



ENVISION CONCORD BRIDGE TO 2030

Envision Concord Public Event – Part 2

October 21, 2017

9:30 AM – 12:00 PM

Concord-Carlisle High School Cafeteria

CivicMoxie™
experts in place

What we are seeing + hearing...

Existing Conditions

- General Demographics
 1. Cultural + Historic Resources
 2. Economic Vitality
 3. Housing
 4. Land Use
 5. Mobility
 6. Open Space + Natural Resources
 7. Public Facilities + Infrastructure
 - Social Services
 - Schools
 8. Sustainability

General Demographics

A Growing & Older Population

- › 13.4% increase from 2000
- › 2.5% in MA; 6.5% in county
- › Almost 1 in 5 residents is 65 or older
- › 1 in 7 for the county and MA
- › 9% of residents are young adults (ages 20-34)
- › 20% for the county and MA



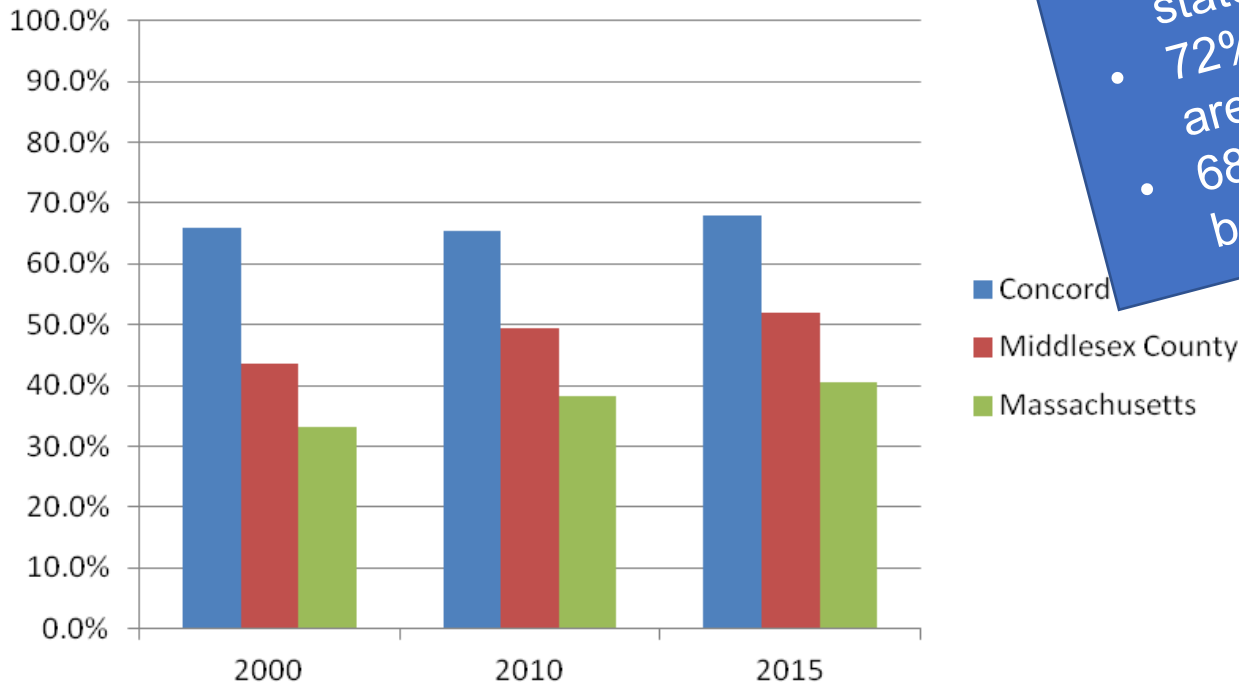
*Based on 2015 ACS data

General Demographics

High Incomes, Well-Educated, Family HH

Part 2

Percent of Residents 25 or Older
with Bachelor's Degree or Higher
Concord, Middlesex County and Massachusetts



- Median income is twice the state level
- 72% of Concord households are families
- 68% of residents have a bachelor's degree or higher

*Based on 2015 ACS data

General Demographics

Things to Think about...

- Meeting needs of over 65 population may not always align with priorities to serve younger population of families
- Competition for resources will impact level of services and character of town unless we identify “outside the box” solutions that are mutually beneficial
- Pride and lack of connectedness to overall community discourages some members of community from speaking up about needs and communicating wants

Cultural + Historic Resources

What can Concord do to honor its history and culture?

“..hold more events that bring people to town. Races, fairs, farmers markets...create a buzz.”

“I love the Umbrella Community Arts Center! So much to see and do! A wonderful cultural resource.”

Cultural + Historic Resources

Significant Resources!

Cultural:

- Chorus, Community Arts Center, Center for Visual Arts, Conservatory, Concord Museum, Concord Youth Theatre, Orchard House, Umbrella, 51 Walden, and much more...



Cultural + Historic Resources

Significant Resources!

Historic:

- MHC's MACRIS database contains 1,925 historic resource records...
 - Of which 136 are multi-building areas, and 1635 are individual buildings
- Three Districts and 24 other sites are on National Register, including 6 National Historic Landmarks
- Six Local Historic Districts
- 2016 Demolition Review Bylaw (covers buildings outside of LHD built before 1941 and on NR or SR or in Concord's Survey of Historical and Architectural Resources)
- This means a high % of Concord's 8,374* buildings are surveyed, listed, or protected in some way



Cultural + Historic Resources

Things to Think about...

