated and Formerly Incarcerated Women and Girls)
- Liz Rust, Sam Williams (Concord Prison Outreach)
- Kaia Stern Co-founder Prison Studies Project Harvard
- Just Impact Convening: 40 systems impacted people
- Layel Camargo co-founder Shelterwood Collective, a nonprofit, BIPOC-led (Black, Indigenous, People of Color) land collective.

PROPOSED INTERPRETIVE/CONTEMPLATIVE JOURNEY

"Particularly with this project, I will always advocate for a marker that is contemplative rather than interpretive. Interpreting the lives of others is extremely tricky. The people buried here were not able to tell their own stories and forever will be associated with crimes that they may or may not have committed."

- Ann Clifford
Concord Historical Commission

The proposed Contemplative Journey is a way to capture and honor the full history of the MCI-Concord site. Existing and historic buildings can be adaptively reused along with contemplative reconstruction of the wall, chapel and watch towers. Historic related buildings off-site can also be a part of the experience.

Potential contemplative elements can include, but are not limited to the following key components of the MCI Concord site:

1. Warden's House (consider restoration of fountain and landscape)
2. Worker's House
3. Chapel
4. Malcolm X's Cell
5. Cemetery

6. The Contemplative Entry (the location where people visiting their families came to the site)
7. Superintendent's House (off-site)
8. Concord Reformatory (off-site)

Existing structures of this Contemplative Journey are ranked based on levels of priority for reuse. The following structures should be evaluated further and considered as key components of the contemplative Journey. Potential building uses are as follows:

High Priority

● ***Warden's House (built in 1878)***

The Warden's House is the most recognizable MCI Concord structure that sits outside of the prison walls and is designated by the Massachusetts Historical Commission as a Cultural Resource for the town of Concord. Along with its historical connection to MCI Concord, it is designated because of its architectural style (Second Empire).

Potential uses for the historic structure include, but is not limited to the following:

- Concord Restorative Justice Museum
- Restorative and Transformative Justice Center:
- Ex Operated by The Transformational Prison Project
- Community Meeting Space
- Specialized Library/Reading Room on Abolition

See below for ***Potential Funding Sources.***

● ***Original Brick Wall (built in 1878)***

- For 146 years, the prison wall was the most visible part of the main prison site. It served as the defining barrier between the residents of the Town of Concord and those who were incarcerated. It also represents what was seen and by whom, as well as what was experienced inside of the walls versus the experience outside of the walls.

Potential uses for the historic structure include, but is not limited to the following:

- An art installation that tells the stories of history of the site and the stories of the diverse stakeholders.

See below for ***Potential Funding Sources.***

● ***Concord Prison Cemetery (1878)***

- The Concord Prison Cemetery was established for MCI Concord prisoners in 1878. The cemetery contains the bodies of over 100 prisoners that were incarcerated at MCI-Concord since its opening in 1878.

Potential uses for the historic cemetery site include:

- Maintain the cemetery site as is.

- ***Malcolm X's Cell***

The most famous person to be incarcerated at MCI Concord was Civil Rights leader and Nation of Islam minister Malcolm X, formerly known as Malcolm Little. He was incarcerated at MCI Concord for a period of 15 months from 1947-48. Malcolm X's stint at MCI Concord played a vital role in his spiritual journey and transformation from criminal to prominent Civil Rights leader. Details of Malcolm X's exact prison cell location should be investigated further.

Potential uses for the historic structure include, but is not limited to the following:

- A Library
- Museum/Memorial component
- Landscape Memorial/ memorial garden (Ex. Solitary Gardens Artist Jackie Summell)

Additional grants and funding sources are available when including African American/Civil Rights history as part of the Contemplative Journey. See below for ***Potential Funding Sources.***

- **Nature: Rewilding/ Land Stewardship**

Due to their large site there is an opportunity at this and other prison redevelopment sites across the country to be good stewards of the land and make sure that some or all of these sites become rewilded and bring back the original native history of the site. Therefore an ecological assessment in collaboration with local indigenous groups can begin to evaluate how to rewild the land for the health and wellness of the residents and visitors to Concord seven generations out.

- Rewilding & Land Stewardship Considerations
- Natural Habitat Supporting biodiversity with permaculture principles (See attached diagram)
- Reparations Land Trust to/for the Indigenous Community
- Food cultivation to support a food ecosystem at the site (Harvesting, Cultivation Production)

Medium Priority

- ***The Workers House (built in 1878)***

The Worker's House is the other MCI Concord structure that sits outside of the prison walls and is designated by the Massachusetts Historical Commission as a Cultural Resource for the town of Concord. Along with its historical connection to MCI Concord, it is designated because of its architectural style (Victorian) in Concord. This structure is the last remaining structure of a row of six.

Potential uses for the historic structure include, but is not limited to the following:

- Artists housing
- Workforce Housing
- Livework Housing
- Re-entry Housing

See below for ***Potential Funding Sources.***

Low Priority

- ***Watch Towers***

"Sometime in the fifties, when my father was a guard, I used to bring him his lunch. He would be in a wall guardhouse. The one I remember bringing him lunch to was the last one off of Commonwealth Avenue. He would see me coming and when I got there he would drop a bucket down and I would put his lunch in it and he would draw it up, wave and I would walk back home."

- Maureen Steinmann

Daughter/Granddaughter of MCI Concord Staff

The MCI Concord Watch Tower represents a prominent feature that was vital to the daily operation of the prison. It served as a vantage point for the MCI Concord site and its inmates. It also served as a visual marker for Concord residents.

Potential uses for the historic structure include, but is not limited to the following:

- Sustainability Feature
- Art Installation
- Gateway Element
- <https://concordbridge.org/index.php/2024/07/17/behind-the-wall-inside-mci-concord/>

See below for ***Potential Funding Sources.***

- ***MCI Concord Chapel***

The MCI Concord chapel, visited by Mother Teresa in 1988, is the religious building that rests inside the building walls. Prior to demolition, details of the buildings' historical significance should be investigated further.

Potential uses for the historic structure include, but is not limited to the following:

- Religious memorial
- <https://concordbridge.org/index.php/2024/07/17/behind-the-wall-inside-mci-concord/>

See below for *Potential Funding Sources*.

HISTORIC DESIGNATION

The following buildings associated with the MCI Concord site are historically designated:

MCI-Concord: Designated historic structures

Concord Reformatory - Warden's House

965 Elm Street, Concord, MA

Massachusetts Historical Commission Cultural Resource

Historic Significance: Architectural Style (Second Empire)

Built: 1878

Concord Reformatory Worker Housing

431 Commonwealth Avenue, Concord, MA

Massachusetts Historical Commission Cultural Resource

Historic Significance: Architectural Style (Victorian)

Built: 1878

MCI-Concord: Designated historic structures (off-site)

998 Elm Street, Concord, MA

National Register of Historic Places

Massachusetts Historical Commission Cultural Resource

Concord Reformatory - Superintendent's House and Garage,
and George H. Pierce Carriage House (3 buildings)

Brister Freeman was the enslaved young man there for Dr. John Cuming and his family.

Brister went on to become a Revolutionary War veteran and landowner himself near
Walden

Significance: Cultural

Built: 1754

58 Wetherbee Street Acton, MA

Massachusetts Historical Commission Cultural Resource

Concord Reformatory Farm and Superintendent's House

Significance: Cultural

Built: 1810-1815

POTENTIAL FUNDING SOURCES

Elements of the proposed contemplative Journey may be eligible for the following funding sources IF an aspect of the site preservation includes African American/Civil Rights history as part of the contemplative Journey:

Grants for Preservation of Buildings

- **African American Cultural Heritage Action Fund**
 - Eligibility: Projects that advances ongoing preservation activities for historic places such as sites, museums, and landscapes that represent African American cultural heritage.
 - \$50,000 to \$150,000 (Up to 2 years)
 - <https://savingplaces.org/action-fund-guidelines>
- **African American Civil Rights Grant**
 - Eligibility: Projects that document, interpret, and preserve sites and stories related to the African American struggle to gain equal rights as citizens.
 - \$15,000 to \$75,000
 - <https://www.nps.gov/subjects/historicpreservationfund/african-american-civil-rights.htm>
- **Museum Grants for African American History & Culture**
 - Eligibility: Projects that nurture museum professionals, build institutional capacity, and increase access to museum and archival collections at African American museums and Historically Black Colleges and Universities (HBCUs).
 - \$5,000 to \$500,000 (1-3 years)
 - <https://www.imls.gov/grants/available/museum-grants-african-american-history-and-culture>

Historically designated structures that are preserved as part of the proposed contemplative Journey may be eligible for the following funding sources through designation:

Grants Preservation and Stewardship of Land

While we face current challenges with financing our natural world at the federal level there are typically resources at the state level and philanthropists committed to funding conservation work that should be explored.

- Department of Conservation & Recreation
- Inflation Reduction Act Funds
- Private Philanthropy

Tax Incentives: National Register

20% Tax Credit (Designated)

- For the rehabilitation of "certified historic structures"
- Must be considered depreciable under the Internal Revenue Code, such as in a business, commercial, or other income-producing use
- Work must comply with the Secretary's Standards for Rehabilitation
- Qualified rehabilitation expenses defined by IRS
- Approximately 1200 projects and nearly \$6 billion approved annually
- <https://www.nps.gov/subjects/taxincentives/about.htm>

10% Tax Credit (Non-Historic)

- For the rehabilitation of non-historic buildings placed in service before 1936
- Must be rehabilitated for non-residential use
- Rehabilitation must meet three criteria:
 - 50% of the existing external walls must remain in place
 - 75% of the existing external walls must remain in place as either external or internal walls
 - 75% of the internal structural framework must remain in place
 - <https://www.nps.gov/subjects/taxincentives/about.htm>

Tax Incentives: State Historical Commission

20% Tax Credit (Historic)

- Covers up to 20% of the cost of rehabilitation expenditures in state tax credits
- Must be listed, or eligible for listing, in the National Register of Historic Places
- Property must be income-producing
- Work must comply with the Secretary's Standards for Rehabilitation
- Funds are distributed to projects that provide the most public and preservation benefit
- Annual deadlines: January 15, April 30 and August 31
- \$110 million available annually
- Program expires on December 31, 2030 (renewable)
- <https://www.sec.state.ma.us/divisions/mhc/programs/state-rehabilitation-credit.htm>

RECOMMENDATIONS

Historic Recommendations for RFP

The following structures are recommended for potential preservation and reuse as part of the contemplative journey:

- Warden's House (including landscape and fountain)
- Worker's House
- Original brick wall
- Cemetery
- Malcolm X's Cell

In addition to any building reuse considerations, a *Sustainability Plan* for reuse of building materials from building demolition should be considered.

Town of Concord

The following recommendations should be considered by the Town of Concord:

- Form an MCI Concord site preservation organization or committee
- Do a historical context study
 - Examples of Consultants who do this work:
<https://www.donnagraves.org/about>
- Use historical context study to develop a narrative and interpretive/contemplative experience at the site.
 - Preserving this history will require both a research effort to build a deeper understanding of the prison's legacy and an investment in sharing that history with the public—the interpretive content, exhibitions, media, arts, or physical spaces in which Concordians and visitors can interact with the history.
 - Example of Consultants do this work:
<https://museumsctandmore.com/about>
- Hire an ecologist for an ecological assessment of the site. Consider working with a local university to get support for this or creating an RFP for an ecological assessment. Reach out to the local indigenous community to support and collaborate in this effort.
- Do an environmental assessment of the site
- Town of Concord could seek to designate prison structures of High Priority at the highest level. See section above on *Proposed Contemplative Journey*.
- Incentivize Preservation

- Encourage the project developer to have *High/Medium Priority* buildings listed on the National Register or as "Certified Historic structures" to take advantage of Federal (20%) and State (20%) tax benefits.
- Consider creating financial incentives through the Town of Concord for preserving the recommended historic structures that are included in the Contemplative Journey.
- Require the project developer to have a certain level of preservation experience or to partner with a historic preservation developer.

PRISON SITE PRECEDENTS

Utah State Prison in Draper, Utah

Built:1954 Closed: 2022

Redevelopment Plan: The Point_Mixed Use Community

600 Acres

Redevelopment Plan: The Point_Phase I _ 100 Acres

\$2.3 Billion with \$165 Million State Infrastructure Investment

- 10,000 Utahns Engaged
- 2022 Development Partner Selected_ The Point Partners
- Lincoln Property Co./ Colmena Group/ Wadsworth Group
- 2022-2023 Demolition of Facilities / Phase I Plans Released
- 2024 -2025 Critical Backbone Infrastructure
- 2025-2026 Vertical Construction
- Anticipated Phase I Completion_2040
- 3000 Multifamily Housing Units
- 2,000,000 Sq. Ft. of Commercial Office
- 222,000 Sq. Ft. of Retail
- Preservation: The inmate-built chapel and the Johnson Bar locking system

<https://www.draperjournal.com/2022/01/10/387206/the-point-the-prison-and-historic-preservation>

<https://www.sltrib.com/news/2020/09/21/historic-parts-utah/>

<https://www.fox13now.com/good-day-utah/developers-claim-it-will-enhance-utahns-lives-so-what-is-the-status-of-the-point-development-in-draper>

<https://thepointutah.org/phase-1-development-plan>

<https://thepointutah.org/>

Joliet Correctional Center in Joliet, Illinois

Built:1858 Closed: 2002

Redevelopment Plan: Old Joliet Prison Historical Site

\$10 Million for Stabilization and Restoration

- 2018: Tours run by the Joliet Area Historical Museum History, photography/tripod friendly and private tours.
- 2023: The facility was listed on the National Register of Historic Places
- \$3 Mil. Federal Community Project Grant _7 Mil. State Funding

https://www.google.com/search?q=cost+to+renovate+joliet+correctional+facility&rlz=1C1GCEA_enUS983US983&oq=cost+to+renovate+joliet+correction&gs_lcrp=EgZjaHJvbWUqCQgBECEYChigATIGCAAQRrg5MgkIA RAhGAoYoAEyCQgCECEYChigATIJCAMQIRgKKGABMgkIBBAhGAoYoAEyCQgFECEYChirAjlJCAyQIRgKKGKsCMgclBxAhGI8C0gEKMTY2ODIqMGoxNagCCLACAFEFzUi1PZ1qsbQ&sourceid=chrome&ie=UTF-8

<https://masonrymagazine.com/Default?pageID=1304#:~:text=It's%20subsidized%20by%20approximately%20ten,has%20a%20bright%20future%20ahead.%E2%80%9D>

<https://drive.google.com/file/d/1bsqXKSMJC15DYLNVhgHSEu8cqGvK6dse/view?pli=1>

Statesville Prison in Cresthill, Illinois

Built: 1925 Closed: 2024

Redevelopment Plan: Demolish and Reconstruct a new facility_ \$805-\$935 Million

- Built to replace the Joliet Correctional Center; instead, the pair co-existed for 77 years.
- It's proximity to Chicago means it's had some of the richest educational and cultural programming in the state prison system.

https://en.wikipedia.org/wiki/Stateville_Correctional_Center
Stateville Correctional Center

Montgomery County Airy Street Prison, in Norristown, Philadelphia

2.8 Acres (Includes parking lot)

Built: 1854 Closed: 1987

Vacant 30 years

Redevelopment Plan: Request for Expression of Interest

<https://engage.montgomerycountypa.gov/en/projects/airy-street-prison-redevelopment-project>

<https://www.34st.com/article/2024/02/montgomery-county-prison-landmark-controversy>

Reus Prison in Tarragona Spain

Built: 1929 Closed: 1979

Redevelopment Plan: El Roser Social Center

A project collaboration between Josep Ferrando Architecture and Gallego Arquitectura, the El Roser Social Centre is a transformation of the former Reus prison in Tarragona, Spain. Originally constructed in 1929, the building is listed as a Cultural Asset of Local Interest and part of the Inventory of Architectural Heritage of Catalonia.

Set within the old prison of Reus, the new facilities accommodate an innovative program that includes a soup kitchen, community space and shelter for the homeless within a comprehensive facility.

<https://www.stirworld.com/see-features-an-erstwhile-prison-and-school-el-roser-social-centre-in-reus-bares-latent-edifices>

https://www.google.com/search?q=reus+prison&rlz=1C1GCEA_enUS983US983&oq=reus+prison&gs_lcrp=EgZjaHJvbWUyBggAEEUYOTIKCAEQABiABBiiBDIHCAIQABjvBTIKCAMQABiABBiiBDIGCAQQRRg8MqYIBRBFGDwyBggGEEUYPNIBCTU4NTFqMGoxNagCCLACAFEF28C8yrXWeyXxBdvAvMq11nsl&sourceid=chrome&ie=UTF-8

<https://www.archdaily.com/984088/el-roser-social-center-josep-ferrando-plus-gallego-arquitectura>

Bangalore Central Jail

Built:1867 Closed: 1979

Transformed into a School

The jail has been converted into a museum, preserving its historical significance and serving as a reminder of the freedom struggle.

https://www.google.com/search?q=former+bangalore+jail+india&rlz=1C1GCEA_enUS983US983&oq=former+bangalore+jail+india&gs_lcrp=EgZjaHJvbWUyBggAEEUYOTIHCAEQIRigATIHCAIQIRigATIHCAQQIRigATIHCAUQIRirAjlHCAyQIRiPatlBCjEwODc0ajBqMTWoAgiwAgHxBVzAQVnRFpPd&sourceid=chrome&ie=UTF-8

Old Don Jail in Toronto, Canada

Built:1864 Closed: 1977

Adaptive Reuse and New Build

Best in class contemplative/adaptive reuse of former jail site
Coupled with a new medical office building

<https://www.sinaihealth.ca/patients-and-visitors/the-historic-don-jail>

Appendix B

Site Understanding:
Community + Culture

Community & Culture

Merge Architects

Concord, a town that welcomes over 1 million visitors per year, is known for its rich history and progressive roots. It is also a town like many others that has been experiencing demographic shifts and growing pressure on housing affordability in more recent years. In response, the town is working to balance growth while preserving Concord's unique character and history.

Reimagining the future of this former prison site comes with amazing opportunity. When well considered, Prison closures are an opportunity to reallocate resources toward collectively beneficial developments that help foster thriving communities. In the case of MCI-Concord, the redevelopment and repurposing must reflect the town's future audiences and communities, the layered history of the site, West Concord's unique arts and cultural resources, and the town's growth and housing affordability goals.

EXISTING CONDITIONS

KEY TAKEAWAY 1: Concord is a historic community with progressive roots

Today, Concord hosts 1M visitors per year, the majority of whom come for the revolutionary war history, literary heritage sites, and recreation and outdoor activities. In reimagining the site and acknowledging the former prison, it is of significance that the town of Concord has deep connections with social justice and reform movements in history. Most notably is Concord's participation in the underground railroad and serving as the birthplace of Transcendentalism, a philosophical and social movement which emphasizes free thinking and social reform.

Concord also has a unique history of communal and communitarian living. Indigenous communities in the Musketaquid area, home to the Nipmuc and Massachusett tribes, shared resources and lived collectively, embodying an early form of co-living rooted in sustainability. While not formal co-living, the intellectual community of the transcendental movement in the 1800s (Emerson, Thoreau, the Alcotts) fostered a tight-knit circle. Their homes acted as informal hubs for thinkers, blurring lines between private and communal spaces. Thoreau's experiment at Walden Pond (1845–47) emphasized simplicity and self-reliance, inspiring later communal movements. His ideas influenced utopian projects like Fruitlands and Brook Farm in West Roxbury. Newer developments, such as

NOWcommunity, foster a sense of community. Designed and built for social, environmental and financial sustainability.

KEY TAKEAWAY 2: Concord's community is changing

Located 20 miles west of Boston, Concord is a desirable place to live - a picturesque New England community with open space, family-owned farms, and commercial centers. However, it is important to note that the people who live, work and go to school in Concord today are much different than they were in 2010. Most notably, there has been a recent increase in both the 65+ and under 18 demographic. There has also been an increase in the population of immigrant communities and communities of color. These trends are important to consider when determining who this site will serve in the future.

KEY TAKEAWAY 3: Concord is facing pressure on housing and affordability while balancing its growth

Concord has become increasingly expensive for renters and for people who want to own a house, with housing stock primarily focused on single-family homes. In 2022, nearly half of renters and a quarter of homeowners spent over 30% of their income on housing. Additionally, the cost of condos and single family homes has out paced median income.

Concord has worked to increase housing diversity while remaining mindful of preserving the Town's rural and historic traditions. While detached single family homes make up the majority, communal neighborhoods, townhomes, multifamily developments, and mixed use complexes contribute to West Concord's housing diversity. In a robust Housing Production Plan (2023-2028) there are clear takeaways for the town's goals to address housing affordability.

- **Immediate and Long term Affordability.** Achieve and Maintain Chapter 40B. At at least 10 percent of Concord's year-round housing units are countable on its SIH
- **Support Healthy Aging.** Expanding affordable and intergenerational housing options, particularly housing targeted at the 65+ demographic.
- **Increase Rental and Ownership variety.** Particularly near transit stations and village centers, to promote smart growth.
- **Assist in Stabilizing Housing.** Providing services for Concord's most vulnerable residents, including those in inadequate housing conditions, or at risk of homelessness
- **Encourage Smaller Homes.** Through the preservation of existing homes and the construction of new smaller homes
- **Foster Outreach and Education .** About the need for affordable housing, affordable family units, and group homes

Appendix C

Site Understanding:
Buildings + Structures

Buildings + Structures

Merge Architects

West Concord's housing patterns have evolved with changing industries, with the 1878 reformatory driving growth through the use of incarcerated labor; today, some site structures might be considered for reuse, some should be demolished. In considering adaptive re-use, Salvage of materials can positively impact the embodied carbon of new work but building reuse will be costly.

The reimagination of the MCI-Concord prison site will consider selective reuse versus building new for all structures on the site, what programs could be housed in existing structures, and upfront versus life cycle costs of adaptive reuse.

EXISTING CONDITIONS

KEY TAKEAWAY 1: West Concord housing has historically evolved with changing industries

West Concord's housing patterns and typologies have evolved alongside its shift from agricultural town, to industrial village, to today's built environment. With the emergence of factories in the 1800s, the three villages of Westvale, Waterville, and then Prison Village (the Reformatory) developed as main industries, with associated worker housing. With the introduction of faster transportation and the closing of factories in the 1900s, we began to see people work outside of town and vice versa. With this shift came more multifamily and communal housing in the 2000s, raising the question of what housing typologies will best serve the community today?

KEY TAKEAWAY 2: The MCI-Concord prison has ties to the development of the town of West Concord

Since 1873 when Massachusetts budgeted \$1M for a new prison and Concord petitioned for it to bring employment, the establishment of the reformatory contributed to West Concord's economic growth at the cost of incarcerated individuals. Many men worked in shops within the prison or the piggery and some were held in solitary in the basement. By the late 19th century, Charlestown wanted its prison back, and the Concord institution became a reformatory where the incarcerated learned marketable skills. The reformatory helped make West Concord a well-populated place and worker housing was built near the site. The prison also has a history punctuated by rebellions and riots, demonstrating the

difficult conditions endured by the incarcerated. In 1882, following a rebellion, 75 men were “fed on bread and water” and in 1959 the State Police Riot Squad stopped a mass escape attempt. Between 1961-1963 The Concord Prison Experiment, run by a Harvard University team, dosed prisoners with a psychedelic drug to see if the exposure would reduce recidivism. Again in 1972, State police quelled an uprising after 14 escaped. In 2024, the Commonwealth’s DOC announced the planned closure of MCI-Concord.

The mixed response to jail and prison closures is a legacy of mass incarceration. In the 1990s, a new prison was built every ~15 days, with facilities becoming a job source. Such aggressive expansion has proven unsustainable. Mass incarceration has not increased safety and has become costly. Closures can ultimately be a net positive for everyone.

KEY TAKEAWAY 3: Understanding the adaptive re-use potential of existing prison structures means balancing memory, cost, and sustainability

Administrative buildings due to their narrow floor plates and large windows may have potential for reuse as housing. General purpose buildings may have reuse potential for commercial programs that can utilize deep plans. Cell blocks pose the greatest challenge to reuse, with cellular structures and systems, fractured floor plates and levels, and small windows. All buildings due to their age will pose significant challenges to rehab. Primarily meeting contemporary energy code.

- High re-use potential:
 - Building H, Gym, School: 2 stories, 64,000 sf
 - Building F / I , Shops: 1 story, 28,600 sf
 - Building L, Intake, Laundry: 1 story, 40,800 sf
- Medium re-use potential:
 - Building B, Admin. (1966): 2 stories, 20,800 sf
 - Building D, Kitchen & Dining (1960): 1 story, 14,900 sf
- Historic Significance:
 - White Row House: 2.5 stories, 6,300 sf
 - Warden’s House / Overflow: 3 stories, 28,960 sf

Appendix D

Site Understanding:
Environment + Open Space

Environment and Open Space

Agency Landscape + Planning

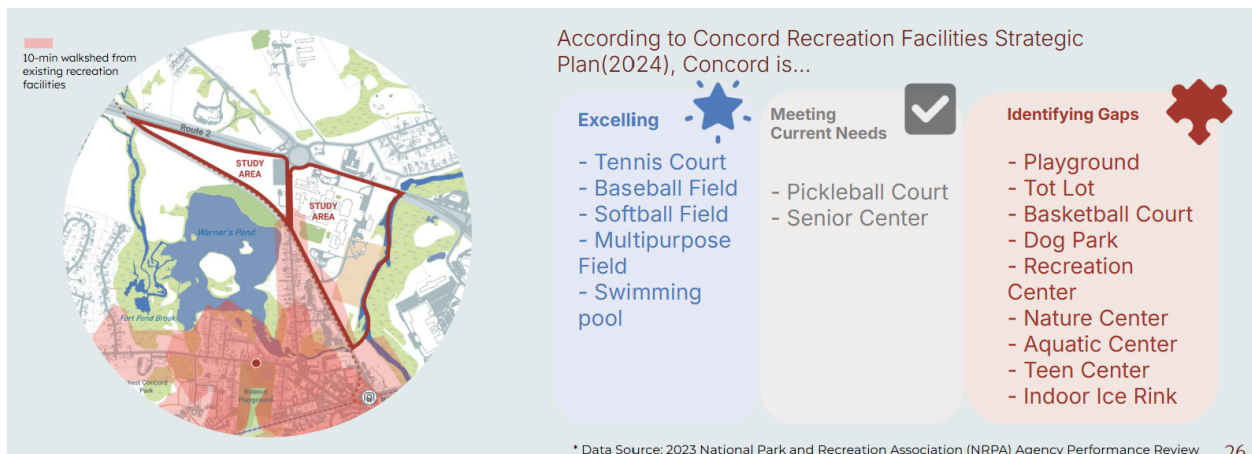
Concord has a robust network of open spaces, trails, and high quality recreational amenities. There are opportunities for the MCI-Concord site to expand the network, enhance the quality of experiences for a variety of audiences, and protect vital habitats and waterways.

EXISTING CONDITIONS

KEY TAKEAWAY 1: Concord has identified recreation needs.

Concord already has a robust and well-used parks and recreation system, which underwent a comprehensive evaluation, titled the Concord Recreation Facilities Strategic Plan, in 2024. Aside from specific recommendations for existing facilities across Concord, the document identifies gaps in recreation amenities, based on National Parks and Recreation Association (NRPA) data for comparable community sizes. Key missing amenities that the MCI-Concord Site could potentially help to meet include playgrounds and tot lots, basketball courts, dog parks and centers of various types (recreation, nature, aquatics and teen).

A ten-minute walkshed analysis of the recreation amenities nearest to the MCI-Concord site underscore the need for amenities to serve the future population of the area, as most existing parks and recreation resources in West Concord are beyond a quarter-mile from the site. The Trust for Public Land (TPL) identifies a ten-minute walk from recreation amenities as a key goal for residential areas nationwide.



KEY TAKEAWAY 2: Existing natural habitats need restoration.

The site sits at the confluence of Warner's Pond and the Assabet River, both well-loved community and ecological resources. This presents key opportunities for future uses of the site to take advantage of existing natural resources, and also points to the value of site programming that advances both restoration and stewardship of these important environmental assets.

Warner's Pond:

Warner's Pond, dammed as a reservoir since the late 1600s, has been a significant feature of West Concord's industry, community and recreation since the 1850s. Over the last several decades, it has been a well-loved destination for fishing, bird-watching, boating and swimming, and even hosted winter activities such as skating and ice-fishing. The Town has recently invested in Gerow Park, on the north banks of the pond, to provide public recreation access to the watershed.

Unfortunately, the pond is now in an advanced state of eutrophication due to excessively nutrient rich stormwater runoff feeding the water system. This condition has decreased water depths across the pond and advanced the growth of aquatic invasive plants, both of which impair water quality, ecological habitat health and recreational opportunities. The Town of Concord, under the direction of a special Natural Resources Commission Task Force, is currently evaluating three potential future scenarios, including dredging the pond, removing the dam and continuing maintenance strategies. The pond's proximity to the southern extents of the MCI-Concord site, as well as its outlet into the Assabet river, mean that any future strategy for Warner's Pond could affect habitat and water quality as experienced on the site.

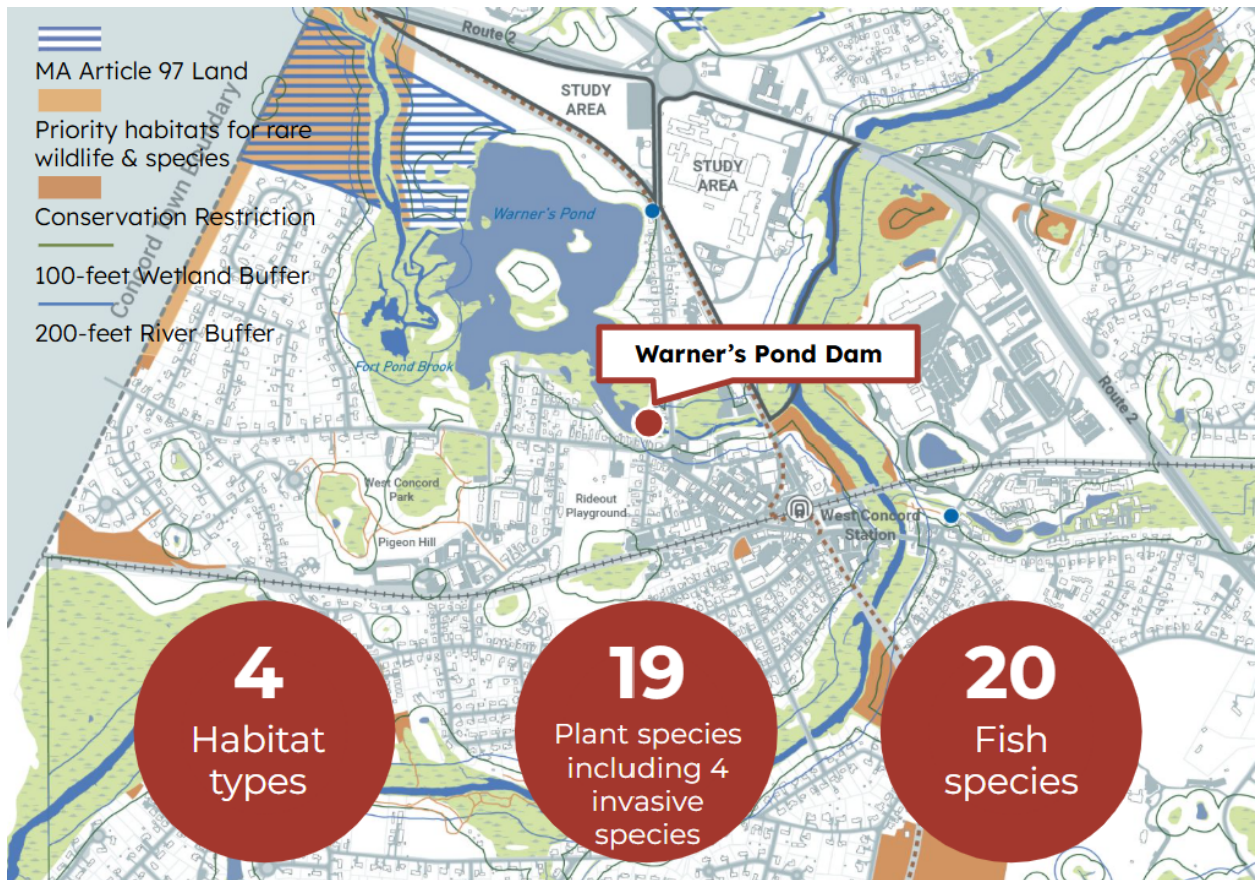
The Assabet River:

The entire eastern border of the MCI-Concord site consists of the bank of the Assabet River. This stretch of the Assabet site roughly halfway between the Assabet River National Wildlife Refuge, to the southwest and the confluence of the Assabet and Sudbury rivers to the northeast. The southern reach of the site includes wetlands at the confluence of Nashoba Brook (which flows out of Warner's Pond) and the Assabet River. The Assabet River National Wildlife Refuge is well-known as an important feeding and breeding ground for migratory birds and other wildlife, including Blanding's Turtle, otters, minks, turkeys, coyotes, beavers, foxes and deer. Some of these species make their way along the river past the MCI-Concord site, but invasive species and erosion plague significant portions of the riverbank. Stewardship efforts to enhance and restore natural habitat along the river's edge have the potential to increase riparian health, improve

wildlife habitat and provide engaging visitor experiences with the watershed's natural flora and fauna.

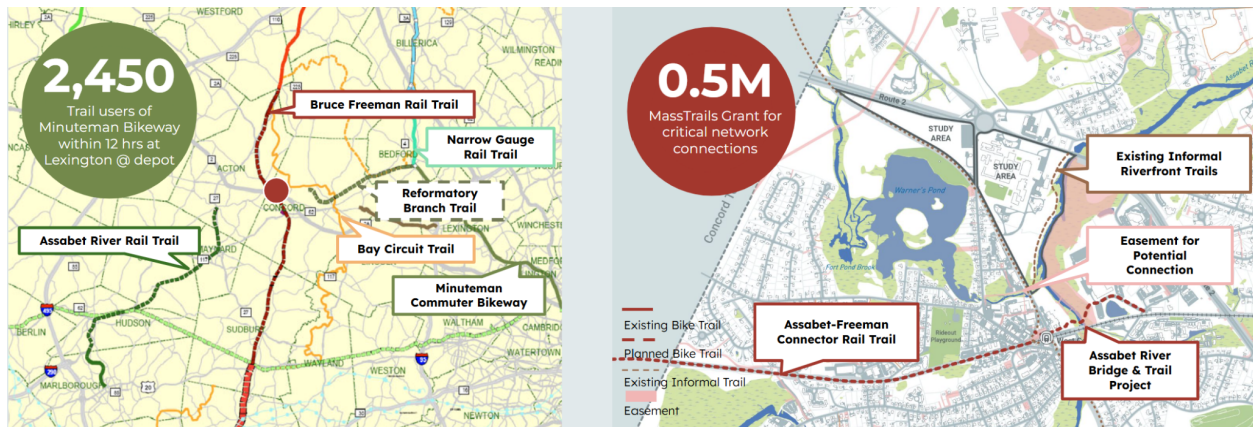
Environmental Regulations:

Beyond the river and wetland systems themselves, state environmental regulations limit development within a 200-foot buffer of the riverbank and a 100-foot buffer from wetlands. Effectively, this means that a portion of the eastern edge and southern tip of the site can have only limited site improvements (trails and boardwalks, for example) but not new buildings. Although portions of the western triangle of the MCI-Concord site include active agricultural lands and forested areas near the historic cemetery, these are not currently protected via conservation restriction or officially designated as priority habitat for wildlife or State Article 97 lands. The State Department of Corrections (DOC) has expressed interest in continuing to actively farm the agricultural land as part of their minimum-security facility to the north of the MCI-Concord site.



KEY TAKEAWAY 3: Onsite trails can connect into a regional network.

In 2023, the Bruce Freeman Rail Trail converted an abandoned RR right-of-way along the entire southern length of the site into a well traveled recreational and commuter route with a pedestrian bridge across route 2. Built in phases, the completed trail will eventually connect Framingham to Lowell over 25 protected miles. This is a key link in a highly active regional network well-known for trails and protected bike routes. The Assabet River Rail Trail, the Minuteman Commuter Bikeway and the Bay Circuit Trail all come within striking distance of the MCI-Concord site and regional trail planning has already mapped potential connections nearby. The opening of the MCI-Concord site to public access will enable additional potential connections, especially along the banks of the Assabet river, where informal trails already exist.



SOURCES

- Town and State-provided GIS data and web-resources
- Concord Recreation Facilities Strategic Plan (2024)
- Concord Open Space and Recreation Plan (2015)
- Mass Trails Priority Trails Network Vision Map (2025)
- Assabet River National Wildlife Refuge (recreation.gov/gateways/4061)
- Bruce Freeman Rail Trail (www.brucefreemanrailtrail.org)
- Warner's Pond Task Force Reports (concordma.gov/3520/Warners-Pond-Task-Force)

ASSUMPTIONS

Based on the existing conditions assessment of environment and open space, the following can be considered as foundational for any development scenario:

- The cemetery, with its forested backdrop, remains as a place of reflection and a historic destination in Concord's open space network. Access improvements and interpretation are recommended.
- Warner's Pond and the Assabet River present unique opportunities for habitat restoration and recreation access. Stewardship, education and nature access should be provided in any site future.
- Regulatory guidelines around wetland and riverbank protection buffers will limit development within sensitive areas of the site.
- Publicly accessible trails that enhance connectivity to the regional system and destinations should connect to internal site circulation routes. Intuitive and legible wayfinding is essential.

RANGE OF ASSOCIATED OUTCOMES

Future development scenarios might explore variations in the following key areas:

- The level of open space and recreation investment. Not all identified recreation gaps in Concord need to be met with the MCI-Concord site. Development scenarios can and should play with what amenities the site provides, and how these amenities aim to serve residents of the new neighborhood(s) versus visitors from elsewhere in the Town or region. For example, the existing gym/theater/library building has the potential for re-use and a community center, but may pose limitations on other development. Scenarios should explore the value of re-using this building, providing new community center or assuming this gap is filled elsewhere within the Town.
- The impacts of Warner's Pond planning effort are under study via a separate initiative, but the scenarios could explore how decisions about dredging or dam removal might affect the future of the MCI-Concord development.
- Different internal site circulation patterns and site access considerations may adversely impact or benefit regional trail connectivity. Site development scenarios should explore how choices in trail connectivity could help offset vehicular traffic implications of the future site program.

Appendix E

Site Understanding:
Transportation + Access

Transportation + Access

Buro Happold

The MCI development presents a timely opportunity to advance Concord's transportation and land use goals by leveraging existing infrastructure and aligning with planned mobility improvements. With thoughtful design and coordination, the project can enhance connectivity, reduce traffic impacts, and promote healthier, more sustainable travel options. These improvements will not only benefit future site users but also support broader community objectives related to safety, accessibility, and environmental sustainability.

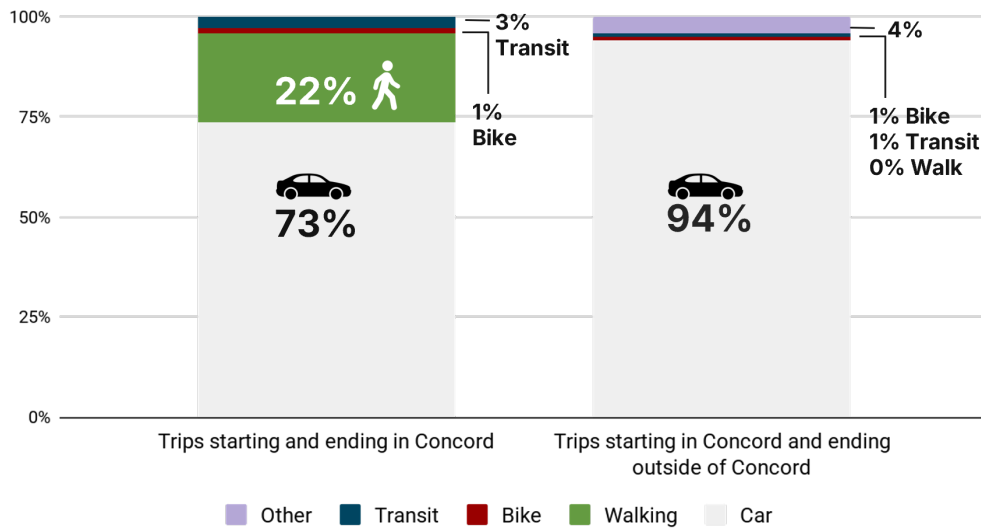
Currently, the surrounding transportation network is fragmented and poses safety concerns for all modes of travel. High traffic volumes, limited multimodal infrastructure, and constrained site access create challenges that must be addressed through integrated planning. By strengthening multimodal connections, reducing car dependency, and coordinating with local and state initiatives, the development can help transform a constrained site into a model for safe, connected, and inclusive mobility.

Promoting Healthier, Multimodal Travel

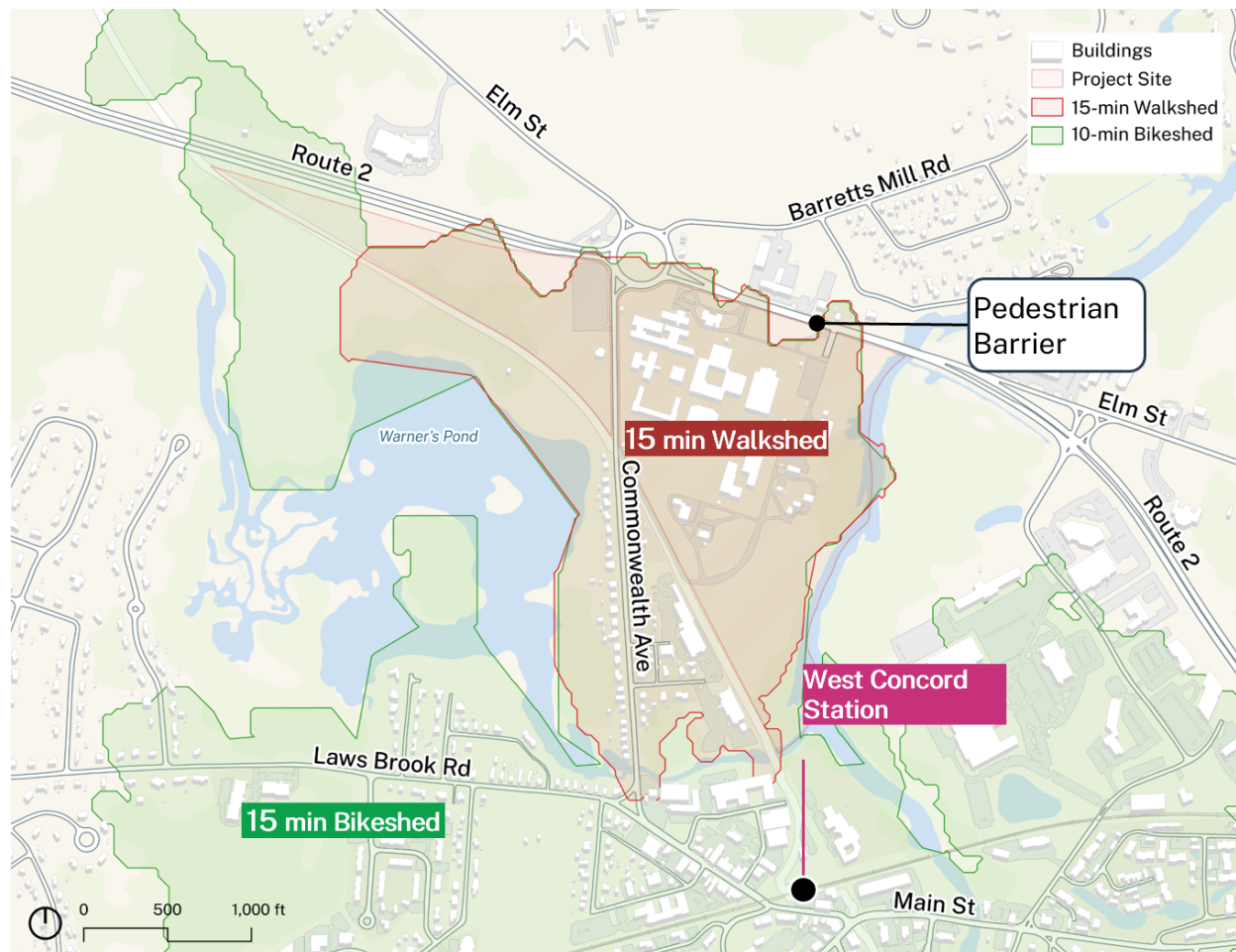
The site is well positioned to support a shift toward healthier, more sustainable modes of transportation. It lies within a 20-minute walk of West Concord Station and directly adjacent to the Bruce Freeman Rail Trail, which runs along its southern edge. Additionally, scenic trails along the Assabet River offer further opportunities for recreational and commuter connections. These assets provide a strong foundation for encouraging walking, biking, and transit use.

Currently, approximately 73% of trips that begin and end within Concord are made by car, while walking accounts for 22%, and transit and biking make up only a small share. For trips entering or leaving Concord, car usage rises to 94%. These figures underscore the need to expand access to non-automobile travel options. By investing in pedestrian, bicycle, and transit infrastructure, the development can help reduce car dependency, promote physical activity, lower greenhouse gas emissions, and improve public health.

Trips Originating in Concord by Mode in and Out of Concord



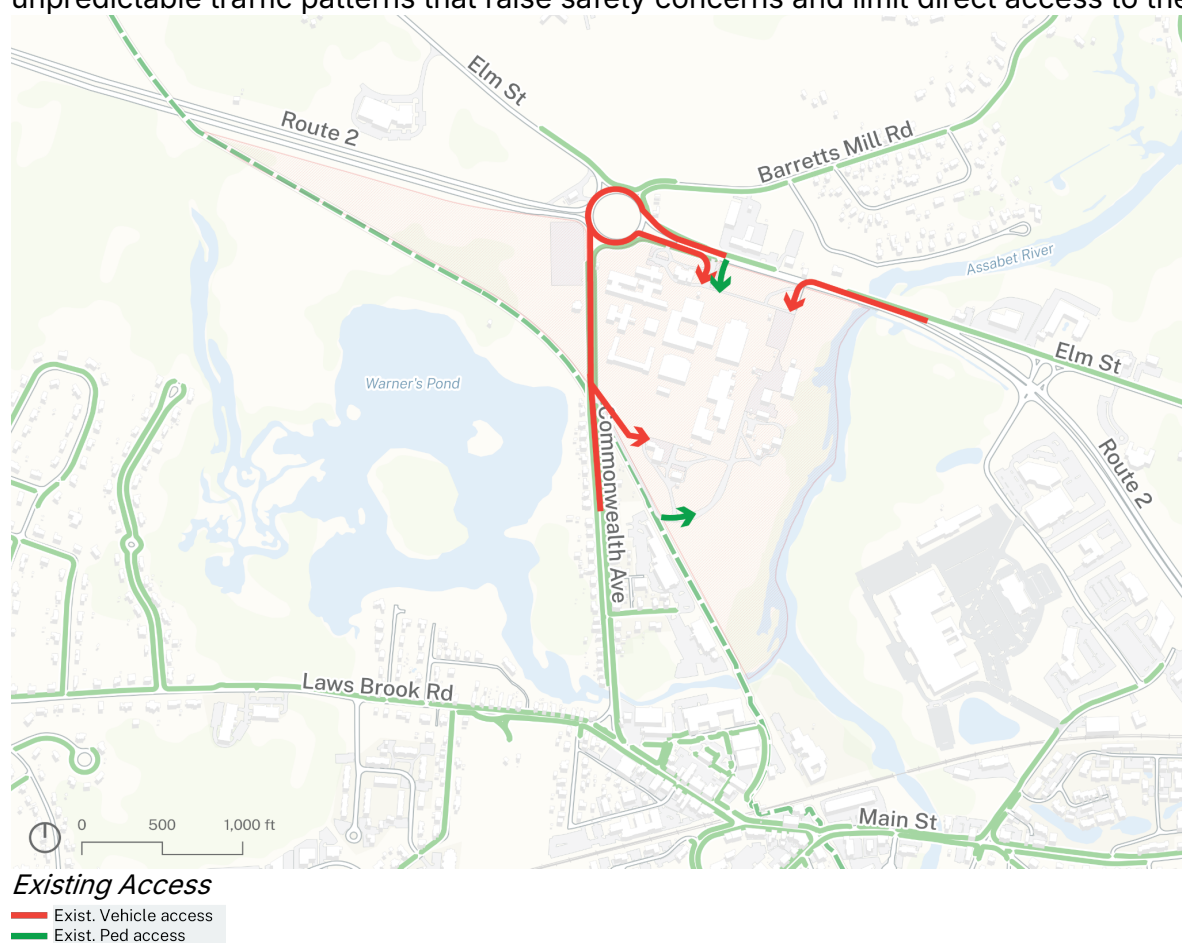
Source: Concord Comprehensive Transportation Plan



Site Access Constraints and Challenges

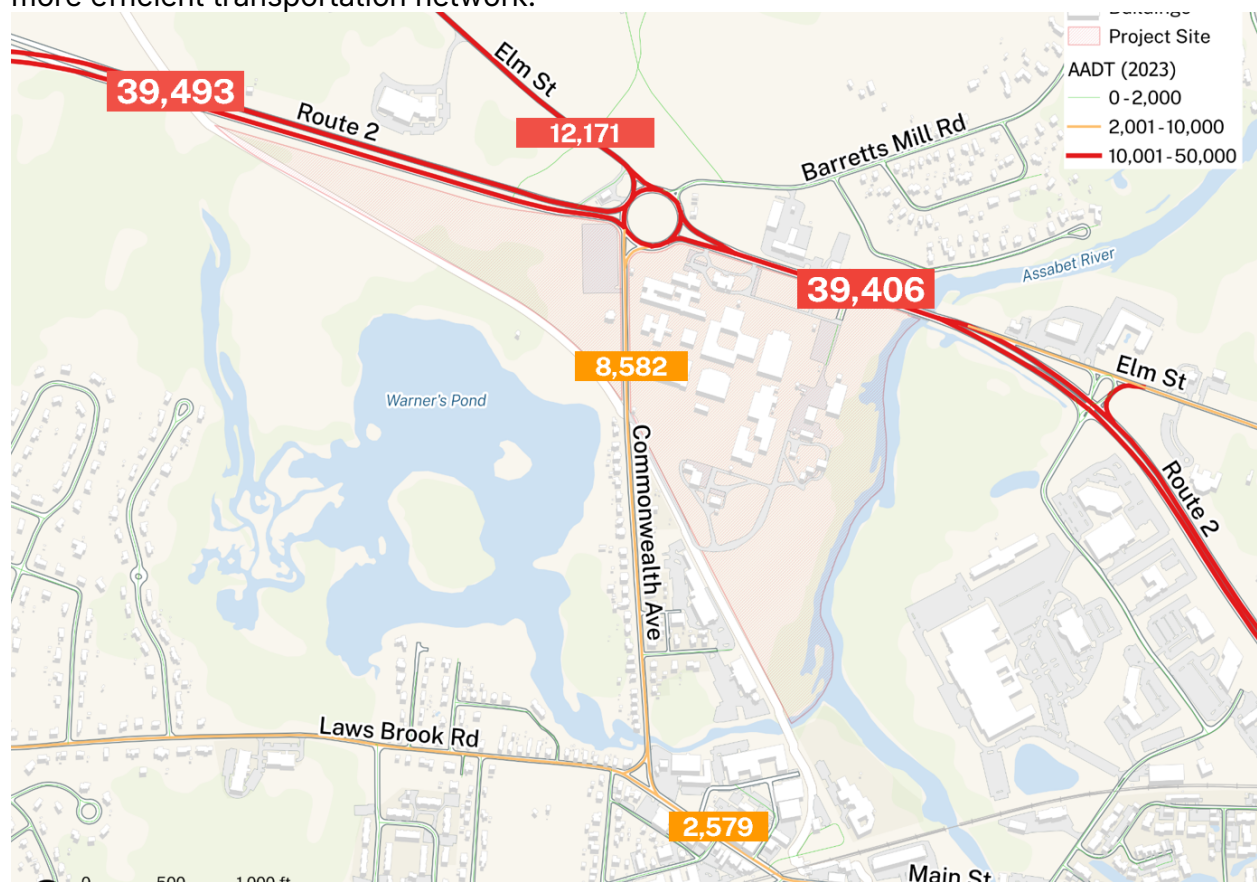
Access to the site is currently limited by both natural and built barriers. The Assabet River and restrict direct entry from the east, while Route 2—characterized by high speeds and volumes—creates a significant physical divide to the north.

These constraints limit safe and convenient access for all users, particularly pedestrians and cyclists. For pedestrians, the area lacks continuous and accessible sidewalks, particularly along key routes like Commonwealth Avenue and Route 2. Where sidewalks do exist, they are often narrow, disconnected, or poorly maintained, and there are few marked crosswalks or pedestrian signals—especially near the rotary—making walking unsafe and inconvenient. Cyclists face similar barriers, with no dedicated bike lanes or safe on-road infrastructure. High vehicle speeds and volumes on Route 2, combined with narrow shoulders, create a hazardous environment for biking. Although the Bruce Freeman Rail Trail is nearby, there are limited safe connections between the trail, the site, and West Concord Station, reducing the potential for active transportation. Vehicular access is also constrained. Route 2's high speeds, lack of signalized intersections, and prohibited left turns at key points force circuitous travel routes and increase travel times. The rotary at Commonwealth Avenue adds further complexity, with congestion and unpredictable traffic patterns that raise safety concerns and limit direct access to the site.



Coordinating Development with Traffic and Safety Goals

Route 2 today experiences high traffic volumes and is operating at capacity, with future regional growth—unrelated to the site—expected to further strain the corridor. Without careful planning, the proposed development could exacerbate both congestion and collision risks, particularly at the rotary and along Route 2. In addition, Commonwealth Ave cut-through traffic volumes are nearly ten times higher than would typically be expected for local roads, indicating spillover effects from regional congestion. To address these challenges, the development must prioritize traffic reduction strategies and enhanced safety measures. This includes encouraging a shift toward micromobility, walking, and public transit through improved infrastructure and connectivity, as well as limiting on-site parking to reduce car dependency. Coordinating closely with MassDOT on roadway improvements will be essential to ensure the development supports a safer, more efficient transportation network.



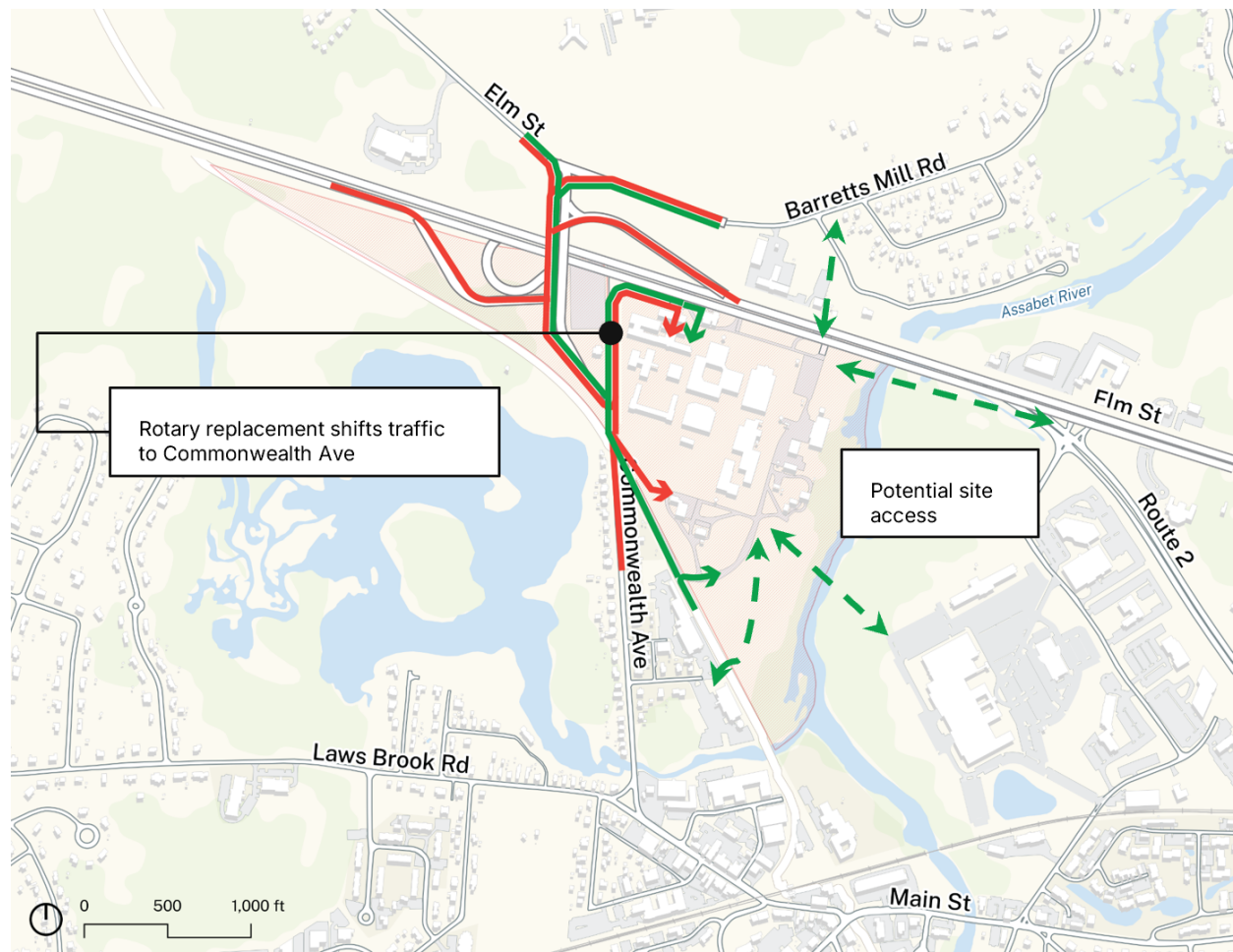
Average Daily Traffic

Sources: MassDOT (2022), Concord Cut-Through Tech Memo (2019)

Coordinating with MassDOT's Rotary Redesign and Enhancing Site Access

The proposed redesign of the Route 2 rotary and Commonwealth Avenue intersection by MassDOT introduces both challenges and opportunities for site access. Future configurations and traffic patterns will directly influence how vehicles, pedestrians, and cyclists can enter and exit the site. MassDOT is currently evaluating both at-grade and grade-separated alternatives, with the latter aimed at improving regional traffic flow and safety. However, from a local connectivity standpoint, an at-grade solution is generally preferred. It offers more direct, flexible access for all users and better supports integration with the surrounding street and trail networks. An at-grade design would also help avoid isolating the site behind high-speed infrastructure, preserving its accessibility and walkability.

Despite the uncertainty, this planning process presents a timely opportunity to advocate for access improvements that align with Concord's multimodal goals. While MassDOT's current preferred alternative involves a grade-separated Commonwealth Avenue, the agency is actively revisiting design concepts—creating space for local input. There are two options for the rotary to consider: an at-grade solution and a grade-separated option. MassDOT is considering the grade-separated option, in which Commonwealth Avenue flies over Route 2. Other at-grade options have also been considered. Both at-grade and grade-separated options present key opportunities and challenges. The grade-separated option has the potential to improve passthrough traffic and safety on Route 2 by separating local from regional traffic. However, a challenge for the MCI site in this scenario is the limited pedestrian and bicycle access along and across Route 2. It would also require ramping onto the raised Commonwealth bridge over Route 2, which would limit space for development on the MCI site. The at-grade option, on the other hand, offers the opportunity to allow more land for development at the MCI site and would create a more urban condition around the site, enhancing at-grade connectivity for vehicles, pedestrians, and cyclists. This option does pose the challenge of combining regional and local traffic, which would reduce speed and level of service along Route 2 compared to the grade-separated option. To determine which option works best for Route 2 operations and the MCI site, proactive engagement with MassDOT and local stakeholders will be essential to ensure that future infrastructure investments promote safe, convenient, and equitable access to the site, while reinforcing the town's broader vision for sustainable, connected mobility.



Potential Grade-Separated Rotary Option Access

- Prop. Vehicle access
- Prop. Pedestrian/Bike
- ... Possible Ped/Bike Connections



Potential At-Grade Rotary Option Access

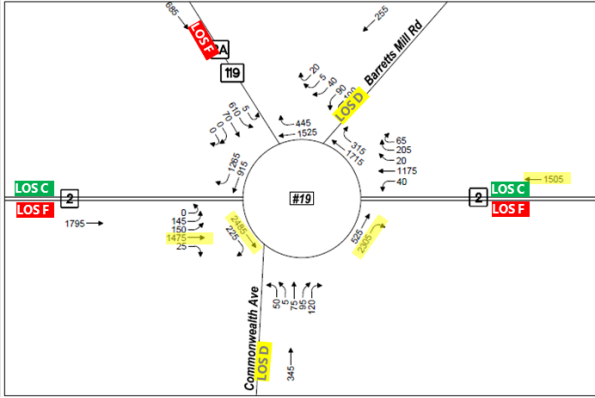
- Prop. Vehicle access
- Prop. Pedestrian/Bike
- ... Possible Ped/Bike Connections

During the morning peak period, Route 2—both ingress and egress—and the inbound direction on Commonwealth Avenue are able to accommodate a limited volume of traffic, estimated at approximately 200 vehicles. However, during the evening peak, Route 2 reaches its operational limits in both westbound and eastbound directions, indicating that it cannot support additional traffic without contributing to congestion. In contrast, the southbound direction on Commonwealth Avenue retains some capacity and can accommodate additional vehicle volumes during this time. Notably, all alternative design concepts currently under consideration for the Concord Rotary demonstrate improved operational performance and increased capacity, suggesting that future enhancements at this key junction could help alleviate current constraints and support additional development-related traffic.

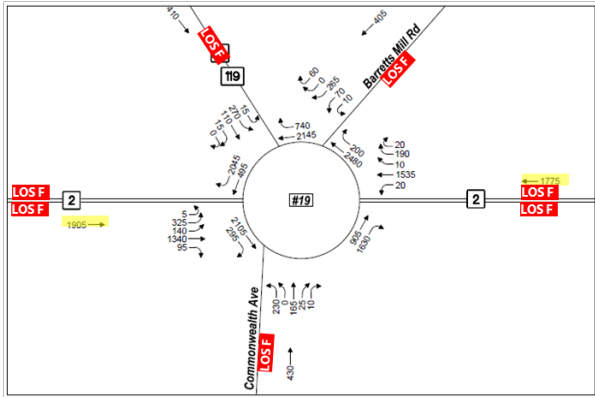
| Level of Service | Stopped Delay per Vehicle (seconds) |
|------------------|-------------------------------------|
| LOS A | <10.0 |
| LOS B | 10.1 to 15.0 |
| LOS C | 15.1 to 25.0 |
| LOS D | 25.1 to 35.0 |
| LOS E | 35.1 to 50.0 |
| LOS F | >50.0 |

Source: Transportation Research Board, Highway Capacity Manual (HCM 6), (Washington, DC).

Weekday Morning



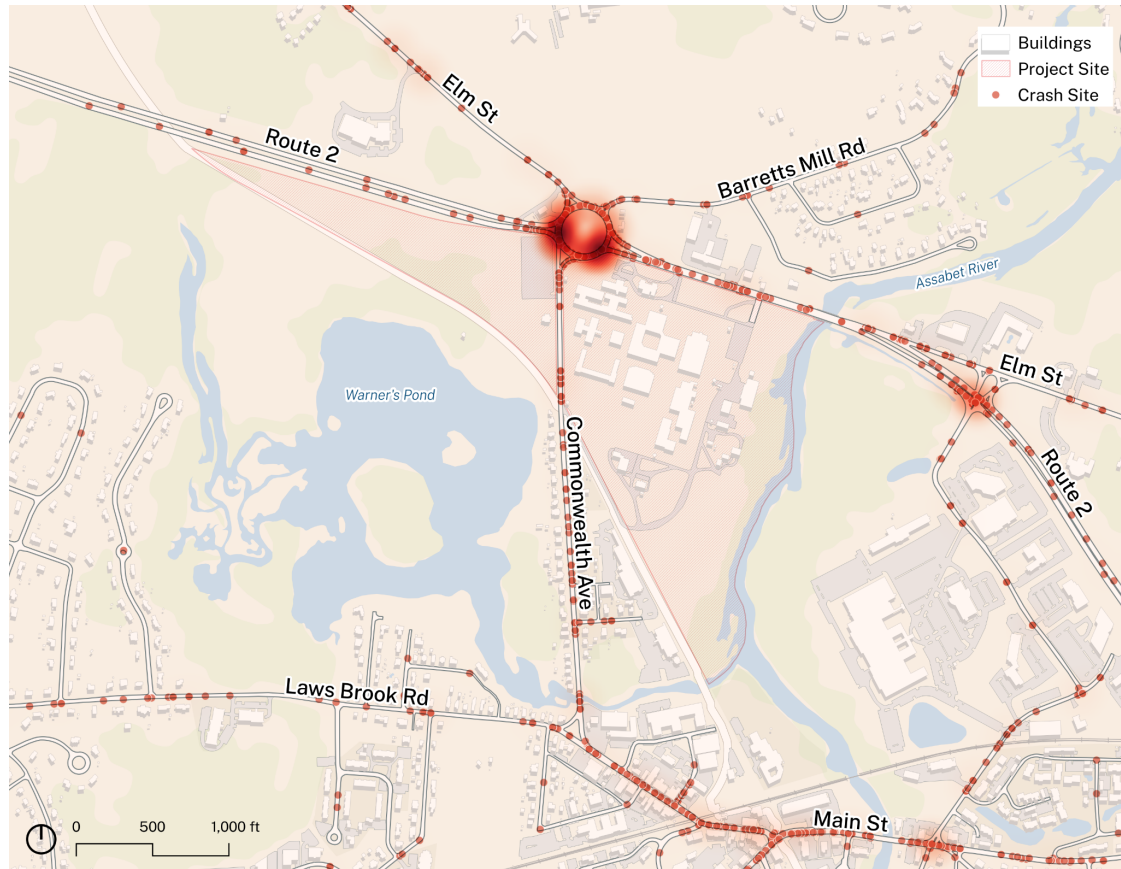
Weekday Evening



Source: Route 2 Corridor Study

Addressing Safety Concerns in the Surrounding Road Network

The surrounding road network poses serious safety risks for both motorized and non-motorized users. The Route 2 rotary is particularly hazardous, with a crash rate nearly five times higher than the statewide average. Over a recent reporting period, a total of 360 crashes were recorded at this location, including two involving pedestrians or cyclists. Common collision types include sideswipes, rear-end impacts, and angle crashes—patterns that indicate high-speed conflicts and limited visibility or maneuverability. Commonwealth Avenue also experiences a higher-than-average number of crashes, further underscoring the need for targeted safety interventions in the area.

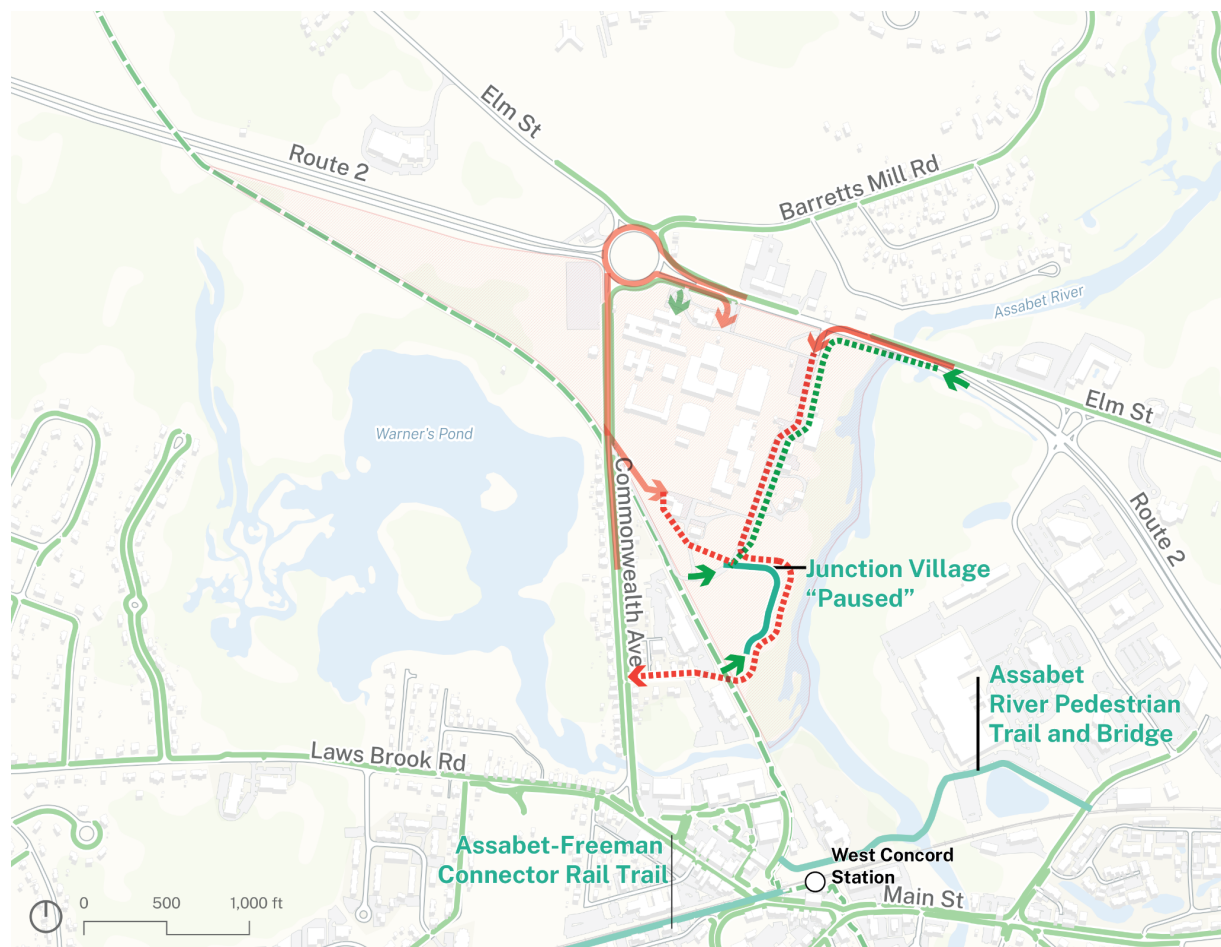


Collisions

Source: MassDOT (2013-2019), Crash rates are based on District Crash Rates published by MassDOT on June 26, 2018

Integrating with the Broader Mobility Network

The site should be thoughtfully integrated with existing and planned mobility infrastructure. This includes creating safe, direct pedestrian and bicycle routes that build upon the Bruce Freeman Rail Trail and the Asset-Freeman Connector Trail, and connect with planned improvements along Route 2. Enhancing access to public transit stops and ensuring seamless links to regional trails—such as the Assabet River Rail Trail—will further strengthen the site's connectivity. Prioritizing active transportation in the site's design will align with Concord's broader mobility goals and foster a more inclusive, accessible environment for all users.



Possible Connections and Planned Projects

- Existing Vehicular Access
- - - Prop. Vehicle Access
- Existing Sidewalks
- Proposed Pedestrian/Bike Access
- - - Possible Ped/Bike Connections
- Existing/Proposed Trails

Mobility Metrics

Measuring and managing both traffic generation and parking demand is essential not only for aligning new development with the capacity of Concord’s transportation network but also for shaping realistic and sustainable development scenarios. These metrics serve as critical inputs that define what scale and type of development can be supported, and under what conditions.

For traffic generation, the primary focus is on projected vehicle trips during the AM and PM peak hours—times when the transportation network is most congested and sensitive to additional volume. These peak periods are also the standard reference points used in

the Route 2 Corridor Study, which provides baseline and future traffic volumes for key intersections. By comparing site-generated trips to these corridor-wide projections, planners can assess whether a proposed development will exacerbate congestion or require mitigation measures. This analysis is particularly important near the Route 2 rotary and Commonwealth Avenue, where traffic volumes are already at or near capacity. While future improvements to Route 2 and the rotary will increase capacity, any viable development scenario must demonstrate that it can limit traffic impacts during peak periods. This may involve reducing trip generation through transportation demand management strategies or aligning development timing with infrastructure upgrades. In this way, traffic generation becomes a defining constraint on the scale and intensity of development that can be supported.

Parking demand plays a dual role in both shaping development feasibility and influencing travel behavior. Evaluating parking needs across multiple development scenarios helps determine how parking supply will affect vehicular traffic and whether the project can support a shift toward more sustainable modes of transportation. Excess parking tends to encourage more driving, while limited parking can promote walking, biking, and transit use. For a development scenario to be viable in this context, it must aim to reduce parking below Concord's minimum off-street requirements. This can be achieved by incorporating shared parking strategies between uses with different peak demand times, applying reductions for residential units, and leveraging proximity to West Concord Station to justify further reductions. By right-sizing parking, the development can reduce its traffic footprint, support more efficient land use, and contribute to a multimodal transportation system that aligns with Concord's broader mobility goals.

Sources

Traffic Generation

Traffic projections for the proposed development are based on standard trip generation rates published by the Institute of Transportation Engineers (ITE), which are commonly used in traffic studies throughout Concord. The following ITE Land Use Codes were applied to estimate trip generation by use type:

- 220: Multifamily Housing (Low-Rise) – for residential components
- 495: Recreational Community Center – for civic uses
- 500–599: Institutional – for museum or cultural uses
- 820: Shopping Center (over 150,000 sq ft) – for retail
- 100–199: Light Industrial – for commercial/light industrial uses

Traffic reduction and internal capture assumptions are informed by the Bahrell Street Redevelopment Traffic Impact, Access, and Parking Study, which provides a local precedent for estimating mode shift and trip containment in mixed-use developments.

Parking Demand

Baseline parking requirements are established by the Town of Concord's Zoning Bylaw,

which specifies minimum off-street parking ratios based on land use. Strategies for reducing these requirements are supported by two key sources. The Bahrell Street Redevelopment Study provides a relevant local precedent, demonstrating how reduced parking standards can be successfully implemented in a mixed-use, transit-accessible context. Additionally, the Town’s zoning amendment on parking reduction allows for flexibility based on factors such as proximity to transit, shared parking arrangements—particularly between residential and commercial uses with offset peak demand periods—and other demand management strategies that align with Concord’s goals for sustainable development.

Assumptions

Traffic Rates

| Proposed Use | ITE Land Use Code (LUC) | Independent Variable | AM Peak | PM Peak |
|------------------------------------|--------------------------------------|----------------------|---------|---------|
| Residential | 220 (Multifamily Housing (Low-Rise)) | Dwelling Units | 0.38 | 0.61 |
| Civic | 495 (Recreational Community Center) | 1000 Sq. Ft. GFA | 1.91 | 2.5 |
| Museum | (500-599) Institutional | 1000 Sq. Ft. GFA | 0.28 | 0.18 |
| Commercial/light industrial/retail | Retail/Commercial + Light Industrial | 1000 Sq. Ft. GFA | 1.58 | 4.05 |

| AM Factors | | | | |
|--------------|--------------------------------------|----------------------|----------|---------|
| Proposed Use | ITE Land Use Code (LUC) | Independent Variable | Entering | Exiting |
| Residential | 220 (Multifamily Housing (Low-Rise)) | Dwelling Units | 0.1102 | 0.2698 |

| | | | | |
|------------------------------------|--------------------------------------|------------------|--------|--------|
| Civic | 495 (Recreational Community Center) | 1000 Sq. Ft. GFA | 1.2606 | 0.6494 |
| Museum | (500-599) Institutional | 1000 Sq. Ft. GFA | 0.2408 | 0.0392 |
| Commercial/light industrial/retail | Retail/Commercial + Light Industrial | 1000 Sq. Ft. GFA | 1.172 | 0.408 |

| PM Factors | | | | |
|------------------------------------|--------------------------------------|----------------------|----------|---------|
| Proposed Use | ITE Land Use Code (LUC) | Independent Variable | Entering | Exiting |
| Residential | 220 (Multifamily Housing (Low-Rise)) | Dwelling Units | 0.366 | 0.244 |
| Civic | 495 (Recreational Community Center) | 1000 Sq. Ft. GFA | 1.175 | 1.325 |
| Museum | (500-599) Institutional | 1000 Sq. Ft. GFA | 0.0288 | 0.151 |
| Commercial/light industrial/retail | Retail/Commercial + Light Industrial | 1000 Sq. Ft. GFA | 1.723 | 2.327 |

Traffic reductions

| | Factor Reduction (AM Peak) | Factor Reduction (PM Peak) | Factor Reduction (Weekday) |
|------------------------------------|----------------------------|----------------------------|----------------------------|
| Transit-Oriented Development (TOD) | 0.8 | 0.8 | 0.8 |
| Retail/Commercial | 0.75 | 0.75 | 0.75 |
| Peak Hour Reduction | 0.95 | 0.88 | - |

Parking Rates

| Proposed Use | Required Rate |
|--------------------------|---|
| Residential (subsidized) | 1.5 per dwelling unit for subsidized low and moderate income housing or elderly housing |
| Recreational Center | 1 per 250 Sq. Ft. GFA |
| Retail | 1 per 250 Sq. Ft. GFA |
| Museum | 1 per 250 Sq. Ft. GFA |

Parking Reductions

| | Factor Reduction |
|---|------------------|
| Transit-Oriented Development (TOD) | 0.8 |
| Internal Capture Rate <i>(50% of Retail/light industrial Parking Estimate)</i> | 0.5 |

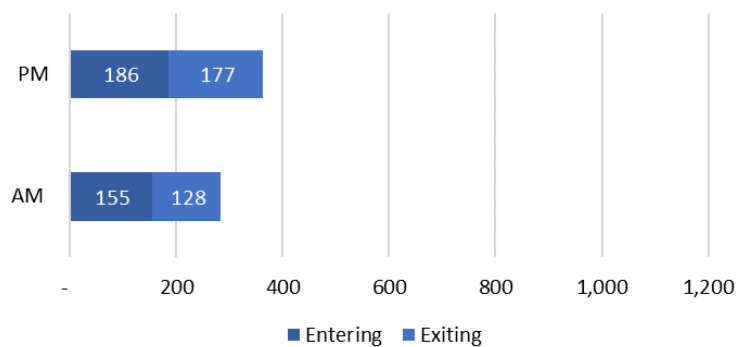
Scenario Outcomes

Scenario 1

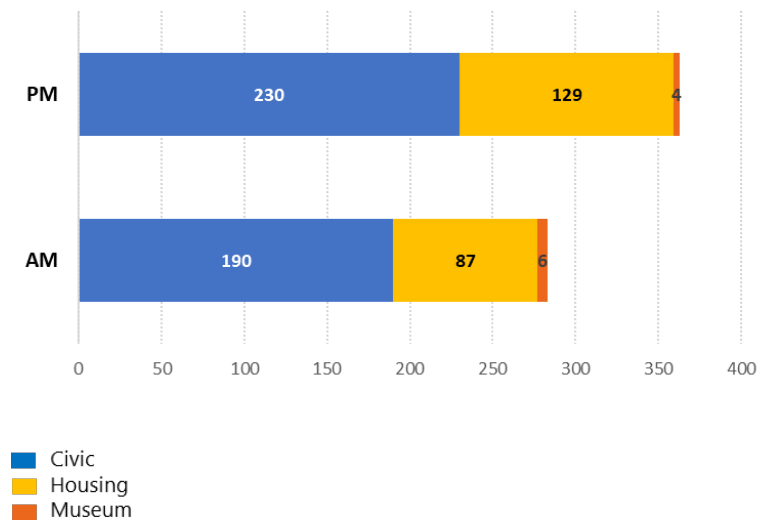
Traffic

In Scenario 1, the traffic impact is primarily driven by a community or civic use, which is the largest generator of trips within the development. Despite this, the overall number of peak-hour trips remains low, suggesting a relatively modest impact on the surrounding transportation network. Among the peak periods, the PM peak hour sees higher traffic volumes than the AM peak, with the majority of trips during this time being inbound. This pattern indicates that the site is more likely to attract visitors or users in the late afternoon or early evening, consistent with the nature of community or civic functions.

Scenario 1: Vehicle Trips (AM vs. PM Peak)



Scenario 1: Vehicle Trips by Program (AM vs. PM)



Parking

In Scenario 1, the total parking requirement based on standard code amounts to 1,088 spaces, distributed across housing (450 spaces), civic uses (522 spaces), and a museum (116 spaces). However, with applied reductions—likely due to shared parking strategies, proximity to transit, or other demand management measures—the total requirement is

reduced to 871 spaces. This represents a 20% overall reduction, demonstrating the potential for more efficient land use and a lower parking footprint while still meeting the needs of all program elements.

Based on the ITE traffic demand estimates for the proposed land uses, a peak parking demand of 363 spaces is estimated during PM peak hour, and 283 spaces are estimated during AM peak hour. A proposed parking supply of 871 can accommodate peak parking demand at the site.

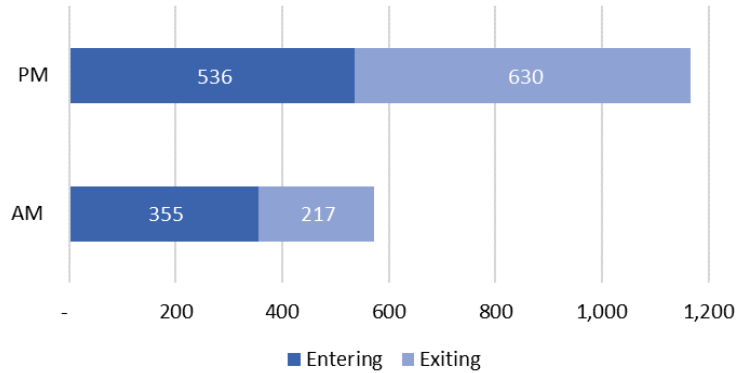
| Scenario 1 | Required Spaces (per Code) | Required Spaces (applied reduction) |
|--------------|-------------------------------|---|
| Housing | 450 | 360 |
| Civic | 522 | 418 |
| Museum | 116 | 93 |
| Total | 1,088 | 871 |

Scenario 2

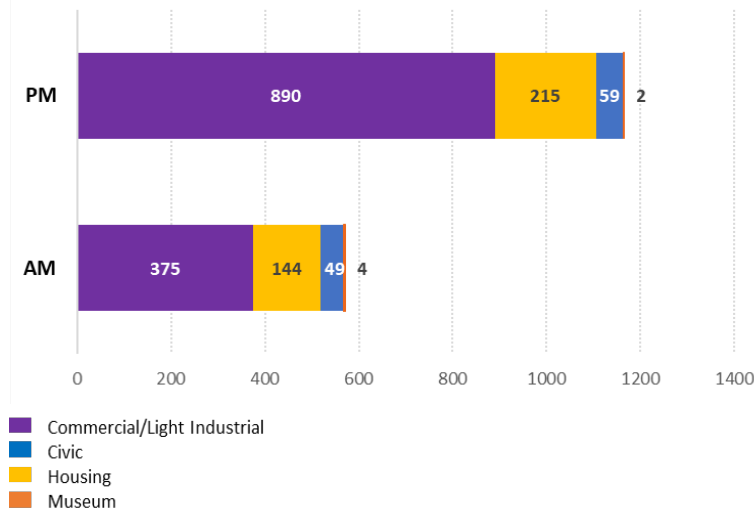
Traffic

In Scenario 2, traffic impacts are primarily driven by commercial and light industrial uses, which generate the highest number of trips compared to other land uses in the scenario. This results in a significant volume of vehicle activity during the PM peak hour, with the majority of trips being inbound. The concentration of inbound traffic in the evening reflects typical commuting patterns associated with employment-based land uses, where workers arrive in the afternoon and depart later in the day.

Scenario 2: Vehicle Trips (AM vs. PM Peak)



Scenario 2: Vehicle Trips by Program (AM vs. PM)



Parking

In Scenario 2, the total parking requirement based on standard code amounts to 2,620 spaces, distributed across housing (750 spaces), civic uses (135 spaces), retail (1,664 spaces), and a museum (71 spaces). However, with applied reductions— due to shared parking strategies, proximity to transit, or other demand management measures—the total requirement is reduced to 1,431 spaces. A major factor in the retail reduction stems from the Town’s zoning bylaws, which allow up to 50% of parking spaces used by retail, office, and light industrial uses to be shared with residential, educational, or other land uses that typically have low parking demand during retail peak hours. These provisions enable a 45% overall reduction, demonstrating the potential for more efficient land use and a lower parking footprint while still meeting the needs of all program elements.

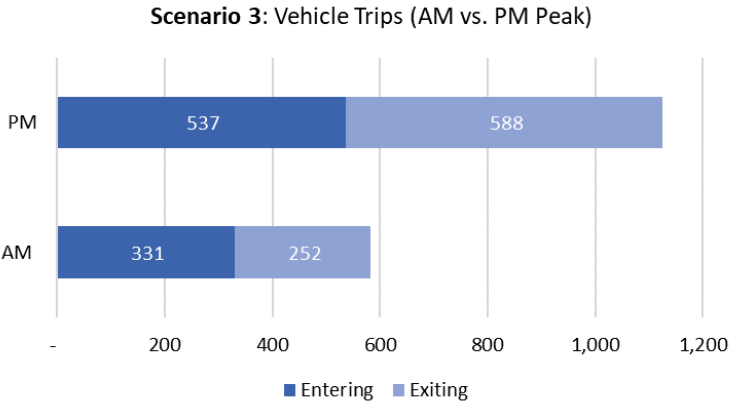
Based on the ITE traffic demand estimates for the proposed land uses, a peak parking demand of 1,166 spaces is estimated during PM peak hour, and 572 spaces are estimated during AM peak hour. A proposed parking supply of 1,431 can accommodate peak parking demand at the site.

| Scenario 2 | Required Spaces (per Code) | Required Spaces (applied reduction) |
|--------------|----------------------------|-------------------------------------|
| Housing | 750 | 600 |
| Civic | 135 | 108 |
| Retail | 1,664 | 666 |
| Museum | 71 | 57 |
| Total | 2,620 | 1,431 |

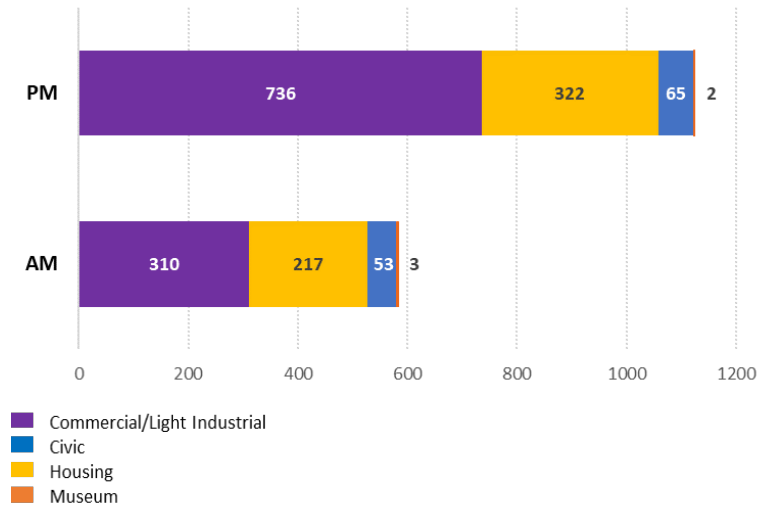
Scenario 3

Traffic

In Scenario 3, the traffic pattern closely mirrors that of Scenario 2, with commercial and light industrial uses generating the highest number of trips among all land uses. This scenario also results in a substantial volume of PM peak hour traffic, predominantly composed of inbound trips associated with these employment-based uses. The concentration of inbound traffic during the evening period reflects typical operational hours for commercial and light industrial activities, indicating a strong demand on the transportation network at the end of the workday.



Scenario 3: Vehicle Trips by Program (AM vs. PM)



Parking

Scenario 3 projects the highest parking demand, with standard code requirements totaling 2,713 spaces, distributed across housing (1,125 spaces), civic uses (147 spaces), retail (1,376 spaces) and a museum (65 spaces). However, with applied reductions— due to shared parking strategies, proximity to transit, or other demand management measures—the total requirement is reduced to 1,620 spaces. A major factor in the retail reduction stems from the Town’s zoning bylaws, which allow up to 50% of parking spaces used by retail, office, and light industrial uses to be shared with residential, educational, or other land uses that typically have low parking demand during retail peak hours. This represents a 40% overall reduction, demonstrating the potential for more efficient land use and a lower parking footprint while still meeting the needs of all program elements.

Based on the ITE traffic demand estimates for the proposed land uses, a peak parking demand of 1,125 spaces is estimated during PM peak hour, and 583 spaces are estimated during AM peak hour. A proposed parking supply of 1,620 can accommodate peak parking demand at the site.

| Scenario 3 | Required Spaces (per Code) | Required Spaces (applied reduction) |
|------------|----------------------------|-------------------------------------|
| Housing | 1,125 | 900 |
| Civic | 147 | 118 |
| Retail | 1,376 | 550 |
| Museum | 65 | 52 |

| Scenario 3 | Required Spaces (per Code) | Required Spaces (applied reduction) |
|--------------|-------------------------------|---|
| Total | 2,713 | 1,620 |

Case Studies

SmartParking



Michigan Central Station, Detroit, Michigan

This project showcases the integration of smart parking technology to enhance space efficiency, streamline vehicle flow, and support surrounding commercial activity. By using real-time occupancy sensors, the system provides up-to-date information on available parking spots, helping drivers quickly locate open spaces and reducing traffic congestion caused by circling vehicles. Automated, contactless payment options—such as mobile apps and license plate recognition—simplify the entry and exit process, improving user convenience and operational efficiency.

The system also enables dynamic space management, allowing parking zones to adapt based on usage patterns, time of day, or special events. This flexibility maximizes the utility of existing infrastructure without the need for costly expansion. Additionally, designated short-term parking areas can be reserved to support nearby businesses, encouraging quick visits and increasing local foot traffic.

Shared Parking



Cul-de-sac, Tempe, Arizona

Shared parking solutions can significantly reduce the overall space required for vehicle storage and infrastructure by concentrating parking in strategic locations rather than dispersing it throughout the street network. By implementing development strategies that make the most of available parking—such as shared-use agreements, centralized parking facilities, and demand-based design—communities can minimize the footprint of parking infrastructure.

Instead of assigning dedicated spaces to each use or building, parking is treated as a shared resource, accessible to multiple users at different times of day. This approach supports higher land-use efficiency, encourages walkability, and frees up valuable space for housing, green areas, and public amenities. Concentrating parking also simplifies traffic patterns and enhances the pedestrian experience by reducing curb cuts and vehicle crossings.

Shared Streets



Winthrop Street, Cambridge, Massachusetts

Shared street design can transform public space into a more flexible, inclusive, and efficient environment. By prioritizing pedestrians, cyclists, and low-speed vehicles within a shared right-of-way, these streets support a mix of uses that increase activity and accessibility throughout the day.

Rather than dedicating space solely to cars, shared streets are designed to accommodate multiple modes of transportation while encouraging slower vehicle speeds and safer interactions. This approach reduces the need for extensive vehicle infrastructure, such as wide lanes and curbs, and instead promotes walkability, social interaction, and healthier lifestyles. The result is a higher capture rate of foot traffic for local businesses, more vibrant public spaces, and a reduced reliance on cars for short trips

Health Corridors



Southwestern Medical District, Dallas, Texas

Multi-use paths and trails can be designed not only for connectivity but also for promoting wellness and safety. These corridors integrate biophilic design elements such as natural landscaping, shade, and greenery, creating inviting environments that encourage walking, cycling, and outdoor recreation.

Beyond their recreational value, health corridors contribute to public safety by reducing reliance on vehicles and calming traffic in adjacent areas. Slower vehicle speeds and fewer conflict points make these spaces safer for pedestrians and cyclists, while also supporting healthier, more active lifestyles.

Autonomous Shuttle



WeRide, Valence, France

Autonomous vehicle fleets can serve as a flexible, efficient transportation system within a development site, reducing reliance on personal vehicles and encouraging transit use. These shuttles operate on fixed or dynamic routes and can be integrated with a mobile app for on-demand service, allowing users to request rides in real time and plan trips seamlessly

By offering frequent, reliable service and connecting key destinations—such as housing, transit hubs, retail areas, and public spaces—autonomous shuttles enhance accessibility while minimizing traffic and parking demand. Their electric, low-speed design also supports sustainability goals and improves safety in pedestrian-oriented environments.

Recommendations for Future Development

Vehicular

While vehicular access remains necessary for certain users and functions, the overarching goal of the development should be to minimize reliance on private automobiles and support a broader shift toward sustainable, multimodal transportation. This means designing the site and its transportation systems in a way that discourages unnecessary car trips and prioritizes walking, biking, and transit.

To achieve this, the development should limit vehicle trip generation through a combination of land use strategies, transportation demand management (TDM), and reduced parking supply. Parking should be intentionally constrained—below Concord’s minimum requirements—using shared parking arrangements, reduced ratios for residential and commercial uses, and incentives for carpooling and carshare. These measures will help reduce the traffic footprint of the site and encourage residents and employees to consider alternative modes.

Pedestrian

Pedestrian access and safety must be a central focus of site design. Continuous, ADA-compliant sidewalks should be provided along all streets inside the development and extended to connect with Commonwealth Avenue, Route 2, and the Bruce Freeman Rail Trail. Pedestrian-scale lighting, wayfinding signage, and traffic calming measures such as raised crossings and curb extensions will enhance safety and comfort. Connections to the Assabet River trails and West Concord Station should be improved to support both recreational and commuter walking. The site should also include public realm enhancements—such as benches, landscaping, and shade structures—to create a walkable, inviting environment.

Micromobility

The site is well-positioned to support micromobility, given its proximity to the Bruce Freeman Rail Trail and other regional paths. To support future micromobility options like shared bikes or scooters, the development should include designated parking zones and charging infrastructure for electric micromobility. Wayfinding signage can help users navigate safely and confidently.

Transit

To significantly enhance transit accessibility and reduce reliance on private vehicles, the development could establish a dedicated shuttle service connecting the site directly to Concord Station. This shuttle would provide a reliable, frequent link for residents, employees, and visitors, bridging the gap between the site and regional rail service. The shuttle route would be designed to operate during peak commuting hours with potential midday and evening service to accommodate a variety of travel needs. The shuttle system would include clearly marked pick-up and drop-off points at both the site and the station, with amenities such as shelters, seating, and real-time arrival information. Integration with MBTA schedules will be important to ensure seamless transfers.

Appendix F

Site Understanding:
Infrastructure

Infrastructure

Nitsch Engineering

The MCI Concord Site boasts a large network of existing infrastructure that brings both assets and challenges to future development. Its large network of existing underground utilities includes stormwater, wastewater, gas, water, and steam systems. Most of these systems have been mapped, though some elements such as the steam tunnels are not fully documented in the materials provided by DCAMM. While some of the existing infrastructure could remain in some manner, such as the wastewater treatment plant, most of the systems would need to be entirely constructed for redevelopment.

Redevelopment, particularly of the site's stormwater system, brings an opportunity to improve environmental performance and make the site more resilient to climate change. More than 22 acres of impervious surfaces on the existing site currently send untreated stormwater directly into the Assabet River. Future plans should include stormwater systems that treat runoff pollution and are sized to accommodate projected increases in precipitation in the future. Modeling of future systems that feature a multi-pronged approach to this treatment for each development scenarios showed that it is possible to adopt ambitious stormwater mitigation approaches into the site's redevelopment for all scenarios.

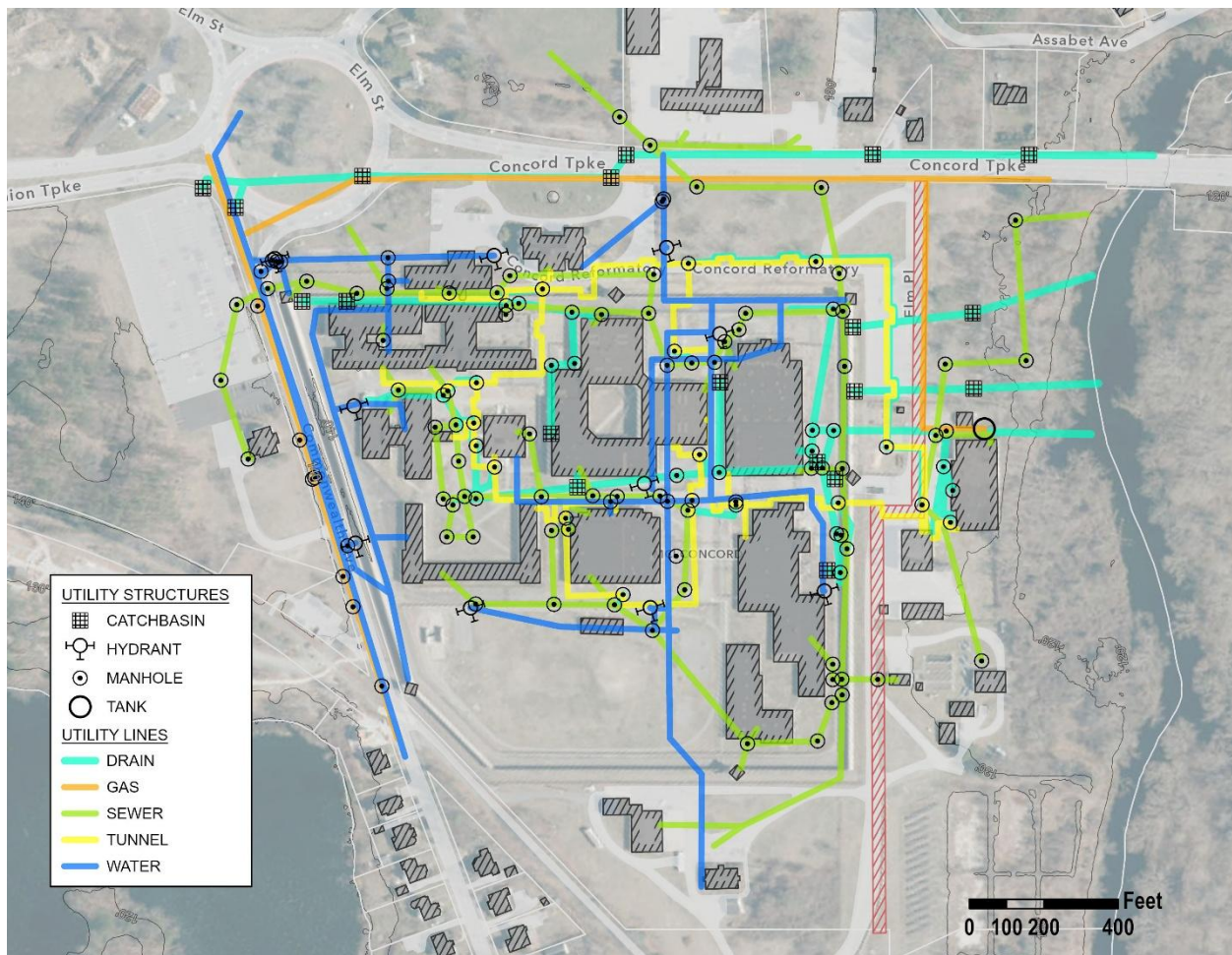
To estimate future infrastructure needs, the team modeled projected future wastewater and stormwater needs for the three discussed development scenarios. The stormwater mitigation model utilized a combination of bioretention areas, permeable pavement, and subsurface infiltration, which would reduce pollution, manage runoff more effectively, and prepare the site for future weather conditions. It showed that a multi-faceted approach to stormwater management could feasibly be integrated into development scenarios. The wastewater demand model, which assumed the needed upgrades to the wastewater treatment plant are carried out, offered mixed results for the scenarios. The two less-intense scenarios, Mission Learning and Revenue Focused, would likely work within the anticipated wastewater treatment capacity, while the Feasibility Driven scenario would not.

KEY TAKEAWAY 1: The Site Has a Large Network of Existing Underground Infrastructure

The Nitsch team began the project by conducting a comprehensive inventory of all existing utility systems on the site, including stormwater, wastewater, gas, water, and

steam. This inventory was based on files provided by DCAMM and revealed an intricate system of underground utilities, including the locations of drainage outfalls and manholes.

| Utility | Location Known | Size/Capacity | Size is sufficient for envisioned scenarios |
|------------|----------------|--------------------------|---|
| Wastewater | Yes | 310,000 GPD for the WWTP | Potentially. Pending discussions with town and chosen scenario. |
| Stormwater | Yes | Unknown | N/A – system will have to be rebuilt to meet current standards |
| Water | Yes | Unknown | Assumed yes based on nearby flow tests |

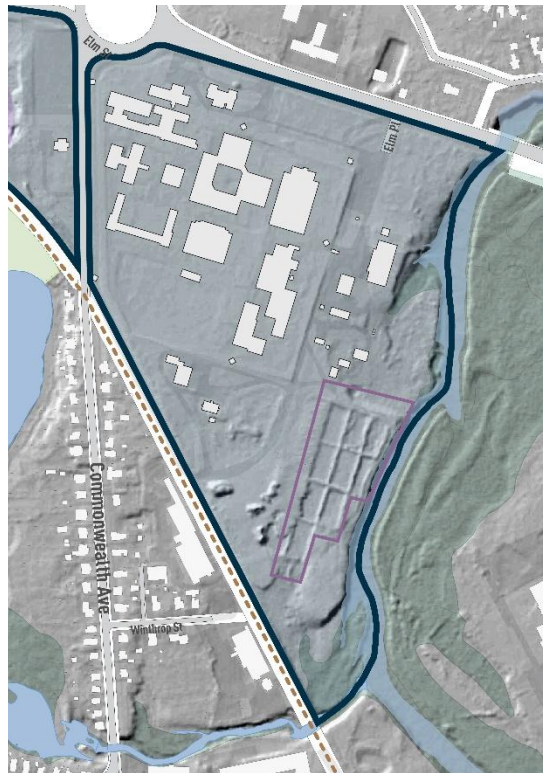


Existing Site Infrastructural System, per DCAMM materials

One aspect of the site’s infrastructure that is unknown but could impact future development is the network of steam tunnels that previously delivered heat to the buildings. The team was able to discern approximate locations of the steam tunnels based on DCAMM documents but found no indication of their dimensions or current state of repair. It is assumed that the steam tunnels will be abandoned or removed in future site

scenarios, eventually being filled in, sealed, or portions or all of the tunnels removed, where the size of the tunnels could have structural implications for future development.

South of the Wastewater Treatment Plant are a collection of abandoned sand filter beds, which were previously part of the WWTP system. Currently unused photovoltaic panels sit on top of the former sand beds. The location of the abandoned sand pits can be seen from LIDAR data in the image below. The Town has considered rehabilitating these sandbeds to expand onsite wastewater disposal capacity. This could potentially serve both the development and West Concord village sewer flows but would require study to study this further, The Town is actively working with a consultant on this.



Sand bed location per LIDAR data.

KEY TAKEAWAY 2: Stormwater Mitigation Strategies Will Enhance Site Resilience and Local Water Quality

Introducing stormwater management to the site offers an opportunity to reduce runoff pollution that currently drains into nearby waterways and enhance the site's resilience to increasingly frequent and severe rainfall events, which are exacerbated by climate change. Today, the site contains 22.5 acres of impervious surfaces—such as roads,

roofs, and paths—that drain directly into the Assabet River without pollutant treatment, which degrades the quality of the waterbody. The Assabet River, which is located within the Sudbury Assabet Concord (SuAsCo) Watershed, also has a total maximum daily load (TMDL) for total phosphorus, which requires all new development stormwater Best Management Practices (BMPs) be optimized for phosphorus removal.

Redevelopment of the site will require a Massachusetts Department of Environmental Protection (MassDEP) compliant stormwater system to be designed. The proposed stormwater system should conform to the MassDEP Standards for new development and reduce stormwater discharge rates for the 2-, 10-, 25-, and 100-year 24-hour rainfall events at all discharge points. Additionally, MassDEP has released changes to the Massachusetts Wetlands Protection Regulations (310 CMR 10.00), the Stormwater Handbook, and Stormwater Management Standards. The timeline for these changes is uncertain, but they are expected to go into effect six months after approval.

As the site does not currently have any stormwater mitigation strategies, the proposed design has the opportunity to incorporate low impact development and green infrastructure techniques, such as rain gardens, bioretention basins, water quality swales, and permeable pavement to provide adequate water quality treatment and rate reductions. Green infrastructure uses distributed small-scale practices to mimic natural hydrologic cycles, working with nature to manage stormwater, reduce reliance on traditional drainage systems, and provide valuable co-benefits, such as reducing the urban heat island effect, improving air quality, and supporting pollinator habitats. The green infrastructure approach employs landscape-based strategies to minimize impacts of stormwater runoff from impervious surfaces and treats stormwater as a resource to support on-site vegetation, rather than a waste product to be drained away.

