



Town of Concord
Department of Planning and Land Management
 141 Keyes Road
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To: West Concord Task Force
 From: Marcia Rasmussen, Director DPLM
 Re: **Synopsis of the 1987 Long Range Plan**
 Date: Originally prepared for the CLRPC November 28, 2001
 Updated October 2004 and again in 2008 for the West Concord Task Force

The following is a listing of the recommendations contained in the Implementation Section (Chapter 12) of the 1987 Long Range Plan Report and the actions taken by the Town. Information has been added to an item if there has been progress or implementation since 2004. In some cases the work was done and no further action was expected or the work was not done for various reasons, which can be discussed at the next meeting on September 2nd.

Open Space Recommendations	Action Taken
<ul style="list-style-type: none"> Protect Estabrook Woods 	<p>The Concord Land Conservation Trust successfully accomplished this task working with the Town, Harvard University and local property owners. Additional efforts are underway with Middlesex School to further protect this area. 2008 – protection efforts continue; additional land was placed under a conservation restriction when the playing fields were permitted.</p>
<ul style="list-style-type: none"> Improvements to Conservation Land Management 	<p>Additional funding at the recommended level did not occur; however, one additional full-time position in the Natural Resources Division has been funded and the Conservation Land Guide has been published. New programs have been undertaken such as the use of sheep in meadows to control woody plant growth and the mechanical harvesting of water chestnuts in Fairhaven Bay. 2008 – funding is now included in the Natural Resources Division budget on a fairly regular basis.</p>
<ul style="list-style-type: none"> Farm Task Force 	<p>No Task Force was appointed. The Town has continued to lease land to local farmers and to support water management/use by farmers. 2008 – an Agriculture Committee was appointed in 2007 as part of the implementation of the 2005 Comprehensive Long Range Plan (2005 CLRPC).</p>
<ul style="list-style-type: none"> Open Lands Management Task Force 	<p>No Task Force was appointed and no annual land management plan has been prepared. The Concord Green People were organized as volunteers to help with planting, clearing and other activities on Open lands. Additionally, certain parcels have management or</p>

	stewardship committees working on the land management program. 2008 – the Green People have disbanded due to a lack of volunteers; a number of parcels have stewardship committees.
• Town Trails Task Force	The Conservation Land Guide was published through the efforts of a volunteer Task Force and funding support from the Hapgood Wright Centennial Trust Fund. 2008 – the Natural Resources Commission established a trails committee in October 2007.
• Design Advisory Board	This item is periodically considered by the Planning Board and Board of Selectmen. No action has been taken to date (2008).
• Zoning Bylaw Changes	A complete zoning package was presented to the 1990 Annual Town Meeting as recommended.
• Concord Center Open Space Improvements	A program for open space improvements in Concord Center was never developed; however, various activities have been undertaken in the open space areas.
• West Concord Center Open Space Improvements	The West Concord Study Committee examined the West Concord area in depth. Many of the recommendations of that Committee have been implemented. Open space improvements are being implemented, albeit slowly. 2008 – see matrix of 1993 West Concord Study recommendations.

Recreation Recommendations	Actions Taken
• Playing Field Maintenance	Underground irrigation has been installed at Rideout and Emerson Fields and new equipment has been purchased improving field maintenance.
• Additional Playing Fields	One new playing field (Cushing Field) was built near Peabody School with private funds. The Ammendolia land (near Ripley School) was acquired in 2004 partially for creating additional playing fields, which are needed to address the increased participation in all forms of active recreation. 2008 – Two new turf playing fields were developed at the Concord-Carlisle Regional High School; field development on Ammendolia postponed due to costs and access concerns.
• Replacement of Track at Emerson Playground	The track was replaced and upgraded in 1999.
• Boat Launching Areas	Boat launch areas have not been improved or created. 2008 – the Lowell Road boat launch was improved with plantings and stone in 2006.
• Swimming Pool	A small outdoor pool was installed at the Emerson Playground. Private funds and additional fund-raising are underway for construction of a new indoor swimming facility at the High School. 2008 – the Beede Swim and Fitness Center is opened in 2006.