Part 2

- How to balance local priorities with Concord as a regional/national historic resource?
- Not all cultural and historic organizations feel that they receive enough support from Town and residents
- Need for more education of the public about what is historic and why; have a single “clearinghouse”
- Need to balance expansion of Local Historic Districts with recommendations/desires for affordable housing in existing infrastructure service areas
- What do people mean when they say “**town character?**”
- Beyond the Chamber of Commerce website, should there be a coordinated marketing and outreach effort?
- Consider better linking untapped cultural/historical/art assets to commercial centers; possible mutually beneficial strategy for maintaining health of centers.

Economic Vitality

Where do you feel appropriate economic development should be focused?

“WEST CONCORD. There are lots of young families, retail space, and convenient access to public transportation. Help make it as visually appealing as main Concord and somehow try to incorporate two parts of town into one.”

Economic Vitality

Eds, Meds, and Entrepreneurs

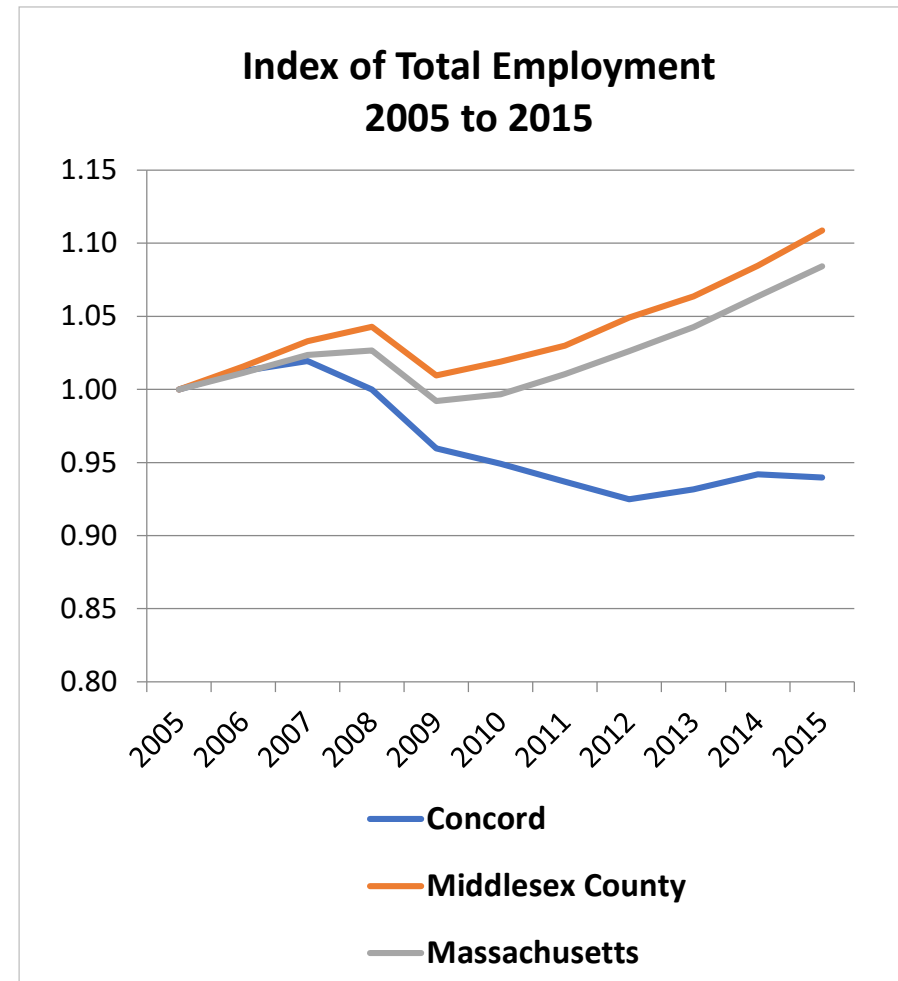
- 960 businesses & 11,807 jobs in 2015
- Health and Education account for 2 in 5 jobs
- 12% self-employment rate (2x that of MA and county)



Economic Vitality

Job Growth Lags the State and County

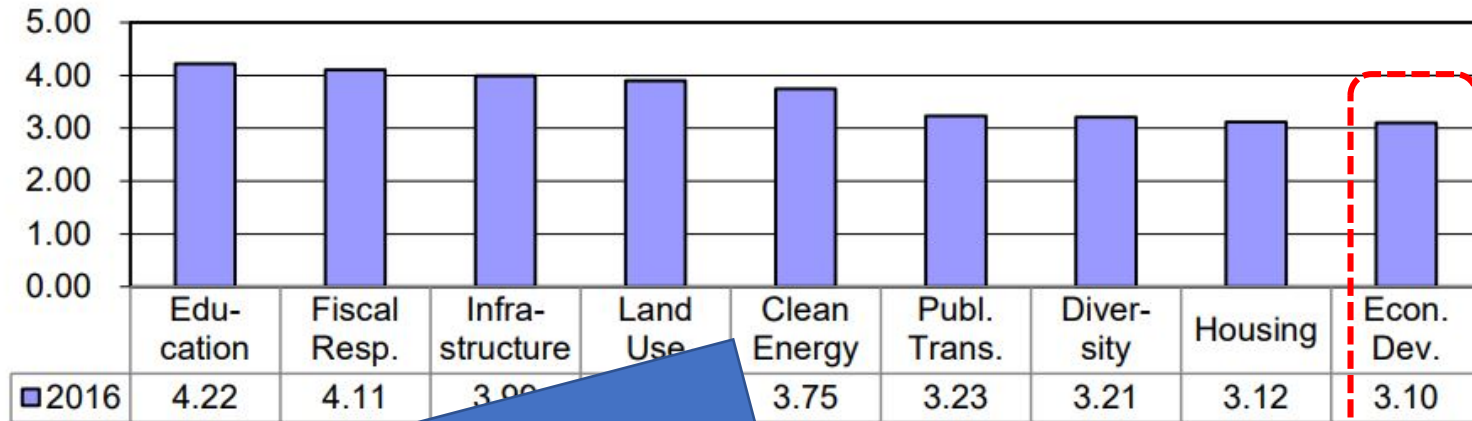
- Concord lost 6% of its job base over the past decade (county grew 11%, MA 8%)
- Concord also lost jobs in key fast growing regional sectors: Education & Health Services and Professional & Business Services
- Most job growth was in leisure and hospitality
- Concord businesses depend on workers from outside the town



Economic Vitality

Ranking of the Most Pressing Issues (Summary of Means)

2016 Town Resident Survey



“Economic Development”
considered least pressing in 2016
Town Resident Survey, but there is
vocalized support for local
businesses

Economic Vitality

If we want to add new economic uses, what would they be?