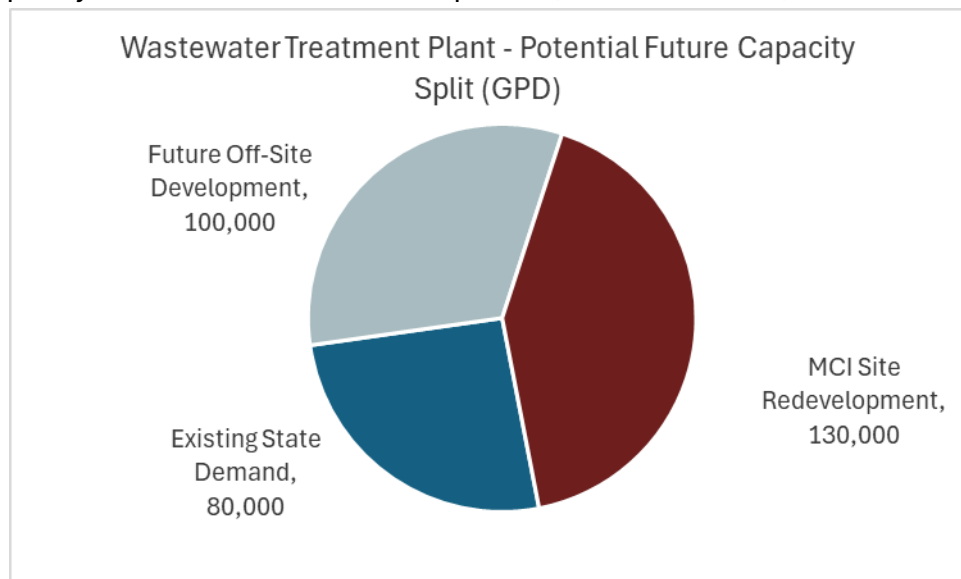
Stormwater management on the site was modeled in alignment with the Massachusetts Stormwater Management Standards, as outlined in the 2008 MassDEP Handbook, and the Town of Concord's Stormwater Regulations. Additionally, to advance climate resilience goals at the site, the City of Cambridge's approach of using the rainfall data based on the 2070 projected event was adopted. Rather than designing for today's minimum 1-inch storm event, the team modeled stormwater infrastructure to manage a 5-inch precipitation event, based on similar forward-looking standards in the City of Cambridge (see assumptions for details). This forward-looking approach includes managing runoff through a mix of permeable pavement (20%), subsurface infiltration systems (40%), and bioretention (40%).

Preliminary soil information from the Natural Resource Conservation Service (NRCS) Web Soil Survey (WSS) indicates that soils on site are primarily Hydrologic Soil Group A, which are generally conducive to drainage and promote groundwater infiltration. However, the site's proximity to the Assabet River and other resource areas could indicate high

groundwater, limiting potential for subsurface treatment and infiltration. Additionally, potential contamination of soils on site may require remediation and could further limit opportunities for infiltration at the site. Therefore, any stormwater management facility or water quality BMP may require the use of underdrains or other innovative stormwater management structures.

KEY TAKEAWAY 3: The Wastewater Treatment Plant Could Dictate Development Intensity




The existing wastewater treatment plant (WWTP) on the site offers significant advantages for future site development but also potentially serves as a limiting factor for future growth. A 2024 evaluation of the plant demonstrated the need for \$25 million in upgrades in order to bring the facility up to its full design capacity of 310,000 gallons per day (GPD). Discussions with the Town and State indicated an appetite for distributing that capacity between future on-site development, existing State users in the immediate area, and future off-site development in Concord. This split would leave a roughly 130,000 GPD of capacity for future MCI site development (see chart below).



Potential Distribution of WWTP Capacity, based on discussions with Town and State

Programming, density, and design choices will all directly impact the daily wastewater capacity requirements of future scenarios. The project team estimated the wastewater demands based on square footage per use for the proposed scenarios – see assumptions section for methodology. Based on the model, the Mission Leaning and Revenue Focused scenarios fit within the discussed capacity for the site, requiring an estimated 44,970 GPD and 128,753 GPD, respectively. However, the Feasibility Driven scenario, which emphasizes commercial and mixed-use development, would exceed this capacity,

requiring 154,706 GPD. This demand is driven by increases in residential units, hotel rooms, and commercial/light industrial uses.

| | | Housing (Assumes 40% 2BR, 60% 1BR) | Civic Space | Museum | Commercial/ Light Industrial | Hotel | Total | |
|---|--------------------------------------|---|-------------|--------|------------------------------------|---------|----------------|-----|
|  | A Civic and Institutional Campus | 300 | 130,600 | 29,000 | - | - | 159,900 | SF |
| | | 33,000 | 9,795 | 2,175 | - | - | 44,970 | GPD |
|  | A Vibrant Center for Commerce | 500 | 33,700 | 17,800 | 316,000 | 100,000 | 468,000 | SF |
| | | 77,000 | 9,795 | 1,335 | 23,700 | 16,923 | 128,753 | GPD |
|  | A Thriving Mixed-Use Neighborhood | 750 | 36,800 | 16,300 | 244,000 | 100,000 | 297,850 | SF |
| | | 115,500 | 2,760 | 1,223 | 18,300 | 16,923 | 154,706 | GPD |

Estimated Wastewater Demands by Scenario

Innovative and alternative (I/A) onsite wastewater treatment systems could be considered to supplement wastewater treatment on the MCI-Concord site. These systems are designed to accelerate the deployment of new technologies that target nitrogen effluent levels of less than 10 mg/L, which is crucial for protecting local water bodies from nutrient pollution. Enhanced I/A Septic Systems offer better nitrogen removal and cost-effective solutions compared to centralized systems

Additionally, mixed-use developments in New England are exploring the use of aerobic septic systems. This system replaces conventional leach fields with a more ecologically sound alternative that enhances the treatment of wastewater through aerobic processes. By improving the efficiency of wastewater treatment and reducing the environmental impact, these innovative systems support the sustainable growth of mixed-use developments while ensuring the protection of local water resources. 34 I/A systems are certified for general use in Massachusetts. An additional 10 systems are certified for provisional use, 7 systems are approved for piloting, and 30 systems are approved for remedial use.

The potential responsibility for funding the WWTP renovation is yet to be determined.

SOURCES

DCAMM files
 Massachusetts 310 CMR 15.000 (Title V Regulations)
 MassDEP Stormwater Handbook
 Conversations with DPW staff and State
 Cambridge Stormwater Standards

ASSUMPTIONS

Wastewater Needs

Wastewater capacity analysis assumed that the needed renovations on the Waste Water Treatment Plant are completed, and that the project does not use the sand pits to expand the site's wastewater treatment capacity.

Wastewater capacity needs were modeled using standards from Massachusetts 310 CMR 15.000 ("Title 5"). These standards for wastewater use by land use type are:

- Residential - 110 GPD Per Bedroom
- Commercial/Industrial - 75 GPD per 1,000 square feet
- Museum – 75 GPD per 1,000 square feet
- Hotel – 110 GPD per bedroom

These numbers are intended to be used as estimates and may vary based on actual buildout.

Housing Split

Housing types were factored into wastewater needs modeling to estimate the total number of bedrooms the site could support, which in turn informs projected wastewater flows. The team assumed that any future residential development would consist of a mix of unit sizes, with 40% of units being two-bedroom and 60% being one-bedroom. This assumption was based on several factors, including recent multifamily housing trends in Concord, where smaller unit types have become more common due to market demand, affordability considerations, and alignment with the town's housing goals. In particular, Concord's 2023 Housing Production Plan highlights the need for smaller, more attainable housing options for seniors, small households, and individuals seeking to downsize. This mix also reflects patterns observed in comparable developments across the region and ensures that the model accounts for a realistic scenario.

Stormwater Modeling

The team adopted an "above and beyond approach" to stormwater management, exceeding the base requirement of a 1-inch storm event. Stormwater management on the site was modeled in alignment with the Massachusetts Stormwater Management Standards, as outlined in the 2008 MassDEP Handbook, and the Town of Concord's Stormwater Regulations. Additionally, to advance climate resilience goals at the site, the City of Cambridge's approach of using the rainfall data based on the 2070 projected event was adopted. This proactive approach ensures resilience against future climate variability and optimizes pollution mitigation. To determine biotention area sizing, the model assumed that runoff would be managed using a combination of strategies: 20% of

the runoff would be handled by permeable pavement, 40% by subsurface infiltration systems, and the remaining 40% by bioretention. The amount of bioretention required on-site for the three scenarios was 58,000 SF, 93,000 SF, and 99,000 SF, respectively.

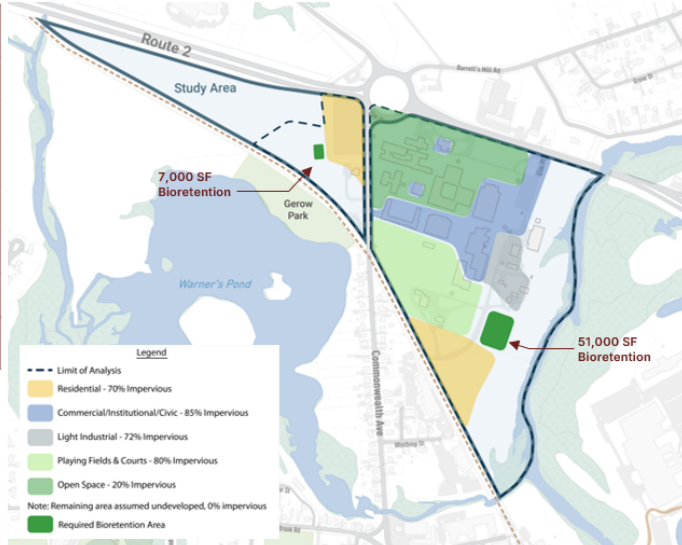
Stormwater Modeling – Land Cover Estimates by Scenario

Land Cover – A Civic and Institutional Campus

| | West (Acres) | East (Acres) |
|--------------------------------------|--------------|--------------|
| Residential | 3.33 | 5.84 |
| Commercial/Institutional/Civic | - | 10.12 |
| Light Industrial | - | 3.05 |
| Playing Fields & Courts | - | 10.84 |
| Open Space | - | 14.21 |
| Undeveloped | 6.63 | 22.65 |
| Percentage of Impervious Surface (%) | 23% | 27% |

Required Treatment:

- 58,000 SF Bioretention
- 35,000 SF Subsurface Infiltration Systems
- 75,000 SF Permeable Pavement



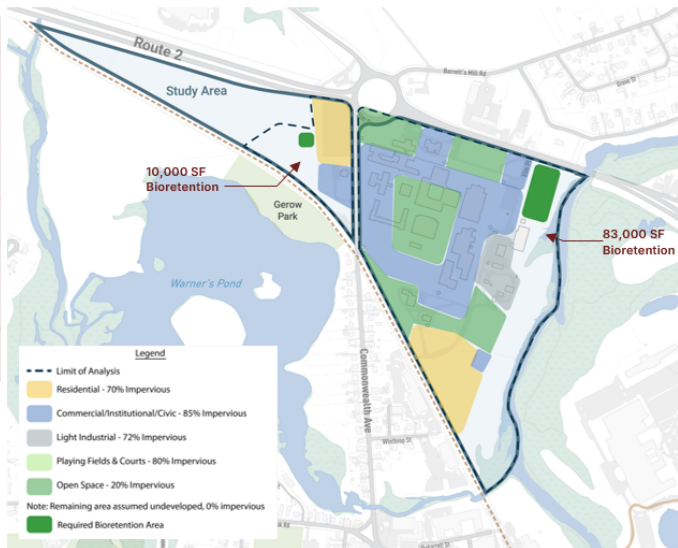
Bioretention shown for scale reference only – actual locations TBD

Land Cover – A Vibrant Center for Commerce

| | West (Acres) | East (Acres) |
|--------------------------------------|--------------|--------------|
| Residential | 3.05 | 6.18 |
| Commercial/Institutional/Civic | 1.58 | 21.62 |
| Light Industrial | - | 3.05 |
| Playing Fields & Courts | - | - |
| Open Space | - | 18.02 |
| Undeveloped | 5.33 | 17.85 |
| Percentage of Impervious Surface (%) | 35% | 43% |

Required Treatment:

- 93,000 SF Bioretention
- 55,000 SF Subsurface Infiltration Systems
- 120,000 SF Permeable Pavement



Bioretention shown for scale reference only – actual locations TBD

Land Cover – A Thriving Mixed-Use Neighborhood

| | West (Acres) | East (Acres) |
|--------------------------------------|--------------|--------------|
| Residential | 2.27 | 25.03 |
| Commercial/Institutional/Civic | 3.06 | 11.19 |
| Light Industrial | - | 3.05 |
| Playing Fields & Courts | - | 3.56 |
| Open Space | - | 3.31 |
| Undeveloped | 4.63 | 20.57 |
| Percentage of Impervious Surface (%) | 42% | 45% |

Required Treatment:

- 99,000 SF Bioretention
- 60,000 SF Subsurface Infiltration Systems
- 128,000 SF Permeable Pavement



Bioretention shown for scale reference only – actual locations TBD

SUPPLEMENTAL INFO

It is assumed that electric and water capacity will be sufficient for future scenarios with appropriate buildout of the systems.

Appendix G

Site Understanding:
Sustainability + Energy

SUSTAINABILITY + ENERGY

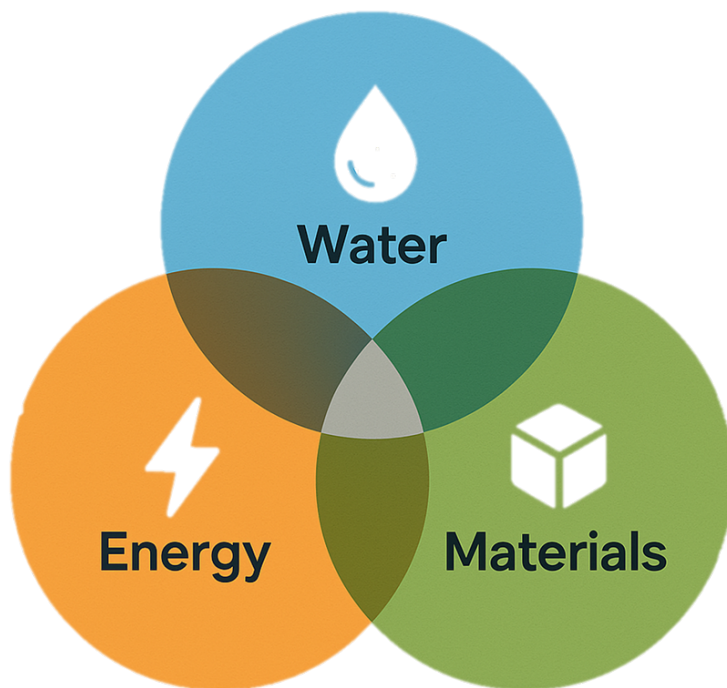
Buro Happold

With the opportunity to define the next generation of an influential Massachusetts site, the intersection of energy, water, and materials presents a powerful moment for innovation and impact. These three pillars are deeply interconnected, each influencing the availability, efficiency, and resilience of the others. By reimagining how we source, use, and conserve these critical resources, we can unlock new pathways to reduce environmental footprints, enhance operational efficiency, and drive long-term value. This section explores both the key requirements as defined by the applicable governing bodies, as well the strategic opportunities that lie within the site, highlighting how integrated approaches can lead to more sustainable outcomes for businesses, communities, and ecosystems alike. Additionally, this section will focus on the sustainability-related constraints and opportunities of the MCI Concord Redevelopment Project, focusing on attaining the goals of each pillar, defined as follows:

ENERGY - Deploy a zero carbon neighborhood

WATER - Manage resources and stormwater on site

MATERIALS - Leverage adaptive reuse opportunities



CONTEXT

The sections of this chapter define the current requirements of several regulations applicable to the future redevelopment. The following sections describe the requirements as written today, but it should be noted that future buildings may be subject to the requirements of future editions based on filing date(s). Included regulatory parties for the MCI Concord Site include:

- DCAMM Office of Energy and Sustainability
- State of MA Department of Energy Resources
- Town of Concord Office of Sustainability

DCAMM OFFICE OF ENERGY AND SUSTAINABILITY

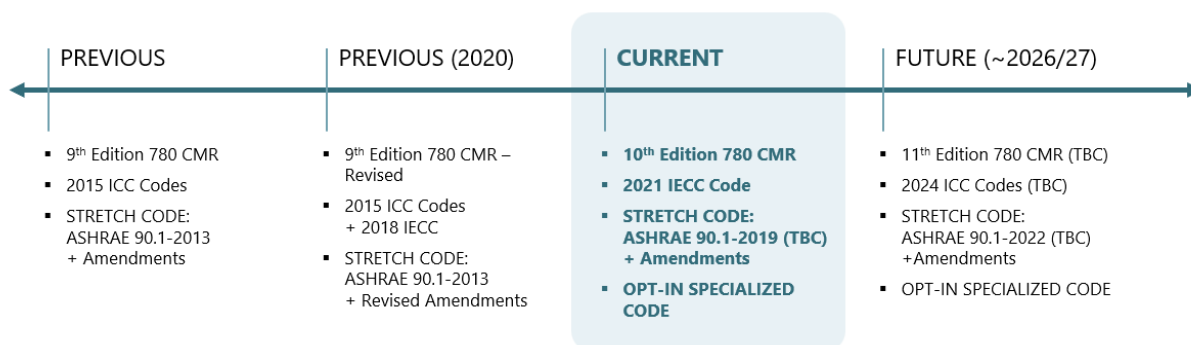
The [DCAMM Office of Energy and Sustainability](#) is committed to advancing the Commonwealth of Massachusetts' climate and energy goals by promoting high-performance, resilient, and resource-efficient buildings. Its core objectives include reducing greenhouse gas emissions, increasing energy and water efficiency, and supporting the construction and renovation of facilities that meet rigorous sustainability standards such as LEED certification. Through strategic initiatives—such as utility incentive programs, energy savings optimization, and embodied carbon reduction—DCAMM empowers state agencies to make environmentally responsible choices that align with long-term climate resilience and operational cost savings.

A summary of the key prescriptive requirements, as defined by the DCAMM, are listed below:

- LEED Silver, following latest LEED Standard
- For all structures, establish and design to an EUI target that meets or exceeds best-in-class EUI for newly constructed buildings by type and climate zone. At a minimum, projects shall demonstrate a 20% EUI Reduction from a building that meets the MA Energy Code. Prioritized strategies include: high performance envelope, reduced infiltration, external shading, and heat recovery
- Use only efficient electric or renewable thermal technologies for all heating, cooling, and service hot water
- Maximize installation of onsite renewable energy
- Incorporate long-term climate resiliency into design
- All new parking shall have at least 20% of spaces be EV ready

STATE OF MA DEPARTMENT OF ENERGY RESOURCES

The following sections describe the code as written today, but it should be noted that future buildings will likely be subject to the requirements of future editions of the MA Energy Code. The figure below summarizes the timeline of the past, current, and forthcoming Massachusetts Building Code as it is known today.



MA 780 CMR & International Code Council

Massachusetts has adopted the International Code Council's (ICC) set of Building Codes and Regulations. The ICC publishes a range of building code and standards, including the International Building Code (IBC), International Mechanical Code (IMC), and International Plumbing Code (IPC) among many others. It has been adopted for use as a base code standard by most jurisdictions in the United States. The ICC releases a new family of code standards every three (3) years, with the latest release being the 2021 set. In Massachusetts, the building Code (780 CMR) is updated every few years., and State Law requires that the energy code is updated within one year of the most recent ICC set to remain up to date with the latest available reference standard. The Massachusetts Board of Building and Regulation Standards (BBRS) is the organization that oversees and approves the drafting and adoption of the Building Codes.

The current Building Code is the 10th Edition 780 CMR and follows the 2021 set of ICC standards. The Commercial Energy Code in Massachusetts is Chapter 23 of the 780 CMR, and it follows the International Energy Conservation Code (IECC) with Massachusetts specific amendments. The most recent version of Chapter 23 was published on December 17th, 2024, and will be officially adopted with no concurrency period as of February 14th, 2025.

Future editions of the Massachusetts Stretch Energy Code are expected to be applicable to the future redevelopment masterplan, however, it is expected that changes will be "step changes" to the 10th Edition as opposed to wholly re-written.

Massachusetts Stretch Energy Code

As a part of the Green Communities Act of 2008, each individual municipality is permitted to become a "Green Community" and adopt the Massachusetts Stretch Energy Code. The Stretch Energy Code has been adopted by 82% of Massachusetts communities, including the Town of Concord. The Stretch Code is intended to set additional energy efficiency requirements for New Construction and Major Renovation projects. The Stretch Energy Code language is included in 780 CMR Chapter 23.

Opt-In Specialized Energy Code

In March 2021, Massachusetts Governor Charlie Baker signed into Law Senate Bill 9, a Climate Policy Act, which includes comprehensive climate change legislation. The Act signifies the administration's commitment to achieve Net Zero emissions in 2050 and furthers the Commonwealth's leading efforts to combat climate change. The bill's highlights include new interim goals for emissions reductions, allows the Commonwealth to procure an additional 2,400 Megawatts (MW) of clean, reliable offshore wind energy by 2027, and authorizes municipalities to adopt a new, voluntary stretch code.

The Opt-In Specialized Energy Code, or Appendix CC of Chapter 23, was drafted and included in the adoption of the 10th Edition of the Energy Code. The Town of Concord has adopted the Opt-In Specialized Energy Code, and it will be applicable to the future redevelopment masterplan.

State Requirements - Summary

A summary of the commercial code requirements, by project type, is shown below. The Stretch Code and Opt-In Specialized Energy Code requirements apply to projects within the Town of Concord.

| STANDARD MA CODE | STRETCH-CODE | OPT-IN CODE |
|---|--|--|
| <p>IECC 2021 / ASHRAE 2019 + MA Amendments</p> <p>MA Amendments</p> <ul style="list-style-type: none">Additional EfficiencyEnhanced EnvelopePV Ready (if applicable)Reduced Light Power | <p>All Buildings</p> <ul style="list-style-type: none">Air Tightness TestingFurther Enhanced Envelope <p>Multifamily/Schools/Offices</p> <ul style="list-style-type: none">TEDI Limit <p>High Ventilation Buildings</p> <ul style="list-style-type: none">ASHRAE 2019 App. GPartial Electrification | <p>All Buildings</p> <ul style="list-style-type: none">All-Electric/All-Electric ReadyEV Ready + PV on RoofAll Stretch Requirements <p>Multifamily/Dormitory</p> <ul style="list-style-type: none">Passivehouse Required <p>Schools/Offices</p> <ul style="list-style-type: none">All Others – TEDI <p>High Ventilation Buildings</p> <ul style="list-style-type: none">ASHRAE 2019 App. G |

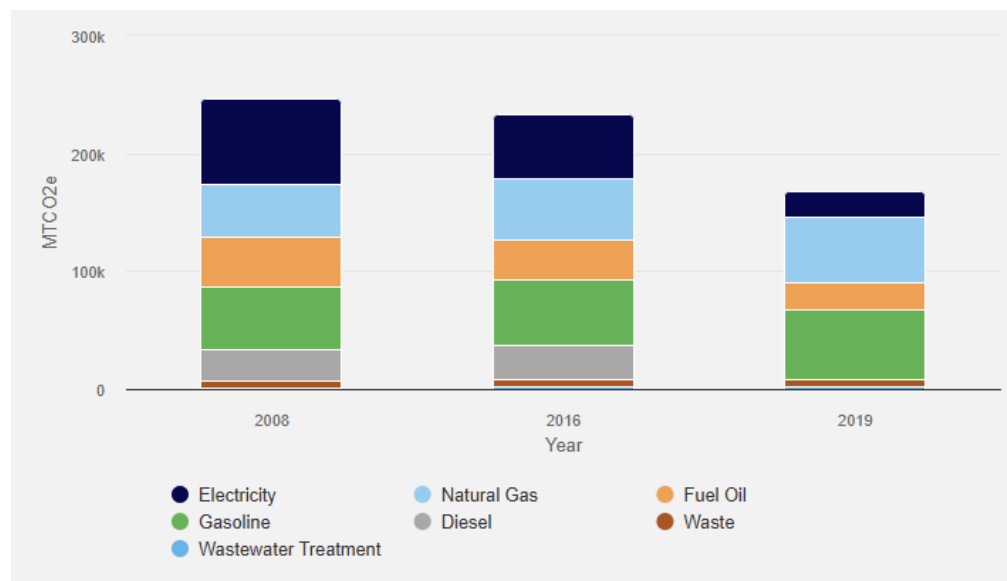


TOWN OF CONCORD OFFICE OF SUSTAINABILITY

The [Concord Office of Sustainability](#) is dedicated to advancing the town's ambitious climate and environmental goals through collaborative, community-driven action. Guided by the Sustainable Concord Climate Action and Resilience Plan, the office aims to reduce community-wide greenhouse gas emissions by 80% by 2050, in alignment with the Paris Climate Accord and the Massachusetts Global Warming Solutions Act. Its initiatives focus on increasing energy efficiency, promoting renewable energy, conserving water, and enhancing climate resilience across municipal operations and the broader community. By working closely with residents, businesses, and local organizations, the office fosters a culture of sustainability that protects natural resources, supports public health, and ensures a thriving future for all Concordians.

The Town of Concord aligns closely with the Commonwealth of Massachusetts in adhering to state-level requirements for new construction. In addition to the MA Energy Code requirements, effective July 29, 2024, Concord prohibits the issuance of building permits for new construction or major renovations that include the installation of new on-site fossil fuel infrastructure (Article 32 of the Town's General bylaws). This regulation reflects the Town's commitment to advancing climate action and reducing greenhouse gas emissions through sustainable development practices.

Concord GHG Emissions Inventory

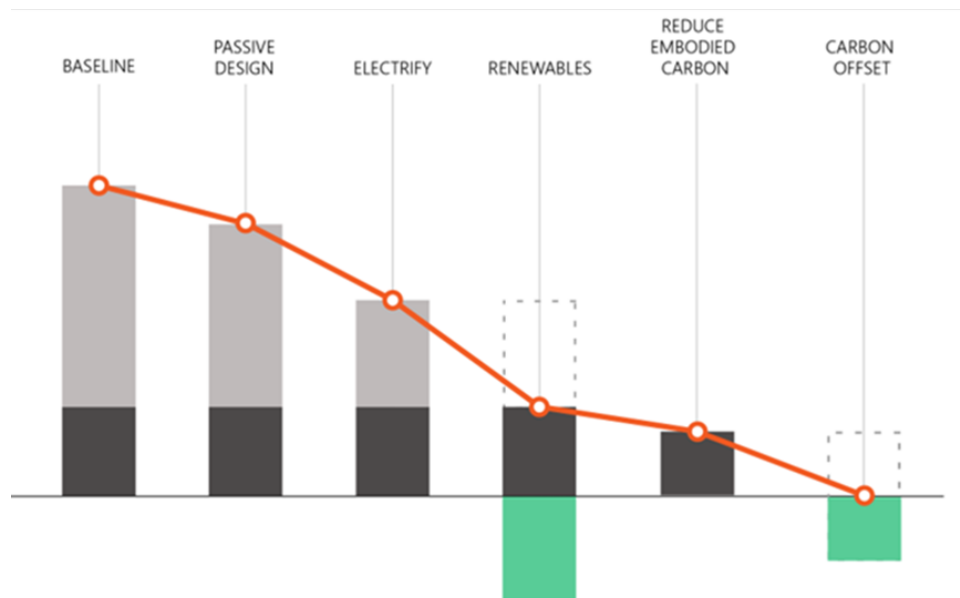


ADDITIONAL RECOMMENDATIONS TO INFORM FUTURE DEVELOPMENT

ENERGY - Deploy a Zero Carbon emissions neighborhood

Electrification and the pursuit of zero carbon emissions are central to building a resilient, sustainable future. By transitioning from fossil fuel-based systems to clean, electricity-powered alternatives—such as electric vehicles, heat pumps, and renewable energy sources—communities can significantly reduce greenhouse gas emissions and improve air quality. Electrification not only supports decarbonization but also enhances energy efficiency, lowers long-term operational costs, and fosters innovation in building and infrastructure design. As grid technologies evolve and renewable energy becomes more accessible, electrification emerges as a critical pathway to achieving zero carbon goals and meeting the urgent demands of climate action.

The approach to building decarbonization is shown in the graphic below.



Strategies that are viable and should be considered for the MCI Concord Redevelopment, in support of the all-electric and decarbonized neighborhood goal are as follows.

Thermal Energy Network (TEN)

A thermal energy network is a system that distributes heating and cooling through a network of underground pipes, using a centralized source of thermal energy rather than individual building systems. These networks are designed to be highly efficient and sustainable, especially when paired with renewable or low-carbon energy sources.

When integrated with geothermal or wastewater heat exchange, the system becomes even less reliant on the grid energy, and the energy consumption of the site is substantially decreased.

Geothermal heat exchange taps into the stable temperatures beneath the Earth's surface. In winter, it draws heat from the ground to warm buildings; in summer, it transfers excess heat from buildings back into the ground for cooling.

Wastewater heat exchange captures thermal energy from municipal wastewater, such as from showers, dishwashers, and industrial processes, which typically retains a significant amount of heat. This energy can be recovered and reused to heat buildings or water. With the on-site wastewater treatment plant, this technology is a specific opportunity for the MCI Concord redevelopment.

These technologies enable thermal energy networks to deliver low-carbon, cost-effective, and resilient heating and cooling, making them a key strategy in urban decarbonization and climate adaptation efforts.

Photovoltaics (PV)

The site presents significant potential for photovoltaic (PV) deployment, particularly across parking surfaces, structured parking rooftops, and building rooftops. The implementation of a Thermal Energy Network (TEN) would further enhance this opportunity by reducing the need for individual rooftop mechanical equipment, thereby freeing up additional space for PV installations. A comprehensive PV feasibility assessment should be conducted in future development phases to evaluate the potential for on-site renewable energy generation and its contribution to overall energy offset goals.

WATER - Managing resources and stormwater on site

Effective management of water resources and managing stormwater onsite is essential for enhancing site resilience, blending into the local ecological landscape, and supporting long-term operational effectiveness. Wastewater treatment volume is a critical consideration of the town for this site due to the limits of the existing infrastructure. By capturing, treating, and reusing water within the site, developments can reduce strain on municipal infrastructure, and become a closed-loop water network. Additionally, on-site treatment and re-use can mitigate flood risks and improve water quality in surrounding ecosystems. Strategies that can be considered include central stormwater collection and reuse, low flush and flow interior water fixtures, permeable surfaces, and the incorporation of native and adaptive plantings across the landscape design. The MCI Concord project has a specific opportunity to align and mitigate impact to the local ecosystem as it is nestled between the Assabet River and Warner's Pond.

MATERIALS - Leverage adaptive reuse opportunities

As the project moves forward with the demolition of existing concrete structures, there is a critical opportunity to reduce the embodied carbon of future development through strategic material reuse. Concrete, one of the most carbon-intensive building materials, presents both a challenge and a resource. To date, the team has performed outreach with the [Northeast Chapter](#) of the Carbon Leadership Forum and the [Concrete Working Group](#) to understand potential opportunities. By evaluating the potential for reclaiming and repurposing nearly 6,300 onsite cubic yards of demolished concrete, whether through onsite crushing for fill or reuse in new construction, the project team can significantly lower lifecycle emissions, reduce waste, and contribute to a more circular and sustainable construction process.

Additionally, where new construction materials are needed, embodied carbon shall be thoughtfully considered throughout the design and material selection. To minimize embodied carbon, project teams should prioritize low-carbon materials and select products with Environmental Product Declarations (EPDs) that demonstrate lower emissions. Specifically, opportunities to consider lower-carbon concrete and mass timber should be evaluated. Early integration of embodied carbon analysis into design and procurement decisions enables more sustainable outcomes and supports broader climate goals by addressing emissions at the source.

Sustainability Frameworks - Verifiable Sustainability

What certifications, if any, could be evaluated? There are several neighborhood-scale frameworks, in addition to the more familiar building-scale certifications, that can be applied to the whole MCI Concord redevelopment. A summary of these neighborhood-scale frameworks is shown below.

| | Building Scale | | District/Neighborhood Scale | | | |
|---|---|--|---|---|---|--|
| |  |  |  |  |  |  |
| | Zero Carbon | WELL Community | EcoDistricts | LEED ND | SITES | Living Community Challenge |
|  | Operational + Embodied Actual Performance | Recognizable Standard Actual Performance Categories Include Sustainability + Health | Narrower Focus Actual Performance Emphasis on Sustainability + Resilience and Economic Development | Industry Standard Low / No Cost Premium Flexible Standard w/ Abundant Resources | Exterior Focus Master Plan Oriented LEED Overlap | Highly Aspirational, Recognizable Standard Actual Performance Spans All Focus Areas |
|  | Capital Cost RE: All-Electric | High Certification Fees Testing + Policy Updates Required in Operations On-Site Testing Required | Less Recognizability Steep Learning Curve / Higher Soft Costs | Less Aspirational Predicted Performance Less Human / Ecosystem Health Focus | Less Recognizability Steep Learning Curve / Higher Soft Costs | Higher Soft Costs Capital Cost Impact Some Learning Curve |

WELL Community: The IWBI WELL Community Certification is a district-scale, evidence-based framework that promotes health, well-being, and equity by integrating strategies across air, water, nourishment, movement, and other key concepts to create inclusive, resilient, and people-first communities.

EcoDistricts: EcoDistricts Certification is a process-based framework for sustainable neighborhood development that prioritizes equity, resilience, and climate protection by guiding collaborative, community-driven planning and implementation at the district scale.

LEED ND: LEED for Neighborhood Development (LEED ND) is a certification that promotes the design and development of sustainable, well-connected communities by integrating principles of smart growth, urbanism, and green building at the neighborhood scale. LEED ND is specifically beneficial when paired with LEED for Building Design and Construction (LEED BD+C) as there are several overlapping requirements and initiatives.

SITES: SITES Certification is a comprehensive rating system that guides and recognizes sustainable land development and management practices by promoting nature-based solutions that enhance ecosystem services, conserve resources, and improve human health and well-being. SITES certification is also well-paired with LEED ND/LEED BD+C due to the crosswalk of requirements.

ILFI Living Community Challenge: ILFI is most well-known for the Living Building Challenge (LBC) Certification. The ILFI Living Community Challenge (LCC) is a visionary framework for master planning and development that encourages communities to function as regenerative ecosystems—generating their own energy, managing water sustainably, and fostering health, equity, and beauty for all residents. The LCC is positioned to pair with the LBC, or other ILFI Certifications, such as the Zero Carbon Certification (shown in graphic above).

Case Studies

Thermal Energy Network and District Energy with Geothermal:
[Framingham Thermal Energy Network Pilot Project](#)

Wastewater Heat Exchange
[DC Water Install Thermal Energy Exchange at New Headquarters](#)

Appendix H

Site Understanding:
Market Analysis

Market Analysis

Landwise Advisors

Using socioeconomic data, leasing and transaction metrics, and insights from local brokers, a market analysis was conducted to assess the potential for future development at the MCI Concord site. The analysis showed that there is a strong demand for mixed-use on this site over the next 10-years, with current market dynamics favoring residential development. Post-pandemic the region has been experiencing ongoing reduced demand for office which is expected to continue for several years to come. Additionally lab space is currently in oversupply. Now federal policy changes are shifting landscapes for many including research and development (R&D) and institutional sectors. Commercial space with demand potential in the next decade on the site is likely to include hotel, retail and restaurant, and industrial which is illustrated here as a blended category. The Market Analysis projected three scenarios for development:

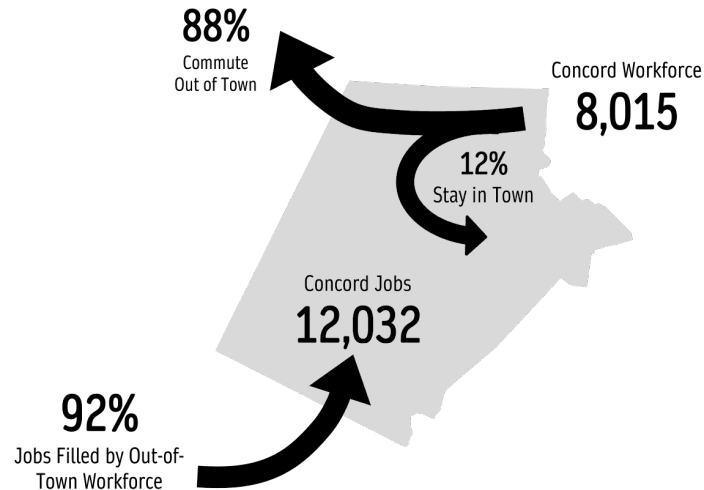
- **Underperform:** Conservative projection that MCI captures a lower share of regional growth
- **Fair Share:** MCI captures its fair share of regional growth
- **Outperform:** Ambitious projection that MCI captures more than its fair share of growth

| Land Use | 10-year MCI Site Demand for New Development | | |
|--|---|------------|-------------|
| | Underperform | Fair Share | Outperform |
| Residential | 500 units | 750 units | 1,250 units |
| Retail and Restaurant | 75,000 SF | 100,000 SF | 200,000 SF |
| Hotel | 120 rooms | 150 rooms | 300 rooms |
| Industrial, Office and Institutional (reuse) | 100,000 SF | 150,000 SF | 250,000 SF |

Key Takeaway: Housing is in demand.

The market is ripe for increased housing choice and supporting retail and services. Concord's population on average has higher median income and educational attainment than the State. Median home values and rents are also higher. The high cost of housing

and taxes in Concord creates demand for lower cost residential options. Data shows that 92% of Concord's jobs are filled by out of town workforce², indicating Concord's workers may not be able to afford to live in Town.



Historically, Concord's major inventory increases have been driven by state level policies like 40B, otherwise growth is fairly steady. Over the past 5 years, Concord has averaged 28 single-family permits per year with little or no multi-family development. Looking forward, two approved 40Bs will add 438 new multi-family units over the next couple of years.

Interviews with local real estate experts suggest demand for "right-sized" housing - smaller units and first floor bedrooms accommodating downsizers and singles, as well as more affordable options for young professionals. In our view, the amount of housing to be supplied is going to be limited by constraints on traffic capacity, infrastructure, and public appetite for density more than demand.

Key Takeaway: Near-term commercial demand will be driven more by hospitality and retail, than office and lab.

Concord's vacancy rates for retail, office, industrial, and flex are lower than the submarket and little new inventory added in the past decade. However, market reports clearly indicate that office demand has not recovered from COVID. While there is still movement in the office market, many are trying to right-size space for hybrid work models. Broker interviews confirm medical office is more active in Concord than other segments, which is consistent with data showing employment is concentrated in

² OnTheMap.

healthcare. Regionally the office market has seen a “flight to quality” -with Class A space in premier mixed-use locations performing best. Brokers suggest that companies see value in being on or inside of Route 128 proximate to a younger workforce – Welch’s move out of Concord being evidence of this. Speculative office is unlikely at the MCI site for the foreseeable future, although build-to-suit office development might appeal to the right user.

Data indicates that overall job growth in Concord has not kept pace with the region³. Land where new job generating uses and commercial tax base could be developed in Concord is limited given current development patterns and regulatory frameworks including historic districts and preserved open space. In Concord, 32% of the land area is permanently protected.

Concord’s Formula Business Bylaw regulates the number, location, and visual features of chain businesses in Concord Center, Thoreau Depot, West Concord Business and West Concord Village Districts. Given formula businesses have limited locations they can go in Town, and the MCI site is not currently subject to this bylaw it may be attractive to some national retailers. Furthermore the large scale of the site, road access, and visibility from Route 2 provide the MCI site with a fundamental appeal for retail uses that most locations in Concord cannot offer.

Review of hotel occupancy data and conversations with Concord’s Tourism leaders indicate MCI site could likely support either a boutique or flag hotel. While the Merrimack Valley has 8,000 rooms, very few properties are in Concord, and demand to stay in Concord likely outstrips supply. A small boutique inn would match Concord’s historical and cultural character, while a larger flag hotel could serve educational travel to the area which often relies on accommodations in nearby towns. A hotel on site could complement the West Concord business district as well as nearby recreational and cultural resources.

Key Takeaway: Mission-driven uses are desired but challenged.

Demographic shifts and political headwinds are challenging higher education institutions and the region’s economy. For many years now, the northeast has seen the closure of small colleges as enrollments decline and financial pressures mount. Many campuses that are suitable for institutional reuse are becoming available for acquisition. MCI was purpose-built for an entirely different purpose, and while some of its buildings could have

³ North American Industry Classification System (NAICS)

institutional reuse potential there may be better suited sites for a growing institution. Additionally, recent cuts in federal funding that have long been relied on for research and development activities could have lasting effects on Boston area institutions and the job market, and a period of contraction may occur. Mission-driven uses may be attractive to citizens of Concord and should be explored, they may however take additional time and third party funding in order to materialize.

Sources

All Sectors: Local broker and developer interviews.
Residential: Redfin sale's data, Town of Concord Assessor's data.
Office/Lab: CoStar, Market Reports, Moody's Analytics Employment Forecasts
Hotel: STR, conversations with Concord's Tourism Manager
Retail: ESRI, International Council of Shopping Centers

Assumptions

Residential For-Sale Demand

- Model based on demographics by age and income within the identified market area. The model explores for-sale and rental development and shows strong demand in 35-54 years and 65+ age cohort in for-sale.
- Interviews suggest demand for smaller well-designed homes accommodating right-sizers.

Residential Rental Demand

- Model based on demographics by age and income within the identified market area.
- The model explores for-sale and rental development and shows strong demand in the 35-54 years age cohort for rental.
- Interviews suggest demand for smaller well-designed homes accommodating right-sizers.

Retail Demand

- Model based on demographics, spending patterns, and retail leakage in the area around the MCI site.
- Model shows that the highest demand potential is in grocery, discretionary, and dining categories.

Hotel Demand

- Submarket Room Inventory - 608 (2.18% annual growth)
- Submarket Occupancy - 71%
- Total Estimated Room Nights - 157,785 (1.5% annual growth)

Office/Lab Demand

- Office demand in the area is weak.
- Vacancy is at 7% (150k SF) in Concord and 17% in the submarket (3.1M SF)
- Absorption is slow, net rents are declining, development has ground to a halt.
- Demand is mostly for high-end, amenity rich, prime urban locations with good access to workforce living inside I-95/128
- Renovation of older office spaces near MCI is more likely than speculative office.

Industrial Demand

- In contrast to offices and labs, industrial demand in the Concord area remains high and growing.
- Vacancy rates are low, at 1% in Concord and 5% in the submarket
- One of the few sectors with growing companies, especially further west (I-495)
- Blue-collar jobs in industry may be at odds with cost of housing in Concord
- Industrial uses would align with existing zoning at the MCI site, Industrial Park A & West Concord Industrial

Appendix I

Site Understanding:
Market Feasibility

Financial Feasibility

Landwise Advisors

Landwise modeled the financial feasibility of each proposed redevelopment scenario for MCI-Concord using a land development model which assumes a master developer prepares the site and sells “finished” development parcels that are served by infrastructure. Inputs to financial modeling were developed by:

- estimating order of magnitude costs for site preparation (“getting to zero”) and site development (scenario-specific costs for new infrastructure);
- estimating annual absorption of the land by product type (leveraging the market analysis work);
- looking at cash flows over a 10-15 year period to determine return on investment.

Where necessary, the modeling expressed the level of additional investment or cost reduction that would be required to make the project feasible. After balancing each scenario’s revenues and costs, Landwise found that only the feasibility-driven scenario is profitable enough to attract sufficient private developer investment without subsidy.

Key assumptions framing the feasibility include:

- approximately \$35M of site preparation costs;
- approximately \$50M of new infrastructure costs including roads, park space, built amenities, offsite roadway improvements;
- average residential absorption of approximately 80 units per year and commercial development of approximately 50,000 square feet per year
- State provision of the land as-is to a master developer without cost;
- Land value per acre ranges by use, but averages around \$2.8M per acre for finished development parcels resold by master developer;
- Annual revenue and cost escalation of 3%;

Key Takeaway: The MCI site faces high upfront costs.

Turning the MCI site into shovel-ready plots for new development requires a significant and expensive effort. This includes demolishing prison buildings and walls, removing obsolete infrastructure, possibly remediating environmental contamination (for which costs are not yet known) and building new infrastructure and circulation routes to serve the developments.

A previous study by Weston & Sampson estimated that the wastewater treatment plant will require \$28M in upgrades. While the initial approach to feasibility modeling included the full costs of these upgrades in the site preparation costs, feedback that the capacity will serve multiple parcels/owners indicates a pro rata share may be more appropriate. Given it is likely to be turned over to the Town early in the development process, sequencing may require that the developer pay a fee for their share of available system capacity after improvements are made and funded by the Town. If process timelines are in sync, a cost-sharing agreement might be possible. For example, if the development uses approximately 110,000 gallons per day (GPD) or 36.4% of the 300,000 GPD total capacity, that would equate to \$10.2 million of the \$28 million cost. Refined feasibility models assume this pro rata share.

| Potential Costs "Getting to Zero" | Unit \$ | Measure | ⁴ Unit | Total \$ | Notes/Assumptions |
|--------------------------------------|----------|---------|-------------------|---------------------|--|
| WWTP Upgrades (Pro Rata Share) | flat | | | \$10,200,000 | \$28M Weston & Sampson |
| Buildings Demo / Disposal | \$30 | 392,410 | SF | \$11,773,000 | Scenario B mid-range |
| Wall & Footings Demo / Disposal | \$180 | 10,555 | CY | \$1,900,000 | Suffolk Construction |
| Wall & Footings Earthwork | \$60 | 6,474 | CY | \$389,000 | Suffolk Construction |
| Asphalt Employee Lot Removed | \$10 | 133,200 | SF | \$1,332,000 | Approximate area |
| Utilities & Manholes Demo / Disposal | \$70 | 13,000 | LFT | \$910,000 | Linear feet estimate |
| Sand Pits Capped w/ 3' Off-Site Soil | \$10 | 80,000 | SF | \$800,000 | Open space, no structures |
| Underground Tanks Removed | \$50,000 | 10 | # | \$500,000 | Phase 1 ESA + unknown |
| Steam Tunnel Removed / Remed. | \$110 | 3,700 | LFT | \$407,000 | Full removal of tunnels ⁵ . |
| Asphalt within Walls Removed | \$10 | 30,000 | SF | \$300,000 | LF 3,000 x 10' |
| Chain Link Fence Demo / Disposal | \$5 | 4,000 | LFT | \$20,000 | Site perimeter ~20' high |
| Solar Array Removed | flat | | | \$0 | State moves or recycles |
| Subtotal | | | | \$28,531,000 | |
| Contingency (including remediation) | 20% | | | \$5,707,000 | Not yet known ⁶ |
| Total | | | | \$34,238,000 | |

| Potential Costs "By Scenario" | Unit \$ | Measure | Unit | Total \$ | Notes/Assumptions |
|-------------------------------|---------|---------|------|----------|-------------------|
|-------------------------------|---------|---------|------|----------|-------------------|

⁴ SF = Square Feet, LTF = Linear Feet. CY = Cubic Yards

⁵ Assuming 7-8' deep, no cross section. Alternatively selective removal could be explored.

⁶ Have Phase 1 ESA. Developer will do own due diligence. Remediation plan and costs later in process.

| | | | | | |
|--|---------|--------------------------|---------------------|---------------------|-------------------------|
| District Energy Facility | flat | Refine By Scenario | | | not assumed |
| New Street Grid & Sidewalks | \$1,400 | | LFT | \$9,800,000 | LFT similar to existing |
| <i>Stormwater, Structures, Detention</i> | above | | | | |
| <i>Sewer Pipe, Structures</i> | above | | | | |
| <i>Water Pipe, Structures, Hydrants, Pumps</i> | above | | | | |
| <i>Electrical Ducts, Distribution Tel/Com</i> | above | | | | |
| Public Open Space Amenities | flat | | | \$3,000,000 | |
| Major Built Amenities | flat | | | \$10,000,000 | |
| Monumentation | flat | | | \$1,000,000 | |
| Off-Site Traffic Improvements | flat | | | \$5,000,000 | |
| Subtotal | | | | \$28,800,000 | |
| Contingency | 15% | | \$4,320,000 | | |
| Soft Costs | | | \$18,000,000 | | |
| Total | | | \$51,200,000 | | |

Key Takeaway: Without subsidy, a majority of the developable area must be revenue-generating residential or commercial development.

To recoup the MCI site's high upfront costs, around three quarters of the 54 acres of developable area must be sold for redevelopment. The feasibility-driven scenario is above that threshold and is therefore possible without subsidy. However, the mission-leaning and revenue-focused scenarios dedicate more land to civic and open space uses, causing them to require subsidy. All scenarios assume a sizable river buffer as well as retention of the large tract of agricultural land west of the rotary.

Key Takeaway: Civic and open space uses require substantial funding.

If the community determines that reserving more than 25% of the site for open space, mission driven, and/or civic uses is a key priority, finding outside funding for the project is critical. The mission-leaning scenario, which sees about 80% of the site dedicated to civic and open space use, would require \$33 million in upfront cost subsidy to be feasible. Even the revenue-focused scenario, with around 32% reserved for public use, would require \$6 million.

Cost Estimates

| <i>Cost</i> | A Civic and Institutional Campus (Mission Leaning) | A Vibrant Center for Commerce (Revenue Focused) | A Thriving Mixed-Use Neighborhood (Feasibility Driven) |
|---|---|--|---|
| Site Prep | \$13.0M | \$13.0M | \$16.5M |
| Infrastructure | \$4.6M | \$10.7M | \$10.7M |
| Amenities | \$20.8M | \$20.8M | \$20.8M |
| Wastewater Treatment Plant ⁷ | \$10.8M | \$10.8M | \$10.8M |
| Contingency | \$3.1M | \$3.1M | \$9.6M |
| Soft Costs | \$13.0M | \$18.7M | \$22.4M |
| Developer Fee | \$1.2M | \$2.1M | \$3.4M |
| Total | \$66.5M | \$79.3M | \$94.2M |

⁷ \$10.2M spread over several years \$10.8M with inflation

Revenue Estimates

| Land Use | Sale Price per Acre |
|-------------------------------|-------------------------------|
| Residential | |
| Single Family | \$2.3M |
| Townhome | \$3.7M |
| Rental Apartments | \$4.5M |
| Commercial | |
| Office/Research/Lab | \$1.9M |
| Hotel | \$1.7M |
| Industrial (reuse) | \$50 per building square foot |
| Industrial (new construction) | \$1.3M |
| Retail | \$1.2M |

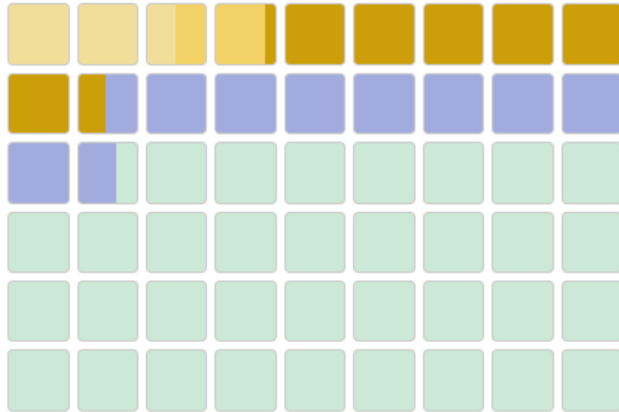
Scenario Performance

| | A Civic and Institutional Campus (Mission Leaning) | A Vibrant Center for Commerce (Revenue Focused) | A Thriving Mixed-Use Neighborhood (Feasibility Driven) |
|--|---|--|---|
| Total Cost | \$66.5M | \$79.3M | \$94.2M |
| Total Revenue | \$42.1M | \$109.1M | \$158.2M |
| Net Revenue | \$(24.4M) | \$29.8M | \$64.0M |
| Internal Rate of Return (IRR) (15% target) | -18% | 10% | 17% |
| Required Subsidy | \$33M | \$7M | \$0 |

Scenario Details

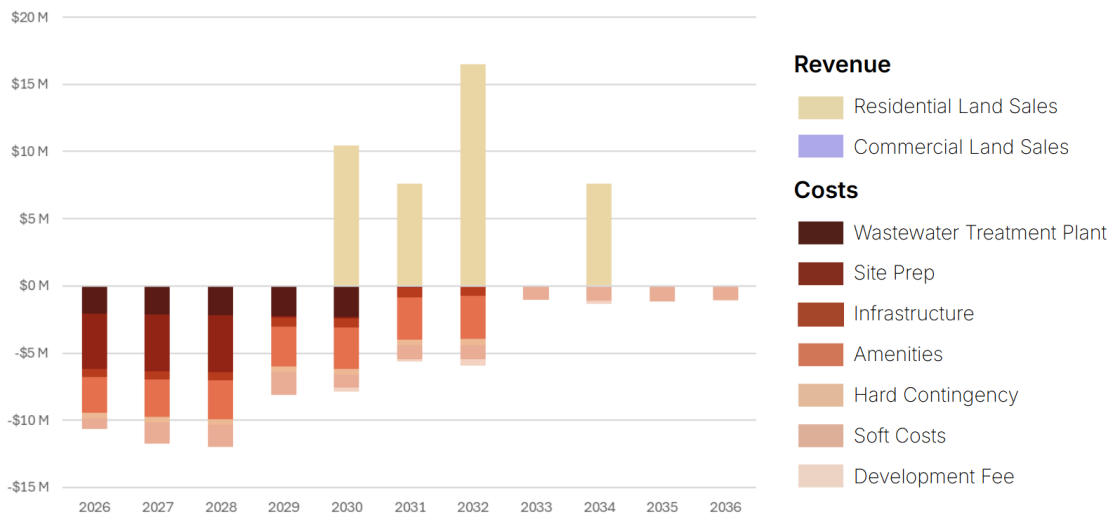
A Civic and Institutional Campus (Mission Leaning)

Land Use



- Single Family
- Townhomes
- Apartments
- Civic
- Open Space
- Hotel
- Retail
- Research/Lab
- Industrial/Reuse

Cash Flow



Revenue

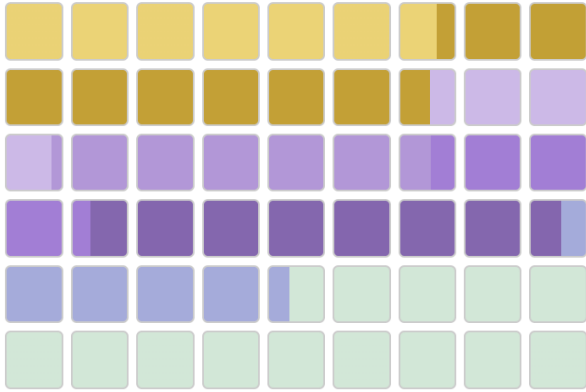
- Residential Land Sales
- Commercial Land Sales

Costs

- Wastewater Treatment Plant
- Site Prep
- Infrastructure
- Amenities
- Hard Contingency
- Soft Costs
- Development Fee

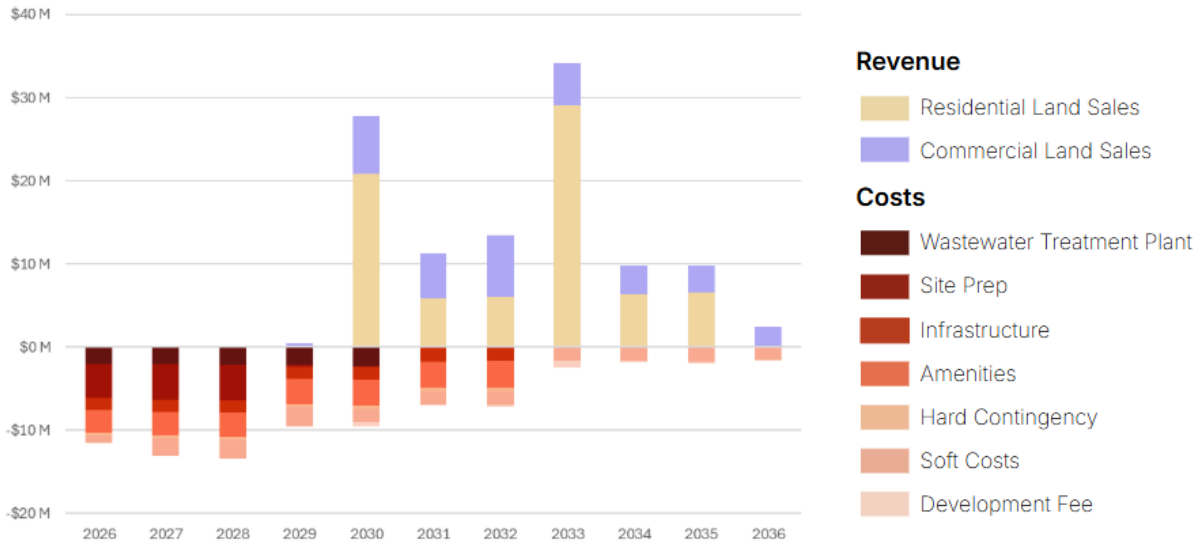
A Vibrant Center for Commerce (Revenue Focused)

Land Use



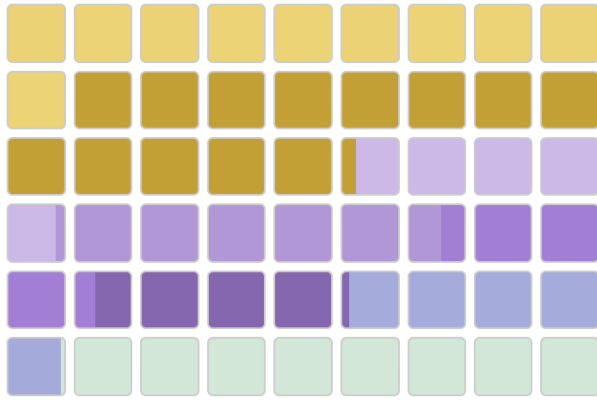
- Single Family
- Townhomes
- Apartments
- Civic
- Open Space
- Hotel
- Retail
- Research/Lab
- Industrial/Reuse

Cash Flow



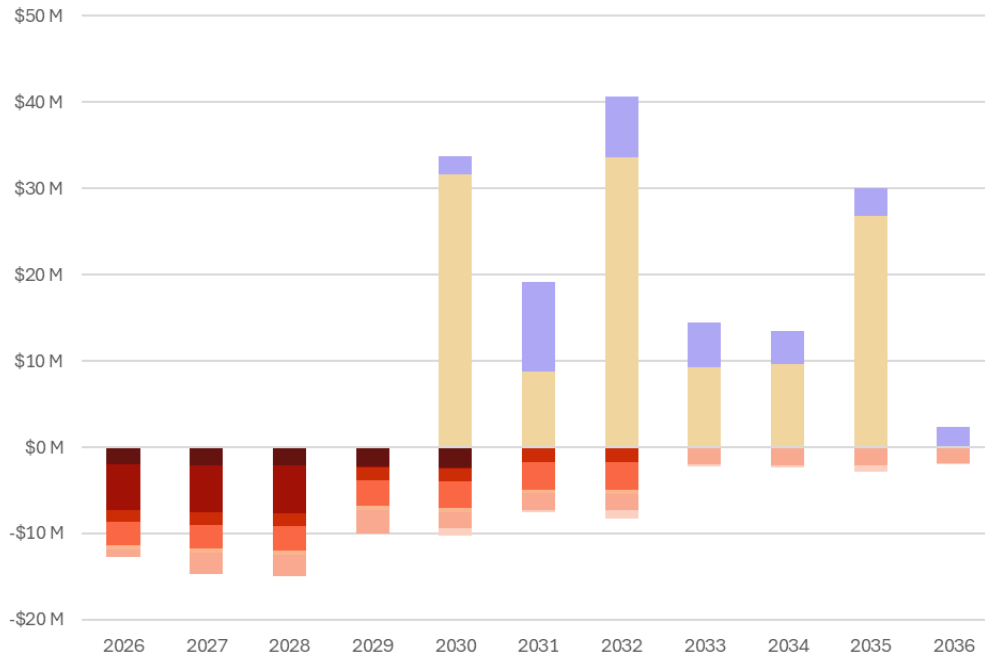
A Thriving Mixed-Use Neighborhood (Feasibility Driven)

Land Use



- Single Family
- Townhomes
- Apartments
- Civic
- Open Space
- Hotel
- Retail
- Research/Lab
- Industrial/Reuse

Cash Flow



Assumptions and Notes

Affordability

The land development model assumes residential lot sales based on estimated capacity and per unit pricing. Given high up front costs a majority of the redevelopment will need to be market rate housing, though a sitewide target of 10-15% affordable is anticipated to be workable in the mode, and would allow the Town to maintain safe harbor from 40B with a subsidized housing inventory (SHI) above 10% for the foreseeable future. A deeper percentage of affordable units could be achievable at Junction Village, and are actually required so long as the 3A MBTA Communities Subdistrict 4 Zoning Overlay and Deed Restriction are active.

| Source | Product Type | For Sale vs. Rent | Level of Affordability | Contributes to SHI* |
|--|-----------------------------------|---------------------|------------------------|-------------------------------|
| Deed Restriction Housing to be 100% affordable | | | to be determined | |
| Zoning Requirement 3A MBTA Communities Subdistrict 4: Junction Village | Affordable | N/A | 20% at 80% AMI | Y |
| RFP Goals 2024 Junction Village RFP (not issued) | Workforce / Above Moderate Income | Preference For Sale | 75% at up to 150% AMI | not if for sale at this level |
| | Affordable | Preference For Sale | 25% at 80% AMI | Y |

Appendix J

Site Understanding:
Fiscal Impact Analysis

Fiscal Impact Analysis

Landwise Advisors

Landwise projected the annual fiscal impact of each proposed redevelopment scenario was likely to have on the Town of Concord. This was done by projecting both revenues and costs, and subtracting out costs to understand total net revenue. Revenues come from locally collected taxes. Costs focused on major buckets that could be impacted by new residents (schools, public safety, new civic buildings, new open space/recreation). Fee-for-service items (inspections, utility and sewer fees) were not included given they are intended to cover costs and beyond the level of detail required for a master planning effort.

Key Takeaway: Residential tax burdens may mean there is limited appetite for public spending.

Outstanding debt has increased in recent years. Current debt obligations and residential tax burdens may mean there is limited appetite for public spending. The current average single family tax bill (FY25) is \$19,585, which is the 5th highest in Massachusetts. Since almost a decade prior (FY16) the average single family bill has grown 45%, and average single family values have increased 52%⁸.

Key Takeaway: Schools have some capacity, not unlimited capacity.

Capacity was modeled by Landwise for purposes of MCI project in coordination with Concord Public Schools. Projections for two new permitted 40Bs have been factored into the model. Total enrollment has declined six years in a row. Over capacity issues occurred for a number of years at the high school level.

The most recently available enrollment projections for Concord and Concord-Carlisle were done in November of 2023 by New England School Development Council (NESDEC). This 10-year projection shows a decline based on birth rates, and then potential for some recovery. Concord Public Schools did not order projections in 2024, given the limitations for the projection methodologies which do not take into account local changes in migration, growth and construction, and other market factors like availability and cost of housing.

⁸ Average Tax Bill Data and Outstanding Debt from MA Department of Revenue

| Concord Schools | Capacity | Enrollment (24-25) |
|--------------------------------|-----------------|---------------------------|
| CCHS | 1,200 | 1,183 |
| CMS | 700 | 645 |
| Elementary | 1,350 | 1,222 |
| Total | 3,250 | 3,050 |
| Current Excess Capacity | | 200 |
| <i>Planned 40B Projects</i> | <i>Units</i> | <i>Projected Students</i> |
| NOVO & Thoreau | 438 | 120 |
| Remaining Capacity | | 80 |

Key Takeaway: While people want a commercial tax base, residential assessed values in Concord are high.

Replacement of existing square footage on site with tax paying uses could bring significant annual net-positive revenues to the Town. Commercial assessments are income and expense driven values. Residential assessments are two years behind sales values (90-110%). New construction residential is more valuable on a square foot basis than other building typologies in Town.

| Assessed Value | \$ / SF |
|--|----------------|
| Industrial | \$250 |
| Hotel / Event / Retreat | \$400 |
| Retail | \$400 |
| R&D or Office | \$430 |
| Residential – Rental Apartment | \$500 |
| Residential - Single Family | \$650 |
| Residential - Townhome | \$700 |
| | |
| Local Revenues (Taxes) | Rates |
| Property Tax - Commercial (per \$1,000) | 12.39 |
| Property Tax - Residential (per \$1,000) | 13.26 |
| Personal Property (assuming .5% of commercial tax revenue) | 12.39 |
| CPA Surcharge | 1.5% |
| Local Options Hotel Tax | 6.0% |
| Local Options Meals Tax | 0.75% |
| Motor Vehicle Excise (per \$1,000) | \$25 |

RELEVANT TOPIC AREA METRICS

Fiscal Impact Analysis Calculator Tool

<https://fiscalimpactmodel-landwise.vercel.app/>

SOURCES

Landwise research and conversations with Town of Concord Assessor, Concord Public Schools.

ASSUMPTIONS

Revenues – *Annual*

Units & Rooms to Gross Square Footage (GSF) Conversion

Residential units are assumed to be 2,000 SF / single family home, 1,400 SF / townhome, 900 SF / apartment. Hotel is assumed to have 20,000 SF of event space, 85% efficiency, and 500 SF / room

Assessed Values

Estimated based on comparable assessed values and consultation with the Concord Assessor. Commercial properties are income and expense driven values. Residential property assessments are two years behind sales values. MA DOR requires assessed values to match up to 100% of sales values, with a need to stay in the guidelines of 90-110% of sales values.

Property Taxes

- Residential calculations assume single family & townhomes qualify for homeowner exemption \$1,913.92
- Motor Vehicle Excise assumes 1.5 vehicles per dwelling unit, average value \$10,460 (Concord Assessor)
- Hotel Tax assumes 75% occupancy and \$170 / night average daily revenue per room (data from STR)
- Meals Tax assumes 50% of retail space is food with revenues of \$400 / SF (Landwise assumption)
- Personal Property is less than 1% of Town's tax levy and largely paid by utility companies. This small amount is factored into the annual net revenue calculation but not in charts for clarity of visualization.

Expenses – Annual, excludes any up-front capital costs

| Projected Students Per Unit | Rate |
|---|----------|
| Single Family Home | 0.50 |
| Townhome | 0.35 |
| Apartment | 0.20 |
| Age-Restricted Unit | 0.00 |
| Cost Per Student | |
| Education (Per Student) | \$26,663 |
| Education (x marginal cost of 75%, overhead not req for each student) | \$19,997 |
| Public Safety Costs | |
| Public Safety (Per Housing Unit) | \$1,200 |
| Public Safety (Per Employee) | \$450 |
| Civic and Open Space Costs | |
| Civic Building Maintenance | \$8 |
| Maintenance Open Space (Per Acre) | \$30,000 |

Schools

A discussion with the Concord School Department in May of 2025 confirmed the use of education costs, overall enrollment numbers and the number of students enrolled at existing apartment complexes in Concord. The student per unit metrics in the fiscal impact analysis are based on the following:

Single Family (.50) The current overall student per unit metric in Concord is 0.43 students per unit (3,050 total enrollment / 7,172 housing units). This figure was conservatively rounded up to 0.5 students per unit. Since conceptualized single-family homes are 2,000 SF, smaller than the typical single-family home in Concord, it is highly unlikely that the rate of students per unit will be higher than 0.5.

Townhome (.35) Since these are smaller than single family homes but larger than apartments, the rate of students per unit as assumed to be about midway in between at 0.35.

Apartments (.20) Calculated to be 0.19 students per unit based on an average of existing Concord apartment complexes, this figure was rounded up to .2. Figures typically correlate with the level of affordability and the size, design and location of units. Brookside Commons, which is 11% affordable with no 3-bed units, has .03 students per unit. The Prescott, with many 3-bed units and 25% affordable units at 80% of area

median income (AMI), has .35 students / unit. Apartments conceptualized for MCI are likely to be somewhere between. Capacity will also be assumed by future residents of two permitted 40B projects – projections for NOVO uses the average (.19) and Thoreau uses the Prescott number (.35).

Public Safety

\$13,279,169 was budgeted for public safety in Concord for FY26. The analysis examined the total number of people in Concord who are served by public safety: 18,491 residents and 11,069 out-of-town employees. 63% of costs were assigned to housing units and 37% of costs were assigned to the workforce. This results in the metrics of \$1,200 per unit and \$450 per employee.

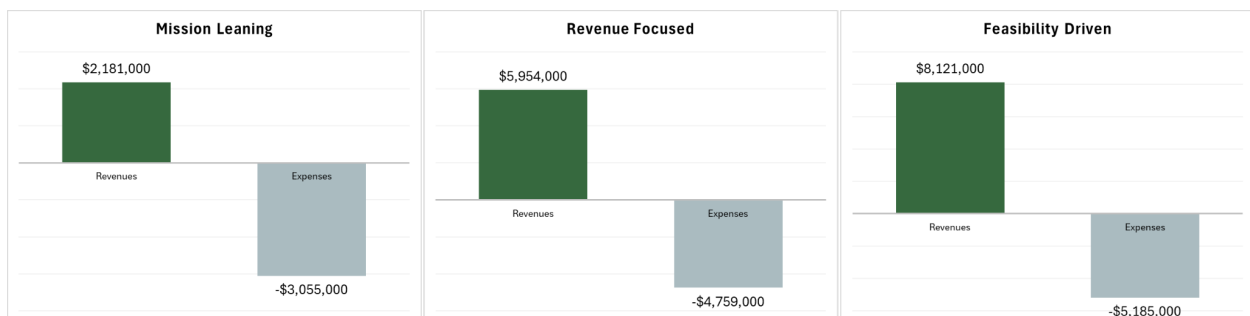
| Land Use | Employee Floor Area | SF |
|--------------------------|---------------------|-------|
| Office | 100% | 200 |
| Lab | 100% | 400 |
| Retail | 100% | 500 |
| Multi-Family Residential | 5% | 200 |
| Student Life | 50% | 250 |
| Athletics | 20% | 200 |
| Industrial | | 1,000 |
| Hotel | | 7,500 |

Civic and Open Space Costs

Monies have been added to capture potential annual maintenance costs of any built civic space and open space. The exact character of these spaces is not yet known and detailed.

RANGE OF ASSOCIATED OUTCOMES

Fiscal Impacts of Scenarios



| Scenarios | 1 Mission Leaning | 2 Revenue Focused | 3 Feasibility Driven |
|-----------------------------------|-------------------------|-------------------------|----------------------------|
| Net Impact | -\$874K | + \$1.2M | + \$2.9M |
| Students | 68 | *115 | *173 |
| 50% age restricted | 34 | 58 | *86 |
| Taxable GSF/Total % Taxable | 297K/456K 65% | 916K/968M 95% | 1M/1.1M 95% |

*Denotes projected students exceeding existing capacity.

ADDITIONAL RECOMMENDATIONS TO INFORM FUTURE DEVELOPMENT

Shouldering Upfront Costs

Feasibility of scenarios is directly related to the upfront site preparation costs which are anticipated to be in the range of \$35 million. Questions over who should be responsible for up-front costs have arisen through the planning process. While landowners have the right to offer their properties as-is, the existing condition of MCI necessitates a level of density to “pencil out” that many in the community are not comfortable with. Additional negotiations may be required between the Town of Concord and the State on this topic, the condition of property that will be turned over to a development partner, and the parameters for development provided in the zoning and request for proposals (RFP). The idea that there may be members of the community who are interested in undertaking a legacy project has also come up through the planning process. A two-pronged approach to selecting a developer starting with a request for ideas and qualifications (RFI/RFQ), followed by a request for proposals (RFP) may present an avenue for more creative teaming opportunities.

Improving Feasibility & Fiscal Outcomes

Strategies which reuse more of the building may help to improve feasibility, though none of the buildings are well-suited for residential uses which is what the real estate market favors at this time and the State’s prime priority for the site. Residential capacity is limited by the current school capacity. More detailed enrollment forecasting and planning around

school facilities and staffing could be required, as well as consideration of smaller unit typologies (i.e. limiting the number of three bedroom units) and age-restricted housing. Negotiations with the State could support planning for schools and mitigation measures to limit over-capacity concerns.

Supporting Creation of Affordable Housing

Affordable housing creation at Junction Village has been in planning for some time, and several steps have been taken to make this happen. This includes transfer to the Concord Housing Development Corporation, a deed restriction requiring 100% affordable housing at levels to be determined, and adoption of the MBTA Communities (3A) Overlay District - Subdistrict 4. Junction Village could still advance on a different timeline and track than MCI, but remain tied into the physical framework plan laid out in the process. The percentage and levels of affordability contemplated at Junction Village will not be achievable throughout the entirety of the MCI site given the up front costs. Instead, 10-15% is the recommended site-wide affordability target at MCI. With the subsidized housing inventory (SHI) projected to be at 16% with two permitted 40Bs, the 10-15% target could maintain Concord's safe harbor status for some time.

Appendix K

Presentation to the Advisory Board
February 25, 2025

MCI Concord



Agency Landscape and Planning

With:
Buro Happold
Nitsch Engineering
Merge Architects
Designing Justice + Designing Spaces
Landwise Advisors
U3 Advisors

Feb 25th, 2025
Kickoff Meeting



VISION

GROUNDING

9:00 Introductions

9:20 Project Logistics

9:45 Brainstorm

10:30 Next Steps

Introductions

Ice Breaker!

What knowledge or skills do you bring to this effort?

THANK YOU
For sharing your hearts and heartburns!

Your superpowers!

- Strategic Thinking
- Stratactor Mindset
- Urgency
- Communication
- Teamwork
- Accountability
- Sustainable Development
- Experience
- Inclusion
- Belief in community
- Out of the box thinking
- Not afraid to break glass

You are aligned around...

RFP goals:

- Liveable built environment (6)
- Fiscal impact scenarios (4)
- Community cohesion and interaction (4)
- Transportation, mobility, accessibility and connectivity (3)
- Sustainability, climate resilience and environment (2)
- Housing
- Historic preservation

Key voices:

- Businesses
- Town
- State stakeholders
- MassDOT
- Advisory Board
- Residents
- Youth
- CPW
- Town staff and departments
- Town Officials and Managers
- Dept Planning & Land Management
- Community
- DCAWM

The project will need to address core concerns around...

- Implementation (understandable zoning)
- Ability for development to 'pencil' cut
- Special Interests
- Timing (x2)
- Infrastructure needs/unknowns (wastewater, route 2 Rotary Design) (x3)
- Access/Egress to site - traffic
- Irrational desire to maximize affordable housing (vs optimize)
- Reconciling town, state, potential developers priorities without settling for lowest common denominator

Responses could build on the superpowers you shared during our interview...

Project Logistics

Overall Schedule

2025

F M A M J J A S O N



A sprint!

Task 1 **DISCOVER**

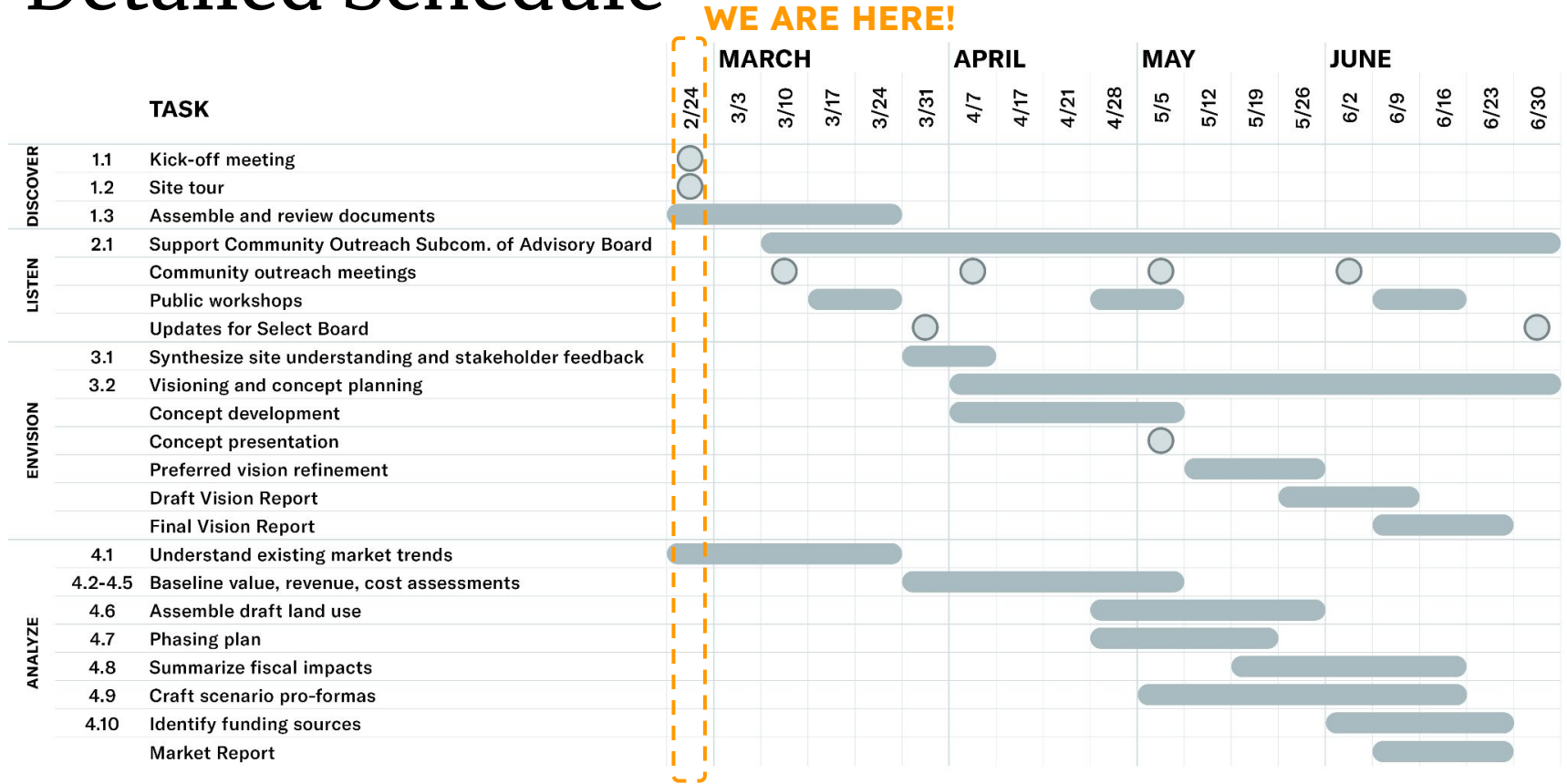
Task 3+4 **ENVISION + ANALYZE**

Task 2 **LISTEN**

Task 5
RECOMMEND

Task 6
FINALIZE

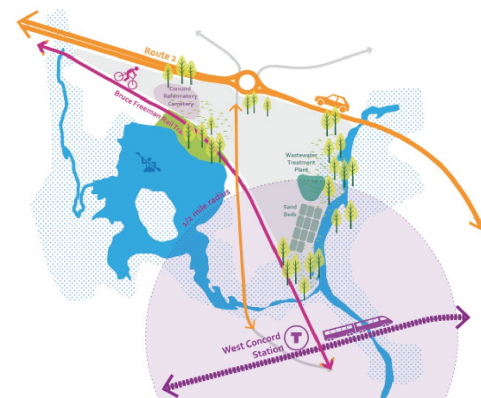
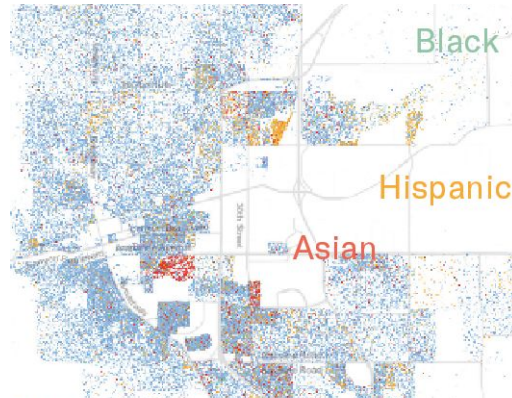
Detailed Schedule



Task 1: DISCOVER

| TASK | MARCH | | | | APRIL | | | | MAY | | | | JUNE | | | | | | |
|--|-------|-----|------|------|-------|------|-----|------|------|------|-----|------|------|------|-----|-----|------|------|------|
| | 2/24 | 3/3 | 3/10 | 3/17 | 3/24 | 3/31 | 4/7 | 4/17 | 4/21 | 4/28 | 5/5 | 5/12 | 5/19 | 5/26 | 6/2 | 6/9 | 6/16 | 6/23 | 6/30 |
| 1.1 Kick-off meeting | ● | | | | | | | | | | | | | | | | | | |
| 1.2 Site tour | ● | | | | | | | | | | | | | | | | | | |
| 1.3 Assemble and review documents | ■ | | | | | | | | | | | | | | | | | | |
| Data request + shared file location | ■ | | | | | | | | | | | | | | | | | | |
| Review and summarize documents | ■ | | | | | | | | | | | | | | | | | | |
| Assemble project basemap | ■ | | | | | | | | | | | | | | | | | | |
| Existing Conditions Report | | | ■ | | | | | | | | | | | | | | | | |
| Existing Conditions Presentation Milestone | | | | | | | | | | | | | | | | | | | ● |
| Inclusive Community Engagement Strategy | ■ | | | | | | | | | | | | | | | | | | |

TASK 1: DISCOVER

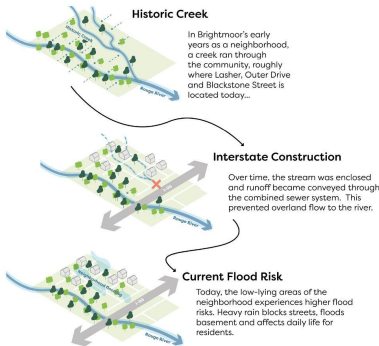


Task 2: LISTEN

| TASK | MARCH | | | | | | APRIL | | | | MAY | | | JUNE | | | | | | |
|-----------------------|--|-------|------|------|-------|------|-------|-------|-------|------|-------|------|-------|-------|-----|-----|-------|------|-------|---|
| | 2/24 | 3/3 | 3/10 | 3/17 | 3/24 | 3/31 | 4/7 | 4/17 | 4/21 | 4/28 | 5/5 | 5/12 | 5/19 | 5/26 | 6/2 | 6/9 | 6/16 | 6/23 | 6/30 | |
| TASK 2: LISTEN 2.1 | Support Community Outreach Subcom. of Advisory Board | | | | | | | | | | | | | | | | | | | |
| | Develop project website | | | | [Bar] | | | | | | | | | | | | | | | |
| | Maintain project website | | | | | | | [Bar] | | | | | | | | | | | | |
| | Attend community outreach subcommittee meetings | | | ○ | | | | ○ | | | ○ | | | | ○ | | | | | |
| | Develop content for public engagement, including comms | [Bar] | | | | | | | [Bar] | | | | | [Bar] | | | | | | |
| | Facilitate public workshops | | | | [Bar] | | | | | | [Bar] | | | | | | [Bar] | | | |
| | Analyze and synthesize public feedback | | | | | | | | | | | | [Bar] | | | | | | [Bar] | |
| | Quarterly updates for Select Board | | | | | | | | | | | | | | | | | | | ○ |



Traces of the Past



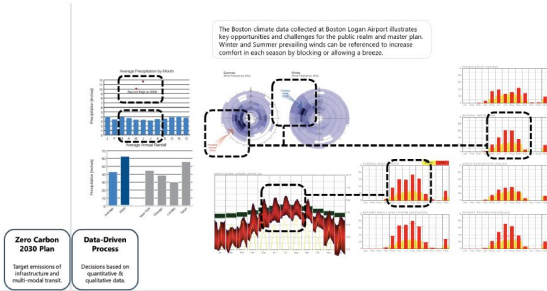
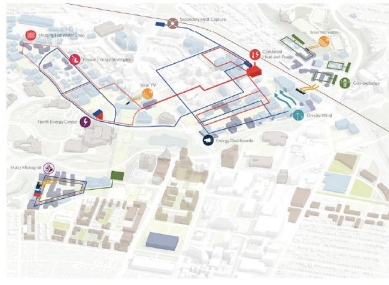
NEIGHBORHOOD POSSIBILITIES

| LOW DENSITY | MEDIUM DENSITY | HIGH DENSITY |
|---|---|---|
| <p>ACCESS TO NATURE</p> <p>SHARED SUPPORT</p> | <p>RICH VARIETY OF PUBLIC SPACES</p> <p>SENSE OF BELONGING</p> | <p>RICH VARIETY OF PUBLIC SPACES</p> <p>WEALTH BUILT WITHIN THE BLACK COMMUNITY</p> |
| <p>FINANCIAL POTENTIAL REALIZED</p> <p>AMOUNT OF BLACK PORTLAND WITH ACCESS TO WEALTH REALIZED</p> <p>AMOUNT OF DEVELOPMENT AND CONSTRUCTION OPPORTUNITIES FOR SMALL BUSINESSES</p> <p>AMOUNT OF SHARED GREENSPACE</p> <p>EMPLOYMENT & RESOURCES OPPORTUNITY</p> | <p>FINANCIAL POTENTIAL REALIZED</p> <p>AMOUNT OF BLACK PORTLAND WITH ACCESS TO WEALTH REALIZED</p> <p>AMOUNT OF DEVELOPMENT AND CONSTRUCTION OPPORTUNITIES FOR SMALL BUSINESSES</p> <p>AMOUNT OF SHARED GREENSPACE</p> <p>EMPLOYMENT & RESOURCES OPPORTUNITY</p> | <p>FINANCIAL POTENTIAL REALIZED</p> <p>AMOUNT OF BLACK PORTLAND WITH ACCESS TO WEALTH REALIZED</p> <p>AMOUNT OF DEVELOPMENT AND CONSTRUCTION OPPORTUNITIES FOR SMALL BUSINESSES</p> <p>AMOUNT OF SHARED GREENSPACE</p> <p>EMPLOYMENT & RESOURCES OPPORTUNITY</p> |

Task 3: ENVISION

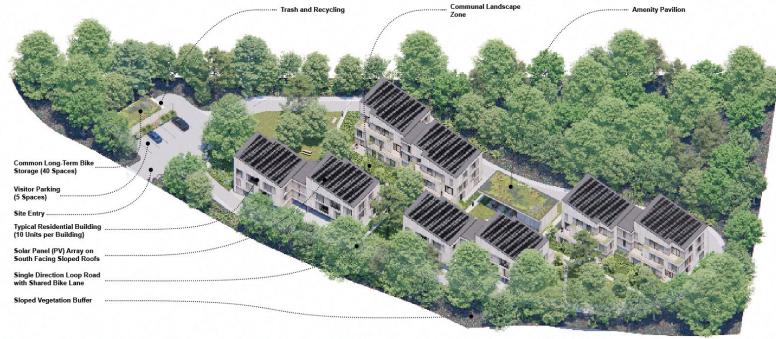
| TASK | MARCH | | | | APRIL | | | | MAY | | | JUNE | | | | | | | | |
|--|-------|-----|------|------|-------|------|-----|------|------|------|-----|------|------|------|-----|-----|------|------|------|--|
| | 2/24 | 3/3 | 3/10 | 3/17 | 3/24 | 3/31 | 4/7 | 4/17 | 4/21 | 4/28 | 5/5 | 5/12 | 5/19 | 5/26 | 6/2 | 6/9 | 6/16 | 6/23 | 6/30 | |
| 3.1 Synthesize site understanding and stakeholder feedback Establish Draft Guiding Principles / Goals Articulate fixed/flexible site opportunities and constraints | | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | | | | | | |
| 3.2 Visioning and concept planning Internal team charettes (2-3) Initial conceptual options drafts Conceptual options development Conceptual options presentation Preferred Vision refinement Draft Vision Report Final Vision Report | | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | | | | | | |
| 3.3 Phase 2 Public Engagement Workplan (see Task 2) | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | |
| 3.4 Continued Public Engagement (see Task 2) | | | | | | | | | | | | | | | | | | | | |

TASK 3: ENVISION



Task 4: ANALYZE

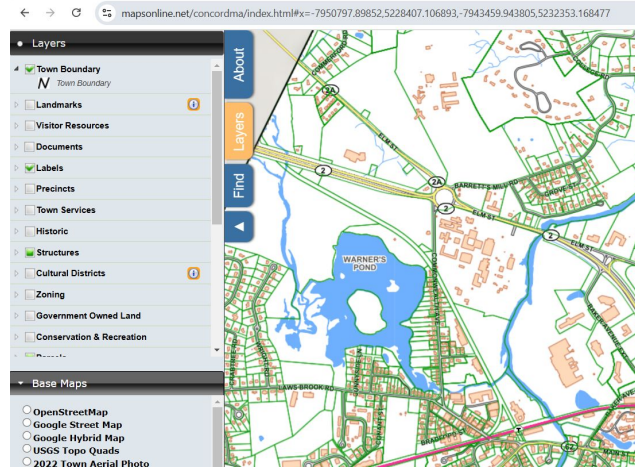
| | TASK | MARCH | | | | APRIL | | | | MAY | | | | JUNE | | | | | | | |
|-----------------|---|-------|-----|------|------|-------|------|-----|------|------|------|-----|------|------|------|-----|-----|------|------|------|--|
| | | 2/24 | 3/3 | 3/10 | 3/17 | 3/24 | 3/31 | 4/7 | 4/17 | 4/21 | 4/28 | 5/5 | 5/12 | 5/19 | 5/26 | 6/2 | 6/9 | 6/16 | 6/23 | 6/30 | |
| TASK 4: ANALYZE | 4.1 Understand existing market trends | █ | | | | | | | | | | | | | | | | | | | |
| | 4.2 Project value | | | | | █ | | | | | | | | | | | | | | | |
| | 4.3 Identify revenue generation opportunities | | | | | █ | | | | | | | | | | | | | | | |
| | 4.4 Assemble cost factors | | | | | █ | | | | | | | | | | | | | | | |
| | 4.5 Assess future land value | | | | | █ | | | | | | | | | | | | | | | |
| | 4.6 Assemble draft land use | | | | | | | | | █ | | | | | | | | | | | |
| | 4.7 Phasing plan | | | | | | | | | █ | | | | | | | | | | | |
| | 4.8 Summarize fiscal impacts | | | | | | | | | | | | | █ | | | | | | | |
| | 4.9 Craft scenario pro-formas | | | | | | | | | | | | | █ | | | | | | | |
| | 4.10 Identify funding sources | | | | | | | | | | | | | | | | | █ | | | |
| | Market Report | | | | | | | | | | | | | | | | | █ | | | |



Data!

The team is assembling a data request that will be sent to the Town 2/28.

The team will cross reference our request with the data provided by the RFP, Town of Concord website, and Town of Concord online public mapping tools.



Home | Government | Departments | Town Manager | MCI Concord Advisory Board & Redevelopment Information | Related Documents

Community Engagement

- FAQ
- Meeting Packets & Recordings
- Related Documents
- Project Timeline

Related Documents

Advisory Board Stakeholders (Working Document)

- MCI Concord AB - Stakeholder List v5

Legislation

- EXHIBIT A_Section.107_Redline.pdf
- H2 - Governor's Proposed FY 2025 Budget Bill - January 24, 2024
- H4601 - House of Representatives FY 2025 Budget Bill - April 26, 2024
- S2800 - Senate FY 2025 Budget Bill - May 23, 2024

Historic Resources

- Concord Reformatory National Registry Nomination Application

Maps

- Cultural and Historical Resources_V4
- Transportation and Mobility_V4
- Land Use and Zoning_V4
- Environmental Conditions and Open Space_V4

Presentations

- 07.08.24_DCAMM Presentation to the MCI Concord Advisory Board
- MCI Concord Project Update February 2025 - Presentation to Concord Bus Partnership

Survey Results

- DCAMM_09.12.2024 Public Hearing Questionnaire Response Summary

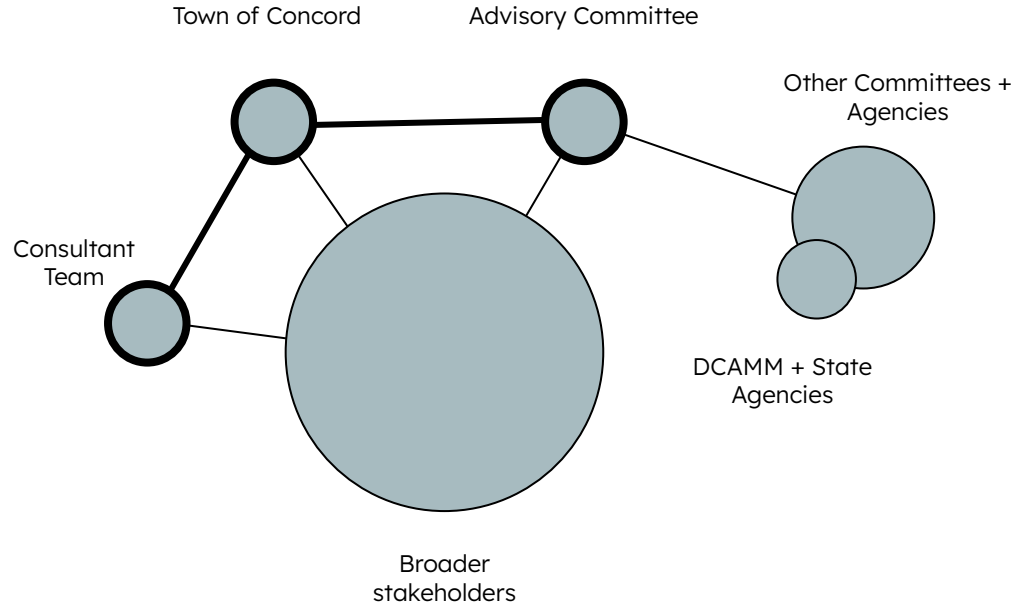
Zoning

- Z&L Table I-III Industrial Park A

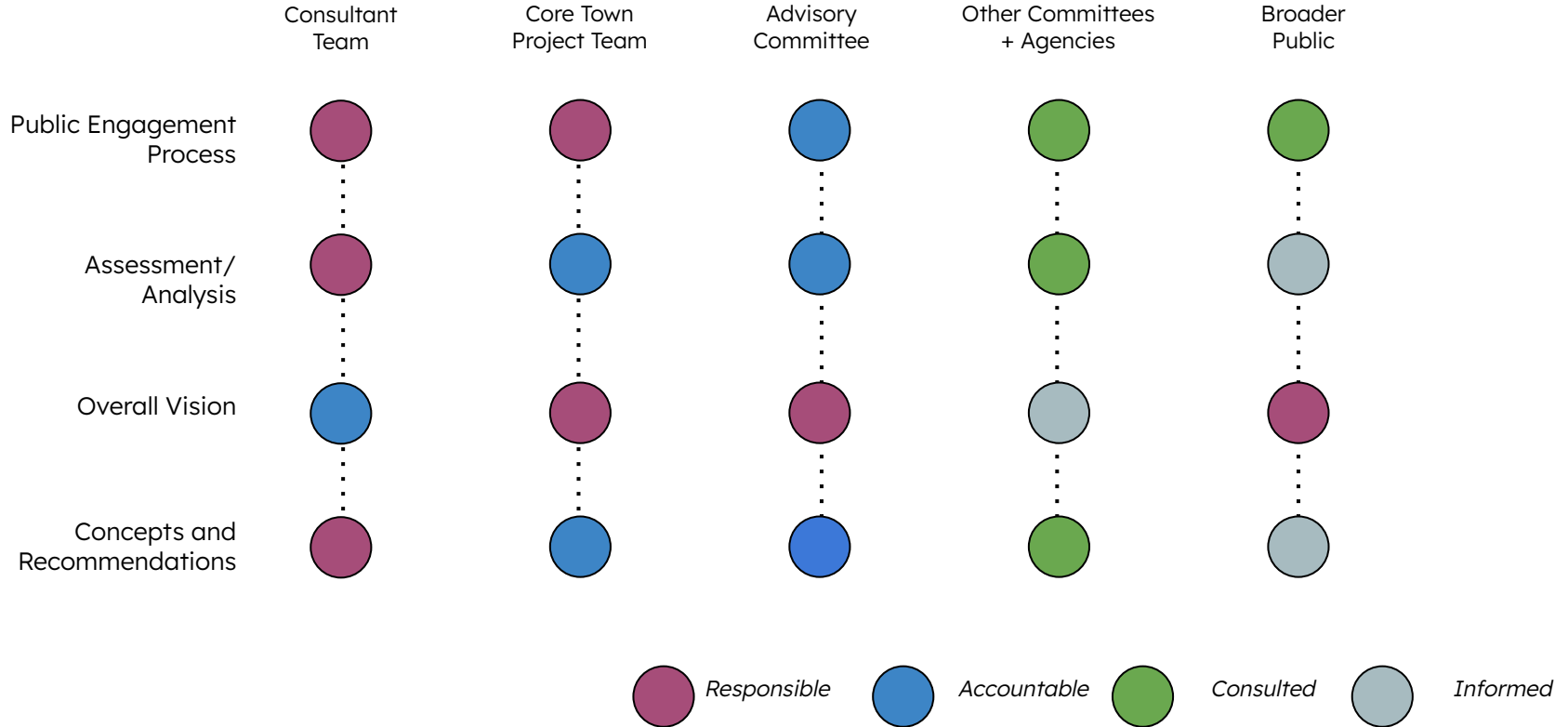
Communication + Roles

How can this plan make best use of everyone's expertise and perspectives?

What committees/agencies does this team need to engage?



Communication + Roles



Broad Public Engagement

What do stakeholders expect from a public process?

What voices are often left out of Town conversations?

*The Commission will focus its efforts on **supporting the BIPOC (Black, Indigenous, and People of Color) and LGBTQIA+ communities***

- DEI Commission 2023 Action Plan

Households that are cost-burdened by housing** (41% of renters and 24% of owners) and **seniors.

- Concord Housing Authority

*21% **renter** and 10.5% **foreign-born population***

- US Census

Brainstorm!

Brainstorm!

Defining Project Success

Using the blue dots...

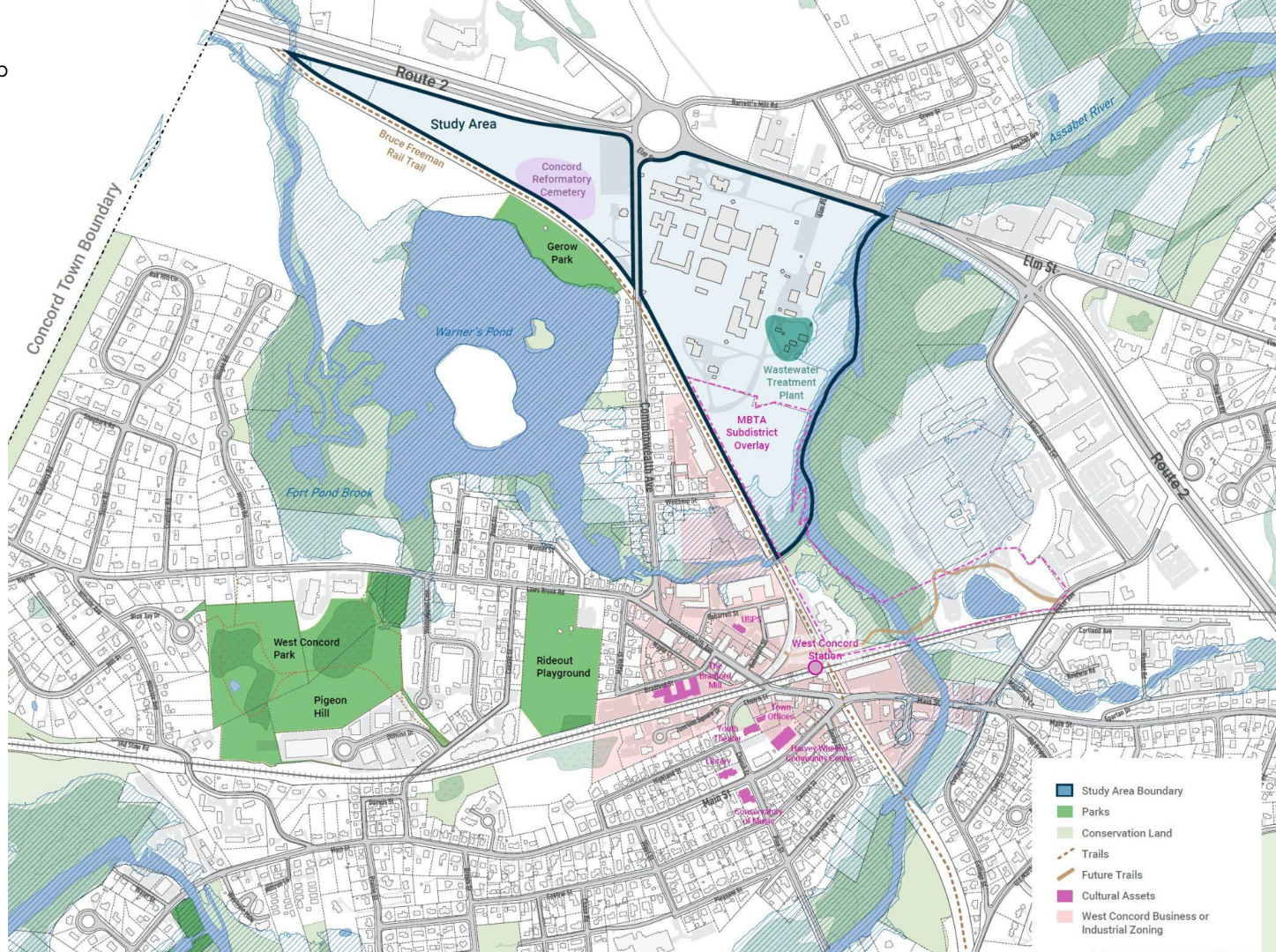
What are the key opportunities for this site?

What should be highlighted as part of the project and process?

Using the red dots...

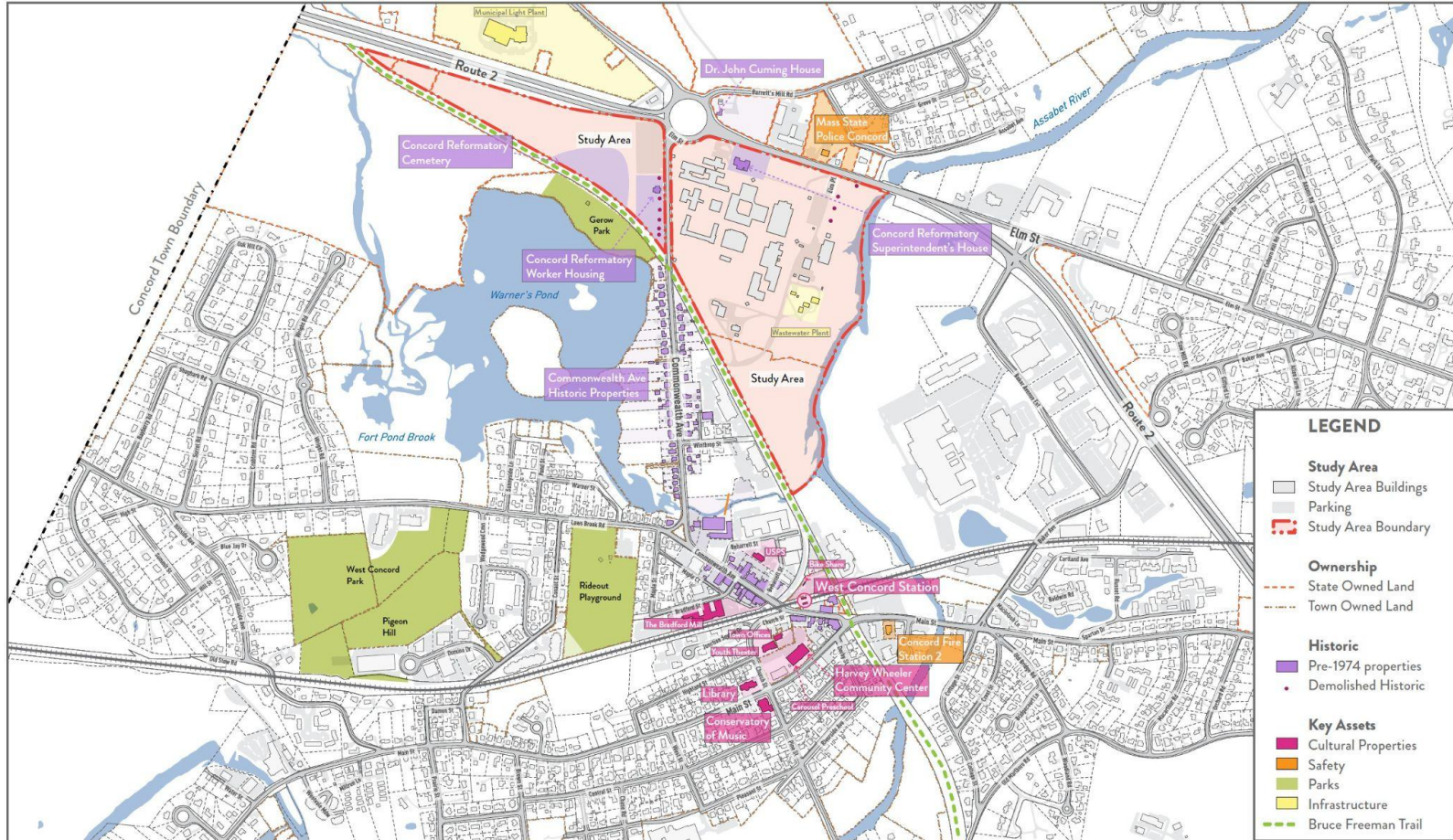
What are the key constraints? What challenges should we look at today while visiting?