Historic Preservation Recommendations	Action Taken
<ul style="list-style-type: none"> Archeological Site Overlay District 	No action taken (as of 2008). The main concern about adopting such a district is the lack of protection available once areas are identified.
<ul style="list-style-type: none"> Geographic Inventory 	The Survey of Historic and Architectural Resources was conducted by the Historical Commission with consultant support. The Historic Resources Master plan was published in 1995 and updated in 2001; the Historical Commission is considering another update.
<ul style="list-style-type: none"> Visitor Signage 	The Concord Historical Collaborative remains a collaboration of the various historic sites and government agencies involved with historic resources. Visitor signage continues to be of interest (and of concern).
<ul style="list-style-type: none"> Visitor Center 	A new visitor center was built in 2002 in the center of Town. The Town continues to seek grants that will continue support of visitor oriented services. 2008 – there is discussion about the need for a visitor center in West Concord.
<ul style="list-style-type: none"> Protect Barrett Farm 	With the Town’s involvement, Save Our Heritage is working with the McGrath family members to acquire the house. 2008 – SOH acquired the house and work is underway to preserve the structure, with the goal that the National Park Service will one day acquire the property.
<ul style="list-style-type: none"> Acquire West Concord Depot 	The State acquired the West Concord Depot. Renovations to the structure occurred in the early 1990’s. The building is currently leased to a small restaurant business. 2008 – the Depot is returned to its Victorian-era design through the efforts of a Friends group and the financial cooperative partnership of the Town and the State MBTA
<ul style="list-style-type: none"> Scenic Roads Bylaw 	No action taken; however, a task force concerned about the scenic roads of Concord and comprised of residents and members from the Public Works Commission, Planning Board, and Natural Resources Commission issued its report in 1994. 2008 – concerns have been expressed that such a bylaw would impede the Town’s Public Works Department more than slow private impacts.
<ul style="list-style-type: none"> Expand Historic Districts 	Major expansion of the Historic Districts was considered but never presented to Town Meeting. A modest expansion, called Hubbardville, was approved by the 1998 Annual Town Meeting. 2008 – the first West Concord Historic District was established for Church Street in 2005.
<ul style="list-style-type: none"> Demolition Bylaw 	A demolition delay bylaw was successfully passed at the 1999 Annual Town Meeting. Subsequent updates (adding

	properties) were approved in 2007 and 2008.
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Housing Recommendations	Action Taken
<ul style="list-style-type: none"> Land Fund Appropriations (of \$400,000 per year) 	<p>Major appropriations have not occurred. 2008 – land acquisition is accomplished through creative partnerships and Community Preservation funding.</p>
<ul style="list-style-type: none"> Amend the Land Fund Bylaw 	<p>This recommendation for an amendment to the land fund bylaw, to allow the Selectmen to acquire property, subject to ratification of Town Meeting, was not pursued.</p>
<ul style="list-style-type: none"> Exercise Options Under Inclusionary Bylaws 	<p>Options were exercised to the extent possible. Revisions to the bylaw allowed developers to contribute to the land fund as an alternative. 2008 – there has been little or no development using the standard Subdivision plan; most residential development has occurred as a special permit or comprehensive permit.</p>
<ul style="list-style-type: none"> Buy/Restrict/Sell Land 	<p>The Town has only used this process once with the acquisition of the Benson land. 2008 – the Town used this process for the acquisition of the Burke Farm with disposition of the Strawberry Hill Road land.</p>
<ul style="list-style-type: none"> Improve Cooperation Between the Town and the Housing Authority 	<p>Cooperation has improved.</p>
<ul style="list-style-type: none"> Change in Low/Moderate Housing Programs 	<p>Changes in legislation have occurred. 2008 – major revisions to the State’s comprehensive permitting process were ratified in the spring of 2008.</p>
<ul style="list-style-type: none"> Real Estate Transfer Tax 	<p>This was identified as the only new source of funding on the horizon. The State finally passed legislation for the Community Preservation Act and the Town will be voting whether to accept the CPA in November 2004. 2008 – the Town adopted the CPA.</p>
<ul style="list-style-type: none"> Adopt Change in Accessory Apartment Bylaw 	<p>The accessory apartment bylaw has been periodically revised; however, no maximum size has been adopted.</p>
<ul style="list-style-type: none"> Adopt Change in Mobile Home bylaw to allow for Farm Housing 	<p>No action taken because it’s believed to be unnecessary. Farm housing is considered to be an agricultural use and is protected under the State’s Zoning Act.</p>
<ul style="list-style-type: none"> Encourage and Develop Private/Public Housing Partnerships 	<p>The private non-profit Concord Housing Trust was created to accomplish the creation of affordable housing through a group similar to the Concord Land Conservation Trust. This group completed construction of twelve housing units (Elm Brook Homes) and is currently building several units on Baker Ave. 2008 – the Concord Housing Trust has completed permitting of its last project. The Concord Housing Development Corporation will be assuming the responsibility for affordable housing production and preservation.</p>