- Co-working spaces to support self-employed?
- Mixed-use spaces to support more housing, small scaled retail?
- Arts/culture/entertainment?
- Agricultural/ food?
- Business incubator/ tech?



Economic Vitality

Things to Think about...

- Does Concord want to grow its economic base? How and where?
- How do we sustain the success of Concord's vibrant commercial centers?
- Economic Vitality is about healthy commercial centers, not necessarily recruiting big companies and developments
- Opportunity around arts and craft community seems to be overlooked
- Lack of clear organization/coordination of strong commercial district marketing and tourism
- What are the shared benefits and goals: how does a strong economic base contribute to Concord quality of life and resident well being?



Housing

What kind of housing options would you like to see in your community?

“I think that there needs to be better and more “downsizing” opportunities for long-time Concord residents who would like to continue to live in Town even after they are not able to maintain their own houses.”

Housing



7,000 (approx.) total housing units:

- › 77% single-family units
 - › with approx. 140 accessory units
- › 12% 2-9 unit multi-family
- › 11% 10+ unit multi-family

Source: US Census Bureau, 2009-2013 American Community Survey

Senior housing:

- 2 assisted living facilities
- 3 skilled nursing facilities
- 1 independent facility
- 2 55+ single family dwelling developments
- 2 Concord Housing Authority Senior Housing Development

Source: Town of Concord, 2017

Housing

Concord Area Median Income Limits (Boston-Cambridge-Quincy MSA)			
Household Size	80% AMI	100% AMI	120% AMI
1	54,750	72,380	86,856
2	62,550	82,720	99,264
3	70,350	93,060	111,672
4	78,150	103,400	124,080
5	84,450	111,672	134,006
6	90,700	119,944	143,933
7	96,950	128,216	153,859
8	103,200	136,488	163,786

80% AMI figures from HUD; 100% AMI figures from Community Preservation Act; 120% AMI figures adjusted from CPA

Housing

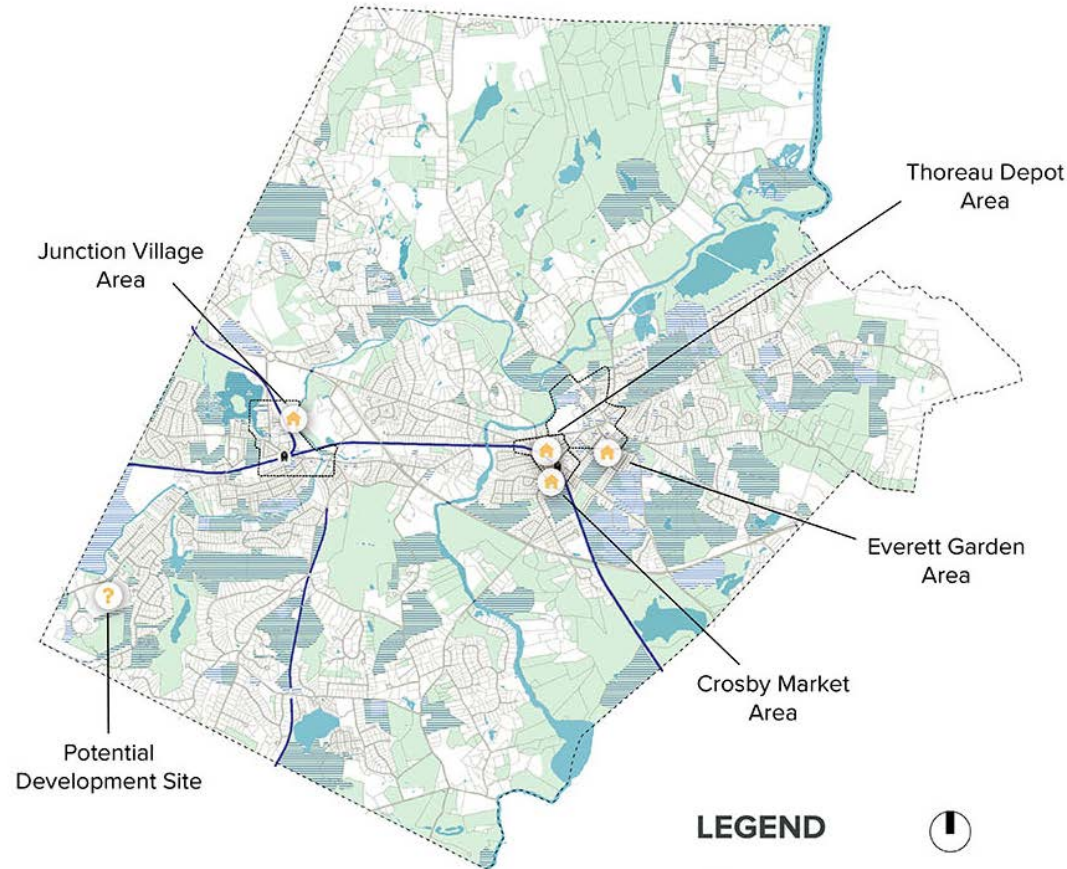
Key Strategies still in progress from 2015 Housing Production Plan:

- Strengthen the Accessory Apartment Bylaw
- Strengthen GFA (Gross Floor Area) bylaw to encourage/preserve smaller homes
- Establish Neighborhood Conservation Districts
- Encourage mixed-use, multi-family redevelopment at Thoreau Street Depot Area and Crosby's Market Area
- Consider adoption of Natural Resources Protection Zoning and Allowing Cohousing
- Create Affordable Assisted Living Units at Junction Village



Housing

Where are opportunities for housing? – Multi-Family Housing/more choices?