Let's get
outside!

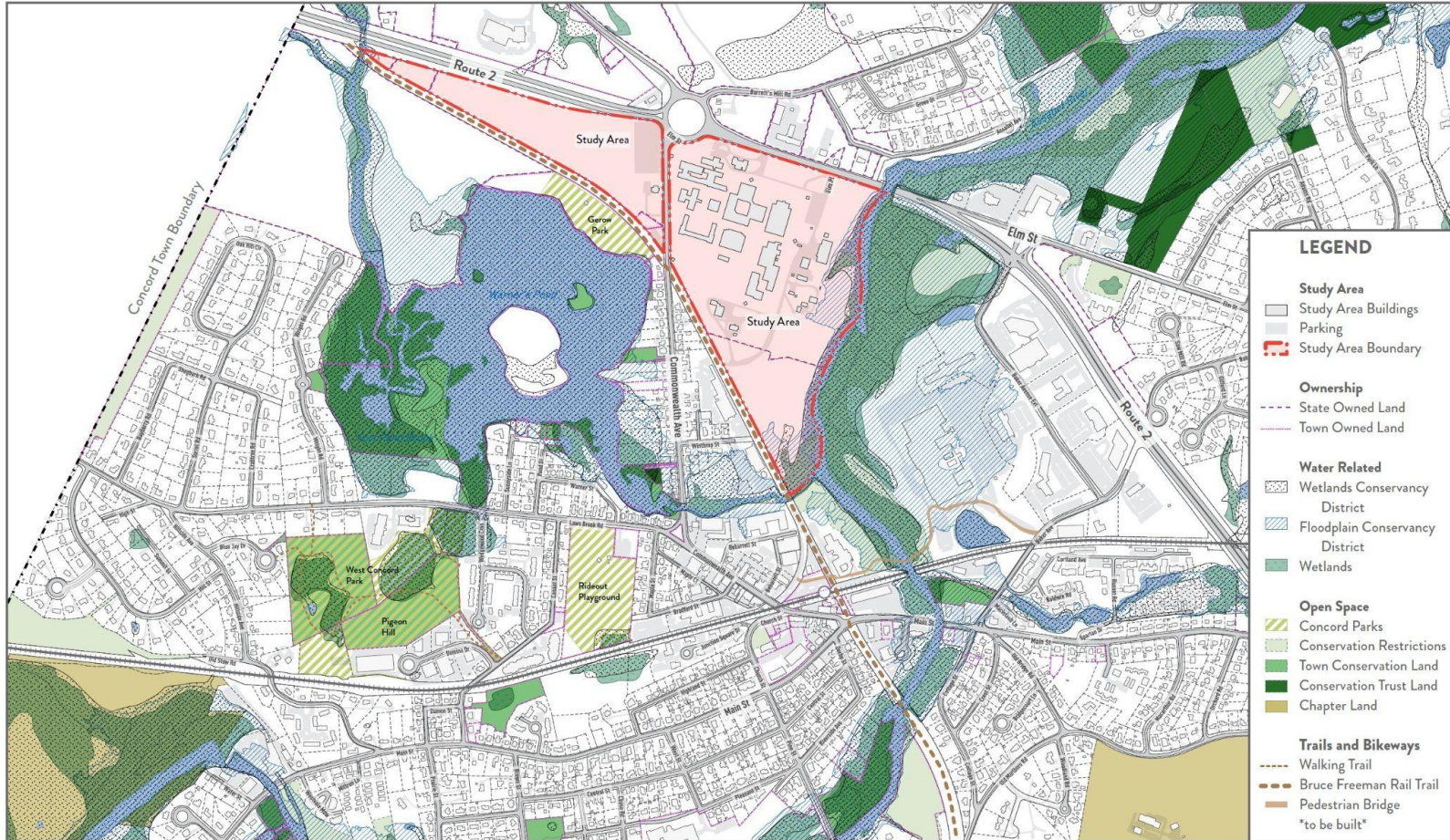


- Study Area Boundary
- Parks
- Conservation Land
- Trails
- Future Trails
- Cultural Assets
- West Concord Business or Industrial Zoning

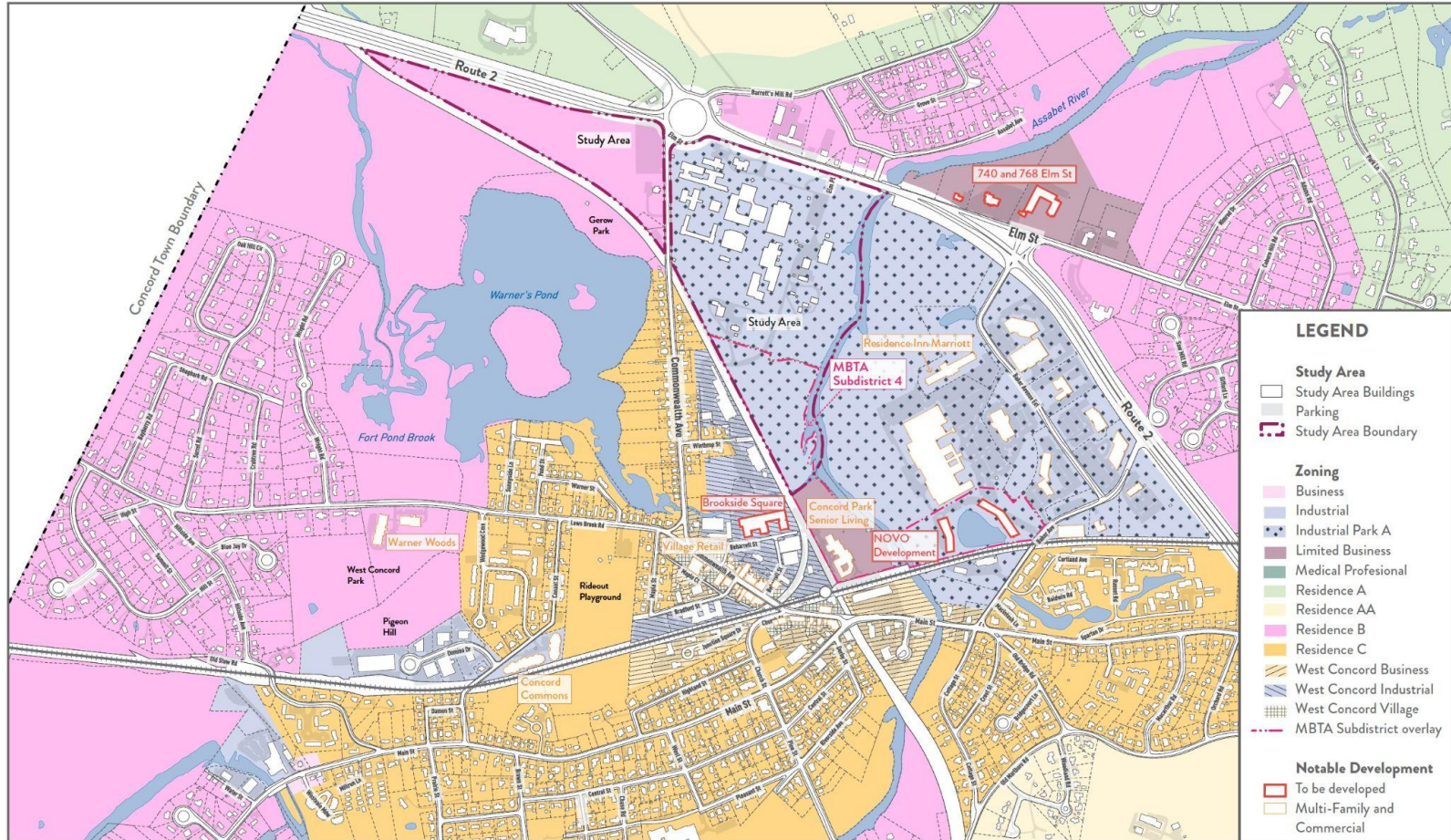
Cultural and Historical Resources



Environmental Conditions and Open Space



Land Use and Zoning



LEGEND

Study Area

- Study Area Buildings
- Parking
- Study Area Boundary

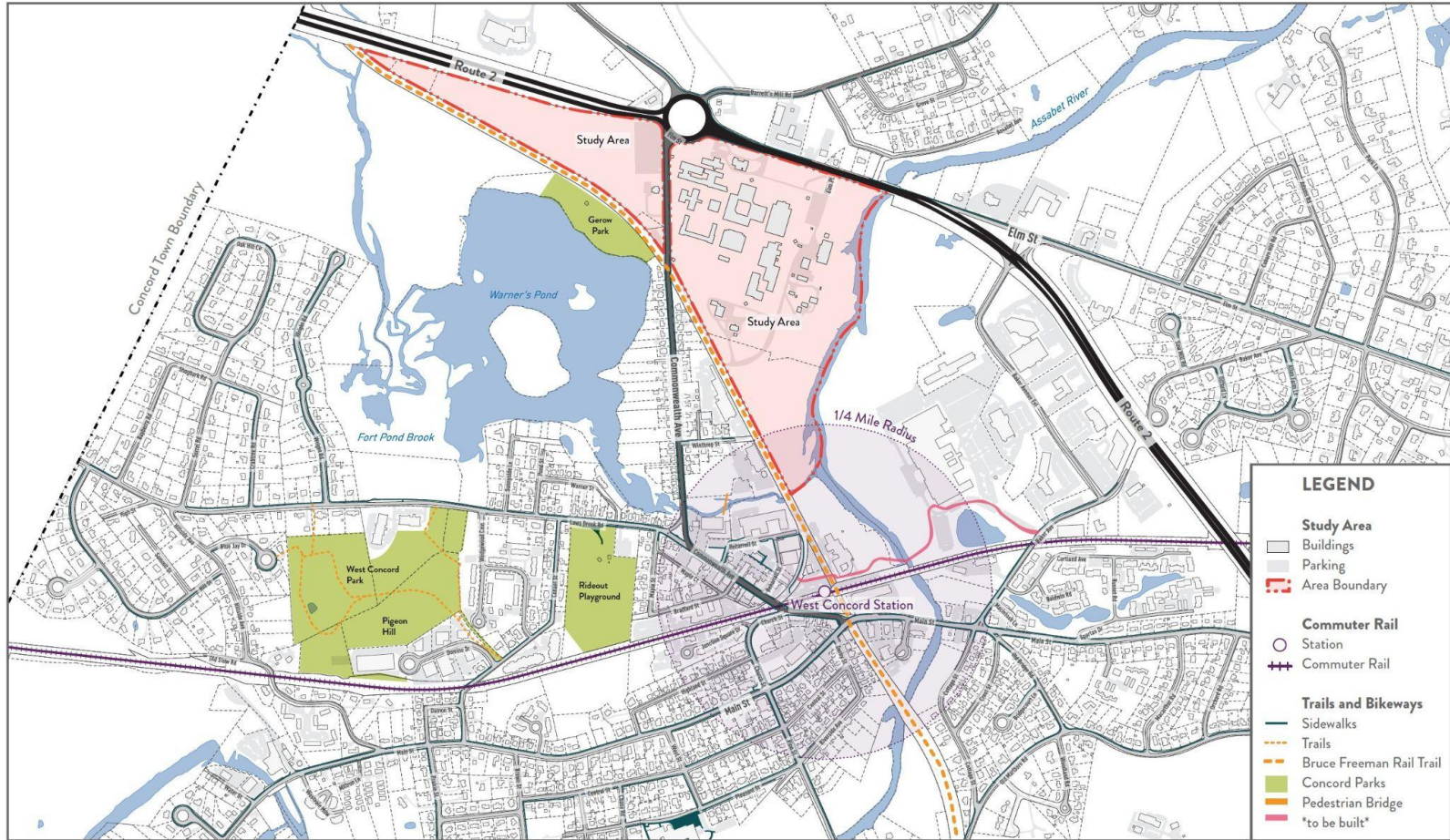
Zoning

- Business
- Industrial
- Industrial Park A
- Limited Business
- Medical Professional
- Residence A
- Residence AA
- Residence B
- Residence C
- West Concord Business
- West Concord Industrial
- West Concord Village
- MBTA Subdistrict overlay

Notable Development

- To be developed
- Multi-Family and Commercial

Transportation and Mobility



1. BLDG. A ADMIN / LOBBY 1964
2. BLDG. C HOUSING 1964/2001
3. BLDG. B ADMIN / VISITING 1964
4. KITCHEN / DINING 1964/1983
5. BLDG. E HOUSING 1964
6. CHAPEL 1961
7. BLDG. J PROGRAMS / HOUSING 1986/1989
8. BLDG. L INTAKE / HOUSING / LAUNDRY 1967
9. BLDG. H GYM / SCHOOL 1967
10. BLDG. F MAINTENANCE SHOPS 1959

11. MODULAR HOUSING 1988
12. VEHICLE TRAP 1988
13. GROUNDS STORAGE 1988
14. WAREHOUSE 1969
15. POWER PLANT 1969/1998
16. ELECTRICAL / EMERG. 1987

17. WASTE WATER TREATMENT PLANT 1975/1992
18. AUTOSHOP 1982
19. ABANDONED 1964
20. OVERFLOW (ADMIN) 1878

In 1873 MA legislation voted \$1M for a new prison in Concord. The Cook farm was purchased and 300 men were hired to build the prison. In May of 1878 the prison opened with housing for 650 incarcerated individuals. However, in 1884 all but 100 were returned to Charlestown and Concord became the Men's Reformatory. In 1972 the Massachusetts Reformatory's name was changed to M.C.I. Concord.

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MCI-CONCORD

SCALE 1:2500



8. BLDG. L INTAKE/HOUSING/LAUNDRY 1967/2001

Appendix L

Presentation to the Advisory Board

April 3, 2025

MCI Concord



April 3, 2025
Advisory Board Presentation

Agency Landscape + Planning

With:
Buro Happold, Nitsch Engineering, Merge Architects,
Designing Justice + Designing Spaces, Landwise Advisors,
U3 Advisors

Agenda

12pm **Hello!**

12:15pm **Summary of analysis**

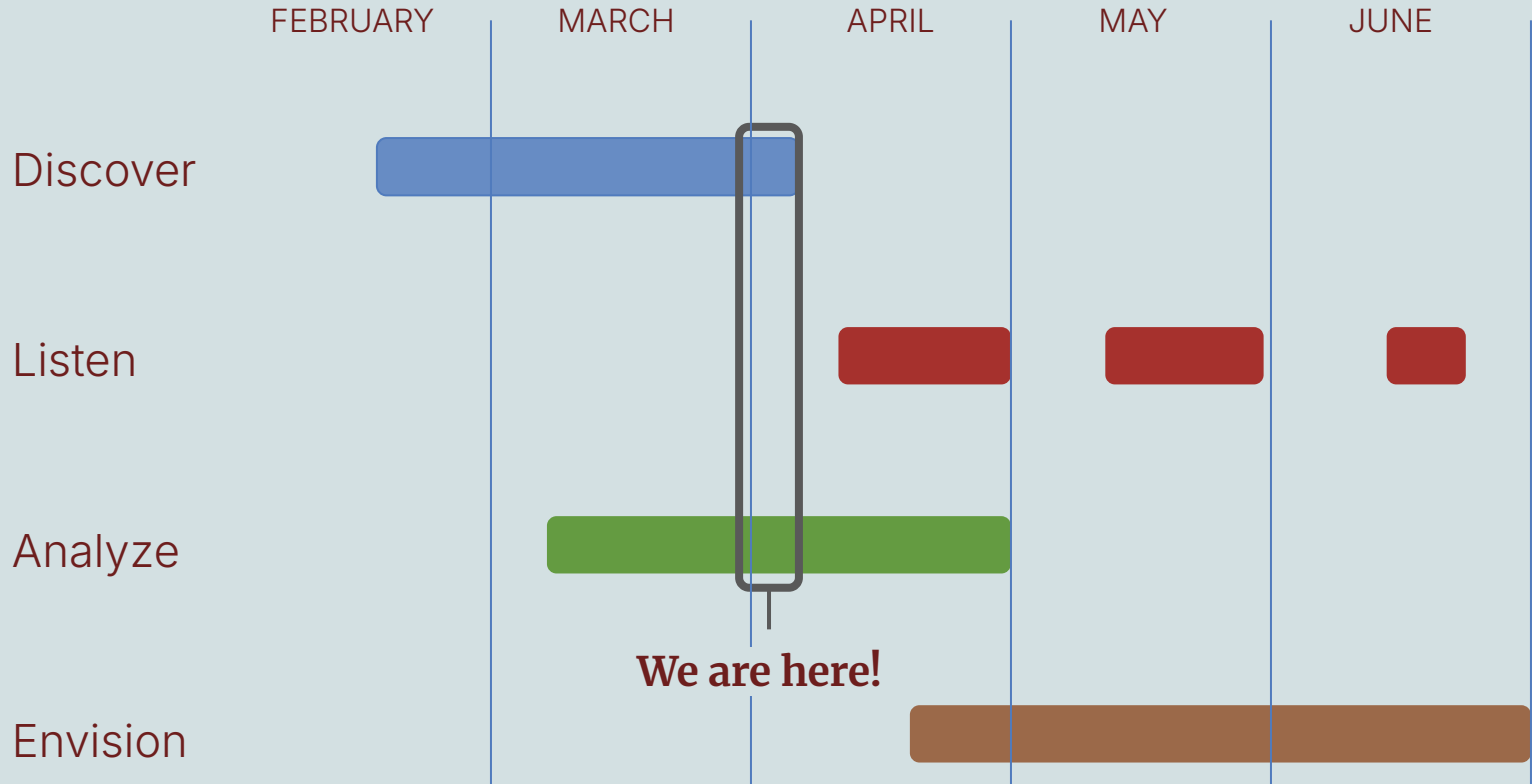
12:50pm **Emerging themes**

1:10pm **Workshop**

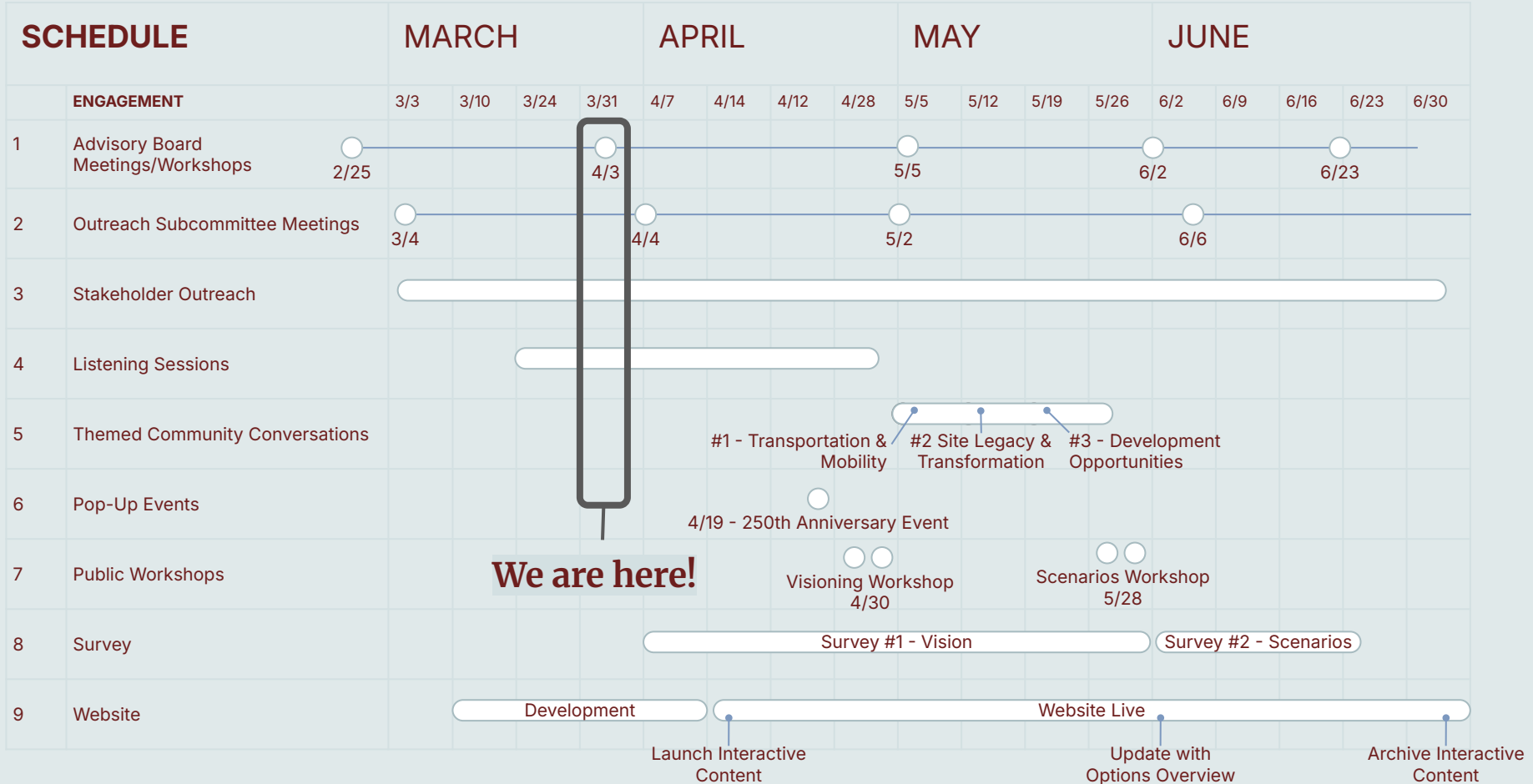
1:45pm **Next steps**

Hello!

Project Schedule

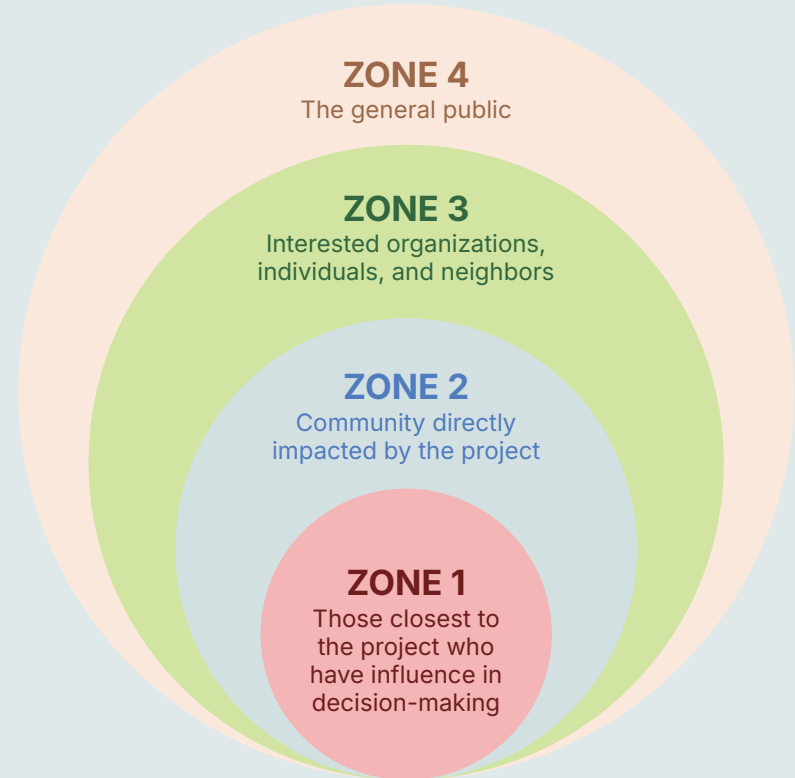


Engagement Strategy



Zones of Engagement

Defining 'zones of engagement' helps us identify who to engage with, develop appropriate tools for each zone, and uplift transparency in the engagement process.



Website



About the Project

MCI-Concord, established in 1878, was Massachusetts' oldest men's correctional facility until its closure on June 30, 2024, under the Healey-Driscoll Administration. The decision to close the facility was due to a decline in the number of incarcerated people, as well as the challenges of maintaining its aging buildings and infrastructure.

Get Involved

There are several ways to participate in the Reimagine MCI Concord Project. You can subscribe to the newsletter for updates, share ideas and feedback on the online community board, or attend one of the in-person events listed below.



Upcoming Events

Pop up at Concord's 250th Anniversary

Stop by our pop-up booth to share your ideas for the MCI Concord Site.

10AM - 3PM | April 19, 2025 | Concord MA

Community Conversation | Site Legacy and Transformation

Join us for a in-depth community conversation on respecting the site's legacy while shaping its future.

6PM | May 12, 2025 | Concord, MA

Community Visioning Workshop #1

Join us to learn about the first phase of analysis and help set priorities for the

Community Conversation | Development Opportunities

Join us for an in-depth community



3/31/25

Share your vision...

As this site transforms, we invite you to share your vision for its future. How can this space serve the community in new and meaningful ways? We want to hear from you!

[Read More](#)

Newsletter Sign Up

Hello!

Today's Objectives

- Review and refine the team's preliminary analysis of the MCI Concord site.
- Identify what is foundational about the site and its surroundings versus what can and should be tested in scenarios.
- Understand Advisory Board goals/vision for the site's identity to inform the assembly of scenarios.

The analysis is structured through six topic areas.

In each topic, we will begin with one overarching takeaway.

At the end of each topic we will share a list of what is "fixed" and foundational, and a list of what tensions we want to explore with the scenarios.

Analysis

Analysis Topics



Buildings +
Structures



Environment +
Open Space



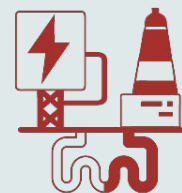
Transportation + Access



Community +
Culture



Economics +
Feasibility



Energy +
Infrastructure



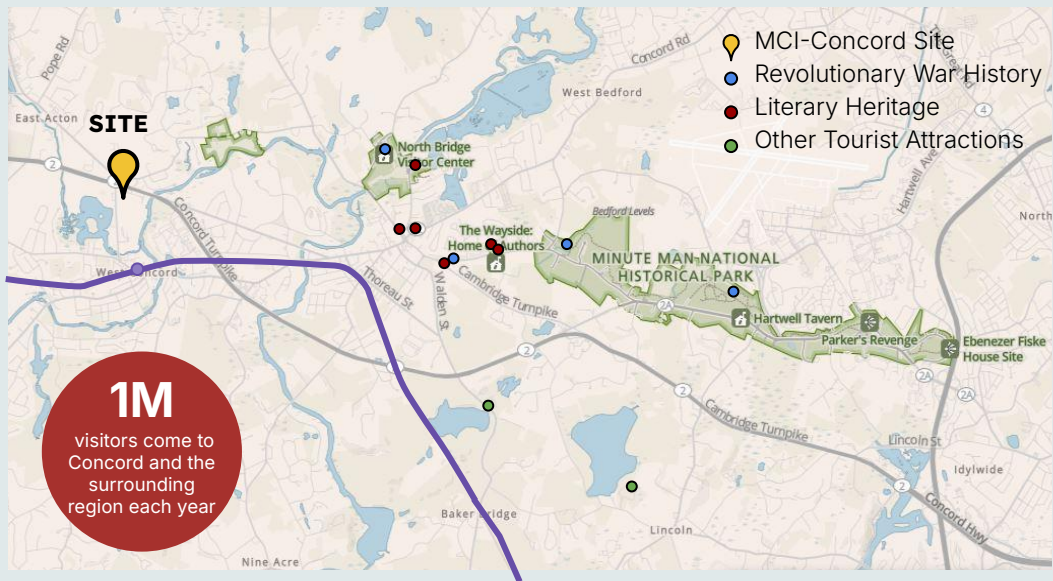
Community + Culture

Community + Culture

Concord, **known for its rich history and progressive roots**, is experiencing demographic shifts and growing pressure on housing affordability. In response, the town is **working to balance growth while preserving its character.**

A historic community with progressive ideas

Concord, rich in history and deeply connected to social justice movements, is a popular New England tourist destination.



The Concord Female Anti-Slavery Society

Transcendentalism & Social Reform



The Underground Railroad

Meanwhile, Concord's community is changing...

The people who live, work and go to school in Concord today are much different than they were in 2010.

\$212,315
Median household
income

Compared to **\$126,779** in
Middlesex County

75%
Family
households

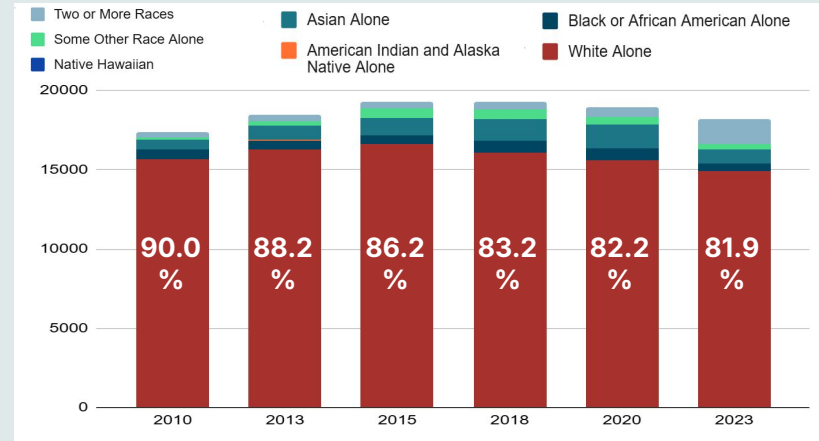
Compared to **63%** in
Middlesex County

+21%
Pop under
18 yrs

+24%
Pop 65 and
over

+91% People of color
population

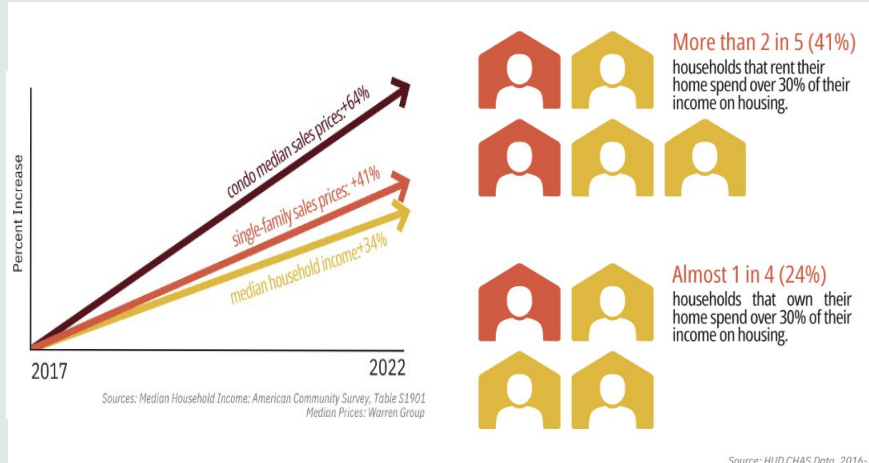
+42% Foreign-born
population



Facing pressures on housing and affordability..

Concord is increasingly expensive for renters and for people who want to own a house, with housing stock primarily focused on single-family homes.

Housing Burden



Housing Stock



While balancing its growth...

Concord is balancing its growth by increasing housing diversity while preserving tradition and leveraging arts and culture.

What we're hearing from Concord's **Housing Production Plan**...

Housing Goals

- **Immediate & Long-term Affordability**
Achieve and Maintain Chapter 40B
- **Healthy Aging**
Expand intergenerational housing targeted at the 65+ demographic
- **Rental and Ownership Variety**
Particularly near transit stations and village centers
- **Stabilizing Housing**
Provide services for Concord's most vulnerable residents
- **Smaller Homes**
Preserve existing homes and construct new smaller homes
- **Outreach and Education**
About the need for affordable housing, family units, and group homes



West Concord Junction Cultural District Action Plan

What variables are in play?

What is foundational about the site and the scenarios?

- Concord and the surrounding region welcomes over a million visitors each year
- Concord has a rich cultural and literary history, along with a legacy of social justice movements
- The community is diversifying and facing growing pressures on housing and affordability

What considerations, or “toggles” will the scenarios explore?

- The site’s and the Town’s future audiences and communities.
- The site’s relationship to its layered history.
- West Concord's arts and cultural resources.
- Growth and affordability goals.

A stylized illustration of buildings and structures in shades of red and white. On the left is a tall, rectangular building with a grid of nine windows. To its right is a smaller building with a gabled roof and a portico. Further right is a larger, two-story building with a gabled roof, two chimneys, and several windows. The entire scene is set against a dark red background.

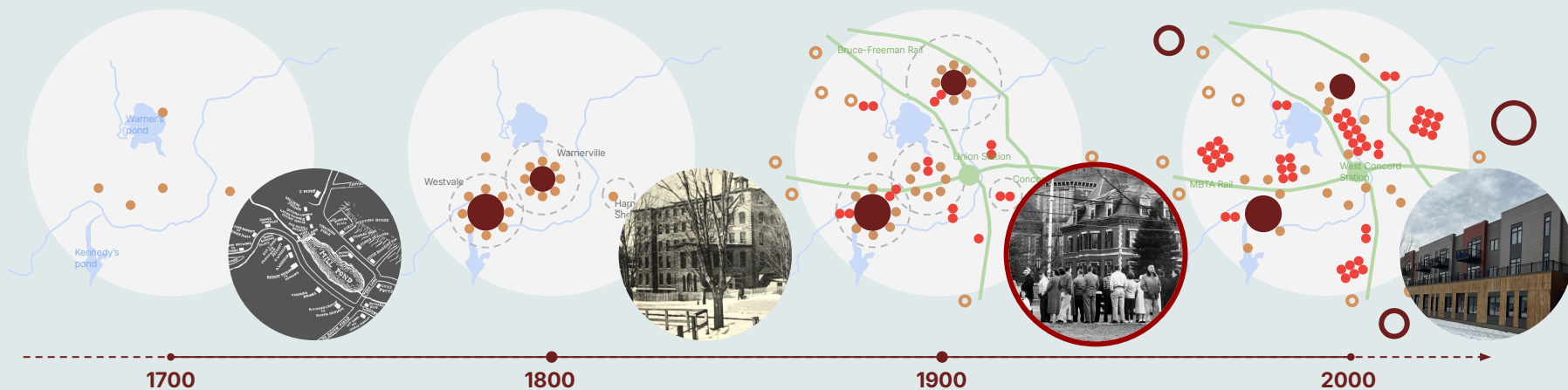
Buildings + Structures

Buildings + Structures

West Concord's housing patterns have evolved with changing industries, with the 1878 reformatory driving growth through the use of incarcerated labor; today, some site structures might be considered for reuse, some should be demolished.

Housing evolved with changing industries.

West Concord's housing patterns and typologies have evolved alongside its shift from agricultural town, to industrial village, to today's built environment.



- Agricultural Town
- Early Settlement

- Emergence of Factories
- **Single Family Homes** and **Workers Cottages**

- Promotion of Automobile; formation of West Concord
- **Formation of Prison Village (Reformatory)**

- Town Residents Work Outside
- Growth of **Multi Family Housing**

Prison's ties to development

Establishment of the reformatory in 1878 contributed to West Concord's economic growth at the cost of incarcerated individuals.



1873 MA budgeted \$1 million for a new prison. Concord **petitioned for the prison to bring employment.**

1878 The opening. Many **men worked in shops within the prison or the piggery.** Some were held in solitary in the basement. The first prisoner was buried at the Concord Reformatory Cemetery.



Late 19th century the Concord prison became a **Reformatory** where the incarcerated learned marketable skills. The prison helped make West Concord a well-populated place and **worker housing was built near the site**

1882 Following a **rebellion**, 75 men were "fed on bread and water"

1959 The State Police Riot Squad stopped a **mass escape attempt**

1961-1963 The Concord Prison Experiment, run by a Harvard University team, **dosed prisoners with a psychedelic drug** to see if the exposure would reduce recidivism

1972 State police quelled an **uprising** after 14 escaped

2024 The Commonwealth's DOC announced the planned **closure** of MCI-Concord

In the 1990s, a new prison was built roughly every 15 days nationally, with facilities becoming a source of jobs.

Balancing memory, cost, and sustainability.

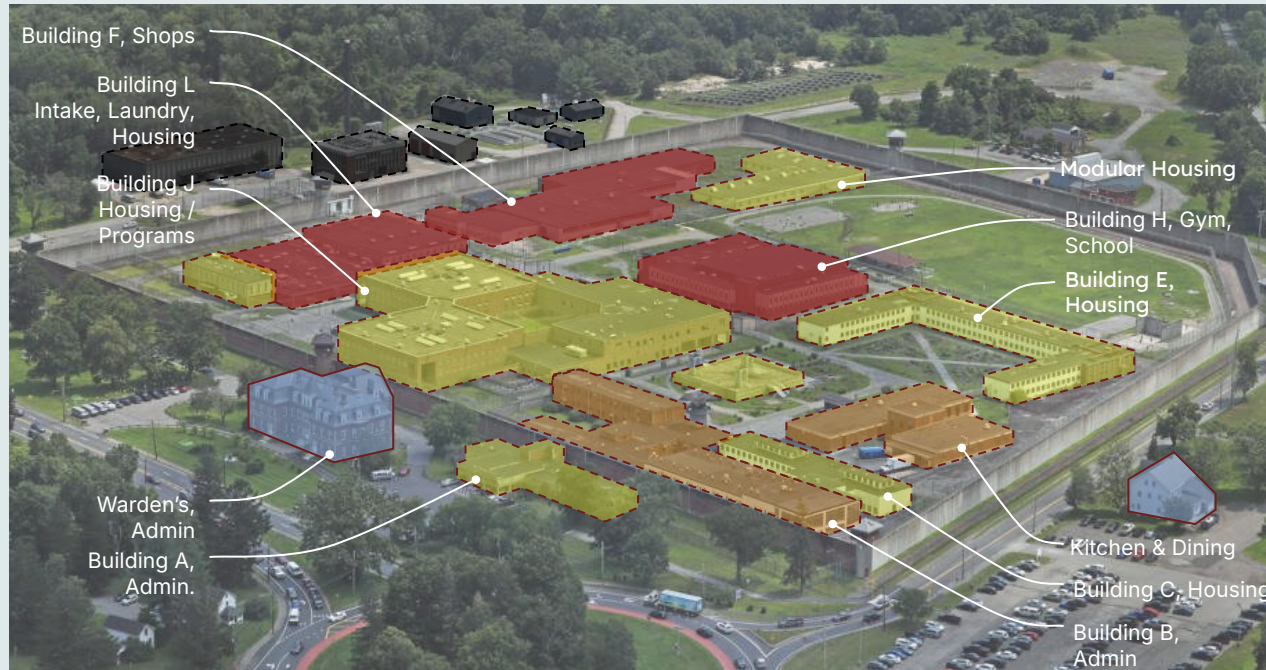
Narrow structures could be reimagined as housing, while commercial programs could utilize deeper plans.

Administrative buildings due to their narrow floor plates and large windows may have **potential for reuse as housing**

General purpose buildings (shops, school) may have **reuse potential for commercial programs** that can utilize deep plans.

Cell blocks pose the **greatest challenge to reuse**, with cellular structures and systems, fractured floor plates and levels, and small windows.

All buildings due to their age will pose significant challenges to rehab. Primarily meeting **contemporary energy code**.



- Historic structures (MA state list)
- Reuse potential
- Some reuse potential
- Low reuse potential
- Facilities, service to remain

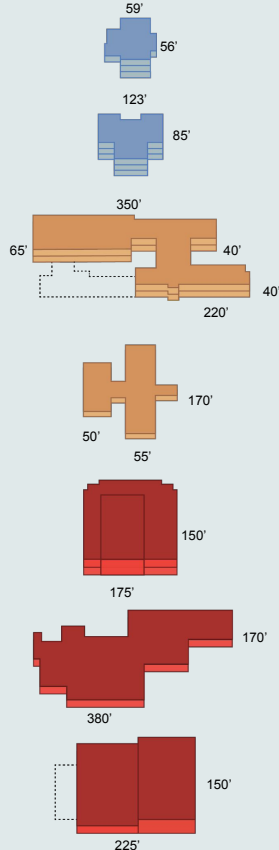
Balancing memory, cost, and sustainability.

Narrow structures could be reimagined as housing, while commercial programs could utilize deeper plans.



1. Building F, Shops
2. Building L, Intake
3. Building B, Admin
4. Building H, Gym & library

Different floor plates present varied reuse challenges.



White Row House

- 2.5 stories
- 6,300 sf

Warden's House / Admin.

- 3 stories
- 28,960 sf

Building B, Admin. (1966)

- 2 stories
- 20,800 sf

Building D, Kitchen & Dining (1960)

- 1 story
- 14,900 sf

Building H, Gym, School (1974)

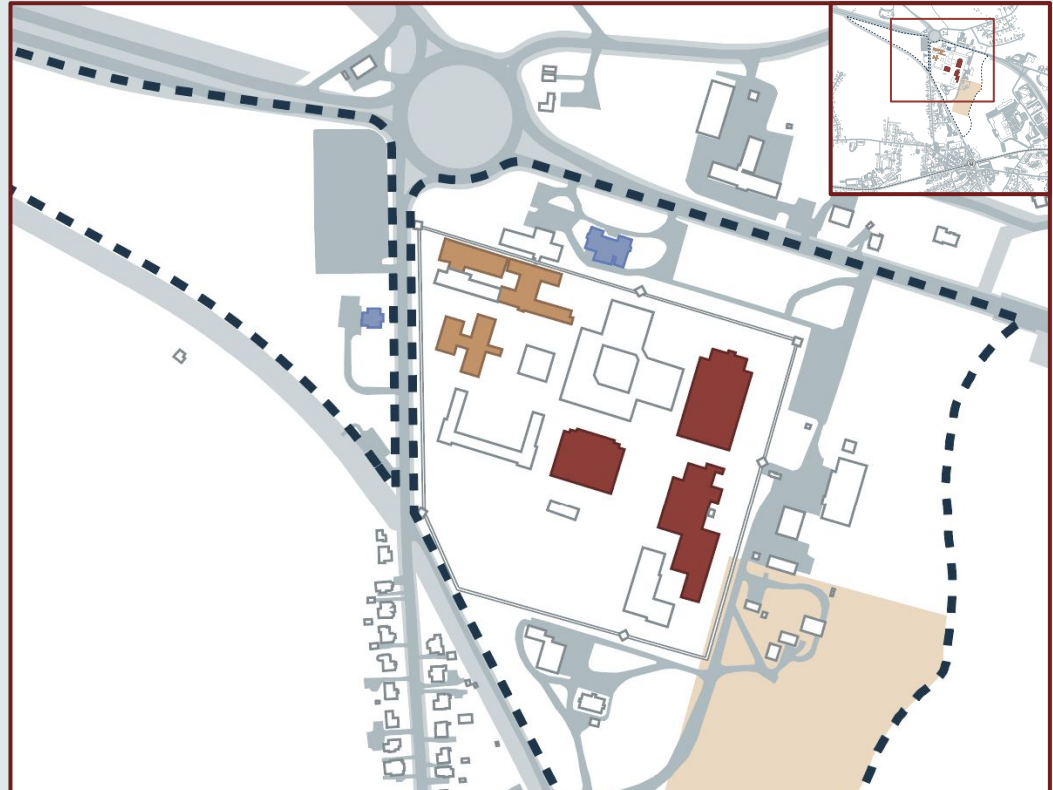
- 2 stories
- 64,000 sf

Building F, Shops (1959)

- 1 story
- 28,600 sf

Building L, Intake, Laundry (1966)

- 1 story
- 40,800 sf



What variables are in play?

What is foundational about the site and the scenarios?

- Historic buildings on site should be considered for protection. (They are currently listed as State cultural resources, not nationally listed).
- Salvage of materials can positively impact the embodied carbon of new work but building reuse will be costly.

What considerations, or “toggles” will the scenarios explore?

- Selective reuse versus building new.
- What programs could be housed in existing structures with reuse potential?
- Upfront versus life cycle costs of adaptive reuse.

A stylized illustration of a park environment. It features a house with a person standing in front of it, two trees, a pond with a bird perched on the edge, and a path leading towards a building. The entire scene is rendered in a monochromatic, muted red color scheme.

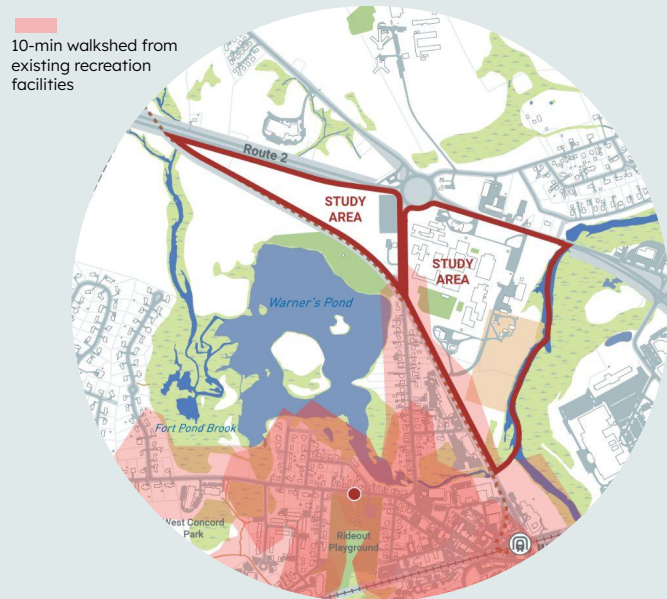
Environment + Open Space

Environment + Open Space

Concord has a **robust network of open spaces, trails, and high quality recreational amenities**. There are opportunities for this site to **expand the network, enhance the quality of experiences** for a variety of audiences, **and protect vital habitats and waterways**.

Concord has identified recreation needs.

Concord has gaps in recreation amenities and identified unmet need from residents that the site could help address.



According to Concord Recreation Facilities Strategic Plan(2024), Concord is...

Excelling



- Tennis Court
- Baseball Field
- Softball Field
- Multipurpose Field
- Swimming pool

Meeting Current Needs



- Pickleball Court
- Senior Center

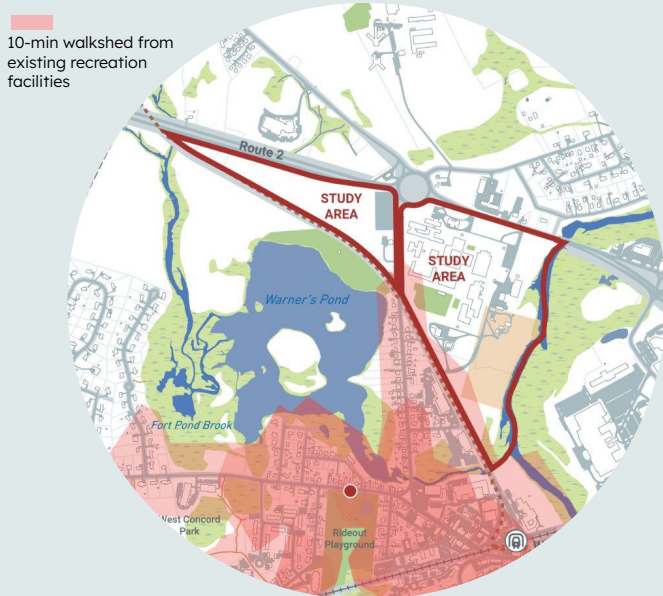
Identifying Gaps



- Playground
- Tot Lot
- Basketball Court
- Dog Park
- Recreation Center
- Nature Center
- Aquatic Center
- Teen Center
- Indoor Ice Rink

Concord has identified recreation needs.

Concord has gaps in recreation amenities and identified unmet need from residents that the site could help address.



According to Concord Recreation Facilities Strategic Plan(2024), to meet recreation needs Concord must build...

Outdoor Facilities

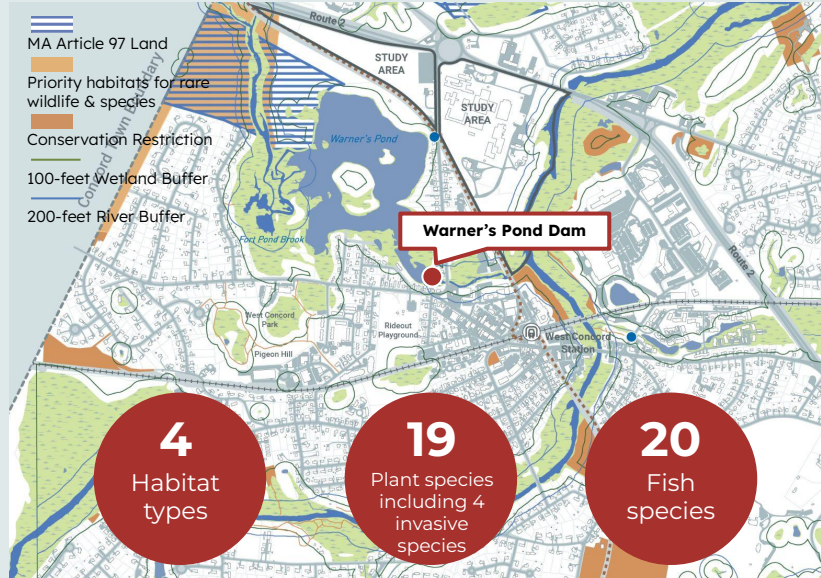


Indoor Facilities



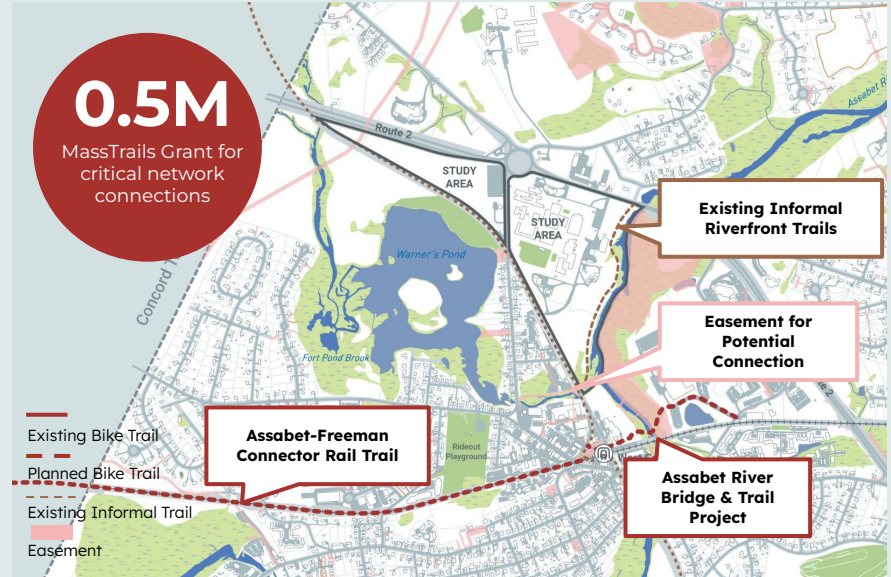
Existing natural habitats need restoration.

The confluence of Warner's Pond and the Assabet River—a well-loved community resource—is experiencing declining water quality, impacting habitat health, wildlife, recreation, and stewardship efforts.



Onsite trails can connect into a regional network.

The Bruce Freeman Rail Trail is a key link in a highly active regional network, while the site has the potential to integrate informal trails and attract funding.



What variables are in play?

What is foundational about the site and the scenarios?

- The cemetery is staying in place.
- The Warner's Pond and the Assabet River present unique opportunities for habitat restoration and recreation access.
- Regulatory guidelines around wetland and riverbank protection buffers.

What considerations, or "toggles" will the scenarios explore?

- Level of open space and recreation investment.
- Impacts of Warner's Pond planning effort.
- Relationship to surrounding agricultural land.
- How to commemorate the cemetery "Naming the Unnamed".



Transportation + Access

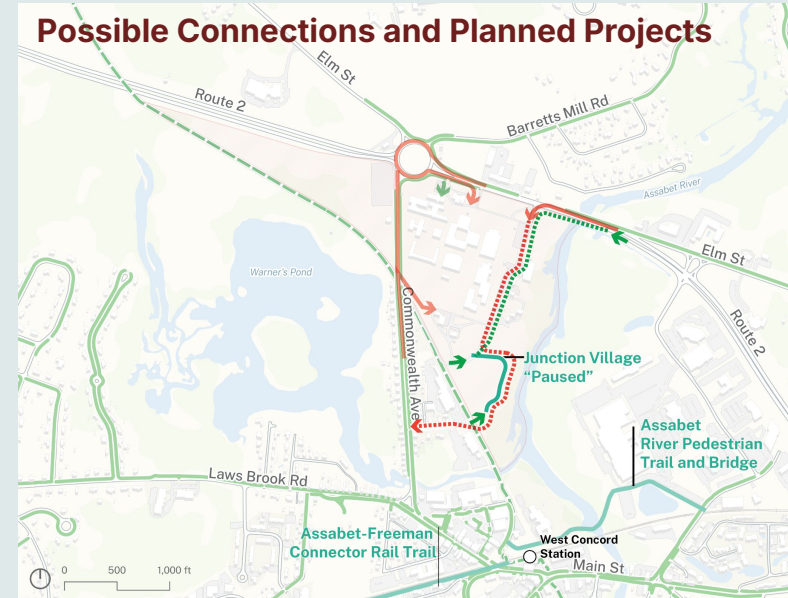
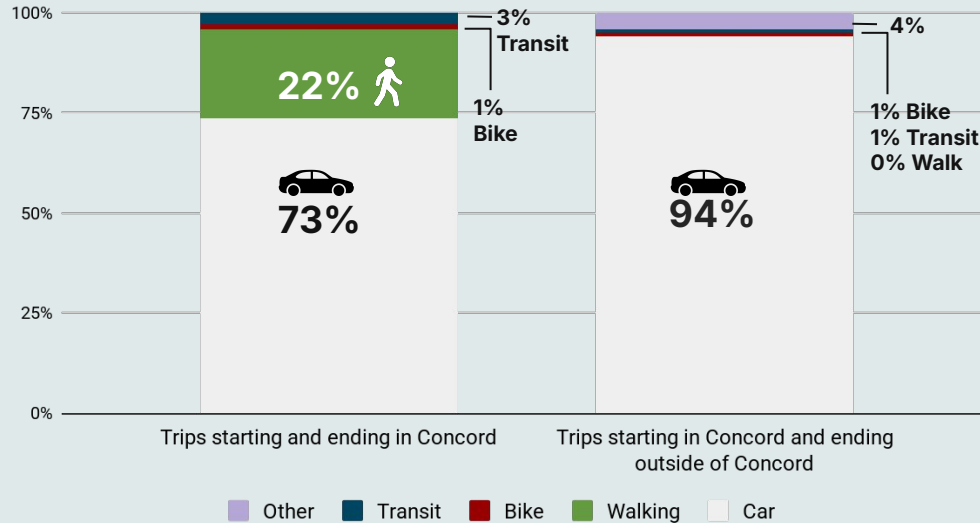
Transportation + Access

The **development of the site can leverage the substantial existing infrastructure and capitalize on numerous opportunities.** By enhancing connections, minimizing traffic impacts, and promoting active transportation, it can build on the Town of Concord's ongoing efforts and align with planned mobility projects in the area.

More connections for healthier travel.

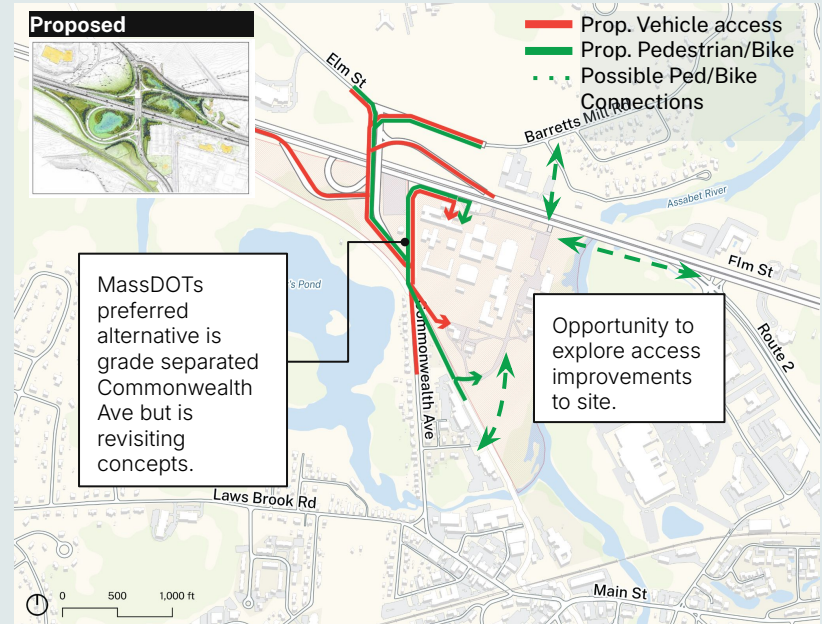
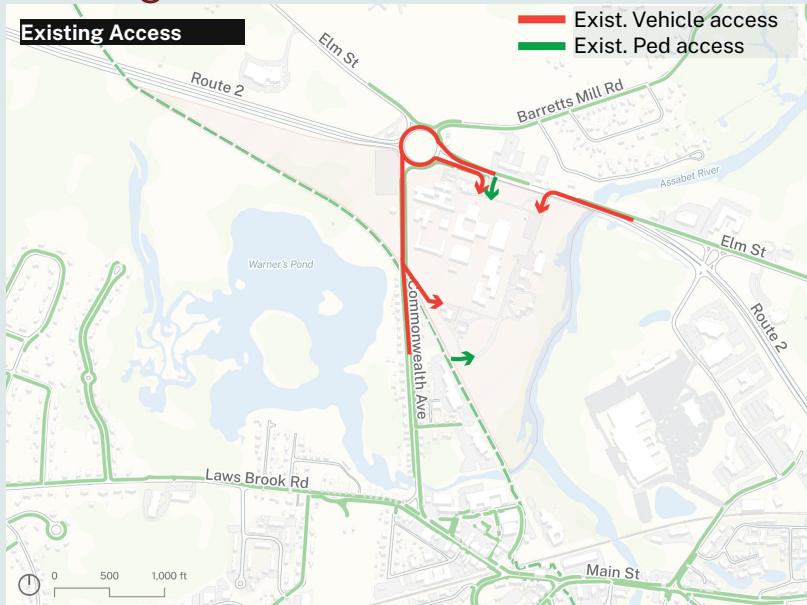
Development can enhance connections, minimize traffic impacts, and promote active transportation—walking, biking, and public transit.

Trips Originating in Concord by Mode in and Out of Concord



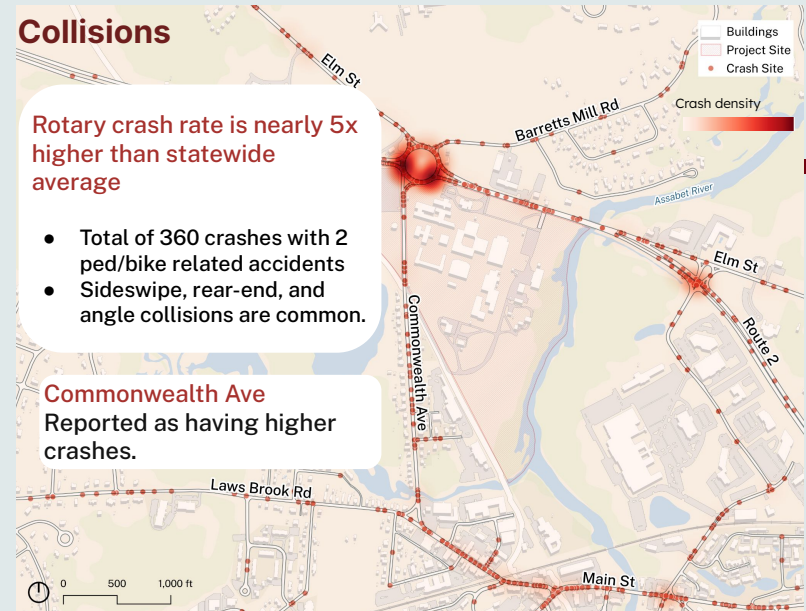
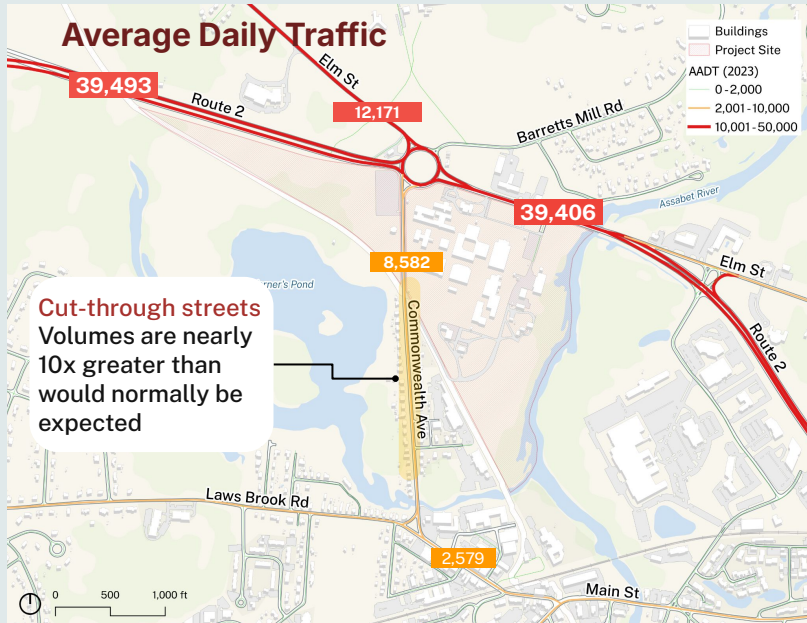
Site access is limited and will be further affected.

The Assabet River, Rail Trail, and high traffic volumes and speeds along Rt 2 all restrict site access, which could be further impacted by the proposed rotary redesign.



Rt 2 and rotary traffic is high and dangerous.

The rotary experiences high traffic, and development can worsen both traffic and collision risk. Traffic reduction and enhanced safety measures are needed.



Source: MassDOT (2013-2019), Crash rates are based on District Crash Rates published by MassDOT on June 26, 2018

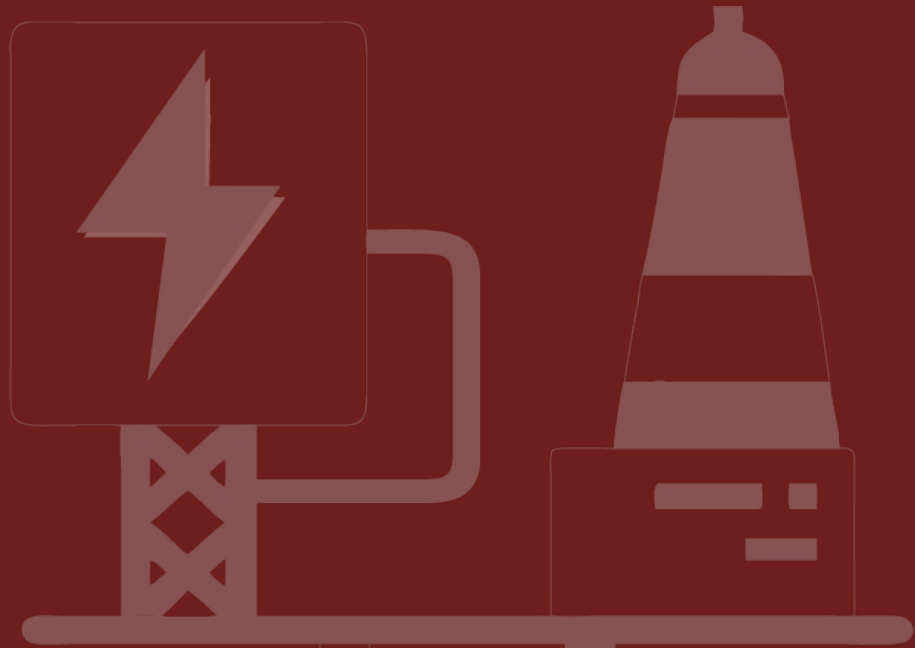
What variables are in play?

What is foundational about the site and the scenarios?

- Route 2 will remain a major thoroughfare.
- Bruce Freeman Rail Trail provides bike/ped access to West Concord and other communities.
- Assabet River Bridge and Trail is underway.

What considerations, or “toggles” will the scenarios explore?

- Route 2 Rotary redesign is still underway by MassDOT and will likely be implemented after the redevelopment of the MCI Concord site.
- Network of connections within Site, including access points.
- Levels of sustainable forms of transportation building off what exists (e.g. Bruce Freeman Rail Trail).



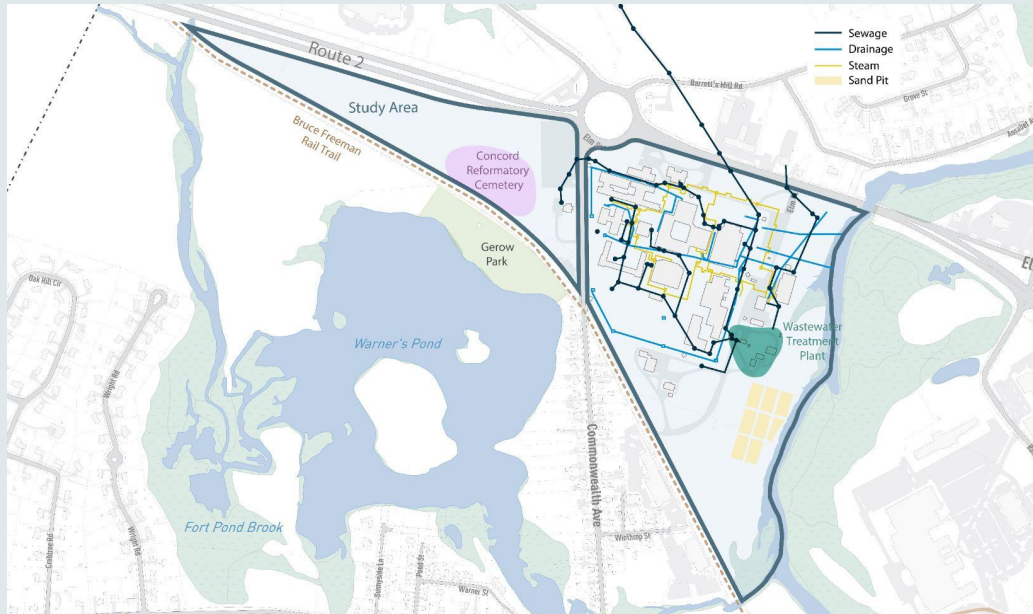
Energy + Infrastructure

Energy + Infrastructure

The site's underground utilities, both known and unknown, create a complex network extending beyond the site's boundaries. **The site is not a blank slate - it holds both fixed assets and potential liabilities**, and future development can leverage identified opportunities to support local and regional sustainability goals.

Complex infrastructure is largely unmapped.

Sub-surface utility surveying and structural assessments of the tunnels will be essential to ensuring the viability of any development plan.



Unknown

- Steam Tunnels
 - Extent
 - Potential for asbestos
 - Implications for aboveground structures

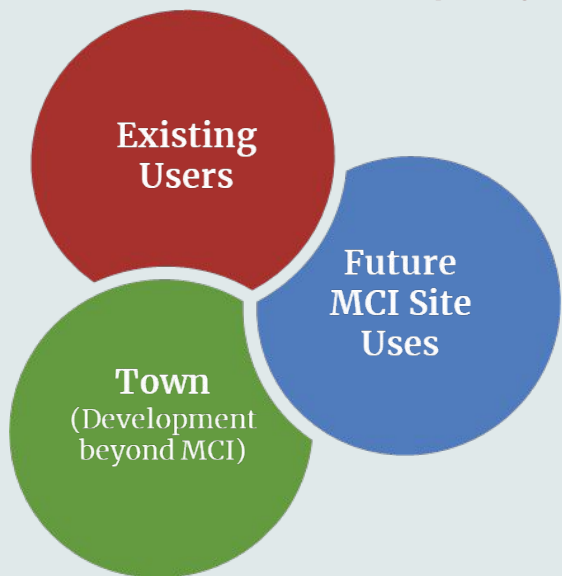


ISU steam tunnels

The WWTP is an asset. (Steam plant less so.)

Access to the treatment plant should be preserved and sewer lines should be protected. Allocation of 310,000 GPD capacity is to be determined.

Wastewater Treatment Plant Capacity Interests



If the WWTP capacity were split roughly equally, it could potentially support up to 1,000 bedrooms on the site.

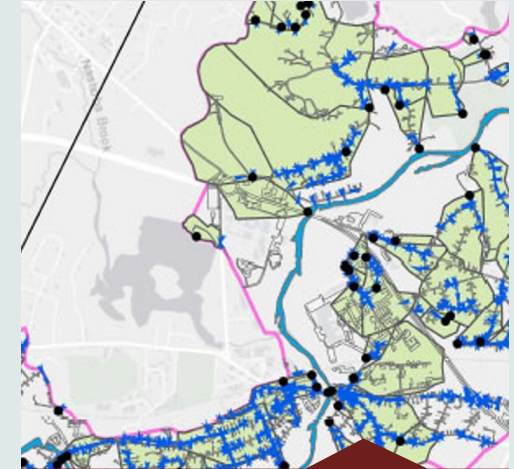
The site can support sustainability goals.

The Town of Concord, DCAMM and the State have all articulated overlapping sustainability goals and prescriptive requirements for development.



MATERIAL REUSE:
~6,300 yd³ of
concrete/masonry could be
reused from the wall alone.

SOLAR: The site has been identified as high potential for solar power generation.



STORMWATER:
Greening up infrastructure to
improve water quality in the
Assabet River

What variables are in play?

What is foundational about the site and the scenarios?

- WWTP requires upgrades
- Meeting environmental and permitting regulations around stormwater and wastewater discharge
- Tunnels and remediation will need to be considered.

What considerations, or “toggles” will the scenarios explore?

- Stormwater system, ability to meet MS4 requirements.
- Heating and site utilities.
- Level to which site is leveraged to meet municipal and state sustainability goals in energy, stormwater and material re-use.
- Potential sustainability certifications.
- Allocation of WWTP capacity.

The background features several faint, light-colored icons: two buildings of different heights, a line graph with an upward-pointing arrow, a large dollar sign inside a circle, and a briefcase. These icons are arranged in a cluster behind the main text.

Economics + Feasibility

Economics + Feasibility

Finite resources, long-term demand, and site visibility make a clear argument for mixed use development.

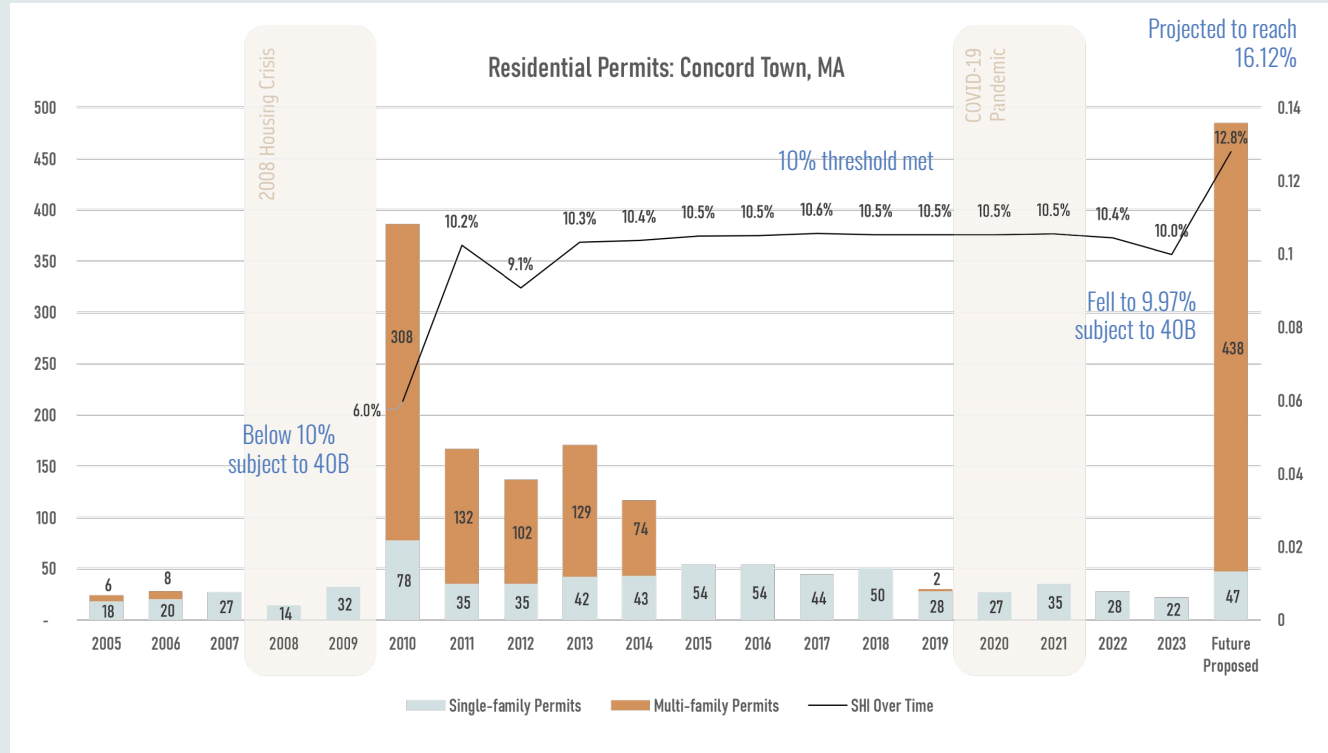
Scale will need to strike a balance between offsetting site preparation and infrastructure needs, traffic capacity, and public appetite for density.

Currently local and regional market dynamics favor residential development. Boston is experiencing ongoing reduced demand for office and an oversupply of lab. Federal policy changes are shifting landscapes for many sectors.

Housing is in demand, market is not the driver.

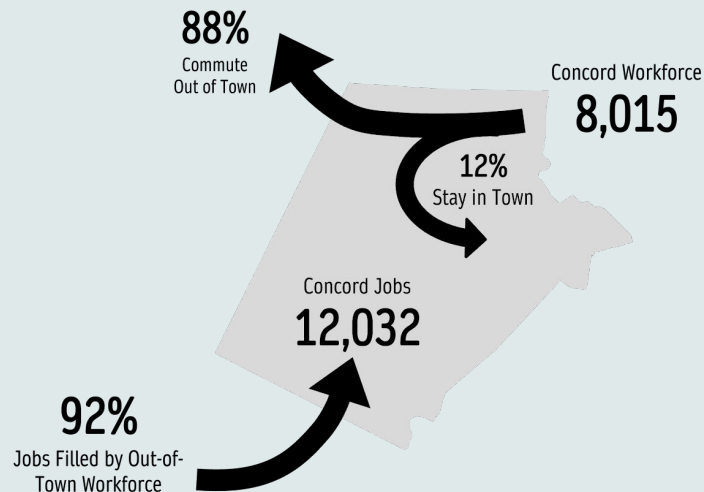
The market is ripe for increased housing choice and supporting, retail & services.

Historically, inventory increases have been driven by state level policies.



Job growth has not kept pace with the region. Employment is concentrated in healthcare.

| NAICS Code - Industry | Employment: Concord, MA | | | |
|---|-------------------------|---------------|--------------|-----------------|
| | 2017 | 2022 | Change | Annual % Change |
| 62 - Health Care and Social Assistance | 3,462 | 3,973 | 511 | 3.0% |
| 54 - Professional, Scientific, and Technical Services | 1,387 | 1,517 | 130 | 1.9% |
| 61 - Educational Services | 1,461 | 1,225 | (236) | -3.2% |
| 51 - Information | 544 | 740 | 196 | 7.2% |
| 92 - Public Administration | 940 | 666 | (274) | -5.8% |
| 44-45 - Retail Trade | 685 | 656 | (29) | -0.8% |
| 72 - Accommodation and Food Services | 869 | 637 | (232) | -5.3% |
| 55 - Management of Companies and Enterprises | 588 | 613 | 25 | 0.9% |
| 71 - Arts, Entertainment, and Recreation | 652 | 509 | (143) | -4.4% |
| 81 - Other Services (except Public Administration) | 387 | 309 | (78) | -4.0% |
| 52 - Finance and Insurance | 182 | 216 | 34 | 3.7% |
| 42 - Wholesale Trade | 265 | 203 | (62) | -4.7% |
| 31-33 - Manufacturing | 207 | 199 | (8) | -0.8% |
| 53 - Real Estate and Leasing | 120 | 189 | 69 | 11.5% |
| 23 - Construction | 217 | 151 | (66) | -6.1% |
| 56 - Administrative, Support, and Waste Services | 103 | 132 | 29 | 5.6% |
| 48-49 - Transportation and Warehousing | 34 | 51 | 17 | 10.0% |
| 11 - Agriculture | 30 | 41 | 11 | 7.3% |
| 22 - Utilities | 41 | 5 | (36) | -17.6% |
| 21 - Mining | - | - | - | - |
| Total, All Industries | 12,174 | 12,032 | (142) | -0.2% |



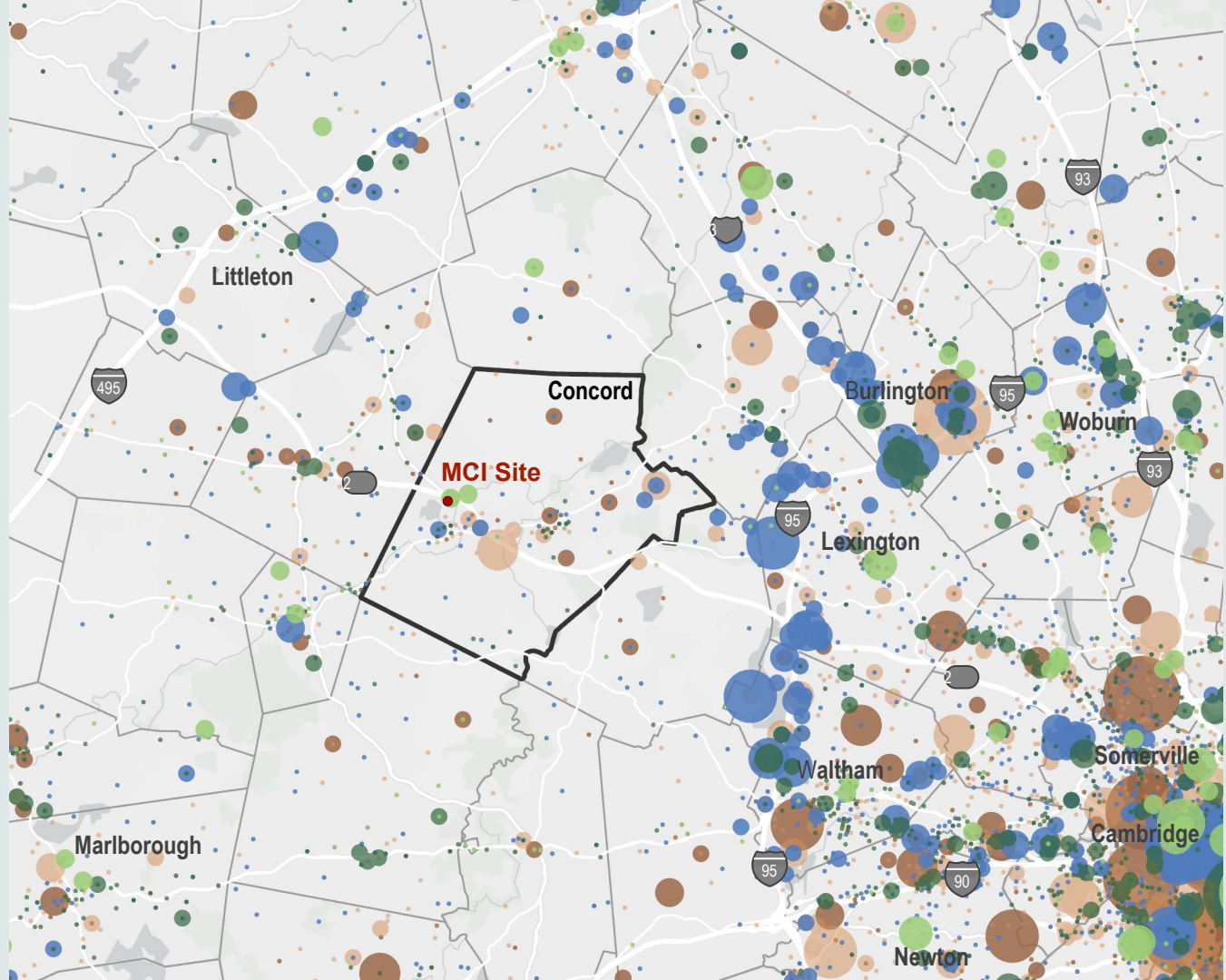
Concord's workers may not be able to afford to live in Town.

Economics + Feasibility

MSA Top Industries



Source: OnTheMap 2022 Data,
Retrieved March 2025
Spatial locations not exact, excludes
locations with less than 5 employees.

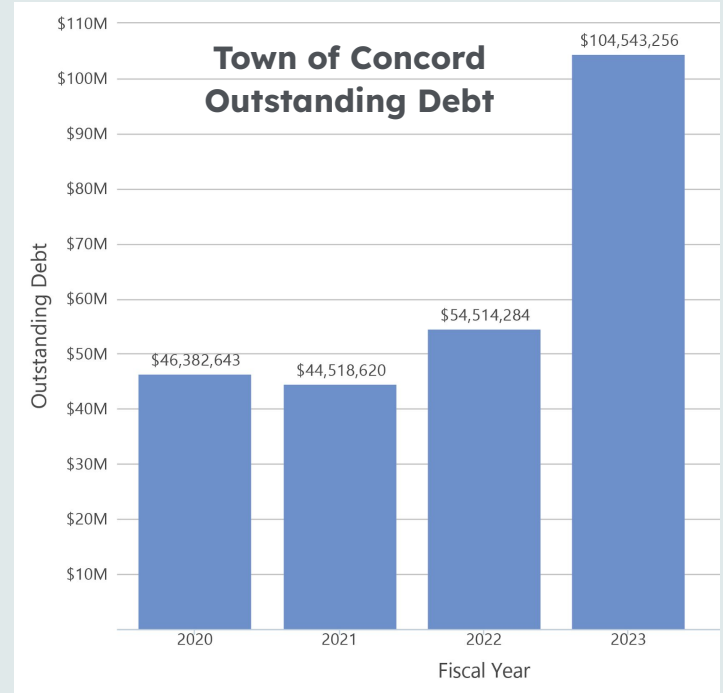


Meet local, regional and State goals, while limiting public spending.

Uses that generate net-positive tax revenues be more politically palatable.

Land use patterns impact tax base, have debt from recent school construction.

Average Single Family Tax Bill
\$19,585 - 5th highest in MA (FY25)
+45% avg single family tax bill (since FY16)
+52% avg single family home values



Average Tax Bill Data and Outstanding Debt from MA Department of Revenue

The MCI site will require density to pencil out.

Immense cost required for site prep and infrastructure means that density, market-driven uses and creative financing are required.

Site Preparation

Sewer Treatment Plant Upgrades
Demo, Remediation & Materials Disposal
Steam Tunnel Removal / Remediation

Scenario Specific Expenses

New Street Grid & Sidewalks
Public Amenities / Landscaping
Off-Site Traffic Improvements
Renovation / Adaptive Reuse
Vertical Construction

What variables are in play?

What is foundational about the site and the scenarios?

- Housing that is financially accessible remains in demand.
- Rezoning will be required.
- Site preparation will drive most of site development cost.
- Mixed-use development might capitalize on Concord's employment strengths (Healthcare, Professional/Scientific/Tech Services, Education) AND cultural strengths (historic attractions, the arts).

What considerations, or "toggles" will the scenarios explore?

- Public appetite for density.
- Level of new construction versus reuse.
- Level of funding that can be leveraged for redevelopment.
- Unified vision for target use mix.
- Attraction of an anchor that would spark economic activity on-site.
- Level of inclusionary or affordable units desired / required.

Summary

Fixed and Flexible

Fixed and Flexible

Fixed

- Historic buildings
- Cemetery
- 200' river buffer
- Existing parks and trails
- Existing sandpits

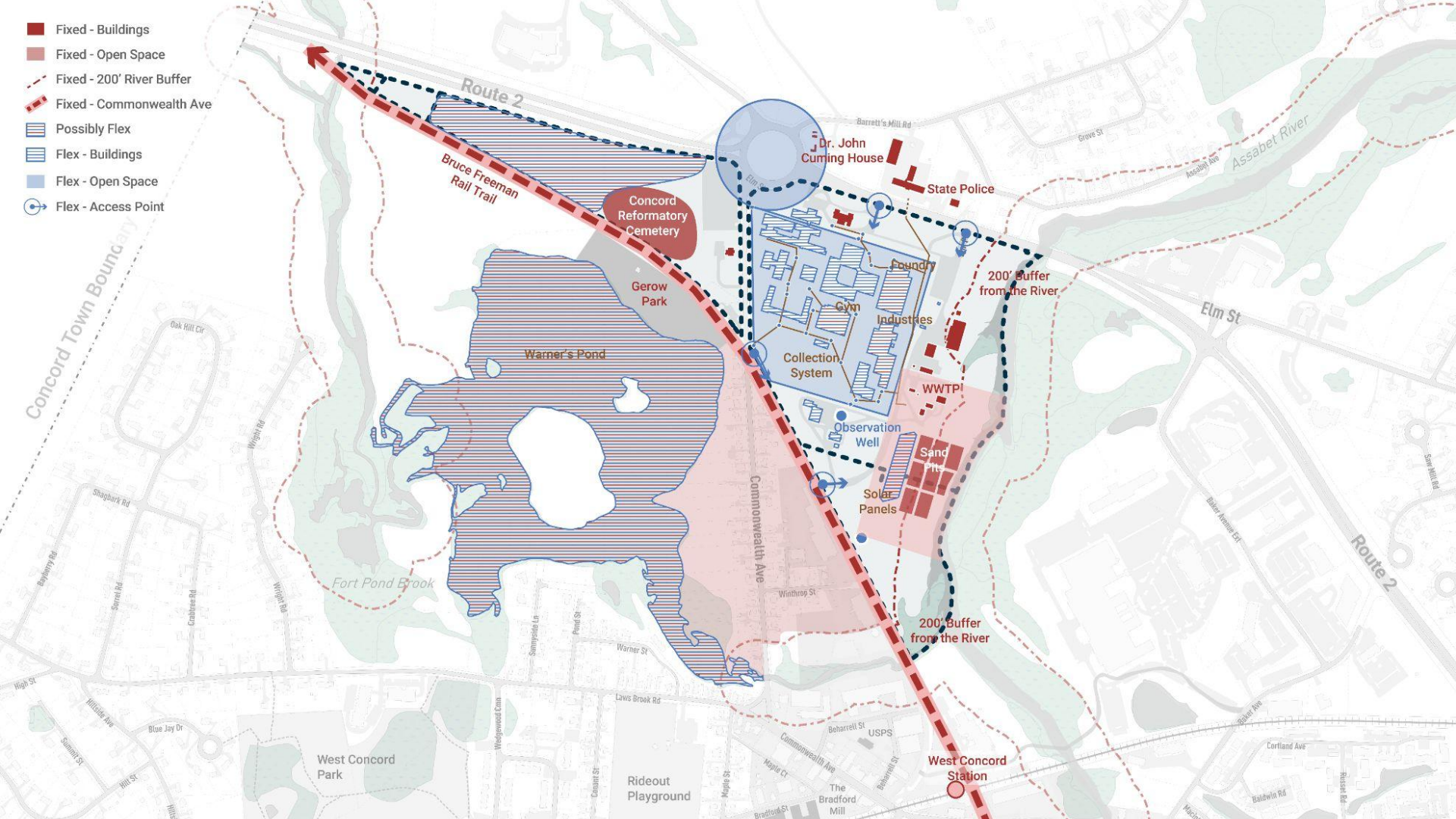
Possibly flex

- MCI buildings with reuse potentials
- Agricultural land
- Pond
 - Dredged
 - Dam removal
 - Maintenance
- Underground utilities
- Solar panels

Flex

- Existing rotary
- Most of MCI existing structures
- Rest of open space
- Site access points

- Fixed - Buildings
- Fixed - Open Space
- Fixed - 200' River Buffer
- Fixed - Commonwealth Ave
- Possibly Flex
- Flex - Buildings
- Flex - Open Space
- Flex - Access Point



Site Identities

Initial ideas to inform priorities for future scenarios

Scenario Look-ahead

MCI Concord as...

Initial engagement with the community will focus on prioritizing different identities for the site, which will help inform scenarios. We'll try it out today to get your take!

Mix and Match!

HEALTHY + GREEN

Where the region comes to celebrate and commune with the natural environment of the Assabet River watershed

- Nature Center
- Stewardship and Conservation Education
- NATURE IMMERSION
- Water Access
- Environment education and programming programs for Concord and regional youth
- Nature Park and Camps
- HEALTHY AND NATURE EXPLORATION
- GREEN INFRASTRUCTURE
- Sustainable Management and Greenhouse Gas Reduction
- Wetland Observation
- Partnerships and active membership with the Assabet National Wildlife Refuge
- HAULING SUSTAINABILITY

CLIMATE FRIENDLY

Setting new benchmarks and standards for carbon-neutrality and environmental resilience

- SUSTAINABLE DEVELOPMENT
- Affordable and Efficient
- Carbon Neutral Neighborhoods
- Renewable Energy Showcase
- Adaptive Reuse
- MATERIALS BANK
- Concrete sequestered in MCI's walls allows for up to 10% less CO2 emissions
- Repurpose Existing Civil Materials in Innovative Infrastructure Ways
- The site has been identified as high potential for solar power generation.

ACTIVE + ARTSY

The region's newest destination landscape for cultural, recreational and sports activities and events

- PLAZA CULTURE
- Agricultural Anchor
- Building Reuse For the Arts
- Cultural Catalyst
- Prison Reuse To Museum
- RECREATION EDUCATION
- Tournament Destination
- The Fields at Fair Deans are home to 10+ different sports and activities
- EVENTS AND GATHERING
- Community Gathering Center
- RECREATION
- Flexible Event Leasing

SUPPORTIVE

A campus that supports town services and functions

- WORK-SHOP COOP CENTERS
- Co-Working Back Of House Municipal Functions With Community Space
- Theoretically Designed Public Infrastructure
- TRUCK STORAGE YARD
- Truck service and storage yard to serve the needs of a new new Concord Center
- CELEBRATES PUBLIC WORKS
- Collocated facilities located Embedded Within Recreational Uses
- SHOWING WATER INFRASTRUCTURE SYSTEMS
- Space for water, wastewater, and utility infrastructure integrated into the site plan

INCUBATING

Where Bostonians come to create, collaborate and advance new ideas

- EDUCATION
- Central City As Neighborhood Anchor
- Large Scale Creative Learning
- WORKFORCE DEVELOPMENT
- Construction Facilities Repurposed As Trade Schools
- Connecting Young Adults to Sustainable Careers
- INNOVATION
- Warwick Technology Park

HOUSING, ECONOMIC FEASIBILITY AND ACKNOWLEDGEMENT OF SITE HISTORY as a given through line to any identity

The Future MCI Concord site as...

Healthy + Green

Where the region comes to celebrate and commune with natural environment of the Assabet River watershed

Potential Anchors:

Healthcare or Wellness Industry

Potential Features:

- Trails, Overlooks
- Habitat renewal and restoration
- Nature Center and education
- Eco-village



The Future MCI Concord site as...

Climate Friendly

Setting new benchmarks and standards for carbon-neutrality and environmental resilience

Potential Anchors:

Green Industry

Potential Features:

- Car-free focus on bike and ped
- Green energy and infrastructure
- Material re-use and carbon sequestration
- Live-work

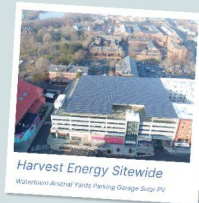
SUSTAINABLE DEVELOPMENT



Affordable and Efficient
Jackson Hill Workforce Housing



The site has been identified as high potential for solar power generation.



Harvest Energy Sitewide
Waterloo Arsenal Yard Parking Garage Strip PV



Carbon Neutral Neighborhoods
Hennepin Square

What other ideas should be considered?

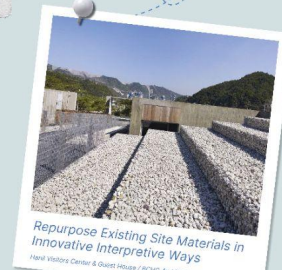


Adaptive Reuse
Veterary Bldg., Union City

MATERIAL REUSE



Concrete sequestered in MCI's wall alone totals roughly 6,300 cubic yards



Repurpose Existing Site Materials in Innovative Interpretive Ways
Hennepin Center & Guest House Entrance

The Future MCI Concord site as...

Active + Artsy

The region's newest destination landscape for cultural, recreational and sports activities and events

Potential Anchors:

Museum, YMCA-type Organizations

Potential Features:

- Arts and events facilities
- Sports and recreation facilities
- Sculpture Gardens, Historic Interpretation



The Future MCI Concord site as...

Supportive

A campus that supports town services and functions

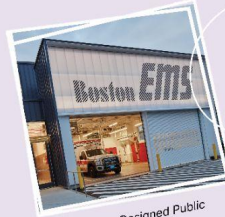
Potential Anchors:

New Civic Center

Potential Features:

- Town maintenance yard, public works and utilities
- Town meeting space and offices
- Public Safety Services

ONE-STOP-SHOP CIVIC CENTER



Thoughtfully Designed Public Infrastructure
© 2016 MCI/Concord Center Planning Study

TOWN STORAGE YARD



Town service and storage yards currently operate out of a site near Concord Center



Celebrated Infrastructure Embedded Within Recreational Uses
© 2016 MCI/Concord Center Planning Study

CELEBRATED PUBLIC WORKS



Showcasing Water Infrastructure Systems
Lake Whiskey Water Treatment Facility



What other ideas should be considered?

The Future MCI Concord site as...

Incubating

Where people come to create, collaborate and advance new ideas

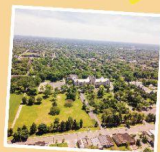
Potential Anchors:

Educational / Research Institution, Industry

Potential Features:

- Creative industries (artist and maker spaces)
- Workforce training
- Innovations in housing types

EDUCATION



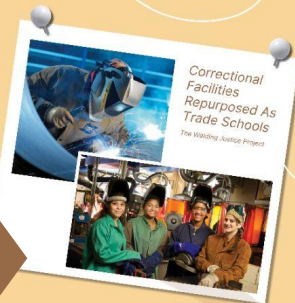
Conservancy As
Neighborhood Anchor
Marygrove Conservancy, Detroit, MI



Large-Scale Creative Learning
The Cross-Vic Industrial Arts Center, Oakland, California



WORKFORCE DEVELOPMENT



Correctional
Facilities
Repurposed As
Trade Schools
The Walling Justice Project

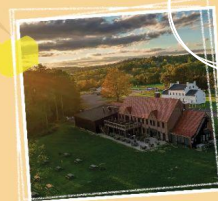


Connecting Young Adults
To Sustainable Careers

Philadelphia Power Corps - High-quality
paid career training in sustainable energy
and community-focused fields for court
involved youth.

What other ideas
should be
considered?

INNOVATION



Warwick Technology Park
Formerly General Motors Factory

Your Turn!

ACTIVITY: Balancing Priorities

15 min, then be ready to report out

CRAFT YOUR PRIORITIES!

What unites this idea?

1 Your name:

2 Describe your place in three words:

3 Share an inspiring example that represents your vision:

1

ADD TO THE THEMES

Walk around the room, use stickies and markers to add to the site identities posters.

2

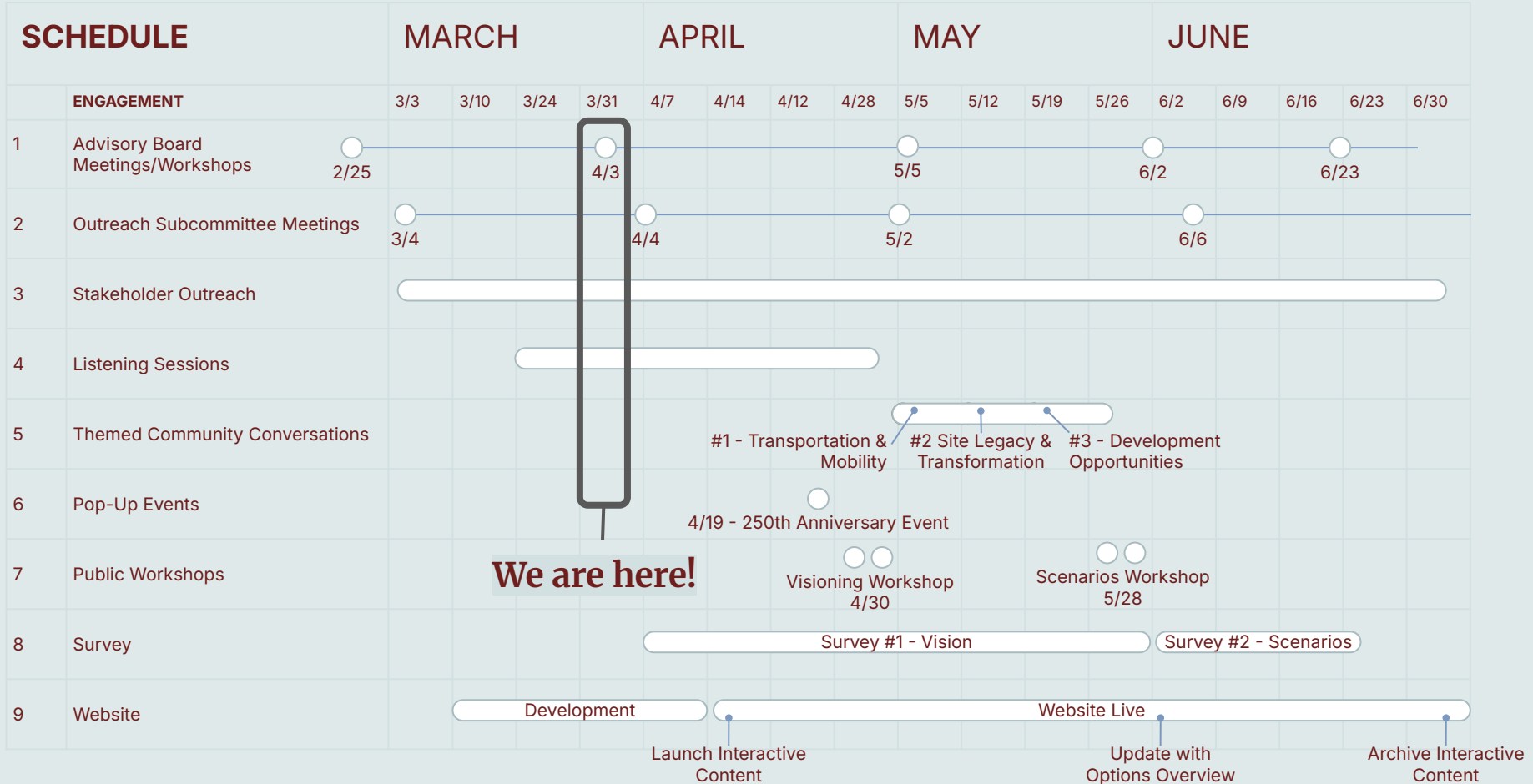
CRAFT YOUR PRIORITIES

Use the color-coded pie chart pieces to make your ideal community identity! Share a bit more about it on your placemat.



Next Steps

Engagement Strategy



Appendix M

Presentation to the Advisory Board

May 5, 2025

MCI Concord



May 5, 2025

Advisory Board Workshop

Agency Landscape + Planning

With:

Buro Happold, Nitsch Engineering, Merge Architects,
Designing Justice + Designing Spaces, Landwise Advisors,
U3 Advisors

Hello, again!

12:05pm Engagement Debrief

12:20pm Project Context

1:00pm Site Framework + Scenarios

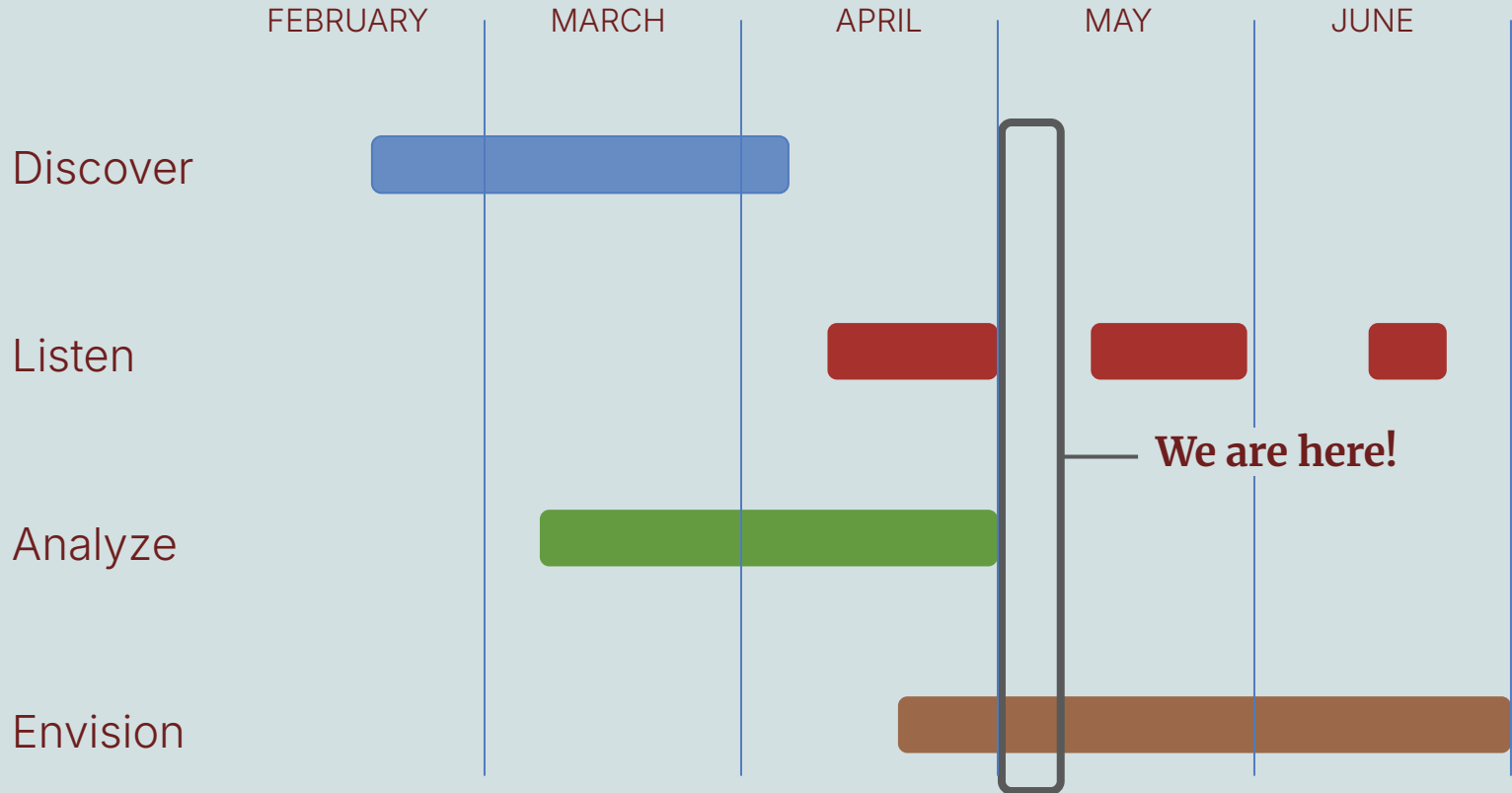
1:15pm Workshop

2:15pm Next Steps

Hello, Again!

Hello!

Project Schedule



Engagement Debrief

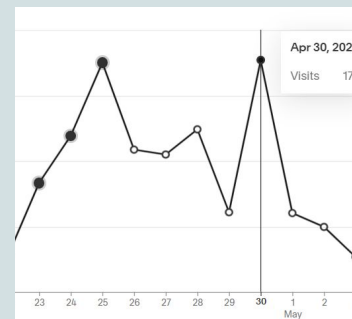
High level takeaways

Next steps on feedback analysis

Upcoming engagement preview

Methods of Engagement So-Far

- Outreach to various Town commissions
- Postcards shared around town
- Public workshops
- >1300 website visits
 - 953 in the week leading up to the 4/30 public workshops
- Website updated with workshop content and survey



APRIL 30 LOCATION CHANGE 

3-5PM
Sunny Day
Location: Gerow Park
369 Commonwealth Ave
Concord MA

6-9PM
Rainy Day
Location: Concord Main Library
128 Main Street
Concord MA

Harvey Wheeler
Community Center
127B Main Street
Concord MA

Stop by the open house style workshops to share your thoughts for the future of the MCI Concord site!

