

Strategy	Action Steps	Responsibility	Timing/Priority
GOAL 1: Preserve and Enhance Town Character			
Objective 1.1: Manage growth pro-actively			
Develop a comprehensive site and design review process	<ul style="list-style-type: none"> ▪ Further refine Acton’s <i>Design Guidelines for Commercial Development</i>¹ and extend the guidelines to include residential and mixed-use development.² 	Planning, Design Review Board, PlBd, BoS	Highest
	<ul style="list-style-type: none"> ▪ Consider ways to strengthen the design review process and implement improvements.³ 	Planning, Design Review Board, PlBd, BoS	Highest
Review and revise the Town’s bylaws and planning process	<ul style="list-style-type: none"> ▪ Research further use of by-laws beyond those already in place (e.g. a bylaw against clear cutting.) (See also Objective 2.4) 	Planning	
	<ul style="list-style-type: none"> ▪ Review all current zoning and its build-out potential to insure that zoning supports the goals articulated in the master plan. Aim to simplify the zoning code to insure clarity of intent and to support the regulatory review process. 	Planning	Highest
	<ul style="list-style-type: none"> ▪ Encourage continued regional cooperation; create more formal structures for collaborating with neighboring towns to address common issues (including 40B developments, open space protection, etc.) 	Planning	2 nd Highest
	<ul style="list-style-type: none"> ▪ Address 40B restrictions on Acton’s planning and zoning authority by preparing and implementing a Housing Production Plan 	See Objective 5.2	
	<ul style="list-style-type: none"> ▪ Support legislation that would increase the Town’s control over how and where affordable housing is constructed. 	BoS	
	<ul style="list-style-type: none"> ▪ Add a full-time position to the Planning Department to assist with plans for villages and key centers and development review. Additional Staff 	Town Manager, FinComm, Planning	Highest

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Strategy	Action Steps	Responsibility	Timing/Priority
Objective 1.2: Preserve and enhance village centers			
Enhance Village Centers	<ul style="list-style-type: none"> Complete a <i>Village Centers Plan</i>.⁴ Review the existing <i>Village District Plans</i> and develop a priority strategy for implementation of key components so that the centers' full potential as villages are realized. 	Planning, 2020 Committee	Highest
	<ul style="list-style-type: none"> Develop zoning to guide growth through infill and redevelopment in and around existing centers in support of the <i>Village Centers Plans</i>. Specify minimum performance standards and density incentives for meeting additional specified criteria, including Transfer of Development Rights from areas the Town wishes to preserve. (See end note for more specifics on achieving vitality, attractiveness, and walkability.)⁵ (See also Objectives 2.4 and 6.1) 	Writing zoning: Planning, Planning Board, BoS, with consultant Application and development review:	Highest
	<ul style="list-style-type: none"> Update the <i>Sidewalk Design Guidelines</i> to include village-specific design guidelines. 	Sidewalk Committee, Design Review Board	2 nd Highest
	<ul style="list-style-type: none"> Encourage developer contributions, e.g., small-scale “vest-pocket” parks and playgrounds. (See also Objectives 4.2 and 4.3) 	Planning, BoS (or other designated special permit authority), Design Review Board	
	<ul style="list-style-type: none"> Develop an organization to revitalize village centers such as Business Improvement Districts or Community Betterment Associations. 	EDO, Businesses	2 nd Highest
Improve Kelley’s Corner	<ul style="list-style-type: none"> Develop Kelley’s Corner (KC) into a mixed use town center and transportation hub. Prepare an urban design study of Kelley’s Corner.⁶ 	Planning, Health, Engineering, PIBd, BoS, AHC, HDC	
	<ul style="list-style-type: none"> Concentrate Town investments in the area to make it more pedestrian-friendly and to serve as a gateway.⁷ <u>Capital Investment</u> 	Planning, Health, Engineering, PIBd, FinComm, BoS, AHC, HDC	Highest

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Preserve West Acton Village Center	<ul style="list-style-type: none"> Consider designating West Acton Village (WAV) as a “key center” to which some growth is guided⁸. Prepare an urban design study of the village⁹ 	Planning, Health, Engineering, PIBd, BoS, AHC, HDC	Highest
	<ul style="list-style-type: none"> Concentrate Town investments such as sidewalks, landscape and streetscape improvements, traffic calming, and sewers in and around the village. (See also Objectives 2.1 and 6.3) <u>Capital Investment</u> 	Planning, Health, Engineering, PIBd, FinComm, BoS, AHC, HDC	Highest
Objective 1.3: Preserve rural characteristics and open space			
Document the rural characteristics that should be preserved. Develop a mechanism for prioritizing those elements which contribute to an appreciation for Acton’s history and the pleasure of living here.	<ul style="list-style-type: none"> Expand Acton’s <i>Scenic Roads Bylaw</i> to protect stone walls, mature trees, and other landscape features to other locations that need protection¹⁰. Explore ways to provide protection for this broader list. 	Conservation, AHC	
	<ul style="list-style-type: none"> <u>Support</u> the further exploration/implementation of recommendations from the 2006 <i>Freedom’s Way Landscape Inventory</i>.¹¹ (See also Objectives 1.1 and 1.2) 	Conservation, AHC	
	<ul style="list-style-type: none"> Ensure that new sidewalks conform with <i>Acton’s Sidewalk Design Guidelines</i> whenever possible. Choice of layout, materials, landscaping should be in keeping with the nature of the area.¹² 	See Objective 3.1	
Protect open space. (See also Objectives 2.4 and 6.1)	<ul style="list-style-type: none"> <u>Support</u> the implementation of the <i>Open Space and Recreation Plan (OSRP)</i>.¹³ 	Conservation, Open Space Committee, ConsComm	Highest
	<ul style="list-style-type: none"> Implement the OSRP’s proactive strategy to anticipate and respond to open space in terms of protection and acquisition of parcels, as well as water resource protection. 	Conservation, ConsComm	

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	<ul style="list-style-type: none"> ▪ Use zoning to protect open space parcels <ul style="list-style-type: none"> ○ Continue the existing practice of utilizing cluster zoning for most residential development outside the centers ○ Provide incentives for transfer of development away from open land to desired growth centers.¹⁴ <p>(See also Objectives 1.1 and 1.2)</p>	Planning, PIBd	Highest
	<ul style="list-style-type: none"> ▪ Consider multiple ways to fund the acquisition of desirable open space parcels so the Town is in a position to take advantage of opportunities when they arise. <ul style="list-style-type: none"> ○ Use tax income from economic development ○ Consider higher Community Preservation Act assessments and continue to use Community Preservation funds for purchase of high priority sites ○ Borrow funds for major purchases ○ Research other fund opportunities <p><u>Capital Investment</u></p>	Planning, Conservation, ALG, FinComm, BoS	Highest
	<ul style="list-style-type: none"> ▪ Utilize other regulatory tools and incentives to protect open space. <ul style="list-style-type: none"> ○ Actively support agriculture ○ Provide tax incentives to protect open space ○ Promote community gardens, country fairs and farmer’s markets ○ Purchase agricultural preservation restrictions (APRs), with money coming from the Community Preservation Act funds, Transfer of Development Rights, and other sources. 	Planning, Conservation, Bos, FinComm	2 nd Highest