- Four sites identified in 2015 Housing Production Plan
- Not all parcels are on Town-owned land
- Much overlap with potential economic development sites

LEGEND

 Town-owned Parcels
(Concord Open Space
and Recreational Plan, Land-use, 2015)

 Housing Opportunities
(Concord Housing Production Plan, 2016)

Housing

Things to Think about...

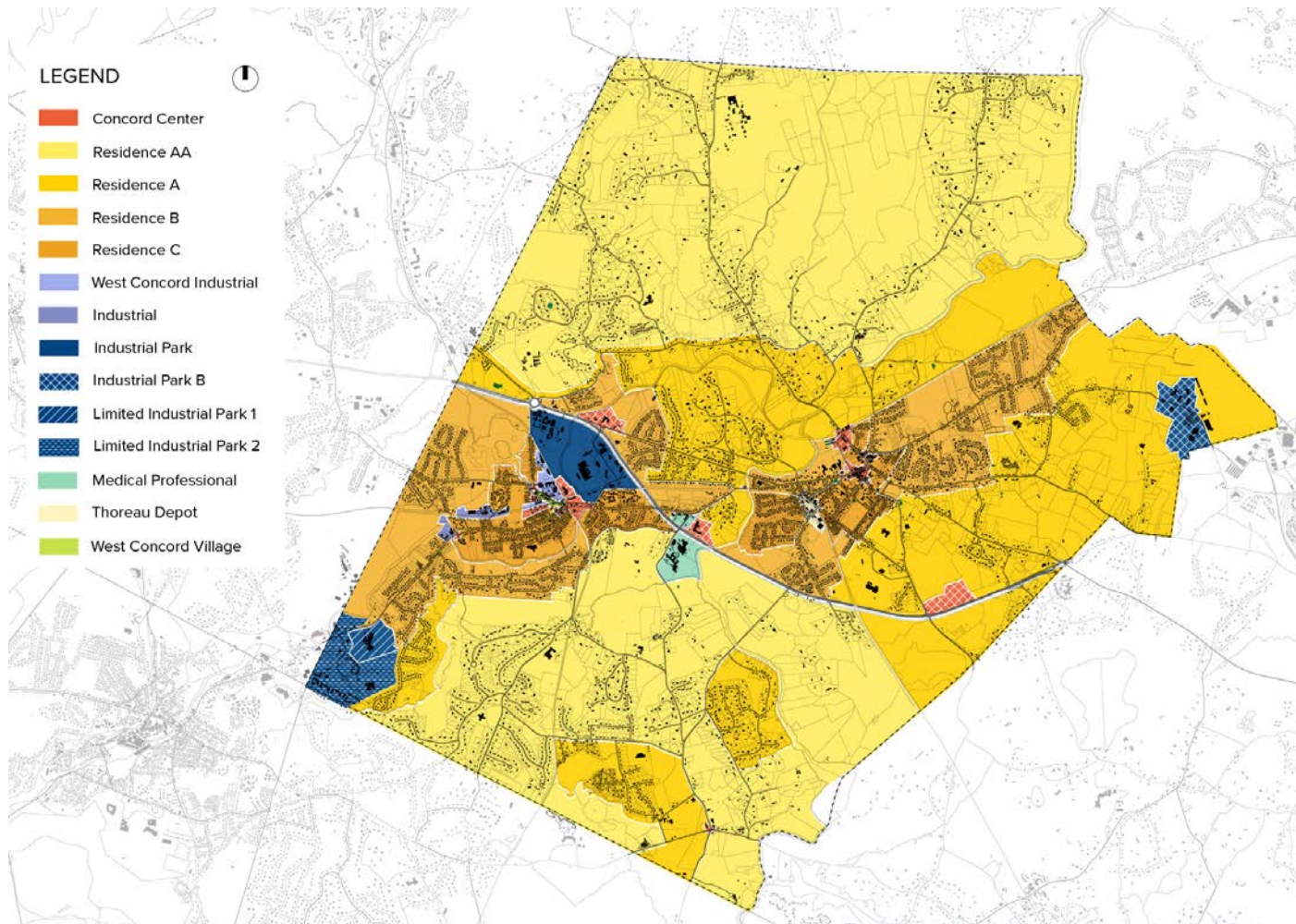
- Development of mixed-use, multi-family housing near commercial centers would need use + dimension zoning modification
- Demolition Review Bylaw – effective re: potential teardowns?
- Amending dimensional provisions to limit “mansionization” restrictive enough?
- Feasibility of Natural Resources Protection Zoning being adopted and utilized to balance open space and higher density housing? (recommendation of 2015 HPP)
- Even though % of family households is high, Concord still has a high number of non-family households 65 or over
- Encouraging accessory units in non-town center neighborhoods but then needing transport/ shuttles to town centers
- What policies should be in place to create a better match between housing availability and need?

Land Use

“...the ‘landfill area’ could easily be sculpted to support both dryland training and snow covered ‘sprint’ style cross-country skiing which is an Olympic sport and more easily maintained with snow making equipment. This would extend the cross country running course and perhaps even youth mountain biking.”