Stop by any time during the open house—stay for a few minutes or as long as you like—your input matters whenever you arrive.

As this site transforms, we invite you to share your vision - how can this space serve the community in new and meaningful ways? We want to hear from you!

MAY 28
Check our website for future updates about time and location.

LET'S REIMAGINE MCI

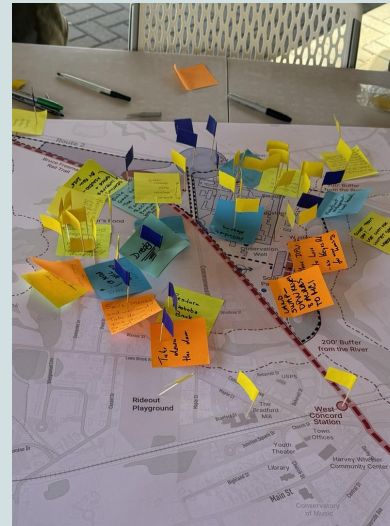
High Level Takeaways

- 118 sign-ins → estimate about **150 attendees**
- Lots of feedback about Route 2 rotary and Warner's Pond
- Curiosity and diverse opinions on types of **housing** and kinds of **programming**
- Mixed feedback on **preservation** of warden's house and wall
- **Appreciation** for opportunities to learn and engage in the project processes



Feedback Analysis Next Steps

- Tally up sticker feedback
- Review and synthesize post-it feedback for major themes
- Analyze fixed/flexible map flags and post-its for spatial feedback
- Quantify visioning station pies and notes to incorporate the community's vision for the future of the site



Upcoming Engagement Milestones

- Survey #1 is live on the [website](#)
- Next public workshops to be held on May 28th
- Survey #2 to coincide with the May 28 workshops
- Focused conversations are being planned between now and then
- Website will be continually updated

Additional Project Context

Interpretive Potential

Market Context and Development Costs

Access Considerations

Density and Form

Analysis

Analysis Deep Dives



**Community and
Culture**



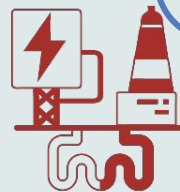
**Buildings +
Structures**



**Environment +
Open Space**



Access



**Energy +
Infrastructure**



**Economics +
Feasibility**

Key Topics to Revisit

Interpretive Potential

What is the legacy of the site and how will the future development share that history?

Market Context

What demand should the site respond to and what is needed to prepare and phase the site's development?

Access Considerations

How will the site relate to Route 2 and how can the site amplify sustainable movement?

Density and Form

What density can the site support and what will be **most welcomed?**



Interpretive Potential

Creating an Interpretive Experience of MCI Concord

ASPECTS FOR LEARNING & CONSIDERATION

How do we tell the story of Concord residents as it relates to the site?

How can it support the community's needs/wants?

How do we honor & tell the complete history of the site?

How does it avoid festichising incarceration?

How does it contribute to American History?

How does it contribute to the social wealth of Concord?

How can it be beautiful?

Who are we accountable to?

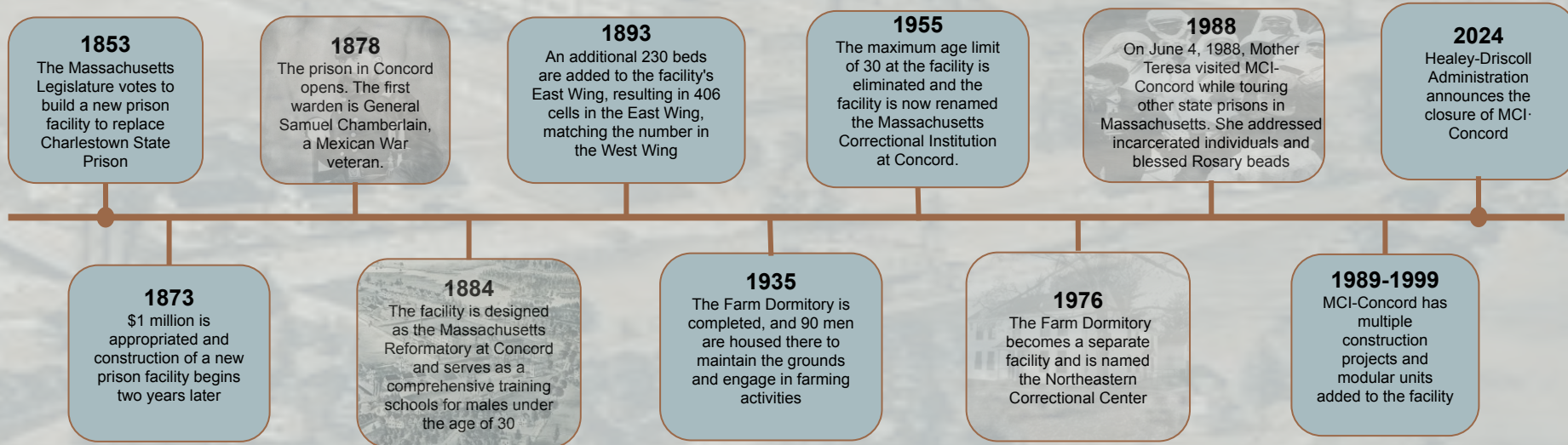
How does it contribute to the project financially?

Remembering And Honoring

"Those who cannot remember the past are condemned to repeat it."

-George Santayana, *The Life of Reason* (1905).

MCI Concord is poised to set to stage for best practice in the redevelopment and interpretive experience of historic prisons and has the potential to educate, repair harm, and honor the lives and legacies of those who worked and were incarcerated within its walls.



Potential Interpretive Elements



Existing and historic buildings can be adaptively reused along with interpretive reconstruction of the wall, chapel and watch towers. Historic related buildings off-site can also be a part of the experience.

Potential Interpretive Elements





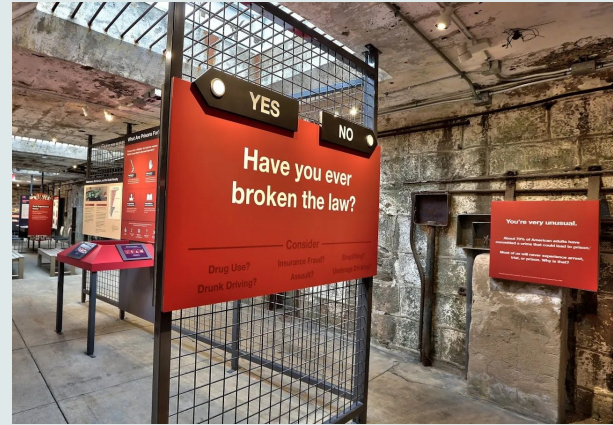
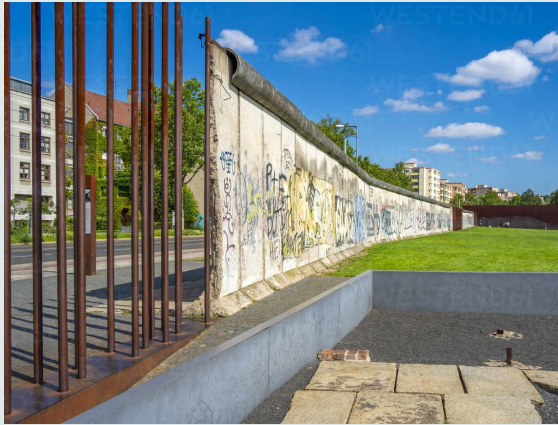
**Berlin Wall
Memorial Park**



**Pullman National Historical
Park Visitor Center**



**Eastern State
Penitentiary Museum**



Market Context and Development Costs



Site Program - Market Context



Site Program - Market Demand (10 Year)

Scenarios for Development

- **Modest:** Conservative projection that MCI captures a lower share of growth or prefers lower intensity
- **Fair Share:** MCI area captures its fair share of regional growth
- **Outperform:** Ambitious projection that MCI captures more than its fair share of growth

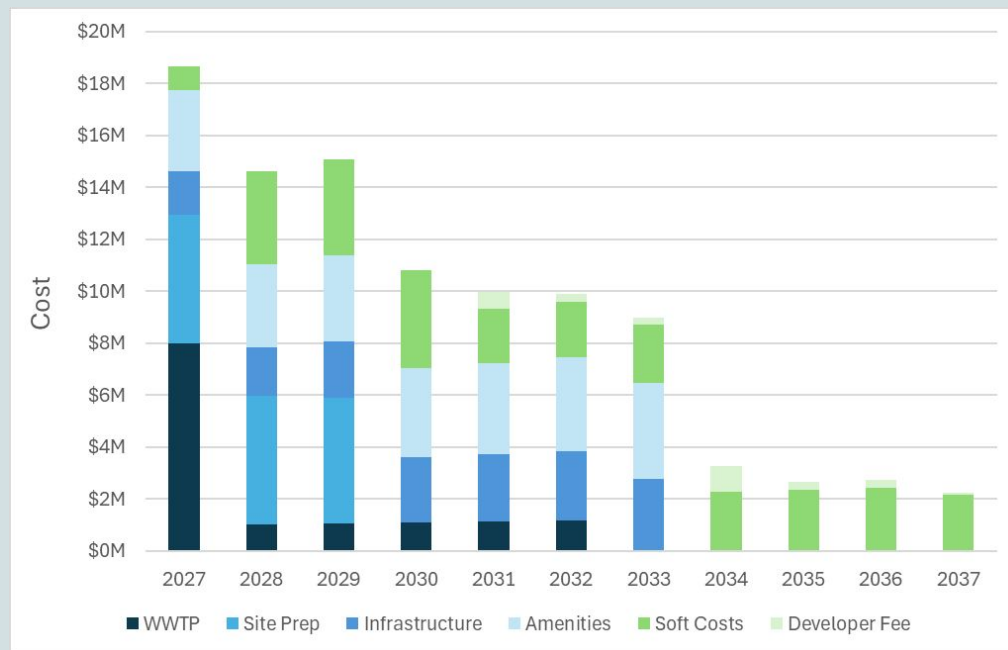
| Land Use | Modest | Fair Share | Outperform |
|-------------------------------------|-------------------|---------------------|---------------------|
| Residential | 500 units | 750 units | 1,250 units |
| Retail and Restaurant | 75,000 SF | 100,000 SF | 200,000 SF |
| Hotel | 120 rooms | 150 rooms | 300 rooms |
| Office, Industrial, & Civic (reuse) | 125,000 SF | 175,000 SF | 275,000 SF |
| TOTAL | 800,000 SF | 1,155,000 SF | 1,975,000 SF |

Market Fair Share Scenario – Costs

Total Cost Breakdown

| Item | Cost (\$M) |
|--|----------------|
| Soft Costs | \$30.5 |
| Hard Costs | \$68.4 |
| Wastewater Treatment Plant (WWTP) ¹ | \$13.5 |
| Demolition and Site Prep | \$14.8 |
| Infrastructure ² | \$16.3 |
| Amenities | \$23.9 |
| Developer Fee | \$2.9 |
| Total | \$98.9M |

Cost Over Time



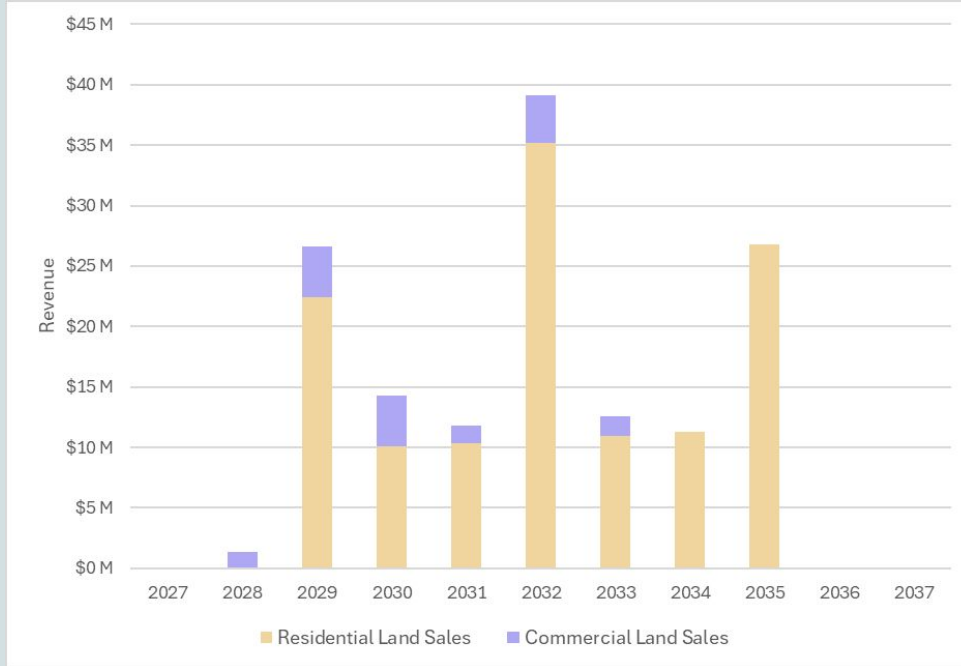
¹ High-end estimate for WWTP upgrades is \$28M

² Parking solutions under study would be assumed part of vertical cost.

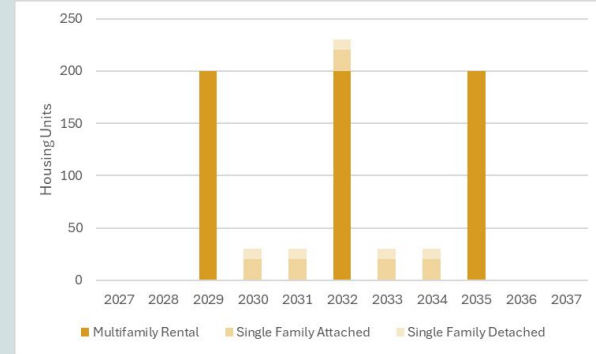
Note: Assumes a 3% annual rate of cost escalation. Not currently carrying dollars for soil cleanup.

Market Fair Share Scenario – Revenues

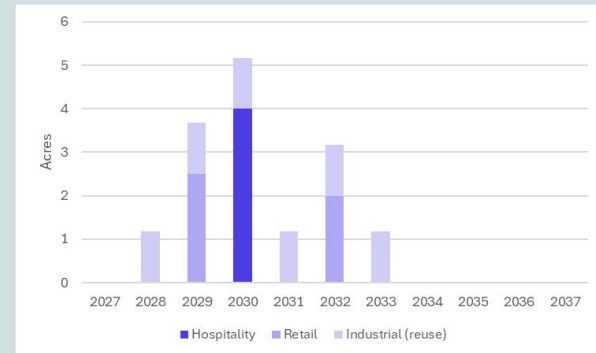
Revenue Over Time



Residential Absorption

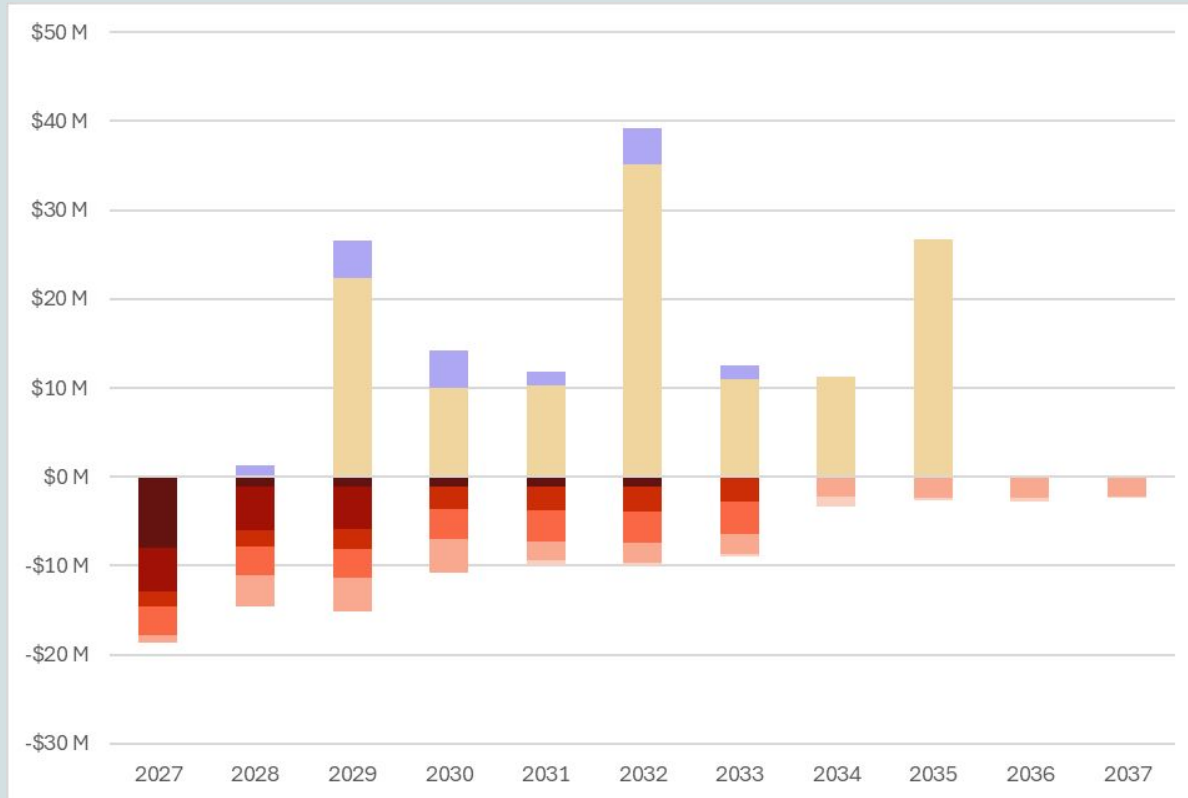


Commercial Absorption



Note: Assumes a 3% annual rate of revenue escalation.
Levels of affordability will be tested with future scenarios.

Market Fair Share Scenario - Summary



Revenue

- Residential Land Sales
- Commercial Land Sales

Costs

- Wastewater Treatment Plant
- Site Prep
- Infrastructure
- Amenities
- Soft Costs
- Development Fee

Note: Assumes a 3% annual rate of cost and revenue escalation.

Market Fair Share Scenario – Summary

| | |
|----------------------------|------------------|
| Total Residential SF | 805,000 |
| Total Residential Units | 750 |
| Total Commercial/Civic SF | 350,000 |
| TOTAL SF | 1,155,000 |
| Total Cost | \$98.8M |
| Total Cost per acre | \$2.08M |
| Total Net Revenue | \$45.0M |

This market-based fair share scenario is **borderline feasible**, with an **Internal Rate of Return of 10%**.

To achieve levels of return more in line with market expectations the project would need to add additional revenue producing uses or reduce costs

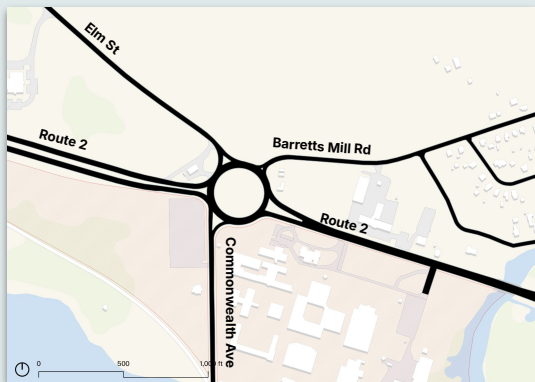
| | Project | Target | Status |
|--------------------------------|----------------|---------------|---------------------|
| Internal Rate of Return | 10% | 15-20% | Borderline Feasible |



Access Considerations

Status of the Rotary and Alternative Options

Existing



Opportunities:

- NA

Challenges:

- High traffic volumes and speeds along Rt 2 restrict site access.
- Lack of pedestrian infrastructure limits E/W pedestrian movement

At Grade Options

(Preferred)



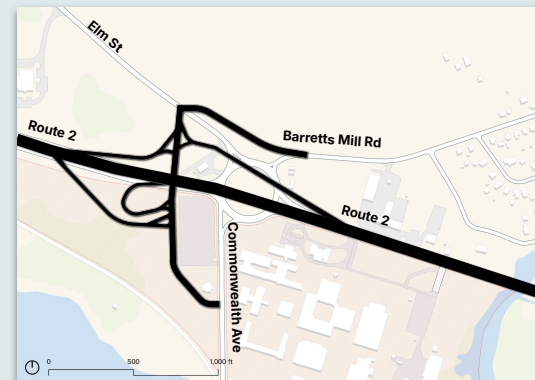
Opportunities:

- New signals aid access to MCI via car
- Easier to cross at signals which can accommodate pedestrians and cyclists.
- Minimizes impact on Commonwealth Ave

Challenges:

- Lowers Rt 2 levels of service and speeds

Grade Separated Options



Opportunities:

- Orient access to the site through Commonwealth Ave off the new bridge.
- Ped/cyclist above-grade access across Rt 2

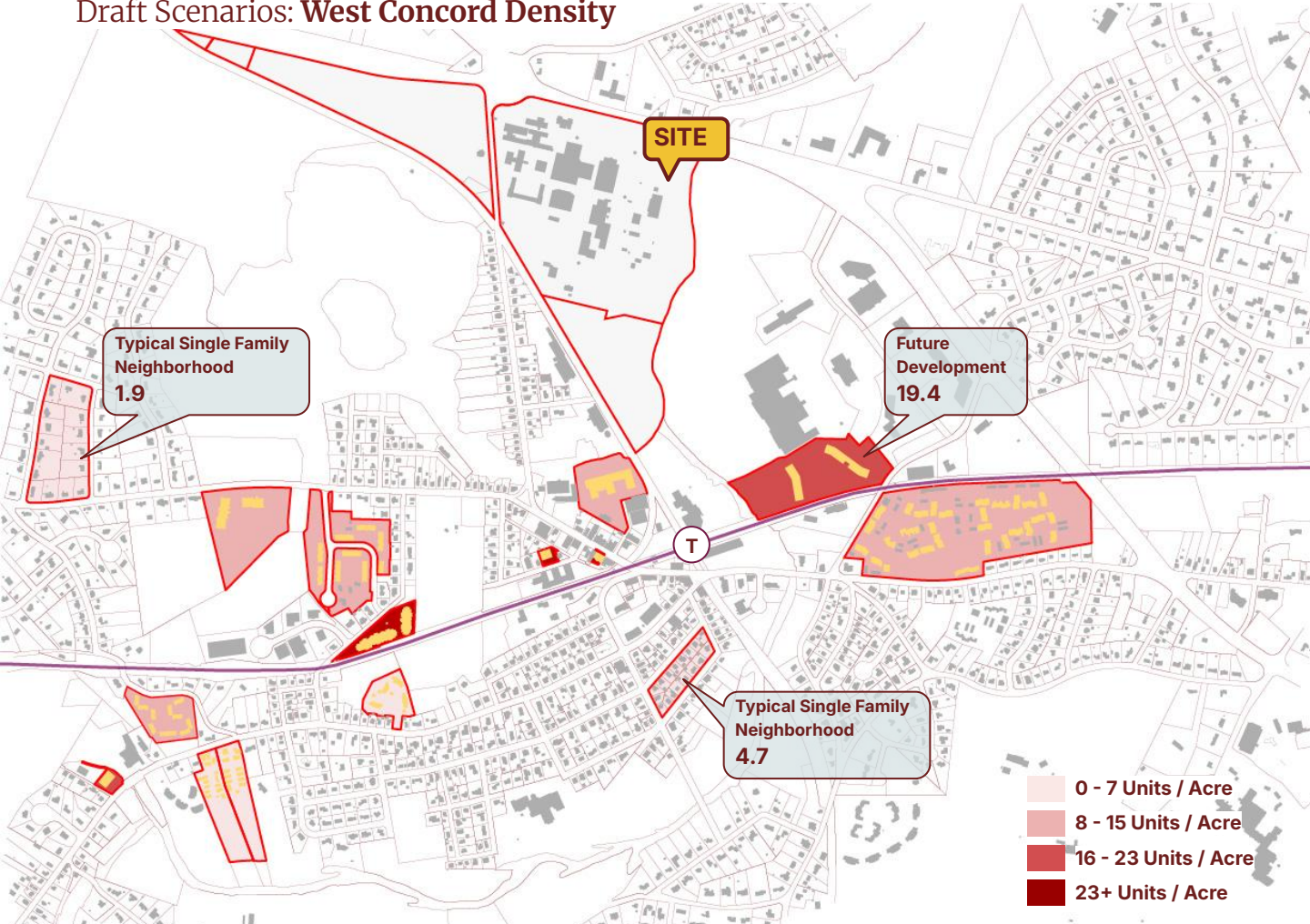
Challenges:

- Limits E/W pedestrian travel on Rt 2
- Limits vehicle access from Rt 2
- Incentivizes higher travel speeds along Rt 2; any access to MCI from Route 2 becomes more prone to collisions



Density and Form

Draft Scenarios: West Concord Density

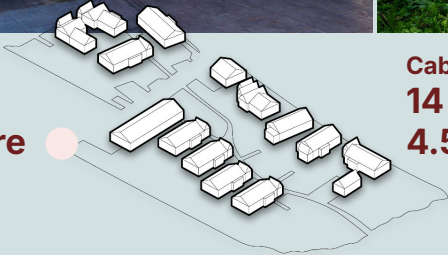


Density & Typology

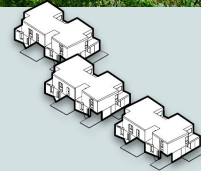
Single-family, Duplex, and Townhouse clusters



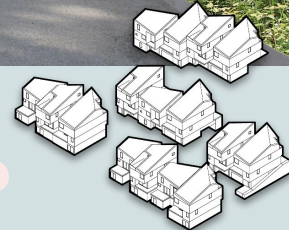
Concord Millrun
14 Units
3.8 Units/ Acre



Cable Mills River Houses
14 Units
4.5 Units/ Acre



Net Zero Neighborhood
20 Units
9.7 Units/ Acre



Density & Typology

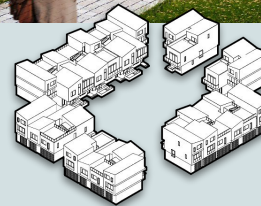
Townhouse (Cluster, Courtyard, Row arrangements)



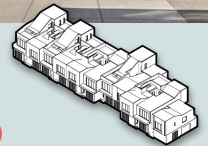
Nantucket Townhomes
22 Units
11.2 Units/ Acre ●



Pullman Parc
25 Units
13.8 Units/ Acre ●



Carriage Homes
64 Units
20.4 Units/ Acre ●

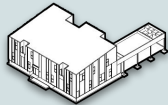


Density & Typology

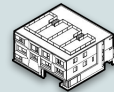
Low-rise multifamily (six to nine unit)



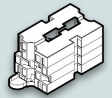
Cable Mills Modern Mill
6 Units
12.7 Units/ Acre ●



Marginal 1.0
9 Units
45.3 Units/ Acre ●



Six-not-so-flat
6 Units
49.4 Units/ Acre ●

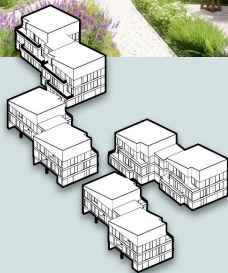


Density & Typology

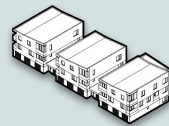
Low-rise multifamily (apartment block)



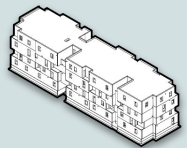
Lexington Affordable
40 Units
20.1 Units/ Acre ●



Jackson Hole Workforce
20 Units
36.0 Units/ Acre ●



Duplette II
26 Units
45.0 Units/ Acre ●



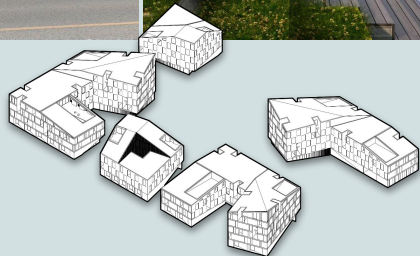
Draft Scenarios

Density & Typology

Mid-rise mixed-use



Northwest Arkansas Housing
220 Units
44.4 Units/ Acre ●



Site Framework

Development Potential

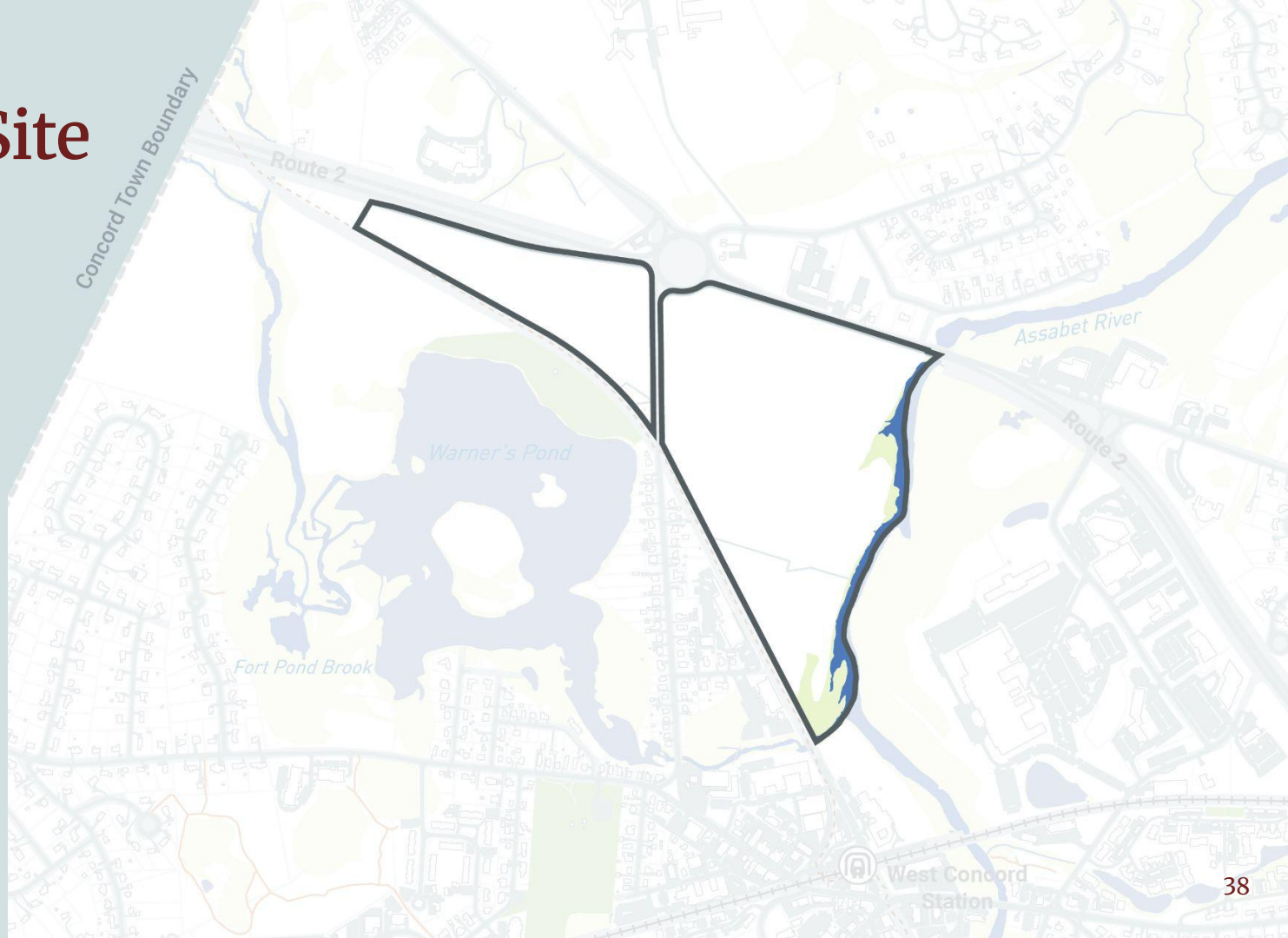
Reuse Opportunities

Draft Scenarios

Existing Site

83.1 ac.

Total site acreage



□ Site Boundary

Draft Scenarios



Development Constraints

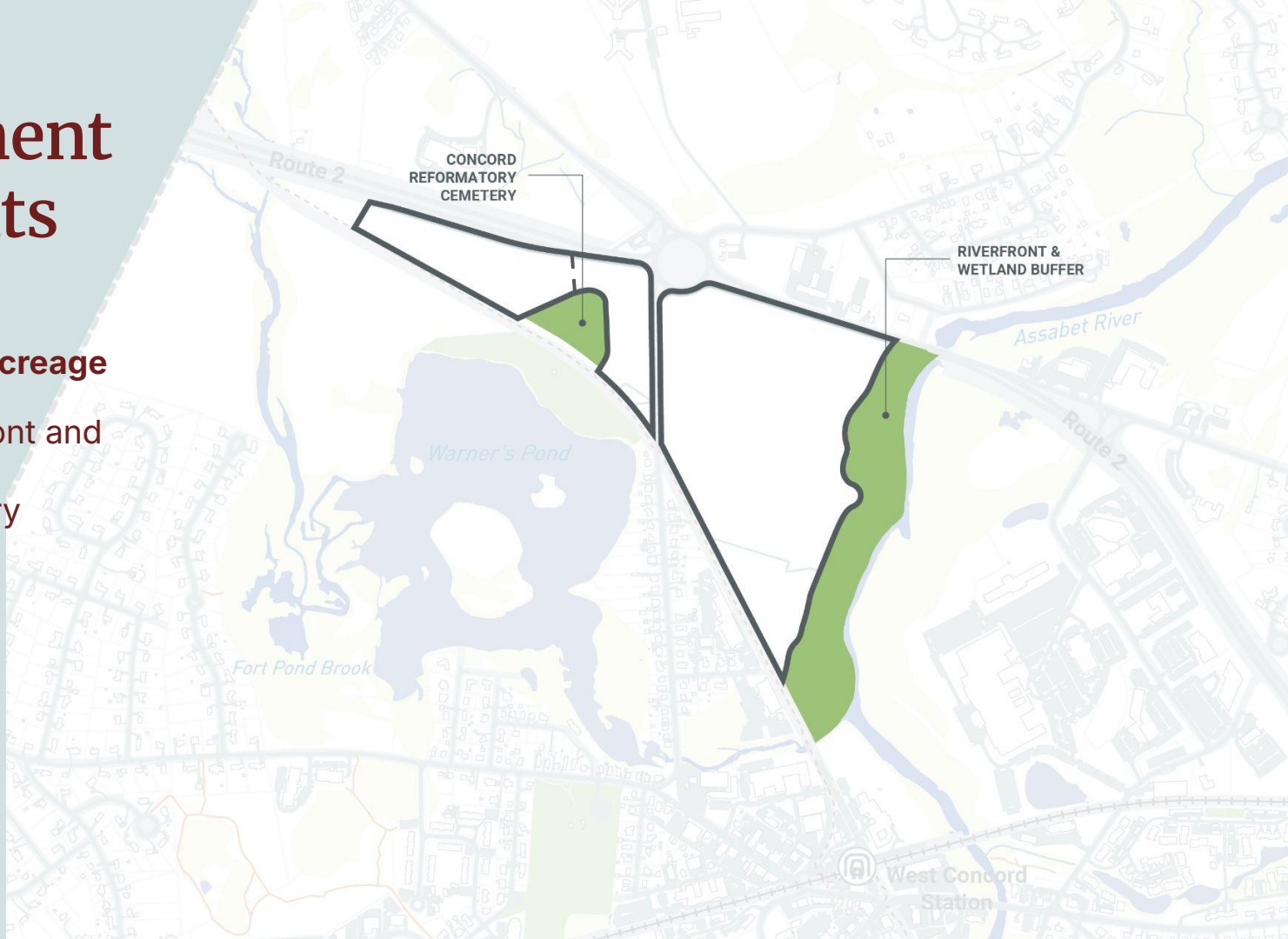
64.8 ac.

Total developable acreage

16.7 acres of riverfront and wetland buffer

1.6 acres of cemetery

-  Developable Area
-  Areas with Development Restrictions



Draft Scenarios

Reuse Considera

56.6 ac.

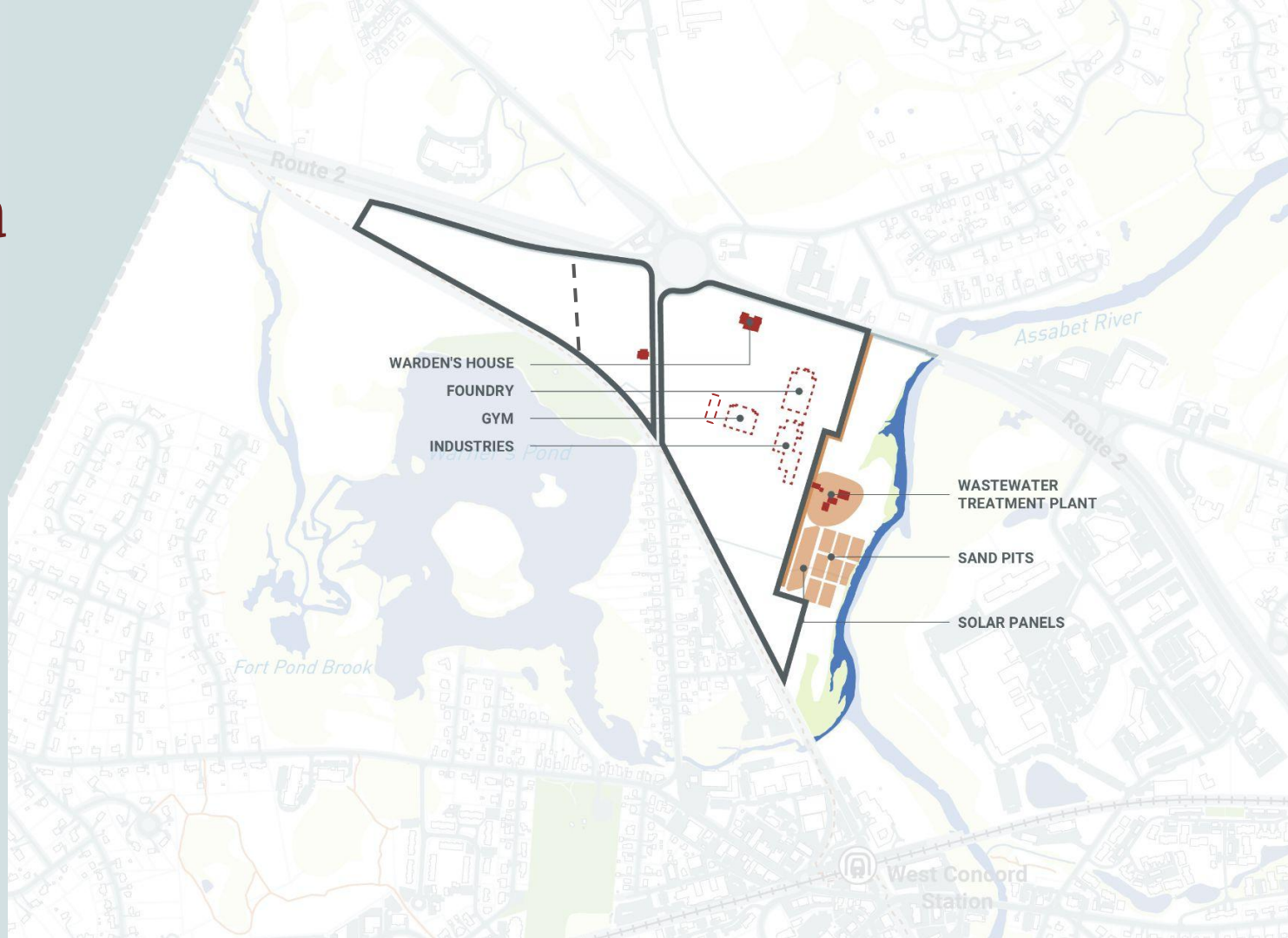
Total developable
acreage minus
WWTP and
associated parcels

 Developable Area

 Buildings with
Reuse Potential

 Buildings with
Historic Integrity

 Infrastructure



Circulation and Access

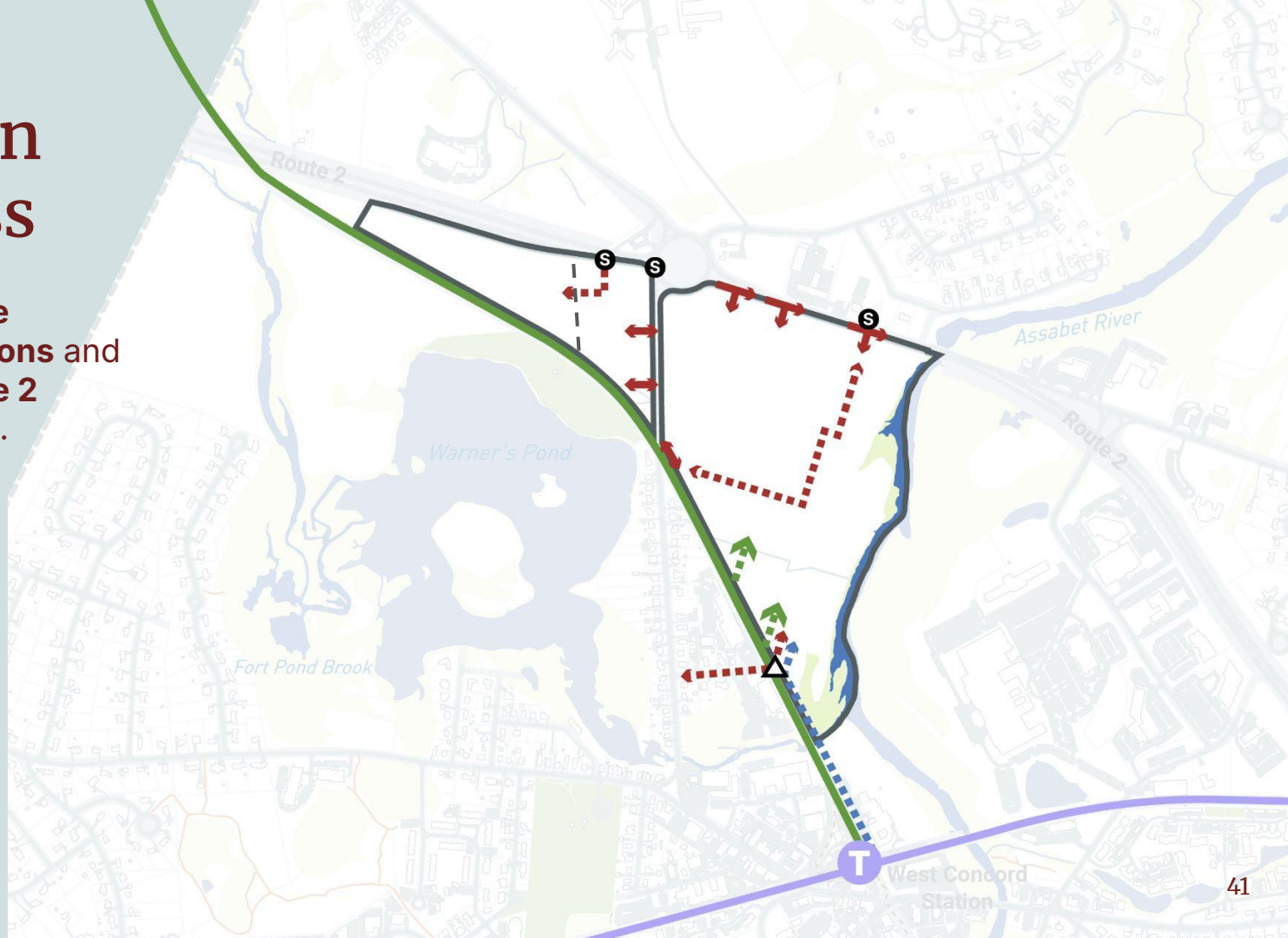
Amplify **sustainable transportation options** and **reduce direct Route 2 access** for vehicles.

Existing

- Vehicular Access
- Bike/Pedestrian Trail
- Train Line
- T Train Station

Possible Future

- Vehicular Access/Circulation
- Pedestrian/Bike Access
- Transit Connection
- S Light Signal Intersection
- △ Access Control



Development Potential

849

housing units the site can support at 15 du/ac



Draft Scenarios

Site Program and "Visions"

Physical Site Scenarios

Building Massing Principles

Draft Scenarios

Project Characters

Can be overlaid on any physical development scenario

HEALTHY + RESILIENT

A place where the region comes to celebrate and connect with the natural environment, while setting new benchmarks for carbon-neutrality and environmental resilience

Key elements include:

- Green buildings and solar panels
- Images of parks and natural areas
- Text boxes describing environmental goals and community benefits
- A magnifying glass icon over a tree
- A white egret illustration

ARTSY + CULTURAL

A cultural hub and urban magnet that attracts both art lovers and the general public

Key elements include:

- Images of art galleries and museums
- Text boxes describing cultural initiatives and public art
- A paint palette icon
- A pencil holder with brushes

ACTIVE + RECREATIONAL

The region's newest destination landscape for recreational and sports activities and events

Key elements include:

- Images of sports fields and parks
- Text boxes describing recreational facilities and community events
- A soccer ball icon
- A beer mug icon

SUPPORTIVE

A campus that supports town services and functions

Key elements include:

- Images of buildings and infrastructure
- Text boxes describing support services and community functions
- A shovel icon
- A clipboard icon

INNOVATING

Where Bostonians come to create, collaborate and advance new ideas

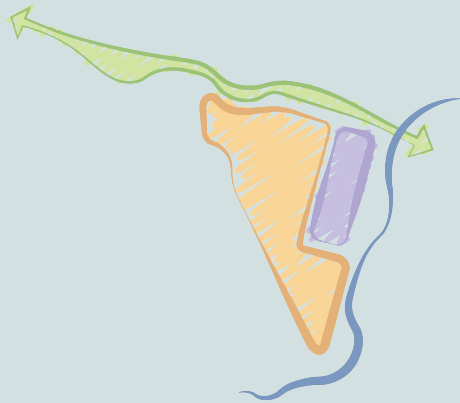
Key elements include:

- Images of startups and research facilities
- Text boxes describing innovation hubs and collaborative spaces
- A lightbulb icon
- A 3D printer icon

Physical Site Scenarios

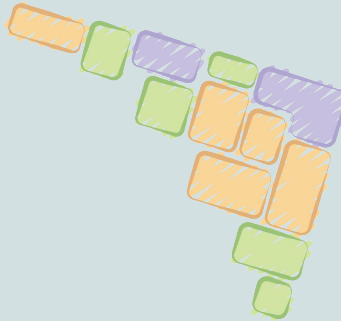
The Pastoral Corridor

Emphasizing a continuous agricultural viewshed alongside Route 2, with mixed development deeper within the site.



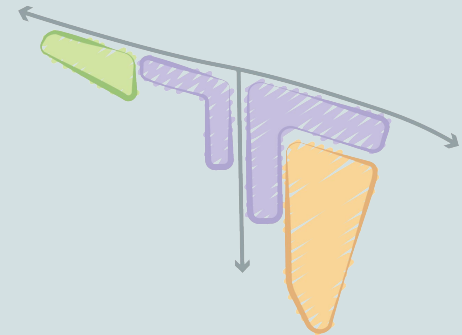
The Neighborhood Patchwork

Layering pockets of residential neighborhoods, community and open spaces and mixed use throughout the site.



The Mixed-Use Spines

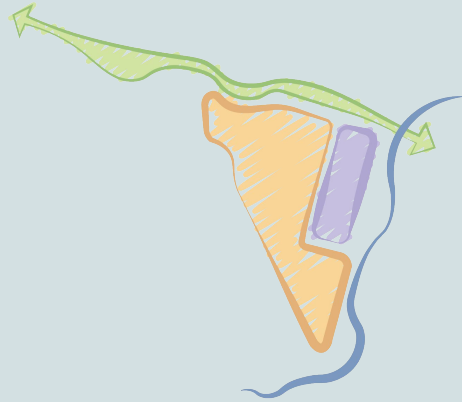
Focusing on developing mixed use along Commonwealth and Route 2 corridors, buffering neighborhood development.



* Site characters can overlay over physical site scenarios, specifically in the purple zones.

The Pastoral Corridor

Emphasizing a continuous agricultural viewshed alongside Route 2, with mixed development deeper within the site.



Concept 1 **Pastoral Corridor**

- Maintains **large floor plate** industry buildings.
- Could best integrate SUPPORTIVE or INNOVATING vibes within purple zone.
- **Shifts Commonwealth and restructures rotary** into two intersections.



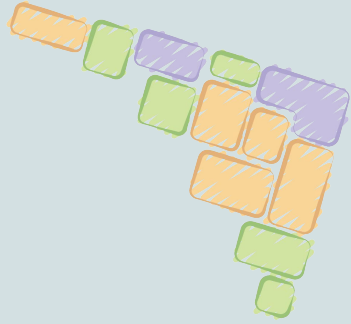
The Pastoral Corridor



The 250,000 square foot mixed-use development in Andover comprises of residential units, community building, café, and retail/commercial space.

The Neighborhood Patchwork

Layering pockets of residential neighborhoods, community and open spaces and mixed use throughout the site.



Concept 2 Neighborhood Patchwork

- Maintains gym/library building as a **community center** and maintains warden's house for community/public/museum use.
- **Central green space** provides for recreation and event lawn
- Could best integrate ACTIVE/ARTSY or INNOVATING vibes within purple zone.
- **Residential development along Commonwealth** focuses on rebuilding residential patterns around historic building.



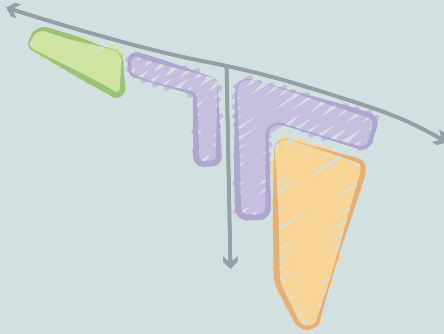
The Neighborhood Patchwork



The 50-acre King Street Crossing will include over 1,000 units of new housing, 115,000 SF of retail, a 150 key flagship hotel and more than 600,000 SF lab/office/innovation space, taking advantage of adapted IBM office buildings.

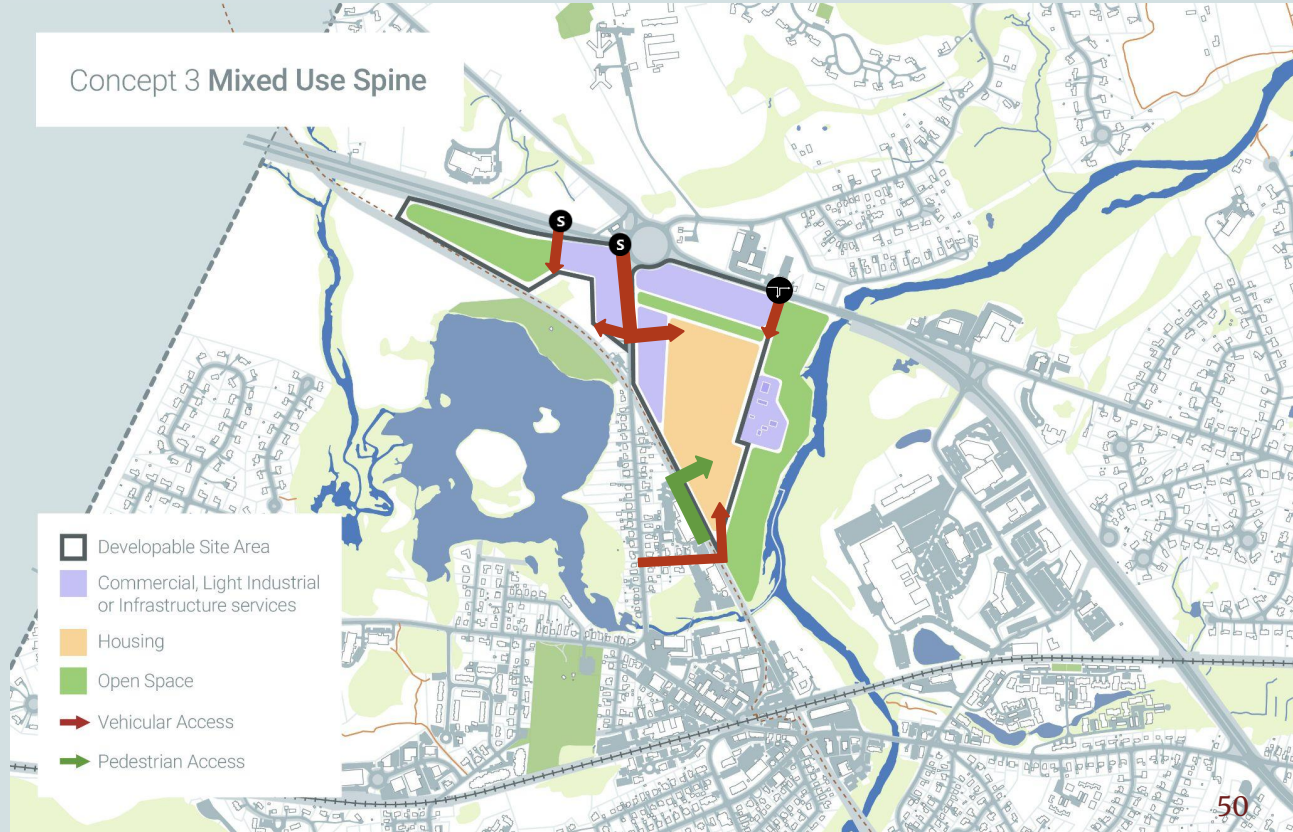
The Mixed-Use Spines

Focusing on developing mixed use along Commonwealth and Route 2 corridors, buffering neighborhood development.



- **No building reuse** except Wastewater Treatment Plant.
- **Commercial/Active spines** along route 2 and Commonwealth buffer residential development deeper in the site.
- Could best integrate **ACTIVE/ARTSY** or **INNOVATING** vibes within purple zone.

Concept 3 Mixed Use Spine



The Mixed-Use Spines

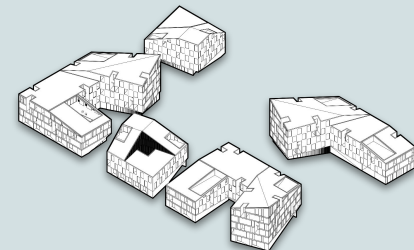
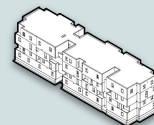
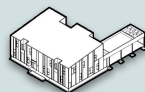
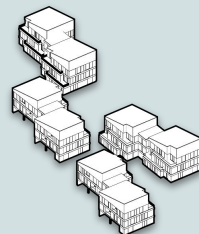
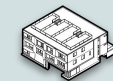
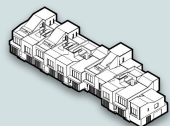
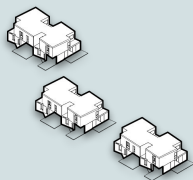
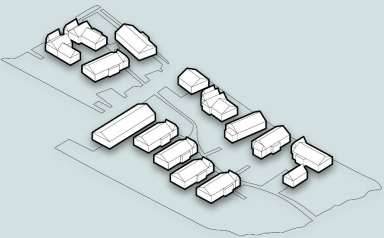
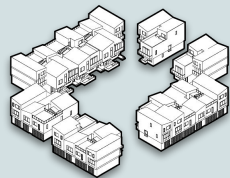
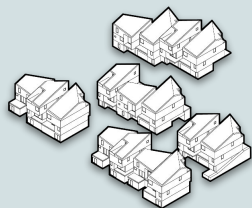
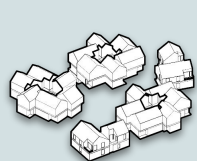


The Mastlight development includes 265 apartments and 14,000 square feet of retail, located on the site of the former South Weymouth Naval Air Station.

Workshop

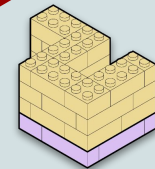
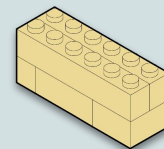
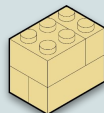
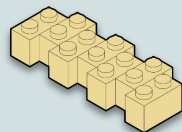
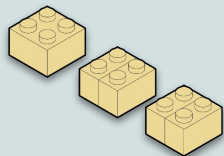
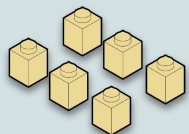
Working in small groups, leverage the draft scenario ideas to build your own massing of key ideas on site.

Housing as a building block...



LESS DENSE

MORE DENSE



Compact Neighborhood

Duplex

Townhouse

Low-rise multifamily (six to nine unit)

Low-rise multifamily (apartment block)

Mid-rise Mixed use

Mass Your Site, Part 1:

Head to a scenario table (three groups) and playout the scenario.

Guidelines:

- Need at least:
 - 750 yellow lego units (housing)
 - 300 purple lego units (commercial, light industrial, supportive)
- Generally follow the organization of your scenario diagram.
- You can only develop within the developable areas articulated on the map

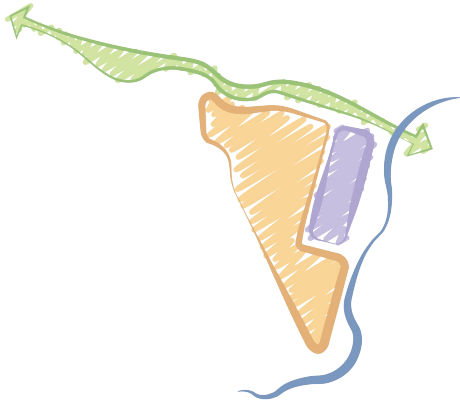
20 minutes build

10 minutes shareback

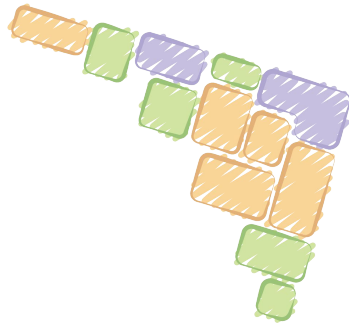
REPORT BACK / SHARE:

- What were you able to accomplish? How many units of yellow and purple?
- What were the roadblocks?
- Where did you need to get creative?

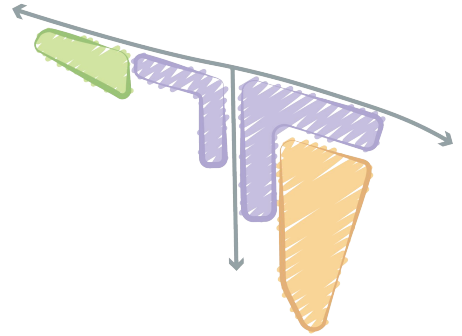
The Pastoral Corridor



The Neighborhood Patchwork



The Mixed-Use Spines



Mass Your Site, Part 2:

Now, build out a new scenario that considers our report back.

Guidelines:

- Need at least:
 - 750 yellow lego units (housing)
 - 300 purple lego units (commercial, light industrial, supportive)
- Arrange the site as you like, based on what you learned.
- You can only develop within the developable areas articulated on the map

20 minutes build

10 minutes shareback

REPORT BACK / SHARE:

- What were you able to accomplish? How many units of yellow and purple?
- Should this solution be a new scenario? How should draft scenarios refine to better reflect these ideas?

Maximize Commercial



Maximize Housing



Maximize Mission



Implementation Considerations

What does the legislation support?

How should this project consider phasing?

What approach will best achieve Concord's goals?

- Are there parcels that Concord may want to control?
 - Wastewater treatment site
 - River buffer area, other park or public use lands
 - Cemetery
- Are there parcels that can be activated short term?
 - Possibly a parcel that can be activated with community serving uses if longer term development lags (Rte 2 reconfiguration, commercial market, etc)
- Are there parcels that can be carved out for more immediate development?
 - Some parcels may be more easily developed in the short term
- Zoning and site entitlements will create strong control over land use and built form within development realities

Development Approaches

Can we consider a more nuanced implementation strategy that incorporates a combination of the following approaches?

1. **Developer-driven**

Do we adopt a vision and zoning that addresses market and developer concerns?

2. **Mission-driven**

Do we create opportunities for community or mission-driven uses by possibly partnering with a “place-committed” entity that can help implement and operate a facility - recreation, arts, education, small business incubator, for example?

3. **Town-driven**

Are there parcels that Concord wants to own and manage - like the wastewater treatment site or the who river frontage?

Parcel Analysis

How do parcel opportunities and constraints influence strategy?

| Parcel | Development Constraints | Proposed Use | Phasing/Timing |
|-------------------------|--|---|-----------------------|
| River Easement (WWF) | No development - Town facilities | Open space | Short term |
| Route 2 Frontage - East | Timing of Route 2 reconfiguration | Commercial, possible adaptive re-use of Warden's House as hotel | Long term |
| Core MCI | Timing and cost of site prep | Residential/Mixed Use | Mid term |
| Route 2 - West | Probably no development - Existing agreements and lack of access | Open Space/Cemetery | ? |
| Workers Cottage/Parking | Workers Cottage, Commonwealth realignment? Route 2 reconfiguration? | Residential/Mixed Use | Short term |
| Junction Village | Deed restrictions | Residential/Mixed Use | Short term |

MCI Concord Closure Legislation

The legislation allows the Commissioner of DCAMM to sell, lease (up to 99 years), or transfer MCI in Concord, despite existing laws that might normally prevent this.

DCAMM can dispose of the MCI-Concord property using:

1. A Competitive Process

- DCAMM sells/leases the property through a competitive bid process.

OR

2. A Sales Partnership with the Town of Concord

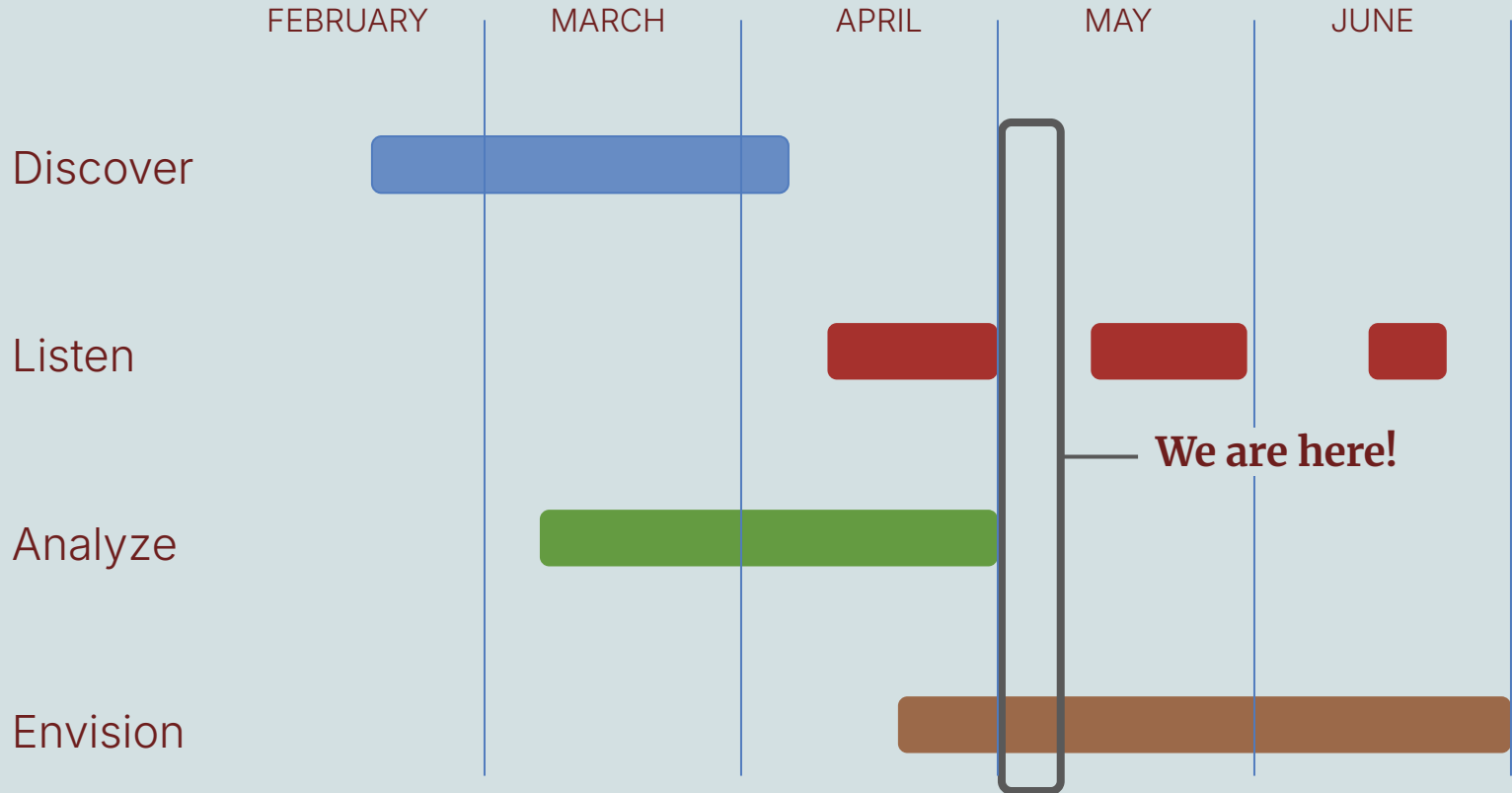
- Concord gets the property for \$1, and future net proceeds from sale or lease are split 50/50 between the town and the state
- Concord sells/leases the property through a competitive bid process.



Next Steps

Hello!

Project Schedule



Appendix N

Presentation to the Advisory Board

May 19, 2025

MCI Concord



May 19, 2025

DRAFT Advisory Board Presentation

Agency Landscape + Planning

With:

Buro Happold, Nitsch Engineering, Merge Architects,
Designing Justice + Designing Spaces, Landwise Advisors, U3 Advisors

Agenda

5 min

Meeting Objectives

15 min

Engagement To-date

15 min

Scenarios Reframing

25 min

Discussion

10 min

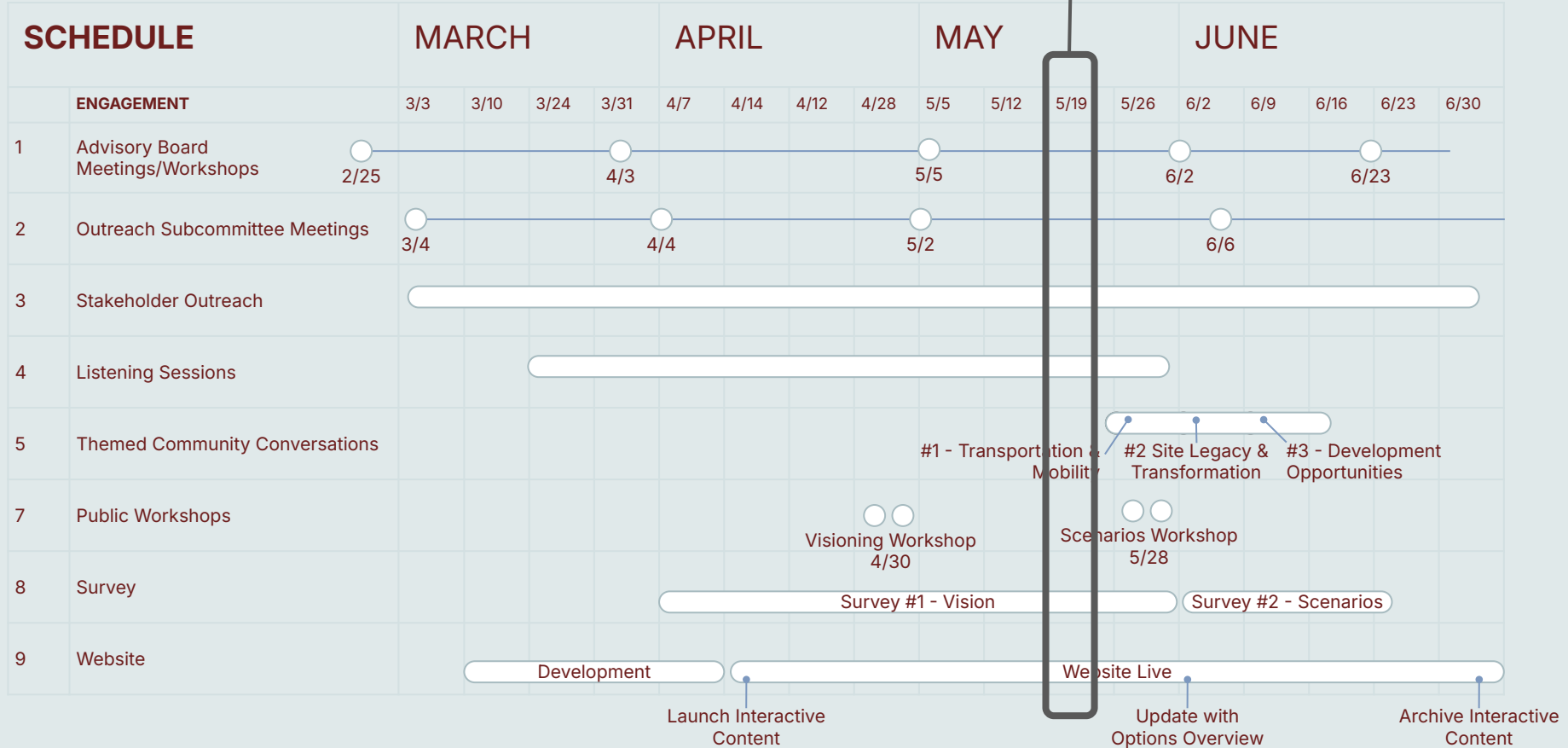
Next Steps

Meeting Objectives

1. Share outcomes from community engagement to-date.
2. Revisit and consider broadening the scenarios to explore innovative approaches to the appropriate program mix.
3. Evaluate the scenarios and metrics to confirm the final three scenarios this project will develop further.

Introduction

We are here!



What We Have Heard

Community Engagement to Date

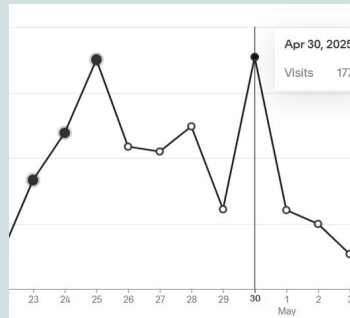
Key Takeaways

Project Character Takeaways

Advisory Board Scenarios Feedback

Methods of Engagement So-Far

- Outreach to 97 key town stakeholders
- Postcards shared around town
- 2 Public workshops
- >1,900 website visits
 - 953 in the week leading up to the 4/30 public workshops
- Website updated with workshop content and survey



APRIL 30 LOCATION CHANGE 

3-5PM
Sunny Day
Location: Gerow Park
369 Commonwealth Ave
Concord MA

Rainy Day
Location: Concord Main Library
128 Main Street
Concord MA

6-9PM
Harvey Wheeler
Community Center
1278 Main Street
Concord MA

Stop by the open house style workshops to share your thoughts for the future of the MCI Concord site!

Stop by any time during the open house—stay for a few minutes or as long as you like—your input matters whenever you arrive.

As this site transforms, we invite you to share your vision - how can this space serve the community in new and meaningful ways? We want to hear from you!

MAY 28
Check our website for future updates about time and location.

Check the website for updates and to share your ideas there! mci-concord.org/

LET'S REIMAGINE MCI

High Level Takeaways

- 118 sign-ins → estimate about **150 attendees**, mostly Concord residents
- **21 online survey respondents**

Over 248 comments, which covered:

- Lots of feedback about Route 2 rotary and Warner's Pond
- Curiosity and diverse opinions on types of **housing** and kinds of **programming**
- Mixed feedback on **preservation** of warden's house and wall
- Lots of interest in the creation of a **museum**
- **Appreciation** for opportunities to learn and engage in the project processes



Feedback Analysis

Community + Culture

- 40% of responses prioritized **more attainable housing**, while 23% supported options for **aging in place** and a **range of housing sizes** to meet diverse needs.

Buildings + Structures

- 30% of the comments suggested **showcasing the site's history** through a museum, public art, or interpretive signage
- Interest in affordable housing and hotel

Environment + Open Space

- When asked about future amenities, 33% wanted **natural spaces**, 18% **walking trails**, and 17% a **community center**
- There was strong support for restoring pedestrian **access to the Assabet River** and linking it to the rail trail

"Affordability creates diversity"

"Community healing through all sharing OUR Stories is OUR best way forward"

"There are not enough hotels here despite us envisioning ourselves as a destination"



Feedback Analysis

Transportation + Access

- 25% of comments were about the **rotary or Rt 2**, with lots of confusion about planned changes

Energy + Infrastructure

- There was lots of interest in efficient **reuse of the wastewater treatment plan** and **sustainable building practices**
- Of Concord's sustainability goals, the most relevant to this development were **direct attention to mobility** and a **focus on natural resources**

Economics + Feasibility

- 42% of comments highlighted **mixed-use development** or adding **amenities** that enhance the town
- There was agreement to keep **big box stores out** of Concord and to protect West Concord businesses

"Create a mixed use mini town connected w/ West Concord village"

"Don't incentivize driving! Don't make the highway too convenient"

"The site should be net zero or better"

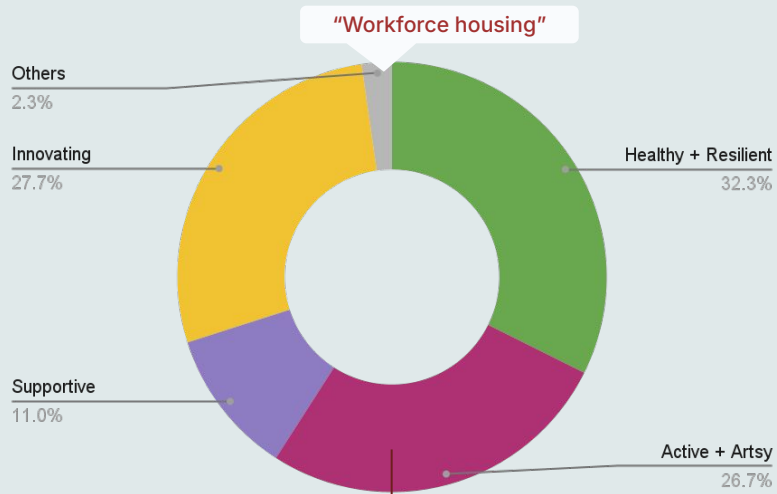
"Protect West Concord business. No big stores at MCI-Concord"

"The rotary redo is key and access should avoid direct access from Rt 2"

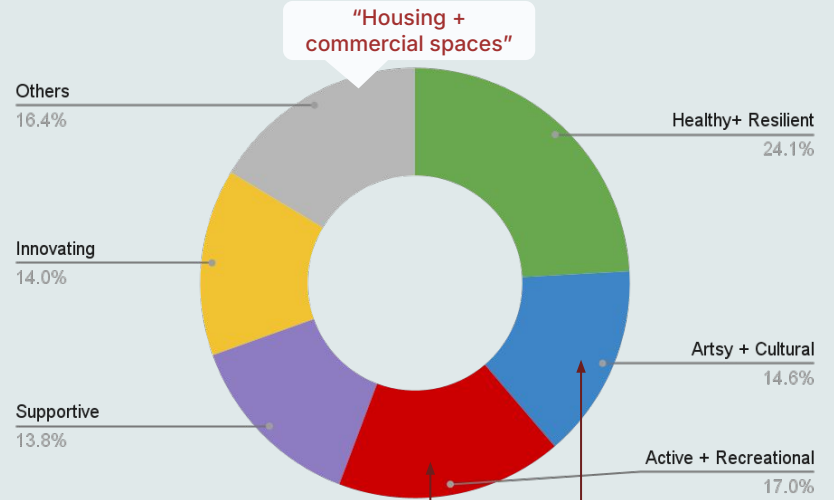


Project Characters

Advisory Board Visioning Activity Input



Public Workshop Visioning Activity Input



Separated Arts and Active

Upcoming Engagement Milestones

Surveys _ Website

- Survey #1 is live on the [website](#)
- Survey #2 to coincide with the May 28 workshops
- Website will be continually updated

Community Conversations

- Next public workshops to be held on May 28th at Gerow Park
- Focused conversations are being planned between now and then



In-person Workshop

MAY 28 **3-5PM & 6-8PM**

Sunny Day Location: Gerow Park
369 Commonwealth Ave
Concord MA

Rainy Day Location: Concord Town House
22 Monument Square
Concord MA

Stop by the open house style workshops to share your thoughts for the future of the MCI Concord site!

Online Workshop

MAY 29 **7-8 PM**

Dial into this Zoom room to attend:
<https://zoom.us/j/92608525763>

LET'S REIMAGINE MCI

Scenarios Re-framing

Revised baseline assumptions

Overall scenario framework

Suggested scenarios

Site Program

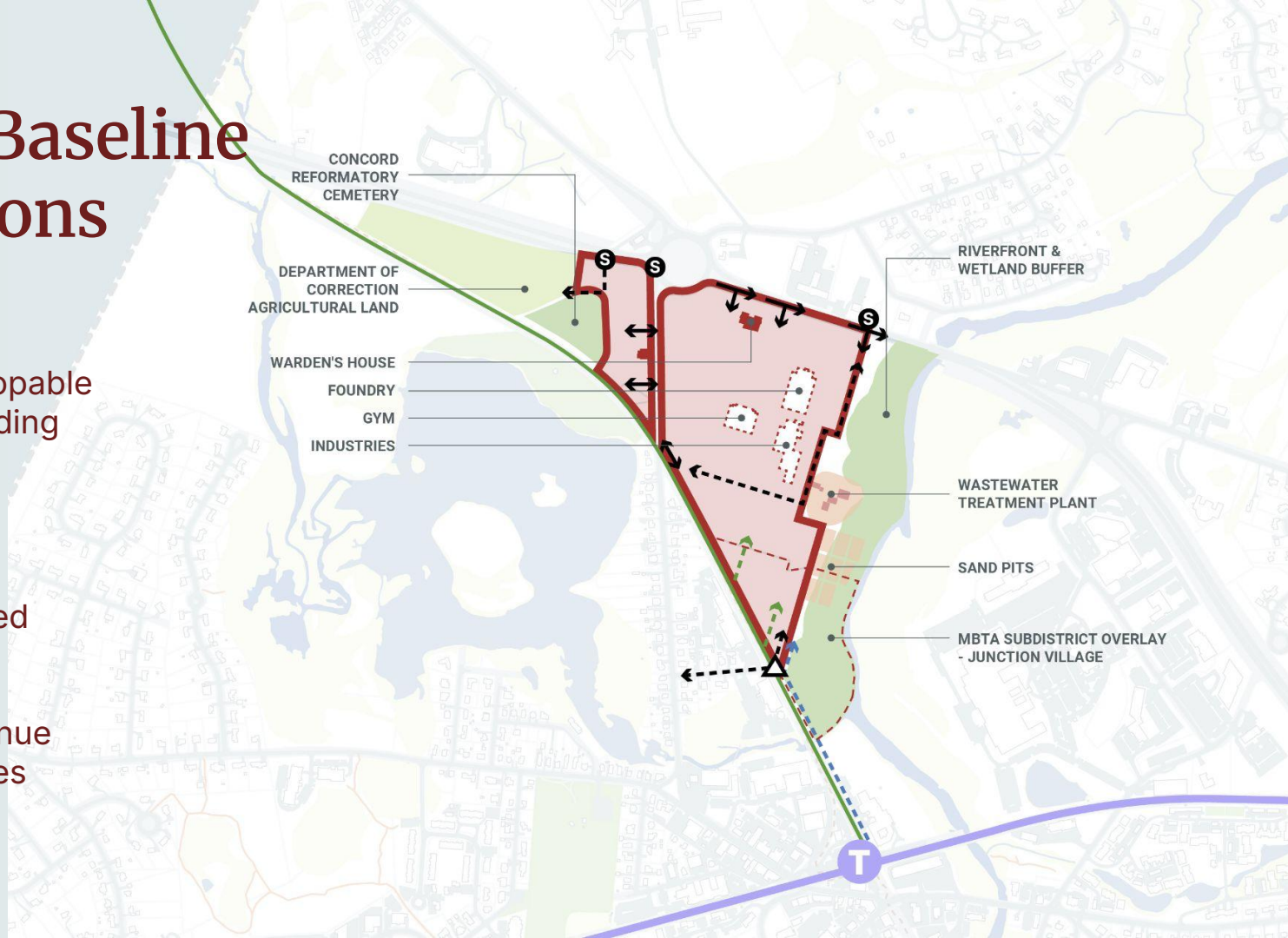
Scenario Baseline Assumptions

54 acres

of potentially developable
land with some building
re-use potential

Affordable housing
required based on
Junction Village deed

Scenarios need to
evaluate Town revenue
capture opportunities
alongside market
feasibility



Range of Possible Scenarios

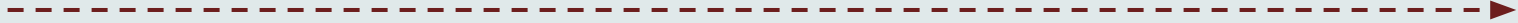
LEGEND

- Existing
- Open Space
- Community and Civic Uses
- Housing (Low to High Density)
- Commercial (Retail, Office, Hotel, Light Industrial)

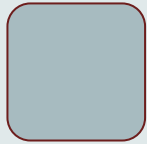
LOWEST

Increasing Intensity of Development

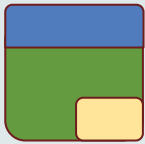
HIGHEST



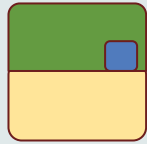
Focus of May 05 Workshops



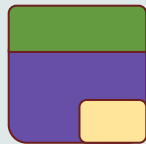
Do Nothing.
Site is not
used/
changed.



Park / Public
Use + Junction
Village



Park +
Lower-Density
Neighborhood



Park +
Commercial
Campus (+ JV)



Below
Market Share



Average
Market Share



Above
Market Share



High Density
Mixed Use
Campus

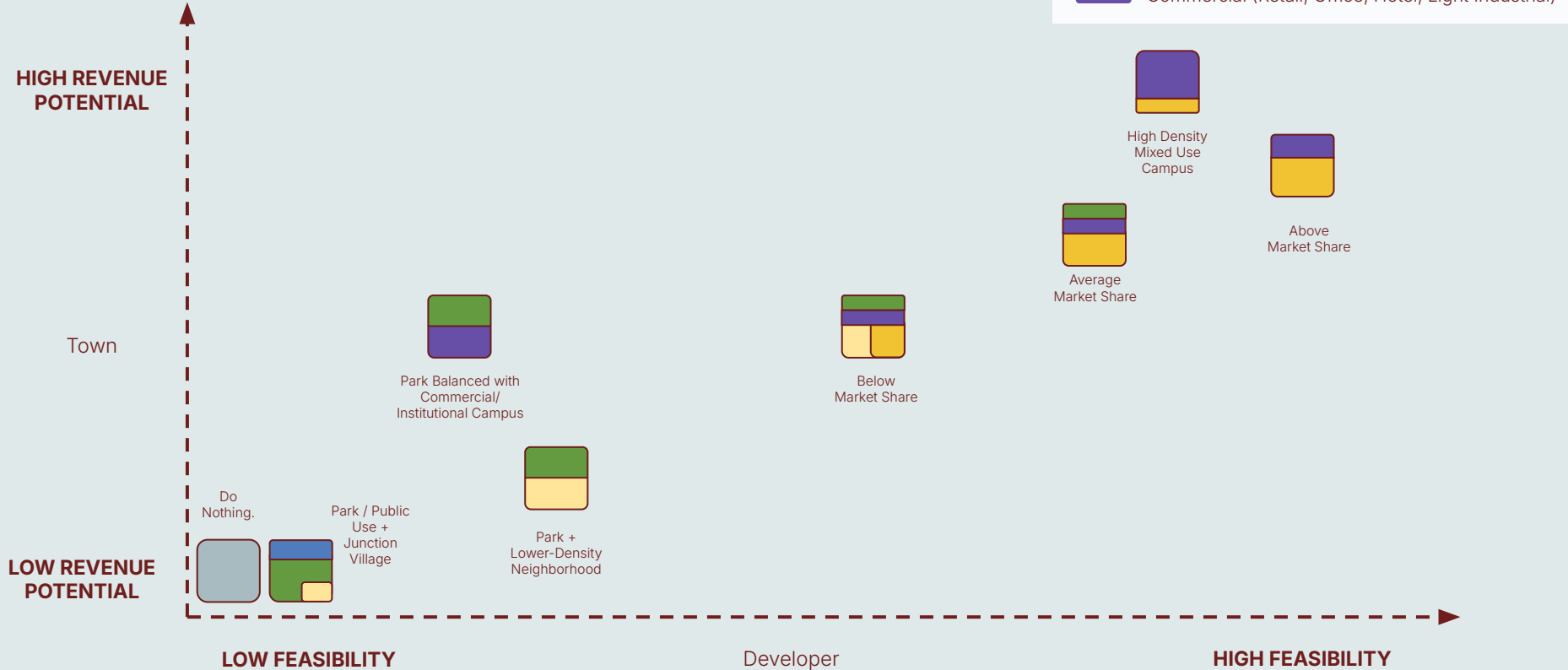
Maintenance and
Security Costs

Require Public Investment
to be Realized

Could be Market Driven

Could Take Longer
to be realized.

Range of Possible Scenarios



Draft Metrics

The goal of these metrics is to express tradeoffs associated with development scenarios.

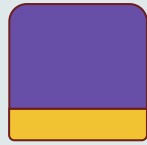
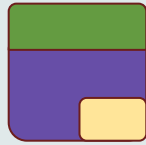
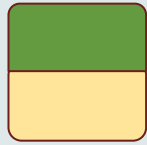
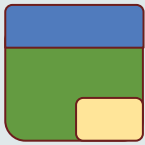
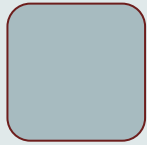
| | |
|---|--|
| <p>Developer Attractiveness The ability for the site to be developed aligned with today's market conditions.</p> | <p>\$ (infeasible to any developer) \$\$ \$\$\$ (feasible to a for-profit developer) \$\$\$\$ \$\$\$\$\$ (high feasibility)</p> |
| <p>Shoulder Upfront Costs The ability for the Town to see the site improved without additional debt and expense to tax payers.</p> | <p>\$ (substantial public funding req) \$\$ \$\$\$ (public - private partnership) \$\$\$\$ \$\$\$\$\$ (largely privately funded)</p> |
| <p>Town Annual Fiscal Impact Annual impact to Town finances. Note: Tax Revenues - Costs = Net Revenues</p> | <p>\$ (net negative impact) \$\$ \$\$\$ (break even) \$\$\$\$ \$\$\$\$\$ (significant positive impact)</p> |

| | |
|--|--|
| <p>Community Facilities Direct community facilities (like programming, events, parks, trails, buildings) that support Town residents and align with recent Town plans</p> | <p>* (no community facilities) ** *** (some/typical public facilities) **** ***** (many public facilities)</p> |
| <p>Implementation Timeframe How long will it take to reinvest in the entire site given the scenario's proposed program.</p> | <p>Short-term (10 years) Mid-term (15 years) Long-term (20+ years)</p> |

Range of Possible Scenarios: Draft Metrics

LEGEND

- Existing
- Open Space
- Community and Civic Uses
- Housing (Low to High Density)
- Commercial (Retail, Office, Hotel, Light Industrial)



Do Nothing.
Site is not used/
changed.

Park / Civic
Use + Junction
Village (JV)

Park +
Low-Density
Single Family
Neighborhood

Park +
Commercial
Campus (+ JV)

Below
Market Share

Average
Market Share

Above
Market Share

High Density
Mixed Use
Campus

Developer
Attractiveness

\$

\$

\$

\$\$

\$\$\$

\$\$\$\$

\$\$

Shouldering Upfront
Costs

\$

\$

\$\$

\$\$\$

\$\$\$\$

\$\$\$\$

\$\$\$\$\$

Town Annual
Fiscal Impact

-\$

-\$

\$\$\$\$

\$\$\$\$

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Community
Facilities

**

**

**

*

*

Implementation
Timeframe

LONG

MED

LONG

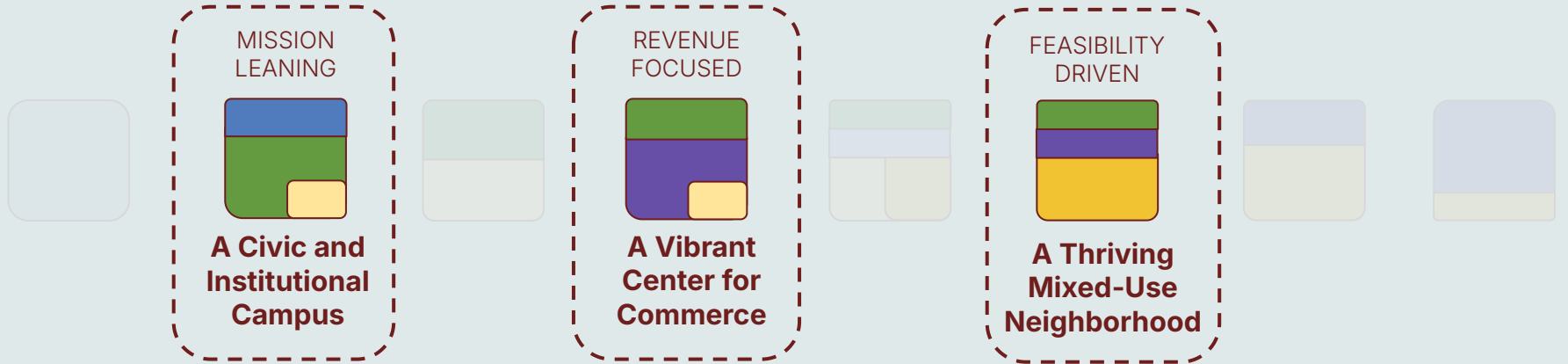
MED

SHORT

SHORT

LONG

Suggested Scenarios



Developer
Attractiveness

Low

Low

Mid

Shouldering
Upfront Costs

High

Medium

Low

Town Annual
Fiscal Impact

Net-negative

Net-positive

Signif. net-positive

Community
Facilities

High

Mid

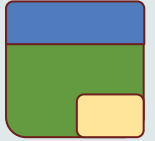
Mid

Implementation
Timeframe

Long

Long

Short

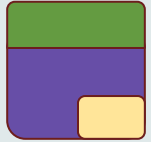


A Civic and Institutional Campus

Core Program and Amenities:

- Public park with playing fields + courts, trails and event / gathering spaces
- Museum + interpretive experiences
- Vocational or independent / charter school
- Town civic and maintenance services
- Affordable housing at Junction Village





A Vibrant Center for Commerce

Core Program and Amenities:

- 600K sf of retail / commercial space supporting a thematic blend of some of the following:
 - Innovation (light industrial)
 - Science/Technology
 - Health and Lifestyle
 - Hotel
 - Other??
- Potential of institutional partnership
- Walkable campus with gathering spaces and trails
- Live-work style housing at Junction Village





A Thriving Mixed-Use Neighborhood

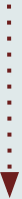
Core Program and Amenities:

- Market Feasibility "Fair Share"
 - 750 residential units
 - 350K commercial square feet
- Neighborhood amenities like streetscapes, gathering areas, playground and sports courts
- Walking trails
- Potential of some civic or mission leaning anchors








Scenarios Next Steps

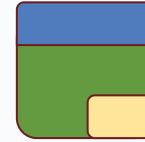
- Confirm direction of suggested scenarios
- Advance sketches and draft massings of each scenario
- Draft specific financial metrics/model for each scenario
- Develop and refine program approaches with the Land Use Sub-committee
- Refine, illustrate and storytell scenarios further for community conversation 5/28 and 5/29



Let's Discuss!

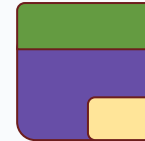
LEGEND

-  Existing
-  Open Space
-  Community and Civic Uses
-  Housing (Low to High Density)
-  Commercial (Retail, Office, Hotel, Light Industrial)



MISSION LEANING

A Civic and Institutional Campus



REVENUE FOCUSED

A Vibrant Center for Commerce



FEASIBILITY DRIVEN

A Thriving Mixed Use Neighborhood

Discussion

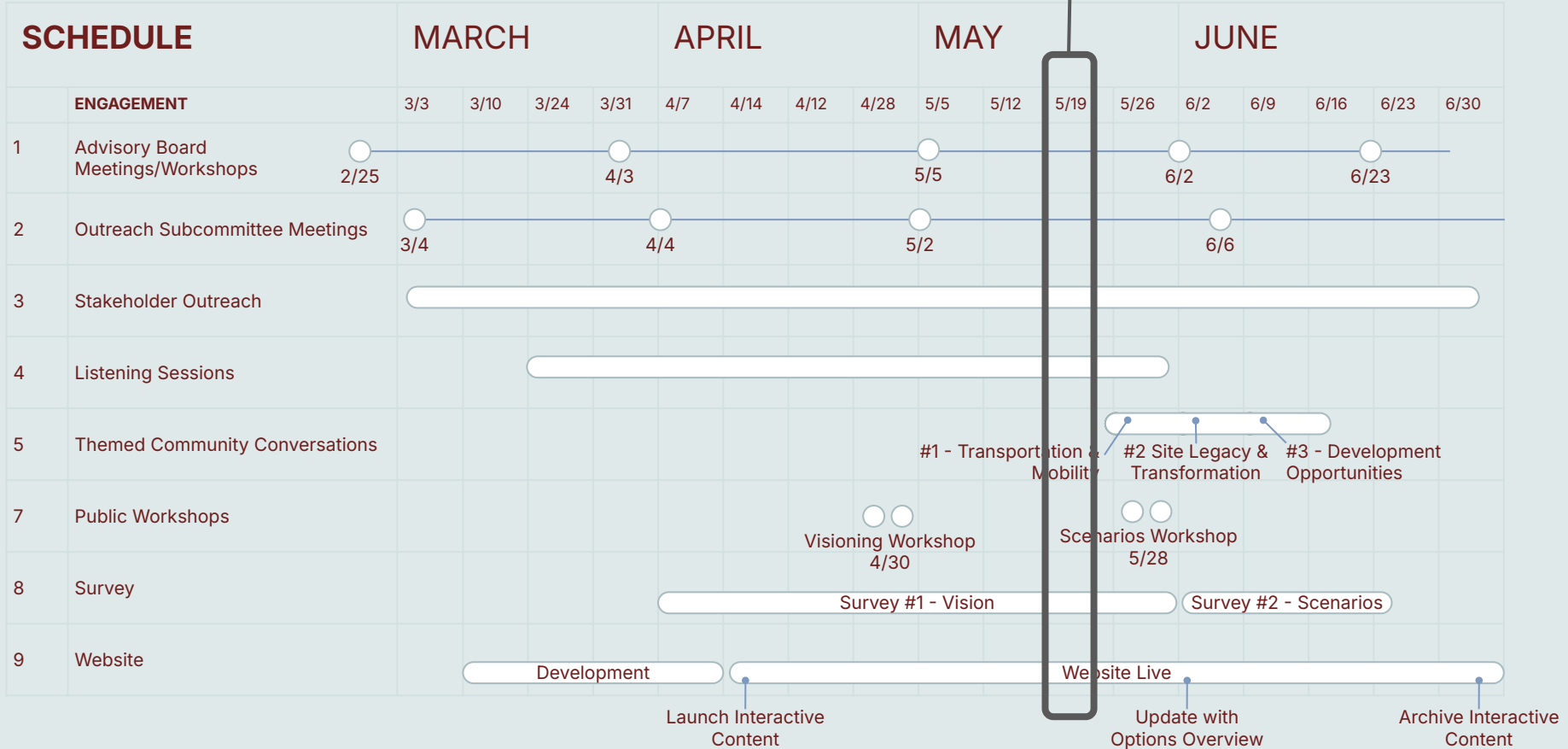
What should we add, edit, reframe or advance before the community workshops?

Next Steps

Getting from here to June 30th, and beyond.

Introduction

We are here!



Appendix O

Presentation to the Advisory Board

June 2, 2025

MCI Concord



June 02, 2025
Advisory Board Workshop

Agency Landscape + Planning

With:
Buro Happold, Nitsch Engineering, Merge Architects,
Designing Justice + Designing Spaces, Landwise Advisors, U3 Advisors

Agenda

5 min

Meeting Objectives

10 min

Feedback Snapshot

30 min

Framing Feasibility

30 min

Scenarios Development

45 min

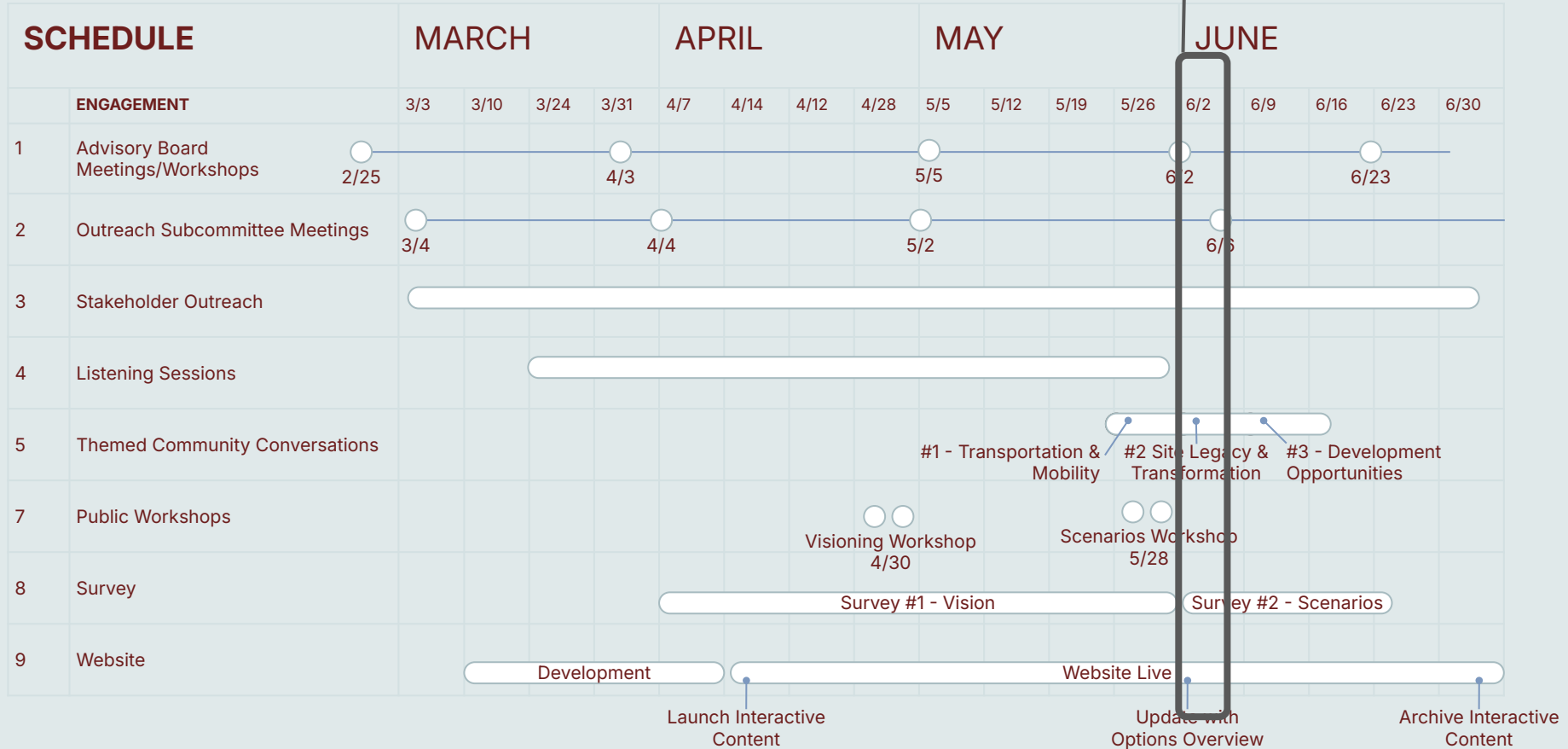
Principles Workshop

Meeting Objectives

1. Share initial insights from community engagement to-date.
2. Review scenario developments, including base assumptions, metrics, and massings.
3. Workshop guiding principles for the project to help make decisions around scenarios.

Introduction

We are here!



Feedback Snapshot

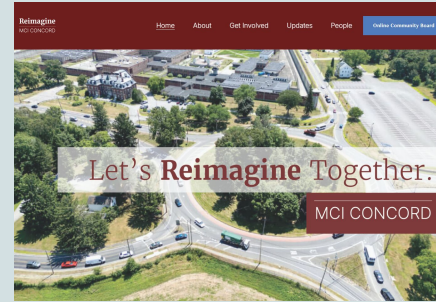
Community Engagement to Date

Feedback from May Public Workshops

Online Survey Responses

Emerging Priorities

Methods of Engagement So Far



Outreach to
>95
Town
stakeholder
groups

>8,700
Postcards
mailed to Concord
Households

>3,400
website visits
(> 2,900 unique visitors)
(+ 2 online surveys)

5
Public
workshops
with +/- 375
attendees in-person
and online

Feedback Snapshot

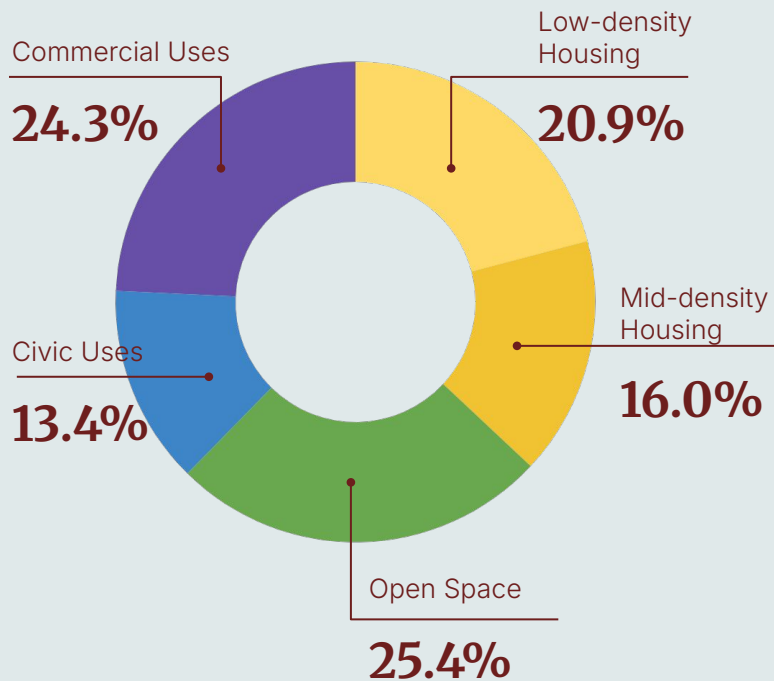
May Public Workshops



~150

estimated
attendees
(94 sign-ins)

Top Takeaways from “Create Your Own Site”



On average, participants included the following elements in their ideal sites:

- **> 1/3 housing blocks**
- **~1/4 open space**
- **~1/4 commercial space**



Online Survey Responses

The Scenarios Survey was added to the website on the morning Friday 5/30/2025.