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Objective 1.4: Preserve historic buildings and landscapes			
Develop preservation priorities.	<ul style="list-style-type: none"> Define historic characteristics (buildings, views, landscapes, etc.) and work with relevant committees to actively preserve these.¹⁵ 	AHC, HDC, Planning	Highest
Preserve historically significant buildings, landscapes and other historic features	<ul style="list-style-type: none"> Coordinate Historic District Commission review with development of design guidelines and special permit review of development in village centers. (See also Objectives 1.1 and 1.5) 		
	<ul style="list-style-type: none"> Conduct outreach to private historical property owners from town or preservationists to help with funding and encourage preservation 	AHC, HDC, Planning	
	<ul style="list-style-type: none"> Expand and use Acton’s <i>Scenic Roads Bylaw</i> to protect landscape features 	See Objective 1.1	
Objective 1.5: Foster an understanding and appreciation for what makes Acton unique, including its history.			
Promote an active interest in the past on the part of residents and visitors alike.	<ul style="list-style-type: none"> Invest in tourist support infrastructure for certain key sites and publicize town features (historic site, nature trails, etc). <u>Capital Investment</u>. 	AHC, EDO, FinComm, EDC	
	<ul style="list-style-type: none"> Improve town entrances / gateways to be welcoming & reflect the Town’s historic heritage. (See also Objective 1.2) 	AHC, Planning, Engineering, Municipal Facilities, Econ Dev Coordinator (new position), EDC	2 nd Highest
	<ul style="list-style-type: none"> <u>Continue to support</u> historic celebrations and efforts to increase awareness of historic past (e.g. events, plaques, Historic Marker program) 	AHC	2 nd Highest

Blue type indicates a reference to a strategy/action described under another objective.

¹ See current at <http://www.acton-ma.gov/DocumentView.aspx?DID=343>

² Add incentives dependent on preserving character and compatibility with historic resources. Make guidelines specific to targeted growth centers and other areas of town to make residential and commercial development consistent with other 2020 Plan goals.

³ This may include providing decision-making authority to the reviewing board in certain cases (the Design Review Board is an advisory board currently).

For special permits, expand and standardize the information required from developers, e.g., fiscal and traffic impacts of proposed development.

⁴ The Village Centers Plan should consider all potential village centers as part of a system of centers. The plan should define the desired character for each village and prepare development and design guidelines.

⁵ Examples of achieving vitality, attractiveness, and walkability include:

- Encourage activity by promoting a variety of uses at different times of day and night, such as grocery store, a variety of businesses, family restaurant, places for programmed events, pubs, movie house, etc.
- Support walkability in the centers by providing sidewalks along the street and well-lit and landscaped pathways to buildings and within parking lots. Provide parking on street and in combined lots behind buildings
- Encourage unique and fun window-shopping
- Support locally owned shops; develop “buy local” campaign
- Identify, seek, and support anchor with “pulling power”
- Provide more on-street parking to support businesses and help slow down traffic.
- Plant flowers and trees to enhance village streets and contribute to traffic mitigation
- Encourage our ethnic communities to contribute vitality through cultural events, celebration, food, etc
- Learn about the interrelated uses, street layout, and design elements that contribute to the success of village centers in other New England towns, e.g. West Concord.

⁶ Based on this study:

- Delineate areas that should receive development, infill, and redevelopment.
- Determine desired density and type of use for these areas, e.g., wide range of shops and restaurants.
- Prepare KC-specific design guidelines.
- Create list of criteria to apply as incentives during special permit development review, e.g., provision by developers of outdoor seating; separating seating areas from sidewalk with plants, low fence, etc.
- Consider Kelley’s Corner gateway opportunities, i.e., what the design of this area should communicate to visitors and citizens as they drive into town.

⁷ Such investments include sidewalks, benches, signage, landscaping, etc.); encourage the provision of outdoor seating; separate seating areas from sidewalk with plants, low fence, etc.

⁸ Use this planning process to ensure we understand what makes West Acton currently a successful village so that efforts to enhance it don’t threaten what contributes to its village identity and livability.

⁹ Based on this study:

- Decide whether to guide growth to WAV.
- Delineate areas that should receive development, infill, and redevelopment.

- Prepare WAV-specific design guidelines.
- Create a list of criteria to apply as incentives during special permit development review.

¹⁰ Acton's Scenic Roads Bylaw regulates the removal of stone walls and trees within the right of way for 33 roads. Using this prioritization as a starting point, consider other locations where stone walls provide an important reminder of Acton's historical development and land use or contribute to our appreciation of the landscape.

¹¹ The Freedom's Way Landscape Inventory is a 32 page report with many recommendations related to this preserving rural character. *[It may be advisable to list the most pertinent actions here]*

¹² See Guidelines for Acton Sidewalk Design at <http://www.acton-ma.gov/DocumentView.aspx?DID=856>

¹³ The OSRP is being updated in 2011. Based on the OSRP, define primary purpose of protecting open space and develop criteria for prioritizing parcels(e.g. conservation, views, active recreation, protection of water resources, etc); create a short list of open space protection priorities and stay focused on that list . Ensure broad public understanding regarding which open space is not protected and to what degree protected space is indeed protected.

¹⁴ Transfer of development rights can preserve the entire open parcel; cluster zoning preserves half of the parcel.

¹⁵ Incorporate appropriate recommendations from 2006 *Freedom's Way Heritage Landscape Inventory* and refer to *Mass Historic Commission Survey Forms* Consider desirability of expanding current historic districts to include older historic homes and historically significant structures (as listed in the *Cultural Resources List*)

Strategy	Action Steps	Responsibility	Timing/Priority
GOAL 2 Ensure Environmental Sustainability			
Objective 2.1 Protect the quality and quantity of the water¹.			
Make specific plans to identify and address the limits to development implicit in our water systems that take our groundwater, stormwater, and surface water into account.	<ul style="list-style-type: none"> Monitor groundwater quantity (i.e. groundwater surface elevation and flow rates) and quality, and plan for necessary Acton Water District (AWD) service expansion, quality improvements, and well-head protection. 	AWD, BoS, WRAC	Highest
	<ul style="list-style-type: none"> Consider regulatory changes requiring EPA WaterSense fixtures in new construction and major renovations. 	AWD, BoS, WRAC	
Locate and design new development and supporting infrastructure to limit and mitigate impacts on groundwater quality	<ul style="list-style-type: none"> Prioritize the development and redevelopment of Kelley's Corner, which has sewer service. 	See Objective 1.2	Highest
	<ul style="list-style-type: none"> Consider extension of sewer to West Acton Village to serve redevelopment of the commercial area north of Massachusetts Ave and also to serve existing high priority neighborhoods identified in the <i>Comprehensive Water Resources Management Plan</i>.² 	Planning, Health, WANT, BoS,	Highest
	<ul style="list-style-type: none"> Where possible utilize advanced package wastewater treatment with groundwater recharge for other concentrations of residential and commercial development. 	Health	2 nd Highest
	<ul style="list-style-type: none"> Enhance the quality of all discharges into the ground (both stormwater & wastewater) in current and new sources.³ 	Health, WRAC	
	<ul style="list-style-type: none"> Consider zoning and incentives to slowly move industrial activity from rivers & wellfield recharge areas. 	Planning, PIBd, WRAC	
	<ul style="list-style-type: none"> Ensure that AWD land and buffer zone on Mass Ave in West Acton is not targeted for development. 	Planning, PIBd, AWD, WRAC	