Land Use

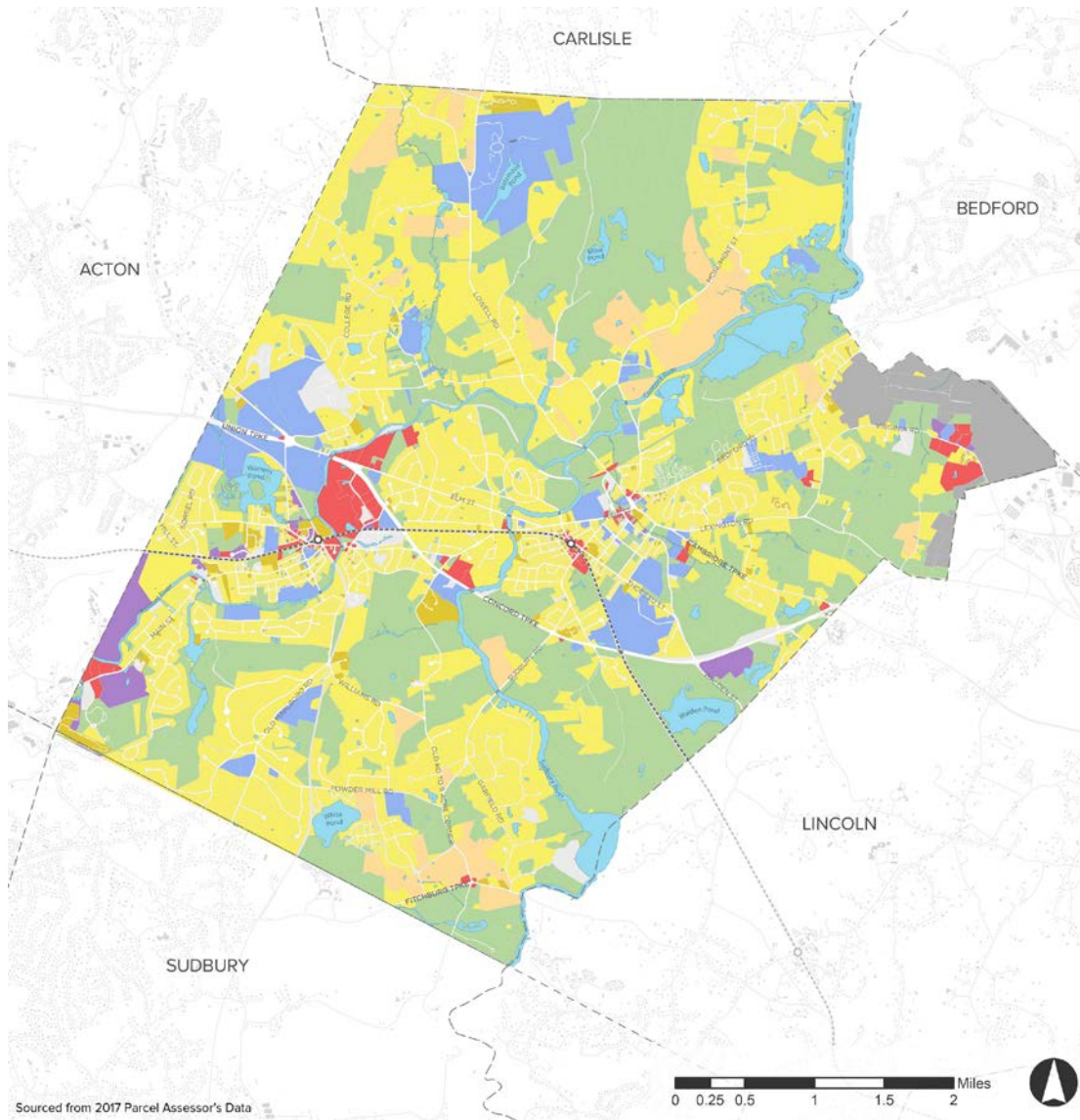
Zoning Map



Although almost 95% of town zoned Residential:

- Well under 50% of land used for Residential
- 59% (approx.) Public and Private-Owned Open Space (of which 39% is protected*)

Land Use by Tax Assessment Category*



*Areas used or considered open space are sometimes categorized as other uses that are on the same parcel.

Land Use

- Residential (Single-family)
- Residential (Multi-family)
- Commercial
- Industrial
- Civic / Institution
- Natural Area / Open Space
- Agricultural / Horticultural
- Hanscom Airforce Base
- Unlabeled / Roads

Land Use

Things to Think about...

- Many competing priorities for uses for under-developed and vacant land (not conserved)
- Overlap of possible growth areas for commercial and housing uses – would there be appetite for significant (more than 2-3 stories) mixed-use development near centers?
- Commercial and/or Residential development near the centers would address issues of mobility, centralized services, bringing spending dollars to local businesses, but would have some impacts on traffic and parking



- Increase housing types/size choices and affordability options
- Tax revenue (commercial) generation
- Wildlife protection
- Open space conservation
- Agricultural uses
- Climate resilience
- Updated infrastructure (water and waste treatment)
- Ecosystems services (clean air/ clean water)
- Improved public facilities (town offices, Police & Fire Department buildings, recreation centers)

