Acton 2020

Acton 2020 Status Update

Acton 2020 reaches out to “Lead Owners” of Ripe Apple and High Priority action items

- Technology for delivering services
- Simplify Sign Bylaw
- Explore shared service & regionalization opportunities
  - **Public safety dispatch services**
  - **Civil service merit system and union contracts - HR**
  - **Inspectional services**
  - **Veterans' services**

Kelley's Corner Capital Request

Acton 2020 Committee charge:

Work with town committees, boards & departments to implement action items specified in the Acton 2020 Plan

Today. Tomorrow. Together.

High priority action item identified by Acton 2020:

- **Develop Kelley's Corner into a mixed use town center and transportation hub**

Long Term Goal of Board of Selectmen:

- **Implement Kelley's Corner Plan**

A transformed Kelley's Corner will be an attractive multi-use, transit-oriented town center

Benefits of a town center

- Promotes town identity
- Improves traffic & pedestrian safety
- Improves connectivity
- Fosters community
- Provides local shopping/dining & employment
- Offers a variety of housing options near town center
- Increases fiscal capacity through larger tax base

The Town has the ability to influence development to create an attractive town center

Acton 2020 Plan recommends focusing on three specific tools

- **Zoning**
- **Design guidelines**
- **Public infrastructure**

(Pictures used for image survey at Acton 2020 workshop.)

Through the design & zoning framework process, Acton will define a vision for Kelley's Corner

Examples of other MA towns using consultants to help illustrate their vision

A product of the capital request will be a defined KC vision & a viable set of zoning and design guidelines that reflects this vision

Public infrastructure investments will improve safety and encourage economic growth

Current safety & accessibility issues in Kelley's Corner

- Traffic Signals
- Utilities
- Crosswalks
- Public Transit
- Traffic flow
- Road repaving/drainage
- Bicycle lanes
- Sidewalk ramps

Pedestrian safety & accessibility in Wellesley & West Acton

A town investment will begin the Kelley's Corner transformation

Investment will fund initial design & planning:

- Experienced consultant team recommends zoning & design guidelines

- Civil engineer team surveys existing layout, infrastructure, right-of-ways (etc.) & creates 25% plans

Plans will leverage knowledge base from existing Kelley's Corner plans

Investment is needed to leverage a MassWorks grant that can transform the area

A competitive MassWorks grant:

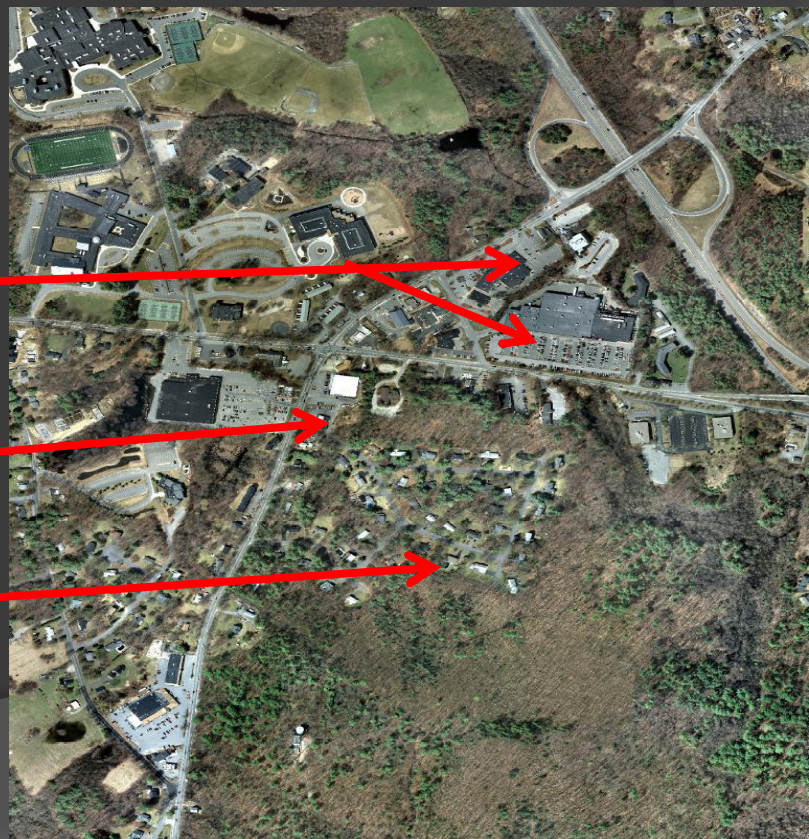
- Has a 25% engineering plan completed
- Has zoning in place to encourage economic development & housing
- Supports transit-oriented development
- Is consistent with the town's master plan

Kelley's Corner WILL be a competitive application.