Among the 21 survey responses so far*:

MISSION LEANING



A Civic and Institutional Campus



Average

2.57/5 stars

Median:
2/5 stars

REVENUE FOCUSED



A Vibrant Center for Commerce



Average

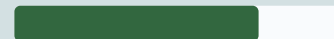
3.24/5 stars

Median:
3/5 stars

FEASIBILITY DRIVEN



A Thriving Mixed-Use Neighborhood



Average

3.865 stars

Median:
4/5 stars

**as of 6pm on 6/2/2025*

Three Emerging Priorities



HOUSING

Providing attainable housing in Concord is critical for both the town and the region



COMMUNITY BENEFIT

Community uses that serve the town (recreation, civic and cultural spaces, maintenance and services) should drive the site programming



FISCAL IMPACT

Future development should have a net positive impact on annual town finances - with more tax revenue and minimal additional expenses

Framing Feasibility

Metrics and Capacity

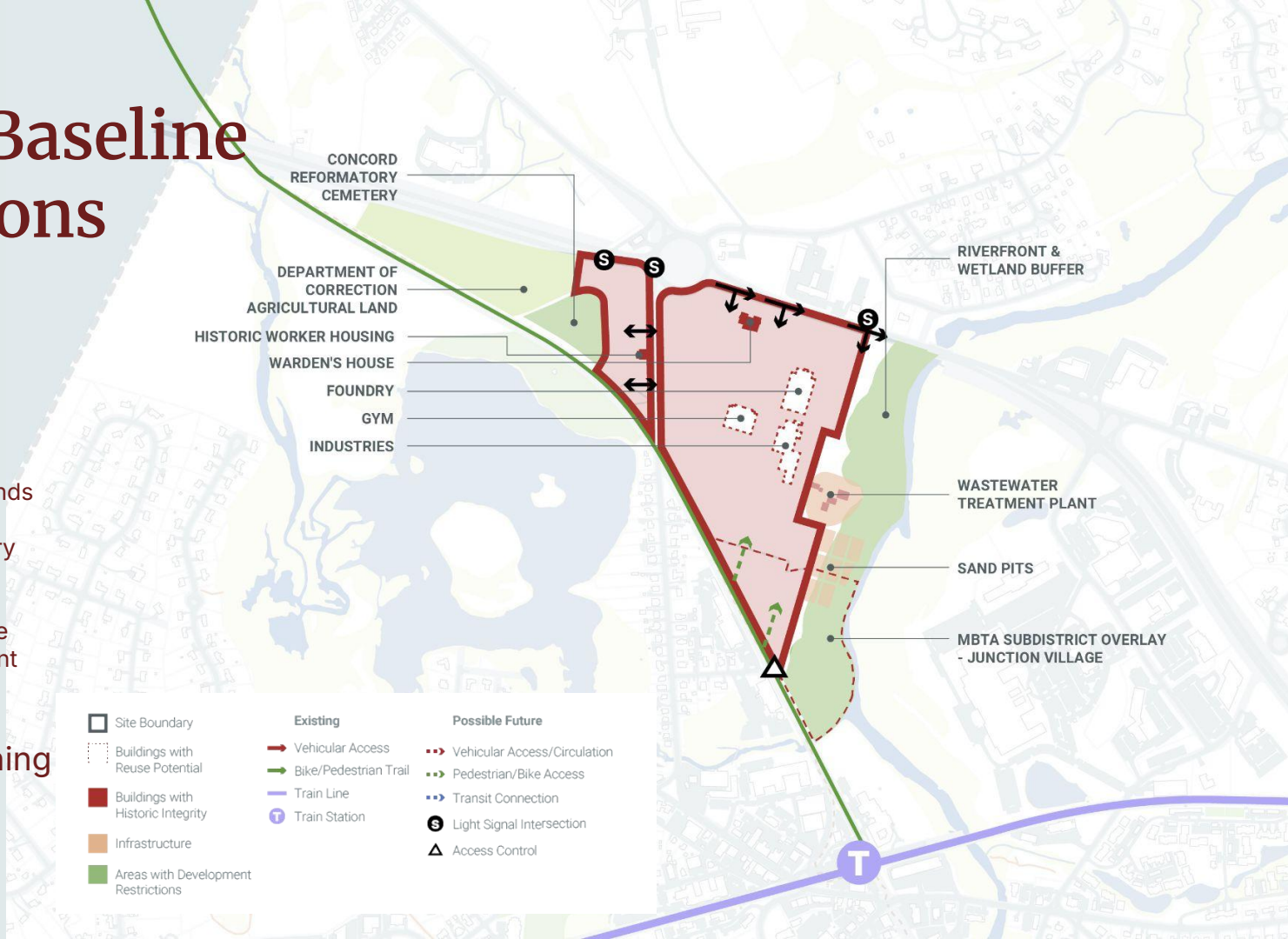
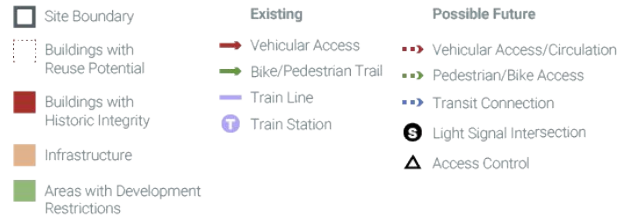
Scenario Baseline Assumptions

83 acres overall

Development is constrained by:

- Protection of the riverfront and wetlands
- Preservation of the Concord Reformatory Cemetery and agricultural land
- Continued use of the wastewater treatment plant

54 acres are remaining of developable site area (red)



Feasibility – Costs Getting Site to Zero ~\$56M

| Potential Order of Magnitude Costs | Unit \$ | Measure | Unit | Total \$ | Notes |
|--------------------------------------|----------|---------|-------|---------------------|--|
| Sewer Treatment Plant Upgrades | flat | | | \$28,000,000 | High end from previous study. Still limited capacity. |
| Buildings Demo / Disposal | \$30 | 392,410 | SF | \$11,773,000 | Scenario B - mid-range demolition |
| Wall & Footings Demo / Disposal | \$180 | 10,555 | CY | \$1,900,000 | Estimate from Suffolk Construction 4/23/25 |
| Wall & Footings Earthwork | \$60 | 6,474 | CY | \$389,000 | Estimate from Suffolk Construction 4/23/25 |
| Asphalt Employee Lot Removed | \$10 | 133,200 | SF | \$1,332,000 | Potential area of impact for Rte 2 project |
| Utilities & Manholes Demo / Disposal | \$70 | 13,000 | LFT | \$910,000 | Linear feet estimate |
| Sand Pits Capped w/ Off-Site Soil | \$10 | 80,000 | SF | \$800,000 | Assume 3' cap for open space (no structures on top)*. |
| Underground Tanks Removed | \$50,000 | 10 | count | \$500,000 | Tanks x2 outside generator building, others unknown |
| Steam Tunnel Removal / Remediation | \$110 | 3,700 | LFT | \$407,000 | Full removal of tunnels**. Assuming 7-8' deep, no cross section. |
| Asphalt within Walls Removed | \$10 | 30,000 | SF | \$300,000 | Linear feet estimate of 3,000 × 10' |
| Chain Link Fence Demo / Disposal | \$5 | 4,000 | LFT | \$20,000 | Perimeter fence ~20' high outside of security wall |
| Solar Array Removed | flat | | | \$0 | Assume State moves to another property or recycles |
| Subtotal | | | | \$45,331,000 | |
| Contingency (including remediation) | 20% | | | \$9,267,000 | Have Phase 1 ESA. Process will include buyer due diligence. |
| Total | | | | \$55,598,000 | |

SF = Square Feet, LTF = Linear Feet. CY = Cubic Yards

*Alternative could be to selectively remove sections. **Alternative could be removal of material & fill.

Feasibility – Costs Dependent on Scenario ~\$51M

| Potential Order of Magnitude Costs | Unit \$ | Measure | Unit | Total \$ |
|--|--------------|-----------------------|------|---------------------|
| District Energy Facility | flat | Refine By Scenario | | not assumed |
| New Street Grid & Sidewalks | \$1,400 | | LFT | *\$9,800,000 |
| <i>Stormwater, Structures, Subsurface Det.</i> | <i>above</i> | | | |
| <i>Sewer Pipe, Structures</i> | <i>above</i> | | | |
| <i>Water Pipe, Structures, Hydrants, Pumps</i> | <i>above</i> | | | |
| <i>Electrical Ducts, Distribution Tel/Com</i> | <i>above</i> | | | |
| Public Open Space Amenities | flat | | | \$3,000,000 |
| Major Built Amenities | flat | | | \$10,000,000 |
| Monumentation | flat | | | \$1,000,000 |
| Off-Site Traffic Improvements | flat | | | \$5,000,000 |
| Subtotal | | | | \$28,800,000 |
| Contingency | 15% | | | \$4,320,000 |
| Soft Costs | | | | \$18,000,000 |
| Total | | | | \$51,200,000 |

SF = Square Feet, LTF = Linear Feet

*Linear feet take-off corresponds with existing on-site circulation

Feasibility 101 - Overview

- Land Development Model - Assumes a master developer prepares the site and sells “finished” development parcels that are served by infrastructure
- Estimates the scale and the timing of costs necessary to prepare and develop the site
- Estimates annual absorption of the land by product type
- Looks at cash flows over a 10-15 year period to determine return on investment
- If necessary, expresses level of additional investment or cost reduction to make the project feasible

Feasibility 101 - Key Assumptions

- Approximately \$50M of site preparation costs
- Approximately \$50M of new infrastructure costs including roads, park space, built amenities, offsite roadway improvements
- Average residential absorption of approximately 80 units per year and commercial development of approximately 50,000 square feet per year
- Land value per acre ranges by use, but averages around \$2.8M per acre
- Annual revenue and cost escalation of 3%

Feasibility – Affordability Considerations

16.12%

projected subsidized housing inventory (SHI) with two permitted 40Bs

10-15%

recommended site-wide affordability target at MCI

| Source | Product Type | For Sale vs. Rent | Level of Affordability | Contributes to SHI* |
|---|-----------------------------------|---------------------|------------------------|-------------------------------|
| 2024 Junction Village RFP GOALS | Workforce / Above Moderate Income | Preference For Sale | 75% at up to 150% AMI | not if for sale at this level |
| (Deed Restriction) | Affordable | Preference For Sale | 25% at 80% AMI | Y |
| 3A MBTA Communities Subdistrict 4: Junction Village REQUIREMENT | Affordable | N/A | 20% at 80% AMI | Y |

*Rental: 100% of rental units count (market & affordable) if 25% < 80%AMI, Ownership: only the units affordable below 80% AMI count

Fiscal Impact 101 (Annual to Town)

Revenues

Commercial assessments are income and expense driven values.
Residential assessments are two years behind sales values (90-110%).

| Assessed Value | \$ / SF |
|--|---------|
| Industrial | \$250 |
| Hotel / Event / Retreat | \$400 |
| Retail | \$400 |
| R&D or Office | \$430 |
| Residential – Rental Apartment | \$500 |
| Residential - Single Family | \$650 |
| Residential - Townhome | \$700 |
| | |
| Local Revenues (Taxes) | Rates |
| Property Tax - Commercial (per \$1,000) | 12.39 |
| Property Tax - Residential (per \$1,000) | 13.26 |
| Personal Property (assuming .5% of commercial tax revenue) | 12.39 |
| CPA Surcharge | 1.5% |
| Local Options Hotel Tax | 6.0% |
| Local Options Meals Tax | 0.75% |
| Motor Vehicle Excise (per \$1,000) | \$25 |

Expenses

Public safety & student metrics developed with analysis of Town data.
Apartment metric assumes 10-15% affordability and smaller units.

| Projected Students Per Unit | Rate |
|---|----------|
| Single Family Home | 0.50 |
| Townhome | 0.35 |
| Apartment | 0.20 |
| Age-Restricted Unit | 0.00 |
| Cost Per Student | |
| Education (Per Student) | \$26,663 |
| Education (x marginal cost of 75%, overhead not req for each student) | \$19,997 |
| Public Safety Costs | |
| Public Safety (Per Housing Unit) | \$1,200 |
| Public Safety (Per Employee) | \$450 |
| Civic and Open Space Costs | |
| Civic Building Maintenance | \$8 |
| Maintenance Open Space (Per Acre) | \$30,000 |

Not included: (1) economic benefits (job creation, off-site spending, increased visitation), (2) fee for services like inspections and utilities.

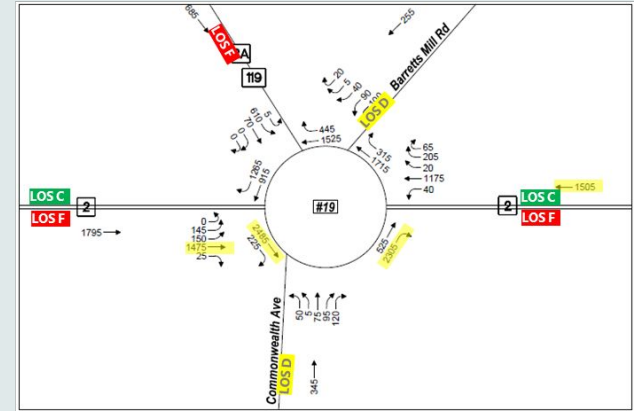
Mobility 101

- During **morning traffic**, Route 2 (ingress and egress) and on Commonwealth (ingress) accommodate limited traffic (~200 vehicles).
- During **evening traffic**, Route 2 cannot accommodate additional traffic both westbound and eastbound. The road network can handle additional traffic SB on Commonwealth.
- All **alternative concepts** for the Concord Rotary show improved operations and capacity for additional traffic.
 - **Concept 1** (through-about) can provide additional capacity as a short-term solution.

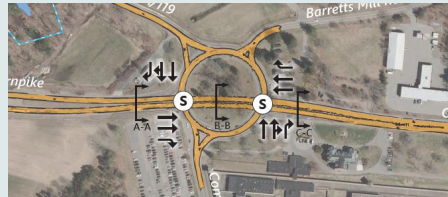
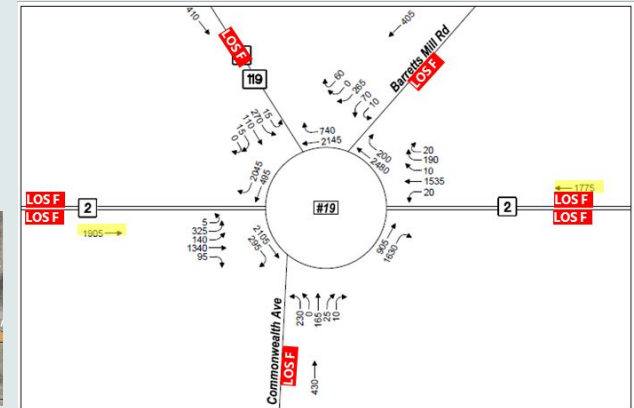
| Level of Service | Stopped Delay per Vehicle (seconds) |
|------------------|-------------------------------------|
| LOS A | <10.0 |
| LOS B | 10.1 to 15.0 |
| LOS C | 15.1 to 25.0 |
| LOS D | 25.1 to 35.0 |
| LOS E | 35.1 to 50.0 |
| LOS F | >50.0 |

Source: Transportation Research Board, Highway Capacity Manual (HCM 6), (Washington, DC).

Weekday Morning

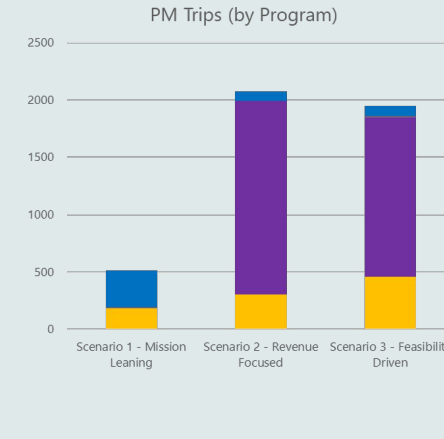
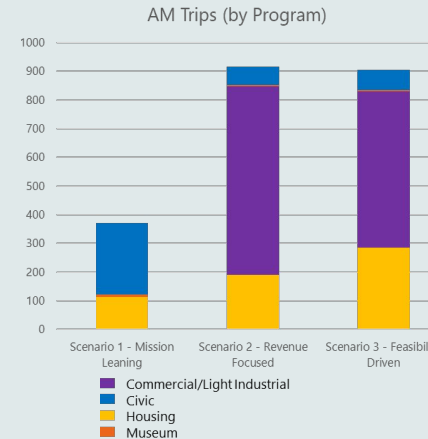
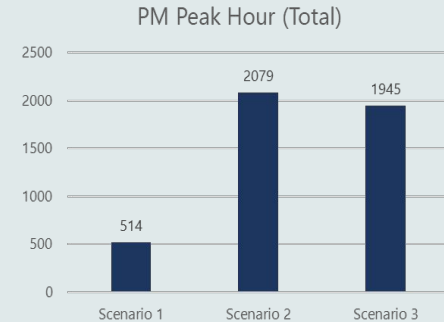
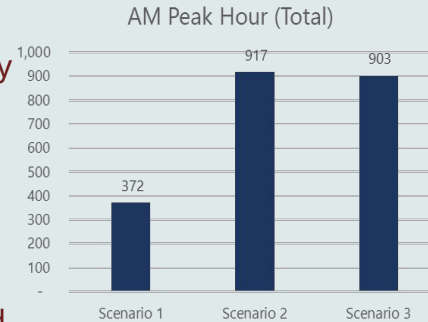


Weekday Evening



Mobility 101

- The Route 2 has **limited capacity for additional traffic**, particularly in the PM peak hour (LoS F). Some capacity for inbound trips in the AM peak hour (~200 vehicles)
- Scenarios 2 and 3 generate a **significantly higher number** of PM peak hour trips, primarily due to the inclusion of **Commercial/Light Industrial land uses**.
- The existing rotary on Route 2 **lacks the capacity** to accommodate the increased traffic volumes associated with **Scenarios 2 and 3**.
- Scenario 1 results in the **lowest number of trips** during both AM and PM peak hours. Inbound trips may be accommodated with existing traffic on Route 2.
- Infrastructure improvements to the rotary are necessary to enhance road network capacity, particularly to manage the higher volume of inbound PM peak hour trips.



Infrastructure 101

PRESENT

FUTURE

WASTEWATER

WWTP has 310k GPD capacity. Per discussion, target allocation would be:

- 100k existing uses
- 100k off-site development
- 110k MCI development

- WWTP will require \$25m in upgrades and maintenance
- Depending on intensity, mix of uses, and design choices, required wastewater could exceed discussed allocation

STORMWATER

- No known treatment or on-site detention
- Site discharges directly to assabet

- Stormwater mitigation strategy should anticipate projected increases in precipitation
- Need to anticipate surface and subsurface approaches areas on site

Scenarios Development

Range of Scenarios

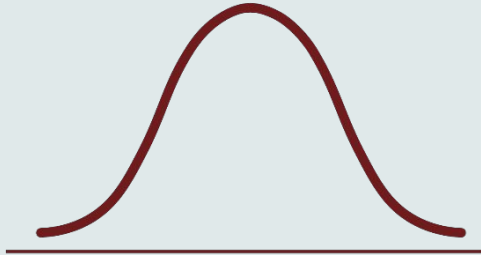
Three Detailed Scenarios, with Metrics

Framework

DATA DRIVEN

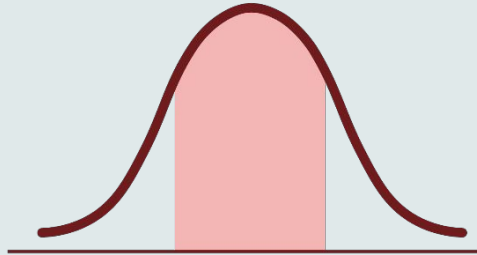
COMMUNITY-INFORMED DECISION MAKING

POSSIBLE



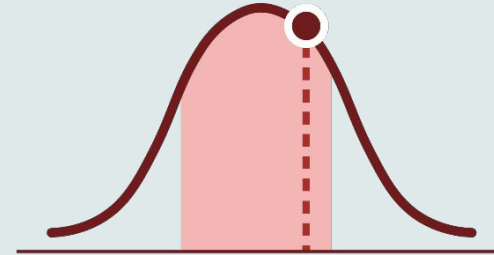
Everything that
could happen

PROBABLE



What's likely to happen
based on trends and data

PREFERABLE

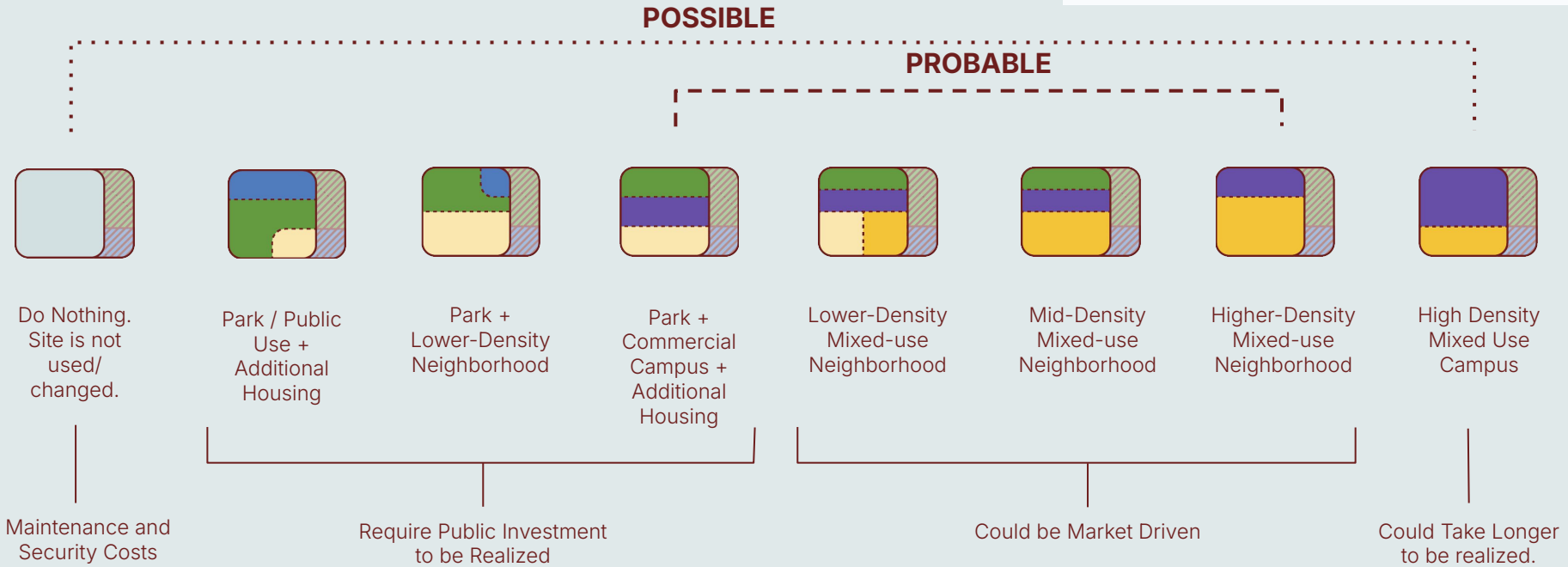


what the community
wants to happen

Range of Possible Scenarios

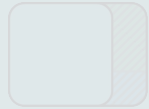
LEGEND

- Existing
- Open Space
- Community and Civic Uses
- Housing (Low to High Density)
- Commercial (Retail, Office, Hotel, Light Industrial)



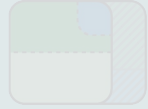
Which of these scenarios is **PREFERABLE**?

Scenarios to Explore



A Civic and Institutional Campus

MISSION LEANING



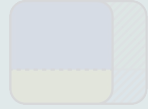
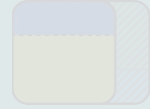
A Vibrant Center for Commerce

REVENUE FOCUSED

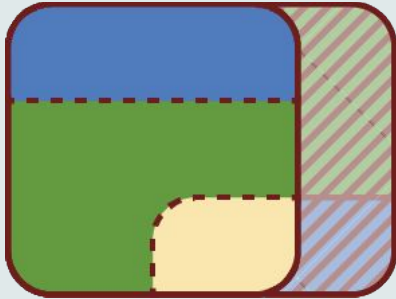


A Thriving Mixed-Use Neighborhood

FEASIBILITY DRIVEN

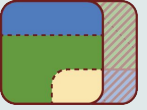


Today we'll dig into more specifics and metrics for each scenario. The goal is to better **understand and articulate tradeoffs** among potential site development scenarios.



A Civic and Institutional Campus

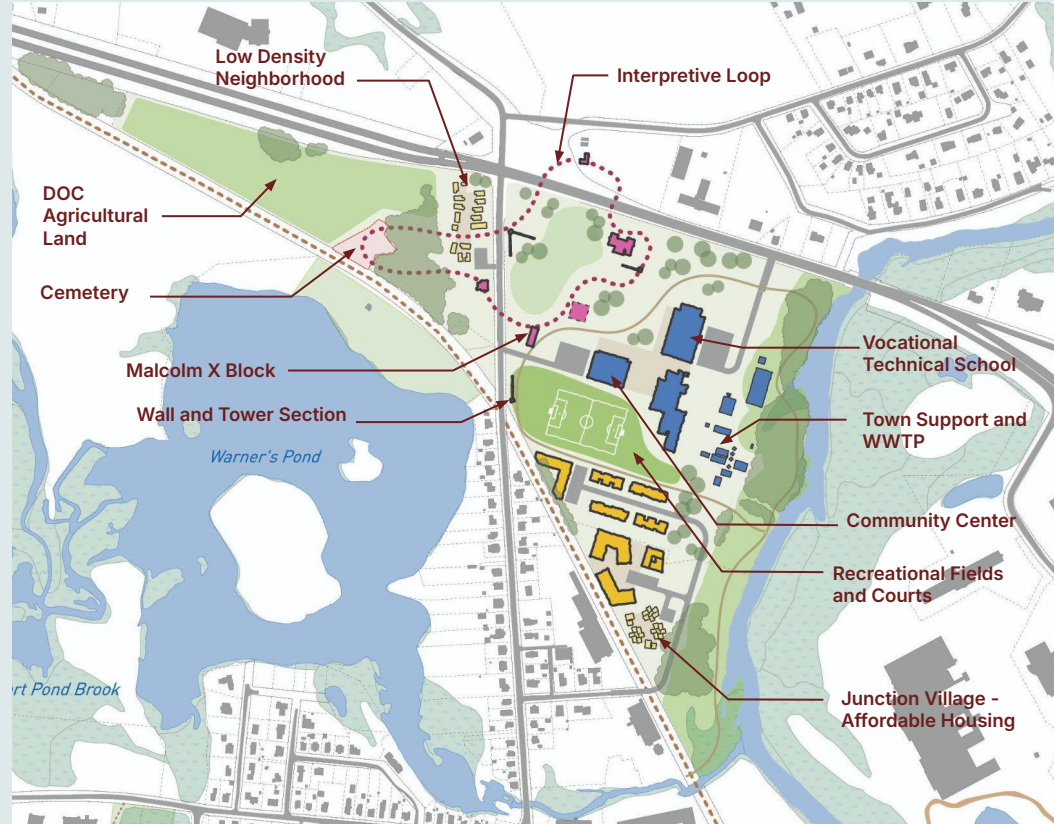
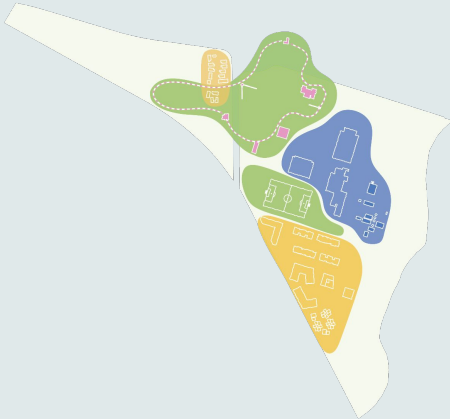
Mission Learning

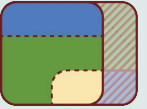


Overview

Core Program and Amenities:




- Public park with playing fields + courts, trails and event / gathering spaces
- Museum + interpretive experiences
- Vocational or independent / charter school
- Town civic and maintenance services
- Affordable housing at Junction Village



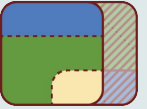


Core Program and Potential Massing



-  **+/- 300 Units** Housing
-  **125,000 SF** Community/ Civic (adaptive reuse)
-  **5,600 SF** Community/ Civic (new construction)
-  **29,000 SF** Interpretive/ Museum (adaptive reuse)

*Not including WWTP



Dashboard



PREP COST

How much of the initial site preparation costs will be shouldered by a developer versus needing additional private investment

Significant Private Investment Needed



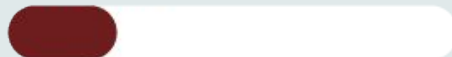
\$52M Deficit



TOWN ANNUAL FISCAL IMPACT

Annual impact to Town finances.
Note: Tax Revenues - Costs = Net Revenues

Net-negative



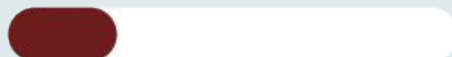
-\$874K



IMPLEMENTATION TIMEFRAME

How long will it take to reinvest in the entire site given the Scenario's proposed program

Long



15+ years



COMMUNITY FACILITIES

Direct community facilities (like programming, events, parks, trails, buildings) that support Town residents and align with recent Town plans

High



HOUSING DENSITY

4.3 Dwelling units per acre

Housing units divided by total buildable acreage for the site (total area minus agricultural land = 70 acres)

MOBILITY CONSIDERATIONS



372 AM trips



514 PM trips

- Transportation improvements are of **medium** urgency.
- Generate the fewest trips during both AM and PM peak hours. Inbound trips may be accommodated with existing traffic on Route 2.

INFRASTRUCTURE CONSIDERATIONS



58K GPD

- Site programming doesn't exceed capacity of WWTP - 110k GPD for MCI development



Financial Feasibility

| | |
|---------------------------|------------------|
| Total Residential SF | 304,000 |
| Total Residential Units | 300 |
| Total Commercial/Civic SF | 190,800 |
| Total SF | 494,800 |
| Total Cost | \$86.4M |
| Total Net Revenue | (\$44.3M) |

This scenario **requires additional outside funding to be financially feasible**, with an internal rate of return (IRR) of -27%. Additional funding of **\$52M** would allow the project to cross the feasibility threshold and achieve an IRR of 15%.

Note that these figures **do not include costs for constructing or renovating buildings as civic space.**

| | Project | Target | Status |
|--------------------------------|----------------|---------------|--|
| Internal Rate of Return | -27% | 15-20% | Requires Major Subsidy or Cost Reduction |

Feasibility Shortfall for 15% IRR:

(\$52,000,000)

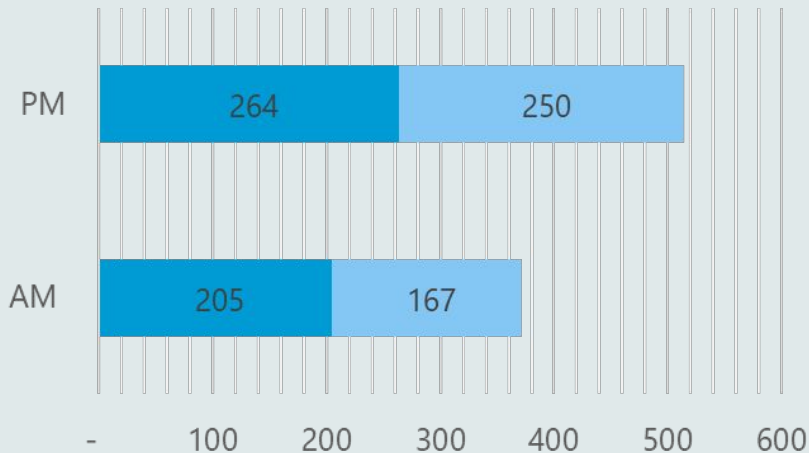


Traffic Impact

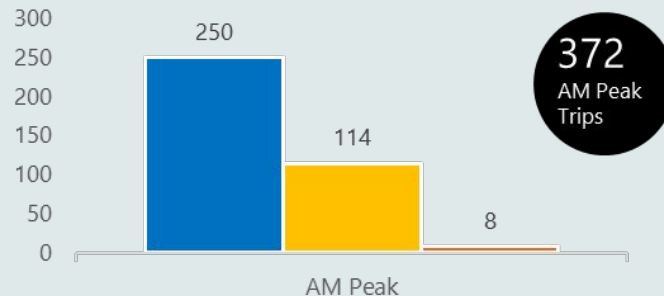
Route 2 can handle an additional ~200 vehicle trips. This scenario **generates a low number of peak hour trips**, which can be handled by existing network.

The Community/Civic use generates the most trips. The **PM peak hour is higher than the AM peak hour**, with the **largest number of trips being inbound trips**.

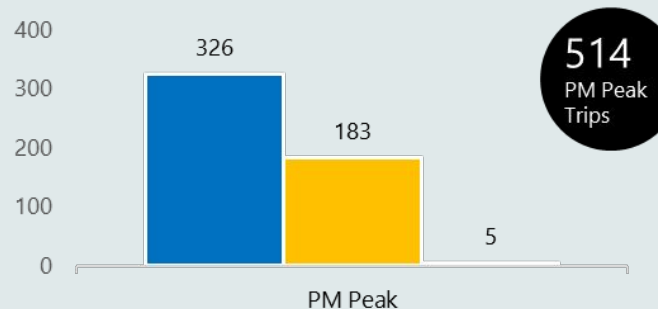
■ Entering ■ Exiting



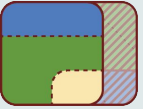
AM (Peak Hour Trips)



PM (Peak Hour Trips)



■ Civic
■ Housing
■ Museum



Infrastructure

Wastewater

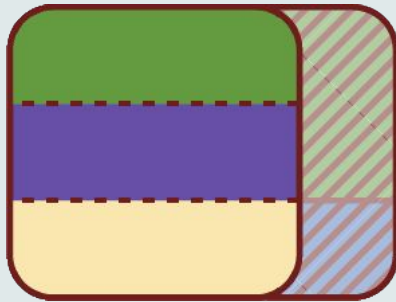
System Sewer Flow Design (Based on MA 310 CMR 15.00 (Title V))

| Housing (60% 1BR, 40% 2BR) | Civic Space | Museum | Total | |
|----------------------------------|-------------|--------|---------|-----|
| 300 | 130,600 | 29,000 | 159,900 | SF |
| 46,200 | 9,795 | 2,175 | 58,170* | GPD |

* 44,970 GPD if 1BR only

Stormwater





A Vibrant Center for Commerce

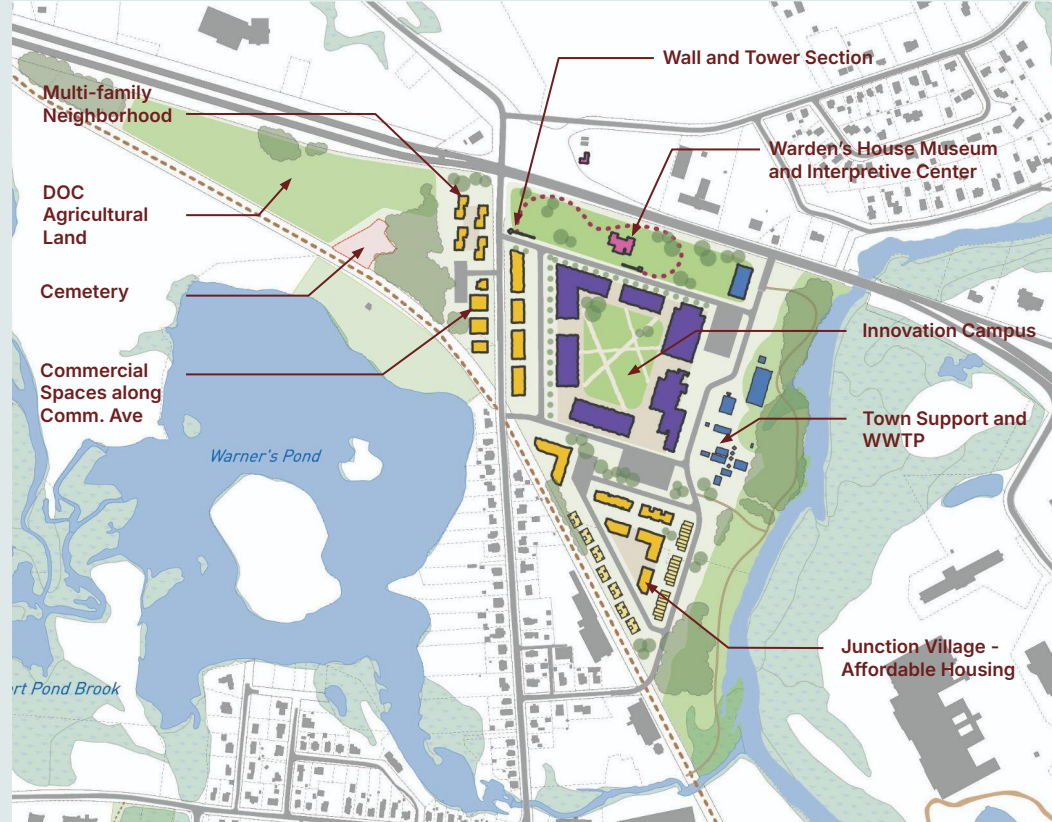
Revenue Focused



Overview

Core Program and Amenities:

- 600K sf of retail / commercial space supporting a thematic blend of some of the following:
 - Innovation (light industrial)
 - Science/Technology
 - Health and Lifestyle
 - Hotel
- Potential of institutional partnership
- Walkable campus with gathering spaces and trails
- Live-work style housing at Junction Village





Core Program and Potential Massing



- +/- 500 Units** Housing
- 76,100 SF** Commercial/
Light Industrial (adaptive reuse)
- 340,000 SF** Commercial/
Light Industrial (new construction)
- 33,700 SF** Civic (new construction)
- 17,800 SF** Interpretive/
Museum (adaptive reuse)

*Not including WWTP



Dashboard



PREP COST

How much of the initial site preparation costs will be shouldered by a developer versus needing additional private investment

Significant Private Investment Needed



\$22M Deficit



TOWN ANNUAL FISCAL IMPACT

Annual impact to Town finances.
Note: Tax Revenues - Costs = Net Revenues

Net-positive



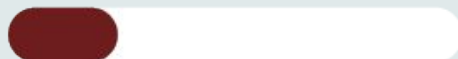
+\$1.2M



IMPLEMENTATION TIMEFRAME

How long will it take to reinvest in the entire site given the Scenario's proposed program

Long



15+ years



COMMUNITY FACILITIES

Direct community facilities (like programming, events, parks, trails, buildings) that support Town residents and align with recent Town plans

Medium



HOUSING DENSITY

7.2

Dwelling units per acre

Housing units divided by total buildable acreage for the site (total area minus agricultural land = 70 acres)

MOBILITY CONSIDERATIONS



917 AM trips



2079 PM trips

- Exceed traffic capacity of current rotary and require **immediate** transportation improvements
- Generate a significantly higher number of trips, primarily due to Commercial/Light Industrial land uses

INFRASTRUCTURE CONSIDERATIONS



119K GPD

- Site programming **slightly exceeds** capacity of WWTP - 110k GPD for MCI development



Financial Feasibility

| | |
|---------------------------|----------------|
| Total Residential SF | 500,000 |
| Total Residential Units | 500 |
| Total Commercial/Civic SF | 467,600 |
| Total SF | 937,600 |
| Total Cost | \$99.2M |
| Total Net Revenue | \$9.9M |

This scenario **requires additional outside funding to be financially feasible**, with an internal rate of return (IRR) of 3%. Additional funding of **\$22M** would allow the project to cross the feasibility threshold and achieve an IRR of 15%.

Note that these figures **do not include costs for constructing or renovating buildings as civic space.**

| | Project | Target | Status |
|--------------------------------|----------------|---------------|------------------------------------|
| Internal Rate of Return | 3% | 15-20% | Requires Subsidy or Cost Reduction |

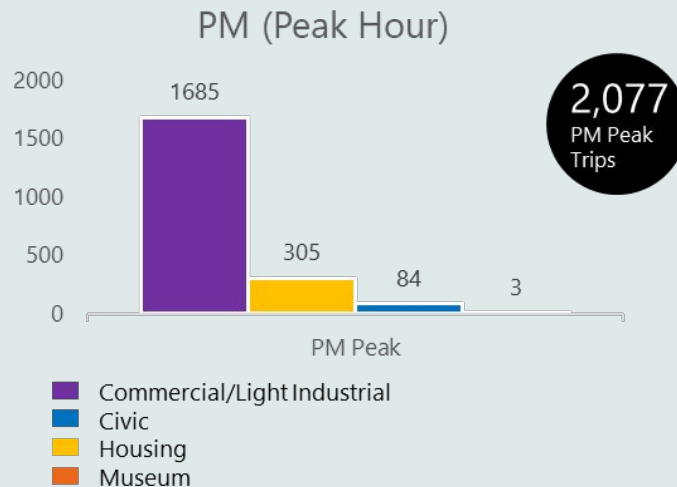
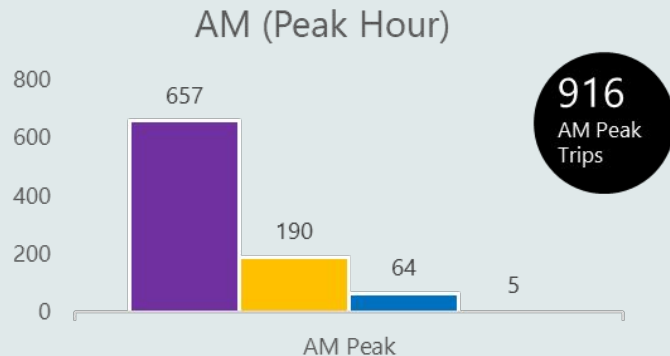
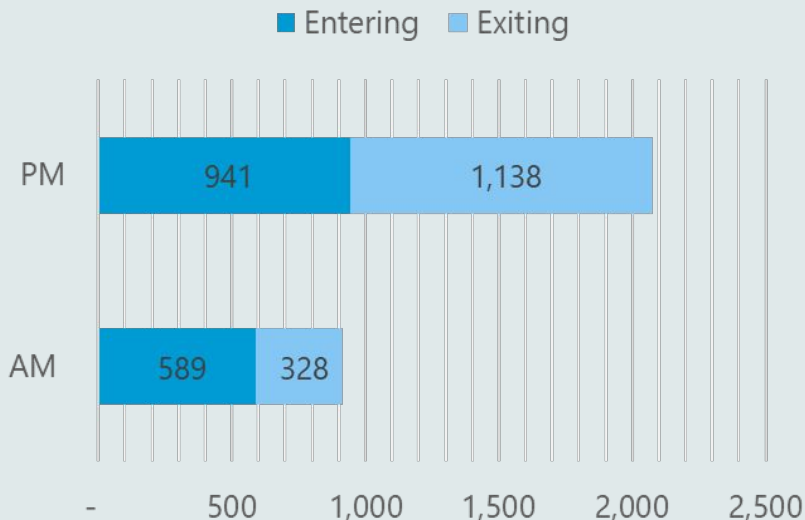
Feasibility Shortfall for 15% IRR:

(\$22,000,000)

Traffic Impact

This scenario generates many PM peak hour trips, mostly inbound trips generated by Commercial/Light Industrial.

Commercial/Light Industrial use generates the greatest number of trips compared to other uses.





Infrastructure

Wastewater

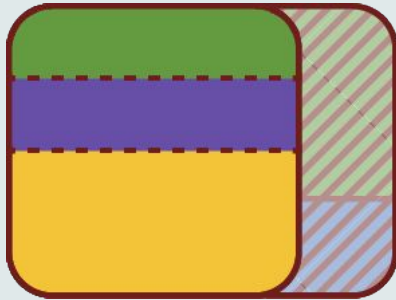
System Sewer Flow Design (Based on MA 310 CMR 15.00 (Title V))

| Housing (60% 1BR, 40% 2BR) | Civic Space | Museum | Commercial /Light Industrial | Total | |
|----------------------------------|-------------|--------|------------------------------------|----------|-----|
| 500 | 33,700 | 17,800 | 416,000 | 468,000 | SF |
| 77,000 | 9,795 | 1,335 | 31,200 | 119,330* | GPD |

* 97,300 GPD if 1BR only

Stormwater





A Thriving Mixed-Use Neighborhood

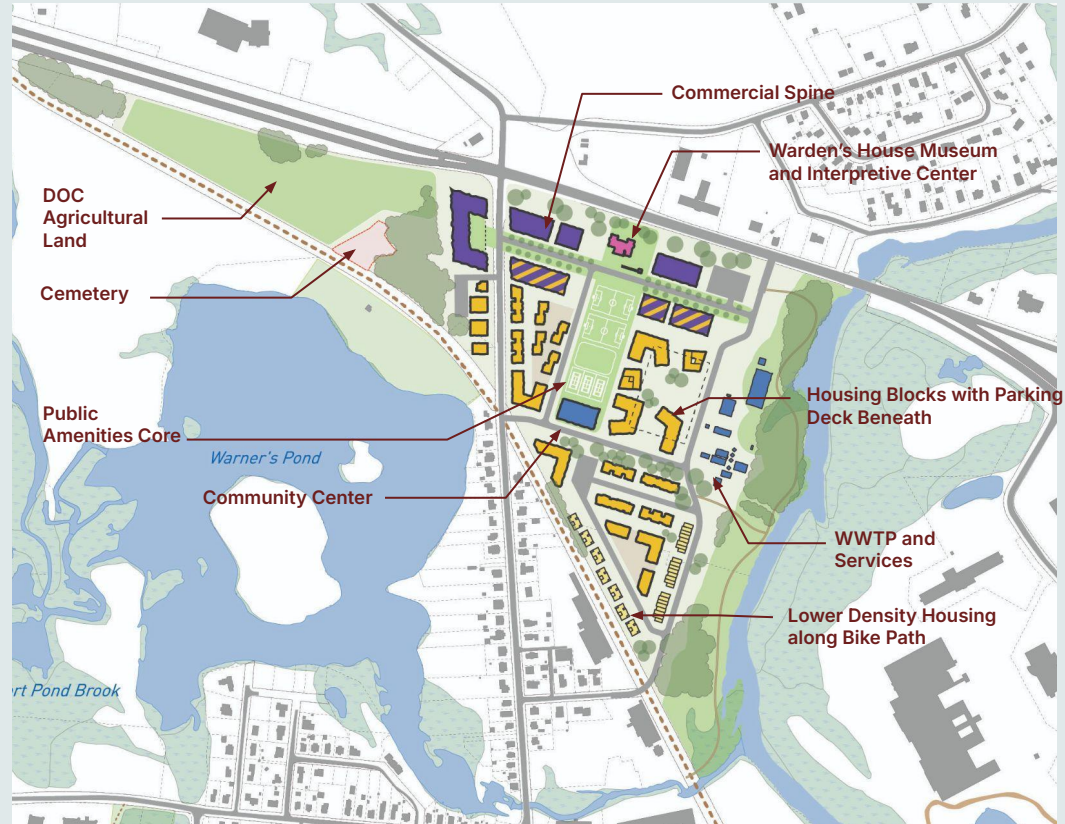
Feasibility Driven



Overview

Core Program and Amenities:

- Market Feasibility "Fair Share"
 - 750 residential units
 - 350K commercial square feet
- Neighborhood amenities like streetscapes, gathering areas, playground and sports courts
- Walking trails
- Potential of some civic or mission leaning anchors





Core Program and Potential Massing



-  **+/- 750 Units** Housing
-  **344,000 SF** Commercial/
Light Industrial (new
construction)
-  **36,800 SF** Civic (new
construction)
-  **16,300 SF** Interpretive/
Museum (adaptive reuse)

*Not including WWTP



Dashboard



PREP COST

How much of the initial site preparation costs will be shouldered by a developer versus needing additional private investment

Significant Private Investment Needed



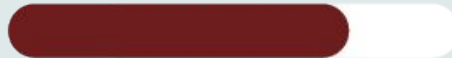
\$10M Deficit



TOWN ANNUAL FISCAL IMPACT

Annual impact to Town finances.
Note: Tax Revenues - Costs = Net Revenues

Significantly net-positive



+\$2.9M



IMPLEMENTATION TIMEFRAME

How long will it take to reinvest in the entire site given the Scenario's proposed program

Medium



10-15 years



COMMUNITY FACILITIES

Direct community facilities (like programming, events, parks, trails, buildings) that support Town residents and align with recent Town plans

Medium



HOUSING DENSITY

10.7 Dwelling units per acre

Housing units divided by total buildable acreage for the site (total area minus agricultural land = 70 acres)

MOBILITY CONSIDERATIONS



- Exceed traffic capacity of current rotary and require **immediate** transportation improvements
- Generate a significantly higher number of trips, primarily due to Commercial/Light Industrial land uses

INFRASTRUCTURE CONSIDERATIONS



- Site programming **significantly exceeds** capacity of WWTP - 110k GPD for MCI development

A Thriving Mixed-Use Neighborhood

Precedent

New Cultural District with
Housing, Offices, and Retail



Cotton Mill Redevelopment,
McKinney, TX

Land Size

Development SF

Residential Units

Commercial SF

Office Size

Parkland

SITE LAYOUT AND
PRIORITY STREETS

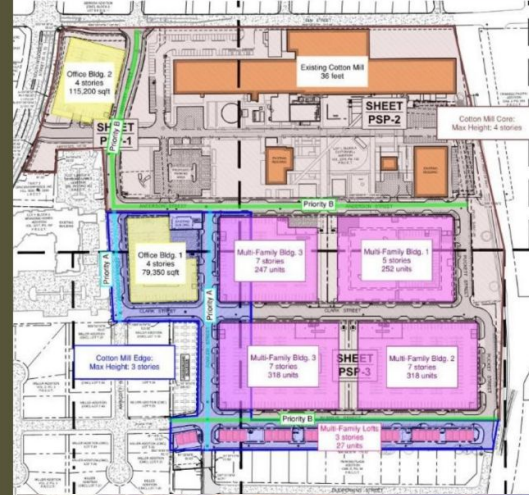
1.5M+ GSF

1,209 Units

60,000 GSF

200,000 GSF

7 Acres





Financial Feasibility

| | |
|---------------------------|------------------|
| Total Residential SF | 750,000 |
| Total Residential Units | 750 |
| Total Commercial/Civic SF | 397,100 |
| Total SF | 1,092,100 |
| Total Cost | \$107.8M |
| Total Net Revenue | \$46.1M |

This scenario **requires additional outside funding to be financially feasible**, with an internal rate of return (IRR) of 11%. Additional funding of **\$10M** would allow the project to cross the feasibility threshold and achieve an IRR of 15%.

Note that these figures **do not include costs for constructing or renovating buildings as civic space.**

| | Project | Target | Status |
|--------------------------------|----------------|---------------|---------------------|
| Internal Rate of Return | 11% | 15-20% | Borderline Feasible |

Feasibility Shortfall for 15% IRR:

(\$10,000,000)

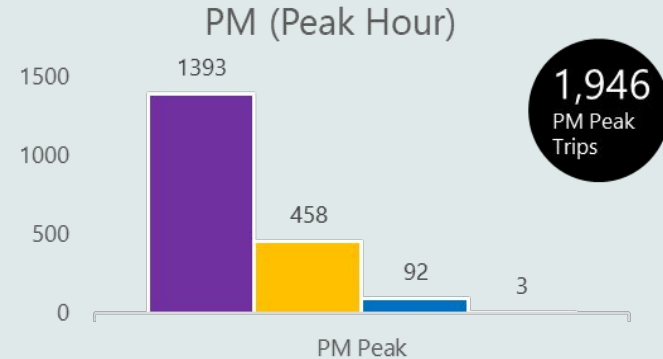
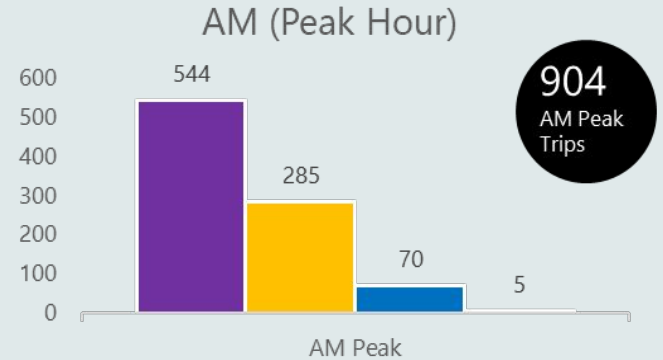


Traffic Impact

The scenario generates many PM peak hour trips, mostly inbound trips generated by Commercial/Light Industrial.

Like Scenario 2, the **Commercial/Light Industrial use generates the greatest number of trips** compared to other uses.

■ Entering ■ Exiting



- Commercial/Light Industrial
- Civic
- Housing
- Museum



Infrastructure

Wastewater

System Sewer Flow Design (Based on MA 310 CMR 15.00 (Title V))

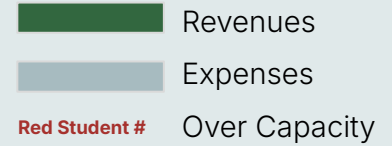
| Housing (60% 1BR, 40% 2BR) | Civic Space | Museum | Commercial /Light Industrial | Total | |
|----------------------------------|-------------|--------|------------------------------------|----------|-----|
| 750 | 36,800 | 16,300 | 344,000 | 397,850 | SF |
| 115,000 | 2,760 | 1,223 | 25,800 | 145,283* | GPD |

* 112,000 GPD if 1BR only

Stormwater



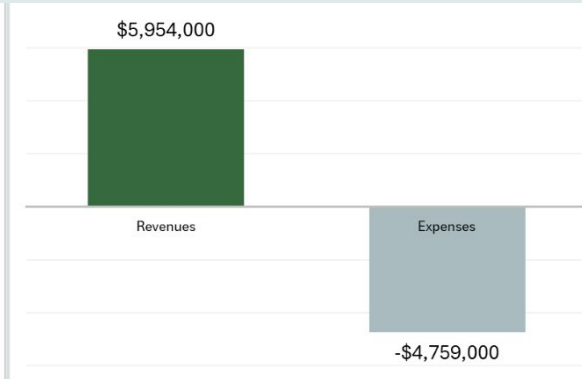
Town Annual Fiscal Impact



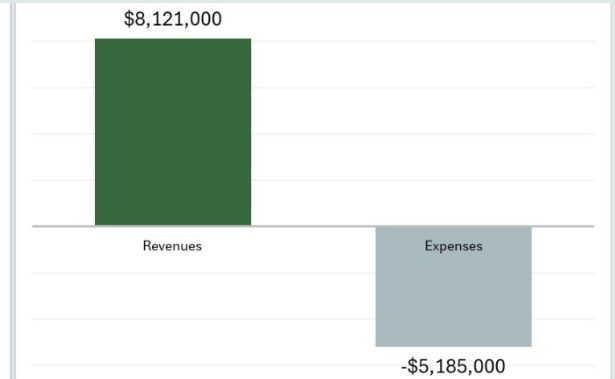
A Civic and Institutional Campus



A Vibrant Center for Commerce



A Thriving Mixed-Use Neighborhood



| | | | |
|---------------------------|------------------|------------------|-----------------|
| Net Impact | -\$874K | + \$1.2M | + \$2.9M |
| Students | 68 | 115 | 173 |
| 50% age restricted | 34 | 58 | 86 |
| Taxable GSF/Total | 297K/456K | 916K/968M | 1M/1.1M |
| % Taxable | 65% | 95% | 95% |

Scenarios Summary

| A Civic and Institutional Campus | A Vibrant Center for Commerce | A Thriving Mixed-Use Neighborhood |
|---|--------------------------------------|--|
| 300 units of housing | 500 units of housing | 750 units of housing |
| 25 acres of open space | 17 acres of open space | 8 acres of open space |
| \$52M subsidy need | \$22M subsidy need | \$10M subsidy need |
| -\$847,000 net fiscal impact | \$1,200,000 net fiscal impact | \$2,900,000 net fiscal impact |

Additional housing and reduced open space would enable the site to be developed without the need for subsidy.

Draft Guiding Principles

Planning Goals & Vision Statement

VISION

Sustainable multi-use redevelopment that balances change with tradition.

Incorporates green space, mobility, and innovation with history and housing.

TOP CRITERIA FOR SUCCESS

Livability and values.
Sustainability, both environmental and fiscal.

PROCESS

Collaborative and community driven partnership, planning for the future.

OPERATIONS

Subcommittees help target sub-topics.
Communication is important!

Development Principles

1. Connect to nature, embrace sustainable design, and adapt to a climate resilient future.
2. Create meaningful, lasting experiences that add value to the quality of life for residents and visitors.
3. Build local and regional economic strength and amplify the community's identity.
4. Celebrate what makes Concord unique and preserve the site as a place for future generations to live and thrive.
5. Balance community sentiments with the need to have a net positive impact on annual town finances.

Discussion + Workshop

Confirm guiding principles

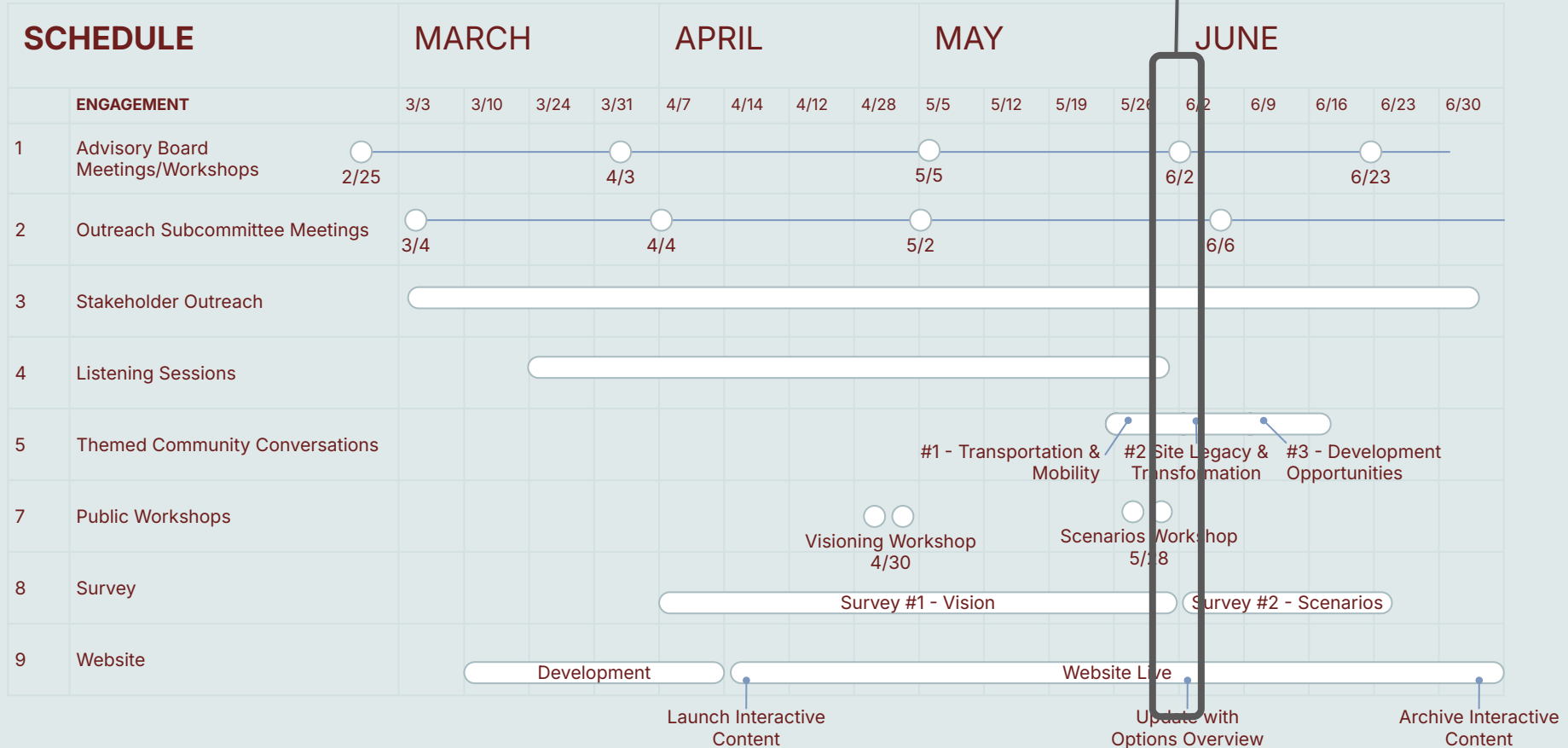
Leverage the financial dashboard to test additional solutions

Next Steps

Getting from here to June 30th, and beyond.

Introduction

We are here!



Appendix P

Presentation to the Advisory Board

June 23, 2025

MCI Concord



June 23, 2025
Advisory Board Workshop

Agency Landscape + Planning

With:
Buro Happold, Nitsch Engineering, Merge Architects,
Designing Justice + Designing Spaces, Landwise Advisors, U3 Advisors

Agenda

5 min

Feedback Snapshot

20 min

MCI Concord Vision Plan

20 min

Vision + Development Principles

30 min

Headlines Workshop

20 min

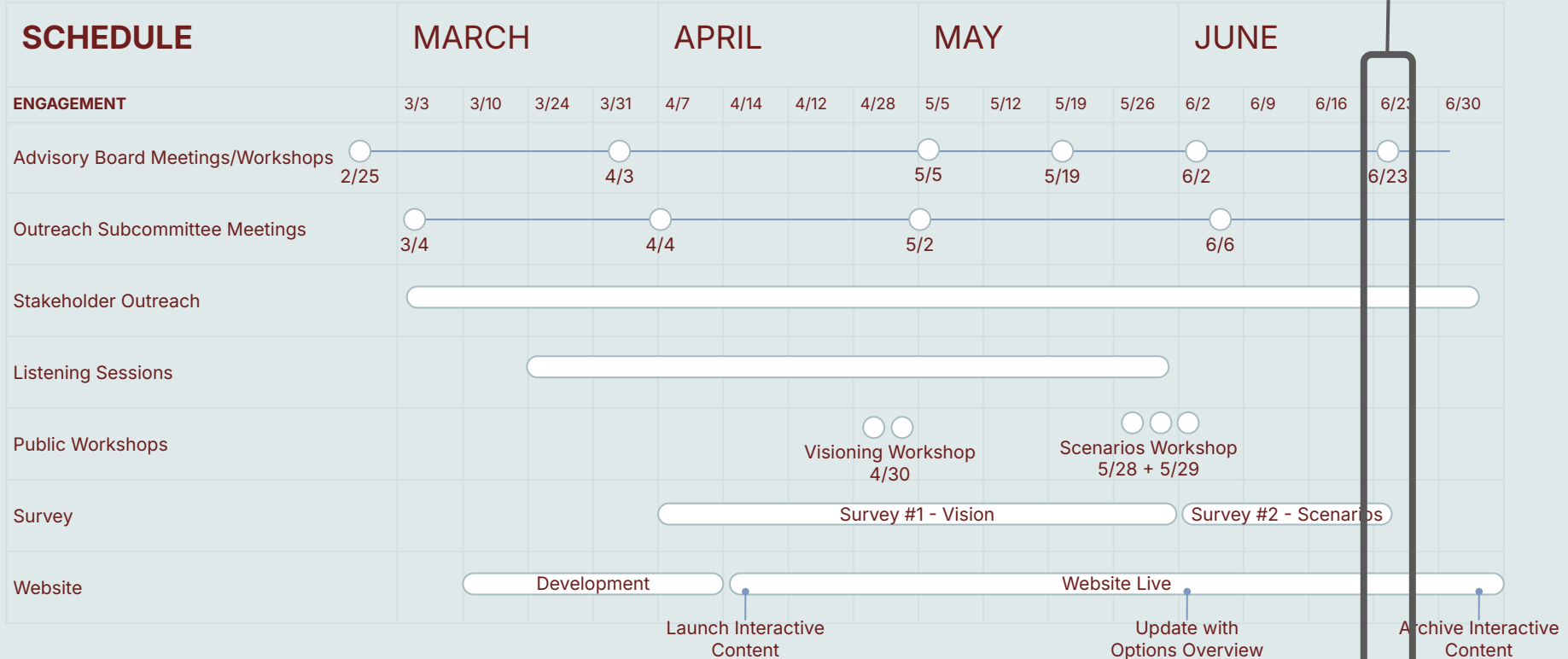
**Site Constraints +
Development Process**

Meeting Objectives

1. Share Vision Plan outline and layout.
2. Workshop vision and development principles and metrics.
3. Review comparisons for final scenarios.
4. Workshop headlines for each scenario.
5. Discuss site constraints and development process.

Introduction

We are here!



Feedback Snapshot

Online survey closing today!

Online survey response update

Methods of Engagement So Far



Outreach to
>95
Town
stakeholder
groups

>8,700
Postcards
mailed to Concord
Households

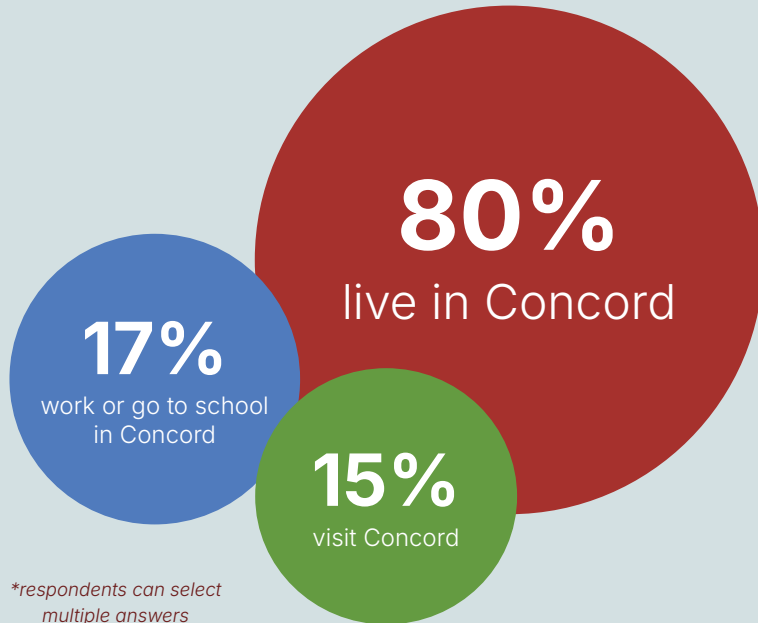
>5,200
website visits
(> 4,200 unique visitors)
(+ 2 online surveys)

5
Public
workshops
with +/- 375
attendees in-person
and online

Online Survey Responses

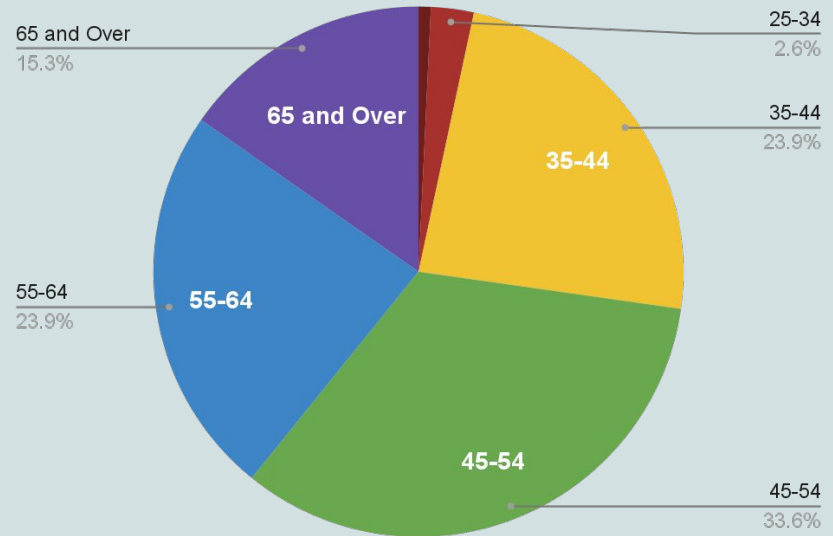
The Scenarios Survey was open from May 30, 2025 through June 24, 2025.

Among the 270 survey responses:



**respondents can select multiple answers*

Survey Respondents Age

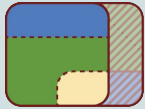


Online Survey Responses

The Scenarios Survey was open from May 30, 2025 through June 24, 2025.

Among the 270 survey responses:

MISSION LEANING



A Civic and Institutional Campus



Average

2.6/5 stars

Median: 2/5 stars
Mode: 1/5 stars

REVENUE FOCUSED



A Vibrant Center for Commerce



Average

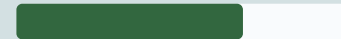
3.0/5 stars

Median: 3/5 stars
Mode: 3/5 stars

FEASIBILITY DRIVEN



A Thriving Mixed-Use Neighborhood



Average

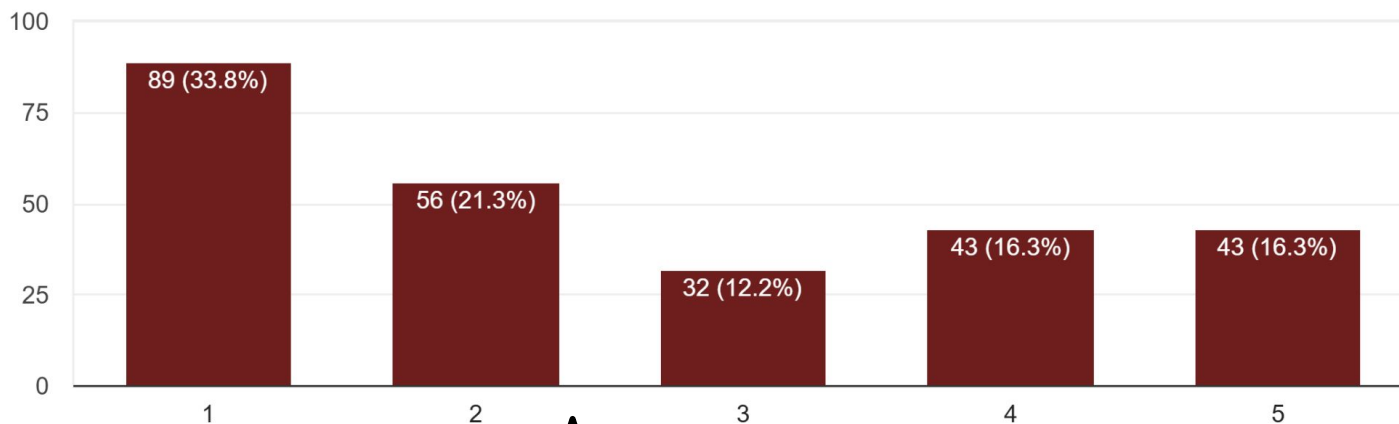
3.4/5 stars

Median: 4/5 stars
Mode: 5/5 stars

Civic and Institutional Campus

How does this scenario align your vision for the Site? (1 = not aligned, 5 = very aligned)

263 responses



Avg: 2.6

Civic and Institutional Campus

What works?

I love the emphasis on housing and civic spaces. I like that the housing is mostly buffered from Rt 2 by the civic buildings. I like that the everything on the scheme would enhance West Concord businesses rather than compete with them.

Open space and community facilities

Additional vo-tec training could be used to train a local workforce

The focus is NOT solely on more housing.

What could be improved?

While this is a dreamy scenario, clearly the town needs to make more revenue than this scenario provides.

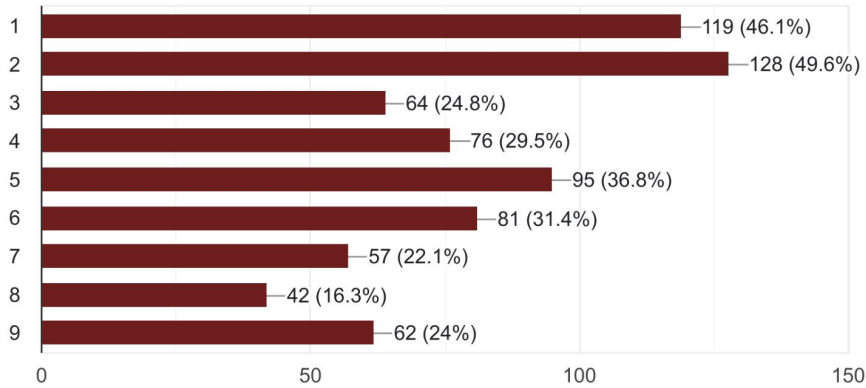
Spending state taxpayers' money on a dilapidated facility to be reused for anything other than what the people of Concord suggest is wasteful and unnecessary.

More revenue generating uses

Financial burden

Civic Campus

Inspiring Images Responses

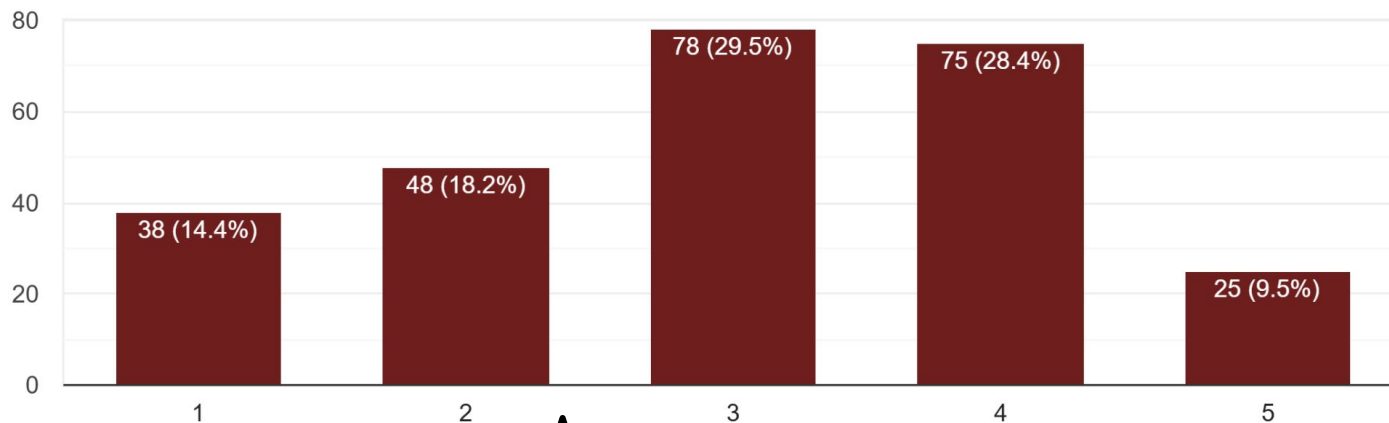


- 1** *Recreational Fields and Courts*
Russell Field, Cambridge, MA
- 2** *Flexible Event Lawns*
Sarasota's The Bay, Sarasota, FL
- 3** *Townhouses*
Pullman Parc, Detroit, MI
- 4** *Affordable / Communal Housing*
Co-Housing, Denver, CO
- 5** *Pocket Neighborhoods*
Concord Millrun & Concord Riverwalk, Concord, MA
- 6** *Industrial Arts & Makerspaces*
The Crucible Industrial Arts Center, Oakland, CA
- 7** *Vocational / Trade Schools*
The Welding Justice Project
- 8** *Prison Reuse to Museum*
Old Montana Prison & Auto Museum Complex, in Deer Lodge, MT
- 9** *Interpretive Trails*
Berlin Wall Memorial Park, German

Vibrant Center for Commerce

How does this scenario align your vision for the Site? (1 = not aligned, 5 = very aligned)

264 responses



Avg: 3.0

Vibrant Center for Commerce

What works?

I like the use of commercial both stores and science/tech innovation. Multi family and affordable housing is great.

Generates tax revenue and contains community facilities that myself and family would use

More housing and activities available close to housing; innovation center near mass transit

What could be improved?

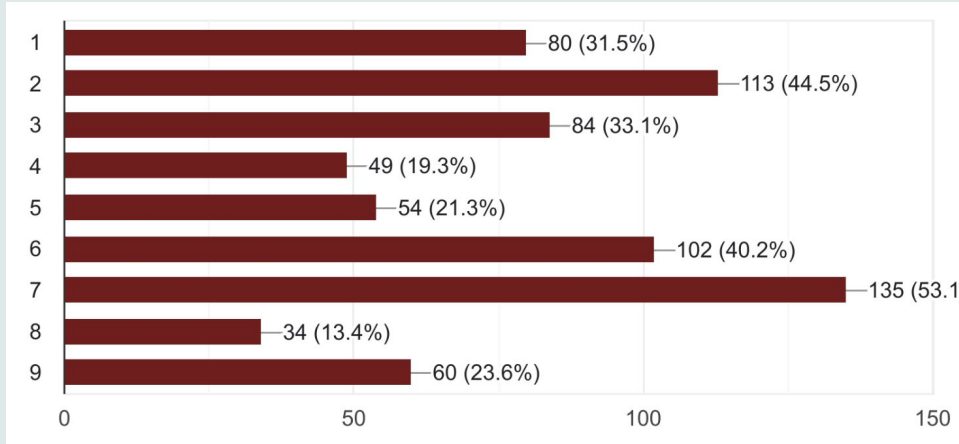
Linkage to West Concord Village, how does this scenario relate and complement what is already there?

This scenario could be improved if there were more tax benefits to existing residents while also allowing for more low-income housing options.

The innovation campus seems closed off. Also, why aren't we building up? Shops on the bottom, apartments above?

Center for Commerce

Inspiring Images Responses



1
Historical Park and Visitor Center
Pullman National Historical Park Visitor Center, Chicago, IL

2
Showcasing Water Infrastructure Through Landscape
Lake Whitney Water Treatment Facility, New Haven, CT

3
Townhouses
Pullman Parc, Detroit, MI

4
Multifamily and Communal Living
Bay State Co-Housing Community, Malden, MA

5
Artist Live-work Cooperative
The Artist Building at 300 Summer Street, Boston, MA

6
Walkable Innovation Campus
Tianmull Office Complex, China

7
Smart Growth Mixed-use Development
Union Point, Weymouth, MA

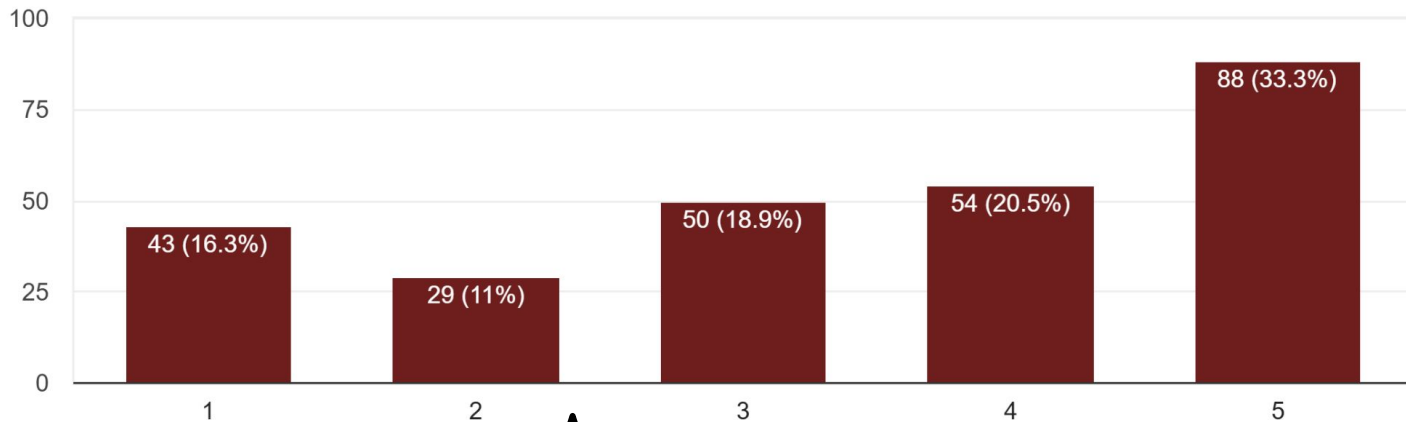
8
Adaptive Reuse as a Museum
MASS MoCA, North Adams, MA

9
Adaptive Reuse as an Art Venue
Wapping Hydraulic Power Station, the UK

Thriving Mixed-Use Neighborhood

How does this scenario align your vision for the Site? (1 = not aligned, 5 = very aligned)

264 responses



Avg: 3.4

Thriving Mixed-Use Neighborhood

What works?

Net revenue positive. Good balance among uses. Quicker implementation than other scenarios. Commercial placed along Rte 2

Positive fiscal impact on the town

Dense housing with a community center could create sense of community

What could be improved?

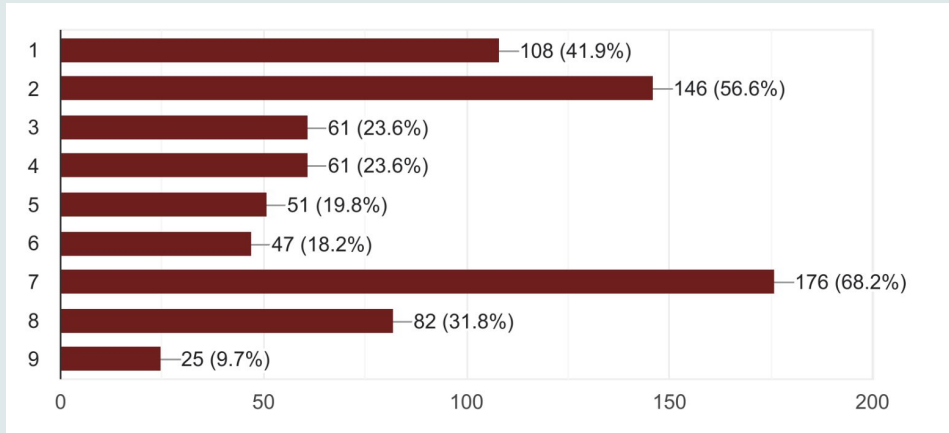
Building footprints are too large - residential should focus on creating a "Concord neighborhood" feel with single family, duplex, some townhouses. Restore the street grid. Create interesting, non big box retail.

Reduce housing by 50%.

Too much housing, and I wonder whether your "significantly net-positive" economic score anticipates the need for a new school or expansion of existing schools (does it?).

Mixed-Use Neighborhood

Inspiring Images Responses



1 *Playgrounds*
Danehy Park, Cambridge, MA

2 *River Access*
Airline Highway Park, Baton Rouge, LA

3 *Affordable Housing*
The SIX, Los Angeles, LA

4 *Low-rise Multifamily (6-9 units)*
Cable Mills Modern Mill, Williamstown, MA

5 *Low-rise Multifamily (Apartment Block)*
Workforce Housing, Jackson Hole, WY

6 *Mid-rise Mixed-Use*
Northwest Arkansas Housing, AR

7 *Retail and Dining*
Bow market, Somerville, MA

8 *Mix-use Complex*
Assembly Row, Somerville, MA

9 *Adaptive Reuse as a Museum*
ICA Watershed, Boston, MA

Three Emerging Priorities



HOUSING

Providing attainable housing in Concord is critical for both the town and the region



COMMUNITY BENEFIT

Community uses that serve the town (recreation, civic and cultural spaces, maintenance and services) should drive the site programming



FISCAL IMPACT

Future development should have a net positive impact on annual town finances - with more tax revenue and minimal additional expenses

MCI Concord Vision Plan

Document Overview of Outline and Layout

Vision Plan Structure

Acknowledgements + Table of Contents

Introduction

Project context, summary of project process and outcomes

Site Understanding

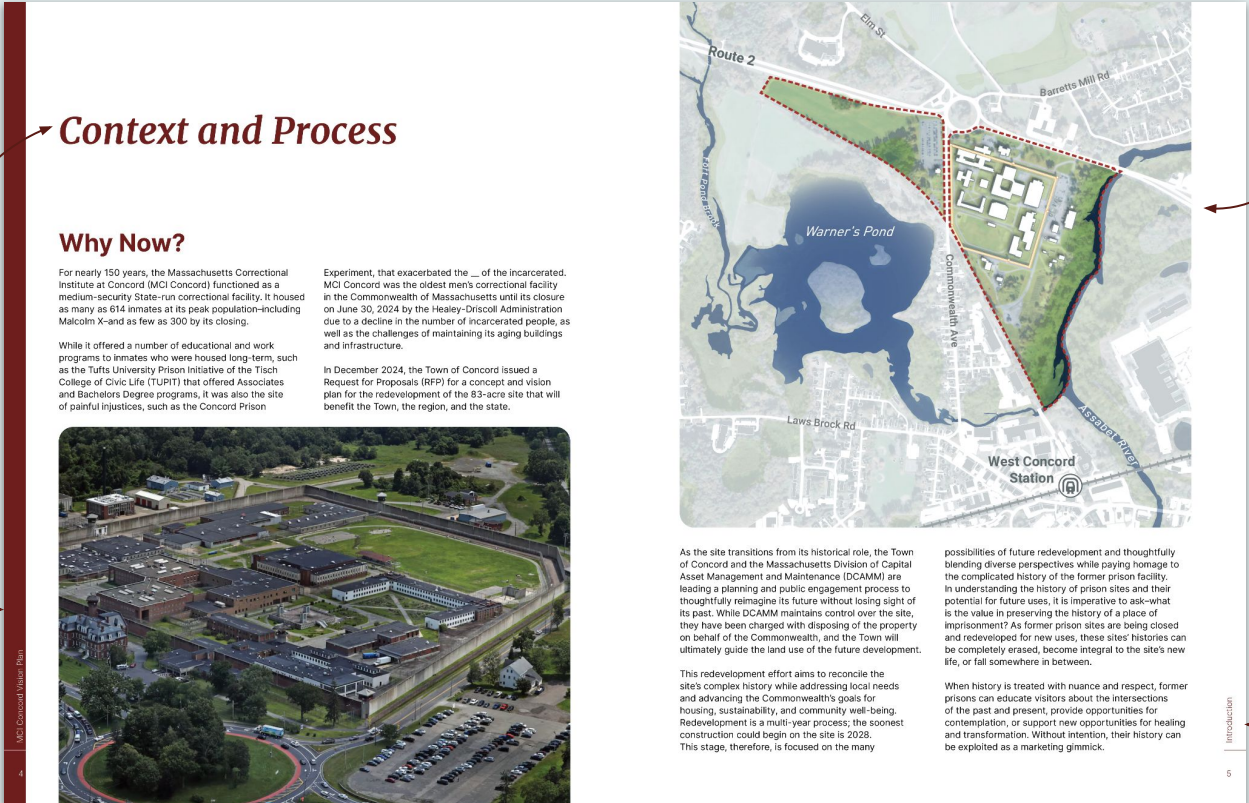
Summary of the existing conditions analysis of the site

Site Framework and Scenarios

Development opportunities and constraints

Conclusion and Next Steps

Context



Context and Process

Why Now?

For nearly 150 years, the Massachusetts Correctional Institute at Concord (MCI Concord) functioned as a medium-security State-run correctional facility. It housed as many as 614 inmates at its peak population—including Malcolm X—and as few as 300 by its closing.

While it offered a number of educational and work programs to inmates who were housed long-term, such as the Tufts University Prison initiative of the Tisch College of Civic Life (TUPIT) that offered Associates and Bachelors Degree programs, it was also the site of painful injustices, such as the Concord Prison

Experiment, that exacerbated the ___ of the incarcerated. MCI Concord was the oldest men's correctional facility in the Commonwealth of Massachusetts until its closure on June 30, 2024 by the Healey-Driscoll Administration due to a decline in the number of incarcerated people, as well as the challenges of maintaining its aging buildings and infrastructure.

In December 2024, the Town of Concord issued a Request for Proposals (RFP) for a concept and vision plan for the redevelopment of the 83-acre site that will benefit the Town, the region, and the state.



As the site transitions from its historical role, the Town of Concord and the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) are leading a planning and public engagement process to thoughtfully reimagine its future without losing sight of its past. While DCAMM maintains control over the site, they have been charged with disposing of the property on behalf of the Commonwealth, and the Town will ultimately guide the land use of the future development.

This redevelopment effort aims to reconcile the site's complex history while addressing local needs and advancing the Commonwealth's goals for housing, sustainability, and community well-being. Redevelopment is a multi-year process; the soonest construction could begin on the site is 2026. This stage, therefore, is focused on the many

possibilities of future redevelopment and thoughtfully blending diverse perspectives while paying homage to the complicated history of the former prison facility. In understanding the history of prison sites and their potential for future uses, it is imperative to ask—what is the value in preserving the history of a place of imprisonment? As former prison sites are being closed and redeveloped for new uses, these sites' histories can be completely erased, become integral to the site's new life, or fall somewhere in between.

When history is treated with nuance and respect, former prisons can educate visitors about the intersections of the past and present, provide opportunities for contemplation, or support new opportunities for healing and transformation. Without intention, their history can be exploited as a marketing gimmick.

Section heading

Start of a new section within a chapter indicated by maroon bar

Large graphics that help tell the story

Chapter title on right-hand sidebar

Timeline

Quotes from notable figures and time points

Brief Site History



Aerial View of West Wing Building



Aerial View of Concord Prison



Aerial View of Concord Prison

1873
Massachusetts outpays \$1M for a new prison and acquires an attractive site with access to transport.

1878
The Massachusetts State Prison at Concord opens with 725 common cells, employing 40 guards.



Aerial View of Concord Prison

1850
There are several factories in town including Dunton Mill, Pratt's Powder Mills and Warner's Fall and Tub Factory.

1893
Construction at the prison adds 230 cells.

"So it started in the late 1800s and it was called the Concord Reformatory. People in town were working in the prison and people in town were volunteering in the prison... So it really has been a tradition of involvement, of local involvement, in the prison."

Elisa Chyzer, Concord Prison Outreach Founder

1927
Concord Junction rail station is busy and the surrounding neighborhood is a busy shopping district with a variety of retailers and service businesses serving residents and visitors. The area is renamed West Concord.

"The prison has been an important part of Concord's economy and Concord's history. People don't get to choose their history. History just is... And history comes in all different shapes and sizes."

Lu Bhat, Chair of Concord Prison Outreach

"One day in 1948, after I had been transferred to Concord Prison, my brother Philbert, who was forever joining something, wrote me this time that he had discovered the 'natural religion for the black man.' He belonged now, he said, to something called 'the Nation of Islam.'"

Makinda X, founder (and the Autobiography of Malcolm X)

1930
The Waring "rat" Factory in West Concord decorated and sold prison-made hats.

1935
Construction of Route 27 (nowadays of Concord and Lexington, from the rotary in Cambridge to the rotary in Concord).



Other Members of MCI Council

1959
A mass escape attempt by 59 inmates was halted by the State Police. Sgt. Soard with 13 guards and 2 civilians takes as hostages.

1963
The Concord Prison Experiment led by Timothy Leary and a team of Harvard University researchers, tested prisoners and researchers with psychedelic drugs to measure impacts on recidivism.

1972
State police quelled an uprising after 14 escaped.

1947
After WWII the houses opposite the prison were torn down and a row was added to make the prison more secure.

1948
Malcolm Little served 15 months at the Concord Reformatory. He later converted to Islam and took the name Malcolm X.

"The program [that] has probably become one of the most powerful programs that we offer is the parenting program, which expanded to not just offering a parenting program but a father support group. Now also happening is a program called family relationships where they work with the spouses and so forth."

Elisa Chyzer, Concord Prison Outreach Founder



Other Members of MCI Council

1976
A campaign to register inmates to vote begins. MCI-Concord inmate Carl Velasco to run for the Select Board. With record turn-out Velasco is defeated.

Local attorney (and later Select Board Chair) Henry Darr (left) said changing voter enrollment for prisoners should be with their home community rather than where they are incarcerated. In 1978 the Supreme Judicial agrees with Darr.

1988
Concord's long standing furlough program succeeds an issue in the Presidential election. Willie Horton crime while on furlough helps George Bush defeat Massachusetts Governor Michael Dukakis.

Catholic nun Mother Teresa, renowned for her work with the poor in India, visits the prison. She was later canonized, becoming Saint Teresa of Calcutta in 2016.

"It's run-down. They spend more on maintenance than anything. They shut down most of the buildings so it's pointless to have it open. It's falling apart."

Interview: Concord Blogger

2000
Incarceration rates are soaring as the war on drugs become a war on poor people of color. The number of inmates is 1500, triple what it had been in 1975.

2015
Tuffs enters a Prison Initiative Program at MCI Concord which helps incarcerated individuals earn bachelor's degrees.

Views are changing on drug related convictions. The prison population is in decline in MA.

2019
The West Concord section of the Bruce Freeman Rail Trail opens.

2024
Among the Junoson project is launched, in partnership with Concord Prison Outreach, to help identify numbered graves and tell the story of the Reformatory's cemetery.

Concord-MCI inmate population is operating at less than 10% capacity with 300 prisoners. Deferred maintenance on the property is estimated at \$100M.



Concord-MCI Inmate Population

Historic images with descriptions

Simplified timeline with key points in history for both MCI Concord and the surrounding area

Existing Conditions – Community + Culture

1 or 2 spreads for each existing conditions topic

Community and Culture

Key Takeaway 1
Concord is a historic community with progressive roots.

Today, Concord hosts one million visitors per year, the majority of whom come for the revolutionary war history, literary heritage sites, and recreation and outdoor activities. In reimagining the site and acknowledging the former prison, it is of significance that the town of Concord has deep connections with social justice and reform movements in history. Most notable is Concord's participation in the underground railroad and the birthplace of Transcendentalism, a philosophical and social movement which emphasizes free thinking and social reform.

Concord also has a unique history of communal and communitarian living. Indigenous communities in the Musketquid area, most notably the Nipmuc and Massachusetts tribes, shared resources and lived collectively, embodying an early form of co-living

rooted in sustainability. In the 1800s, the tight-knit intellectual community of the transcendental movement gathered in the homes of Emerson, Thoreau and the Alcotts, using them as informal hubs for fellow thinkers and blurring the lines between private and communal spaces. They inspired later communal movements and utopian projects, particularly through their emphasis on simplicity and self-reliance. Newer developments, such as NOWcommunity, foster a sense of community that is designed and built for social, environmental, and financial sustainability.

\$212,315
 Median household income
 +21%
 Population aged under 18

75%
 Family households
 +24%
 Population aged 65 and over

Key Takeaway 2
Concord's community is changing.

Located 20 miles west of Boston, Concord is a desirable place to live: a picturesque New England community with open space, family-owned farms, and commercial centers. It is important to note, however, that the people who live, work and go to school in Concord today are much different than they were even 15 years ago in 2010.

Most notably, there has been a recent increase in both the elder (65 years old and over) and youth (under 18 years old) populations. There has also been an increase in the population of immigrant communities and communities of color, who now make up 10% and 18% of the Town, respectively. These trends are important to consider when determining who this site will serve in the future.

Key Takeaway 3
Concord is facing pressure on housing and affordability while balancing its growth.

Concord has become increasingly expensive for renters and for people who want to own a house, with housing stock primarily focused on single-family homes. In 2022, nearly half of renters and a quarter of homeowners in Concord spent over 30% of their income on housing. Additionally, the increasing costs of condominiums and single family homes has out-paced the growth of median income. Concord has worked to increase housing diversity while remaining mindful of preserving the Town's rural

and historic traditions. While detached single-family homes make up the majority of homes, communal neighborhoods, townhomes, multifamily developments, and mixed-use complexes contribute to West Concord's housing diversity. The Housing Production Plan (2023-2028) includes clear takeaways for the town's goals to address housing affordability.

- Immediate and Long term Affordability.** Achieve and Maintain Chapter 40B. At least 10 percent of Concord's year-round housing units are countable on its SIH.
- Support Healthy Aging.** Expanding affordable and intergenerational housing options, particularly housing targeted at the 65+ demographic.
- Increase Rental and Ownership Variety,** particularly near transit stations and village centers, to promote smart growth.
- Assist in Stabilizing Housing.** Providing services for Concord's most vulnerable residents, including those in inadequate housing conditions or at risk of homelessness.
- Encourage Smaller Homes** through the preservation of existing homes and the construction of new smaller homes.
- Foster Outreach and Education** about the need for affordable housing, affordable family units, and group homes

Supporting graphics and data points that add to the text

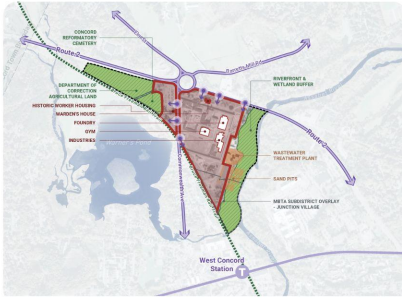
3 key takeaways for each topic with explanatory paragraphs

MC Concord Vision Plan
20

Site Understanding
21

Site Framework

Site Framework



The 84-acre site includes dedicated areas for open space

29 acres of site preserved for wetlands, agriculture, and cemetery



54 acres of developable site area

This site has several important physical factors that will influence what can be built, how much it will cost to prepare the site, how development is phased over time, the future mix of uses, and the ownership structure. These include the location of Route 2 and the possibility of rotary redevelopment; requirements to protect the riverfront and wetlands; the preservation of the Concord Reformatory cemetery, and surrounding agricultural land; the condition of existing buildings and wastewater treatment infrastructure; and the presence of MBTA zoning overlays on the Junction Village site.

Circulation and Access

The Massachusetts Department of Transportation is currently planning future designs to replace the existing Route 2 rotary. Existing vehicle access points from Route 2 and Commonwealth Avenue may change and will need coordination with MassDOT. The Bruce Freeman Trail, which connects directly to West Concord Station, is a key bike and pedestrian route. Future plans will prioritize strong bike and pedestrian connections between the site and the trail.

Ecological Constraints

To protect nearby wetlands and waterbodies, a 200-foot setback from Warner's Pond and the Assabetz River restricts large building construction. These buffers help preserve the waterways and add natural areas to the site. The Concord Reformatory Cemetery and adjacent agricultural land, managed by the Department of Corrections, will remain untouched in all future plans, and can be incorporated into interpretive elements.

Buildings and Infrastructure

Two buildings on the site—the former Mander's House and the historic worker's housing—are designated as historic by the State of Massachusetts. A few other existing buildings may be reused in some scenarios, depending on the site's future program. The wastewater treatment plant will require significant upgrades, which will vary based on the scale of use and the number of housing units planned.

MBTA Communities

The southern portion of the site is subject to an MBTA Communities overlay, which allows multi-family housing and requires a minimum density of 15 units per acre. Further coordination with the State is needed to determine whether the required density and number of housing units can be achieved in areas of the site outside the overlay.

Cost and Development Assumptions

Development

The site will be developed with multiple partners

The State of Massachusetts, the Town of Concord, and a future developer—who will be selected through a separate proposal process—will working together to coordinate the site's development, each with a distinct role.

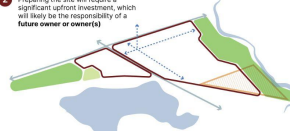
1 The State currently owns the site and will manage it to transfer to a future owner or owner(s).

2 Preparing the site will require a significant upfront investment, which will likely be the responsibility of a future owner or owner(s).

3 The Department of Corrections will maintain ownership and stewardship of the MCI reformatory and agricultural lands.

4 The Town of Concord has the ability to rezone the site, helping to shape the future mix of land uses and types of development.

5 The MBTA communities process, orchestrated by the State of Massachusetts, requires housing on the Junction Village site, which must be incorporated into any scenario.



Feasibility

The site faces high upfront costs

Preparing the MCI site for new development will require a major and costly effort. This includes demolishing existing buildings and walls, removing outdated infrastructure, possibly clearing up environmental contamination (with unknown costs), and constructing new infrastructure and access routes for the development. Site preparation is essential to start groundbreaking. It is assumed the state will provide the land to the developer at no cost as its current owner, meaning the developer will likely be responsible for these site preparation expenses.

A previous study by Hester & Simpson estimated that upgrading the wastewater treatment plant will cost \$28 million. Since the facility will likely be transferred to the Town upon the development project, the developer may need to pay a fee for their share of the system's upgraded capacity after the Town funds and completes the improvements.

| Potential Costs "Owing to Zero" | Total \$ |
|--|-----------------|
| Waste Water Upgrades | \$10.2 M |
| Buildings and Structures Demolition and Disposal | \$11.8 M |
| Utilities and Infrastructure Demolition and Disposal | \$6.5 M |
| Contingency (20% including remediation) | \$5.7 M |
| Total | \$34.2 M |

Feasibility

Site costs are dependent on the planned development mix

Without public subsidy, most of the developable area on the MCI site will need to be developed to revenue-generating residential or commercial uses in order to cover the high costs of site preparation and infrastructure. Civic and open space uses—such as parks, community facilities, or cultural centers—require significant funding and typically do not generate direct revenue, making them more difficult to support without outside investment.

The value of bonded development parcels received by a major developer is estimated to average around \$2.8 million per acre, though the value may vary. Financial incentives offered to attract residential and commercial uses include an annual revenue and cost escalation of 3%. Based on market trends, the site is expected to attract about 10 residential units per acre and approximately 50,000 square feet of commercial space annually.

| Potential Costs "By Scenario" | Total \$ |
|---|--------------------|
| New Street Grid & Sidewalks | \$9.8 M |
| District Energy Facility | Not Assumed |
| Water Pipe, Structures, Hydrants, Pumps | Refine by Scenario |
| Sanitary Ducts, Distribution Trenches | Refine by Scenario |
| Public Open Space Amenities | \$3.1 M |
| Major Bus Amenities | \$3.0 M |
| Monumentation | \$1.1 M |
| On-Site Traffic Improvements | \$3.5 M |
| Contingency | \$4.3 M |
| Soft Costs | \$18.1 M |
| Total | \$51.2 M |

Additional pages deep dive into the assumptions and key takeaways of costs, infrastructure, and mobility

Clear mapping and explanation of the site's development areas

Breaks down factors that affect development

Scenarios: Thriving, Mixed-Use Neighborhood

Introduction for each scenario



FEASIBILITY DRIVEN Thriving Mixed-Use Neighborhood

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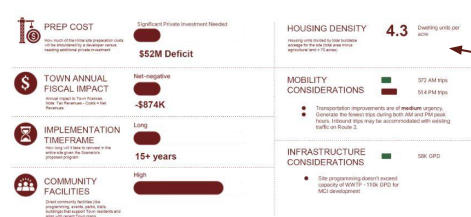
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Clear land use map with diverse programs

Community Feedback on the scenario

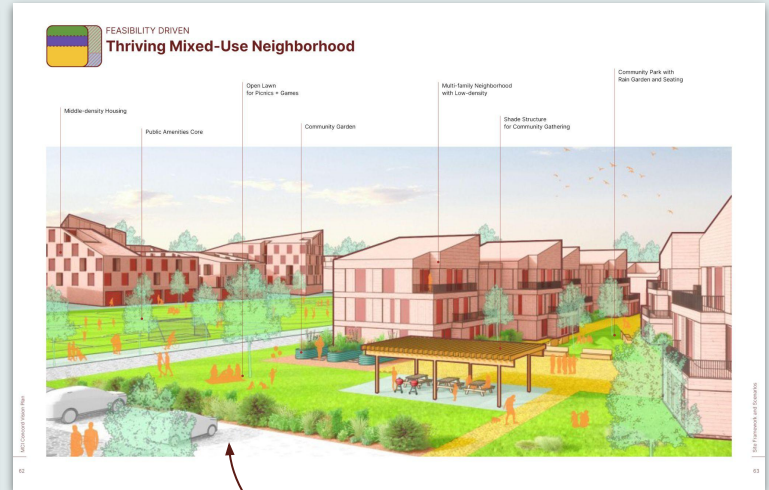
- "Vibrant mixed-use is favorite because that what we have now build upon that"
- "Community healing through all and sharing our stories is our best way forward"
- "This will be a success in my opinion if we have the maximum amount of diverse housing with climate resilient features like permeable surfaces and pedestrian-centric planning network"
- "Affordability creates diversity"
- "What I love about thriving mixed-use is village center that's walkable, agricultural preserve along river, gardens house as B+B or inn with exhibits"



Scenarios: Thriving, Mixed-Use Neighborhood



Full-bleed aspirational graphic illustrating the scenario vision



Site perspective highlights the character and experience

Vision + Development Principles

Development Principles

The former MCI Concord site will be...

A Green Habitat along the Assabet

Connect to nature, embrace sustainable design, and adapt to a climate resilient future.

A Uniquely Concord Destination

Honor what makes Concord unique, creating meaningful, lasting experiences that add value to the quality of life for residents and visitors.

A Place to Live and Thrive

Preserve and enhance the site as a livable, walkable neighborhood for future generations to thrive.

A Boon to Boston's Metro-West

Build local and regional economic strength and amplify the community's identity.

A Positive Contributor to Concord

Balance community sentiments with the need to have a net positive impact on annual town finances, livability and traffic.

Headlines Workshop

In the most successful outcome of each scenario, write the 2030 Concord Bridge front page headline celebrating the redevelopment of MCI Concord.

Scenario 1: A Civic and Institutional Campus

The Concord Bridge

*****CJW50E0CM*****
Nonprofit
Auto
U.S. Postage
Paid
Concord, MA
Permit No. 43
01742

Keeping Concord Connected

concordbridge.org

Issue 49, Volume 3, December 20, 2030

[HEADLINE HERE]

By MCI-Concord Advisory Board

After 5 years of visioning, planning, and negotiations, the MCI-Concord Site finally has approved site plans with construction scheduled to begin in 2031. What was once the Commonwealth of Massachusetts's oldest men's correctional facility—until its closure on June 30, 2024 by the Healey-Driscoll Administration—is now slated to become a Civic and Institutional Campus with lower-density housing, ample open space, and many interpretive elements.

In December 2024, the Town of Concord issued a Request for Proposals (RFP) for a concept and vision plan for the redevelopment of the 83-acre site that would benefit the Town, the region, and the state. While the Commonwealth owned the site, the Town of Concord has been stewarding the redevelopment vision under the guidance of an Advisory Board, which seats 11 members who have volunteered to educate and advise the Town's Select Board

on the most effective strategy to achieve a disposition of the MCI Concord property most favorable to the interests of the Town. The backbone of the process has been a robust community engagement strategy that has engaged municipal employees, stakeholder groups, and community members alike through direct outreach, public workshops, a detailed website, and ample feedback mechanisms.

continued on page 15



Site plan for the future development at the former MCI-Concord Site, showing lower-density housing, ample open space facilities, and many interpretive elements.

“MCI Concord Redevelopment Offers Recreation and New Town Center in Concord”

“Concord's History Takes Shape”

“Concord Creates Campus for Future”

“Housing, History and Open Space on the MCI Site”

“A Plan that Draws on Concord's Past and Embraces Nature”

“New Civic Center to be Funded by Redeveloping Keyes Road”

Scenario 2: A Vibrant Center for Commerce

The Concord Bridge

*****C9W5E0C6M****
Nonprofit
Auto
US Postage
Permit
Concord, MA
Permit No. 43
01742

Keeping Concord Connected

concordbridge.org

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continued on page 15



Site plan for the future development at the former MCI-Concord Site, showing commercial uses at its core with housing along the edges, as well as civic uses and a small interpretive corner.