Land Use

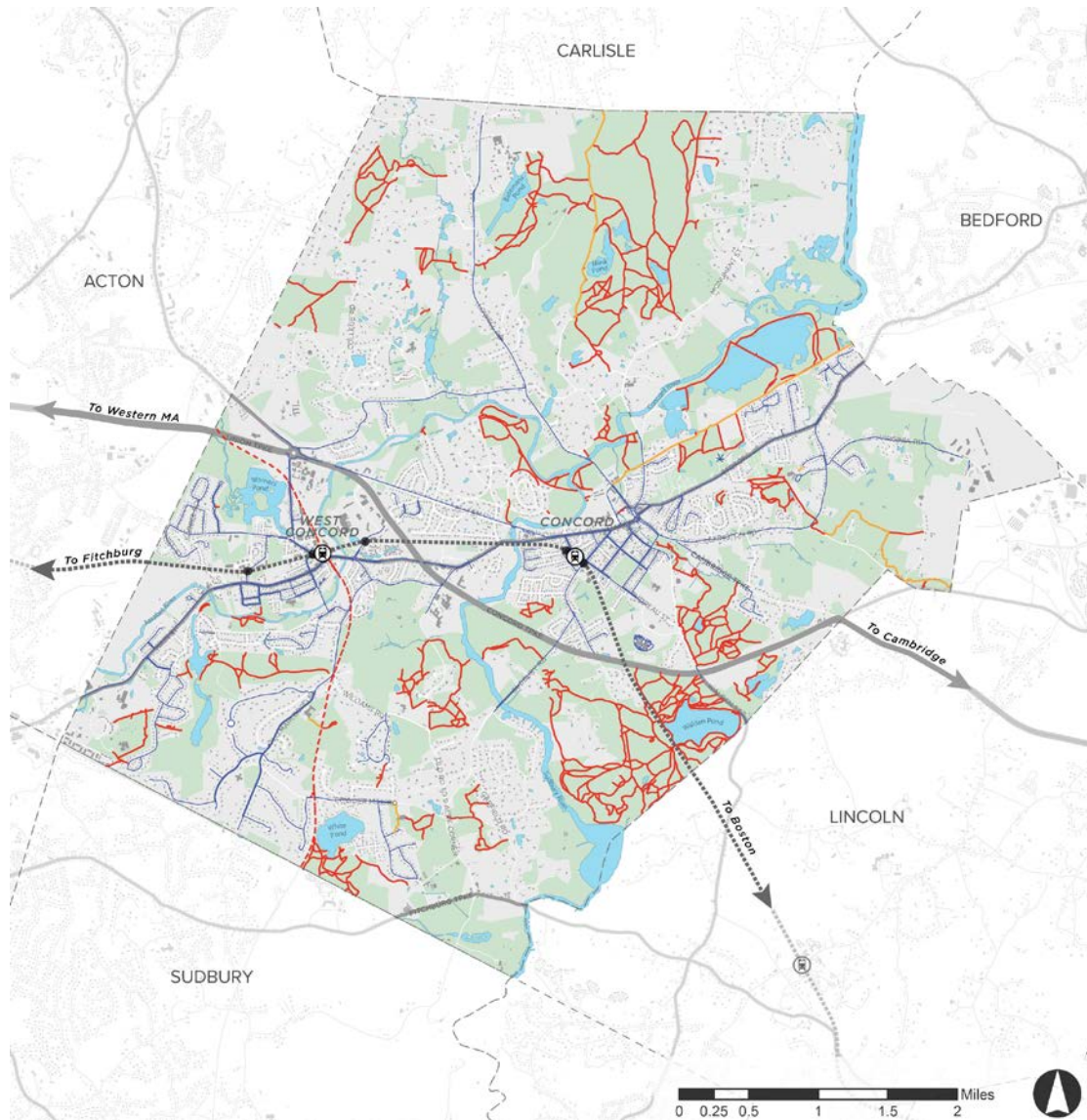
Things to Think about...

- Strict regulation conflicts at times with economic development and doing business in Concord – reputation as business unfriendly town.
- Management of regulatory processes is difficult to understand and burdensome for property owners and businesses (sometimes “permitting costs more than the actual improvements”)
- Zoning could better match community vision and goals

Mobility/Transportation

“Bike/pedestrian crossing at Route 2, so people can easily travel to both sides of town, especially school-aged kids riding their bikes.”

Mobility / Transportation



- Through traffic congestion problem
- Intra-Concord Travel / Traffic problem
- Expanding mobility options
- Leveraging non-private auto assets

Transportation

- Commuter Rail (Fitchburg Line)
- Route 2 / Concord Turnpike
- Other Major Roads (Class 3)
- Trails
- Planned Bruce Freeman Rail Trail
- Bikeable Trails
- Sidewalks
- Commuter Rail Station
- Railroad Crossing

Mobility / Transportation

Public Transportation

- Main public transit is the Fitchburg commuter rail line stopping at Concord Depot (86 free parking spaces) and West Concord Station (146 spaces at \$4/day)
- 10 bicycle spaces at each station
- Yankee Line, Inc. runs two commuter buses Monday-Friday from Crosby's Supermarket to Copley Center in Boston



Pedestrians and Bicycles

- Concord's streets vary widely throughout the town, so only select roadways can be improved to accommodate Complete Streets