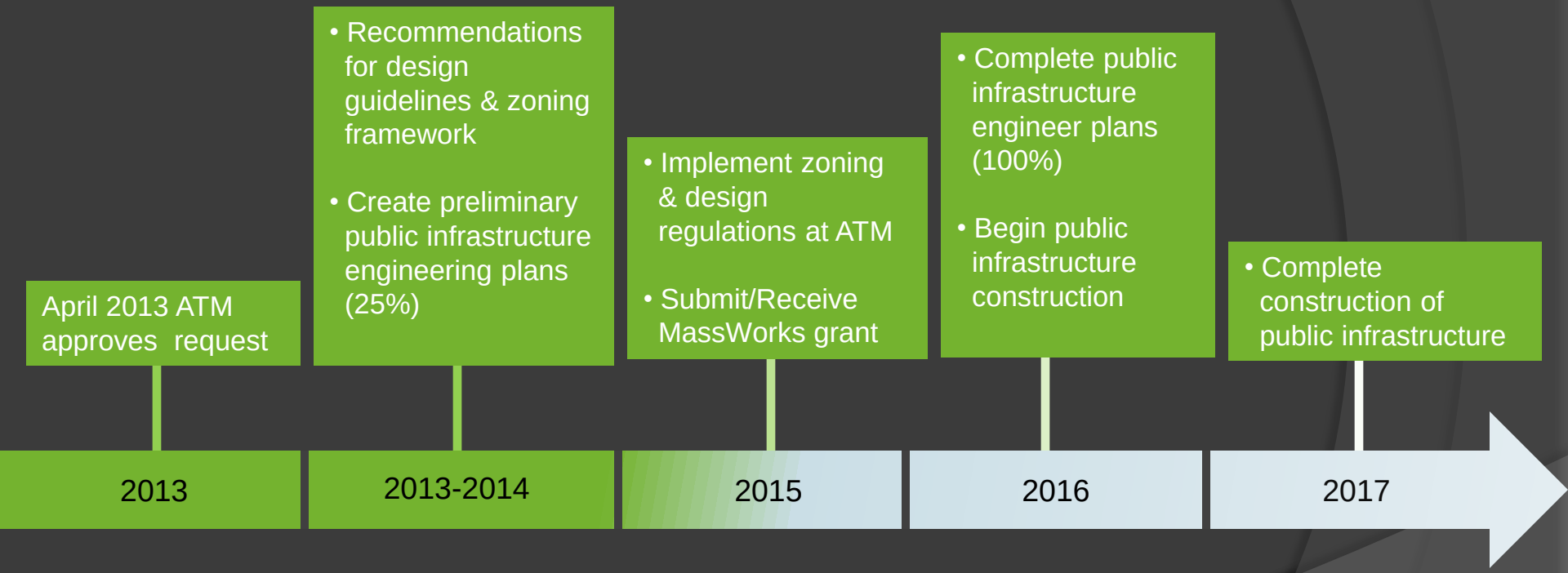
Key stakeholders will be integral in the transformation of Kelley's Corner

The Acton 2020 Committee is reaching out to & working with key stakeholders:

- Town residents
- Active developers
- Commercial property owners
- Residential neighbors



Real improvements in KC could begin by 2017 if Town investments are made NOW



KC improvements will be determined through robust public participation.

2013 capital request begins Kelley's Corner transformation

Breakdown of 2013 Capital Request	
Zoning and Design Framework	$60,000.00
Preliminary Engineering Plan (25%)	$192,000.00
Contingencies +/-10%	$25,000.00
TOTAL TOWN COST	**$277,000.00**

Total Project Anticipated Cost	
FY 2014 Capital Contribution	$277,000.00
Complete Engineering Plan & Construction	$2,900,000.00
Private/Commercial Development Investments	?
TOTAL PROJECT COST	**$3,177,000.00**

Acton 2020 Plan recommends KC infrastructure improvements as a key investment—phased to begin NOW.

The Kelley's Corner transformation plan will succeed; Acton is ready

- Kelley's Corner was a major priority identified by our 4-year planning process
- ATM adopted the goals & objectives overwhelmingly
- Board of Selectmen have made Kelley's Corner a long term priority; action needs to begin now to see changes by 2017

For a relatively small investment, we have the opportunity & public support to make this change a positive one.

Let's make Acton 2020 a reality!