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Manage stormwater to reduce impacts on streams and to recharge groundwater	<ul style="list-style-type: none"> Use a proactive approach to existing stormwater issues in Kelly's Corner and West Acton, and use planning and development review to address these issues. 	Health	Highest
	<ul style="list-style-type: none"> In reviewing development, consider incentives and infrastructure to create better managed runoff recharge by limiting impervious surfaces. 	Planning, PIBd, BoS, Health	Highest
Inform the public and encourage private action to conserve water and reduce impacts to groundwater quality.	<ul style="list-style-type: none"> Provide broad-based education on how our water systems work; where our water resources are located, and how water flows through withdrawal, use, and disposal of wastewater; and promote sustainable use by residents and businesses. 	AWD, WRAC	
	<ul style="list-style-type: none"> Continue and expand on AWD water conservation encouragement programs. 	AWD, WRAC	2 nd Highest
	<ul style="list-style-type: none"> Create better incentives and systems to ensure private well owners also monitor and report on their wells. 	Health	
	<ul style="list-style-type: none"> Identify and encourage the replacement of all or part of home lawns with low-maintenance perennials or gardens.⁴ 	AWD, WRAC	
	<ul style="list-style-type: none"> Revive the Acton Stream Teams to have citizens periodically monitor and report on the state of streams in Acton - so the Town can track changes and identify and resolve issues. 	WRAC	
<p>Objective 2.2 Move toward a material economy in which there is no waste or accumulation of toxins.</p>			
Reduce Size of the Waste Stream	<ul style="list-style-type: none"> Distribute information to residents on how they can reduce unwanted items and make items no longer needed available for use by others.⁵ 	GAB	
	<ul style="list-style-type: none"> Encourage the public to reduce the use of throw-away plastic (bottled water, single-use bags). Provide water pitchers and washable cups for Town board and committee meetings (especially for high-profile public meetings such as Town Meeting) 	GAB	

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	<ul style="list-style-type: none"> ▪ Encourage local stores to implement packaging reduction incentives.⁶ 	GAB	
	<ul style="list-style-type: none"> ▪ Support the state initiative to expand beverage container deposits 	GAB, BoS	
Increase Recycling and Reuse	<ul style="list-style-type: none"> ▪ Transfer Station <ul style="list-style-type: none"> ○ Create a permanent drop/swap site at the transfer station. ○ Research single-stream recycling at the transfer center. ○ Re-consider implementing a ‘pay as you throw’ system. ○ Allow any Acton resident to get a “recycling only” sticker for free. (See also Objective 6.3)	GAB, Highway, Health	2 nd Highest
	<ul style="list-style-type: none"> ▪ Private Waste Haulers <ul style="list-style-type: none"> ○ Require larger residential developments to provide a recycling strategy for residents. ○ Require that trash contractors report annually to the town on numbers of households they serve, and trash and recycling amounts, as a first step toward creating trash policies that include the curbside providers. 	GAB, BoS	2 nd Highest
	<ul style="list-style-type: none"> ▪ Composting <ul style="list-style-type: none"> ○ Educate, advocate, and encourage home composting, and provide inexpensive composting bins. ○ Provide more composting services at the transfer station. ○ Study if requiring or encouraging curbside composting service would be practical and effective. ○ Encourage the schools to develop a food composting program, starting at the central campus. 	GAB, Schools	2 nd Highest
Manage Hazardous Waste Appropriately	<ul style="list-style-type: none"> ▪ Conduct e-waste education, and support events where cost effective certified e-waste specialist services are easily available. 	GAB	2 nd Highest
	<ul style="list-style-type: none"> ▪ Have more hazardous waste days at the transfer station. 	Highway, Health, GAB	2 nd Highest

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	<ul style="list-style-type: none"> ▪ Consider joining the Devens Hazardous Waste Collection Consortium, or a similar regional program elsewhere. 	BoS	
<p>Objective 2.3 Reduce emissions of carbon dioxide and other greenhouse gases.</p>			
Encourage use of cleaner energy sources.	<ul style="list-style-type: none"> ▪ Turn part of the transfer station into a renewable energy power plant.⁷ (See also Objective 6.3) 	Highway, Health, GAB	Highest
	<ul style="list-style-type: none"> ▪ Advocate for extensions of natural gas lines where this would provide options for homeowners to switch away from oil or electric heat. 	Planning, BoS	
	<ul style="list-style-type: none"> ▪ Permit and provide incentives where applicable for the use of multi-building ground-source heating systems (“district heating”) for new dense development and redevelopment, and the use of geo-thermal heat pumps in new construction. 	Planning, Building, BoS	
Reduce Energy Use in New and Renovated Buildings.	<ul style="list-style-type: none"> ▪ Provide tax incentives and advice to home-owners, businesses and contractors to undertake new building and renovation projects that reduce energy use.⁸ 	GAB, Finance, BoS	2 nd Highest
	<ul style="list-style-type: none"> ▪ Adopt a policy that new public buildings are to be LEED certified Gold or better. 	Planning, Municipal Facilities, BoS	2 nd Highest
Reduce Energy Use in Existing Buildings.	<ul style="list-style-type: none"> ▪ Create a full-time position for a Sustainability Coordinator.⁹ New Staff Position 	Town Manager, Schools, Municipal Facilities	Highest
	<ul style="list-style-type: none"> ▪ Support Property Assessed Clean Energy (PACE) legislation.¹⁰ Implement this program if it becomes available for Acton. 	BoS, GAB	
	<ul style="list-style-type: none"> ▪ Continue to retrofit existing public buildings to increase energy efficiency. Establish a policy on the minimum pay-back period for these investments. 	Municipal Facilities, Schools	2 nd Highest
	<ul style="list-style-type: none"> ▪ Encourage or require the use of white or light-colored shingling for roofing replacements. Allow white roofing in historic districts.¹¹ 	Planning, Building, HDC, AHC, Design Review Board	
Reduce transportation-related CO2 emissions.	<ul style="list-style-type: none"> ▪ Organize web-based car pooling and ride sharing. 	TAC, GAB	2 nd Highest

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	<ul style="list-style-type: none"> ▪ Encourage the growth of local businesses that can provide local shopping opportunities and employment. 	See Objectives 1.1, 1.2, and 7.2	
	<ul style="list-style-type: none"> ▪ Educate the public and enforce anti-idling laws, especially at schools and the train station. 	GAB, Police	
	<ul style="list-style-type: none"> ▪ Continue to support alternate methods of transportation (shuttle, train, bike trails, sidewalks) 	See Objectives 3.1 and 3.2	
Inform and educate Acton residents and businesses regarding energy efficiency	<ul style="list-style-type: none"> ▪ Educate and increase people’s awareness of the need to reduce their carbon footprint. 	GAB	
	<ul style="list-style-type: none"> ▪ Help promote utility and/or state sponsored energy-efficiency upgrade programs for appliances, lighting, and weatherization. 	BoS, GAB	2 nd Highest
	<ul style="list-style-type: none"> ▪ Encourage air-drying of clothing, and advocate for the removal of any home-owner association restrictions on outdoor line-drying. 	Planning, GAB	
	<ul style="list-style-type: none"> ▪ Support and expand on existing energy-saving 'barn raisings'.¹² 	GAB, Volunteer Coordinating Cmt	
Continue planning for reducing Acton’s carbon footprint.	<ul style="list-style-type: none"> ▪ Continue to leverage Green Community grants for energy-reduction activities. 	GAB, BoS	
	<ul style="list-style-type: none"> ▪ Expand the role of the Green Advisory Board to include researching and advocating for energy savings in residential, commercial, and industrial sectors. 	GAB, BoS	Highest
	<ul style="list-style-type: none"> ▪ Conduct town-wide carbon footprint tracking and prepare and implement an energy reduction plan¹³. 	Planning, GAB	Highest
	<ul style="list-style-type: none"> ▪ Evaluate starting a “Transition Initiative” toward local resilience and energy autonomy.¹⁴ 	GAB	2 nd Highest