Private Shuttles

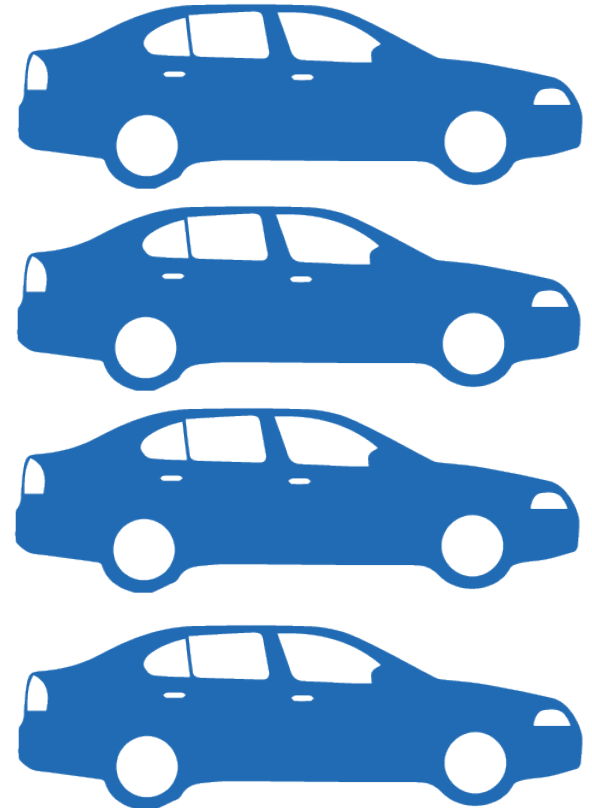
Mobility / Transportation

Traffic and Parking

- In 2013, the roadway network of Routes 2, 62, and 117, and major roads Lowell Road, Elm Street, Cambridge Turnpike, and Lexington Road, while enduring congestion during peak times, functioned acceptably at other times.

2013 Shared Parking Analysis by Nelson\Nygaard for Concord Center and West Concord

- Concord Center Study Area:
 - Supply – Almost 3,900 spaces (46% general access)
 - Demand – Average peak 2,765 spaces
- West Concord Study Area:
 - Supply – About 2,770 spaces (35% general access)
 - Demand – Average peak about 1,750 spaces



Parking needs and traffic challenges have changed in four years...

Mobility / Transportation

Comments/Suggestions from Envision Concord website:

Add Sidewalks!

Add Bike lanes!

**Add Pedestrian/bike
crossings!**

Add Shuttles!

Mobility / Transportation

Things to Think about...

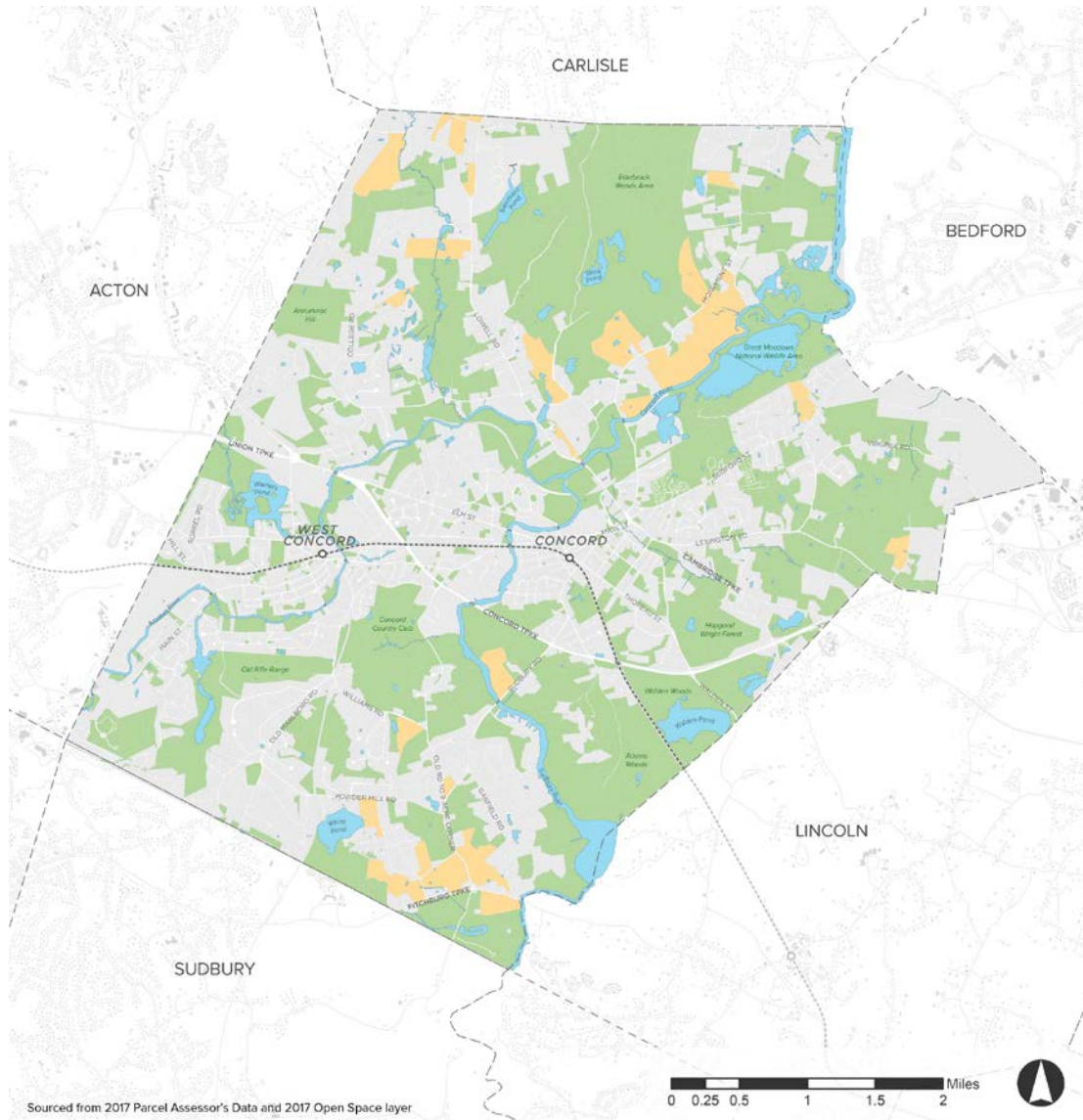
- Can we address a portion traffic and mobility issues through planning for other modes?
- Enhancing other mode infrastructure/complete streets may be in conflict with historic quality or width of roads/built context. Need to prioritize and set clear goals
- Future town facility locations could be coordinated to reduce vehicle trips and intra-Concord traffic
- Focus on intra-town transportation – how can CLRP address these issues?
- Introducing new modes needs to be coupled with methods to make them user-friendly (ensuring new infrastructure is utilized)
- What is appetite for planning for new technologies...autonomous vehicles?