"I think Kelly's Corner is the place to work on. It's a classic re-development opportunity."

– Comment from Acton 2020 Kelley's Corner Blog

Thank you

Massachusetts Downtown Transformations

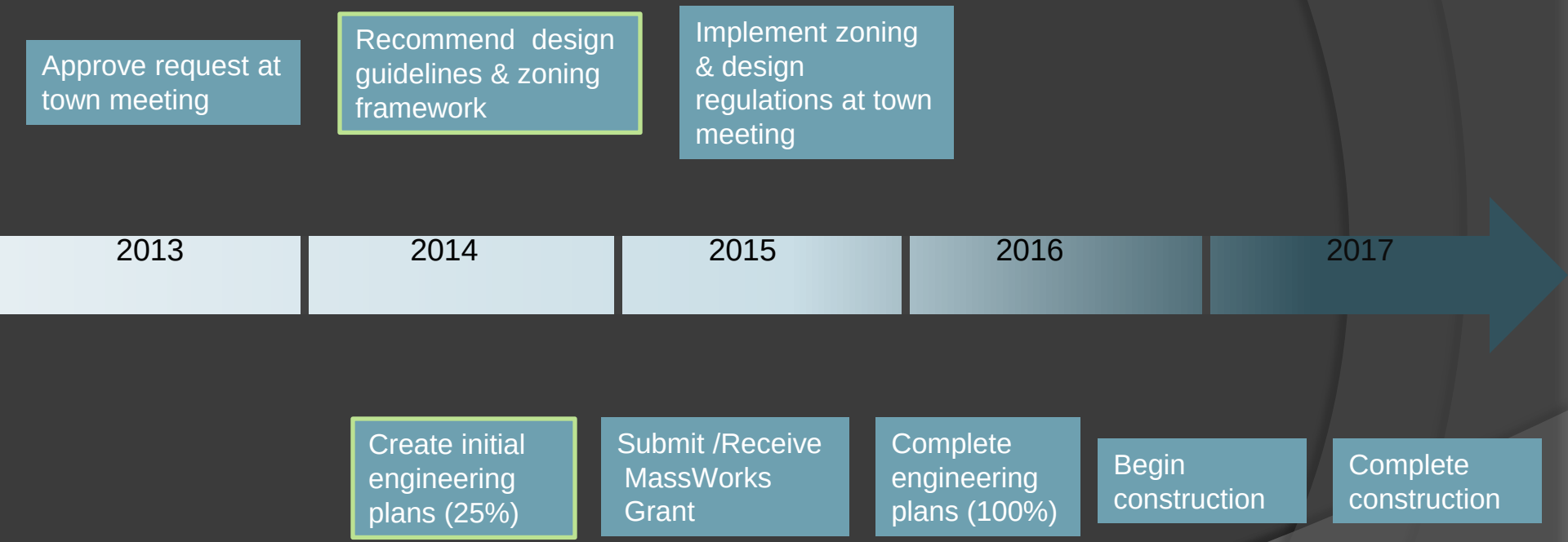
The Blake Block revitalization efforts in Bedford, MA

Downtown pocket park transformation in Dennis, MA

Creating a town center at KC will contribute to goals of the Acton 2020 Plan:

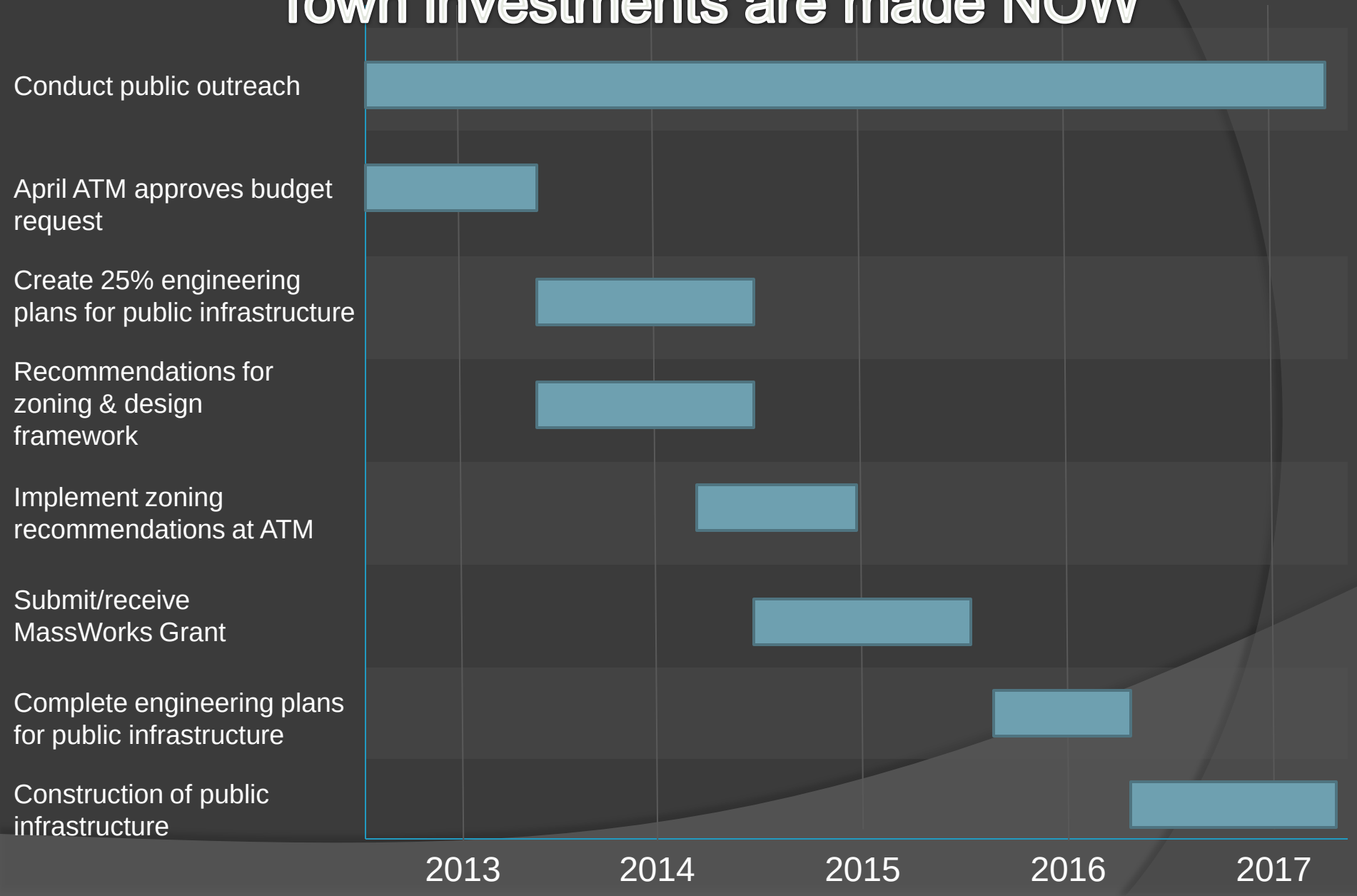
- **Preserve & Enhance Town Character**
- **Improve Connections**
- **Support Inclusion & Diversity**
- **Provide Opportunities for Community Gathering**