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Objective 2.4 To move toward patterns of land use and land protection that support broad biodiversity, soil preservation, and healthy local agriculture			
Adopt land use strategies that reduce the development of open land.	<ul style="list-style-type: none"> ▪ Guide growth to designated centers like Kelley’s Corner and use both acquisition and zoning provisions to protect open land from development. 	See Objectives 1.1 and 1.2	Highest
	<ul style="list-style-type: none"> ▪ Implement transportation improvements to promote the success of compact growth centers. See also Objectives 1.1 and 1.2 regarding compact mixed use development. 	See Objectives 3.1 and 3.2	Highest
Maintain and increase biodiversity on Town conservation land and private land	<ul style="list-style-type: none"> ▪ Organize efforts to remove invasive plant species from public and private land.¹⁵ 	Conservation	
	<ul style="list-style-type: none"> ▪ Discourage property owners and landscape contractors from planting invasive plant species. 	Conservation	
	<ul style="list-style-type: none"> ▪ Develop and implement a public education program on the role of native plants in supporting Acton’s biodiversity. 	Conservation	
	<ul style="list-style-type: none"> ▪ Draft and pass at town meeting a tree-clearing bylaw, which would require notice and justification from landowners for certain large tree clearing operations on private parcels. (See also Objective 1.1) 	Conservation, BoS	2 nd Highest
	<ul style="list-style-type: none"> ▪ Support the public and private planting and protection of large, long-lasting, carbon-sequestering trees.¹⁶ 	Tree Warden	
Conserve farm land and support agriculture in Acton	<ul style="list-style-type: none"> ▪ Protect existing agricultural land through acquisition or transfer of development rights and promotion of agricultural tax abatements. See Objective 1.1. 	Planning	Highest
	<ul style="list-style-type: none"> ▪ Support new and expanded farming, including organic farming, Community Supported Agriculture, and community gardening on Town-owned land. 	Conservation	2 nd Highest
	<ul style="list-style-type: none"> ▪ Support the plans of the Morrison Farm Committee 	Conservation, Morrison Farm Cmte	

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	<ul style="list-style-type: none"> ▪ Change zoning to encourage the use of cluster development common space for gardening and agriculture; consider density bonuses. 	Planning, PlBd	

Blue type indicates a reference to a strategy/action described under another objective.

¹The full objective states: **Objective 2.1:** To protect the quality and quantity of the water¹ that cycles through our ground water, surface water, drinking water, waste water, and storm water systems, and to ensure that future development fits within the constraints of these local water cycles.

²These locations are addressed in the Comprehensive Water Resources Management Plan. These issues should be included in planning for development of West Acton Village and other designated growth centers; see Objectives 1.4 and 1.5.

³ Focus especially on reducing phosphorus discharges for surface water and nitrogen discharges for ground water {maybe move this whole clause in to a note}

⁴ Lawns: advocate for removing any home-owner association restrictions against replacing lawns with other vegetation that needs little or no irrigation and chemical applications.

⁵Examples of unwanted items include catalogs and junk mail; ways of making items available for re-use include Freecycle and tag sales.

⁶Examples: money off if you bring your own bags, sales of products in bulk, etc.

⁷A Power Purchase Agreement with NStar is in progress; it would involve placing photovoltaic panels on unused Transfer Station property.

⁸This includes both the construction process (site development, choice of materials) and their design – promoting energy efficiency (as well as water savings, and a healthy indoor environment in weather-tight buildings.)

⁹ This role would include the current part-time position of energy coordinator for the schools as well as other sustainability efforts.

¹⁰PACE allows home-owners to pay for energy upgrades over time with a line item on their local tax bill, with financial backing from the Commonwealth.

¹¹ Guidelines are needed to address situations such as flat of pitched roofs, in and outside of historic districts.

¹²“Barn raisings” refers to community-organized home energy audits followed by volunteer energy-reduction work: caulking, bulb changes, etc.

¹³ This is part of the Town’s commitment to ICLEI.

¹⁴ For more details on Transition Initiatives, see <http://transitionus.org/>)

¹⁵For information on this topic see: <http://www.newfs.org/protect/invasive-plants/index>]. An example is the work that has been done on garlic mustard eradication on Acton property.

¹⁶ Disease-resistant Elm and Chestnut trees are becoming available.

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GOAL 3: Improve Connections			
Objective 3.1: Improve walking and biking.			
Build more sidewalks	<ul style="list-style-type: none"> Continue to update the <i>Sidewalk Construction Priority List</i>. Emphasize projects that provide access to schools, the train station, and the villages, particularly the designated growth centers (See also Objectives 1.1 and 1.5). 	Sidewalk Committee	Highest
	<ul style="list-style-type: none"> Construct new sidewalks according to the priority list. Follow the sidewalk design guidelines when constructing new sidewalks or updating existing ones. <u>Capital Investment</u> 	Sidewalk Committee, Engineering, FinComm	Highest
Increase opportunities for safe biking	<ul style="list-style-type: none"> Complete the construction of the Assabet River Rail Trail. 	Planning, with MassDOT and Boston MPO	In progress
	<ul style="list-style-type: none"> Complete the construction of the Bruce Freeman Rail Trail. 	Planning, with MassDOT and Boston MPO	In progress
	<ul style="list-style-type: none"> Locate bike racks where feasible and where they will be utilized. 	Planning, Engineering, TAC	
	<ul style="list-style-type: none"> Identify locations for bike lanes and wider shared lanes and shoulders where appropriate. Prepare town-wide recommendations for locations, and construct improvements. <u>Capital Investment</u> 	Planning, Engineering, TAC, FinComm	Highest
	<ul style="list-style-type: none"> Consider making some paths in town open space usable by bikes, wheelchairs and strollers. 	Planning, Engineering, Conservation	
Improve communications about walking and biking paths	<ul style="list-style-type: none"> Keep maps current showing sidewalks, bike paths and hiking paths. Make these available on the town website. 	Planning, TAC	2 nd Highest
	<ul style="list-style-type: none"> <u>Increase awareness</u> regarding sharing the road issues. 	TAC	