“MCI Concord New Corporate Center at Route 2 Rotary: Work, Live, Play in Concord”

“A New Place to Live and Thrive in Concord”

“New Commercial and Housing Opportunities at MCI”

“MCI Will Be A Walkable Live-Work Campus”

“MCI Campus Takes Off”

“Housing and Economic Vitality to Replace Former Prison”

Scenario 3: A Thriving Mixed-Use Neighborhood

The Concord Bridge

*****CJRW5EEDCA****
Postnet
Concord, MA 01742

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Concord, MA
Permit No. 43
01742

Keeping Concord Connected concordbridge.org Issue 49, Volume 3, December 20, 2030

[HEADLINE HERE]

By MCI-Concord Advisory Board

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continued on page 15



Site plan for the future development at the former MCI-Concord Site, showing ample housing to meet diverse needs, a Route 2 lined with commercial uses, and ample open space.

**“Concord's Cinderella Plan:
Prison Transformed Into
Mixed-Use Housing”**

**“A New Neighborhood
Links Warner's Pond to
the Assabet River”**

**“MCI Redevelopment
Addresses Commonwealth's
Housing Needs While
Benefiting Concord's Tax Base”**

**“Another Concord First: A
Model for Future
Development Today”**

**“If You Lived Here, You'd
be Thriving Now”**

**“New Neighborhood Housing
Options to be Developed at
MCI Concord”**

Next Steps

Finalizing the Vision Plan!

Appendix Q

Presentation to the Advisory Board
June 30, 2025

MCI Concord



June 30, 2025
Advisory Board Workshop

Agency Landscape + Planning

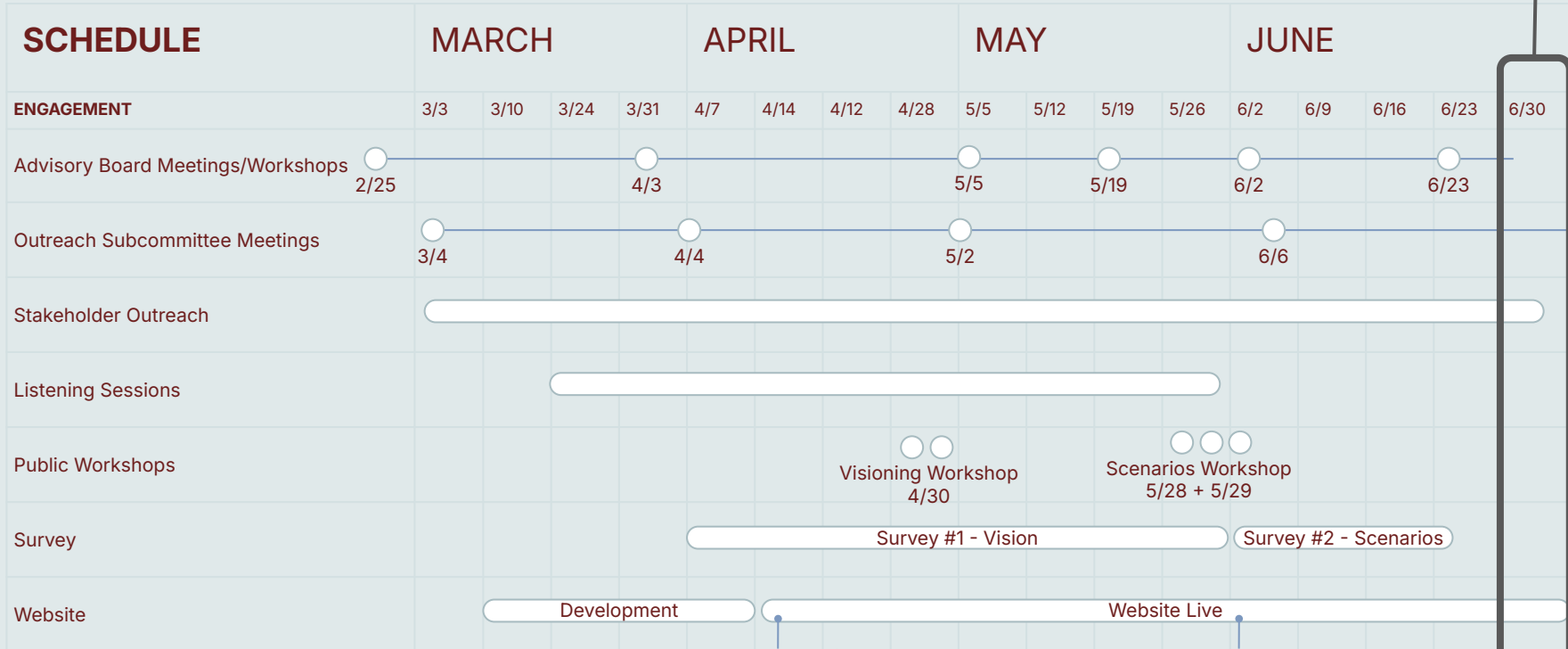
With:
Buro Happold, Nitsch Engineering, Merge Architects,
Designing Justice + Designing Spaces, Landwise Advisors, U3 Advisors

Meeting Objectives

1. Revisit additional document content
2. Discuss next steps

Introduction

We are here!



Finalizing the vision

How does the document communicate the strengths and opportunities associated with each scenario?

Town of Concord Vision Plan

For the Site of the Closed
Massachusetts Correctional Institution
at Concord (MCI Concord)



June 2025

Final Deliverables

Vision Plan Structure

Acknowledgements + Table of Contents

Introduction

Project context, summary of project process and outcomes

Site Understanding

Summary of the existing conditions analysis of the site

Site Framework and Scenarios

Development opportunities and constraints

Conclusion + Next Steps

The vision for the MCI Concord site is anchored in a commitment to the many voices that contributed to this effort, where reinvestment leans into the many stories of the site and community desires to build new stories and experiences for a more sustainable, vibrant future.

The outcome is a vision for a sustainable multiuse development that balances change with tradition, while incorporating green space, mobility, and innovation with opportunity for the Town, its residents, and its visitors to thrive.

Development Principles

The former MCI Concord site will be...

A Green Habitat along the Assabet

Connect to nature, embrace sustainable design, and adapt to a climate resilient future.

A Uniquely Concord Destination

Honor what makes Concord unique, creating meaningful, lasting experiences that add value to the quality of life for residents and visitors.

A Place to Live and Thrive

Preserve and enhance the site as a livable, walkable neighborhood for future generations to thrive.

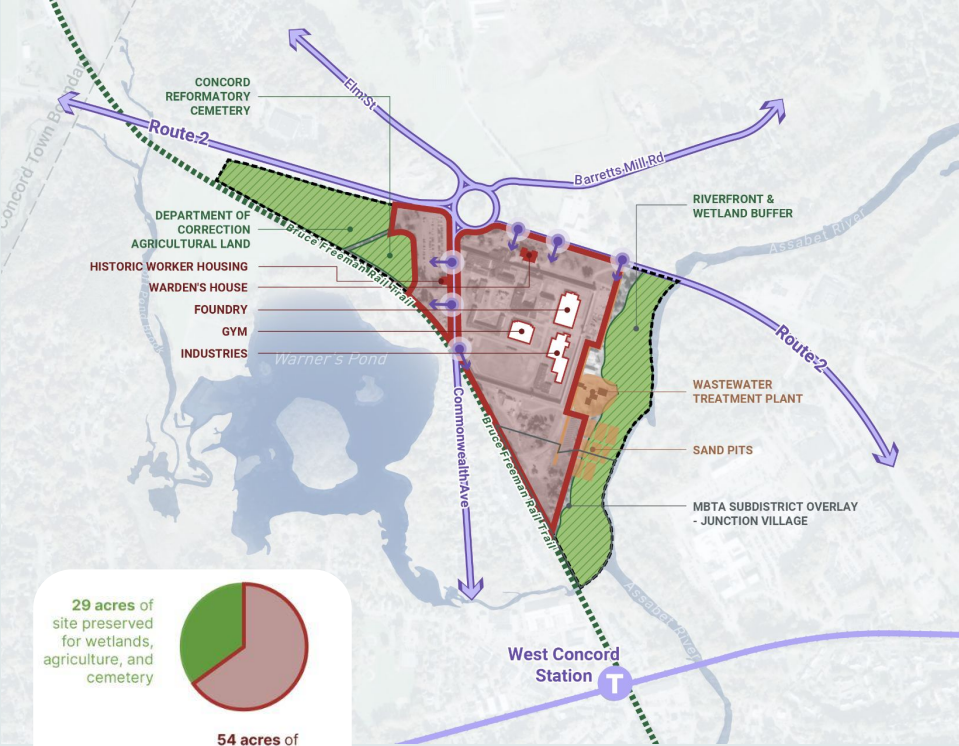
A Boon to Boston's Metro-West

Build local and regional economic strength and amplify the community's identity.

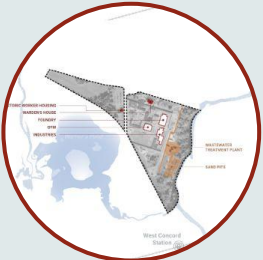
A Positive Contributor to Concord

Balance community sentiments with the need to have a net positive impact on annual town finances, livability and traffic.

Site Constraints



Circulation + Access



Buildings + Infrastructure



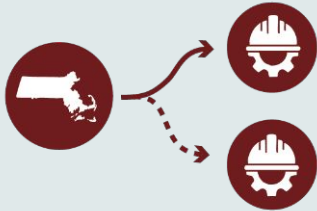
Ecological Constraints



Housing Requirement

Development Context

1 The **State currently owns** the site and will manage its transfer to a **future owner or owner(s)**.



2 Preparing the site will require a significant upfront investment, which will likely be the responsibility of a **future owner or owner(s)**.

3 The **Town of Concord** has the ability to rezone the site, helping shape the future mix of land uses and types of development.

4 The **Department of Corrections** will maintain ownership and stewardship of the MCI reformatory and agricultural lands.



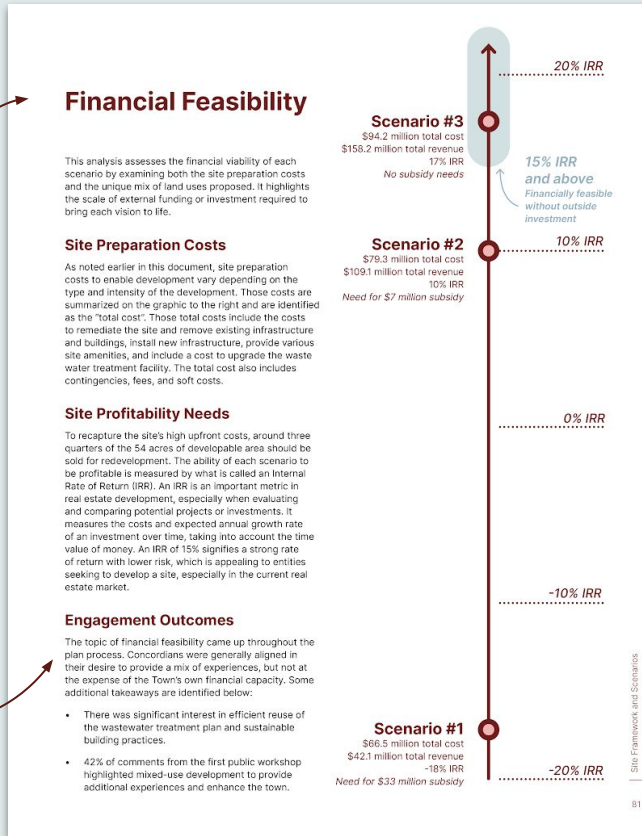
5 The **Junction Village site is required to have housing** based on a prior town agreement and must be incorporated into any scenario.

Comparing the scenarios

One page per metric comparison:

- Financial feasibility
- Town fiscal impact
- Implementation timeframe
- Community facilities
- Housing density
- Mobility
- Infrastructure
- Cultural and historic storytelling

Details and relevant community perspectives



Spectrum of where scenarios fall for each metric

Housing Density

This analysis focuses on the intensity of residential development in each scenario by calculating total housing units per buildable acre, excluding the MCI Concord agricultural land, to understand how compact or expansive the development would be. For the purposes of analysis, each scenario includes the land and development capacity for Junction Village as part of its unit number.

School Capacity

School capacity was modeled to include projections for two new 40B developments. Based on conversations with the Concord-Carlisle Public School District, there is capacity for an additional 80 students, or under 400 units. By restricting 50% of housing to residents 55 and above, up to about 600 units of housing could be built before impacting school capacity.

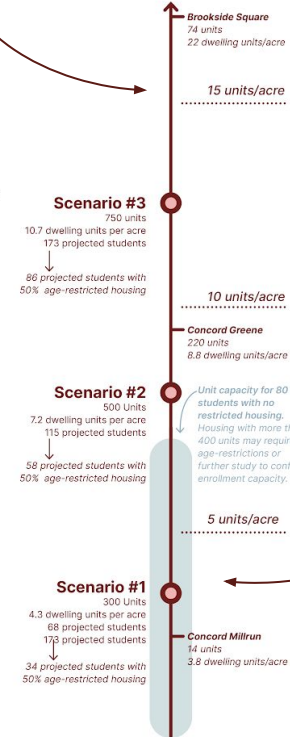
Housing Density Restrictions

Concord's zoning code limits the number of dwelling units constructed within town limits to preserve the character of the Town and ensure that public services and facilities are able to meet the needs of residents.

Engagement Outcomes

As part of broad and varied public outreach methods, Concord residents weighed in on the housing topic in a number of ways. Here are a few key takeaways from conversations with residents via surveys, public workshops and conversations:

- 40% of respondents prioritized more attainable housing
- 23% supported options for aging in place and a range of housing sizes to meet diverse needs.
- Interest in affordable housing and a hotel



Bringing the vision to life

Longer-term Goals

Immediate Next Steps

Where do we go from here?

Move forward with one vision...



Pulling from the strengths of the scenarios.

Where do we go from here?

Immediate Next Steps

Do not lose momentum

- **In July!** Create a schedule with key milestones for the project's next steps
- Reconfirm the goals and role of the Advisory Board
- Continue coordination with MassDOT, DCAMM, and other local and state agencies

Share the plan outcomes broadly!

- Shop the plan around to stakeholders and community
- Continue to update the website
- Assemble a slide deck for taking the show on the road
- Consider a "leave behind" printed pamphlet or "zine"

Where do we go from here?

Looking Ahead

2025

- Identify Preferred Site Vision and Program Mix
- Draft Zoning Ordinance & Zoning Maps Amendments

2026-2028

- Vote on Zoning
- Dispose of the Site

2028+

- Begin Design and Permitting Process
- Construction!

Appendix R

Community Outreach Subcommittee Stakeholders Spreadsheet



Community Outreach Subcommittee

Last updated 12/6/24

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

| Stakeholder | Category | MCICAB Lead | MCIAB Contact | Consult | Inform | Other | Contact | Email |
|---|--------------------------|-------------|---------------|---------|--------|-------|--|---|
| Secretary of Housing and Livable Communities | Named in the Legislation | L&GA | | X | | | Laura Paladino, Legislative Director | Laura.Paladino@Mass.Gov |
| Secretary of Transportation | Named in the Legislation | L&GA | | X | | | Alyssa Ring, Asst. Secretary of Leg. Affairs | Alyssa.Ring@Dot.State.Ma.Us |
| Secretary of Public Safety and Security | Named in the Legislation | L&GA | | X | | | Tom Ashe Jr., Legislative Director | Thomas.B.Ashe2@Mass.Gov |
| Members of the Select Board of the Town of Concord | Named in the Legislation | L&GA | | X | | | Concord Select Board | mhartman@concordma.gov; markhowell@concordma.gov; wrovelli@concordma.gov; tackerman@concordma.gov; cmckennitt@concordma.gov |
| Concord Housing Development Corporation | Named in the Legislation | L&GA | | X | | | Lee Smith | leesmith125@gmail.com |
| Metropolitan Area Planning Council | Named in the Legislation | L&GA | | X | | | Josh Fiala, Manager of General Land Use | jfiala@mapc.org |
| District Council Chair of the Urban Land Institute Boston/New E | Named in the Legislation | L&GA | | X | | | Michelle Landers, Executive Director | Michelle.Landers@ULI.org |
| Concord Business Partnership | Named in the Legislation | CO | | X | | | Kate Carr | concordbusinesspartnership@gmail.com |
| OARS, Inc. | Named in the Legislation | L&GA | | X | | | Sarah Kwan, Director of Comms | development@oars3drivers.org |
| 2229 Main Street Advisory Task Force | Town Committees | CO | | | X | | Paul Boehm | pauldboehm@gmail.com |
| Affordable Housing Advocates | Individuals | CO | | | X | | | |
| Agriculture Committee | Town Committees | CO | | | X | | Liza Bemis, Dan Schmid | liza@hutchinsfarm.com; Dan.Schmid@Walden.org |
| Board of Health | Town Committees | CO | | | X | | Dr. Randy King | rmking@gmail.com |
| Climate Action Committee | Town Committees | CO | | | X | | Janet Miller | janetcmiller@mac.com |
| Communities for Restorative Justice | | CO | | | | | | |
| Community Preservation Committee | Town Committees | CO | | | X | | Burt Flint | burtonflint@gmail.com |
| Concord Academy | Schools | CO | | | X | | Salpi Derstepanian, Chief of Staff | salpi_derstepanian@concordacademy.org |
| Concord Art | Cultural Organizations | CO | | | X | | | |
| Concord Bridge | Local Media | CO | | | X | | Erin Tiernan | Erin@concordbridge.org |
| Concord Cable Access | Town Committees | CO | | | X | | Minuteman Media Network | mmnetwork@concordma.gov |
| Concord Carlisle Youth Baseball | Youth Organizations | CO | | | X | | John O'Neill | oneilljohn11@yahoo.com |
| Concord Carlisle Youth Basketball | Youth Organizations | CO | | | X | | President | admin@ccybasketball.org |
| Concord Carlisle Youth Football | Youth Organizations | CO | | | X | | Jerrell Engermann | ccyflagfootball@gmail.com |
| Concord Carlisle Youth Hockey | Youth Organizations | CO | | | X | | Billy Vigne | bill.vigne@gmail.com |
| Concord Carlisle Youth Lacrosse (Boys) | Youth Organizations | CO | | | X | | Mike Harney | mharney@btig.com |
| Concord Carlisle Youth Lacrosse (Girls) | Youth Organizations | CO | | | X | | Caroline Myler | carolinekmyler@gmail.com |
| Concord Carlisle Youth Soccer | Youth Organizations | CO | | | X | | Seth van der Swagh | info@ccysoccer.org |
| Concord Center Business Association | Community Organizations | CO | | | X | | | |
| Concord Chamber of Commerce | Community Organizations | CO | | | X | | Pam Reed | Info@ConcordChamberofCommerce.org |
| Concord Conservatory | Cultural Organizations | CO | | | X | | Kate Yoder | kyoder@concordconservatory.org |
| Concord Council on Aging | Community Organizations | CO | | | X | | Daniel Pettitt | dpetitt@concordma.gov |
| Concord Free Public Library | Cultural Organizations | CO | | | X | | Emily Smith | esmith@concordma.gov |
| Concord Housing Authority | Town Committees | CO | | | X | | Stephan Bader | concordcitizen@aol.com |
| Concord Housing Foundation | Community Organizations | CO | | | X | | Frank (Rich) Feeley | ffeely@bu.edu |
| Concord Land Conservation Trust | Environmental Groups | LUP&S | | | X | | | info@concordland.org |
| Concord Local Cultural Council | Town Committees | CO | | | X | | Betsy Levinson | betsy.levinson@gmail.com |
| Concord Municipal Affordable Housing Trust | Town Committees | CO | | | X | | Keith Bergman | keith@kbergman.com |
| Concord Museum | Cultural Organizations | CO | | | X | | Katy Morris, Comms | kmorris@concordmuseum.org |
| Concord Youth Services | Community Organizations | CO | | | X | | Bonny Wilbur | bwilbur@concordma.gov |



Community Outreach Subcommittee

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|--|--------------------------------|-------------|---------------|---------|--------|-------|-------------------------------------|--|
| Concord Youth Theater | Community Organizations | CO | | | X | | Lisa Evans | lisamce@aol.com |
| Concord250 Executive Committee | Town Committees | CO | | | X | | Gary Clayton, Rob Munro | garyclayton@comcast.net; robert.munro8914@gmail.com |
| ConcordCAN (Climate Action Network) | Community Organizations | CO | | | X | | Janet Rothrock | |
| Council on Aging Board | Town Committees | CO | | | X | | Christina Kendrick | ace4kendrick@gmail.com |
| Diversity, Equity and Inclusion Commission | Town Committees | CO | | | X | | Andrea Foncerrada | andrea.foncerrada@bostoncenter.org |
| Economic Vitality Committee | Town Committees | CO | | | X | | Mike Lawson | mlawson@bu.edu |
| Fenn School | Schools | CO | | | X | | Jennifer Everett, Director of Comms | jeverett@fenn.org |
| Finance Committee | Town Committees | CO | | | X | | Don Kupka | concordmarin@gmail.com |
| First Parish in Concord | Religious Organizations | CO | | | X | | Fifi Ball | fball@firstparish.org |
| Hanscom Field Advisory Rep | Town Committees | CO | | | X | | Terri Ackerman, Mark Giddings | tackerman@concordma.gov; markwg51@aol.com |
| HATS | Regional Organizations | CO | | | X | | Terri Ackerman | tackerman@concordma.gov |
| Historic Districts Commission | Town Committees | CO | | | X | | Dennis Fiori | dfioriconcord@gmail.com |
| Historical Commission | Town Committees | CO | | | X | | Alan Bogosian | alanbogosian@rcn.com |
| Holy Family Parish | Religious Organizations | CO | | | X | | | info@CC-Catholic.org |
| Kerem Shalom | Religious Organizations | CO | | | X | | Robyn Barabe, Temple Administrator | ksadmin@keremshalom.org |
| League of Women Voters of Concord Carlisle | Community Organizations | CO | | | X | | Diane Proctor | dpdproctor@gmail.com |
| Local architects and urban planners | Individuals | CO | | | X | | | |
| Local real estate developers | Individuals | CO | | | X | | | |
| MAGIC | Regional Organizations | CO | | | X | | | |
| Mass Audubon | Environmental Groups | CO | | | X | | Renata Pomponi | rpomponi@massaudubon.org |
| MassDOT (Route 2 rotary project rep) | Regional Organizations | CO | | | X | | | |
| MBTA (Fitchburg Line rep) | Regional Organizations | CO | | | X | | | |
| Middlesex School | Schools | CO | | | X | | Bessie Speers | bspeers@mxschool.edu |
| Mothers Out Front | Community Organizations | CO | | | X | | Linda Nieman | linda.nieman@gmail.com |
| Monument Square Strategies LLC | Community Organizations | CO | | | X | | Brian Farber | bdfarber@gmail.com |
| Municipal Light Board | Town Committees | CO | | | X | | Warren Leon | wleon@cleanegroup.org |
| Municipal staff | Individuals | CO | | | X | | Senior Management Team | smt@concordma.gov |
| Nashoba Brooks School | Schools | CO | | | X | | Danielle Heard | dheard@nashobabrooks.org |
| Natural Resource Commission | Town Committees | CO | | | X | | Sarah Grimwood | sarahgrimwoodnrc@gmail.com |
| Planning Board | Town Committees | CO | | | X | | Andrew Boardman | aboardman.concord@gmail.com |
| Public Works Commission | Town Committees | CO | | | X | | Sven Weber | sven.weber@me.com |
| Recreation Commission | Town Committees | CO | | | X | | Philip Griffiths | preg17@gmail.com |
| Regional School Committee | Town Committees | CO | | | X | | Julie Viola | jviola@concordcarlisle.org |
| Relevant State Agencies (DCAMM, Department of Corrections, etc.) | Government and Official Bodies | L&GA | | | | X | DCAMM Staff | Paul.Lillehaugen@mass.gov; Abigail.S.Vladek@mass.gov; Tayler.Morris@mass.gov |
| Residents | Individuals | CO | | | X | | | |
| School Committee | Town Committees | CO | | | X | | Carrie Rankin | crankin@concordcarlisle.org |
| Select Board | Town Committees | CO | | | X | | Mark Howell | markhowell@concordma.gov |
| Select Board of Acton | Adjacent Towns | CO | | | X | | Francesca Arsenault | FranArsenault@acton-ma.gov |
| Select Board of Carlisle | Adjacent Towns | CO | | | X | | Jeffrey Swanberg | jswanberg@townofmaynard.net |



Community Outreach Subcommittee

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|--|--------------------------------|-------------|---------------|---------|--------|-------|--|---|
| Select Board of Maynard | Adjacent Towns | CO | | | X | | Travis Snell | tsnell@carlislema.gov |
| State Senator Michael Barrett | Government and Official Bodies | L&GA | | | | | Michael Barrett | Mike.Barrett@masenate.gov |
| State Representative Carmine Gentile | Government and Official Bodies | L&GA | | | | | Carmine Gentile | Carmine.Gentile@mahouse.gov |
| State Reps Simon Cataldo | Government and Official Bodies | L&GA | | | | X | Simon Cataldo | simon.cataldo@mahouse.gov |
| Concord Carlisle Regional School District | Schools | CO | | X | | | Laurie Hunter, Superintendent | lhunter@concordps.org |
| Concord Public School District | Schools | CO | | X | | | Laurie Hunter, Superintendent | lhunter@concordps.org |
| Thoreau Society | Cultural Organizations | CO | | | X | | | info@thoreausociety.org |
| Town of Concord (Select Board, Town Manager, Senior Management Team) | Government and Official Bodies | L&GA | | X | | | Kerry Lafleur, Megan Zammuto, Carmin Reiss | klafleur@concordma.gov; mzammuto@concordma.gov; moderator@concordma.gov |
| Trails Committee | Town Committees | CO | | | X | | Bob White | rlincwhite@yahoo.com |
| Transportation Advisory Committee | Town Committees | CO | | | X | | Mark Gailus | mark_gailus@yahoo.com |
| Tribe of Massachusetts | Cultural Organizations | CO | | | X | | | |
| Trinitarian Congregational Church | Religious Organizations | CO | | | X | | Amy Bruning, Comms Director | abruning@triconchurch.org |
| Umbrella Center for the Arts | Cultural Organizations | CO | | | X | | Eileen Williston, Exec. Director | eileen@theumbrellaarts.org |
| Warners Pond Task Force | Town Committees | CO | | | X | | Christine Denaro | cdenaro74x@gmail.com |
| West Concord Advisory Committee | Town Committees | CO | | | X | | Susan Mlodozieniec | susan.mlodozieniec@gmail.com |
| West Concord Junction Cultural District Committee | Town Committees | CO | | | X | | Susan Beck, Helene Clayton | sbeck345@comcast.net; heleneclayton@comcast.net |
| Wild and Scenic River Council | Environmental Groups | LUP&S | | | X | | Elissa Brown | elissajoybrown@gmail.com |
| Young people (high school age) | Individuals | CO | | | X | | | |
| Zoning Board of Appeals | Town Committees | CO | | | X | | Theo Kindermans | tkindermans@yahoo.com |

Appendix S

Full Analysis Slidedeck

April 3, 2025

MCI Concord



Agency Landscape and Planning

With:

Buro Happold

Nitsch Engineering

Merge Architects

Designing Justice + Designing Spaces

Landwise Advisors

U3 Advisors

March 28, 2025
Site Analysis

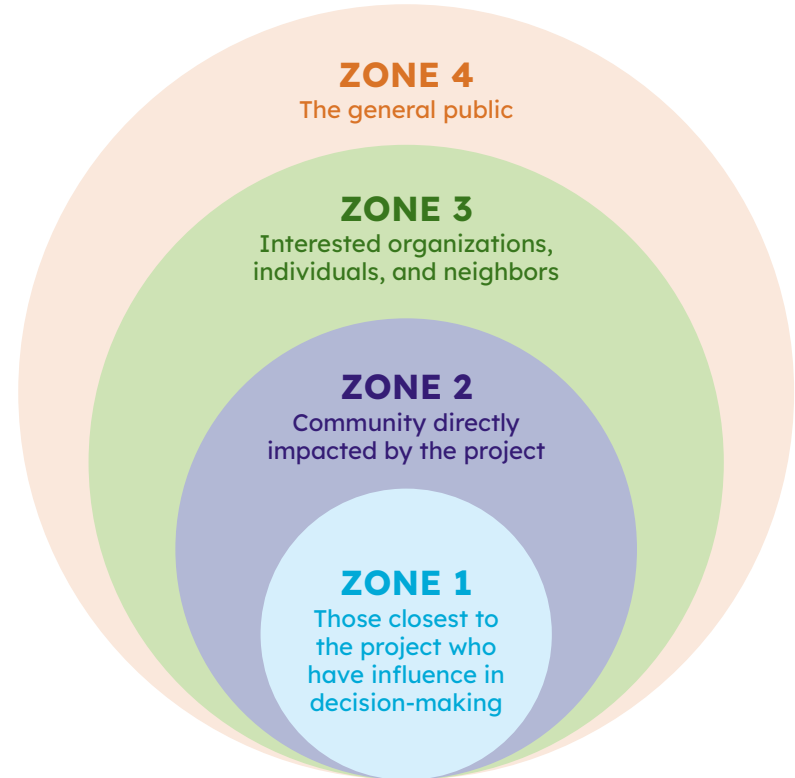
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Engagement Strategy

Zones of Engagement

Defining ‘zones of engagement’ helps us identify who to engage with, develop appropriate tools for each zone, and uplift transparency in the engagement process.



Zone 1

Key Audiences

- Town of Concord (Management Staff)
- DCAMM
- Advisory Board

Engagement Goals

- Set project goals and vision
- Understand the site in the context of the Town's broader goals
- Guide decision making at each milestone of project creation and implementation
- Act as ambassadors with the public

Engagement Methods

- Active participation at key milestones
- Engagement ambassadors to lead small group conversations



Zone 2

Key Audiences

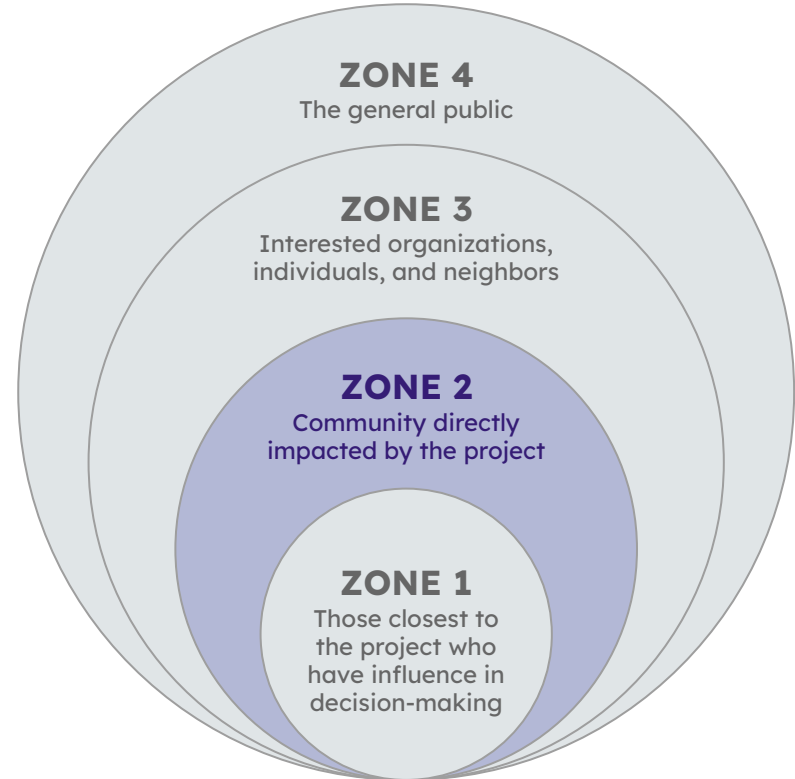
- Town of Concord Stakeholders (i.e. DPW, Historic Commission, School Committee, Housing Authority / Dev Corp)
- State Stakeholders (i.e. DOC, State Police)
- West Concord Businesses
- Friends of Bruce Freeman Rail Trail
- Adjacent Residents

Engagement Goals

- Understand interests, opportunities, concerns, and context
- Provide opportunity for input and participation

Engagement Methods

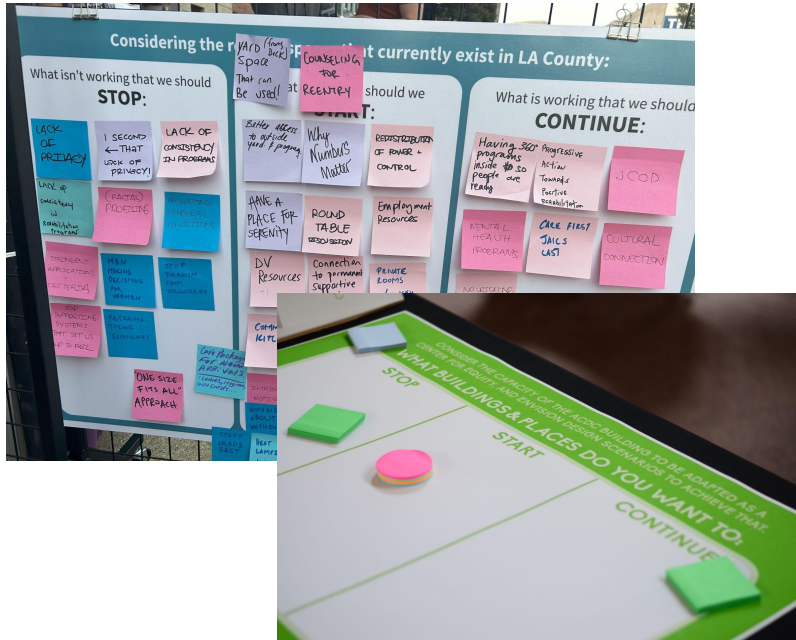
- Targeted outreach by Community Outreach Subcommittee (consultant team to provide slides and engagement tool)
- Door-to-door outreach



Zone 2

Example Images

Start / Stop / Continue Tool



Door-to-Door Outreach Materials



Space Planning & Finance Tool



Zone 3

Key Audiences

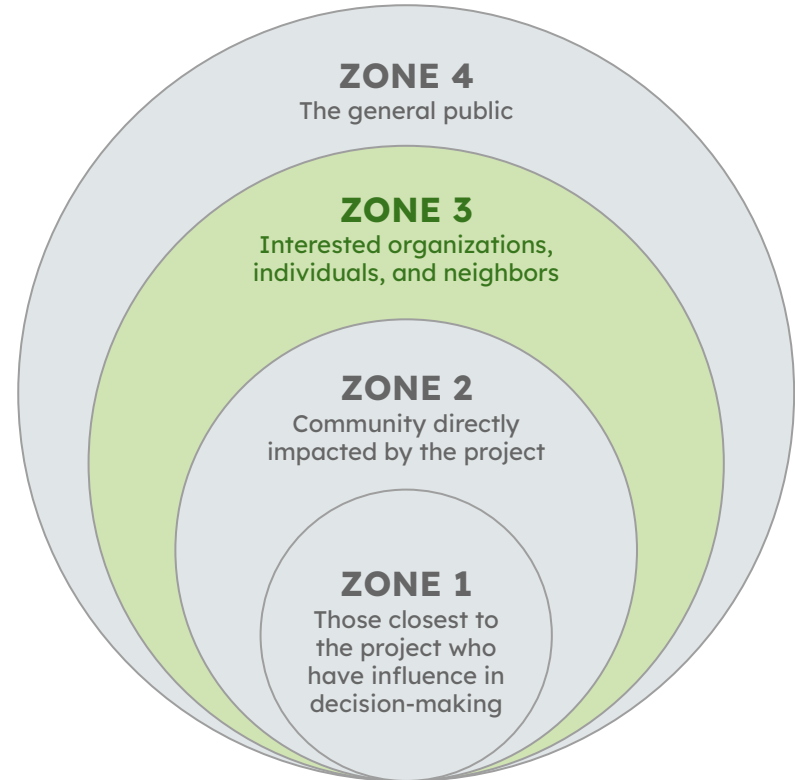
- Institutional Partners (i.e. Emerson Hospital, Innovation, Senior Living)
- Environmental Groups (i.e. Massachusetts DCR)
- Community Based Organizations (i.e. Restorative Justice, Concord Prison Outreach, Mobility Advocates)
- Formerly Incarcerated Individuals
- Former Staff
- Under-represented groups (i.e. Youth, Renters)

Engagement Goals

- Surface opportunities and concerns
- Gather feedback on potential site uses
- Reach individuals who may not typically engage in civic processes

Engagement Methods

- Targeted outreach by Community Outreach Subcommittee
- Listening Sessions hosted by consultant team
- Public Workshops



Zone 4

Key Audiences

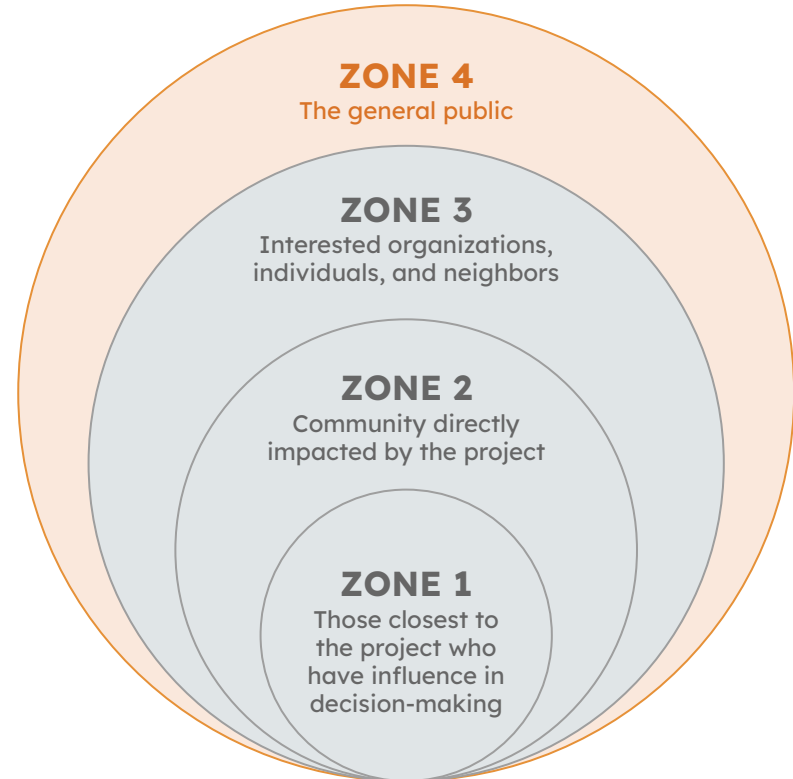
- Town of Concord Residents

Engagement Goals

- Provide consistent, transparent information
- Communicate opportunities for public participation

Engagement Methods

- Project website
- Digital survey
- Public workshops & meetings



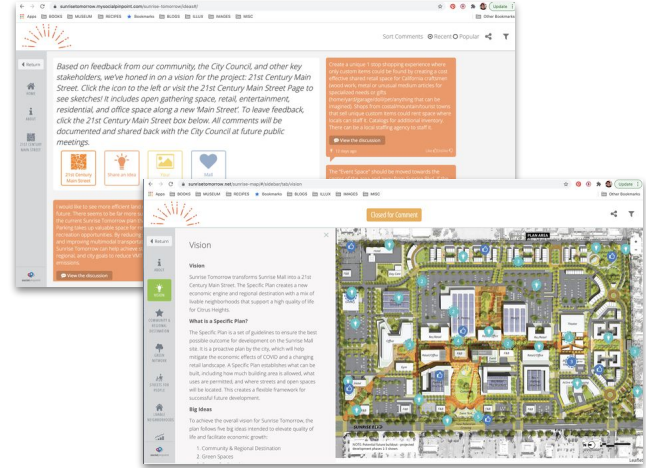
Zone 4

Example Images

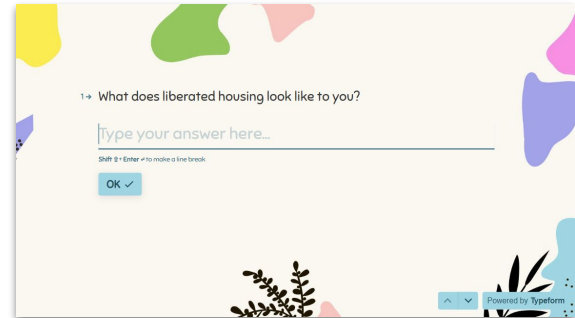
Public Workshops



Project Website



Digital Survey



Summary of Engagement

| | KEY AUDIENCES (to be refined) | ENGAGEMENT GOALS | ENGAGEMENT METHODS |
|---|--|---|---|
| <p>ZONE 1 Those closest to the project who have influence in decision-making</p> | <ul style="list-style-type: none"> • DCAMM • Town of Concord staff • Advisory Board | <ul style="list-style-type: none"> • Set goals and vision • Understand the site in the context of the Town’s broader goals • Identify opportunities and constraints | <ul style="list-style-type: none"> • Meetings at key milestones |
| <p>ZONE 2 Community directly impacted by the project</p> | <ul style="list-style-type: none"> • Town of Concord Stakeholders (i.e. DPW, Historic Commission, School Committee, Housing Authority / Dev Corp) • State Stakeholders (i.e. DOC, State Police) • West Concord Businesses • Friends of Bruce Freeman Rail Trail • Adjacent Residents | <ul style="list-style-type: none"> • Understand interests, opportunities, concerns, and context • Provide opportunity for input and participation | <ul style="list-style-type: none"> • Targeted outreach by Community Engagement Subcommittee • Door-to-door outreach • Listening Sessions hosted by consultant team |
| <p>ZONE 3 Interested organizations, individuals, and neighbors</p> | <ul style="list-style-type: none"> • Institutional Partners (hospitals, schools, etc) • Environmental Groups (Mass DCR, etc) • Nonprofits and community based orgs (Restorative Justice, Concord Prison Outreach, mobility advocates) • Formerly incarcerated individuals • Former staff • Under represented communities (youth, renters, cost-burdened) | <ul style="list-style-type: none"> • Surface opportunities and concerns • Gather feedback on potential site uses • Reach individuals who may not typically engage in civic processes | <ul style="list-style-type: none"> • Targeted outreach by Community Outreach Subcommittee • Listening Sessions hosted by consultant team |
| <p>ZONE 4 The general public</p> | <ul style="list-style-type: none"> • Town of Concord residents | <ul style="list-style-type: none"> • Provide consistent, transparent information • Communicate opportunities for public participation | <ul style="list-style-type: none"> • Project website • Digital survey • Public workshops & meetings |

Engagement Milestones

What do we have planned...

- 1 website
- 4 Advisory Board meetings
- 4 Community Outreach Subcommittee meetings
- 2 public engagement milestones
 - 1 surveys per milestone (total 2)
 - 1-2 public workshops per milestone (total 4-5)

Advisory Board Visioning

VISION

Sustainable multi-use redevelopment that balances change with tradition.

Incorporates green space, mobility, and innovation with history and housing.

TOP CRITERIA FOR SUCCESS

Livability and values.
Sustainability, both environmental and fiscal.

PROCESS

Collaborative and community driven partnership, planning for the future.

OPERATIONS

Subcommittees help target sub-topics.
Communication is important!

Analysis

Existing conditions – fixed vs. flexible

Fixed

- Historic buildings
- Cemetery
- 200' river buffer
- Existing parks and trails
- Existing sandpits

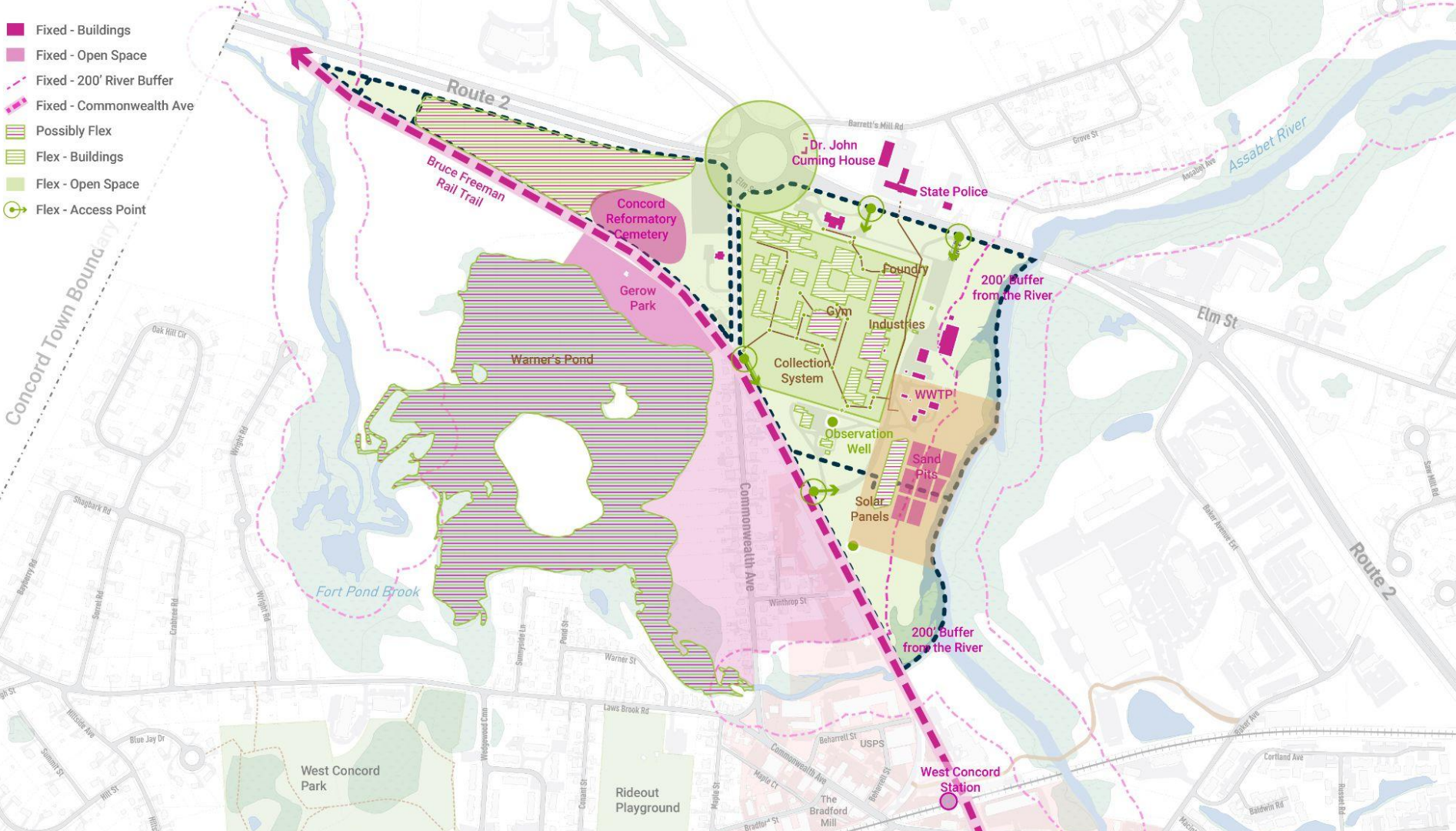
Possibly flex

- MCI buildings with reuse potentials
- Agricultural land
- Pond
 - Dredged
 - Dam removal
 - Maintenance
- Underground utilities
- Solar panels

Flex

- Existing rotary
- Most of MCI existing structures
- Rest of open space
- Site access points

- Fixed - Buildings
- Fixed - Open Space
- Fixed - 200' River Buffer
- Fixed - Commonwealth Ave
- Possibly Flex
- Flex - Buildings
- Flex - Open Space
- Flex - Access Point



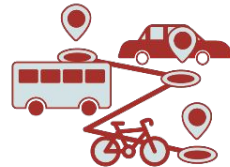
Analysis Topics



Buildings & Structures



Environment & Open Space

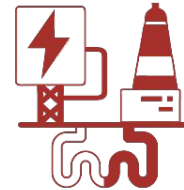


Transportation & Access

Community & Culture



Economics & Feasibility

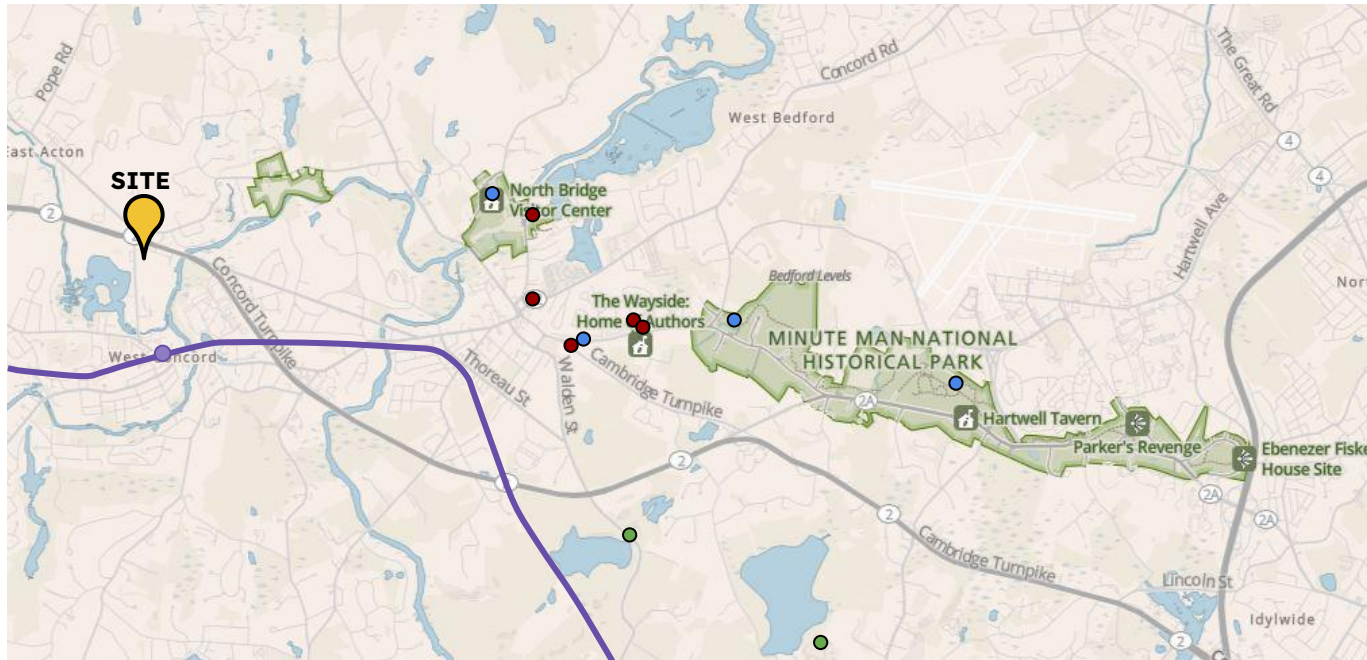


Energy & Infrastructure

Community & Culture

Concord in the regional context

Filled with a rich history, Concord and the surrounding region is a popular New England tourist destination, welcoming over a million visitors each year



MCI-Concord Site

Revolutionary War History:

- Minute Man Historical Park (9 min)
- Concord Museum (8 min)
- Battle Road Trail (11 min)
- North Bridge (7 min)

Literary Heritage

- Orchard House (8 min)
- The Old Manse (8 min)
- Sleepy Hollow Cemetery (7 min)
- The Wayside (8 min)
- Ralph Waldo Emerson House (8 min)

Other Tourist Attractions

- Walden Pond Reservation (7 min)
- deCordova Sculpture Park (13 min)

West Concord historical development



1700

- Home to the Nipmuc and Massachusetts tribes
- Irish, Scandinavian, and Italian immigrants
- **Production of iron** from bog ore was developed

1800

- Small villages of single family homes and **workers cottages** developed around the workplace such as the **Damondale cotton mill**
- Most homes were built in the Italianate, Queen Anne, and Colonial Revival Styles.
- Some houses were built with attached barns, a shop and worker residences

1900

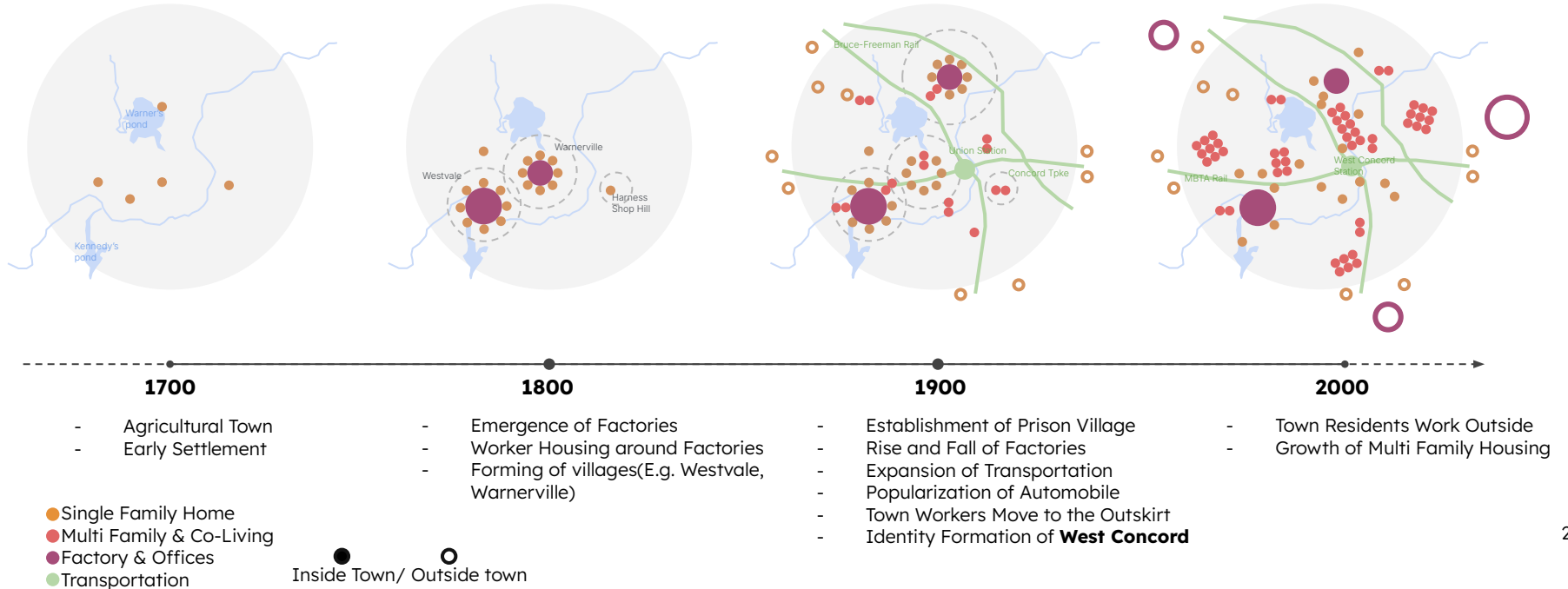
- Establishment of **the Reformatory**
- **Union Station** was built at Concord Junction, improving access to West Concord and **allowing workers to live elsewhere**
- Economic activity around the new railroad depot and village growth combined under the name **West Concord**
- More car ownership led to small one- and two-car garages
- Examples of Double homes built in the mid to late 19th century

2000

- Some old mill **factories were converted to office buildings**
- **Commuter rail and walkable neighborhoods** have recently driven redevelopment, adding **multi-family housing** and replacing smaller homes with modern designs.
- Many Concord workers live elsewhere, while **some residents work outside the town**

West Concord historical development

Housing has evolved alongside West Concord's changing industries; from agricultural town, to industrial village, to today's built environment



A history of Communitarian living



New Development such as **NOWcommunity**, fostering a sense of community. Designed and built for social, environmental and financial sustainability.

Great Depression & Wartime: Economic necessity likely spurred shared housing, though documented examples in Concord are scarce.



Intellectual Community: While not formal co-living, Concord's Transcendentalists (Emerson, Thoreau, the Alcotts) fostered a tight-knit circle. Their homes acted as informal hubs for thinkers, blurring lines between private and communal spaces.



The Musketaquid area: Home to the Nipmuc and Massachusetts tribes. Communities shared resources and lived collectively, embodying an early form of co-living rooted in sustainability.



Philosophical Influence: Thoreau's experiment at Walden Pond (1845-47) emphasized simplicity and self-reliance, inspiring later communal movements. His ideas influenced utopian projects like Fruitlands and Brook Farm in West Roxbury.



Counterculture Movements: The 1960s-70s saw communes rise nationally, but Concord's affluent, historic character may have limited such developments. Nearby Boston's activism might have influenced local cooperative living.



- Affordability & Sustainability
- Preservation Efforts
- Philosophical Legacy

West Concord encourages small scale commercial and artist / cultural space

The West Concord Cultural District has a plan for growing its arts and culture resources beyond the main retail corridor. (as seen in the 2019 West Concord Junction Cultural District, 2019)



3.3 FORMULA BUSINESS

3.3.1 Purpose. The purpose of regulating the number, location, and visual features of formula businesses in the Concord Center, Thoreau Depot, West Concord Business and West Concord Village Districts is to maintain the unique, small-scale, small-town character and the quality of life for all Concord residents by preserving the individuality and distinctive appeal of its village centers, which are among the Town's most recognized features. Preservation of the existing character, diversity, variety and scale of these districts is vital to the continuation of Concord's ability to attract both residents and visitors.

West Concord's Business and Village Districts currently provide a mix of unique businesses, architecture, signage, and graphic and other design elements, which gives West Concord a distinctive visual appearance and small-scale eclectic ambiance. The West Concord Junction Cultural District was designated as a Massachusetts Cultural District under G.L. c. 10, § 58A in 2016.

Why live in Concord?

Located 20 miles west of Boston, Concord is a picturesque New England community with open space, family-owned farms, and commercial centers



Location

Concord is served by MBTA commuter rail to Boston, Cambridge and Fitchburg, with state highway Route 2 running through



Community

Concord is known for its Family-Friendly environment, with a highly-regarded public schools and close-knit community, with various events and activities for residents. Concord is also known for being a safe town.



History & Culture

Concord has a rich history and is home to many significant people and milestones. The area supported Native American activity long before the European settlers, and was incorporated as the first inland settlement in MA through a grant in 1635



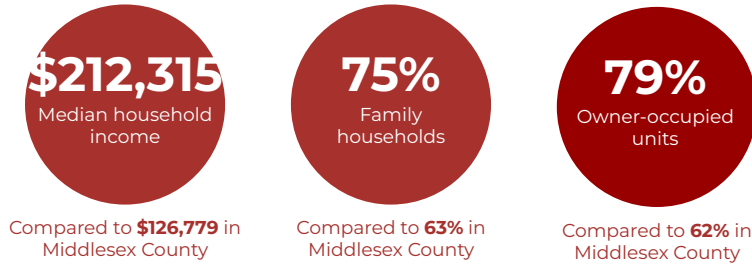
Landscapes & Open Space

Concord offers outdoor recreation, including hiking, biking, and exploring the Minute Man National Historical Park. Other notable landscapes include Walden Pond, and the Concord River.

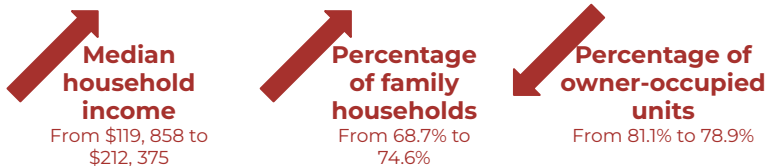
Concord's community is changing.

The people who live, work and go to school in Concord today are much different than they were in 2010.

Concord Town is an affluent, family-oriented community with a high rate of homeownership.

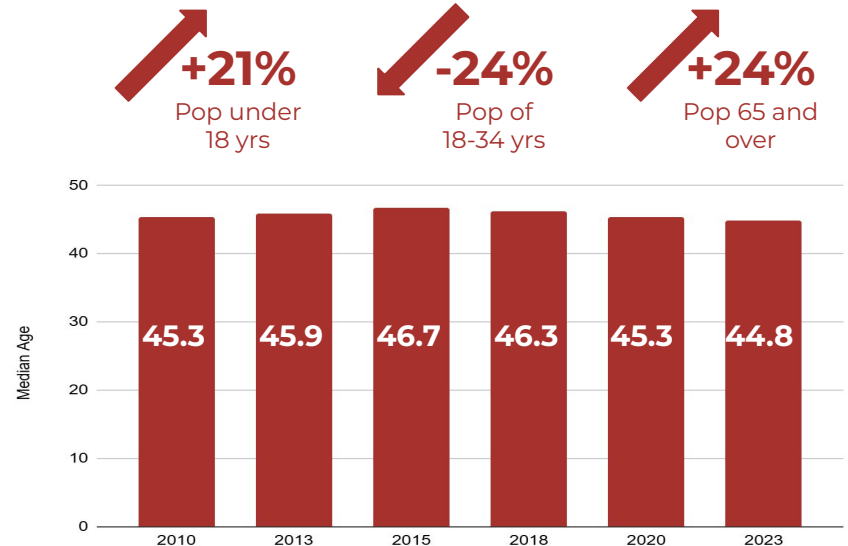


From 2010 to 2023, Concord Town has evolved into a wealthier, more family-oriented community, although there has been a decrease in owner-occupied units.



Data Source: ACS 5-Year Estimates

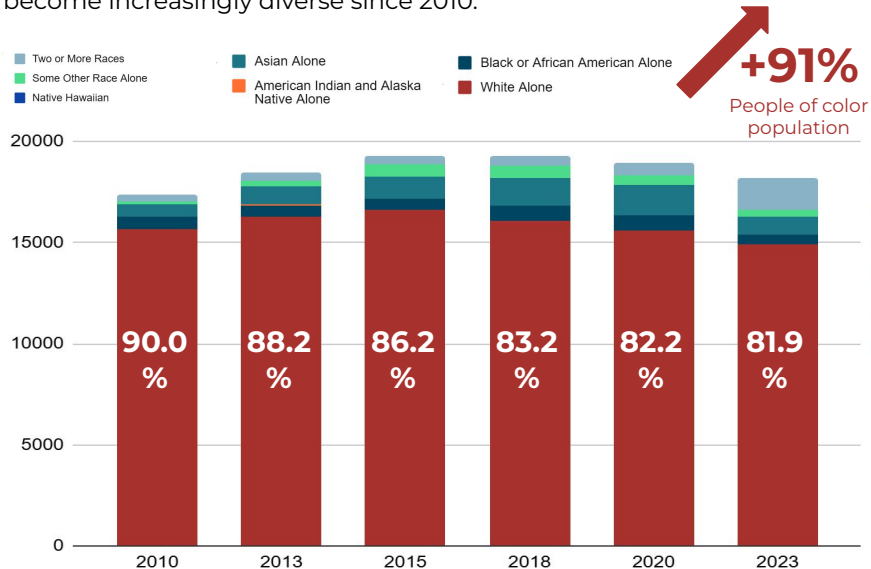
Concord Town had been aging before the pandemic, but since then, it has become younger.



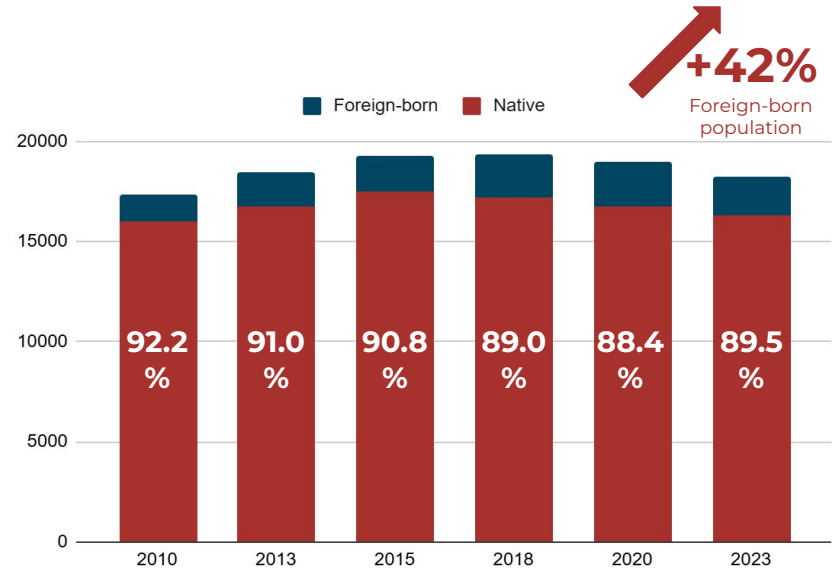
Concord's community is changing.

The people who live, work and go to school in Concord today are much different than they were in 2010.

Despite post-pandemic shifts in the total population, Concord has become increasingly diverse since 2010.



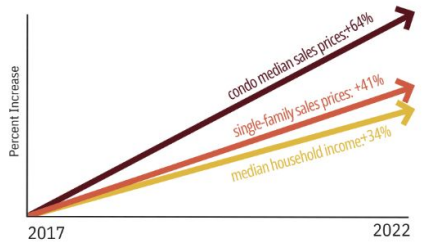
There has been significant growth in the foreign-born population.



Costs keep Concord out of reach.

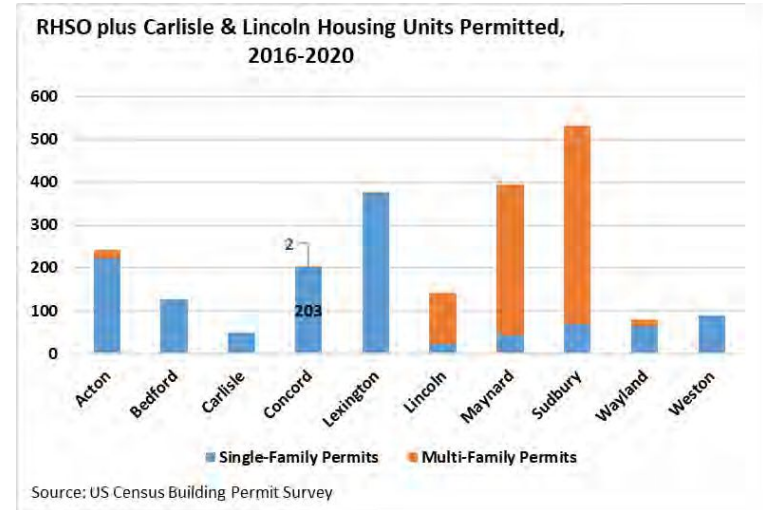
Concord is increasingly expensive for renters and for people who want to own a house, with slow housing production and a focus on single-family homes in recent years.

Home sale prices are rising much faster than income.



Sources: Median Household Income: American Community Survey, Table S1901
Median Prices: Warren Group

Between 2016 and 2020, Concord issued permits for 205 housing units, with 203 single-family homes, and 2 units in multifamily buildings.



Source: US Census Building Permit Survey

Many households are cost-burdened by housing.



Source: HUD CHAS Data, 2016-2020

Housing stock and affordability

Concord has worked to increase housing diversity while remaining mindful of preserving the Town's rural and historic traditions

High land prices contribute to **increasing housing costs**, which make Concord unaffordable to many residents, as well as those who want to move in

Concord is projected to fall below its 10% goal under Chapter 40B when 2020 Census data is released

Concord has an aging population with significant increases in the number of people 65+

What we're hearing from Concord's **Housing Production Plan...**

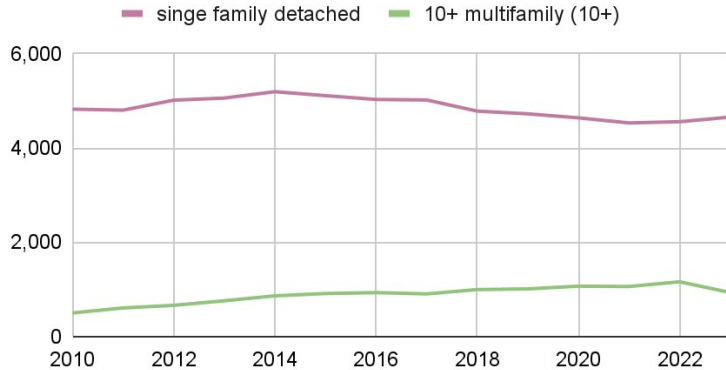
Housing Goals

- **Achieve and Maintain Chapter 40B**
At at least 10 percent of Concord's year-round housing units are countable on its SIH
- **Support Healthy Aging**
Expanding affordable and intergenerational housing options, particularly housing targeted at the 65+ demographic.
- **Increase Variety of Rental and Ownership Options**
Particularly near transit stations and village centers, to promote smart growth.
- **Assist in Stabilizing Housing**
Providing services for Concord's most vulnerable residents, including those in inadequate housing conditions, or at risk of homelessness
- **Encourage Smaller Homes**
Through the preservation of existing homes and the construction of new smaller homes
- **Foster Outreach and Education**
About the need for affordable housing, affordable family units, and group homes
- **Preserve Long-term Affordability**

Housing stock and affordability

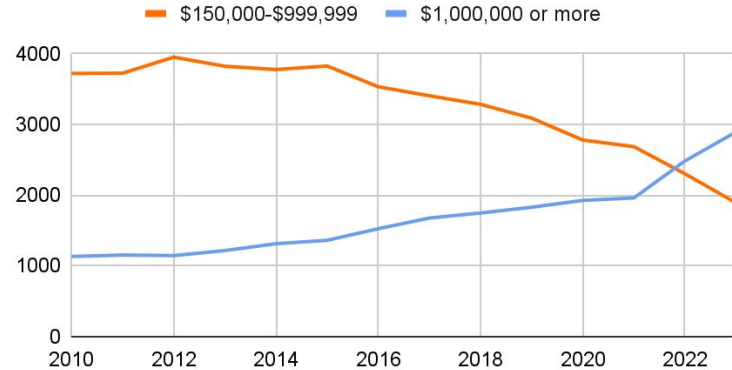
Concord can support denser, smaller, and more affordable housing

Housing Occupation



The Town's housing stock remains **primarily single-family** (73% of total housing units), with 11% of units in two to four family buildings, and **16% of units in multi-family** buildings with 5 or more units

Value of Occupied Units



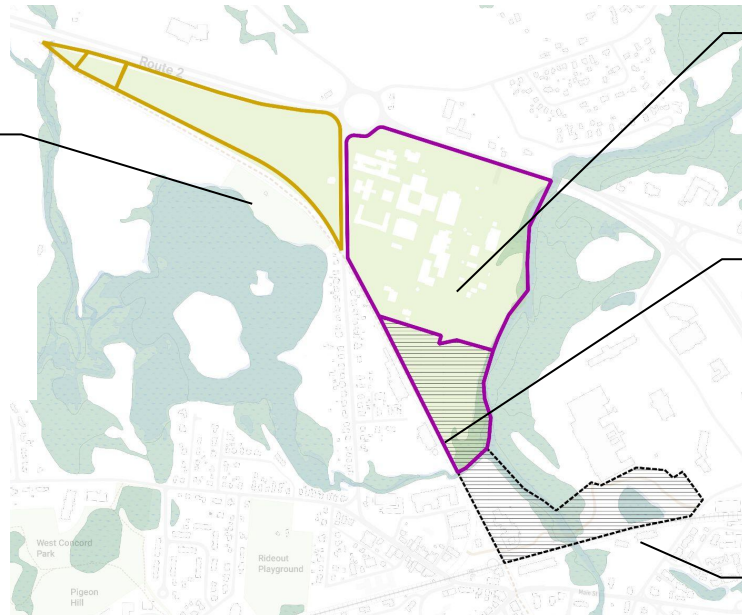
The Majority of homes that were torn down were smaller homes under 1,800 sqft. In addition, almost all were assessed for under \$500,000. The homes that were built in place of the tear-downs are dramatically larger, and dramatically more expensive. This means **more and more modestly sized and modestly priced homes are disappearing** from Concord

Buildings & Structures

Zoning changes are needed to support housing or mixed use development

Currently zoned Residence B

- Allows single-family residence
- Allows multi-unit residence by special permit
- Does not allow hotel or assisted living
- Allows some institutional and municipal uses (Education, childcare, municipal use, utility)
- Does not allow business uses



Currently zoned Industrial Park A

- Does not allow residential
- Allows some institutional and municipal uses (Education, childcare, philanthropic, municipal use, utility)
- Allows office uses
- Does not allow retail or grocery
- Allows restaurant
- Allows light manufacturing

Currently zoned Industrial Park A (with MBTA overlay)

MBTA Connecting Communities Requirements for 6X Winthrop Street

- 128 units of housing (15 units per acre)
- 20% open space
- 2 parking units per unit
- 3 story height limitation
- 20% inclusionary zoning (80% of AMI)

Other sites in the MBTA overlay communities are expected to hold 330 units

MBTA overlay sites may not be able to support the density they desire

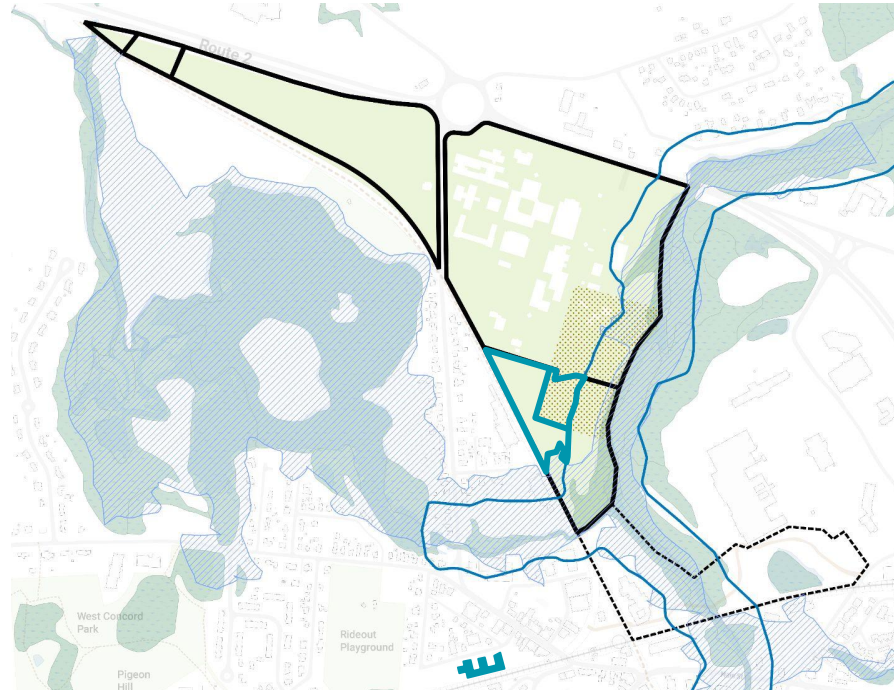
Buildable Area within MBTA Overlay

Goal for site is 128 units of housing (15 units per acre)

Buildable area with sandbeds - 229,121 sf (5.25 acres)

Buildable area without sandbeds - 140,997 sf (3.23 acres)

Nearby Building (Bradford Mills) - 26,500 ground fl sf
(potentially 26 units w/1000 sf per unit)



*Can we build on sand beds?
What's the actual extent of sand beds?*

Zoning policies promote single-family homes and the separation of different land uses.

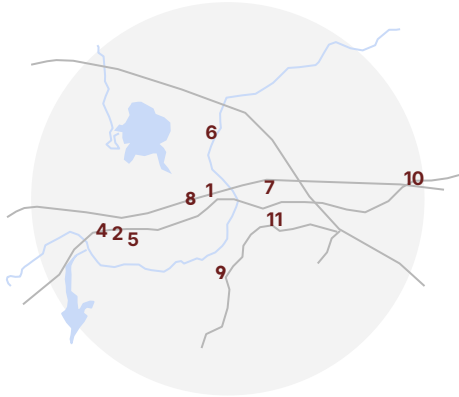
| | Single Family Housing | Two-Family housing or ADU | Planned Residential Develop. | Mixed Business Res. | Hotel | Education or Childcare | Nonprofit library, museum, art gallery | Lodge or Club | Retail | Restaurant | Personal service shop | Office | Grocery | Warehouse or storage | Light manufacturing |
|-------------------------------|-----------------------|---------------------------|------------------------------|---------------------|-------|------------------------|--|---------------|--------|------------|-----------------------|--------|---------|----------------------|---------------------|
| Residence B | Yes | SP | SP | No | No | Yes | SP | SP | No | No | No | No | No | No | No |
| Residence C | Yes | SP | SP | No | No | Yes | SP | SP | No | No | No | No | No | No | No |
| Limited Business | No | No | No | Yes | Yes | Yes | Yes | No | No | Yes | No | Yes | No | No | No |
| West Concord Business* | No | SP | No | Yes | SP | Yes | Yes | SP | Yes | Yes | Yes | Yes | Yes | No | SP |
| Business | Yes | SP | SP | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Industrial | No | No | No | No | No | Yes | Yes | Yes | No | Yes | No | Yes | No | Yes | Yes |
| Industrial Park A | No | No | No | No | Yes | Yes | Yes | Yes | No | Yes | No | Yes | No | Yes | Yes |

*additional regulations on “formula businesses”

West Concord architectural character

West Concord has embraced the various architectural styles and typologies of the time, collectively shaping a framework for future developments.

Notable Built Projects



1. Wheeler Harrington House, 1745



5. 1574 Main Street, 1880



9. Erwin and Mary Bumford House, 1921



2. Lot Conant-Colonel House, 1775



6. Reformatory, 1884



10. Concord Free Public Library, 1930



3. Town House, 1851



7. Union Station, 1893



11. Harvey Wheeler Community Center, 1975



4. Damondale, 1862



8. Bradford Mill, 1906

Current Design Guidelines

Historical: Alterations that have no historical basis and that seek to create an earlier appearance shall be discouraged.

Wall: Building walls should have perceivable thickness, visual interest and character, can create shadows and texture and add to the character of a building.

Floor Level: Floor levels of new commercial and mixed use buildings should be 12 to 14 feet in height

Windows: Large plate glass windows (except storefront windows) are discouraged unless they are broken with mullions or muntins.

Door: Doorways should be encased with trim

Foundation: Exposed foundation walls should be concrete, brick, or natural/ manufactured stone.

Horizontal Articulation: The use of facade divisions, such as building jogs, architectural detailing, and changes in surface materials, colors, textures and rooflines, is encouraged.

Vertical Articulation: Multi-story buildings should articulate the base, middle and top, separated by cornices, string cornices, stepbacks or other articulating features.

Projections: Buildings should incorporate interruptions and variety into the wall plane.

Restoration and Adaptive Reuse: Accurate restoration of existing detail is encouraged.

Expansions: Expansions or alterations that include renovations should result in a building that more closely embodies the standards for new construction

Building Solar Orientation and Design: The massing of all buildings should be considerate of solar access to neighboring properties.

Green Roofs: Green Roofs are highly encouraged.

Chimneys: All chimneys should be finished with brick, stucco or natural or manufactured stone.

Roof Materials: Roofs should be constructed of materials, which are commonly found in the region.

West Concord housing typologies

While detached single family homes make up the majority, communal neighborhoods, townhomes, multifamily developments, and mixed-use complexes contribute to West Concord's housing diversity



Detached single family



Communal neighborhoods



Townhomes, Duplex, and Triplex



Multifamily and senior living



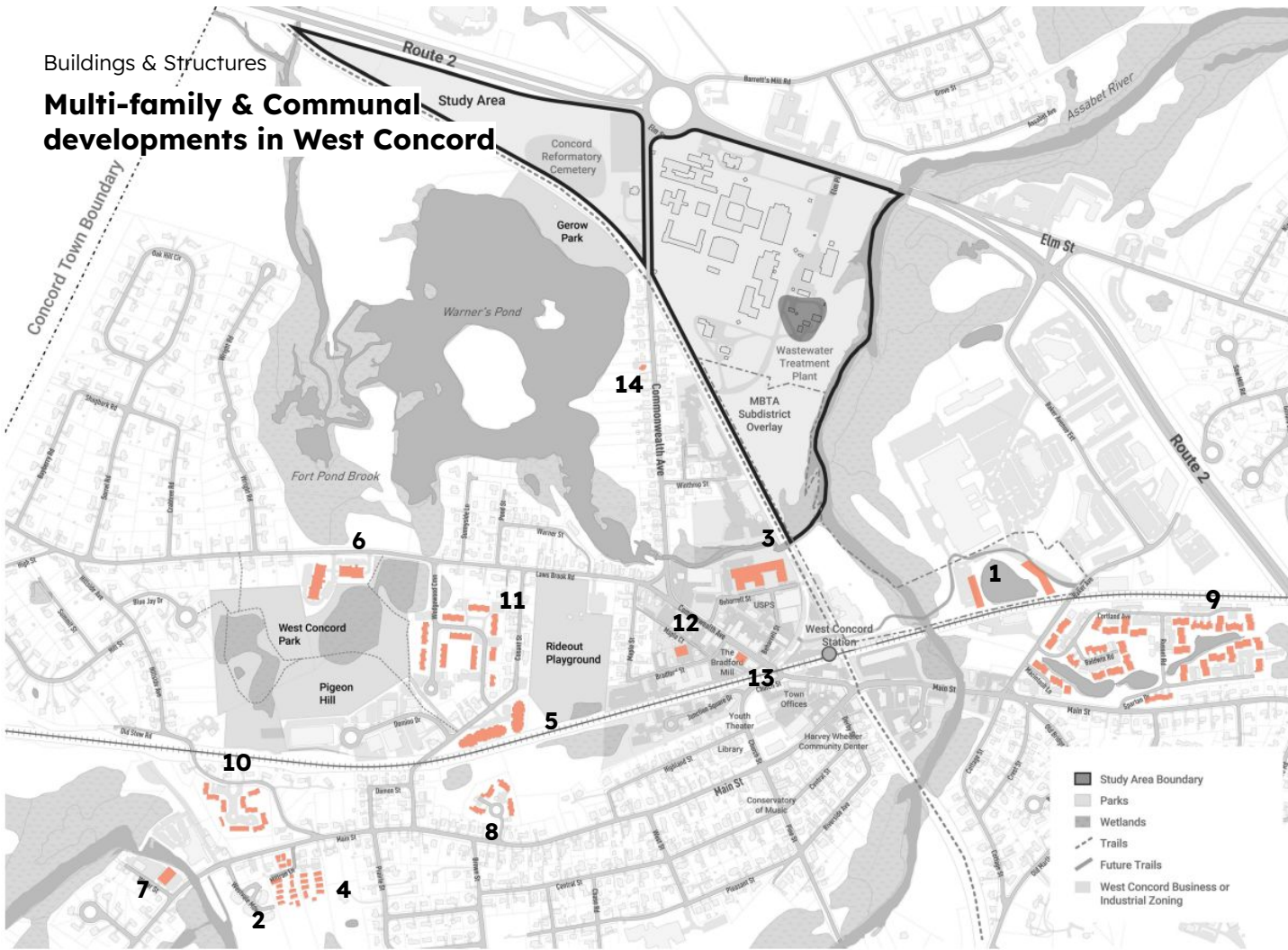
Mixed use developments



Future of housing?

Buildings & Structures

Multi-family & Communal developments in West Concord



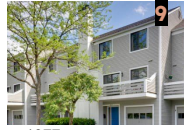
2025 NOVO Riverside



1989 Center Village



2021 Concord Millrun



1977 Concord Condominiums



2015 Brookside Square



1970s Hawthorne Village



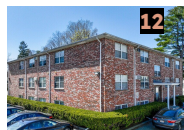
2012 Concord Rivewalk



1969 WedgeWood Commons



2006 Concord Commons



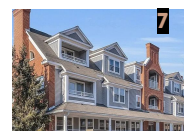
1955 Bradford Apartments



2004 Warner Woods



1989 85 Commonwealth Ave



1999 1732 Main St



1882 311 Commonwealth Ave

MCI-Concord: A brief timeline

Establishment of the reformatory in 1878 contributed to West Concord's economic growth, at the cost of the exploitation of incarcerated individuals



1873 MA budgeted \$1 million for a new prison. Concord **petitioned for the prison to bring employment**, and to separate the younger population from the older population at the Charles Street prison in Boston.

1878 The opening. Many **men worked in shops within the prison or the piggery**. Some were held in solitary in the basement. The first prisoner was buried at the Concord Reformatory Cemetery.



Late 19th century Charlestown wanted its prison back, and the Concord institution became a Reformatory where the incarcerated learned marketable skills. The prison helped make West Concord a well-populated place and **worker housing was built near the site**

1882 Following a **rebellion**, 75 men were “fed on bread and water”

1918 Ten prisoners died from **flu**

1959 The State Police Riot Squad stopped a **mass escape attempt**

1961-1963 The Concord Prison Experiment, run by a Harvard University team, **dosed prisoners with a psychedelic drug** to see if the exposure would reduce recidivism

1972 State police quelled an **uprising** after 14 escaped

1993-1996 Four men died of complications of **AIDS**

2020-2022 Two men died from **COVID-19**

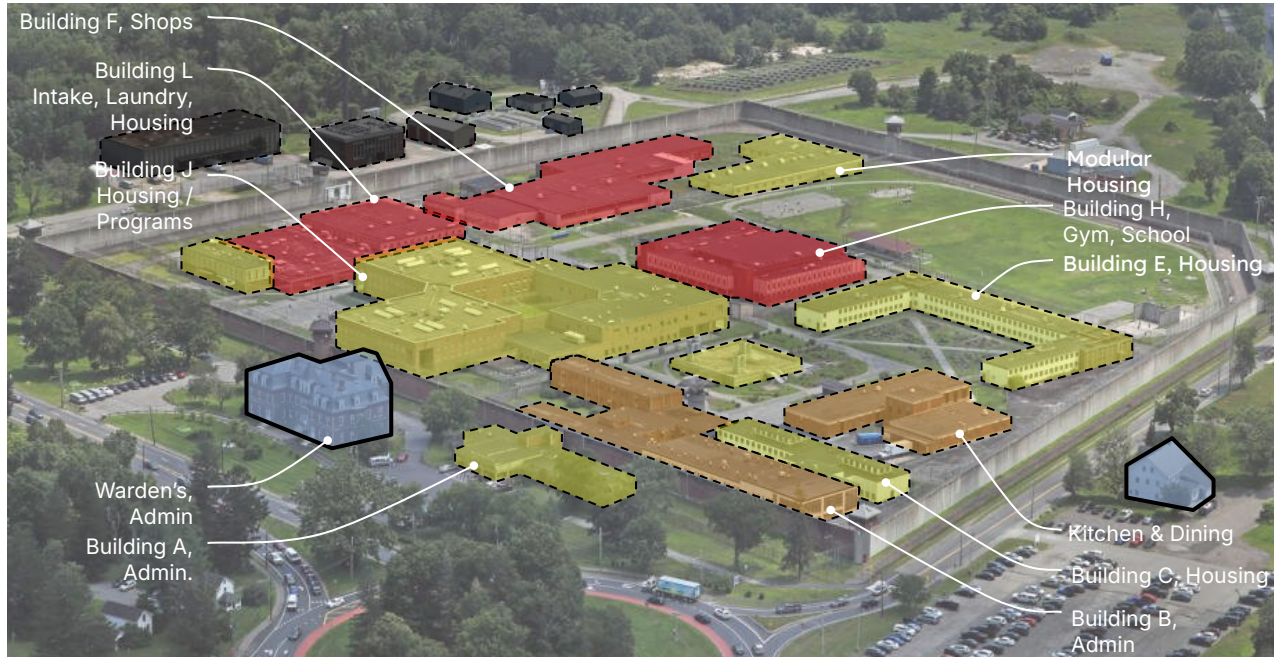
2024 The Commonwealth's DOC announced the planned **closure** of MCI-Concord

A mixed response to prison closures is a legacy of mass incarceration. In the 1990s, a new prison was built ~15 days, with facilities becoming a source of jobs. Such aggressive expansion has proven unsustainable.

Mass incarceration has not increased safety and has become costly. **Closures can ultimately be a net positive for everyone.**

MCI-Concord: reuse challenges






Existing structures with narrow floor plates have potential for reuse as housing, while commercial programs can utilize deeper floor plates.



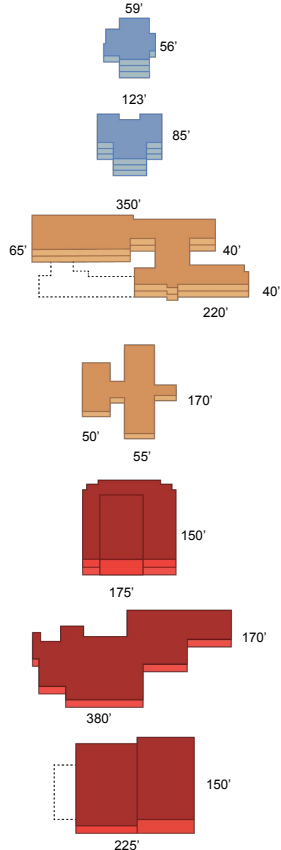
Administrative buildings due to their narrow floor plates and large windows may have potential for reuse as housing

General purpose buildings (shops, school) may have reuse potential for commercial programs that can utilize deep plans

Cell blocks pose the greatest challenge to reuse. Cellular structures and systems, fractured floor plates and levels for by surveillance are permanent features. Unlike 19th Century prisons, windows are small and the buildings lack architectural merit

-  Historic structures (MA state list)
-  Higher reuse potential
-  Medium reuse potential
-  Low reuse potential
-  Facilities to remain

MCI-Concord: Building sizing and program



White Row House

- 2.5 stories
- 6,300 sf

Warden's House / Admin.

- 3 stories
- 28,960 sf

Building B, Admin.

- 2 stories
- 60,000 sf

Kitchen & Dining

- 1 story
- 16,000 sf

Building H, Gym, School

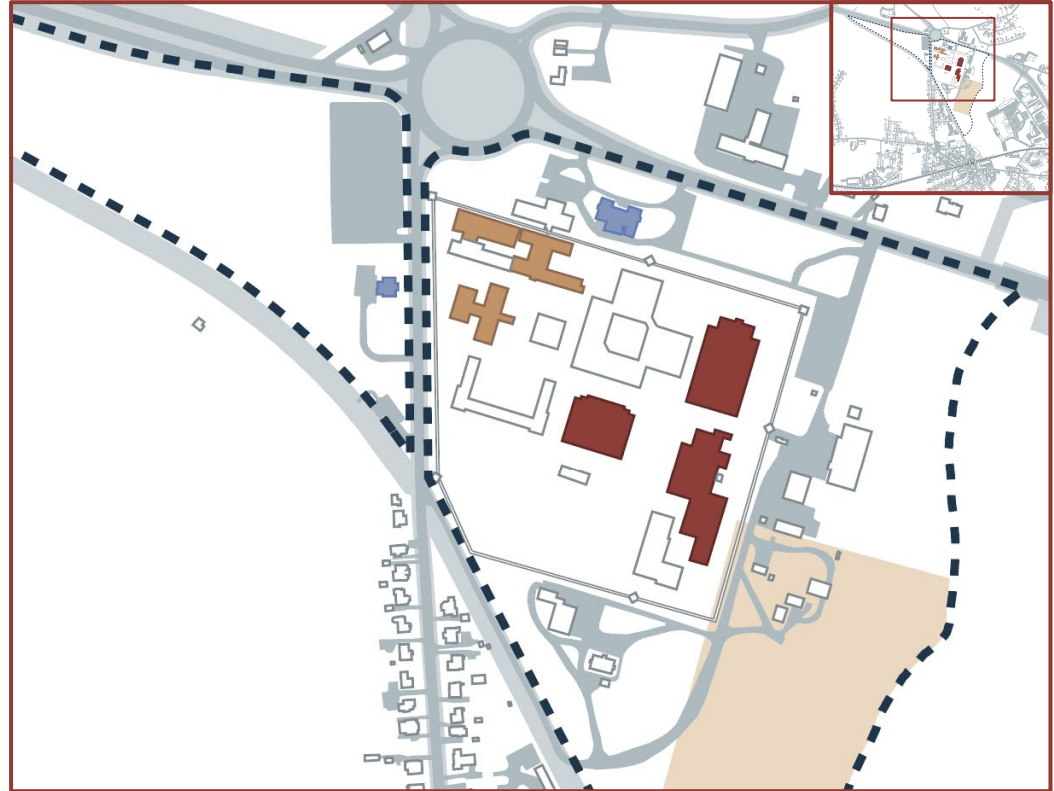
- 2 stories
- 42,000 sf

Building F, Shops

- 1 story
- 38,000 sf

Building L, Intake, Laundry

- 1 story
- 35,000 sf



MCI-Concord: Historic structures



Massachusetts Historical Commission Cultural Resource
Concord Reformatory - Warden's House
965 Elm Street, Concord, MA
Historic Significance: Architectural Style (Second Empire)
Built: 1878



Massachusetts Historical Commission Cultural Resource
Concord Reformatory Worker Housing
431 Commonwealth Avenue, Concord, MA
Historic Significance: Architectural Style (Victorian)
Built: 1878

MCI-Concord: Historic structures (off-site)



National Register of Historic Places
Massachusetts Historical Commission Cultural Resource
Concord Reformatory - Superintendent's House and Garage,
and George H. Pierce Carriage House (3 buildings)
998 Elm Street, Concord, MA
Significance: Cultural
Built: 1754

Massachusetts Historical Commission Cultural Resource
Concord Reformatory Farm and Superintendent's House
58 Wetherbee Street
Acton, MA
Significance: Cultural
Built: 1810-1815

Where do we go from here?

Prison closures are an opportunity to reallocate resources toward collectively beneficial developments that help foster thriving communities

As incarcerated populations shrink, the spaces left behind are opportunities to revitalize. Land redevelopment and adaptive reuse are effective pathways for positive impact.

When well considered, the resources prisons previously captured—land, infrastructure, and human—can be utilized for the collective good.



OUR MOST VULNERABLE POPULATIONS FEED MASS INCARCERATION



The US spends nearly
\$81B
on corrections annually

>50%
of **unhoused individuals** report spending time in a correctional facility at some point in their lives.

30,000
immigrants detained daily by ICE &
90%+
in private prisons

2/3
of state prison inmates have not completed high school

70%
of those incarcerated had some contact with the foster care system as a **youth**

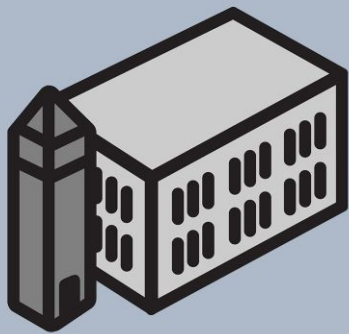


40%
of **individuals with serious mental health issues** come into contact with the carceral system



Spending on prisons and jails has increased at **3x** the rate of spending on Pre-K-12 education in the last 30 years

The US makes up **5%** of the world's population and has **21%** of the world's prisoners



Over **400** prisons
and jails have closed
across the country
in the last 15 years;
most sit vacant.





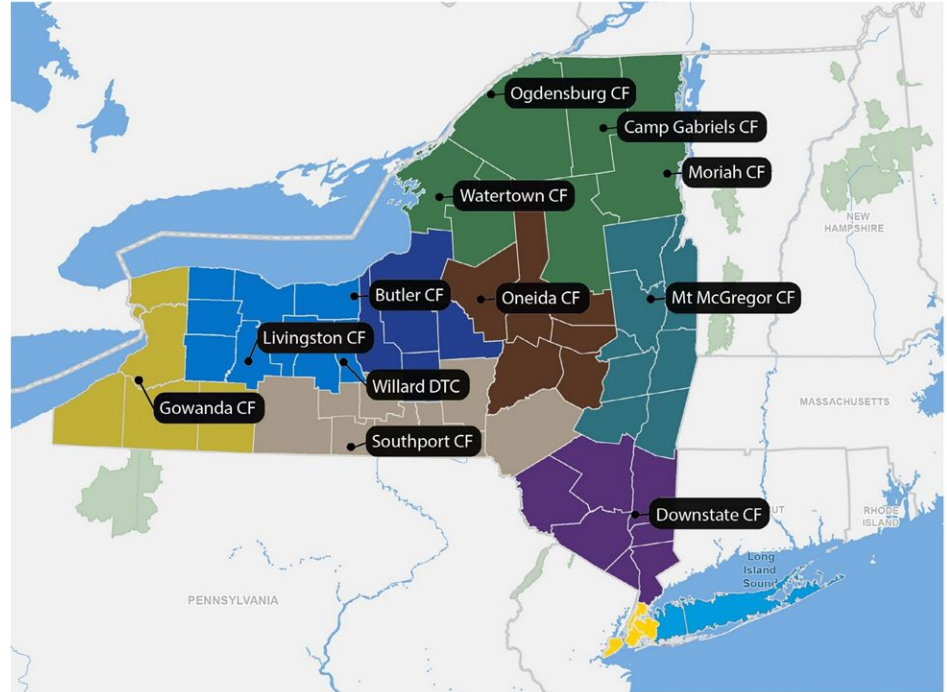
2022

Unlocking Opportunity:

The Report of the New York State Prison Redevelopment Commission



Closed Prisons across New York State Regions



PRECEDENT RESEARCH

ASPECTS FOR LEARNING & CONSIDERATION

Was it constructed at the same time as MCI Concord?

Is it built?

Is it working?

Does it fetishise incarceration?

Is it in a similar urban/rural context?

Are they uses that would work here?

Is it beautiful?!

Is it related to the community's needs/wants?

Is it a similar kind of reuse:
Institutional to Civic



TRADE SCHOOLS/ MAKERSPACES

The Welding Justice Project mission is to close prisons across the country and repurpose them into trade schools to promote community revitalization and build a workforce that will address America's skills labor shortage.



Repurposing and reimagining the future of social and economic justice using program and place.

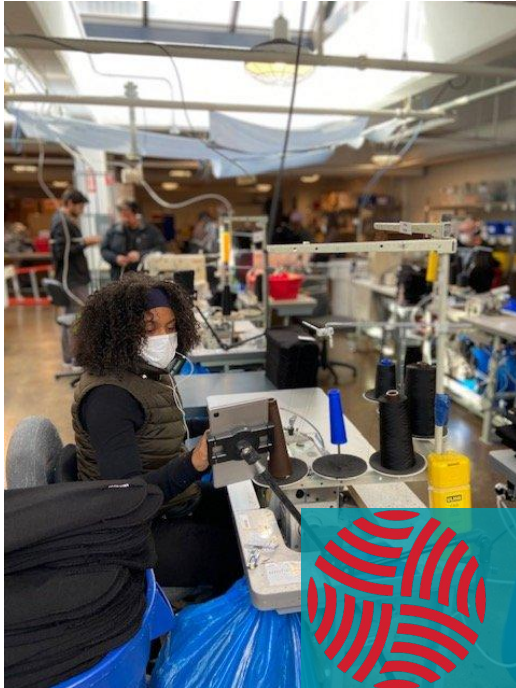


INDUSTRIAL ARTS & MAKERSPACES +RETAIL

- HISTORY OF MAKING IN CONCORD
- RETAIL OPPORTUNITIES
- REASONABLE APPLICATION ON FORMER PRISON SITES



THE CRUCIBLE INDUSTRIAL ARTS CENTER
OAKLAND CALIFORNIA



INDUSTRIAL SEWING & INNOVATION CNTR
DETROIT MICHIGAN

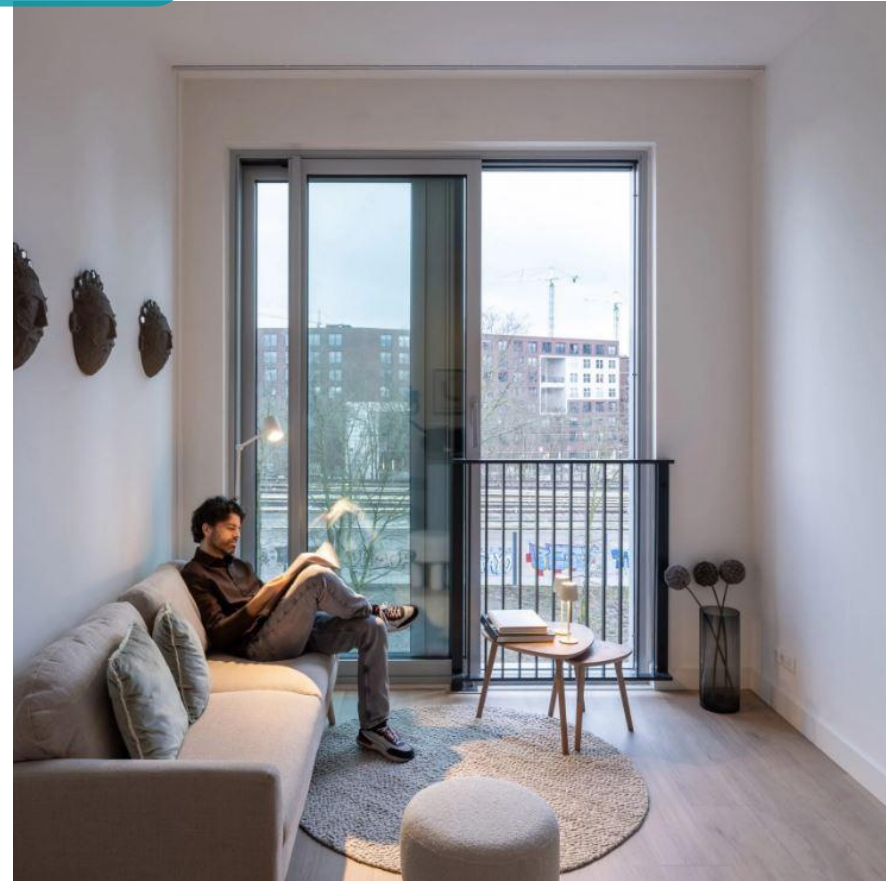


MIXED USE + ARTS AND CULTURE

BIJLMERBAJES PRISON REPURPOSING

This 7.5 hectare site is home to BIG art, cultural and living complex. It is currently undergoing major transformations and demolition to convert into a pedestrian and environmentally friendly cultural and living complex.

- REFLECTS CURRENT DESIRED USES BY COMMUNITY
- SIMILAR SIZE TO CURRENT SITE
- BEST IN CLASS APPLICATION OF FORMER PRISON SITE
- DEMOLITION WASTE USED IN NEW CONSTRUCTION



MIXED USE DEVELOPMENT

DOWNSTATE CORRECTIONAL FACILITY:

First RFP was issued by the state for the purchase and redevelopment of the Downstate Correctional Facility, an 80-acre former maximum-security prison in the Town of Fishkill, New York.

- REFLECTS CURRENT DESIRED USES BY COMMUNITY
- SIMILAR SIZE & URBAN CONTEXT TO CURRENT SITE
- FIRST RFP ALLOCATED FOR PRISON REDEVELOPMENT IN NEW



The RFP was awarded to Conifer Realty and over the next decade the plan is to turn it into a mixed-use campus with community space and up to 1,300 housing units.

MIXED USE DEVELOPMENT

ADAPTIVE REUSE MILITARY BASES: UNION CITY:

The Master Plan for Union Point includes 4,000 residential units, 10 million square feet of commercial space, 1,000 acres of open space, and 50 miles of hiking and biking trails.



AGRICULTURE + RETAIL & RESTAURANTS

- HISTORY OF WINE GROWING IN CONCORD
- HOSPITALITY AND RETAIL OPPORTUNITIES
- REASONABLE APPLICATION ON FORMER PRISON SITES



KETEL ONE DISTILLERY AND RESTAURANT



SOUTHERN GRACE DISTILLERY; FORMER PRISON

RENEWABLE ENERGY



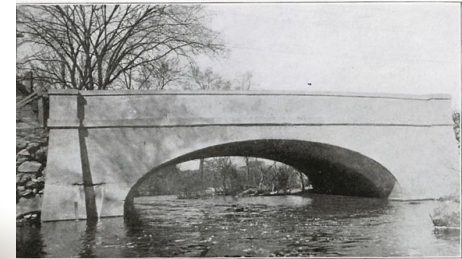
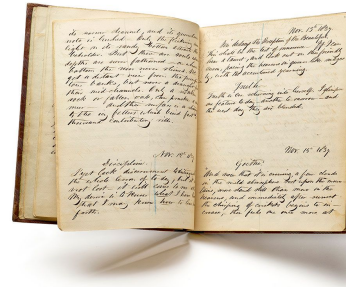
Environment & Open Space

Concord, a town rich in history, is known for its walkable nature

A community connected by trails

“Dec. 16. Last Sunday, on the 14th, **I walked on Loring’s Pond (later called Warner’s Pond)** to three or four islands there which I had never visited, not having a boat in the summer. On one containing an acre or two, I found a low, branching shrub frozen into the edge of the ice, with a fine spicy scent somewhat like sweet fern and fruit in my hands, it felt greasy and stained them a permanent yellow, which I could wash out; it lasted several days, and my fingers smelled medicinal. I conclude that it is sweetgale, and we named the island Myrica Island.”