Economic Development Recommendations	Action Taken
<ul style="list-style-type: none"> • West Concord Master Plan 	The West Concord Study Committee issued its report in 1993, recommending zoning changes that allowed for an alternative use of the Boston Gas site (now Concord Park assisted living) and promoting residential use in combination with commercial and industrial land.
<ul style="list-style-type: none"> • Formulate Business Policy 	An economic viability task force was formed in 1993 and issued its report in 1995. This report led to the adoption of an equalized tax rate. 2008 - An Economic Council was appointed by the Board of Selectmen in 2006.
<ul style="list-style-type: none"> • Nine Acre Corner 	No action taken by the Town.
<ul style="list-style-type: none"> • Thoreau Street Master Plan 	No formal master plan conducted. The Town did express interest and provided direction for the redevelopment of the Wilson Lumber site by Period Realty Trust, creating “Concord Crossing” – a mixed commercial and residential development.
<ul style="list-style-type: none"> • Facilitate Affordable Retail Space 	No action taken by the Town.
<ul style="list-style-type: none"> • Develop Comprehensive Master Plan for Economic Development 	No action taken by the Town.
<ul style="list-style-type: none"> • Re-zone 90+ acres of land within the LIP district at the Acton-Concord town line to residential use. 	The property owner proposed this zoning change, however, the amendment failed at Town Meeting. Subsequently, the land was developed with an electric substation, an extensive private recreation facility, an office building and an 18-unit residential condominium. 2008 – a 350-unit affordable housing development was approved by the Board of Appeals in June 2008 at 48 Old Powdermill Road.

Transportation Recommendations	Action Taken
<ul style="list-style-type: none"> • Simulation Study of Ring Road with Improved Route 2 	The Ring Road concept (providing enhanced circulation around Hanscom field) was abandoned. No further action taken.
<ul style="list-style-type: none"> • Road Maintenance Program 	The Concord Public Works began and continues an aggressive road maintenance program.
<ul style="list-style-type: none"> • Bylaw Requiring Traffic Studies for all mid- to large-size developments 	No action yet taken. Most mid- to large-size developments provide this information as part of their submittal. 2008 – the Planning Board is considering an amendment to the Zoning Bylaw to require traffic studies.
<ul style="list-style-type: none"> • Engineering Study of Route 2 	An engineering study funded by the Town never occurred. The Towns of Lincoln, Concord and Acton worked together to create the Corridor Advisory Committee, which continues to work with Mass Highway on improvements for Route 2.

• Employee Parking Problems in Milldam	No formal action taken.
• Implement Parking Restrictions on Milldam	No action taken.
• Parking Survey of Thoreau Street Area	Parking survey undertaken, no follow-up action taken.
• Implement Vanasse-Hangen recommendations	Many of the Vanasse-Hangen recommendations were costly to implement and never pursued. Some of the recommendations were too “engineered”, having a negative impact on the community’s character. The Transportation Plan Committee re-examined the V-H report and made its recommendations in its 2000 report.