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Strategy	Action Steps	Responsibility	Timing/Priority
Objective 3.2: Improve circulation around town.			
Provide and encourage public transportation	<ul style="list-style-type: none"> ▪ Expand the MinuteVan shuttle system with more vehicles, more frequent service, and longer service hours. Consider making it a fixed route system.¹ <u>Operating Expense</u> 	TAC, MinuteVan, FinComm	Highest
	<ul style="list-style-type: none"> ▪ Coordinate the MinuteVan and Council on Aging shuttles, and consider combining them. 	TAC, MinuteVan, CoA	2 nd Highest
	<ul style="list-style-type: none"> ▪ Consider opportunities to work with neighboring communities to expand ridership of the shuttles.² 	TAC, MinuteVan, CoA	
	<ul style="list-style-type: none"> ▪ Increase local ridership of the commuter rail system³ 	Planning, 2020 Cmte	
	<ul style="list-style-type: none"> ▪ Guide residential growth to key centers making public transportation more feasible for these residents and encourage local employment and shopping opportunities that can be served by walking, biking, and public transportation. 	(See Objectives 1.4 and 1.5).	
Improve traffic circulation and reduce traffic impacts	<ul style="list-style-type: none"> ▪ Address local traffic circulation and parking in planning for key centers. 	(See Objectives 1.4 and 1.5).	
	<ul style="list-style-type: none"> ▪ Consider traffic calming at locations where speeds are inconsistent with residential areas and village centers. 	Planning, Engineering	
Work with MassDOT to improve access to and from Acton	<ul style="list-style-type: none"> ▪ Work through the Boston Metropolitan Planning Organization to <u>promote</u> the completion of planned improvements at the Concord Rotary.⁴ 	Planning, BoS, TAC	Highest
	<ul style="list-style-type: none"> ▪ Work with the MBTA and surrounding communities to <u>promote</u> continued and improved commuter rail service and provision of parking at stations outside Acton. 	Planning, BoS, TAC	

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Strategy	Action Steps	Responsibility	Timing/Priority
Objective 3.3 Promote communication among town government, citizens, schools, and the business community.			
Promote active engagement of citizens and the transparency of town government. Improve communication and centralized information regarding existing resources and events.	<ul style="list-style-type: none"> ▪ Create an event calendar on the town website that lists all town and school sponsored events including all Town Board and Committee meetings. (See also Objectives 4.3 and 6.4) 	IT	Highest
	<ul style="list-style-type: none"> ▪ Provide signs, website, and written information in multiple languages 	All event sponsors	
	<ul style="list-style-type: none"> ▪ Broadcast meetings of key boards (Board of Selectmen, School Committee, Finance Committee, Planning Board) and place copies of these broadcast videos on the Town website. 	Community TV	Highest
	<ul style="list-style-type: none"> ▪ Optimize the scheduling and use of meeting spaces. 	See Objective 4.3	
	<ul style="list-style-type: none"> ▪ Improve the opt-in email communication system. 	IT	
	<ul style="list-style-type: none"> ▪ Improve communication with businesses. 	See Objective 7.2	
Attract more volunteers to help with town affairs by conducting broad-based outreach.	<ul style="list-style-type: none"> ▪ Use town website and other Acton media to publicize volunteer opportunities. 	Volunteer Coordinating Committee	
	<ul style="list-style-type: none"> ▪ Provide flexibility in scheduling/timing of volunteer opportunities and consider creating opportunities for shorter-term volunteering (single event, single task, etc). 	Volunteer Coordinating Committee	
Objective 3.4 Support and strengthen neighborhoods.			
	<ul style="list-style-type: none"> ▪ Maintain a safe walking, biking and driving neighborhood environment. 	See Objective 3.3	
	<ul style="list-style-type: none"> ▪ Provide recreation opportunities in or near neighborhoods. 	See Objective 4.2	
	<ul style="list-style-type: none"> ▪ Encourage private efforts to organize neighborhoods, including communication among neighbors and group activities.⁵ 	Volunteer Coordinating Committee	

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Strategy	Action Steps	Responsibility	Timing/Priority
	<ul style="list-style-type: none"> ▪ Provide contact info for new residents to connect with organized neighborhood groups 	Volunteer Coordinating Committee	
	<ul style="list-style-type: none"> ▪ Encourage the business community to revitalize the Welcome Wagon. 	EDO	

Blue type indicates a reference to a strategy/action described under another objective.

¹ The system could have stops but also route deviations on either side of the fixed routes. Stops could include the train station, the schools, Kelley's Corner, West Acton Village, Acton Center, East Acton, and the proposed Community Center. The CoA shuttle can specialize in demand-responsive service and destinations outside Acton.

² Coordination can include high traffic destinations such as the commuter rail station and Emerson Hospital.

³ Ways to encourage commuter rail ridership include:

- Complete the connection of the Assabet River Rail Trail to the commuter rail station to encourage commuting by bicycle.
- Consider guiding growth to South Acton near the station (see Objective 1.1).

⁴ The Boston MPO process for updating the regional transportation plan and Transportation Improvement Program is one means to increase priority for the Concord Rotary project. The project would reduce cut-through traffic caused by back-ups as well as providing the access needed for economic development.

⁵ Communication and interaction among neighbors might include email lists, Google groups, newsletters, etc. Group activities might include block parties, neighborhood books groups, walking groups, etc.

Strategy	Action Steps	Responsibility	Timing/Priority
GOAL 4: Provide More Opportunities for Community Gathering and Recreation			
Objective 4.1: Provide a community facility large enough to accommodate a variety of uses and a wide range of programming.			
Create a building that can accommodate the Senior Center and the larger community	<ul style="list-style-type: none"> Seek town meeting approval to fund the design of the building. 	Senior Center Expansion Committee, FinComm	Highest
	<ul style="list-style-type: none"> Create a building committee that includes representation from CoA and other potential users of the building to develop a program and architectural design for the facility. Seek Town Meeting approval for construction funding. <p style="text-align: center;"><u>Capital Investment</u></p>	Municipal Facilities Dept., , CoA, Building Committee, FinComm	Highest
Objective 4.2: Provide enough playgrounds, fields for team sports, parks, and conservation lands that Acton residents can either walk or ride a bike safely to reach one near their home.			
Create and maintain parks and playgrounds, and increase opportunities for active recreation.	<ul style="list-style-type: none"> Implement the recommendations of the <i>Open Space and Recreation Plan (OSRP)</i>. Develop a schedule to maintain and improve existing public playgrounds and create new playgrounds using both public and private funds. <p style="text-align: center;"><u>Capital Investment</u></p>	Municipal Facilities, Recreation, Open Space Cmte, Rec Cmte, FinComm	2 nd Highest
	<ul style="list-style-type: none"> Encourage contributions toward construction of playgrounds and/or parks in new developments. (See also Objective 1.2) 	Planning, Recreation, Open Space Cmte, ConsComm	
Create and maintain conservation lands.	<ul style="list-style-type: none"> Encourage the creation of conservation lands associated with new housing development. 	Conservation, Open Space Cmte, ConsComm, Land Stewardship Cmte	Highest
	<ul style="list-style-type: none"> Implement the recommendations of the <i>OSRP</i> with respect to the maintenance of conservation lands, including trails, using a combination of public funds and private fundraising.¹ 	Conservation, Land Stewardship Cmte	
	<ul style="list-style-type: none"> Improve walking and biking access to open space resources. 	See Objective 3.1	
Increase opportunities for team sports	<ul style="list-style-type: none"> Explore methods to maximize the use of existing playing fields and create new playing fields.² <p style="text-align: center;"><u>Potential Capital Investment</u></p>	Municipal Facilities, Recreation, Rec Cmte, FinComm	2 nd Highest