An Excerpt from **Henry David Thoreau’s Journal**



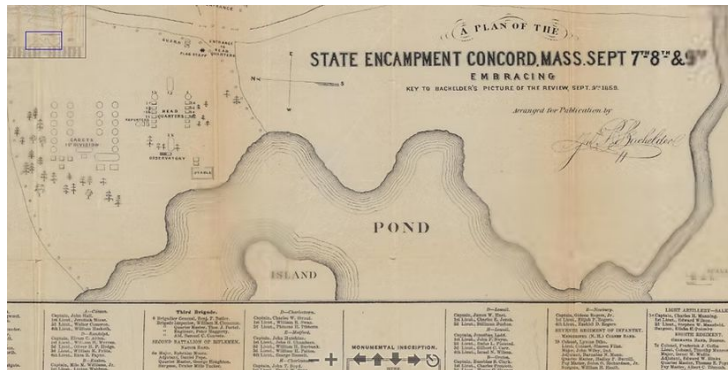
PAIL FACTORY BRIDGE
Formerly known as Warner’s Brook Bridge

A defining feature of a historic landscape

“In 1859, a significant historical event leading up to the American Civil War took place on a large parcel of land beside Warner’s Pond. Twenty years later, part of this same land became the site where Massachusetts constructed what is now the oldest running state prison for men.”

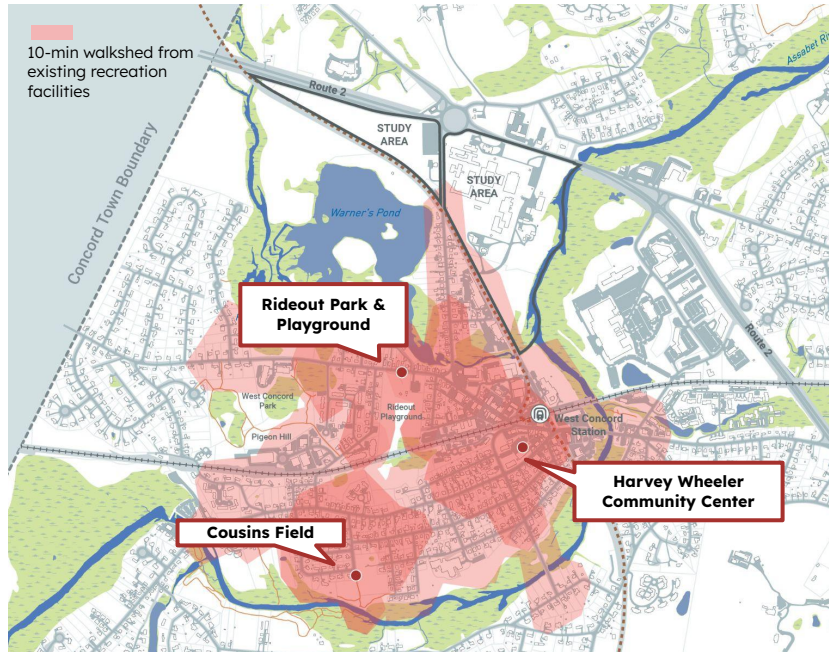
Excerpt from **Warner’s Pond, History & Culture**

The headquarters for the Massachusetts Encampment of 1859 was set up along the edge of Warner’s Pond



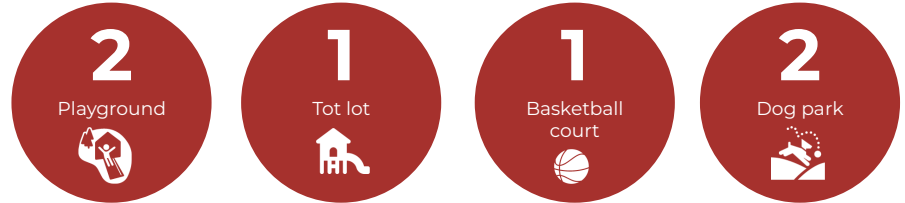
Concord has identified recreation needs.

Concord has gaps in recreation amenities and identified unmet need from residents that the site could help address.



According to NRPA Standards, to meet the recreation needs of its population Concord is missing...

Outdoor Facilities



Indoor Facilities

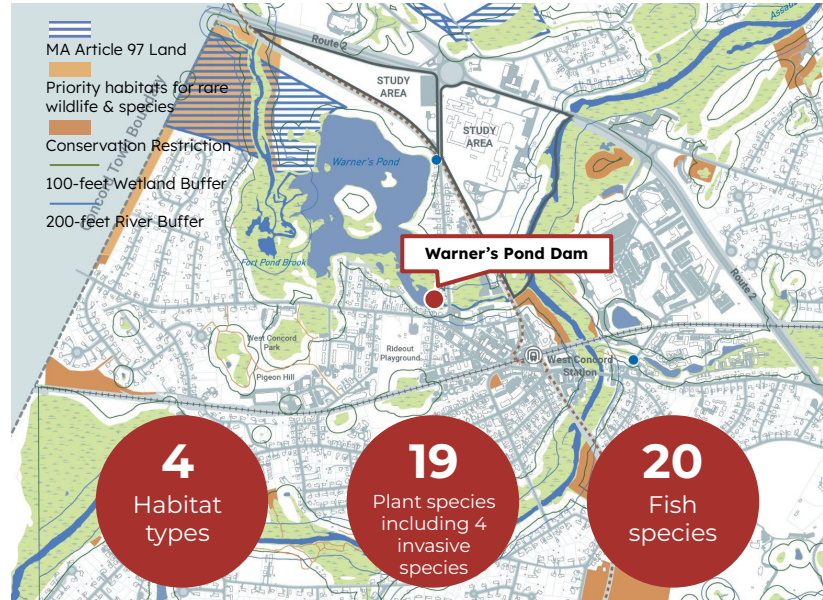


* Data Source: Concord Recreation Facilities Strategic Plan(2024)

A valuable natural habitat and community asset are in need of ecological restoration.

Warner's Pond, once a well-loved community asset for water recreation, is now in a degraded condition, affecting habitat health, wildlife, and stewardship efforts.

Historical

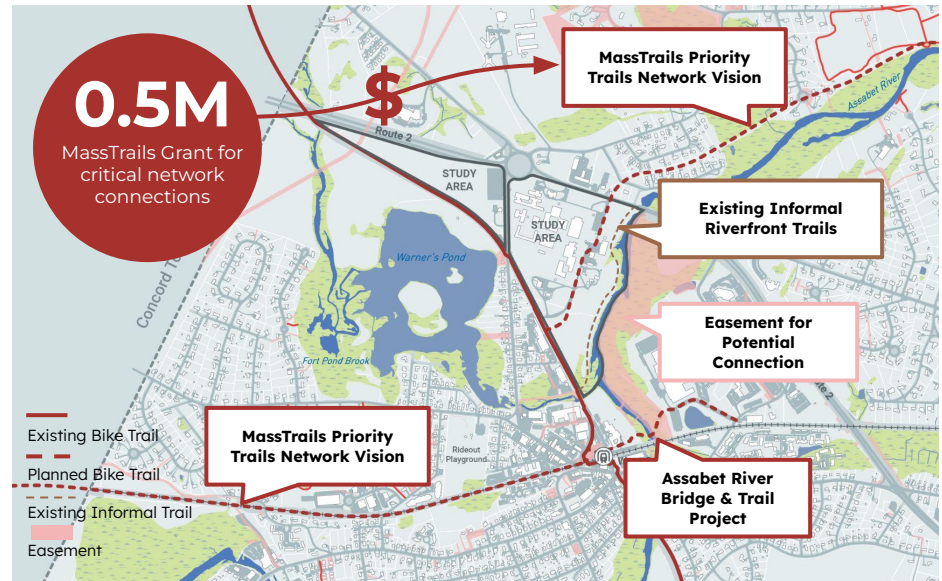
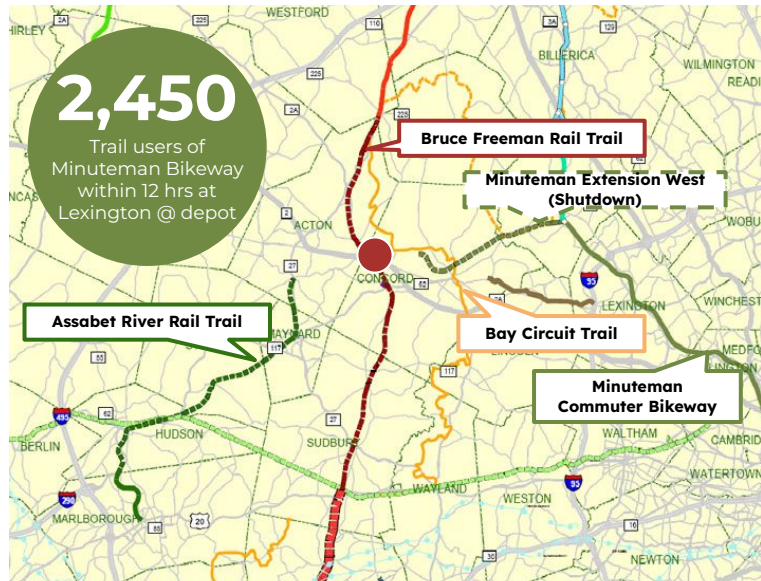


Current



A multimodal trail spine can be leveraged, along with informal trails to enhance connectivity

The Bruce Freeman Rail Trail is a key link in a highly active regional trail network, while the site has the potential to further integrate existing informal trails, strengthen critical network connections, and attract potential grant funding.



What variables are in play?

Givens:

- The cemetery is staying in place
- The degraded water system requires restoration
- Regulatory guidelines around wetland and riverbank protection buffers

Toggles:

- Which types and how many of Concord's recreational gaps should be filled by this site
- Outcomes of Warner's Pond planning effort, and approach to riverbank restoration along the Assabet
- Approach towards the agricultural land
- How to commemorate the cemetery

Transportation & Access

The Town is planning for enhanced transportation.

The Town is actively improving parking, traffic management, multimodal transportation options, and bicycle safety to create a more efficient and accessible transportation system.



BALANCING CHANGE WITH TRADITION
JULY 30, 2018



TOWN OF CONCORD
SELECT BOARD'S OFFICE
22 MONUMENT SQUARE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742
TELEPHONE (978) 318-3001
FAX (978) 318-3002

TOWN OF CONCORD
COMPLETE STREETS POLICY
July 30, 2018



JACOBS

Concord Cut-Through Traffic Study

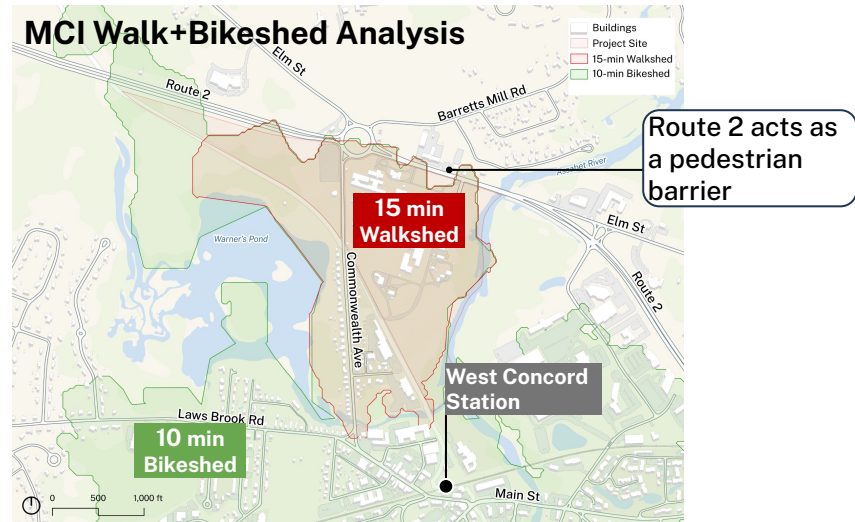
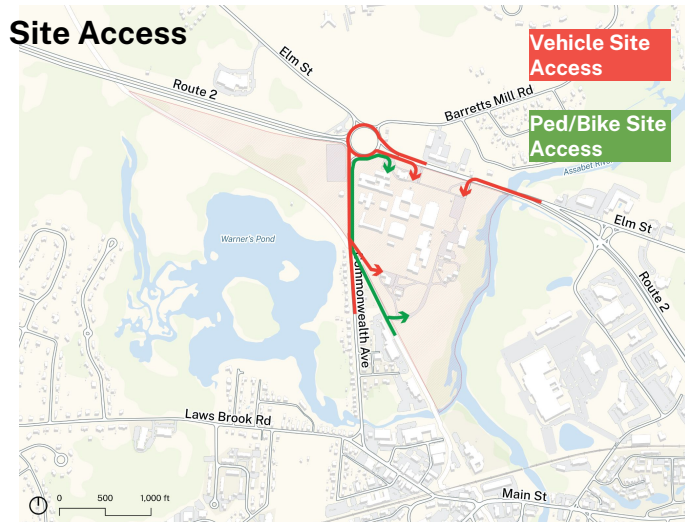
Town of Concord

Concord Cut-Through Traffic Study

| 1
December 4, 2019

Pedestrian and vehicular network connectivity is incomplete.

Gaps in the network need to be closed to enhance overall connectivity and accessibility.



Current Rotary Alternatives improve safety but limit pedestrian/bike access to the site

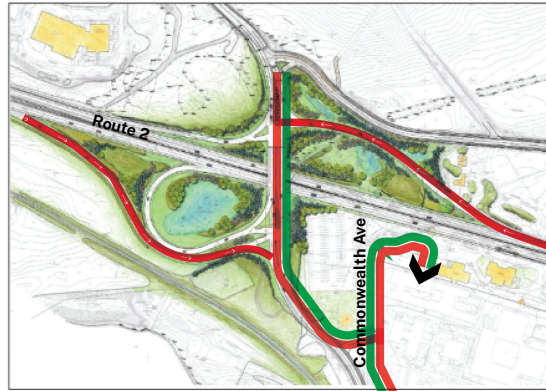
Grade separated alternatives at the Concord Rotary will direct vehicle, pedestrian, and bike traffic to Commonwealth Ave. This means vehicles will limit access from Route 2. These alternatives are still being explored, which creates an opportunity to increase porosity to the site—especially for pedestrians and cyclists looking to access from Route 2.

Existing Site

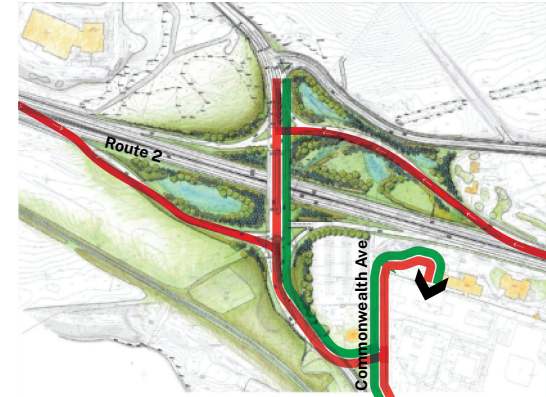


Pedestrian Access
Vehicle Access

Refined Alternative 5



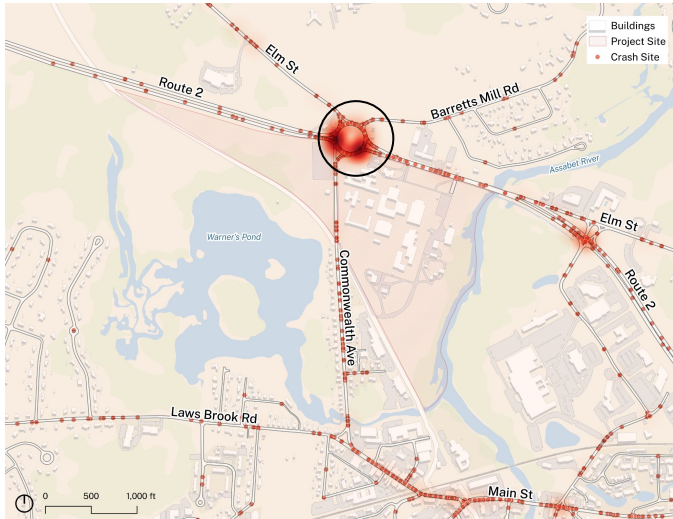
Refined Alternative 3



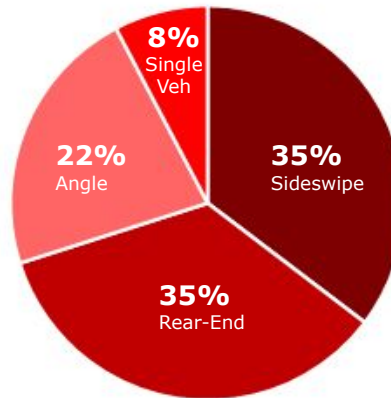
Source: Route 2 Corridor Study (2024)

The surrounding road network is dangerous for motorized and non-motorized transportation.

The Rotary experiences the highest number of vehicular crashes along Route 2 in Concord, with Commonwealth Avenue also having a significant number of incidents. The development should aim to improve safety and reduce crashes, and coordinate with existing road improvement efforts.



Concord Rotary Vehicle Crashes by Collision Type (2013-2019)



Crash rate is nearly 3x higher than District 4 average

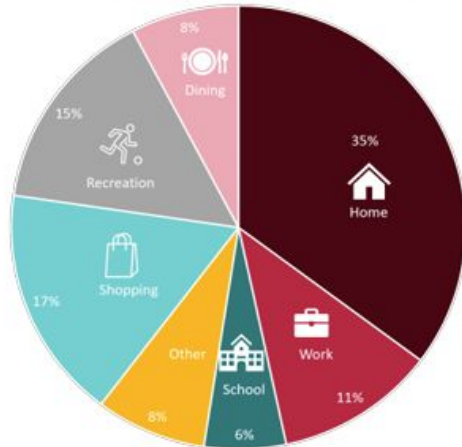
- Total of 360 crashes with 2 ped/bike related accidents
- Sideswipe, rear-end, and angle collisions are common.

Source: MassDOT (2013-2019), Crash rates are based on District Crash Rates published by MassDOT on June 26, 2018

The development can minimize the impact on traffic.

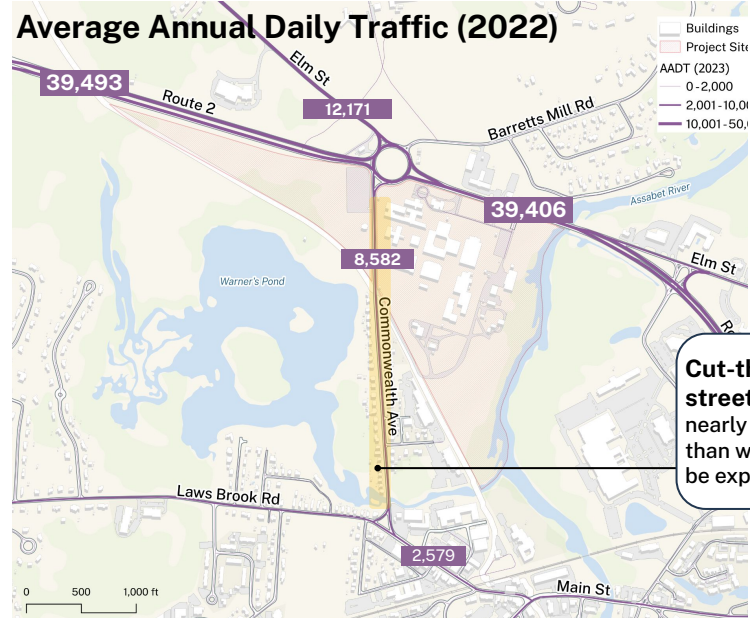
A balance of uses is necessary to mitigate the traffic impact on an already busy network.

TRIPS ORIGINATING IN CONCORD BY DESTINATION TYPE



Outside home trips, dining, recreation, and shopping trips are common destination types.

Source: Concord Transportation Mobility Study

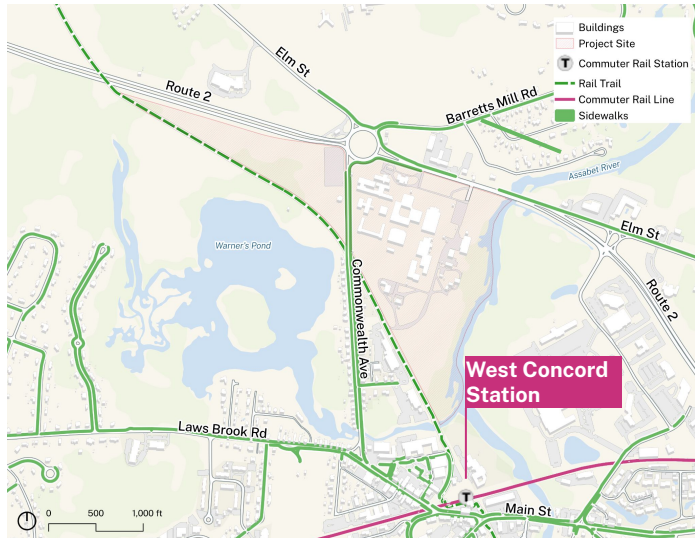


Cut-through streets: volumes are nearly 10x greater than would normally be expected

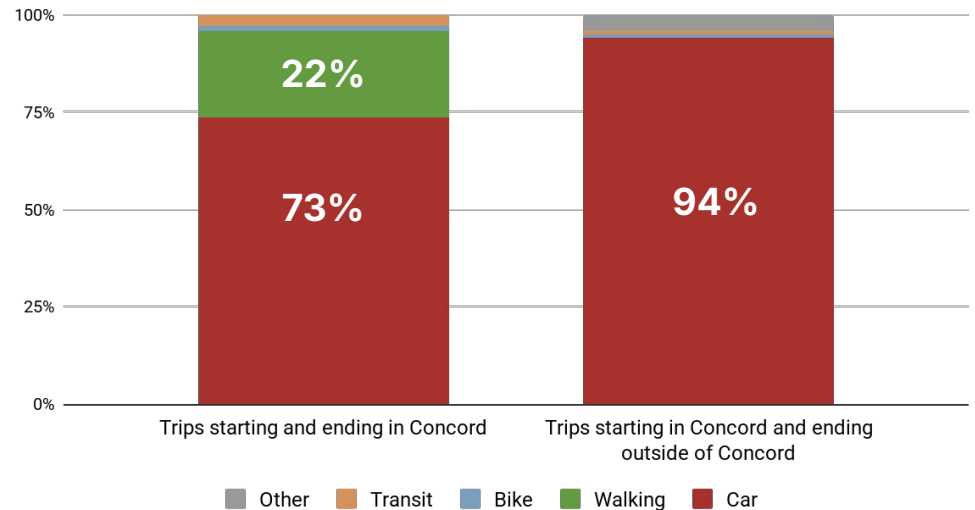
Source: MassDOT (2022), Concord Cut-Through Tech Memo (2019)

The development can maximize the use of existing public transit and reduce vehicular use.

The development is strategically positioned to leverage existing public transit options, aiming to enhance and increase their utilization.

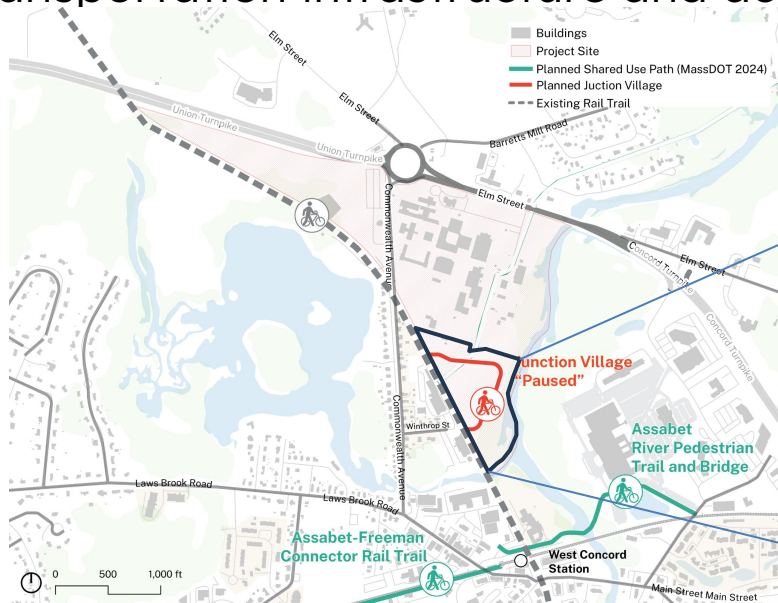


Trips Originating in Concord by Mode in and Out of Concord



Coordinating with planned mobility projects.

The development should coordinate and capitalize on efforts to connect, build upon, and influence planned mobility projects to enhance overall transportation infrastructure and accessibility.



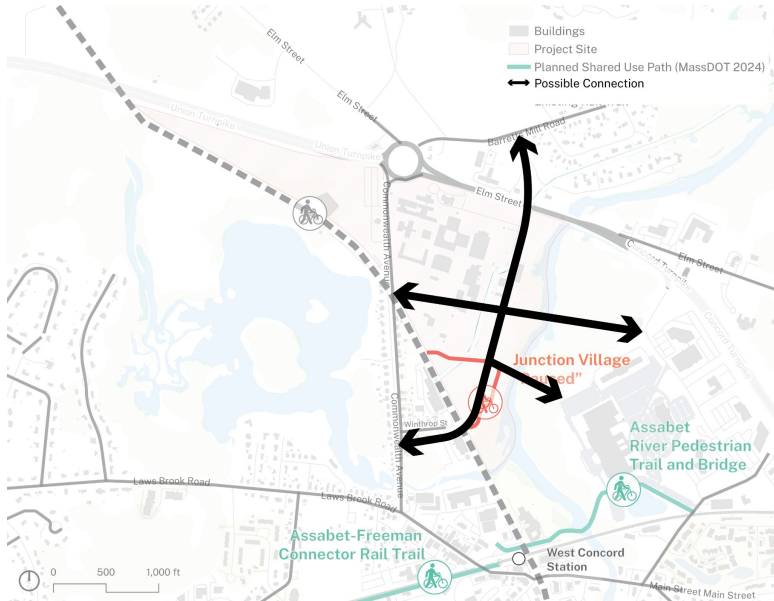
1. Reformatory Branch Trail (SUP) - **Not moving forward**
2. Assabet-Freeman Connector Rail Trail (SUP)
3. Assabet River Pedestrian Trail and Bridge (SUP)
4. Junction Village (SUP)



Enhancing possible mobility connections through the site

Build on planned mobility projects to connect the site to the Town Core and recreational amenities such as parks, rivers, and ponds. This requires coordination with MassDOT.

Possible Connections

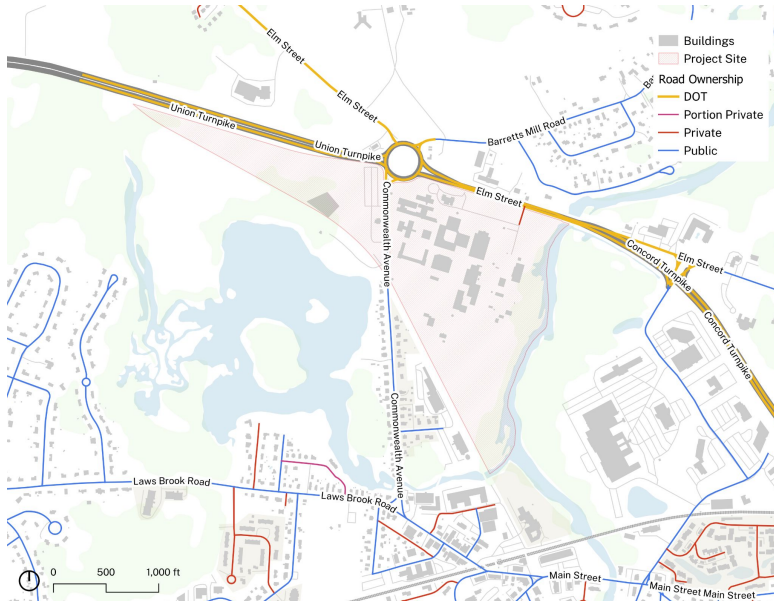


Road Jurisdiction



Ownership and Functional Classification

Road Ownership



Functional Classification

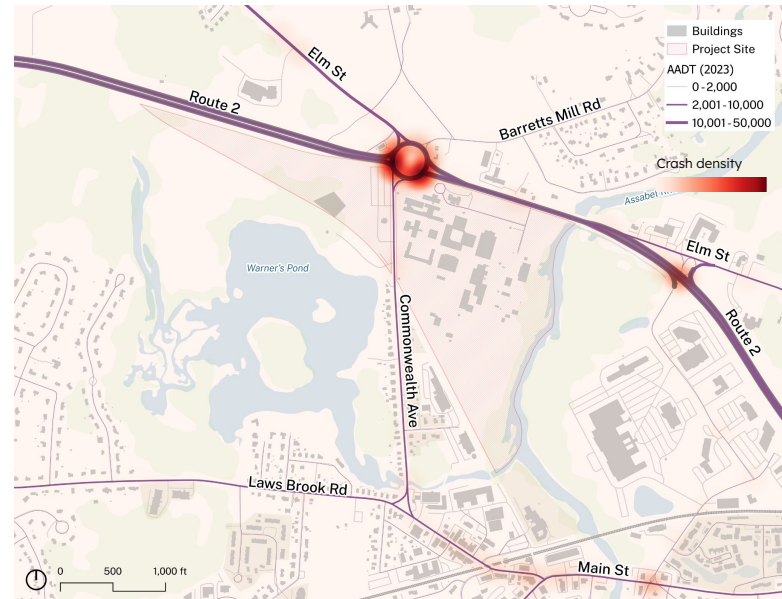


Number of Lanes, Traffic Volumes, and Crash Analysis

Number of Lanes



Collisions Vs AADT



Takeaways

- **Network Connectivity:** The Town is actively working on improving the transportation network to enhance overall connectivity and accessibility for both cars and pedestrians.
- **Safety Improvements:** High crash areas, such as the Rotary and Commonwealth Avenue, are being studied to improve safety and reduce vehicular incidents. There are opportunities to coordinate on existing road improvement efforts.
- **Traffic Impact Mitigation:** Various uses need to be balanced to mitigate traffic impact on the already busy network, which serve as major thoroughfares for work, shopping, home, and recreation trips.
- **Improving Transit Access:** Existing public transit options, such as train access and the bike network, must be leveraged to reduce reliance on private vehicles for trips within and outside Concord.
- **Strategic Positioning with Planned Transport Improvements:** Planned mobility projects should be capitalized on to enhance overall transportation infrastructure and accessibility, including providing access improvements through the development site to connect to the surrounding road network and community amenities.

Next Steps

- **Design Options**
 - Analyze the trip generation of different land use patterns to determine the optimal mix of land use.
 - Develop alternative options to increase connectivity and enhance capacity.
- **Traffic Studies**
 - Coordinate with the town engineer and MassDOT to enhance recommendations for the rotary.
 - Review and study the recommendations from various traffic studies provided by town engineers.
 - Review complete streets studies to understand priorities for roadway improvements.

Energy & Infrastructure

Sustainability Context

Approaching Sustainability to meet all stakeholder requirements, and presenting the next generation approach.

DCAMM Office of Energy and Sustainability

GOALS

- Meet GHG Emissions targets by reducing or eliminating emissions of fossil fuels in buildings and vehicles
- Ensure new construction and substantial renovations meet the **highest performance standards** practicable
- Prioritize strategic **electrification** of buildings, central plants, and vehicles, and/or use of zero-carbon fuels
- Increase the amount of **renewable** and clean energy
- Expand the deployment and use of **energy storage** to minimize peak demand
- Evaluate and implement strategies to reduce **embodied carbon**
- Participate in **Demand Response** programs

Prescriptive Requirements:

- LEED Silver, following latest LEED Standard
- For all structures, establish and design to an EUI target that meets or exceeds best-in-class EUI for newly constructed buildings by type and climate zone. At a minimum, projects shall demonstrate a 20% EUI Reduction from a building that meets the MA Energy Code. Prioritized strategies include: high performance envelope, reduced infiltration, external shading, and heat recovery
- Use only efficient electric or renewable thermal technologies for all heating, cooling, and service hot water
- Maximize installation of onsite renewable energy
- Incorporate long-term climate resiliency into design
- All new parking shall have at least 20% of spaces be EV ready

References

MA E.O 594: Leading by Example: Decarbonizing and Minimizing Environmental Impacts of State Government

Sustainability Context

Approaching Sustainability to meet all stakeholder requirements, and presenting the next generation approach.

Town of Concord



A Sustainable and Resilient Concord means preserving the nature, preserve the history, and a fostering a community where everyone can thrive and prosper.

Community-wide goal of reducing GHG emissions by 80% by 2050

GOALS

- 100% carbon-free electricity source by 2030 (Succeeded in 2023, per CMLP)
- Electrification of homes and municipal buildings
- Reduced driving hours
- Promote and create infrastructure to support electric vehicles
- Reduce Waste
- Compost
- Reduce indoor and outdoor water use consumption
- Sustainable landscape

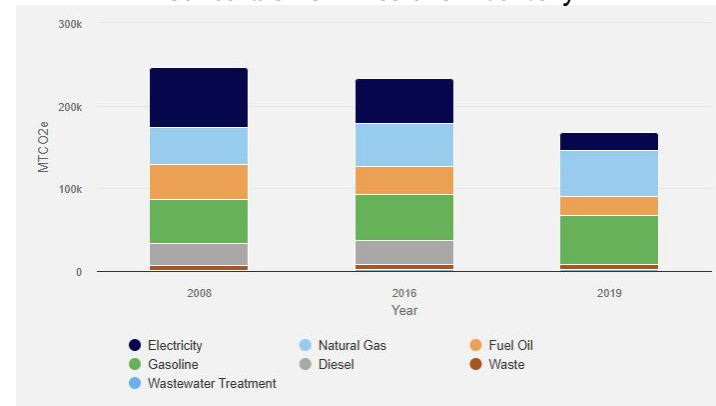
References

Town of Concord Office of Sustainability & sustainableconcord.org

Prescriptive Requirements:

- Compliance with the MA Stretch Code and Opt-In Specialized Energy Code
- Concord Article 32: No new building permit shall be issued by the Town of the Construction of New Buildings or Major Renovations that include the installation of new on-site fossil fuel infrastructure.

Concord GHG Emissions Inventory



Sustainability Context

Approaching Sustainability to meet all stakeholder requirements, and presenting the next generation approach.

State of Massachusetts: 10th Edition Stretch Code and Opt-In Specialized Energy Code

Commercial & Industrial

- All-Electric or All-Electric Ready
- High Performance Envelope & Envelope Commissioning; Special Consideration to thermal bridging
- Electric Vehicle Ready Infrastructure
- High Performance HVAC, including heat pumps and energy recovery

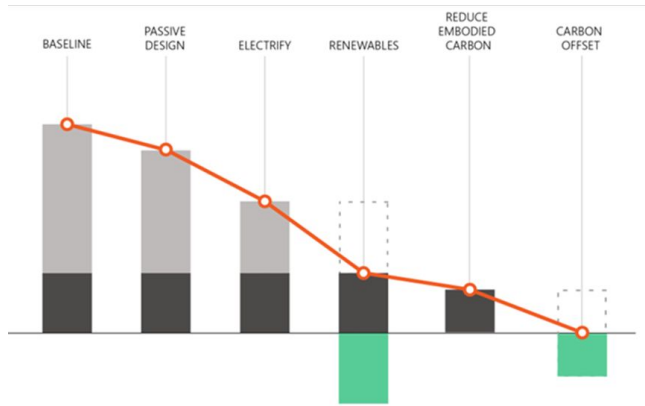
Commercial Multifamily

- Passive House Certified
- High Performance Envelope & Envelope Commissioning; Special Consideration to thermal bridging
- High Performance HVAC, including heat pumps and energy recovery

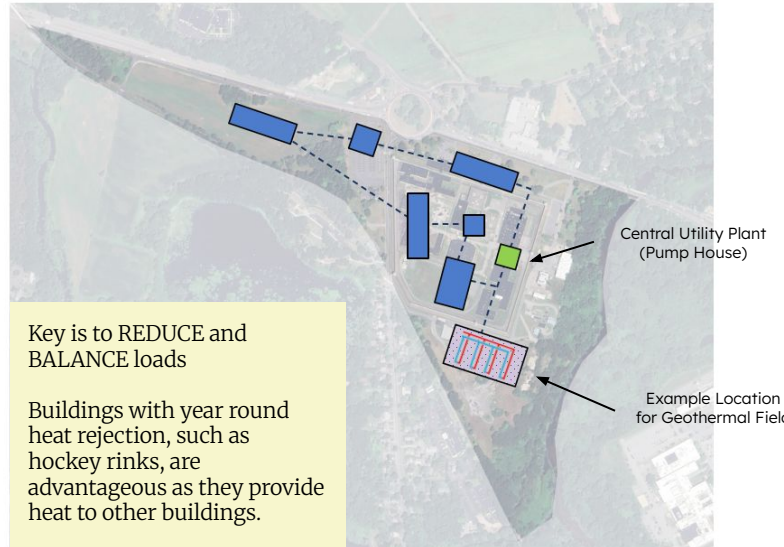


Energy

The existing steam infrastructure is inefficient and unlikely to be viable long term. Opportunities include solar and low-temp hot water loops.



All-Electric and Zero Carbon Design Approach



Opportunities

- Low-Temp Hot Water (LTHW) Loop interconnecting Buildings on site; heat sharing opportunities
- Geothermal Well Field
- Waste Water Heat Recovery from WWTP
- Photovoltaics over parking lots/parking structures

Energy

Precedents



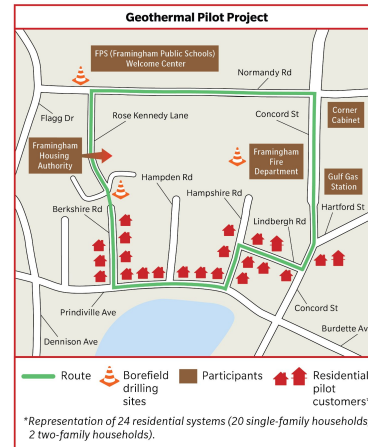
False Creek Neighborhood in Vancouver, BC
Sewer Heat Recovery System

The system is currently sized to capture 3.2 MW of wastewater energy transfer. This is being increased to 9.8MW. The system serves over 6 million square feet of residential, commercial, and industrial space.



Watertown Arsenal
Yards Parking Garage
Solar PV

Per local zoning, Watertown requires 90% of the rooftop of structured parking to be covered by PV



Framingham Geothermal
Pilot Project.

A LTHW loop interconnects residential homes and commercial properties, and is connected to geothermal borefields. Heating and cooling in the homes is provided by ground-source heat pumps connected to the loop.

Materials

Materials can be deconstructed and re-used on site!



Direct

- Used without adaptation



Panelization

- Deconstructed in pieces and palleted for storage



Ingredient

- Broken down into constituent materials for reuse or recycling



Decorative

- Reuse relegated to art or artistic application



Hazard

- Materials identified to be hazardous



Big Dog House (Boston)



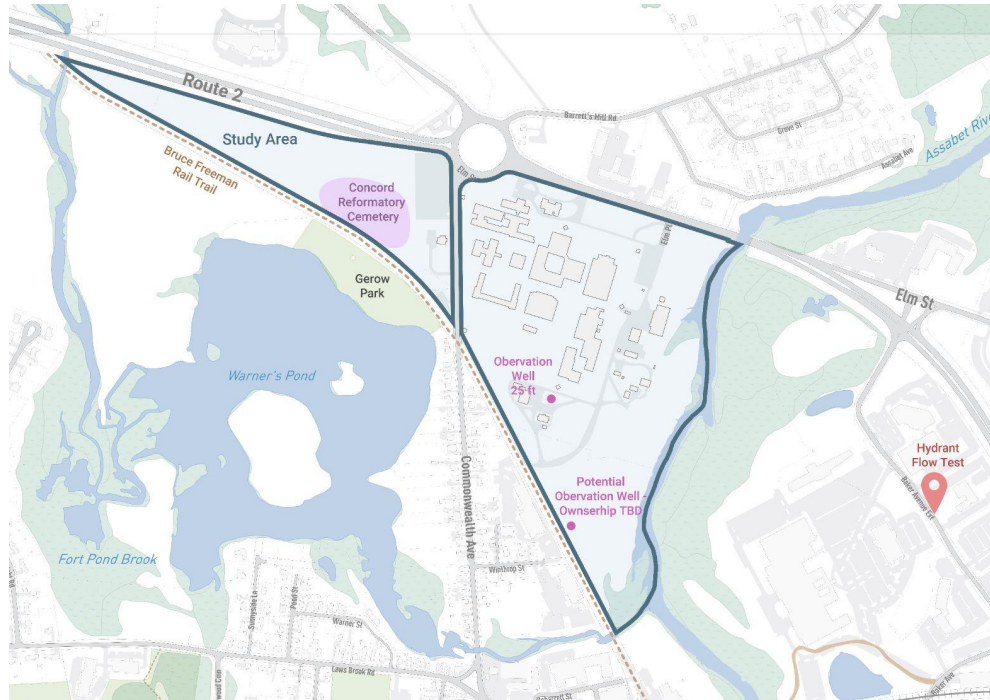
EPFL CRETE Footbridge



Concrete specifically can be ground down and reused in several applications.

Water

Site benefits from connection to existing municipal water system and its capacity.



Site Conditions:

- Potential for two observation wells on site
- Nearby hydrant flow test shows 1,300 PSI
- Located outside of Town of Concord Water Resource Protection Area

System Conditions:

- Concord Public Water operates at 1.5m - 4m GPD of 7.5m GPD capacity, per 2024 Annual Water quality report

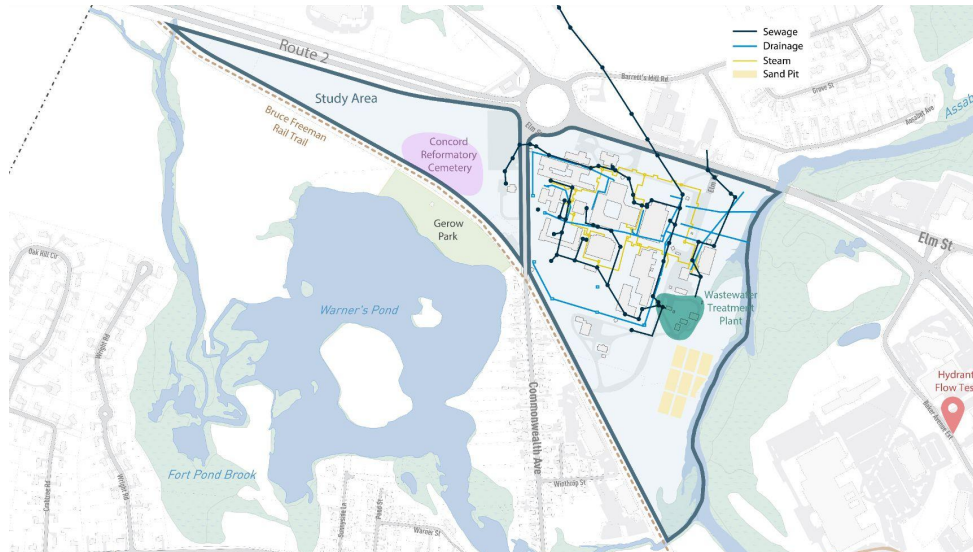
Opportunity

- Reclaimed stormwater for site irrigation and non-potable uses (Purple pipe)

Two centuries of varied development have left a web of underground infrastructure.

Sub-surface utility surveying and structural assessments of the tunnels will be essential to ensuring viability of any development plan.

Known - Existing Wastewater Collection and Abandoned Sand Pits

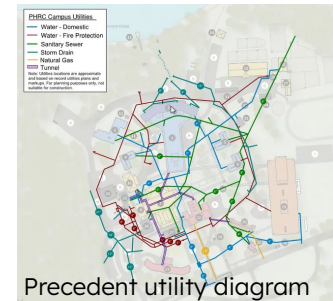


Unknown

- Location of underground utilities
- Steam Tunnels
 - Extent/location not known
 - Potential for asbestos
 - Implications for aboveground structures



ISU steam tunnels



Precedent utility diagram

The WWTP is a fixed asset.

Site access to the treatment plant should be preserved and sewer lines should be protected. Capacity exists for future development.

Wastewater Treatment Plant Capacity, GPD



¹ Per WWTP Report, 2024

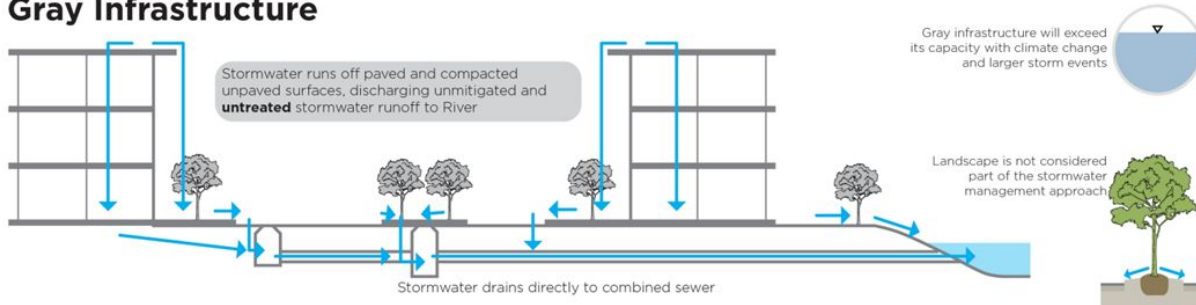
² Further discussion with town needed

*Assuming 110 GPD per bedroom, per Title V requirements.

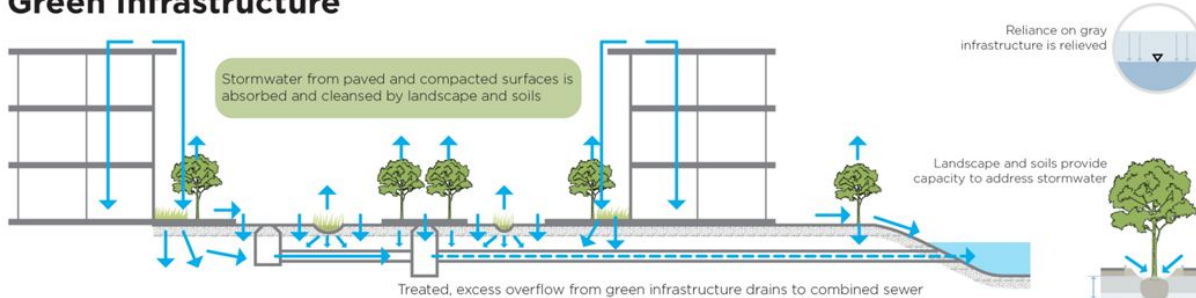
Stormwater discharge into the Assabet River.

Upgrading stormwater management to treat and control intense precipitation will be required to meet current and draft regulatory requirements, and to protect water quality. The northern section of the site drains to a Town of Concord owned outfall and could support MS4 phosphorus removal

Gray Infrastructure



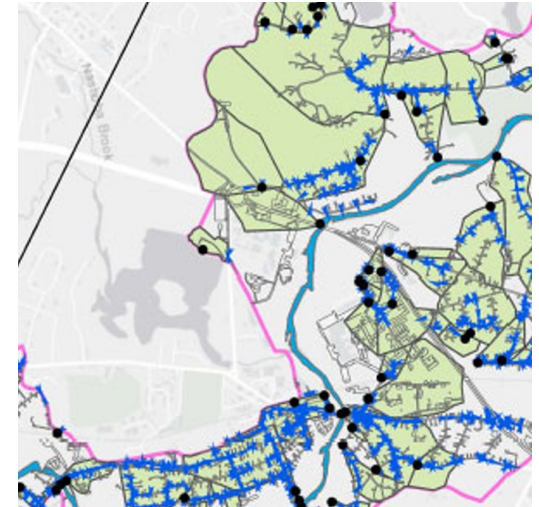
Green Infrastructure



Stormwater KPIs

Current state and local regulatory standards are based on historical data.

A resilience-focused approach to stormwater will account for **future projections.**



Stormwater Management Toolkit

Infiltration



Bioretention





Rainwater Harvesting



Permeable Pavement



Certifications

| CERTIFICATION | PROGRAM FOCUS | COST RANGE | PERCEIVED VALUE |
|---|---|---------------|---|
| LEED NEIGHBORHOOD DEVELOPMENT  | Smart location & linkage, neighborhood pattern & design, green infrastructure & buildings | \$ - \$\$ | LOW Targets new construction |
| SITES  | Sustainable landscapes | \$ | MED Increasingly popular, USGBC/LEED synergy |
| FITWEL  | Human Health | \$ | HIGH Low cost, High value |
| WELL  | Healthy buildings & interiors | \$ - \$\$\$\$ | LOW Redundant with Fitwel Requires more time & cost |
| ENVISION  | Sustainable infrastructure | \$ - \$\$\$\$ | MED Newer, less tenant familiarity |

Economics & Feasibility

Contents

1. SWOT Analysis
2. MCI by the Numbers
3. Fiscal Context
4. Site Context
5. Economic / Demographic Analysis
6. Real Estate Trends
7. Case Studies
8. Market Takeaways

STRENGTHS

- Large property
- Desirable Town with rich history
- Demographic profile attractive to new businesses
- Proximate to West Concord commercial district
- Proximate to MBTA Commuter Rail Station
- Adjacent to Bruce Freeman and Assabet River
- Historic Warden's House, White Row House
- On-site infrastructure
- Recreation facilities

WEAKNESSES

- Several factors may limit development
 - Community preferences on height/density
 - Focus on school enrollment growth
 - Traffic capacity/access
 - Wastewater capacity
- Land area closest to West Concord - Junction Village has significant flood plain area

OPPORTUNITIES

- Fortress of security > permeable
- Re-establishing tree canopy
- Carceral jobs > diverse industries and ventures
- Storytelling of the site's history
- Interim income potential – film?
- New neighborhood, supplying missing housing types
- Coordination with MassDOT design for rotary
- Coordination with Junction Village RFP (MBTA Communities Subdistrict)

THREATS

- Different ideas RE historic value & reuse
- Competing ideas RE future use
- Support not detract from village centers
- Cost of capital project needs for existing building and infrastructure reuse

MCI

BY THE NUMBERS

| | Economic Impacts |
|-------------------|---|
| Direct | Jobs Salaries, & income tax Production of goods for State facility/property use |
| Non-Direct | Visitor spending Supplier impacts of related local businesses and industries |

517,000 built SF

64 acres (51 + 13)

0.2 FAR

300 – 1,200 inmates

200 employees

visitors annually unknown

\$190M in capital project needs (\$368/SF)
for decarbonization, cooling, deferred maintenance

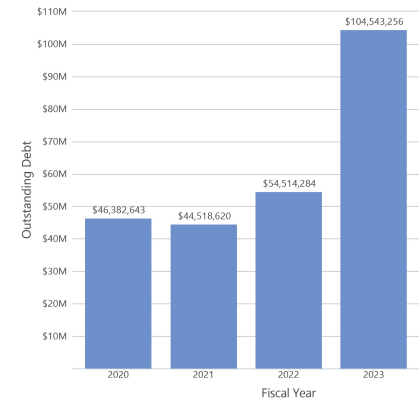
Fiscal Facts

- Average single family tax bill (\$19,585) - 5th highest in MA.
- The average single family home values have increased by 52% while the average tax bill has increased by 45% since 2016.
- 2/3 of the Town's budget is directed toward schools. School enrollment has been declining - some capacity for growth, but not unlimited amount of growth.
- Land for new commercial or industrial development is limited given current zoning and public open space. 32% of land area is permanently protected.
- Outstanding debt has increased in recent years.

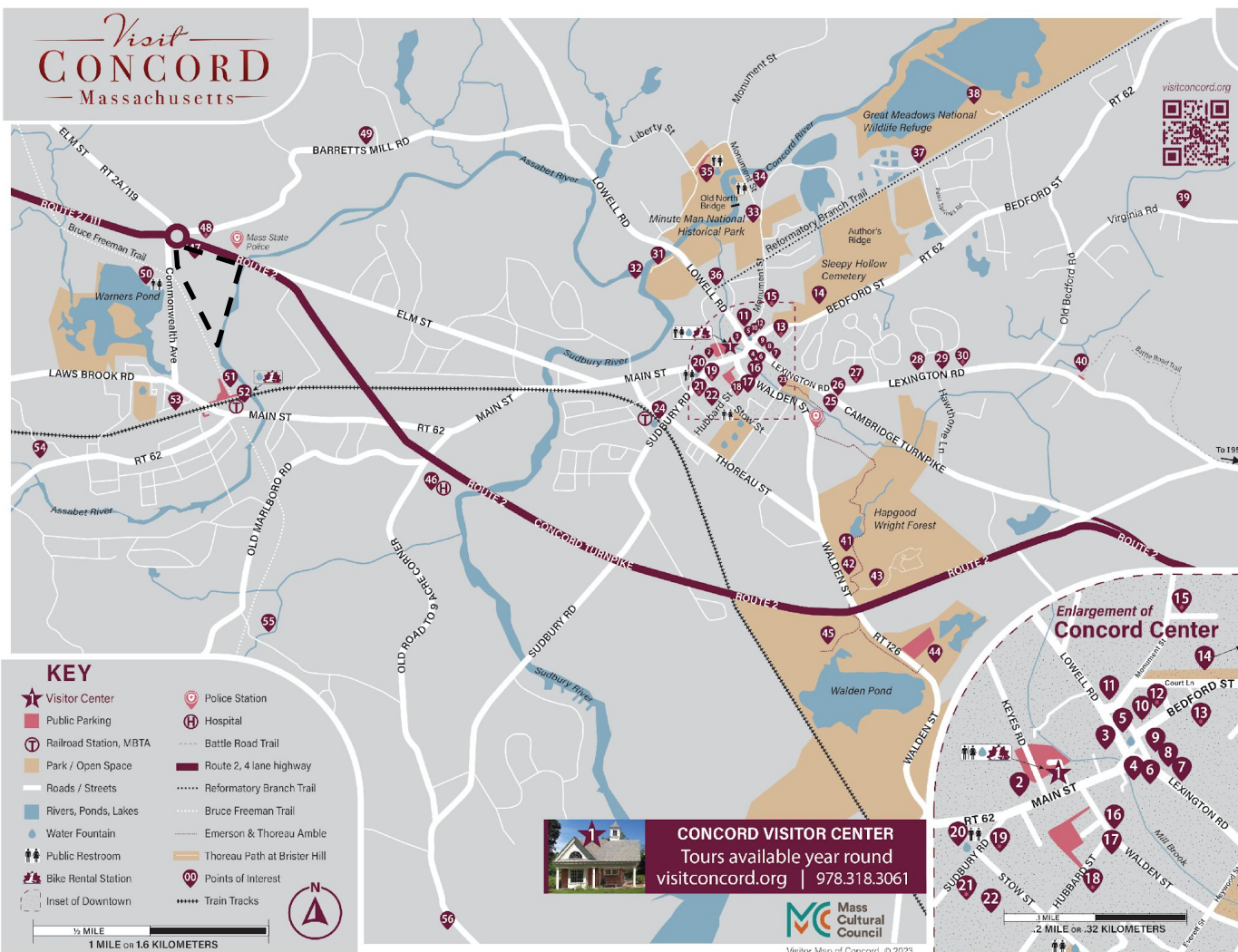
New Ellen Garrison Building at Concord Middle School



Town of Concord - Outstanding Long-Term Debt



Visit CONCORD Massachusetts



CONCORD POINTS OF INTEREST
See back of map for addresses, descriptions and information. Visit our website for translations and more information.

(private) Private residences; please do not disturb.

- Concord Visitor Center**
- 2** South Burying Ground
- 3** Old Jail Site
- 4** Wright Tavern
- 5** Monument Square and Civil War Monument
- 6** First Parish Church
- 7** Concord Center for Visual Arts
- 8** Hill Burying Ground
- 9** First Universalist Church / Holy Family Parish
- 10** Concord Town House
- 11** Concord's Colonial Inn
- 12** Dee Funeral Home* (private)
- 13** Mary Rice Home* (private)
- 14** Sleepy Hollow Cemetery
- 15** Garrison House* (private)
- 16** 51 Walden Performing Arts Center
- 17** Trinitarian Congregational Church
- 18** Mary Merrick Brooks Home* (private)
- 19** Bigelow House* (private)
- 20** Concord Free Public Library
- 21** Franklin Sanborn House and Schoolroom* (private)
- 22** The Umbrella Arts Center
- 23** Emerson & Thoreau Amble Trail Head
- 24** Concord Center MBTA
- 25** Ralph Waldo Emerson House
- 26** Concord Museum
- 27** Benjamin Barron House* (private)
- 28** Louisa May Alcott's Orchard House
- 29** The Wayside, Home of Authors
- 30** Grapevine Cottage* (private)
- 31** Path to Egg Rock
- 32** Egg Rock
- 33** Old Manse
- 34** The Robbins House
- 35** Old North Bridge Visitors Center
- 36** Reformatory Branch Trail Head
- 37** Edge of the Great Field
- 38** Great Meadows National Wildlife Refuge
- 39** Thoreau Farm and Birthplace
- 40** Meriam's Corner and East Quarter
- 41** School House - Battle Road Trail Head
- 42** Brister's Spring
- 43** Brister & Fenda Freeman House Site
- 44** Walden Pond State Reservation
- 45** Thoreau Path at Brister's Hill
- 46** Walden Pond State Reservation
- 47** Emerson Hospital/Indigenous Settlement Area
- 48** Concord Reformatory
- 49** John Cuming House* (private)
- 50** Gerow Park and Warners Pond
- 51** Bruce Freeman Rail Trail
- 52** West Concord MBTA
- 53** Concord Sign Museum
- 54** Damon Mill
- 55** Jennie Dugan's Brook
- 56** Verrill Farm

The first 23 points of interest are featured in the enlargement at the bottom right.

KEY

- Visitor Center
- Public Parking
- Railroad Station, MBTA
- Park / Open Space
- Roads / Streets
- Rivers, Ponds, Lakes
- Water Fountain
- Public Restroom
- Bike Rental Station
- Inset of Downtown
- Police Station
- Hospital
- Battle Road Trail
- Park / Open Space
- Reformatory Branch Trail
- Bruce Freeman Trail
- Emerson & Thoreau Amble
- Thoreau Path at Brister Hill
- Points of Interest
- Train Tracks

 **CONCORD VISITOR CENTER**
Tours available year round
visitconcord.org | 978.318.3061

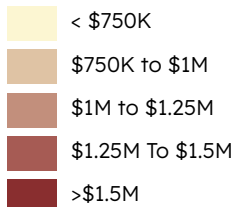
 Mass Cultural Council
Visitor Map of Concord © 2023



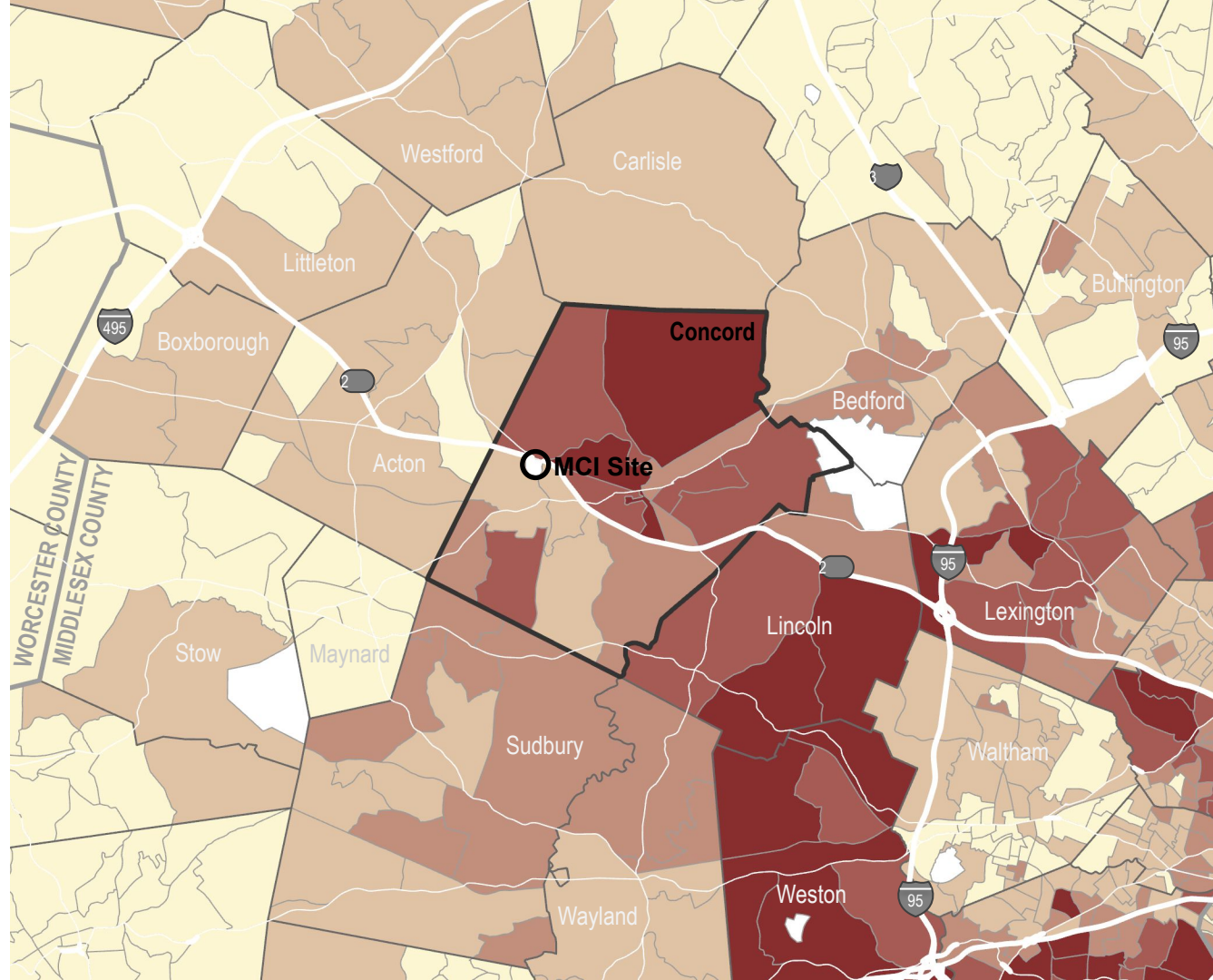
Demographic Overview

| | Concord | State of MA |
|---------------------------------------|-------------|-------------|
| Median Household Income | \$212,315 | \$101,341 |
| Owner-Occupied Housing Rate | 78.9% | 62.6% |
| Median Home Value (Owner-Occupied) | \$1,134,500 | \$525,800 |
| Median Gross Rent | \$2,471 | \$1,687 |
| Mean Travel Time to Work | 32.1 | 29.3 |
| Over 65 years old | 20.5% | 18.5% |
| Under 18 years old | 26.8% | 19.2% |
| Education Bachelor's Degree or Higher | 79.1% | 46.6% |

Median Home Values 2024

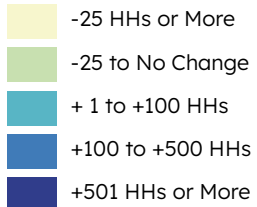


Source: ESRI Business Analyst 2024

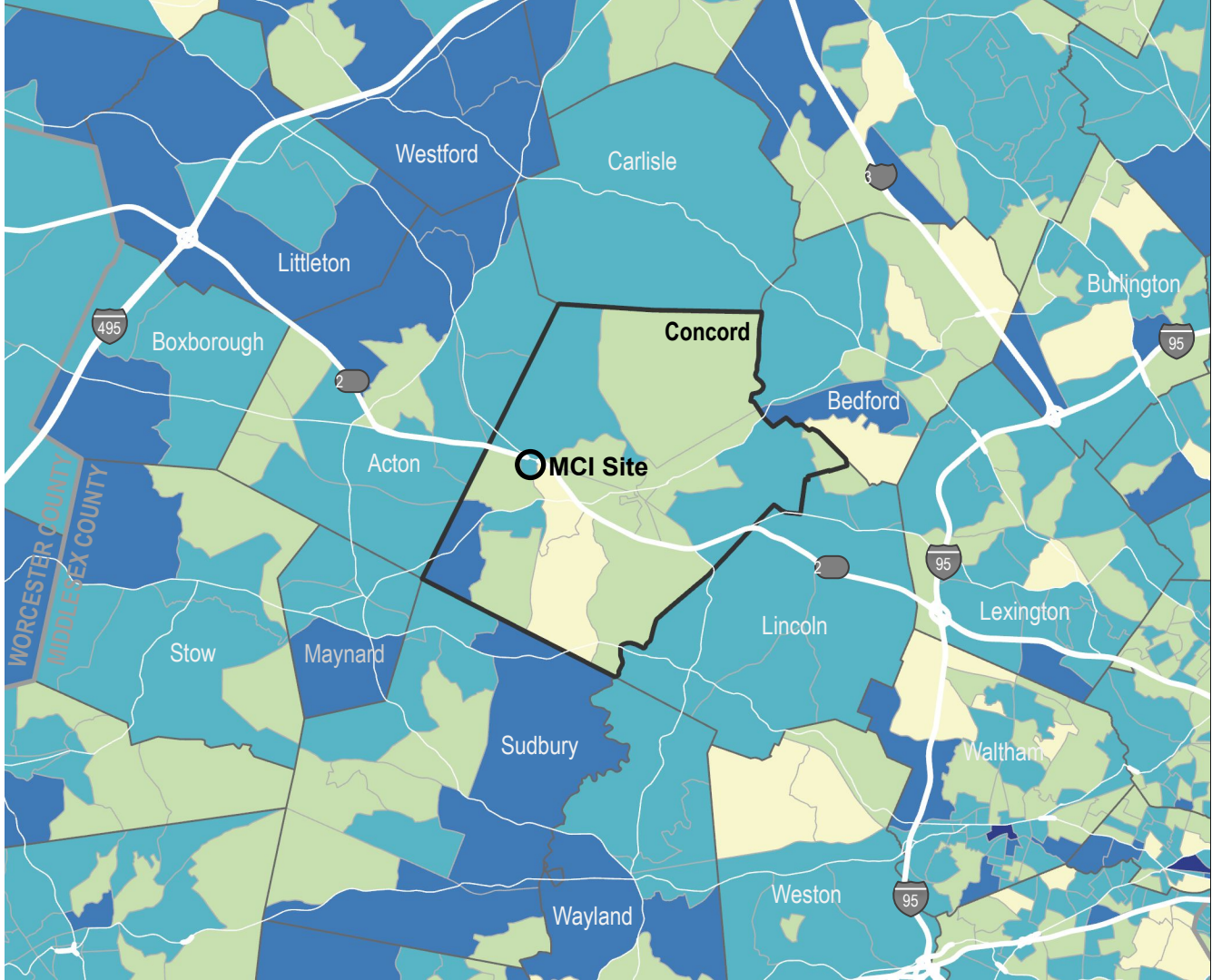


Household Growth 2010-24

(Total Absolute Growth)

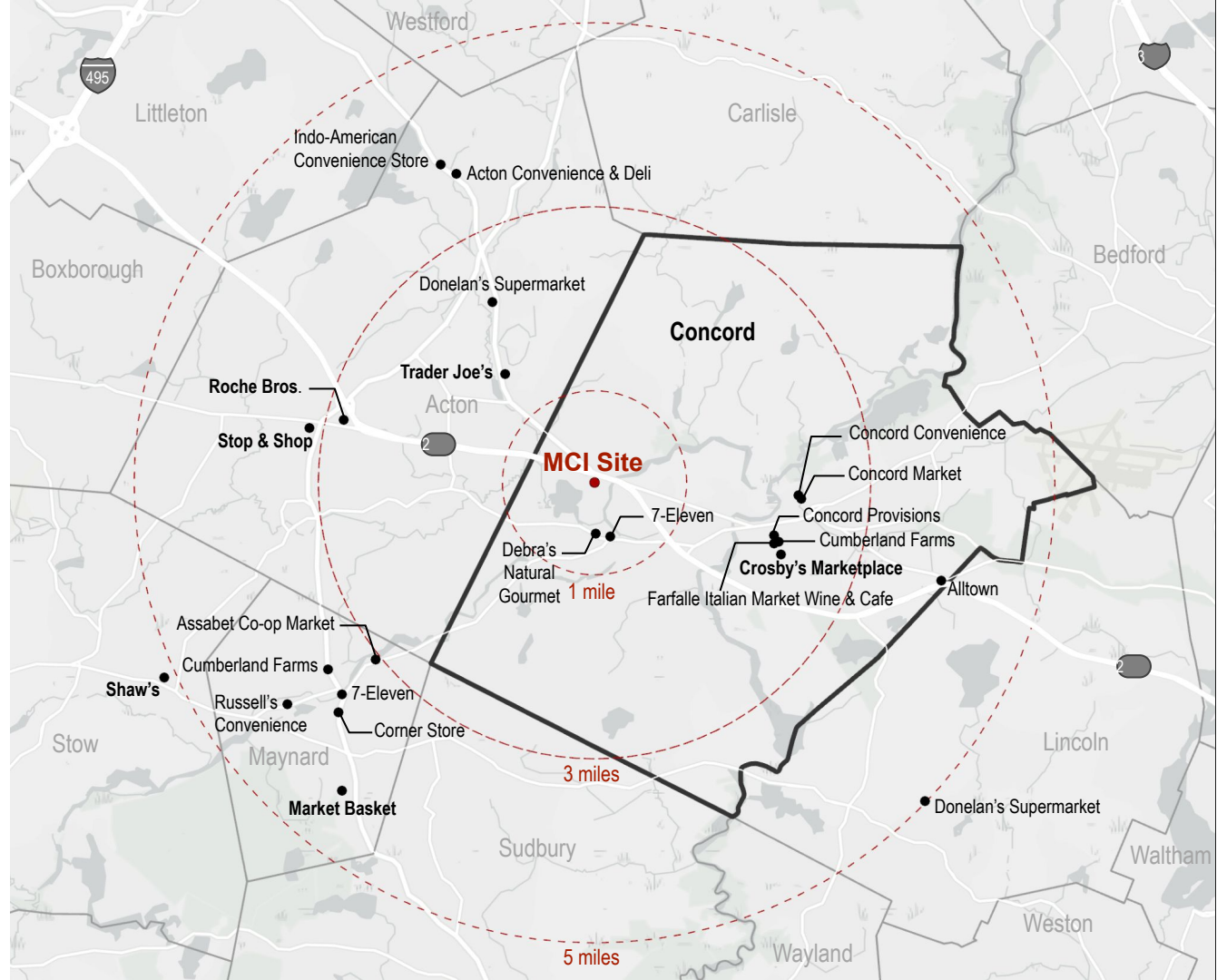


Source: ESRI Business Analyst 2024



Amenity Mapping

(Grocery Stores)



Labor Market

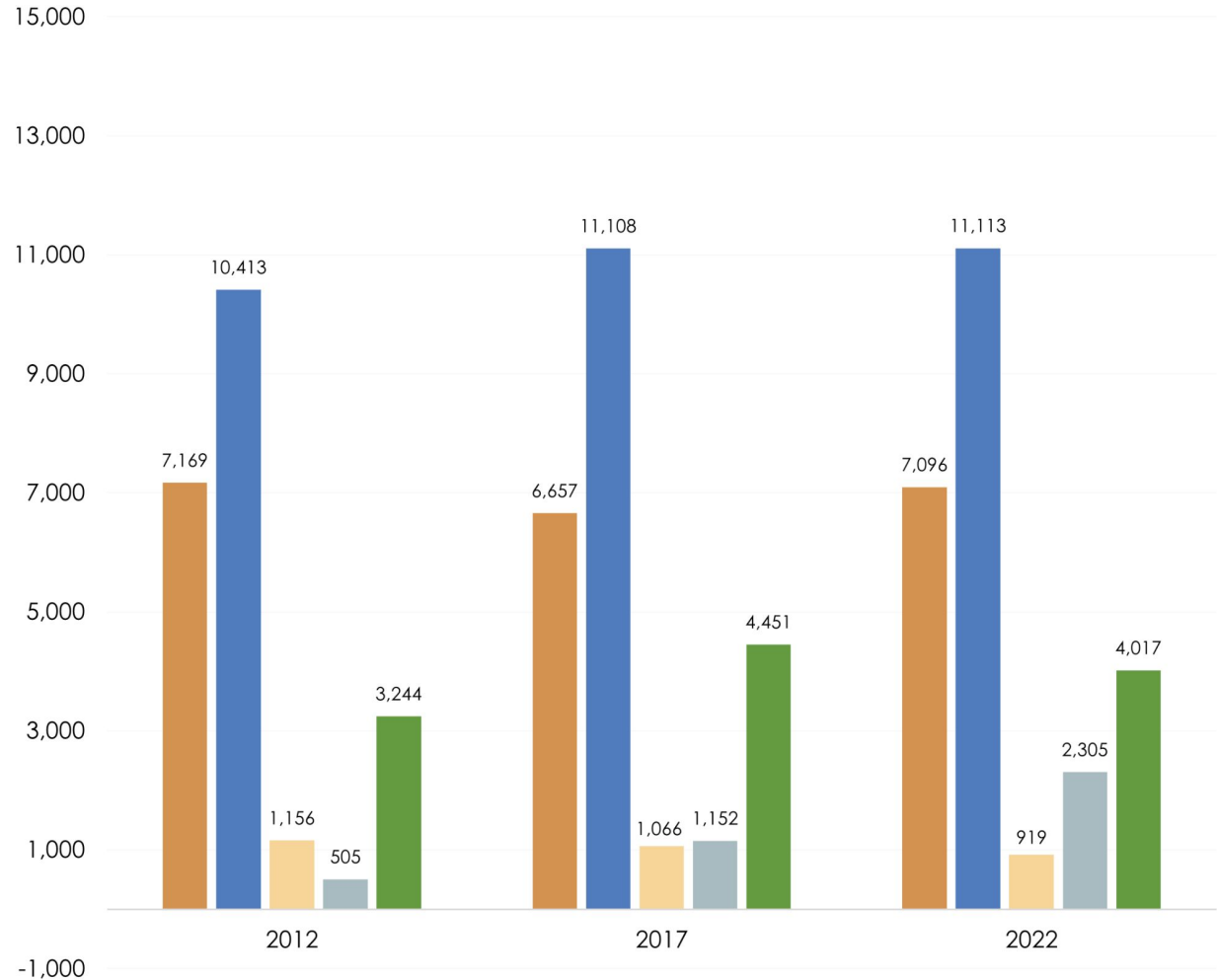
17% of workforce telecommuted or worked from home (2022)

12% self-employment (2x that of the county and MA)

- Residents Commute Out to Work
- Workers Commuting to Concord
- Residents Live and Work in Town
- Telecommuting/Worked at Home
- Net Job inflow (+)

Source: On The Map (Inflow/ Outflow)
 US Census ACS (Population & Telecommuting)
 Envision Concord 2018 (self-employment)

Town of Concord, MA - Worker Inflow/ Outflow

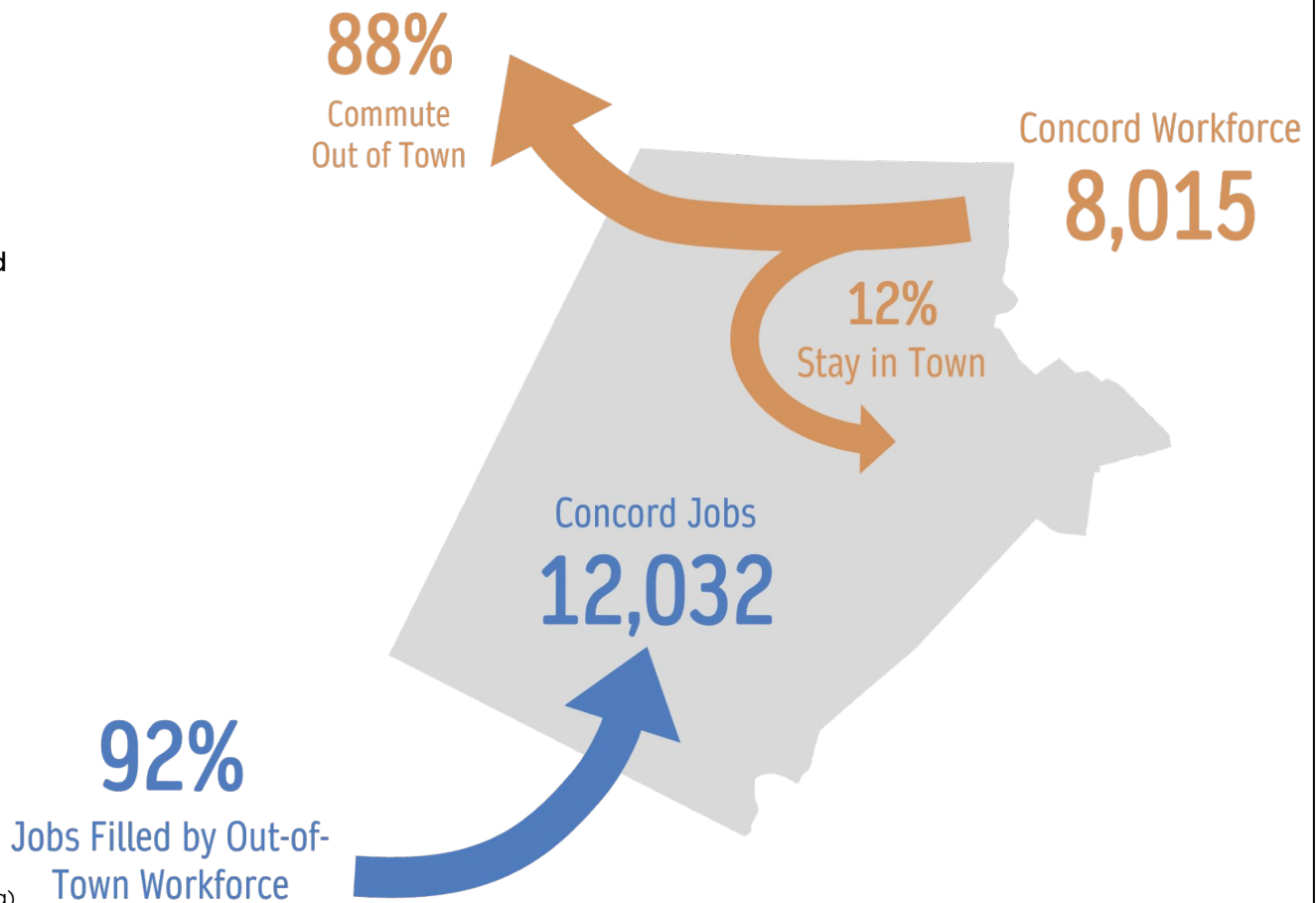


Labor Market

17% of workforce telecommuted or worked from home (2022)

12% self-employment (2x that of the county and MA)

Source: On The Map (Inflow/ Outflow)
US Census ACS (Population & Telecommuting)
Envision Concord 2018 (self-employment)



Concord's Largest Employers

| Employer | Industry | No. Of Employees |
|--|-----------------------|------------------|
| Emerson Health | Healthcare | 1,000 - 4,999 |
| Corrections Department | State Prison | 500 - 999 |
| New England Deaconess Association | Elderly Care | 250 - 499 |
| Care One of Concord | Health Care | 100 - 249 |
| Caring Companion Home Care | Health Care | 100 - 249 |
| Concord Academy | Education | 100 - 249 |
| Draper Lab | Professional Services | 100 - 249 |
| Dynasil Corp of America | Professional Services | 100 - 249 |
| Hamilton, Brook, Smith, & Reynolds | Professional Services | 100 - 249 |
| Middlesex School | Education | 100 - 249 |
| | | |
| Source: Town of Concord, Annual Comprehensive Financial Report | | |

Growing Industries

Town of Concord

Concord lost 142 overall jobs
(2017 to 2022).

Greatest losses are observed in:

- Public Administration
- Educational Services
- Accommodation & Food

Greatest gains observed in:

- Healthcare & Social
- Information
- Professional, Sci, & Tech

| NAICS Code - Industry | Employment: Concord, MA | | | |
|---|-------------------------|---------------|--------------|-----------------|
| | 2017 | 2022 | Change | Annual % Change |
| 62 - Health Care and Social Assistance | 3,462 | 3,973 | 511 | 3.0% |
| 54 - Professional, Scientific, and Technical Services | 1,387 | 1,517 | 130 | 1.9% |
| 61 - Educational Services | 1,461 | 1,225 | (236) | -3.2% |
| 51 - Information | 544 | 740 | 196 | 7.2% |
| 92 - Public Administration | 940 | 666 | (274) | -5.8% |
| 44-45 - Retail Trade | 685 | 656 | (29) | -0.8% |
| 72 - Accommodation and Food Services | 869 | 637 | (232) | -5.3% |
| 55 - Management of Companies and Enterprises | 588 | 613 | 25 | 0.9% |
| 71 - Arts, Entertainment, and Recreation | 652 | 509 | (143) | -4.4% |
| 81 - Other Services (except Public Administration) | 387 | 309 | (78) | -4.0% |
| 52 - Finance and Insurance | 182 | 216 | 34 | 3.7% |
| 42 - Wholesale Trade | 265 | 203 | (62) | -4.7% |
| 31-33 - Manufacturing | 207 | 199 | (8) | -0.8% |
| 53 - Real Estate and Leasing | 120 | 189 | 69 | 11.5% |
| 23 - Construction | 217 | 151 | (66) | -6.1% |
| 56 - Administrative, Support, and Waste Services | 103 | 132 | 29 | 5.6% |
| 48-49 - Transportation and Warehousing | 34 | 51 | 17 | 10.0% |
| 11 - Agriculture | 30 | 41 | 11 | 7.3% |
| 22 - Utilities | 41 | 5 | (36) | -17.6% |
| 21 - Mining | - | - | - | - |
| Total, All Industries | 12,174 | 12,032 | (142) | -0.2% |

North American Industry Classification System (NAICS)

Source: OnTheMap 2022 Data,
Retrieved March 2025

Growing Industries

Middlesex County

County gained 24K overall jobs (2017 to 2022).

Greatest losses observed in:

- Retail
- Accommodation & Food
- Manufacturing

Largest gains observed in:

- Professional, Sci & Tech
- Educational Services
- Management

| NAICS Code - Industry | Employment: Middlesex County, MA | | | |
|---|----------------------------------|----------------|---------------|-----------------|
| | 2017 | 2022 | Change | Annual % Change |
| 54 - Professional, Scientific, and Technical Services | 137,183 | 166,079 | 28,896 | 4.2% |
| 62 - Health Care and Social Assistance | 124,781 | 122,225 | (2,556) | -0.4% |
| 61 - Educational Services | 100,379 | 108,477 | 8,098 | 1.6% |
| 44-45 - Retail Trade | 81,259 | 74,385 | (6,874) | -1.7% |
| 31-33 - Manufacturing | 75,377 | 70,579 | (4,798) | -1.3% |
| 72 - Accommodation and Food Services | 63,285 | 57,210 | (6,075) | -1.9% |
| 56 - Administrative, Support, and Waste Services | 53,318 | 52,124 | (1,194) | -0.4% |
| 23 - Construction | 43,248 | 47,449 | 4,201 | 1.9% |
| 51 - Information | 45,538 | 44,184 | (1,354) | -0.6% |
| 42 - Wholesale Trade | 37,954 | 36,680 | (1,274) | -0.7% |
| 55 - Management of Companies and Enterprises | 27,843 | 35,066 | 7,223 | 5.2% |
| 92 - Public Administration | 26,420 | 28,152 | 1,732 | 1.3% |
| 81 - Other Services (except Public Administration) | 28,621 | 26,143 | (2,478) | -1.7% |
| 52 - Finance and Insurance | 28,251 | 26,076 | (2,175) | -1.5% |
| 48-49 - Transportation and Warehousing | 17,190 | 19,182 | 1,992 | 2.3% |
| 71 - Arts, Entertainment, and Recreation | 14,131 | 13,136 | (995) | -1.4% |
| 53 - Real Estate and Leasing | 10,524 | 11,125 | 601 | 1.1% |
| 11 - Agriculture | 2,228 | 3,679 | 1,451 | 13.0% |
| 22 - Utilities | 2,205 | 2,298 | 93 | 0.8% |
| 21 - Mining | 223 | 120 | (103) | -9.2% |
| Total, All Industries | 919,958 | 944,369 | 24,411 | 0.5% |

North American Industry Classification System (NAICS)

Source: OnTheMap 2022 Data, Retrieved March 2025

Growing Industries

Boston-Cambridge-Newton MSA

MSA gained 49K overall jobs (2017 to 2022).

Greatest losses are observed in:

- Accommodation & Food
- Retail
- Manufacturing

Largest gains observed in:

- Professional, Sci & Tech
- Educational Services
- Construction

| NAICS Code - Industry | Employment: Boston MSA | | | |
|---|------------------------|------------------|---------------|-----------------|
| | 2017 | 2022 | Change | Annual % Change |
| 62 - Health Care and Social Assistance | 453,866 | 448,503 | (5,363) | -0.2% |
| 54 - Professional, Scientific, and Technical Services | 290,994 | 341,948 | 50,954 | 3.5% |
| 61 - Educational Services | 258,173 | 283,495 | 25,322 | 2.0% |
| 44-45 - Retail Trade | 261,550 | 247,363 | (14,187) | -1.1% |
| 72 - Accommodation and Food Services | 223,474 | 203,505 | (19,969) | -1.8% |
| 31-33 - Manufacturing | 178,099 | 171,234 | (6,865) | -0.8% |
| 56 - Administrative, Support, and Waste Services | 148,470 | 150,144 | 1,674 | 0.2% |
| 52 - Finance and Insurance | 147,380 | 146,237 | (1,143) | -0.2% |
| 23 - Construction | 119,135 | 133,023 | 13,888 | 2.3% |
| 92 - Public Administration | 108,552 | 108,886 | 334 | 0.1% |
| 42 - Wholesale Trade | 96,790 | 95,089 | (1,701) | -0.4% |
| 51 - Information | 89,498 | 94,560 | 5,062 | 1.1% |
| 81 - Other Services (except Public Administration) | 93,189 | 88,501 | (4,688) | -1.0% |
| 48-49 - Transportation and Warehousing | 67,433 | 71,477 | 4,044 | 1.2% |
| 55 - Management of Companies and Enterprises | 59,818 | 62,437 | 2,619 | 0.9% |
| 71 - Arts, Entertainment, and Recreation | 49,113 | 46,360 | (2,753) | -1.1% |
| 53 - Real Estate and Leasing | 38,927 | 38,748 | (179) | -0.1% |
| 22 - Utilities | 8,937 | 8,656 | (281) | -0.6% |
| 11 - Agriculture | 4,109 | 6,648 | 2,539 | 12.4% |
| 21 - Mining | 598 | 490 | (108) | -3.6% |
| Total, All Industries | 2,698,105 | 2,747,304 | 49,199 | 0.4% |

North American Industry Classification System (NAICS)

Source: OnTheMap 2022 Data, Retrieved March 2025

Jobs

Regional - All Jobs

All employment

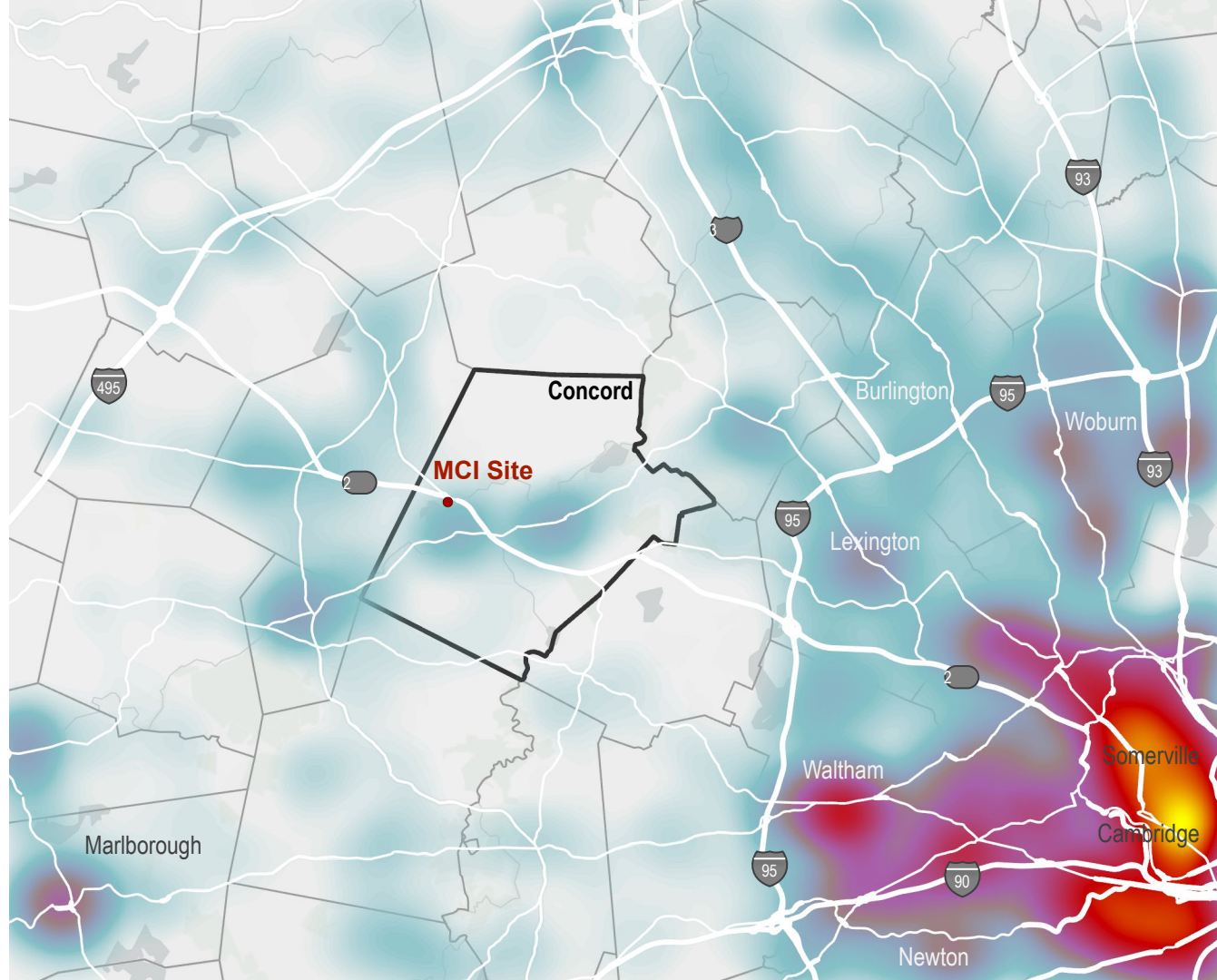
Sparse

Dense



Note: Spatial locations are indicative and not exact, excludes locations with less than 5 employees.

Source: OnTheMap 2022 Data, Retrieved March 2025



ECO / DEMO ANALYSIS

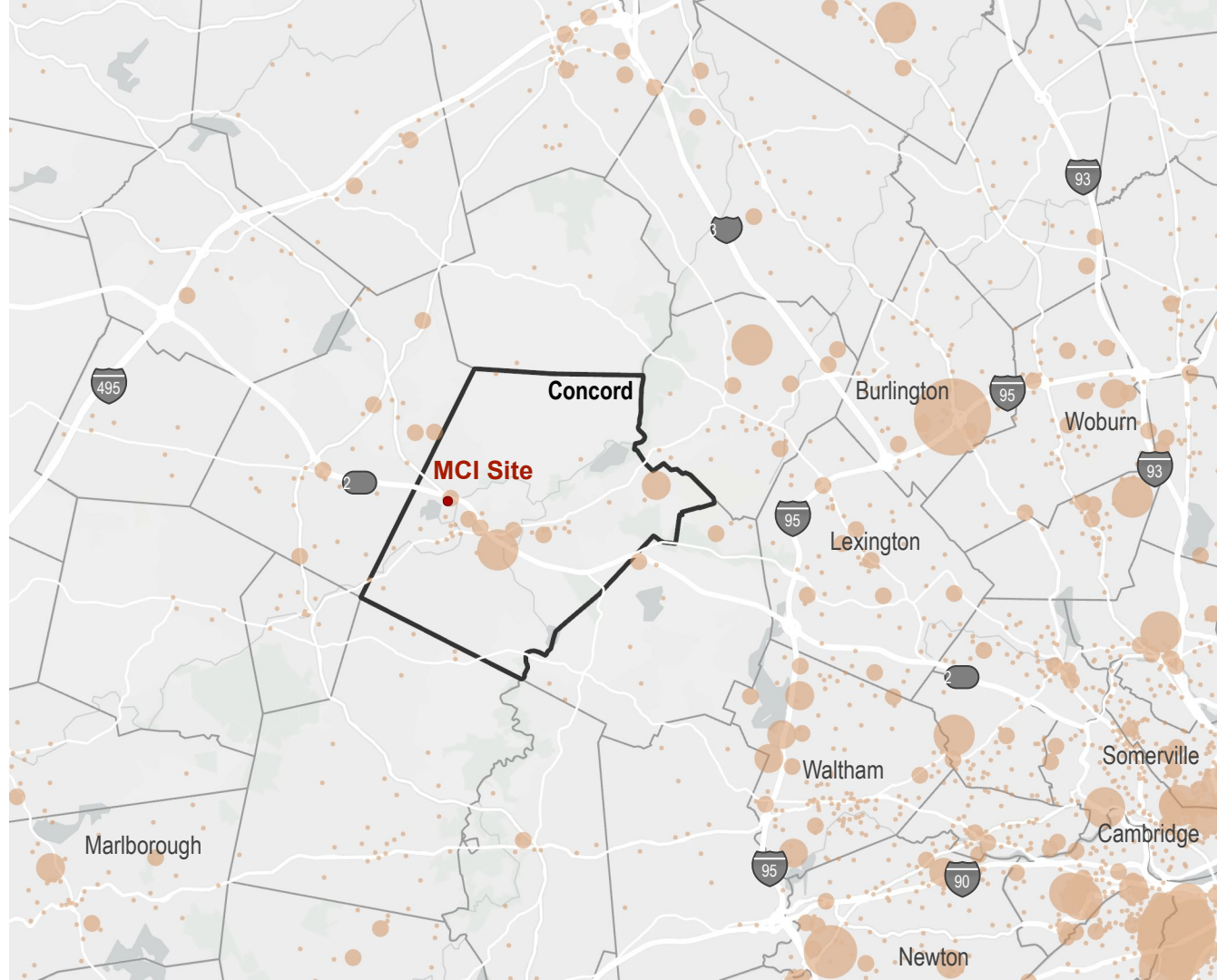
Jobs

Regional - Healthcare Jobs



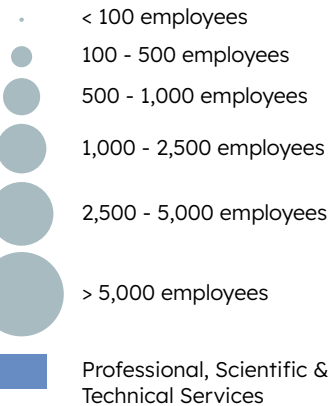
Note: Spatial locations are indicative and not exact, excludes locations with less than 5 employees.

Source: OnTheMap 2022 Data, Retrieved March 2025

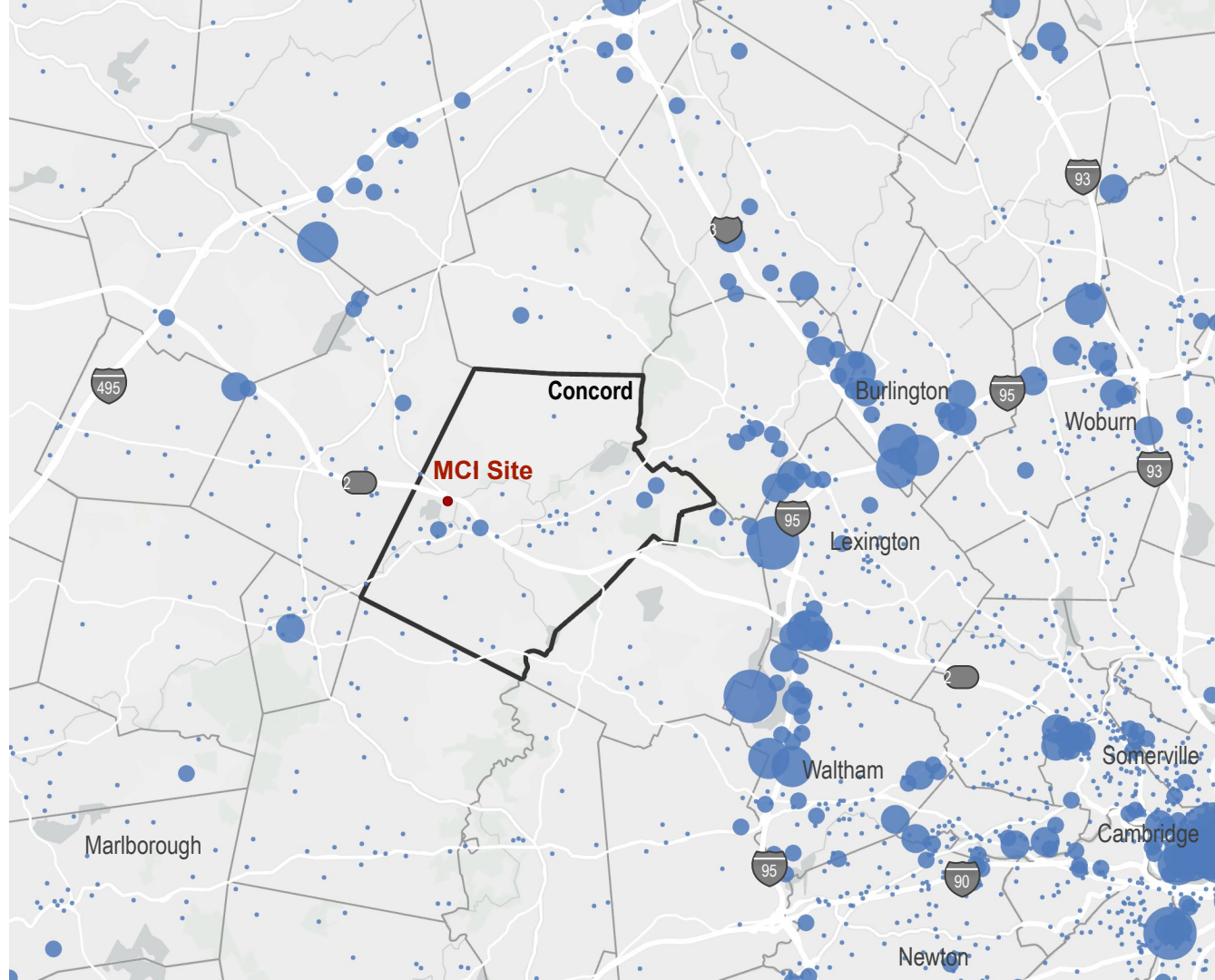


Jobs

Regional - Professional,
Scientific & Technical Services
Jobs









Note: Spatial locations are indicative and not exact, excludes locations with less than 5 employees.
Source: OnTheMap 2022 Data,
Retrieved March 2025



Jobs

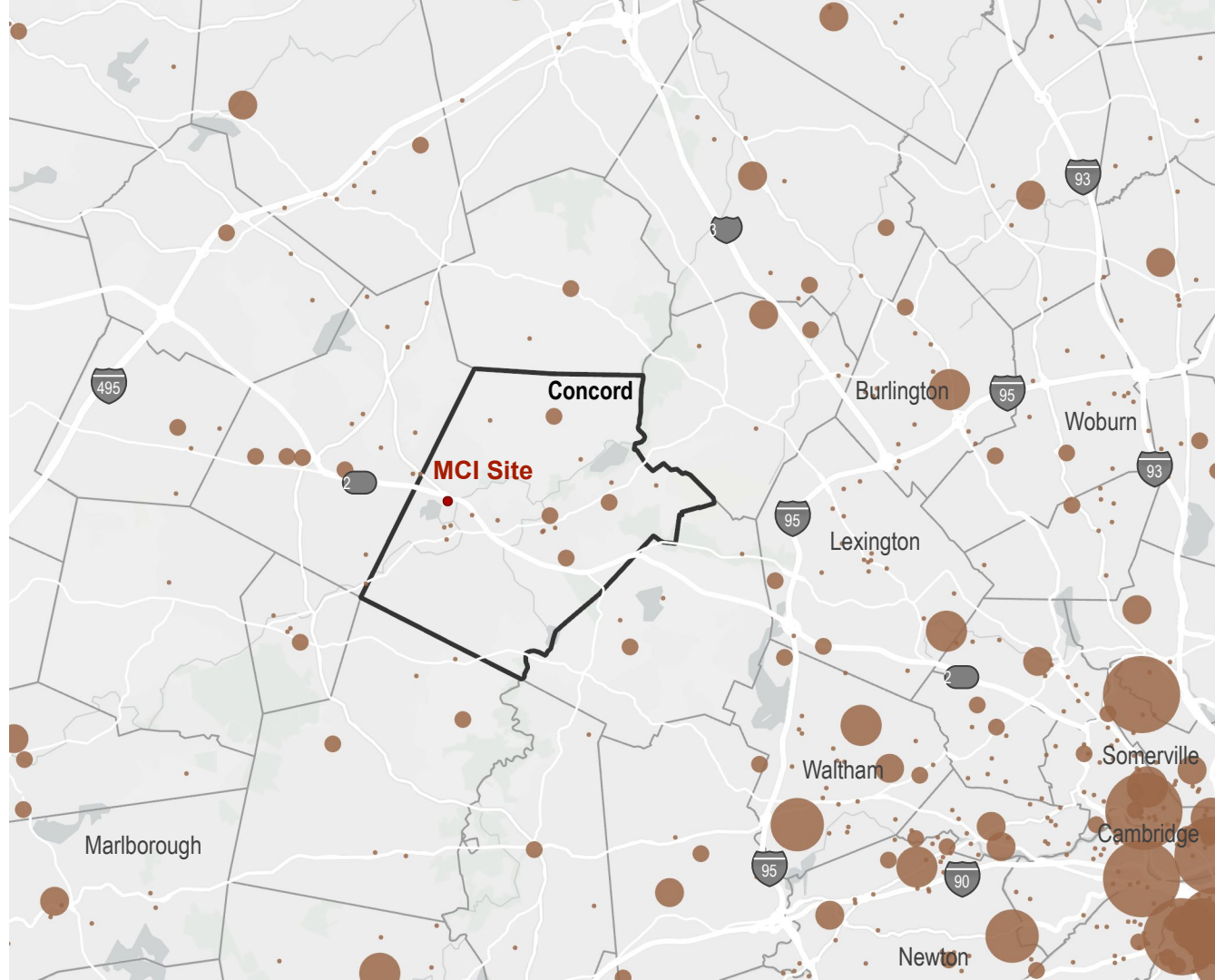
Regional - Educational Jobs

-  < 100 employees
-  100 - 500 employees
-  500 - 1,000 employees
-  1,000 - 2,500 employees
-  2,500 - 5,000 employees
-  > 5,000 employees

 Educational

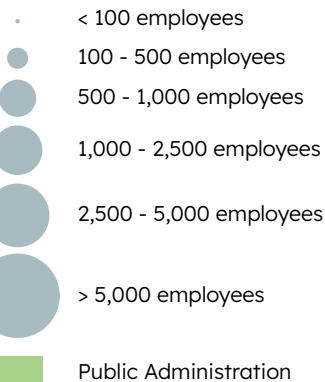
Note: Spatial locations are indicative and not exact, excludes locations with less than 5 employees.