Open Space + Natural Resources

What recreational facilities do you enjoy, and what would help your family stay active?



“The Wild & Scenic Assabet, Sudbury, and Concord Rivers are amazing resources, where you can find peace and quiet and an entirely different world. Good for the body and soul, at any age.”

Open Space + Natural Resources*



Sourced from 2017 Parcel Assessor's Data and 2017 Open Space layer

Open Space + Natural Resources

-  Natural Areas
-  Agricultural / Horticultural

3 main types of conservation interest:

- Natural areas
- Agricultural areas
- Wildlife habitat and water protection corridors

*Natural areas from Concord GIS 2017 data; Agricultural areas from Concord 2017 Tax Assessor data

Open Space + Natural Resources

Benefits of Concord's Long History of Conservation

- Open Space - 59% of town...not all protected*
- 39% (approx.) of the Open Space is permanently protected*

Major concerns (2015 Open Space Plan):

- Loss of wildlife habitat and fragmentation cause by continuing development and traffic speeds
- Impaired rivers and lakes
- Hazardous materials sites



Open Space + Natural Resources



Part 2

Things to Think about...

- How does Concord sustain/grow its open space and agricultural land commitment in face of changing demographics and economics?
- Acquisition of land for open space, agriculture, and conservation has many benefits but can impact land values and reduce available land for other uses
- Public accessibility of Open Space (public and privately-owned) – too much or too little?
- Can acquisition and management of open space be compatible with other priorities?

Public Facilities + Infrastructure

What public facilities do you use most in Concord?

“The libraries! They are beautiful, peaceful, warm in winter and cool in summer, and full of interesting reading and listening material and programs.”

Public Facilities + Infrastructure

Energy/Power

- Concord Municipal Light Plant (CMLP) provides electricity for developed properties in town
- Two solar installations
 - WR Grace Superfund Site (67 Knox Trail Rd)
 - Landfill site (777 Walden St.)



Public Facilities

- New projects:
 - New School Bus Transportation & Maintenance Center (214Y Main St.)
 - 777 Walden St Solar Installation

Public Facilities + Infrastructure

Opportunities for Facility Improvements

- Additional fire station or ambulance service
 - To respond to increased frequency of services for geographically scattered 65+ population
- More environmentally sustainable police facility
 - Allow for larger future capacity of officers
- Need more collaborative spaces for teens and children, particularly after school



Public Facilities + Infrastructure

Wastewater System

- 1/3 (approx.) of developed parcels are connected to sewer system (2003)
- Concord Wastewater Management Plan (CWMP) sewer extension Phase 1 complete
- WWTP currently discharges 80% of permitted capacity

Water System

- 95% (approx.) of developed parcels are connected to centralized drinking water supply system



Public Facilities + Infrastructure

Things to Think about...

Part 2

- Current wastewater treatment capacity constrains the location of new development (development would need private system or new connection)
- Water supply capacity will need to be examined once plan priorities are developed.
- New development of any type is limited by accessibility to utilities and infrastructure, which impacts construction costs.
- If there are decisions to focus growth in a particular area not served by sewer system, that is an important consideration for decision-making about the future.
- What can we learn from Concord's success with water conservation that can be applied to other areas of planning?

Social Services

Things to Think about...

- Social services and financial assistance providers are stretched thin with increasing numbers of requests
- Transportation and connectivity should be a major consideration for location of housing
- Lack of transportation impacts all age groups
- Desire for diversity must be coordinated with services and infrastructure
- Need for deeper conversations about what kind of diversity is desired, and what commitments are required to make it reality
- Aging population will require even more resources/services

Schools

Things to Think about...

- Transportation and connectivity to/from and between schools is a high priority
- There is a need for more social/collaborative spaces to support children and teen after school activities
 - Identify opportunities to share facilities and establish collective priorities
- Major reason people move to Concord – how are schools integrated into CLRP?
- Middle school discussion – what decisions might support objectives of the CLRP and vice versa?

Sustainability

Where and how do you think Concord can upgrade its sustainability practices?

“I would love curbside compost pick-up (including rental buildings).”

“Be a leader in solar and wind.”

Sustainability

Concord as a frontrunner

Part 2

Goals: 25% reduction in GHG emissions by 2020
80% reduction in GHG emissions by 2050



Sustainability

Existing Initiatives

- Solar PV rebates; electric heat weatherization rebates; free home energy audits
- Hybrid vehicles in Town fleet
- BigBelly Trash Compactors
- Concord Solar Farm at capped landfill (777 Walden)
- Water savings rebates
- Retrofit programs for lighting; Discounted HVAC equipment
- Hire Director of Sustainability; Polystyrene Ban Bylaw

Proposed Initiatives

- Zoning legislation to reduce building footprints
- Increase renewables in CMLP portfolio (30% by 2020); adaptation of energy-intensive municipal buildings
- Carbon sequestration

Sustainability

Things to Think about...

- Addition of new Town GHG and energy goals will have positive and negative fiscal impacts on Town and services – CLRP must align use of resources to achieve multiple goals
- New policies have financial impacts that must be identified and managed through multiple lenses:
 - Higher operating costs potentially balanced by energy savings
 - Higher housing development costs potentially balanced by smaller/green development
 - Higher tax implications potentially offset through economic benefits
- Think about infrastructure (physical, social, economic) resiliency to support a sustainable town vision
- Systems approach to planning will be critical here

Lots of information to absorb...



*Time to stretch and offer some
feedback!*