Strategy	Action Steps	Responsibility	Timing/Priority
	<ul style="list-style-type: none"> Ensure that playing fields are available to both youth leagues and adult leagues. 	Recreation, Rec Cmte	
Objective 4.3 Create new gathering spaces and utilize existing ones.			
Create parks and informal outdoor gathering places, and encourage commercial opportunities for gathering.	<ul style="list-style-type: none"> Encourage developers to create pockets parks and public seating areas in infill projects and redevelopment projects. (See also Objective 1.2) 	Planning, 2020 Committee; Design Review Committee, PIBd and BoS when reviewing development	2 nd Highest
	<ul style="list-style-type: none"> Encourage a variety of new restaurants with outdoor seating where appropriate. 	See Objective 7.2	
Encourage use of existing and new gathering spaces	<ul style="list-style-type: none"> Create a 'one stop' mechanism for reserving spaces in either town or school facilities.³ (See also Objective 6.3) 	IT, Community Ed, School Dept., Memorial and Citizen's Libraries, CoA.	2 nd Highest
	<ul style="list-style-type: none"> Evaluate existing town owned buildings to ensure that they are being used optimally. 	See Goal 6.3	
Objective 4.4: Support additional cultural activities.			
	<ul style="list-style-type: none"> Actively recruit a small scale movie theater to locate in Acton. 	See Objective 7.2	
	<ul style="list-style-type: none"> Create a non-commercial showing of weekly movies at one or more appropriate locations. 	Community Ed, Recreation	
	<ul style="list-style-type: none"> Increase the coordination between the Acton Memorial Library, the West Acton Citizen's Library, and the Council on Aging. Continue to support programming geared to different age groups (particularly children and seniors). (See also Objectives 5.1 and 6.4) 	Libraries, CoA	2 nd Highest
	<ul style="list-style-type: none"> Offer a wide range of community education / recreation programs that reflect the interests of Acton residents. Promote connections among participants through shared interests. 	Libraries, Community Education, Recreation Committee	
	<ul style="list-style-type: none"> Support the efforts of the Acton Boxborough Cultural Council and private organizations to provide local opportunities and publicity for theater, concerts, dance, and multi-cultural events and celebrations. Make Acton's public venues available when appropriate and support the dissemination of information regarding these as possible (e.g. post on town website). 	Community Education, ABCC	2 nd Highest

Blue type indicates a reference to a strategy/action described under another objective.

¹ Explore the use of a combination of public and private funds for maintenance of conservation land, as recommended in the *OSRP*.

² Playing fields: Options to be considered should include but not be limited to the possible conversion of some existing fields to artificial turf.

³ “One stop” mechanism for reserving spaces: the feasibility of making this system web-based should be explored.

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Strategy	Action Steps	Responsibility	Timing/Priority
GOAL 5: Support Inclusion and Diversity			
Objective 5.1: Support all ages			
Support seniors by providing easier access to housing, transportation, and connecting with the community	<ul style="list-style-type: none"> Support the provision of housing that is appropriate to seniors (e.g. smaller units, located within walking distance of goods and services) (See also Objective 1.1 and 1.2) 	Planning, PIBd/BoS (in development review), ACHC	Highest
	<ul style="list-style-type: none"> Provide more transportation service for seniors. (See also Objective 3.2) 	CoA	2 nd Highest
	<ul style="list-style-type: none"> Explore the development of a new building that can accommodate the Senior Center and the larger community. 	See Objective 4.1	
	<ul style="list-style-type: none"> Provide resources to promote health, fitness/wellness (including strategic infrastructure like sidewalks providing access to educational resources/classes) 	See Objective 3.1 and 4.2.	
	<ul style="list-style-type: none"> Create opportunities for inter-generational interaction and learning in a new Senior Center and through community programs and volunteer activities. 	Senior Center Expansion Committee, CoA, Schools	2 nd Highest
	<ul style="list-style-type: none"> Conduct outreach to seniors (including newly arrived seniors who may speak languages other than English). 	CoA	2 nd Highest
	<ul style="list-style-type: none"> Offer more paid part-time positions at Town Hall and tax exemptions for seniors. 	BoS	
Integrate teens in the community by providing services, easier mobility, and activities	<ul style="list-style-type: none"> As a first step in planning to address youth needs, conduct outreach to youth, listen and take seriously their input regarding their needs. 	Recreation	Highest
	<ul style="list-style-type: none"> Provide more activities for teenagers that are accessible without an automobile. (See also Objective 3.2) 	Recreation	2 nd Highest
	<ul style="list-style-type: none"> Create a club, park, or other gathering place for teens. 	Recreation, Open Space Committee	

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Strategy	Action Steps	Responsibility	Timing/Priority
	<ul style="list-style-type: none"> ▪ Extend sidewalks and increase access to public transportation to help teens get around. 	See Objectives 3.1 and 3.2	
	<ul style="list-style-type: none"> ▪ Involve youth in town governance by providing teen part time work and volunteer opportunities in town services including creating a “student representative” to town government. Explore possibilities for providing school and/or community service credit for these activities. 	BoS, Schools	2 nd Highest
<p>Objective 5.2: Support households of all income levels.</p>			
<p>Develop a comprehensive and proactive affordable housing strategy that supports the provision of a wide range of housing types including for people of limited means, and also allows Acton satisfy state 40B regulations.</p>	<ul style="list-style-type: none"> ▪ Provide incentives for the development of housing that is “affordable¹” (meeting state standards) and/or simply “inexpensive” (within the means of people and families with low and moderate incomes, such as empty nesters, town staff, and young families) at small scattered sites especially in proximity to village centers. (See also Objectives 1.1 and 1.2) 	Planning, ACHC, BoS	Highest
	<ul style="list-style-type: none"> ▪ Prepare a Housing Production Plan and submit it to the MA Dept of Housing and Community Development for approval. This plan should strive to make rental and owner housing available at prices that Acton families of low and moderate income can afford and at the same time provide a means to meet the 10% state requirement that frees Acton from 40B development. 	Planning, ACHC, BoS	Highest
	<ul style="list-style-type: none"> ▪ Explore ways to continue and expand the conversion of existing inexpensive housing units to affordable units through purchase of deed restrictions. 	Planning, ACHC, BoS	2 nd Highest
	<ul style="list-style-type: none"> ▪ Support and expand the ability of residents who wish to subdivide their homes (and property) for economical housing (e.g., “in-law apartments”) by increasing the number of houses that qualify under the Zoning Bylaw² and providing regulations that permit subdivision of a single residential lot for affordable housing purposes. 	Planning, PIBd, BoS	Highest

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Strategy	Action Steps	Responsibility	Timing/Priority
	<ul style="list-style-type: none"> ▪ Develop a comprehensive approach to address 40B. (See also Objective 1.1) 	Planning, BoS, ACHC	
Provide social support and economic opportunities for residents of low and moderate income.	<ul style="list-style-type: none"> ▪ Increase volunteer and community connections by working with the school system and the Town to identify those in need and match them with volunteers and agencies. 	Community Services Coordinator, Schools, Volunteer Coordinating Cmte	
	<ul style="list-style-type: none"> ▪ Continue to support agencies working to serve the needs of the Town’s low and moderate income residents. 	Community Services Coordinator, United Way and other charitable and religious organizations	
Objective 5.3: Embrace cultural diversity.			
	<ul style="list-style-type: none"> ▪ Support and provide Town space for celebration and cultural activities. 	Community Education, Libraries, Recreation	2 nd Highest
	<ul style="list-style-type: none"> ▪ Provide welcome guides to new residents which include contact people, welcome committee, reference guide to existing resources (such as ESL instruction), etc.³ 	Community Education	2 nd Highest
	<ul style="list-style-type: none"> ▪ Increase access to public transportation. 	See Objective 3.2	
	<ul style="list-style-type: none"> ▪ Provide recognition of cultural holidays in the schools. 	Schools	
	<ul style="list-style-type: none"> ▪ Hire and provide multi-lingual staff and materials at Town Hall and Memorial Library 	Memorial Library, BoS	
	<ul style="list-style-type: none"> ▪ Explore and evaluate the possibility of providing the opportunity to non-citizen residents of Acton to vote on town-wide issues (such as overrides, etc.) 	BoS	
	<ul style="list-style-type: none"> ▪ Encourage the schools to include Indian languages and Portuguese and Russian as foreign language options as well as the current Chinese language offerings. 	Schools	
	<ul style="list-style-type: none"> ▪ Expand the telling of Acton’s history to include a wider time period and events including Native American history as well as European history of the town, (for example, the ‘Trail Through Time’ in North Acton). 	AHC, ABCC	