Source: OnTheMap 2022 Data, Retrieved March 2025



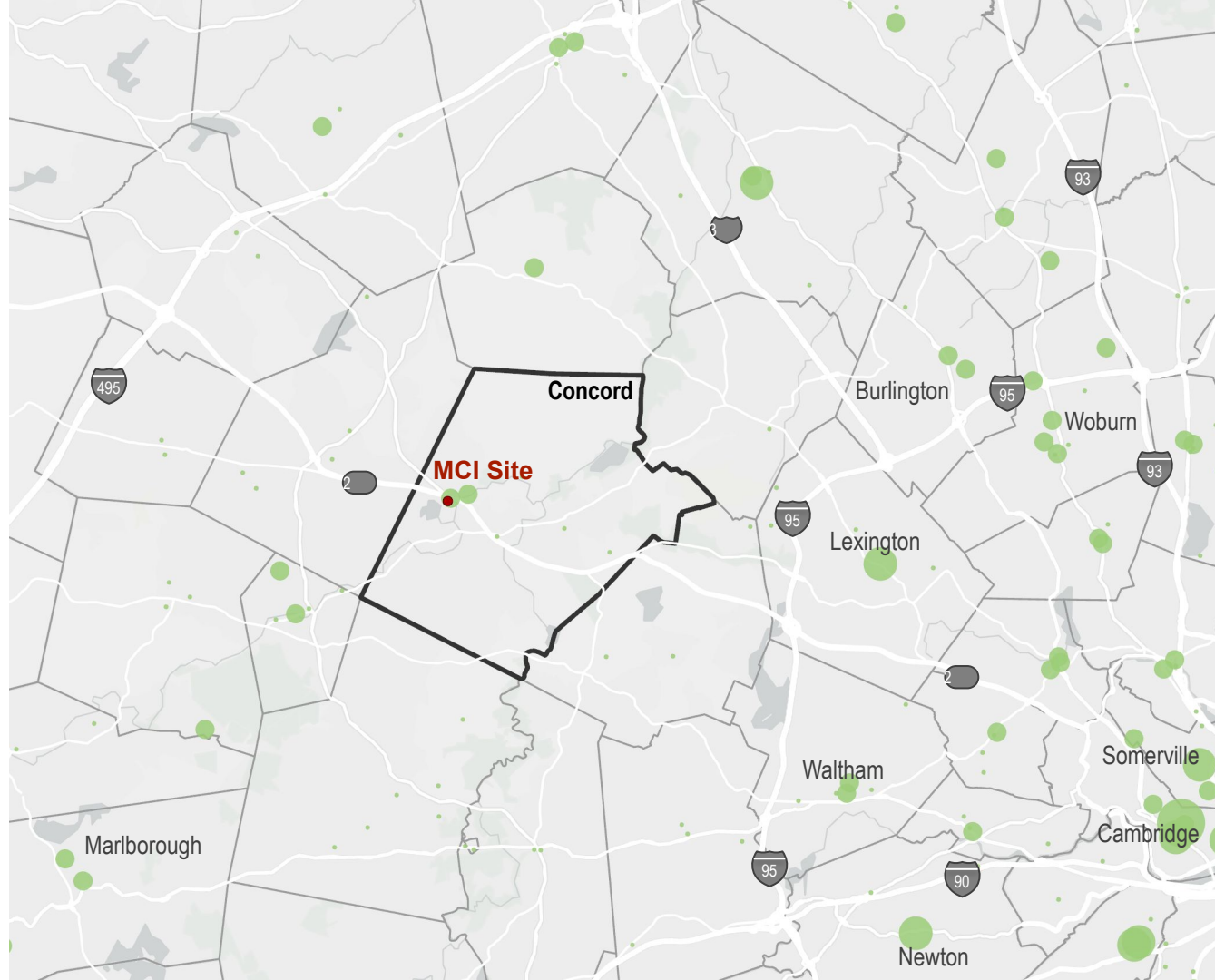
Jobs

Regional - Public
Administration Jobs



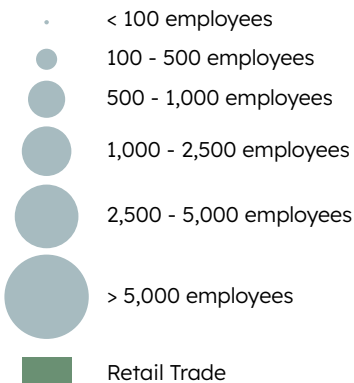
Note: Spatial locations are indicative and not exact, excludes locations with less than 5 employees.

Source: OnTheMap 2022 Data, Retrieved March 2025



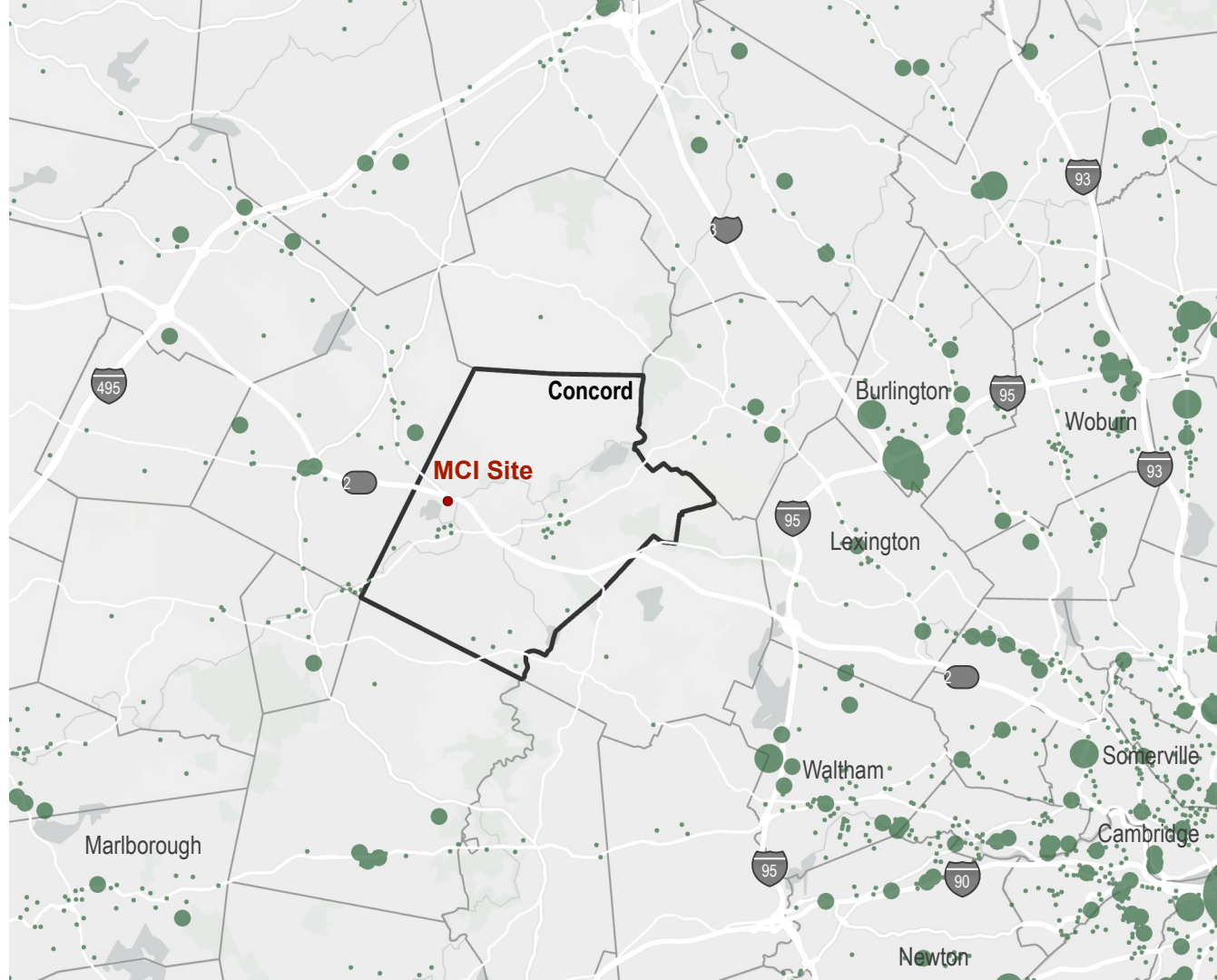
Jobs

Regional – Retail Jobs



Note: Spatial locations are indicative and not exact, excludes locations with less than 5 employees.

Source: OnTheMap 2022 Data, Retrieved March 2025

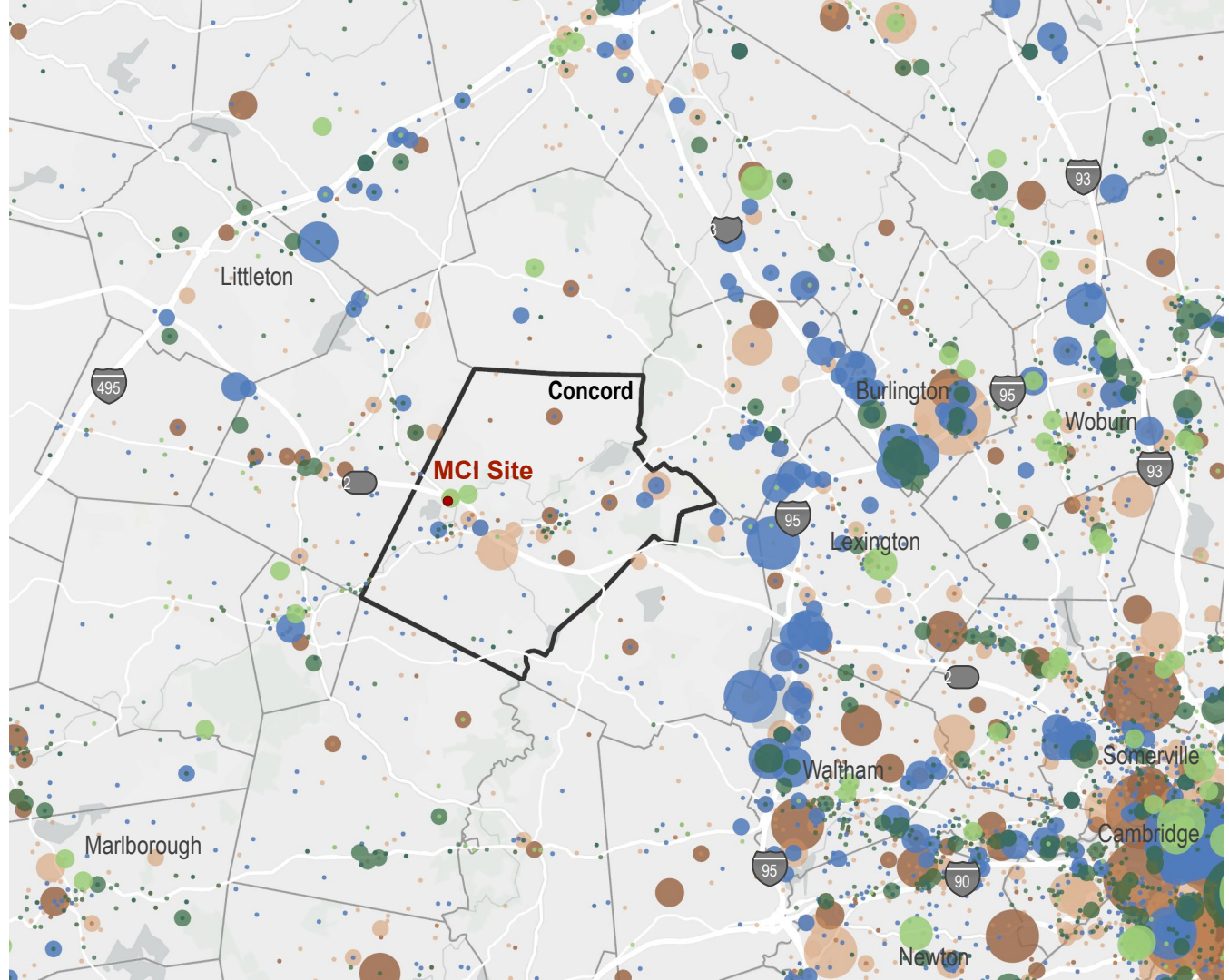


Jobs

Regional – Top Industries



Note: Spatial locations are indicative and not exact, excludes locations with less than 5 employees.
Source: OnTheMap 2022 Data, Retrieved March 2025



Commercial Market

Town of Concord (Town Geography)

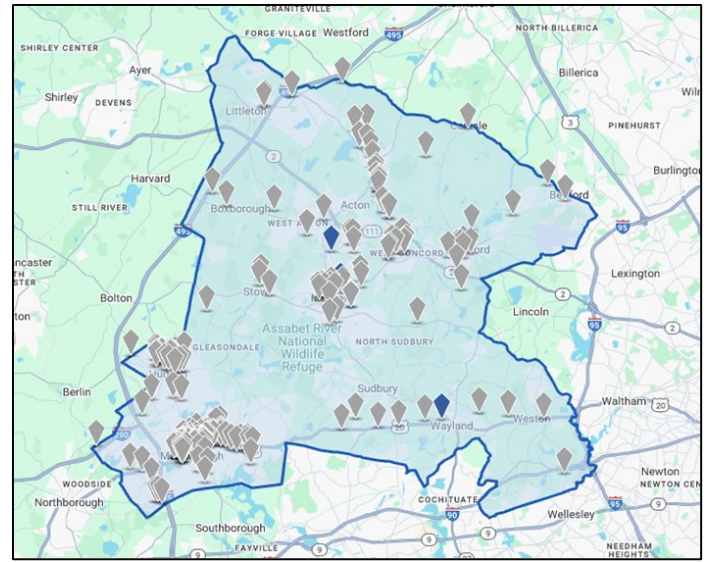
- Little new inventory in past ten-years outside of multi-family residential.
- Multifamily residential vacancy appears high and may reflect an abnormality in the data.
- Other sectors all appear healthy, with no new activity observed for this quarter.
- In healthy markets, target for multifamily is usually above 93% and for other industries above 90%.

| Concord (Town) | | | | | | |
|---|-----------|-------------------|------------|----------|--------------------|---------|
| Building Type | Inventory | | Vacancy | | Under Construction | |
| | Q1 2025 | 2015-25 Change | Q1 2025 | % Change | Q1 2015 | Q1 2025 |
| Office (SF) | 2,084,151 | 1.9% | 7% | -54.2% | 36,000 | 0 |
| Industrial (SF) | 382,622 | 0.0% | 1% | -55.9% | 0 | 0 |
| Retail (SF) | 526,074 | 1.0% | 1% | -45.7% | 3,000 | 0 |
| Flex (SF) | 159,561 | 0.0% | 0% | 15.4% | 0 | 0 |
| Multi-Family Residential (units) | 820 | 9.9% | 22% | 22.6% | 74 | 0 |
| Total (SF) | 3,152,408 | 1.4% | 5% | -57.2% | 142,993 | 0 |

Source: CoStar- March 2025, multi-family vacancy may be attributable to units offline for renovation at The Prescott, 768 Elm St not reflected.

Commercial Market

Concord/Maynard Submarket (Industrial Geography)



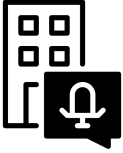

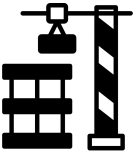
- Office vacancy is elevated, though other sectors appear healthy in this submarket, with Multifamily vacancy being right at the threshold.
- In healthy markets, target for multifamily is usually above 93% and for other industries above 90%.

Concord/Maynard Submarket (Industrial Geography)

| Building Type | Inventory | | Vacancy | | Under Construction | |
|----------------------------------|-------------------|----------------|------------|-------------|--------------------|----------------|
| | Q1 2025 | 2015-25 Change | Q1 2025 | % Change | Q1 2015 | Q1 2025 |
| Office (SF) | 18,591,251 | -2.5% | 17% | 5.8% | 36,000 | 0 |
| Industrial (SF) | 12,039,232 | 2.8% | 5% | 33.6% | 0 | 31,270 |
| Retail (SF) | 9,492,774 | 8.8% | 4% | -1.0% | 56,807 | 23,280 |
| Flex (SF) | 8,853,158 | 3.7% | 9% | 0.1% | 0 | 53,626 |
| Multi-Family Residential (units) | 10,450 | 39.0% | 8% | 11.9% | 394 | 242 |
| Total (SF) | 48,976,415 | 1.9% | 10% | 7.2% | 612,055 | 541,834 |

Commercial Market - Comparison

Q1 2025 Town of Concord vs. Concord/Maynard Submarket (Industrial Geography)

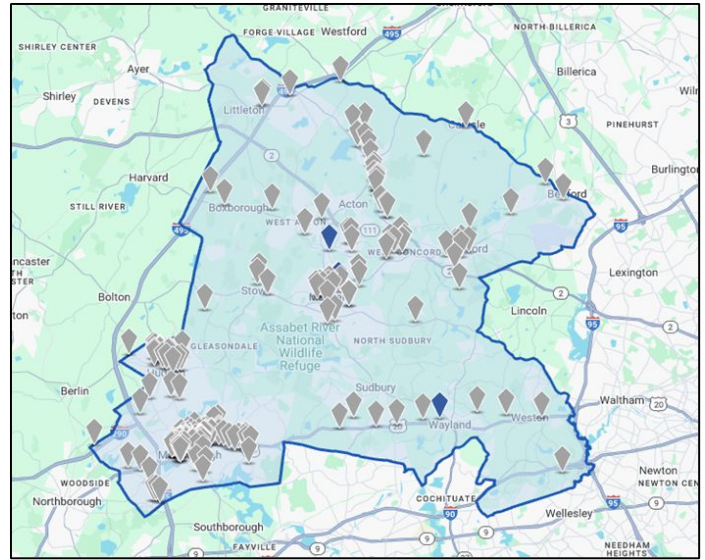
| | RETAIL | | OFFICE | | INDUSTRIAL | | FLEX | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | TOWN | SUBMARKET | TOWN | SUBMARKET | TOWN | SUBMARKET | TOWN | SUBMARKET |
| VACANCY RATE (% OF TOTAL)  | 1% | 4% | 7% | 17% | 1% | 5% | 0% | 9% |
| ASKING RENTS  | \$28.06 PSF | \$20.84 PSF | \$24.48 PSF | \$22.06 PSF | \$10.19 PSF | \$10.87 PSF | \$13.79 PSF | \$13.39 PSF |
| UNDER CONSTRUCTION  | 0 SF | 23,280 SF | 0 SF | 0 SF | 0 SF | 31,270 SF | 0 SF | 53,626 SF |

COMPARISON

Asking Rents – New Space

Concord/Maynard Submarket (Industrial Geography)

- Rents for newly built or renovated commercial properties are marginally higher than average rents for their type



Concord/Maynard Submarket (Industrial Geography)

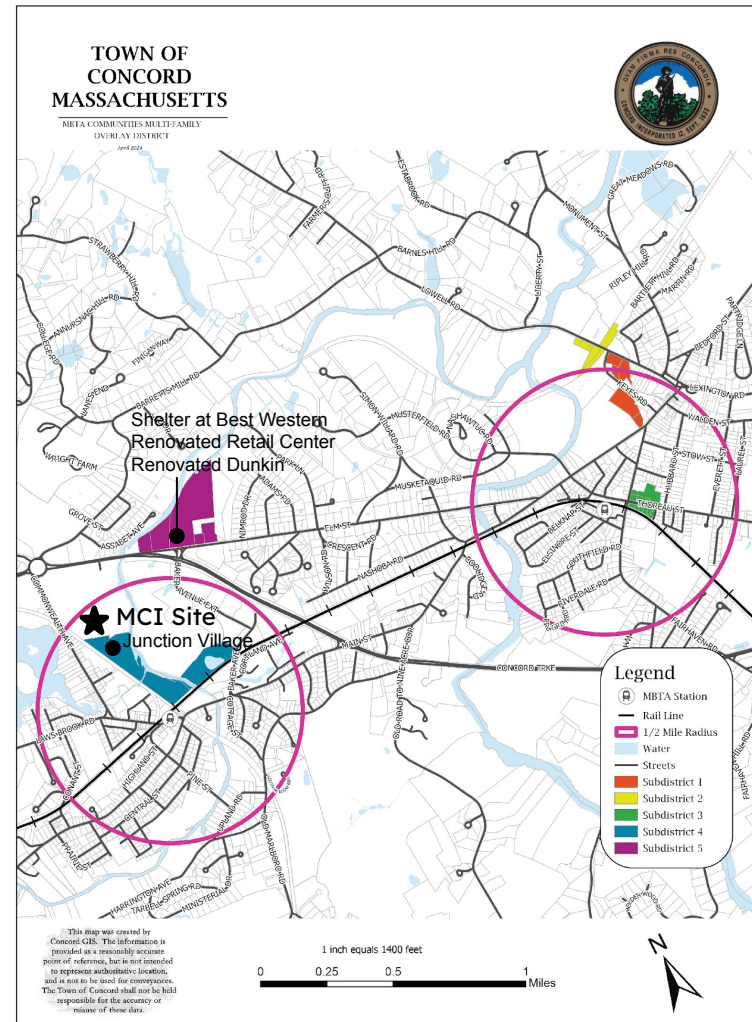
| Building Type | Built or Renovated since 2015 (SF) | Weighted Average Rent (PSF) |
|---------------|------------------------------------|-----------------------------|
| Office | 769,488 | \$23.67 |
| Industrial | 987,670 | \$11.64 |
| Retail | 234,929 | \$21.44 |
| Flex | 935,088 | \$14.78 |
| Total | 2,927,175 | \$16.59 |

Source: CoStar- March 2025

COMMERCIAL

Approved MBTA Zoning

- Unit Capacity: 1,198 (1,094 required)
- Dwelling Units/Acre: 22.8 (15 units/acre required)
- Land Area within the Station Area: 53.05% (50% required)
- Total Land Area: 84.41 acres (50 ac. required)

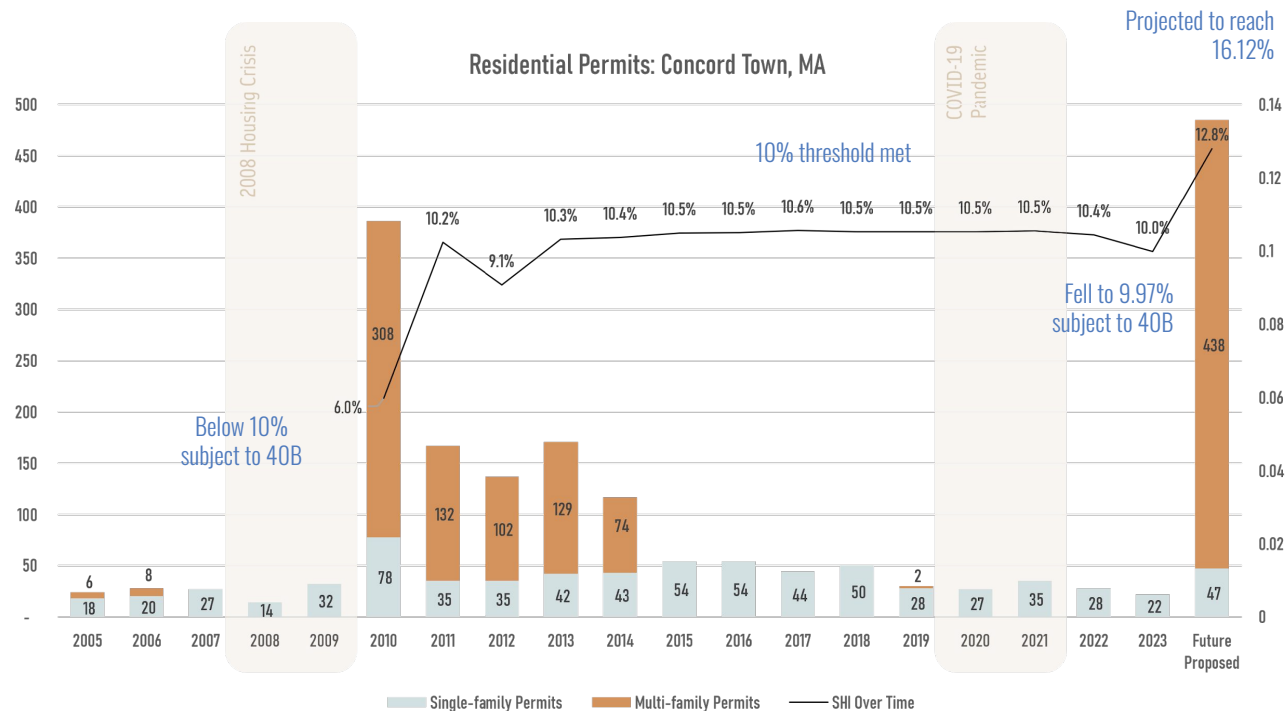


Building Permits

Town of Concord

Historically, inventory increases have been driven by state level policies.

If a community is below 10% Subsidized Housing Inventory (SHI), a developer can apply for a Chapter 40B permit called a comprehensive permit for a housing development.



REAL ESTATE TRENDS

Recent & Planned Projects



- MCI Concord Site
- Recently Completed
- Under Construction
- Permitted or Planned
- Other

Source: Landwise Advisors

Recent & Planned Commercial



Dunkin
Renovated restaurant

in construction



15,000 Retail Center (former Papa Razzi)
New Tenants: Coffee Shop, Fast-Casual
Restaurant, Full Service Restaurant,
Walk-In Bank with ATM

Recent & Planned Residential



NOVO
201 Apartments
40B & MBTA/3A



Residences at Thoreau
237 Apartments
40B in permitting

Recent & Planned Projects

| Recent | Address | Use | Status | Units, SF |
|--------------------------------|------------------------|----------------------------|---|-----------|
| Dunkin | 794 Elm St | Retail/Restaurant | Open 2024 | 5,000 |
| In Construction | | | | |
| Retail Center | 768 Elm St | Retail/Restaurant | In Construction (former Papa Razzi) | 15,000 |
| 80x & 1053 Main St | 80x & 1053 Main S | Residential | In Construction (four house lots) | 4 |
| Concord Culinary Homes | 430 Old Bedford Road | Residential | In Construction (four house lots) | 4 |
| Future | | | | |
| Concord Conservatory of Music | 15 Junction Sq Dr | New Performing Arts Center | Planning | |
| Guitar Museum of New England | 74 Commonwealth Avenue | Museum | Planning | |
| Gas Station Redevelopment | 166 Commonwealth Ave | General Store | Planning | |
| NOVO | 300 & 310 Baker Ave | Residential | Approved (breaking ground 2025) | 201 |
| Residences at Thoreau | 275 Forest Ridge Rd | Residential | In Permit Review (decision early April) | 237 |
| Future Multi-Family 438 | | | | |
| Main St Subdivision | 1440-1450 Main St | Residential | Planning | 36 |
| W. Concord Mixed-Use | 13B Commonwealth Ave | Residential & Retail | Planning | 8 |
| Habitat for Humanity | | | Planning | 3 |
| Future Single-Family 47 | | | | |

Recent & Planned Projects

| Other | Address | Use | Status | Units, SF |
|----------------|----------------------|------------------|---|-----------|
| Peabody School | 1231 Old Marlboro Rd | to be determined | Town studying reuse potential | |
| 2229 Main St | 2229 Main St | to be determined | Town considering taking control of former Federal Superfund site, DPW potential | |

Planned Residential - MCI Site

Paused RFP for Affordable Housing Development Junction Village - 6X Winthrop Street

- Town of Concord, **Concord Housing Development Corporation** took title in 2013
- 12.8 acre **(4-5 buildable acres)**
- Subject property is **deed restricted to allow exclusively open space and affordable housing.**
- Goals: Develop for-sale (ownership) “workforce” affordable housing (up to 150% of AMI) with a minimum of 25% for 80% AMI, in a newly created livable neighborhood with outdoor amenities.
- **MBTA/3A Subdistrict 4.**



Broker / Developer Conversation Themes

- High demand for “right-sized” housing - smaller units and first floor bedrooms accommodating downsizers and singles. More affordable options for young professionals.
- Still movement in office market but trying to right-size space for hybrid work models.
- Office demand has not recovered from COVID. Companies see value in being on or inside of Route 128 proximate to younger workforce (Welch’s move is evidence of this).
- Healthcare office market is more active than other segments.

Growth & Development Context

- Concord's population on average has **higher median income and educational attainment than the State. Median home values and rents are also higher.**
- Housing unit **growth spikes with 40B permits, otherwise growth is fairly steady.** Over the past 5 years, Concord has averaged 28 single-family permits per year with little or no multi-family development. **Looking forward, two 40B applications** (one approved, one in permitting) **could add 438 new multi-family units.**
- Job growth in Concord **is not currently keeping pace** with the rest of the region.
- **Land where new job generating uses could be developed is limited** given current regulatory framework, historic districts, and preserved open space.
- **Formula Businesses (chains) have limited locations they can go.** Bylaw regulates the number, location, and visual features of formula businesses in Concord Center, Thoreau Depot, West Concord Business and West Concord Village Districts.

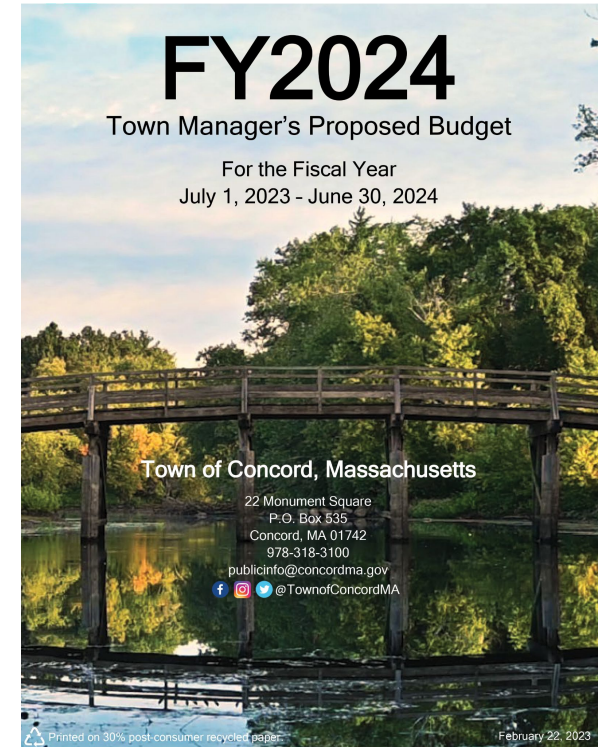
Market Takeaways

- Concord's **vacancy rates for office, retail, industrial, and flex are lower than the submarket.** Little new inventory added in the past decade.
- High cost of housing and taxes creates **demand for lower cost residential options. New residents would bring spending power and demand for goods and services.**
- Likely to be limited by **constraints on traffic capacity, infrastructure, and public appetite for density (outside MBTA communities zones)** more than market.
- **Demographic shifts and political headwinds** are challenging higher education and other potential institutional uses reliant on public funding.



Fiscal Takeaways

- Replacement of existing GSF on site with **tax paying uses could bring significant annual net-positive revenues** to the Town.
- **Schools have some capacity** for additional students but not unlimited capacity
- Public projects have been contemplated (wastewater, recreation). **Wastewater facility important for future Town growth.**
- Current debt obligations and residential tax burdens **may mean there is limited appetite for public spending.**



Financial Takeaways

- Developing **residential at 15 du/ac is unlikely to support the level of infrastructure investment that is required** to redevelop the MCI Concord property
- Magnitude of deferred maintenance costs indicates **new construction may be more cost effective than renovation for many buildings**. Buildings with exceptional historic character warrant preservation.

Additional Case Studies

Other Case Studies

SQUARE FEET

Old Prisons Are Being Converted Into Stylish Apartments (Really)

The number of incarcerated people nationwide has declined, and almost 200 correctional facilities have closed in the past 20 years. The sites are being repurposed.

Source: [New York Times](#)

How to Redevelop Former Jails and Prisons for the Collective Good

Since 2000, 21 states have closed or partially closed at least one correctional facility. The spaces left behind are opportunities to revitalize communities and economies.

Source: [Vera](#)



Liberty Market, Laurel Hill, VA
80-acre former Lorton Prison >
retail + office/flex + residential



Wayland Town Center, Wayland, MA
52-acre former Raytheon office building >
residential, retail & office space, future municipal building, two-acre public green



MASS MoCA, North Adams, MA - *institution as anchor*

16-acre former industrial site > Museum of Contemporary Art + studios, music, theater, festival business
Public & private funding. Partnership w/ Williams College



Institute of Contemporary Art, Boston's Seaport - *institution as anchor*
early use on the South Boston Waterfront (2006) before surrounding development took shape



Marygrove Conservancy, Detroit, MI - *institution as anchor*

72 acre former college campus >

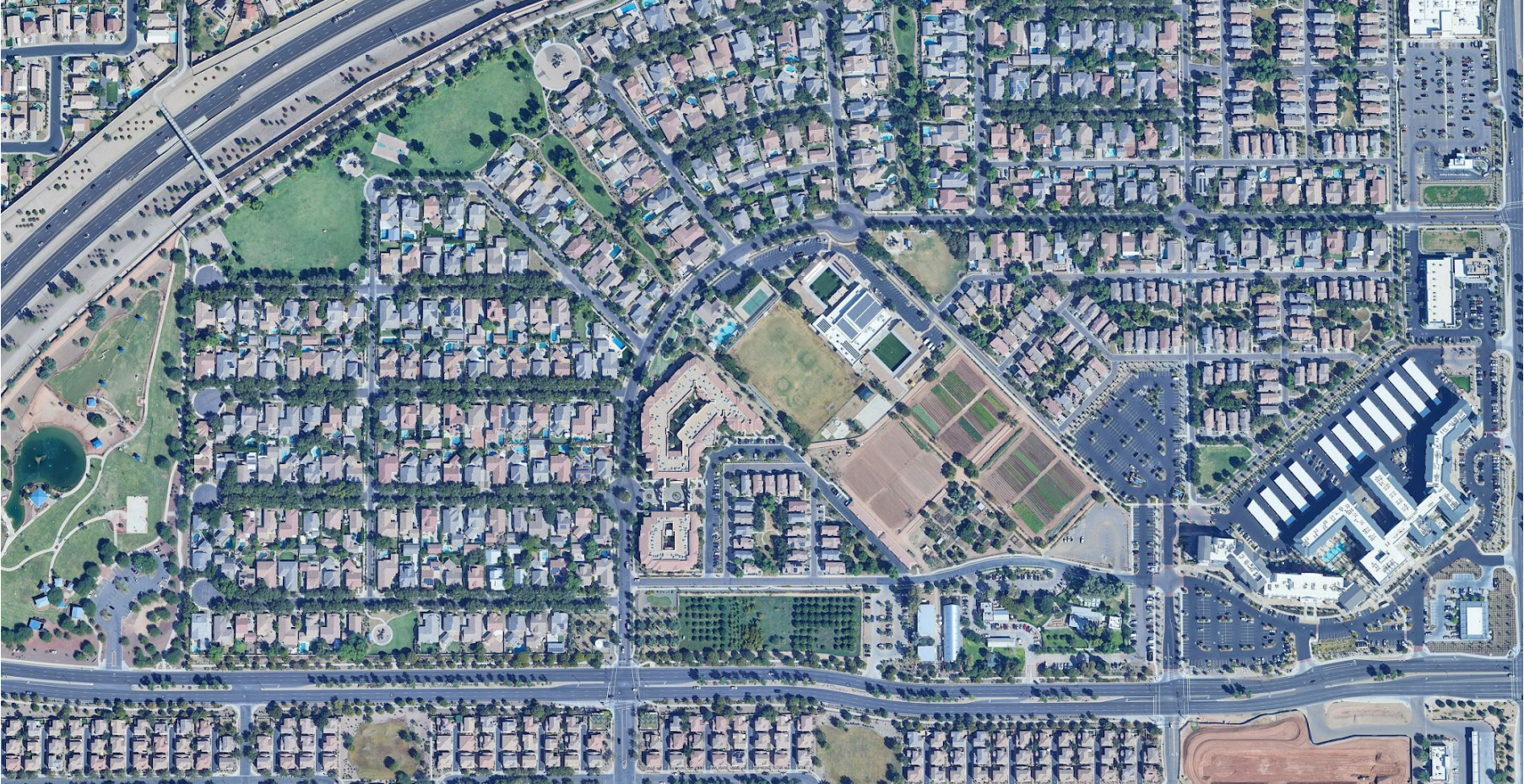
reprogrammed for pre-k through higher education plus community use.



Serenbe, GA - agriculture as anchor, relatively low density

1,000 acres / 400 homes

organic farm, outdoor theater, retail, galleries, inn and conference center, 400 homes



Agritopia, Gilbert, AZ - agriculture as anchor, varying levels of residential density
160 acres former farmstead >
mixed-use development & community farm.

Next Steps

Appendix



Staten Island Stages, Staten Island, NY
69-acre former Arthur Kill Correctional Facility >
TV and Film Production Studio



Liberty Hotel, Boston, MA
Former Charles Street Jail
Single urban site - 298 Rooms, Multiple Restaurants & Bars



Salem Jail Residences, Salem, MA

Former Salem jail keepers house, carriage house, & jail building
29 luxury condos, restaurant, public museum area

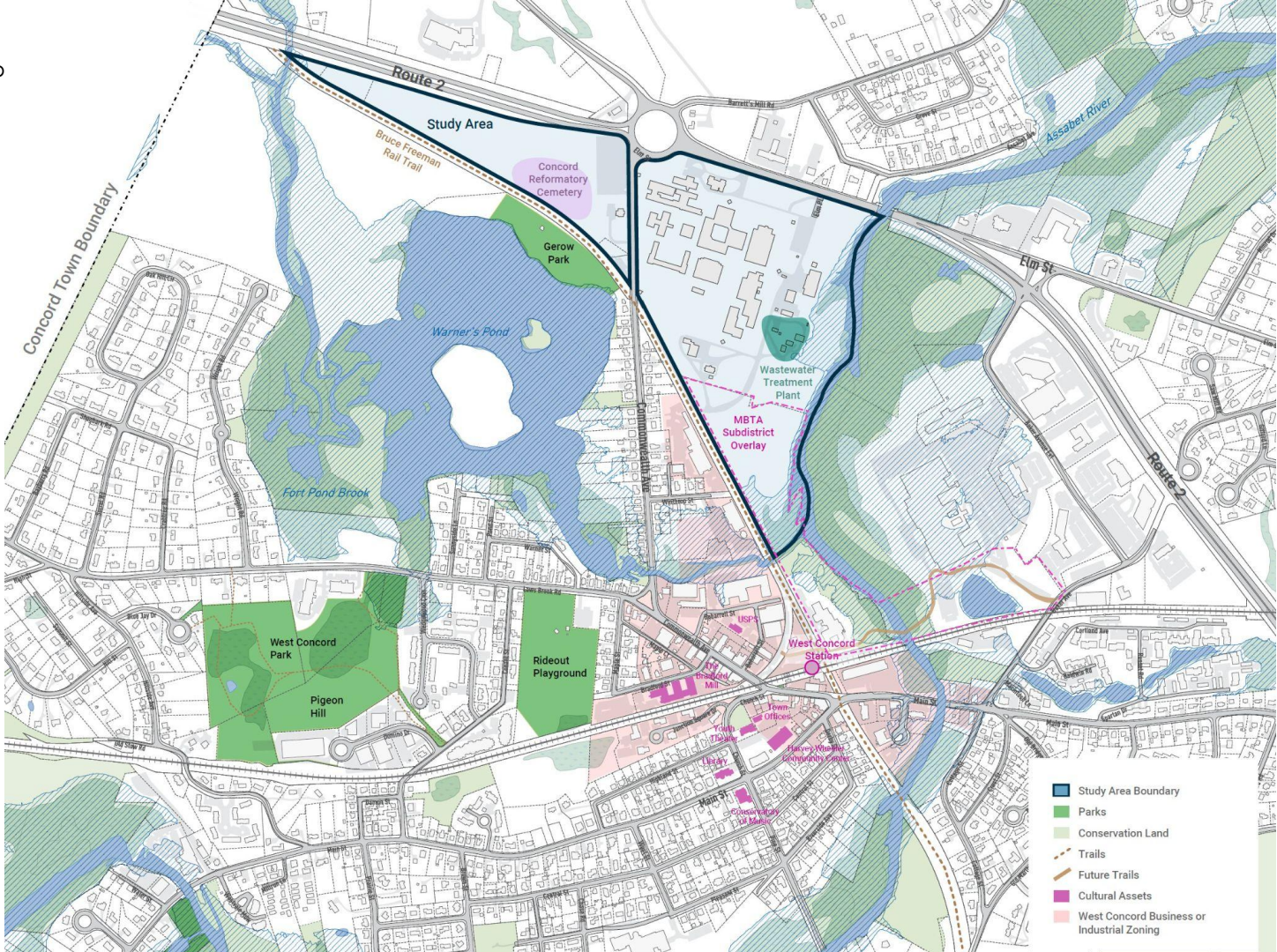


Chapel Grill, Cranston, RI

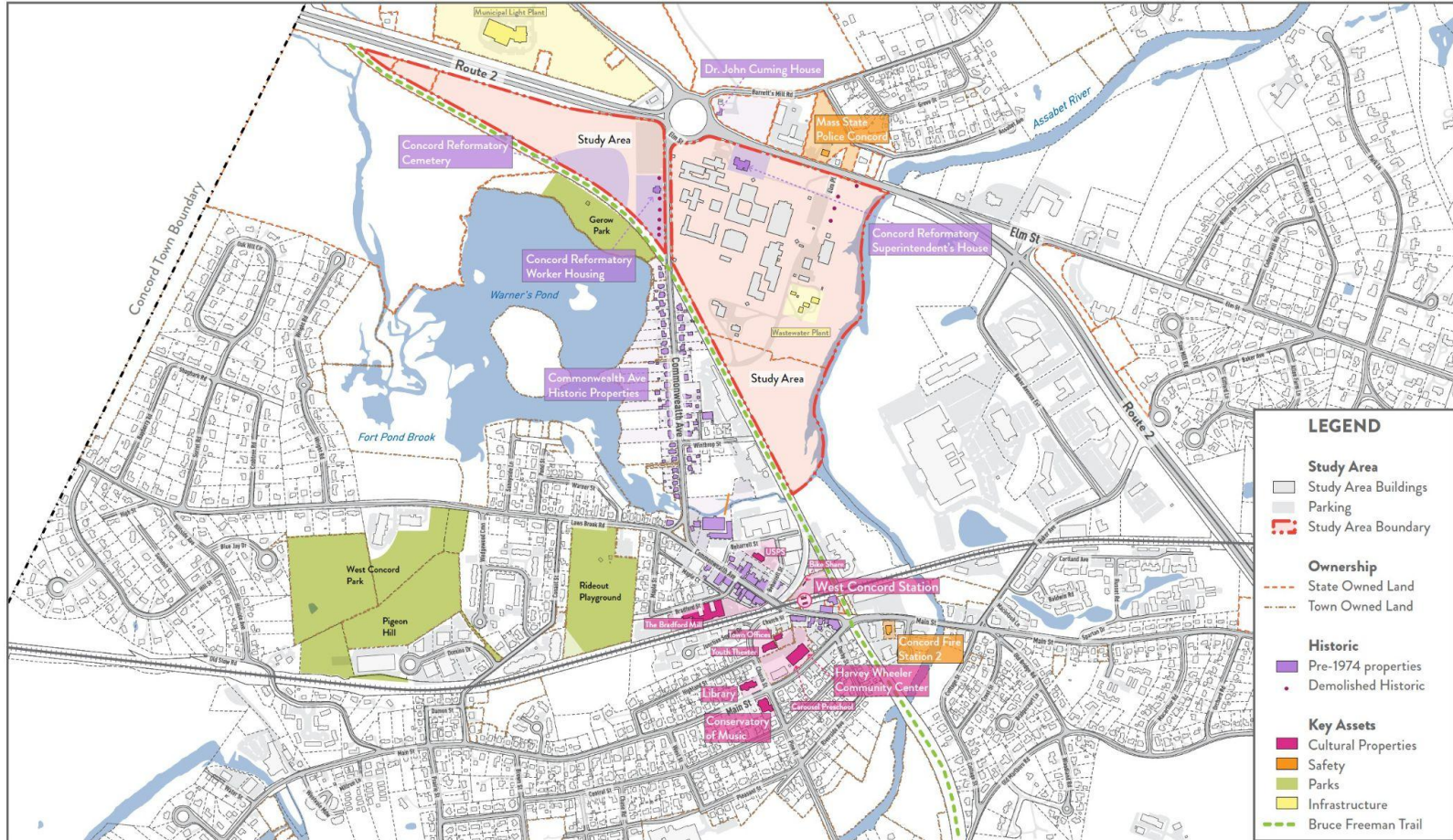
Former RI Youth Correctional Facility

15,000 restaurant in retail / medical office development opposite Garden City Center

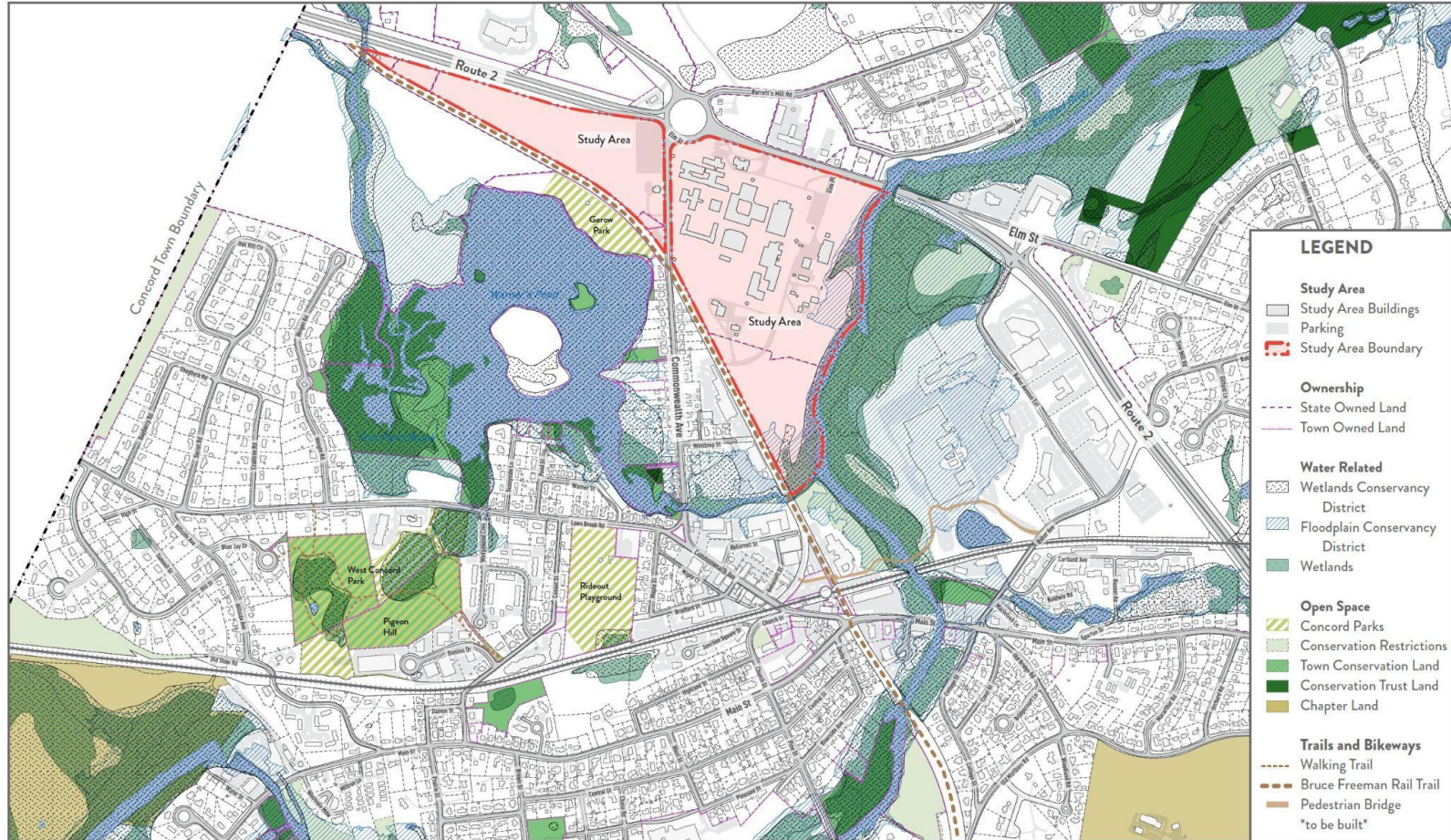
Site Basemap



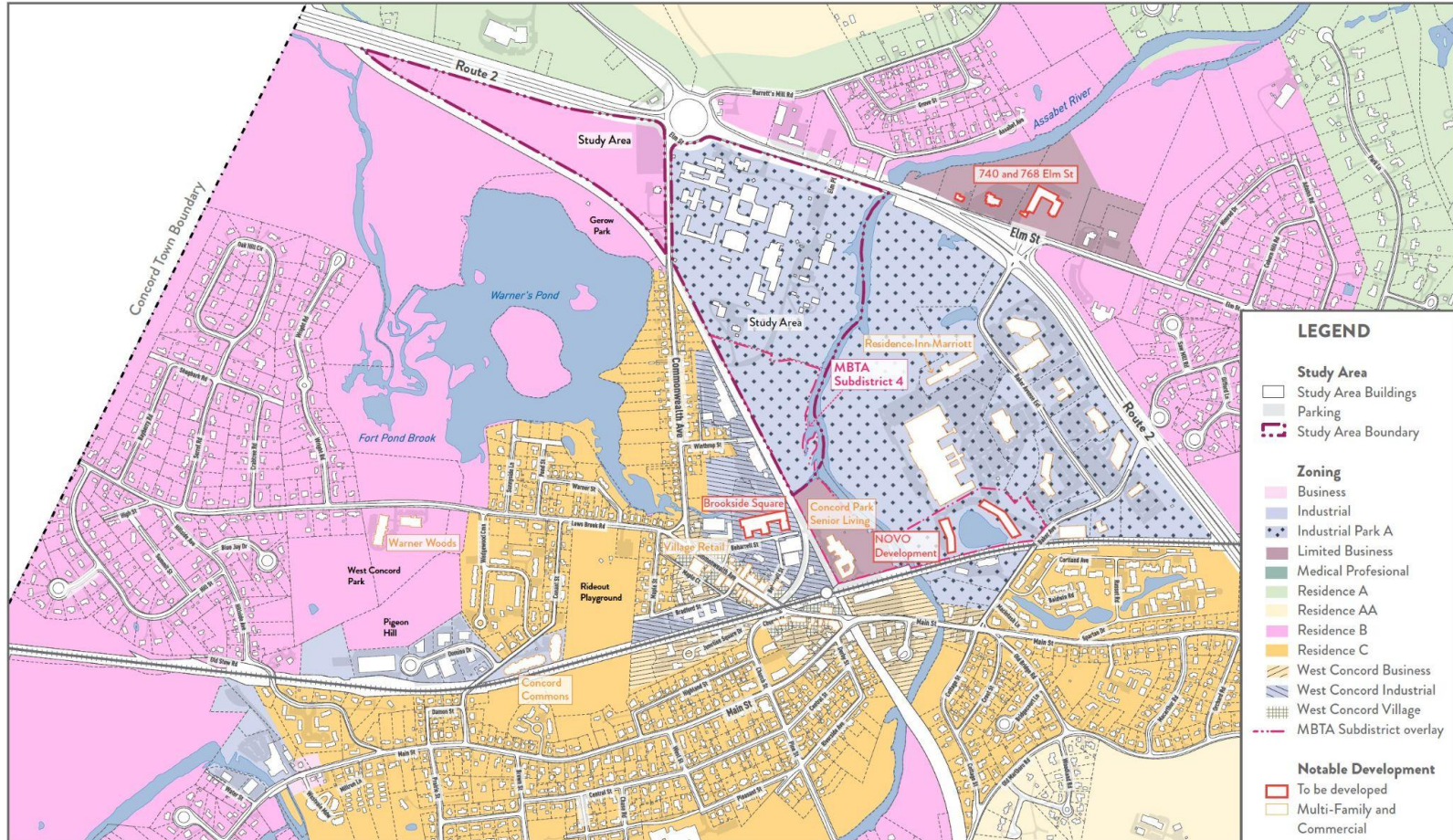
Cultural and Historical Resources



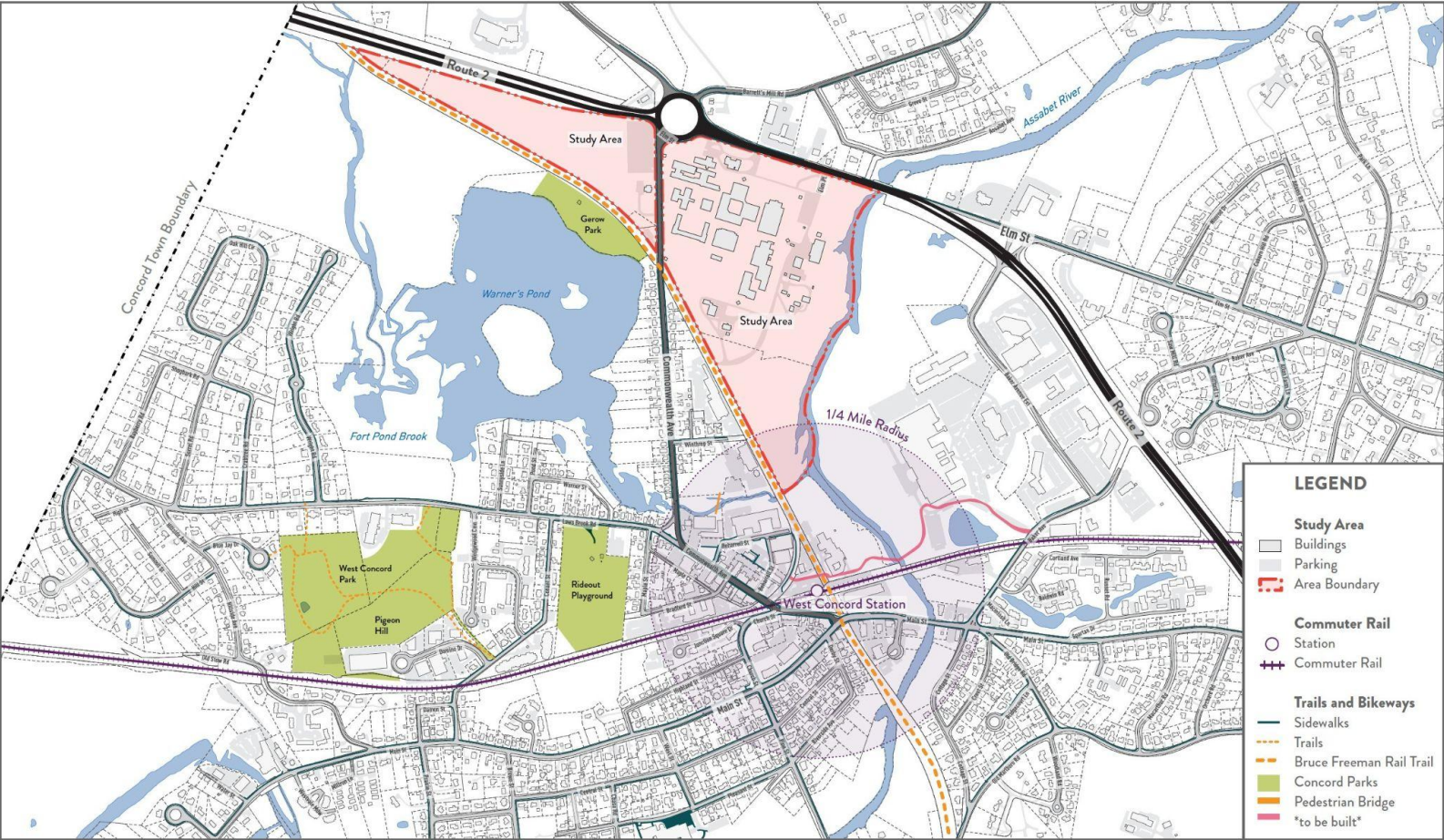
Environmental Conditions and Open Space



Land Use and Zoning



Transportation and Mobility



1. BLDG. A ADMIN / LOBBY 1964
2. BLDG. C HOUSING 1964/2001
3. BLDG. B ADMIN / VISITING 1964
4. KITCHEN / DINING 1964/1983
5. BLDG. E HOUSING 1964
6. CHAPEL 1961
7. BLDG. J PROGRAMS / HOUSING 1986/1989
8. BLDG. L INTAKE / HOUSING / LAUNDRY 1967
9. BLDG. H GYM / SCHOOL 1967
10. BLDG. F MAINTENANCE SHOPS 1959

11. MODULAR HOUSING 1988
12. VEHICLE TRAP 1988
13. GROUNDS STORAGE 1988
14. WAREHOUSE 1969
15. POWER PLANT 1969/1998
16. ELECTRICAL / EMERG. 1987

17. WASTE WATER TREATMENT PLANT 1975/1992
18. AUTOSHOP 1982
19. ABANDONED 1964
20. OVERFLOW (ADMIN) 1878

In 1873 MA legislation voted \$1M for a new prison in Concord. The Cook farm was purchased and 300 men were hired to build the prison. In May of 1878 the prison opened with housing for 650 incarcerated individuals. However, in 1884 all but 100 were returned to Charlestown and Concord became the Men's Reformatory. In 1972 the Massachusetts Reformatory's name was changed to M.C.I. Concord.

This document was prepared by STV solely for the referenced project. It is not intended or authorized for use on any other project, and STV makes no representation as to their suitability for any other use.

MCI-CONCORD

SCALE 1:2500



8. BLDG. L INTAKE/HOUSING/LAUNDRY 1967/2001

Report Back

Advisory Board Visioning

VISION

Sustainable multi-use redevelopment that balances change with tradition.

Incorporates green space, mobility, and innovation with history and housing.

TOP CRITERIA FOR SUCCESS

Livability and values.
Sustainability, both environmental and fiscal.

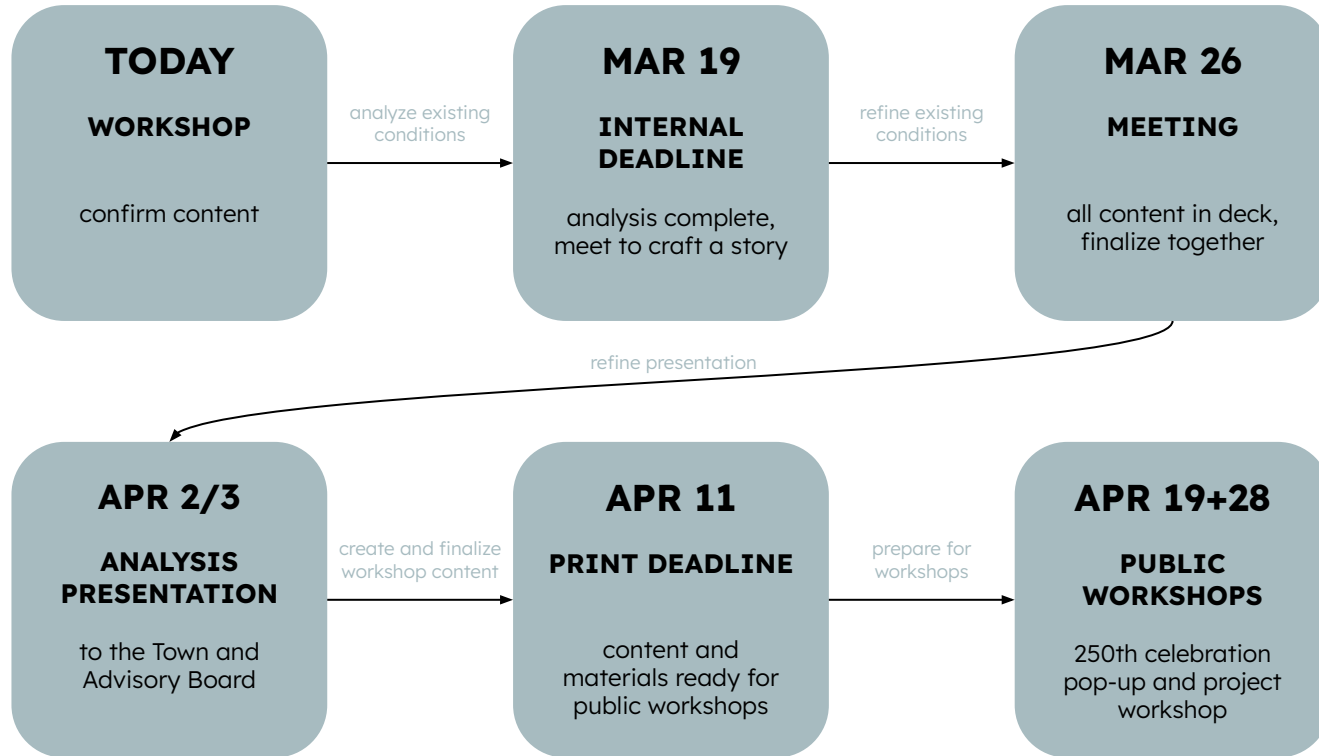
PROCESS

Collaborative and community driven partnership, planning for the future.

OPERATIONS

Subcommittees help target sub-topics.
Communication is important!

Analysis Schedule



Site Visit Takeaways

U3

Takeaways:

- 1) Dean's description of the mission to rehabilitate through education, programming, service, production may be an interesting through line
- 2) Potential adaptive reuse opportunity in large floorplate spaces - gym, high bay space
- 3) Creative thinking re housing & commercial typologies that work within project constraints (transportation, access & parking, infrastructure, financial)

Questions to inform next steps:

- 1) Who are the potential partners / anchor users that have been approached about the site or who have been identified by Concord stakeholders?
- 2) What are the relevant case studies that can inform and inspire?
- 3) How do you balance the economics for project viability vs. big vision?

AS CONCORD CELEBRATES IT'S 250th BIRTHDAY, WE ASPIRE TO CREATE A NEW MODEL COMMUNITY

→ EDUCATION ANCHOR

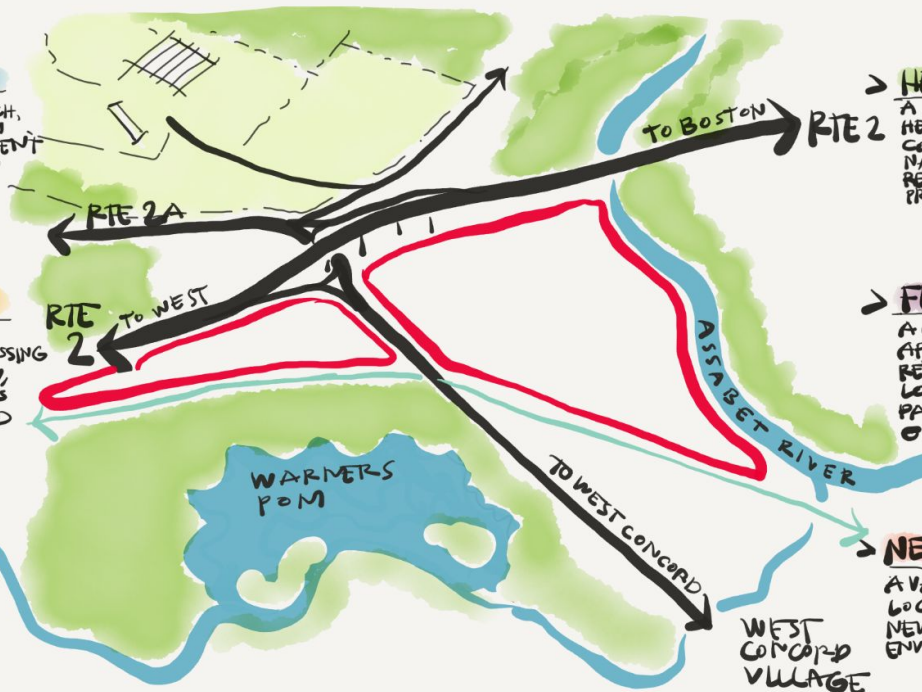
A THINK TANK FOR CLIMATE RESEARCH, TECHNOLOGY & SOCIAL INNOVATION WHERE THE REGION'S PREEMINENT UNIVERSITIES COLLABORATE TO ADDRESS TODAY'S PRESSING CHALLENGES

→ MODEL COMMUNITY

A RANGE OF INNOVATIVE HOUSING TYPES THAT ADDRESS PRESSING ISSUES OF EQUITY, AFFORDABILITY, BUILDS COMMUNITY & REFLECTS OUR COLLECTIVE NEW ENGLAND VALUES.

→ CLIMATE RESILIENT

A MODEL OF SUSTAINABILITY WITH DISTRICT STRATEGIES FOR ENERGY, MOBILITY, WATER MANAGEMENT, AS WELL AS COMMUNITY &



→ HEALTHY LIVING

A PLACE THAT NURTURES HEALTH & WELLNESS WITH CONNECTIONS TO TRAILS & NATURE, FACILITIES FOR RECREATION & LOCAL FOOD PRODUCTION.

→ FUTURE MOBILITY

A GROUNDBREAKING APPROACH TO BALANCING REGIONAL HIGHWAY & RAIL, LOCAL ROADS, PATHS, TDM & PARKING, NEW FORMS OF ON DEMAND MOBILITY.

→ NEW WORK PATTERNS

A VARIETY OF OPTIONS FOR LOCAL SMALL BUSINESS & NEW REMOTE & HYBRID WORK ENVIRONMENTS.

DESIGNING JUSTICE DESIGNING SPACES

Takeaways:

- Town is aligned that the public is a responsible contributor to the vision.
- The systems infrastructure has more promise for adaptive reuse than most of the buildings. (ie wastewater treatment)
- The amount of building materials that that will need to be recycled.
- There is a richness of community and history to tap into and we are eager to map out points of connection.

Questions to inform next steps:

- What has been the engagement strategy to date? How to coordinate the different efforts? What tools have been used?
- How do we capture the history of the site once the buildings have been demolished? What is historically significant to some will not be historically significant to others. How do you honor the different layers of history?
- Is there a specific contact from the preservation department that they are working with?
- If preservation within the walls is not a viable option is there a way to sustainably repurpose the building materials?

Agency – Planning and LA Thoughts

Takeaways:

- **Flat site** with minimal topography except vista from cemetery across agricultural land
- **Nature** (bunnies, birds and beavers) along the river!
- Lots of **potential connections** and lovely experiential moments, but little clarity around destinations / loops
- The walls and what is inside is **not historically precious** - (except stained glass on chapel?). Potential re-use of community and infrastructural facilities, plus two historic buildings.
- Acknowledgement that there are **competing interests** for the site, but no guidance on consensus building yet
- **Infrastructure** will be limiting (steam tunnels, power and wastewater plants, sand beds, etc)

Questions to inform next steps:

- What is the capacity of the site given current zoning?
- Assabet River – what are the current visions for trails and habitat connectivity? How can the work enhance that?
- How fixed are the sand beds?
- How can we learn more about the underground infrastructure? Steam tunnels, etc?



Agency

Form No. 10-300a
(Rev. 10-74)

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

NATIONAL REGISTER OF HISTORIC PLACES INVENTORY -- NOMINATION FORM

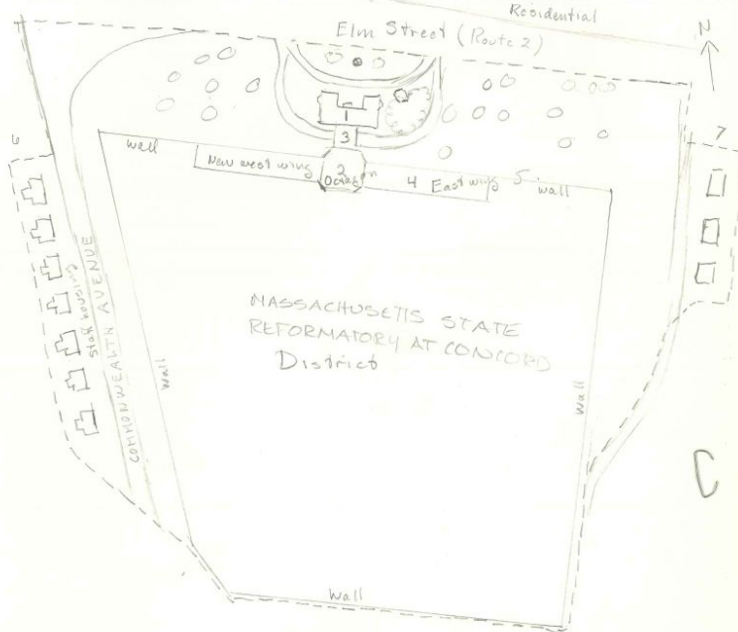
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CONTINUATION SHEET

ITEM NUMBER MAP PAGE



run-down industrial area



Warner's Pond and the White Row Neighborhood

The White Row Neighborhood on Commonwealth Avenue has survived and prospered. The stories from those who lived here are tied closely to the 18th-century pond that was the site of Warner's Pond and Washkoff Brook. With no public lot for 10 years, the lot was sold to the state in 1900. The focus of the families who lived here was on being outdoors.

The "Grove" located behind the row houses, provided a picnic area in the summer and a place for walking in the winter. The woodshed trail provided access to walking, fishing, hiking, swimming, boating, or skating, and train watching for young and old alike.

Left: Planning by A. C. Fred Carter depicting the "in the White Row" houses. Based on his early 18th-century plan, the full-scale plan of the White Row neighborhood. The road between the neighborhood and the pond was built in 1800 when land was brought in from outside. The road was built in 1800 when land was brought in from outside. The road was built in 1800 when land was brought in from outside.

Warner's Pond was created in the 1800s by damming the Washkoff Brook. The pond was used for recreation and as a source of water for the reformatory. The pond was used for recreation and as a source of water for the reformatory. The pond was used for recreation and as a source of water for the reformatory.

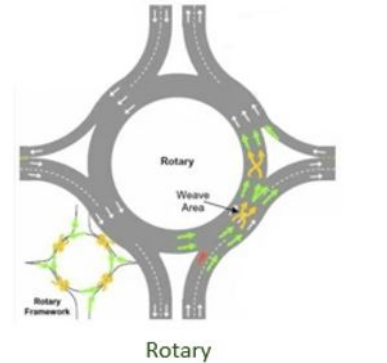
Left: Historical photo of the Concord Reformatory. Opened in 1878, the reformatory was designed to house the state's prisoners in a reformatory. The reformatory was designed to house the state's prisoners in a reformatory. The reformatory was designed to house the state's prisoners in a reformatory.

The Bruce Freeman Rail Trail
CONCORD, MA
www.concordma.gov

Buro Happold – Mobility

Rotary or roundabout?

- Rotaries are not roundabouts, they were not designed to improve traffic
- Rotaries are too large to reduce vehicle speed, create unsafety conditions especially due to weaving and merging
- Rotaries do require to yield traffic as roundabouts
- Rotaries are not good for pedestrian/bike connectivity
- Rotaries take a lot of space!

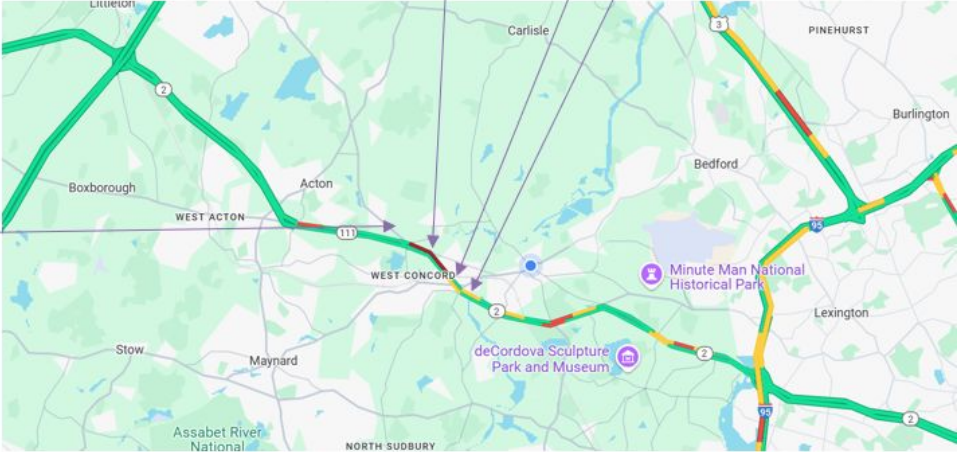



Buro Happold – Mobility

Is a rotary or a traffic issue?

- Today 5 routes converge to the rotary
- The rotary itself creates traffic because of its design

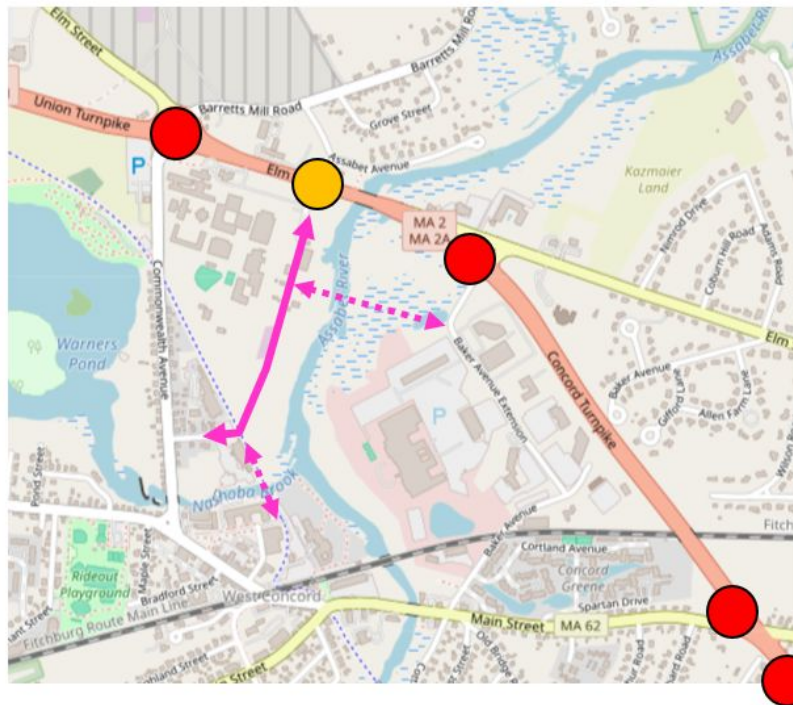
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Buro Happold – Mobility

Increase capacity vs increase connectivity

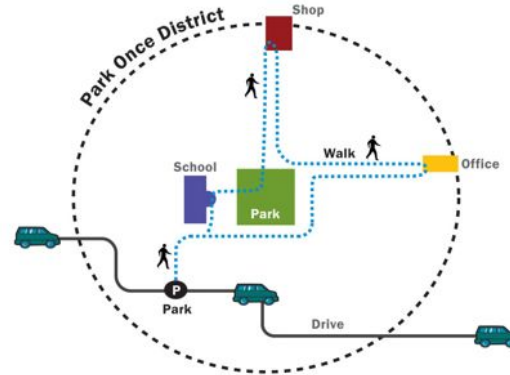
- As we add new developments to the MCI, we are also going to generate new vehicle trips (realistically Concord is a car-oriented community)
- An alternative to increase the capacity of the existing roads and intersections is to increase the network connectivity



Buro Happold – Mobility

What else can be done?

- Increase pedestrian and bike connectivity
- Allow a safe and all seasons (even with snow!) connection between the site and downtown West Concord
- Foster multimodal accessibility, also regional through the commuter train to Boston
- Targeted parking strategy, avoid the proliferation of parking lots, create a walkable development that allows a “park once” system



Based on an original illustration by Walter Kulash.

Buro Happold – Sustainability

Three primary resource flows

- **ENERGY:** there are numerous heat source and heat sink options (geothermal, wastewater, pond, air)
- **WATER:** Concord does not have a CSO system, and the City could benefit from the MCI WWTP
- **MATERIALS:** reuse opportunity is abundant (e.g. concrete, building materials, FFE)

Questions to inform next steps:

1. Existing infrastructure (power house) uses fossil fuels; could the piping be repurposed to LTW?
2. How is stormwater currently handled on site, and where is the floodplain?
3. Would it be interesting/provocative to know what the embodied carbon of the concrete wall is?



Landwise

Takeaways:

- Several buildings with obvious **reuse potential**
- **Limited access** from surrounding roadway network, new circulation as organizing element.
- Large site with **potential to serve multiple functions** relating to surrounding context.

Limiting Factors:

- Traffic capacity/Access
- Wastewater capacity
- Community preferences for height / density

Questions to inform next steps:

- What do we know about DCAMM's goals for the site? Are there any programmatic requirements, financial requirements, or other state driven parameters to be aware of?
- How should we think of the site in relation to the MBTA communities law and the areas of town that have been zoned for that (i.e. Subdistrict 4 and 5)? Is 15 units per acre the maximum housing density that should be contemplated?
- Has the town identified any case studies or developments that we should consider as aspirational analogs?
- What criteria will be used as the basis for comparing the merits of the redevelopment scenarios?



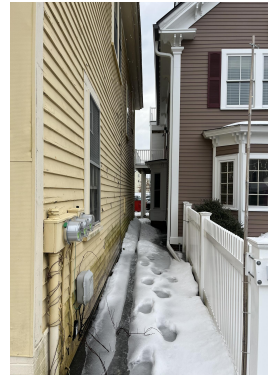
Commercial programs in residential types



Covered walks



Occupied alleys





Approaches to multifamily in Concord



Wedgewood Commons



Concord Commons



Brookside Square (2013)



Center Village



Historic & New

merge housing & architectural character

Questions to inform next steps:

Urban

1. *Site access points*

Housing

1. *What's missing in the housing stock? Local appetite for housing versus mandated housing.*
2. Infrastructural capacity of the site for new programs and new housing

Commercial

1. *What is the floor for built area that would be desirable to developers*
2. *What businesses might take advantage of the MCI's long span structures?*

Reuse

1. Confirm buildings of historical or social significance.
2. *Suspect cell blocks would be difficult to transform architectural, verify*

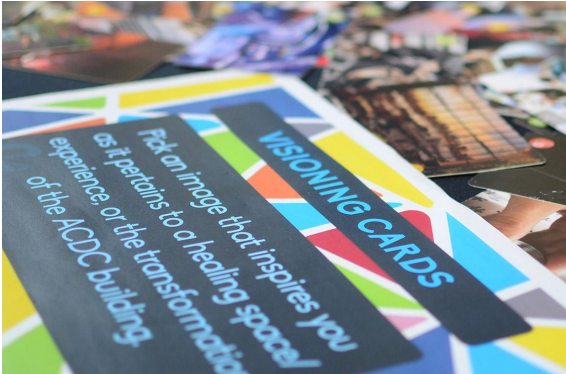
How

Community Engagement Tools, Methods, & Gatherings

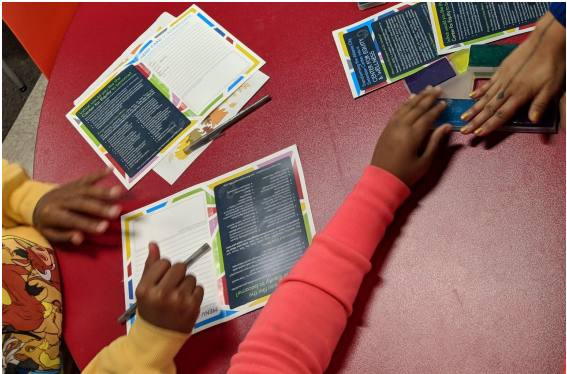
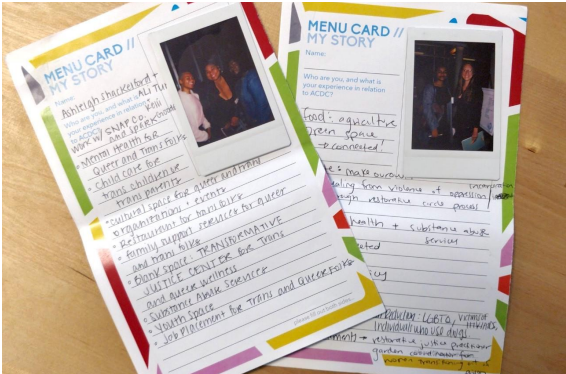


Community Engagement Tools

Stop / Start / Continue



Menu Cards



Precedent Case Study Cards

BUILDING

LAUREL HILL COMMUNITY



Location: Fairfax County, VA
Building Type: Mixed-use community / Formerly Lorton Prison
Sq Ft: 10-acre site
Built: 1910

The Alexander Company is transforming the unique prison complex into a vibrant hub of community residences, workplaces, shopping, and green space. The first phase of the development calls for 165 historic apartments, 83 new townhomes, 24 new single-family homes, a clubhouse, a swimming

pool, and historic retail and commercial space.

Program and Place Ingredients:

- Museum
- Arts Center
- Housing
- Green space
- Retail + commercial

LIBERTY HOTEL



Location: Boston, MA
Building Type: Adaptive Reuse / Formerly Charles Street Jail
Sq Ft: 261,000
Built: 1851

Through restoration, reuse, and reinvention, the abandoned Charles Street Jail has been transformed into a new four-star luxury hotel overlooking the Charles River in Boston's Beacon Hill neighborhood. This historically significant and storied structure has been reborn as a vital commercial development.

The Hotel will have a significant impact on the city and its future.

Program and Place Ingredients:

- Hotel
- Conference facility
- Ballroom
- Health club
- Restaurants
- High-end guest amenities
- Courtyard garden

BUILDING USE

MUSIC & FILM STUDIOS



| | |
|---|---|
| Description | Spaces dedicated to the creation and production of music, film, and photography. |
| Space Requirements | <p>Design Considerations for Recording Studio:</p> <ul style="list-style-type: none"> • Common elements these rooms share: low of sight, mechanical systems, isolation, adaptive lighting, connectivity • Size of the room is the dominant acoustic feature. The ratio of the length to width to height will influence regardless of what you may put into the room. <p><small>Source: https://www.soundonsound.com/sound-articles/articles/recording-studio-design</small></p> <p>Typical Spaces in a Film Studio:</p> <ul style="list-style-type: none"> • Control Rooms • Production Offices • Sound Stage • Green Room • Make-up • Editing Rooms <p><small>Source: https://www.studiocity.com/practical-issues/on-film-studio</small></p> |
| Adaptive Reuse Opportunities for the Center for Equity | Recording studios require no natural light which can be easily accommodated in the basement or in the modified cell areas which have minimal natural light. The existing concrete block walls are good for acoustic absorbers. |

WOODSHOP & DIGITAL FABRICATION



| | |
|---|--|
| Description | <p>Digital fabrication is a type of manufacturing process where the machine used is controlled by a computer. The most common forms of digital fabrication are:</p> <ul style="list-style-type: none"> • CNC Machining; where, typically, shapes are cut out of wooden sheets – this is the main technology used by OpenDesk products at the moment. • 3D Printing; where objects are built up out of layers of metal or plastic • Laser Cutting; where materials like metal are burnt or melted by a laser beam <p>There are a huge range of digital fabrication techniques. The important aspect that unites them is that the machines can reliably be programmed to make consistent products from digital designs.</p> <p><small>Source: https://www.opendesk.co.uk/about-digital-fabrication</small></p> |
| Space Requirements | <ul style="list-style-type: none"> • Stationary Tool Space • Partitions • Artificial Illumination • Plumbing • Electricity • Tabletop versus Freestanding Tools • Natural Light • Temperature and Moisture Control • Egress • Ventilation |
| Adaptive Reuse Opportunities for the Center for Equity | With some redesign of the existing facade, i.e., enlarged windows and modification of the interior walls, the existing cells could be converted to machine rooms and the central observation area space used as a shared workshop. The large loading dock and high capacity elevators also lend themselves to transport of materials. |

PROGRAM

TEENS FOR FOOD JUSTICE



| | |
|---|---|
| Location | 33 West 60th Street, New York, NY |
| Operating Structure | Nonprofit |
| Year Est. | 2013 |
| Area / Size | 1,300 SF repurposed lab at DeWitt Clinton High School in the Bronx |
| Construction Cost | \$125,000 equipment costs; 1,300 SF |
| Population Served | Adolescents (13-19 years) / Adults |
| Operational Budget | Gross receipts: \$1,349,523 / Assets: \$4,993,919 |
| Funding Sources | Green Mountain Energy Sun Club, Grants, Donations |
| Adaptive Reuse Opportunities for the Center for Equity | Grow space can be accommodated without natural light with few facilities modifications. |
| Current Uses, Programming, and Services Provided | Works to ensure universal equitable access to healthy, fresh, affordable food. Provides training in hydroponic urban agricultural farming techniques, entrepreneurship, and health/nutrition education and advocacy empowering teens |
| to lead themselves and their own food justice communities towards healthier futures. | |
| Social Impact: | Hydroponic farms can provide year-round access to produce. Students will grow more than 19,000 lbs of produce annually to feed the entire school and its 2,200 students daily, and the local community on an ongoing basis, while mastering key STEM concepts and skills needed in a green workforce economy. Community awareness of food and nutrition issues has increased; the city school board passed a school food action plan, and the state legislature passed a wellness and nutrition policy. |
| Challenges: | Startup costs for hydroponic farms can be high, but companies that make and sell equipment for hydroponic farms, and medical and wellness centers, often donate funds or equipment to school programs. |
| Financing Model (Co-op / Social Enterprise) / Philanthropy | |

ISAIC



| | |
|--|---|
| Location | 5800 Cass Ave, Detroit, MI |
| Operating Structure | Nonprofit, not-for-profit manufacturing |
| Year Est. | 2017 |
| Area / Size | 12,000 SF |
| Construction Cost | Carhartt, a Detroit workwear brand, provided the space and \$113k worth of equipment at no cost |
| Population Served | Those traditionally marginalized in the fashion industry |
| Operational Budget | \$2 million needed for the first year |
| Funding Sources | Philanthropy |
| Adaptive Reuse Opportunities for the Center for Equity | Abundant space for manufacturing and training |
| Current Uses, Programming, and Services Provided | Industrial Sewing and Innovation Center (ISAIC) is a pilot manufacturing plant that will contract with apparel companies on small clothing orders and serve as an |
| ongoing apprenticeship training center. The apprenticeship program for clothing production will mix traditional sewing skills with the industry's future use of robotic assembly. | |
| Social Impact: | Empower by inclusivity, strengthen with diversity, lead with technology, advance with industry, forty with sustainability, activate with community. For companies interested in potentially manufacturing in Detroit, one of the biggest concerns is the workforce. We want to be a part of ensuring we have the workforce to attract the industry. |
| Challenges: | |
| Financing Model (Co-op / Social Enterprise) / Social enterprise and fee-for-service manufacturing contracts | |

IDEAS FOR REPURPOSING

MIXED USE DEVELOPMENT

PARKS AND RECREATION

HOSPITALITY

ARTS AND CULTURE USES: EX MASS MoCA

TRADE SCHOOLS: Ex Welding Justice

AGRI-RELATED USES: Ex Food processing

DISTRIBUTION & TRANSPORTATION HUBS

RENEWABLE ENERGY CENTERS

RESEARCH AND DEVELOPMENT LOGISTICS

HEAVY MANUFACTURING

AI DATA CENTERS

RE-PURPOSING WITH PURPOSE

The unemployment rate among the formerly incarcerated is **5x** higher than the national average.



The **Welding Justice Project** was established to transform closed prisons and jails across the country into trade schools to promote community revitalization, create opportunity, and develop a skilled labor work force.

Over **400** prisons have closed across the country in the last 15 years; *most sit vacant.*



JARRED WILLIAMS, #DJDS | WELDING JUSTICE



MASS MOCA

DOWNSTATE CORRECTIONAL FACILITY

First RFP was issued by the state for the purchase and redevelopment of the Downstate Correctional Facility, an 80-acre former maximum-security prison in the Town of Fishkill, New York.

The RFP was awarded to Conifer Realty and over the next decade the plan is to turn it into a mixed-use campus with community space and up to 1,300 housing units.



Nitsch | Water, Sewer, Stormwater

Takeaways:

- WWTP has 310,000 GPD Capacity
 - ~100K GPD for existing flows from site and offsite
 - ~100K GPD for Town use to support existing need in West Concord
 - ~100K GPD for development
 - Additional capacity may be possible, if EPA/DEP accepts reusing the ex. Sand beds
- No major reported stormwater ponding/river flooding concerns
- Town is studying dam removal at Warren's Pond (in addition to dredging and Maintenance)
 - May impact flows to Assabet on east side of site in high precipitation events
- Soils adjacent to the site are HSG A (Loamy Coarse Sand) - could be good for infiltration, but would need to be confirmed on site. Assume low infiltrative capacity as a conservative measure
- No potable water well needed on site, capacity in municipal systems in Commonwealth Avenue and Route 2 sufficient for development needs
- Gym in decent shape, storage/warehouse on east side of site north of the Plant in good shape - DPW could use it

Limiting Factors:

- No work/development/disturbance should be proposed in the 100-foot Riverfront Area, and 50-foot wetland buffer
 - Up to 10% impervious between 100 - 200' Riverfront
- Town wants to explore potential for DPW facility siting at/near WWTP

Questions to inform next steps:

- Observed monitoring well at rear near existing dumpsters - what is it monitoring?
- When is Phase 1 ESA ready?
- Are injection wells/dosing a potential for flows from WWTP
- Stormwater treatment and on-site management using BMP's important to Advisory Board and Town, Proposed SW regulatory changes could have impact on developable area of site if using GI approach.
- Any other mapped stormwater outfalls to Assabet on site?

Appendix T

Engagement Survey

Wave 1: Visioning

Survey

Over 120 people joined two workshops on April 30th to review the MCI Concord project analysis and share their priorities for future development. Explore the materials [here](#) on the project website to learn about the project and the site, then take this survey to share additional feedback about your vision for the future of the site

Which of the Concord community's needs should the future development prioritize?

(required)

Select all that apply.

- Increase housing that is attainable.
- Provide a range of housing sizes to support different household needs.
- Provide essential services to the Concord community.
- Ensure elderly residents have adequate alternatives for remaining in the community as they age.
- Support long-term job growth.

What elements of Concord's community and culture should be reflected in any design or use of the site?

(required)

How might the future development best incorporate and acknowledge the site's history?

(required)

Select all that apply.

- Adaptive reuse of historic prison buildings
- Interpretative signage
- Public art
- Museum or community space centered on healing
- Memorial park or landscape space
- Other (please share below)

Which amenity would best serve the community at the future development site?

(required)

Select all that apply.

- Playgrounds
- Basketball courts
- Tennis or pickleball courts
- Multipurpose fields
- Community Center
- Walking trails

Natural spaces (forests and meadows)

Other (please share below)

Which natural feature or recreation destination should the future site better connect to?

(required)

Select all that apply.

Warners Pond

Agricultural Fields

Bruce Freeman Trail

Assabet River

Prison Cemetery

Other (please share below)

Share how far away from the former prison site you live based on your primary method of travel.

I walk...

Less than 10 minutes

10 to 20 minutes

20 or more minutes

I take transit...

Less than 10 minutes

10 to 20 minutes

20 or more minutes

I bike/board/roll...

Less than 10 minutes

10 to 20 minutes

20 or more minutes

I drive...

Less than 10 minutes

10 to 20 minutes

20 or more minutes

Which of Concord's sustainability goals should the future development prioritize?

(required)

Select all that apply.

Lean into the Built Environment: Concord's buildings and solid waste system minimize GHG emissions and are resilient to a changing climate

Go all in on Energy: Concord's electricity is 100% carbon-free, reliable, and affordable

Direct Attention to Mobility: Everyone has access to zero-carbon transportation options to commute and get around Concord.

Focus on Natural Resources: Concord's natural resources are enhanced and supported to provide resilience benefits to the community and to maximize biodiversity and carbon sequestration.

Preparedness is Critical: Concord's critical infrastructure is designed to reduce emissions and be prepared for projected climate impacts.

Other (please share below)

Dream Big! What would you like to see happen on the former MCI Concord prison site?

(required)

What is your relationship to this project? (select all that apply)

Select all that apply.

I live in Concord

I work or go to school in Concord

I visit Concord

I have a relationship to the former MCI Prison

Other (specify)

Send

Appendix U

Engagement Survey

Wave 2: Scenarios

MCI Concord: Scenarios Survey

The MCI-Concord redevelopment project focuses on repurposing the 83-acre site of the former correctional facility, which closed in June 2024. The process aims to align with community needs and state priorities, such as housing, sustainability, and economic development.

This survey walks through the materials shared at the May 28th and 29th Scenario Workshops, where the community reviewed information about the site context and shared their feedback on three emerging scenarios. You can view these materials (including boards displayed in-person and the Zoom recording from the online workshop), along with materials from the April 30th Visioning Workshops, on the [project website](#).

Thank you for taking the time to share your feedback!

* Indicates required question

Site Context

The first phase of the project focused on understanding the MCI Concord site through the lenses of different topic areas. Building on that analysis, this next phase further investigates **different possibilities and constraints** for the site, both for **what types of development** can happen and **where** they can happen.

There is a **wide range of possible scenarios** to develop this site. However, only some of the them are **probable** due to Town goals, State guidelines, and market feasibility. The question for the community to answer is: which of these scenarios is **preferable**?

Take a minute to learn more about the site context and an overview of possible scenarios [here](#).

The following section will walk through each of the three emerging scenarios, ask for your feedback, and invite you to expand on your preferred vision for the site.

Scenario 1: A Civic and Institutional Campus

Overview

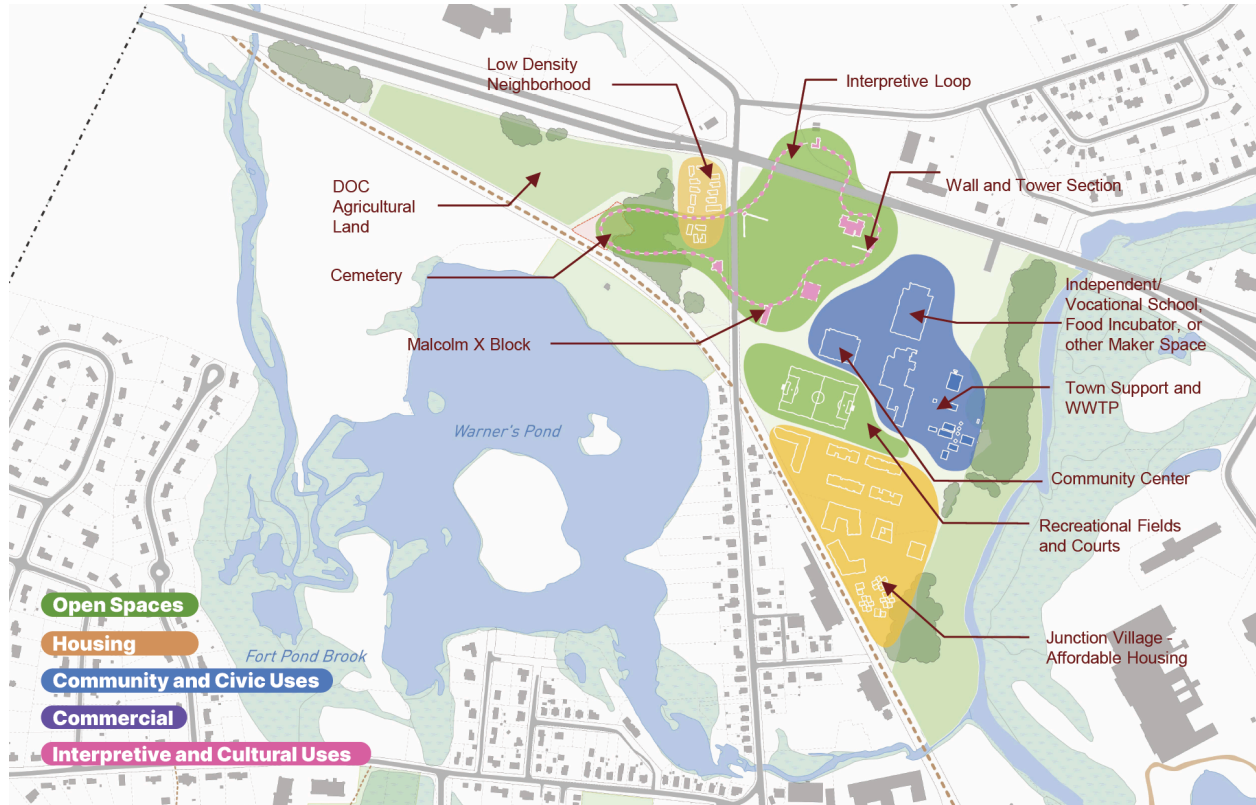
This scenario lies on the **lower end** of the development intensity spectrum. It reuses the most buildings while including **lower-density** housing. It also incorporates **ample open space facilities** and many **interpretive elements**.

Site Metrics

- *Fiscal Impact on Town:* **Net-negative.** This scenario will have a negative fiscal impact on the Town, as ongoing costs to maintain the park, museum, civic buildings, and public spaces will exceed the revenue generated, placing a long-term cost to municipal budgets.
- *Community Facilities:* **Many community facilities.** This scenario has the largest variety of public facilities to support residents and visitors. The facilities range from recreation fields and courts, trails, and a community center or gym, and Town civic commons
- *Implementation Timeline:* **Longer-term redevelopment.** Much of the funding to enable development of new facilities and park spaces will require creative and public funding mechanisms, which could take time to fund-raise.

Learn more about this scenario [here](#).

One potential layout for this scenario:



1. How does this scenario align your vision for the Site?
(1 = not aligned, 5 = very aligned)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

2. What do you like about this scenario?

3. What could be improved in this scenario?

4. What are your favorite 3 inspiring images for this scenario?

1
Recreational Fields and Courts
Russell Field, Cambridge, MA

2
Flexible Event Lawns
Sarasota's The Bay, Sarasota, FL

3
Townhouses
Pullman Parc, Detroit, MI

4
Affordable / Communal Housing
Co-Housing, Denver, CO

5
Pocket Neighborhoods
Concord Millrun & Concord Riverwalk, Concord, MA

6
Industrial Arts & Makerspaces
The Crucible Industrial Arts Center, Oakland, CA

7
Vocational / Trade Schools
The Welding Justice Project

8
Prison Reuse to Museum
Old Montana Prison & Auto Museum Complex, in Deer Lodge, MT

9
Interpretive Trails
Berlin Wall Memorial Park, German

Check all that apply.

- 1
- 2
- 3

- 4
- 5
- 6
- 7
- 8
- 9

Scenario 2: A Vibrant Center for Commerce

Overview

This scenario focuses on **commercial uses at its core** with **housing along its edges**. It also includes civic uses connected to the wastewater treatment plant (WWTP) and a small **interpretive corner**.

Site Metrics

- *Fiscal Impact on Town:* **Net-neutral**. This scenario's inclusion of commercial space (uses like retail, innovation uses, medical offices, and a hotel) can help generate some tax revenue, create jobs, and support local spending, offering some fiscal impacts that help offset public costs tied to the project.
- *Community Facilities:* **Medium number of community facilities**. This scenario has some public facilities to support residents and visitors. The facilities range from recreation fields and courts, trails, and a community center or gym, and Town civic commons.
- *Implementation Timeline:* **Longer-term redevelopment**. A phased approach of the redevelopment may be necessary for large scale commercial investments on the site, while housing will be easiest to build sooner.

Learn more about this scenario [here](#).

One potential layout for this scenario:



5. How does this scenario align your vision for the Site?
(1 = not aligned, 5 = very aligned)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

6. What do you like about this scenario?

7. What could be improved in this scenario?

8. What are your favorite 3 inspiring images for this scenario?

1
Historical Park and Visitor Center
Pullman National Historical Park Visitor Center, Chicago, IL

2
Showcasing Water Infrastructure Through Landscape
Lake Whitney Water Treatment Facility, New Haven, CT

3
Townhouses
Pullman Parc, Detroit, MI

4
Multifamily and Communal Living
Bay State Co-Housing Community, Malden, MA

5
Artist Live-work Cooperative
The Artist Building at 300 Summer Street, Boston, MA

6
Walkable Innovation Campus
Tianmuli Office Complex, China

7
Smart Growth Mixed-use Development
Union Point, Weymouth, MA

8
Adaptive Reuse as a Museum
MASS MoCA, North Adams, MA

9
Adaptive Reuse as an Art Venue
Wapping Hydraulic Power Station, the UK

Check all that apply.

- 1
- 2
- 3

- 4
- 5
- 6
- 7
- 8
- 9

Scenario 3: A Thriving Mixed-Use Neighborhood

Overview

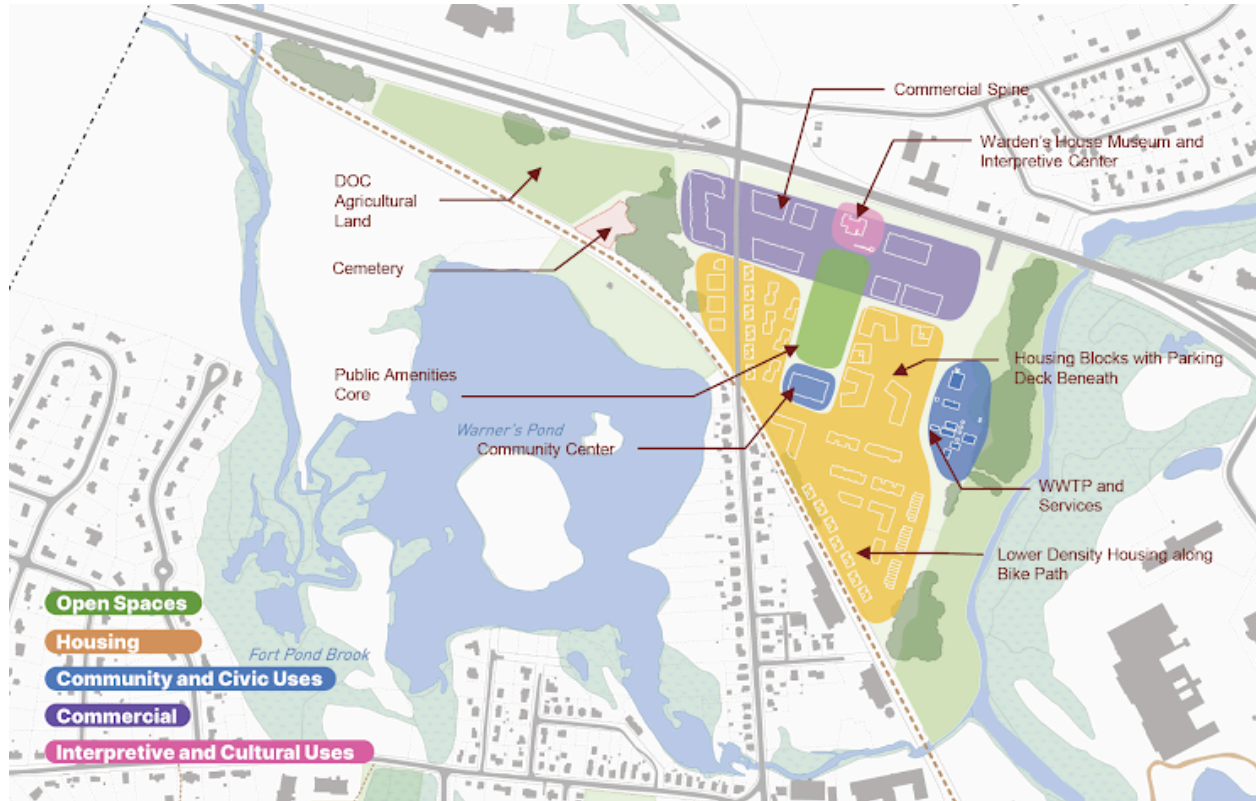
This scenario makes the **most use** of the developable area while still preserving **open space at its center and edges**. Route 2 is lined with **commercial uses** while the rest of the site has **ample housing** to meet diverse needs.

Site Metrics

- *Fiscal Impact on Town:* **Significantly net-positive.** This scenario's focus on housing with supporting commercial space can help generate tax revenue and support local spending, offering significant positive fiscal impacts that help offset public costs tied to the project.
- *Community Facilities:* **Medium number of community facilities.** This scenario has limited public facilities to support residents and visitors, but could include more significant community benefits. Investments to the river's edge could be realized by the developing entity or entities.
- *Implementation Timeline:* **Medium-term redevelopment.** By focusing on multi-family housing that incorporates a mix of uses and retail or commercial uses on ground floors, the development will be able to incorporate a mix of experiences more quickly than commercial-driven scenarios.

Learn more about this scenario [here](#).

One potential layout for this scenario:



9. How does this scenario align your vision for the Site?
(1 = not aligned, 5 = very aligned)

1 2 3 4 5



10. What do you like about this scenario?

11. What could be improved in this scenario?

12. What are your favorite 3 inspiring images for this scenario?

1
Playgrounds
Danehy Park, Cambridge, MA

2
River Access
Airline Highway Park, Baton Rouge, LA

3
Affordable Housing
The SIX, Los Angeles, LA

4
Low-rise Multifamily (6-9 units)
Cable Mills Modern Mill, Williamstown, MA

5
Low-rise Multifamily (Apartment Block)
Workforce Housing, Jackson Hole, WY

6
Mid-rise Mixed-Use
Northwest Arkansas Housing, AR

7
Retail and Dining
Bow market, Somerville, MA

8
Mix-use Complex
Assembly Row, Somerville, MA

9
Adaptive Reuse as a Museum
ICA Watershed, Boston, MA

Check all that apply.

- 1
- 2
- 3

- 4
- 5
- 6
- 7
- 8
- 9

Your Vision

13. Now that you have learned about the site's opportunities / constraints and explored each of these scenarios, how would you describe your ideal vision for the MCI Concord site?

Tell us a bit about you

Thanks for providing your feedback! Tell us a bit more about you and your relationship to the project.

14. What is your relationship to this project? (select all that apply) *

Check all that apply.

- I live in Concord
- I work or go to school in Concord
- I visit Concord
- I have a relationship to the former MCI Prison
- Other: _____

15. **Did you attend the in-person public workshops on May 28th? ***

Mark only one oval.

Yes

No

16. **Did you attend the online public workshop on May 29th? ***

Mark only one oval.

Yes

No

17. **What is your age?**

Mark only one oval.

Under 18

18-24

25-34

35-44

45-54

55-64

65 and Over

18. Anything else you'd like to share?

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Google Forms

Appendix V

Engagement Results

Wave 1: Visioning

Wave 2: Scenarios

Link to Google Sheets of all workshop and survey responses:

https://docs.google.com/spreadsheets/d/1D4y_ji2Tk4J_KVp224VY80ZakFtsCmKXMsUAoM4p1rs/edit?usp=sharing