Public Facilities Recommendations	Action Taken
• Comprehensive Study of Town/School/ Non-profit Groups Space Needs	The Strategic Municipal Land Task Force attempted to study the Town’s space needs in the late 1990’s. No final report was issued. The School Department did not participate in a meaningful way. 2008 – the Town Manager has requested that staff begin collecting information on municipal space needs.
• Relocate Public Works Facility	The Public Works Facility was not entirely relocated; major improvements occurred at the Keyes Road facility and operations that had the greatest negative impact (snow dumping) were relocated to the landfill site. The Concord Municipal Light Plant developed a new facility off Route 2A/Elm Street.
• Negotiate Longer Lease with Emerson Umbrella	Formal long-term lease was entered in 2003, following Ch.30B procurement requirements.

Infrastructure Recommendations	Action Taken
• Develop Robinson Well Site	Robinson Well site was developed and operational in the late 1990’s.
• Acquire New Well Site	The Benson land, located off Balls Hill Road, was acquired in 2001 as a new well site. Additionally, the successful rehabilitation of the Hugh Cargill well in 2001 provided an additional 0.5 million gallons/day of high quality drinking water.
• Change in Water Rate Structure	Changes in the water rate structure occurred and continue to encourage greater water conservation.
• Strengthen Groundwater Protection Bylaw	The Groundwater Conservancy District was revised and approved by the 2001 Town Meeting providing greater protection of groundwater resources, including the groundwater resources of adjacent communities.
• Improve Communication Channels with Abutting Communities to Safeguard Water Supply	See above. The adjacent communities have reciprocated by extending their groundwater protection bylaws to include Concord’s groundwater resources.

<ul style="list-style-type: none"> • Septic Tank Care Booklet 	Two brochures are available from the Board of Health on the care of septic systems.
<ul style="list-style-type: none"> • Landfill Feasibility Study 	The study was conducted and the Town determined to close the landfill.
<ul style="list-style-type: none"> • Mandatory Recycling Bylaw 	A mandatory recycling bylaw was not enacted; however, the Town has hired a part-time recycling coordinator and actively promotes recycling. 2008 – the recycling coordinator position has been expanded to full-time.
<ul style="list-style-type: none"> • Apply for Membership in Metro-West Materials Recovery Facility 	Unknown whether facility was ever opened. No action taken.
<ul style="list-style-type: none"> • Increased Enforcement at Landfill 	Limited action taken. Landfill closed.
<ul style="list-style-type: none"> • Hazardous Waste Collection Day 	The Town participates in a regional hazardous waste collection day, which is a better use of the limited funds available. The Town also sponsors a drop-off/swap-off day twice a year.
<ul style="list-style-type: none"> • Protect Goose Pond 	Goose Pond was offered to the State in exchange for the CMLP site on Route 2A. The State declined due to concerns about the proximity to the landfill. Monitoring of the Goose Pond by the Town continues.
<ul style="list-style-type: none"> • Stream Clearing Program 	Changes in wetlands regulations limited an aggressive stream clearing program.
<ul style="list-style-type: none"> • Sidewalk Construction Program 	Sidewalk construction program started. Limited funds currently available.

Other Recommendations	Action Taken
<ul style="list-style-type: none"> • Land Use Professional 	The Planning Department was re-organized in 1990; the Director of Planning and Land Management was envisioned as providing the guidance of the Land Use Professional; however, it is recognized that only the Town Manager is in a position to enter into land acquisition/use agreements.
<ul style="list-style-type: none"> • Computers/Geographic Information System 	Computers are widely used in all Town Departments and there are two paid positions providing technology support. The Town also created a dynamic Geographic Information System that is widely used by all Town Departments as well as by many residents through public access kiosks and the Town's website.
<ul style="list-style-type: none"> • Maintenance of Population Model 	No action taken. 2008 – the Town Clerk and the regional planning agency (MAPC) continues to collect population data. The Planning Division is beginning to prepare for the 2010 U.S. Census process.