Strategy	Action Steps	Responsibility	Timing/Priority
Objective 5.4: Support citizens with disabilities in participating fully in the life of the community			
	<ul style="list-style-type: none"> ▪ Apply Universal Design principles in new Town facilities and development guidelines and review to provide physical access benefits to all.⁴ 	Planning, Engineering, Municipal Facilities, Comm on Disabilities	2 nd Highest
	<ul style="list-style-type: none"> ▪ Provide more transportation options for the disabled community by ensuring that shuttle vehicles are wheelchair accessible and drivers are properly trained.⁵ (See also Objective 3,2) 	Comm on Disabilities, TAC	2 nd Highest
	<ul style="list-style-type: none"> ▪ Support job training and career counseling opportunities for disabled individuals. 	Comm on Disabilities	
	<ul style="list-style-type: none"> ▪ Encourage the inclusion of units for people with disabilities in both affordable and market housing through development guidelines and review. (See also Objectives 1.1 and 1.2) 	Planning, PIBd and/or BoS in development review, ACHC	2 nd Highest
	<ul style="list-style-type: none"> ▪ Complete accessibility improvements to the remaining town buildings that still need additional improvements to fully accommodate people with disabilities. 	Municipal Facilities	2 nd Highest
	<ul style="list-style-type: none"> ▪ Explore the potential of making selected open space paths wheelchair accessible. 	See Objective 3.1	

Blue type indicates a reference to a strategy/action described under another objective.

¹ “Affordable” housing is defined by the MA Dept of Housing and Community Development in terms of its cost and deed restrictions that maintain affordable cost over time. This definition is used by MGL Chapter 40B, which allows developers to override local zoning if a minimum proportion of units meet the state affordability requirements.

² [add Zoning citation]

³ Increase the dialogue between multi-cultural groups by providing easily accessible contact information for various ethnic and cultural communities (including Brazilian, Chinese, Latino, Russian, and Indian communities).

⁴ Universal Design refers to design principles that accommodate people with and without disabilities in the same way, e.g., curb ramps that provide access for strollers and shopping carts as well as wheelchairs.

⁵ The ADA requires this for fixed route bus systems.

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Strategy	Action Steps	Responsibility	Timing/Priority
GOAL 6: Preserve and Enhance Town-owned Assets			
Objective 6.1: Protect Town-owned open space.			
Support the implementation of the <i>Open Space and Recreation Plan</i> .	<ul style="list-style-type: none"> Protect town-owned open space by applying a range of preservation and acquisition measures. 	See Objective 1.1	
Preserve farmland	<ul style="list-style-type: none"> Conserve existing farming on town-owned land and support new and expanded agricultural activity and uses. 	See Objective 2.4	
	<ul style="list-style-type: none"> Support Morrison Farm Committee plans 	See Objective 2.4	
Objective 6.2: Support excellence in schools.			
Ensure that school facilities are well-maintained and updated	<ul style="list-style-type: none"> Work through the Acton Leadership Group as enrollments decline and commercial development occurs to allocate increased fiscal capacity in an appropriate balance between educational improvements (such as reduced class size) and other priorities. (See also Objective 7.1) 	ALG	Highest
	<ul style="list-style-type: none"> Support existing efforts to explore regionalization opportunities in the K-6 grades to reduce costs. 	ALG	
Continue to support and achieve the high educational standards of Acton's schools	<ul style="list-style-type: none"> Continue to keep the school system up to date using standards and best practices as they are developed 	Schools	
	<ul style="list-style-type: none"> Continue to develop an active volunteer community to improve and maintain excellence in school activities 	Schools, PTSO	
	<ul style="list-style-type: none"> Enhance community education programs ensuring they meet the needs and desires of Acton residents 	Community Education	2 nd Highest

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Strategy	Action Steps	Responsibility	Timing/Priority
Objective 6.3: Manage the Town's Facilities Efficiently			
	<ul style="list-style-type: none"> ▪ Continue to apply preventive maintenance measures in order to extend the life of municipal and school buildings and grounds, and to ensure that they fully support the activities they house. 	Municipal Facilities, School Department	Highest
	<ul style="list-style-type: none"> ▪ Evaluate the condition and use of all buildings owned by the town (including schools) to determine their most effective use. Identify appropriate reuse for potentially surplus facilities and determine whether or not it is more cost-efficient to sell, lease, mothball or demolish.. 	Municipal Facilities, School Department	2 nd Highest
	<ul style="list-style-type: none"> ▪ Create a 'one stop' mechanism for reserving spaces in either town or school facilities. 	See Objective 4.3	
	<ul style="list-style-type: none"> ▪ Continue to improve energy efficiency in town and school buildings. 	See Objective 2.3	
	<ul style="list-style-type: none"> ▪ Create a building that can accommodate the Senior Center and the larger community. 	See Objective 4.1	
	<ul style="list-style-type: none"> ▪ Continue to improve and maintain accessibility for persons with disabilities. 	See Objective 5.4	
	<ul style="list-style-type: none"> ▪ Implement sustainability strategies at the Transfer Center. 	See Objectives 2.2 and 2.3	
	<ul style="list-style-type: none"> ▪ Support improvements in Acton's water supply infrastructure, and protect groundwater quality. 	See Objective 2.1	
	<ul style="list-style-type: none"> ▪ Continue to explore the most efficient and environmentally sensitive ways to implement the recommendations of the <i>Comprehensive Water Resources Management Plan</i> with respect to Acton's sewer system. 	See Objectives 1.5, 2.1, and 7.2	
	<ul style="list-style-type: none"> ▪ Continue to manage, preserve, and replace Acton's street trees. 	Municipal Facilities	

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Strategy	Action Steps	Responsibility	Timing/Priority
Objective 6.4: Continue to provide high quality services that are responsive to Town needs.			
	<ul style="list-style-type: none"> ▪ Consider additional paid staff and volunteers at the Acton Memorial Library in response to increased circulation and need for programs. (See also Objective 4.4) Added Staff Position 	Town Manager, Memorial Library, FinComm, Volunteer Coordinating Cmte	2 nd Highest
	<ul style="list-style-type: none"> ▪ Continue to support services for younger Actonians at the Skate Park and Danny’s Place 	Recreation, Community Resources	
	<ul style="list-style-type: none"> ▪ Explore ways in which Town Hall can use more recent technology to provide services, including: <ul style="list-style-type: none"> ○ Updating the contents, aesthetics and access of the town website. (See also Objective 3.3 and 4.3) ○ Setting up payments and notifications of taxes and other bills online for residents, thus making the transactions easier for residents and also cut down costs of labor and materials ○ Making the permitting process simpler by establishing online application forms, database and converting all files into digital records. (See also Objective 7.3) 	IT, Town Manager, Department Heads	Highest
	<ul style="list-style-type: none"> ▪ Enhance the level of services that the Town can provide by continually seeking operational efficiencies and by using federal, state, and private funding sources to supplement Town funds. (See Objective 7.1) 	Town Manager, BoS	
	<ul style="list-style-type: none"> ▪ <i>Develop, maintain, and encourage the use of Acton’s recreational resources.</i> 	See Objective 4.2	
	<ul style="list-style-type: none"> ▪ <i>Explore regionalization opportunities to cut costs in service delivery, particularly police and fire dispatch services and ambulance services.</i> 	See Objective 7.1	
6.5 Provide excellent Public Health and Safety Services			
	<ul style="list-style-type: none"> ▪ Determine the most effective way to deliver public safety services (including dispatch) quickly and efficiently. Explore options for regional cooperation. 	Town Manager, Fire, Police, BoS	2 nd Highest

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Strategy	Action Steps	Responsibility	Timing/Priority
	<ul style="list-style-type: none"><li data-bbox="556 207 1297 305">▪ Continue to monitor the staffing levels of the police and fire departments and adjust appropriately as the population increases and ages.	Town Manager, Police, Fire, BoS	Ongoing
	<ul style="list-style-type: none"><li data-bbox="556 324 1297 422">▪ Evaluate the Acton Nursing Service to determine the most appropriate way of delivering this service, in light of an increasing elderly population.	Town Manager, Health, BoS	2 nd Highest

Strategy	Action Steps	Responsibility	Timing/Priority
GOAL 7: Maintain and Improve Financial Well-being of the Town			
Objective 7.1 Promote fiscal responsibility.			
Actively manage Town finances to avoid an undue tax burden on residential property	<ul style="list-style-type: none"> ▪ Promote economic development to enhance the commercial tax base in order to reduce the residential portion of the tax levy. (See also Objective 7.2) 	EDC	Highest
	<ul style="list-style-type: none"> ▪ Develop policies that encourage seniors to stay in Acton in order to increase the taxpayer/student ratio.¹ (See also Objectives 1.5, 4.1, 5.1, and 7.4) 	Planning, ACHC, BoS	Highest
	<ul style="list-style-type: none"> ▪ Support ongoing efforts to balance the financial requirements of the school system and other town resources. (See also Objective 6.1) 	ALG	Ongoing
	<ul style="list-style-type: none"> ▪ Develop a long-range plan for major capital expenditures such as remodeling town or school facilities or constructing new buildings. 	Town Manager, FinComm, Schools, Municipal Facilities, BoS	Highest
	<ul style="list-style-type: none"> ▪ Develop a long-range plan to cover long term obligations such as retiree health insurance, life insurance, and pensions. 	Town Manager, FinComm, Schools, BoS	Highest
	<ul style="list-style-type: none"> ▪ Continue to scrutinize all budget items to ensure town services are a "good deal" for taxes paid. 	Town Manager, FinComm, Schools, BoS	Ongoing
	<ul style="list-style-type: none"> ▪ Evaluate a strategy for supplementing current revenues with sources other than the property tax, e.g., grants and fees. 	Town Manager, FinComm, BoS	Ongoing
Work to do more with less.	<ul style="list-style-type: none"> ▪ Enhance the level of services that the Town can provide by continually seeking operational efficiencies. 	Town Manager, BoS	Ongoing
	<ul style="list-style-type: none"> ▪ Continue to seek federal, state, and private funding sources to supplement Town funds. 	Town Manager, BoS	Ongoing
	<ul style="list-style-type: none"> ▪ Update the energy audit of town buildings and implement measures to increase energy efficiency and cost savings. 	See Objective 2.3	
Evaluate and improve the efficiency of public safety and emergency services.	<ul style="list-style-type: none"> ▪ Consider regionalizing public safety services including dispatch to reduce service costs. 	See Objective 6.5	

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Strategy	Action Steps	Responsibility	Timing/Priority
Consider fiscal impacts of new development when amending the Zoning Bylaw and reviewing special permit applications.	<ul style="list-style-type: none"> On an ongoing basis, ensure that all development is coordinated with and takes into account the impact on town services and facilities so that their costs don't balloon. (See also Objectives 1.1 and 1.2) 	Planning, PIBd, BoS	
	<ul style="list-style-type: none"> Support legislation that would enable Massachusetts towns to charge impact fees on new development. 	Planning, BoS	
Objective 7.2 Promote economic development that supports other goals.			
	<ul style="list-style-type: none"> Hire an Economic Development Officer (EDO) to proactively recruit and retain desirable businesses and help to coordinate the business community.² New Staff Position 	Town Manager, EDC, FinComm	Highest
	<ul style="list-style-type: none"> Actively promote employment-oriented development (e.g., high tech/R&D offices) in targeted areas.³ 	EDO, EDC, Planning	Highest
	<ul style="list-style-type: none"> Actively recruit a small-scale movie theater to locate in Acton. (See also Objective 4.4) 	EDO	Highest
	<ul style="list-style-type: none"> Actively recruit restaurants to increase their number and variety.⁴ (See also Objective 4.3) 	EDO	Highest
	<ul style="list-style-type: none"> Redevelop village commercial areas and Kelley's corner into mixed use centers. 	See Objective 1.1	
	<ul style="list-style-type: none"> Evaluate costs and benefits of connecting West Acton to the sewer system to support business growth. 	See Objectives 1.2 and 2.1	
Objective 7.3 Improve existing commercial areas.			
Be more business friendly	<ul style="list-style-type: none"> Improve the sign bylaw to increase flexibility of standards while continuing to protect aesthetics. 	Planning, PIBd, BoS	2 nd Highest
	<ul style="list-style-type: none"> Streamline the business permitting process. (See also Objective 3.3) 	BoS, EDC	2 nd Highest
	<ul style="list-style-type: none"> Make improvements to business access and transportation. 	See Objective 3.2	
Improve the aesthetics of shopping areas	<ul style="list-style-type: none"> Review new commercial development with design guidelines that improve aesthetics. 	See objectives 1.1 and 1.2	

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Working Draft

Strategy	Action Steps	Responsibility	Timing/Priority
	<ul style="list-style-type: none"> ▪ Work with property owners to make improvements to existing commercial areas. 	Planning, EDO	Highest
Objective 7.4 Support the ability of all residents to stay in Acton for a lifetime			
	<ul style="list-style-type: none"> ▪ Support the creation of a wide range of housing types. 	See Objectives 1.1, 1.2, and 5.2	
	<ul style="list-style-type: none"> ▪ Consider incentives to encourage seniors to stay in Acton such as tax relief. (See also Objective 5.1) 	BoS, FinComm	2 nd Highest

Blue type indicates a reference to a strategy/action described under another objective.

¹ Acton currently has a relatively high ratio of students to its total population, which results in a relatively high proportion of taxes needed to support the school.

² The EDO would be responsible for, among other things: welcoming new businesses, including business owners in events and notices, and expanding Acton Day

³ Targeted areas for commercial development include Great Road, Nagog Park, Powdermill, and large commercial parcels on Rt. 2.

⁴ Desired restaurants include mid-level, family, casual, and additional ethnic restaurants.