Real improvements in KC could begin by 2017 if Town investments are made NOW

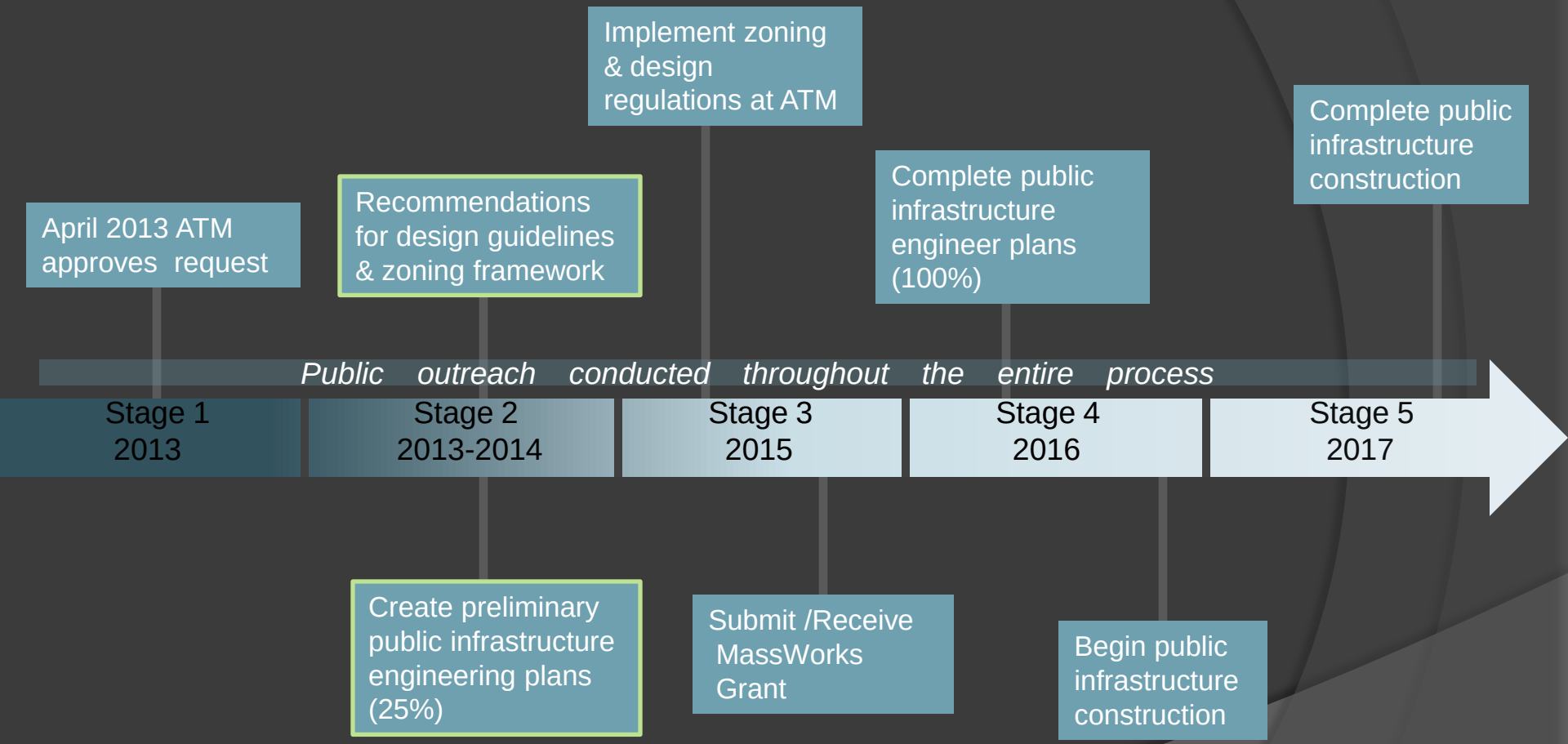


Public participation throughout the process

Real improvements in KC could begin by 2017 if Town investments are made NOW



Real improvements in KC could begin by 2017 if Town investments are made NOW



Stage 2 will require public investment as projected by Acton 2020.

Real improvements in KC could begin by 2017 if Town investments are made NOW

Public Participation

2013 – 2014	• April ATM approved budget request • Recommendations for zoning and design framework • Create preliminary public infrastructure engineering plans (25%)
2015	• Implement zoning and design regulations at ATM • Submit/receive MassWorks grant
2016	• Complete public infrastructure engineering plans (100%) • Begin public infrastructure construction
2017	• Complete construction of public infrastructure

2013 capital request begins Kelley's Corner transformation

1. DESIGN GUIDELINES/ ZONING FRAMEWORK	$60,000.00
2. PRELIMINARY ENGINEERING PLAN (25%)	$192,000.00
CONTINGENCIES +/-10%	$ 25,000.00
TOTAL TOWN COST	$277,000.00
3. COMPLETE ENGINEERING PLAN & CONSTRUCTION	$2,900,000.00
TOTAL PROJECT COST	$3,177,000.00

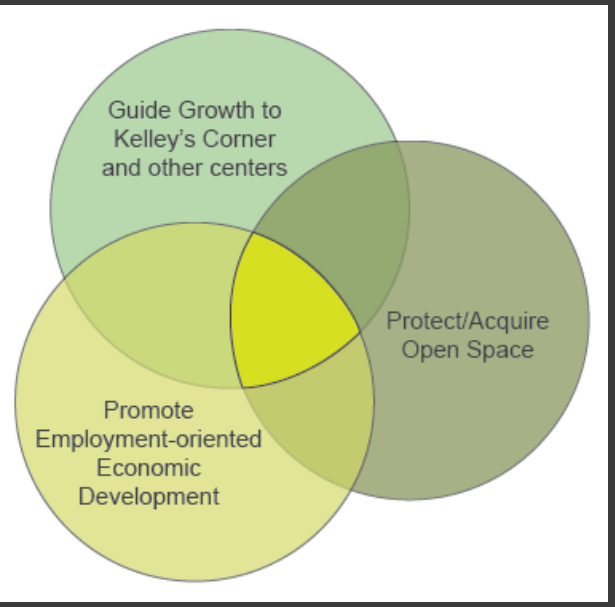
KC infrastructure is a capital project recommended in the Acton 2020 Plan as a major phased expenditure to commence in 2012.

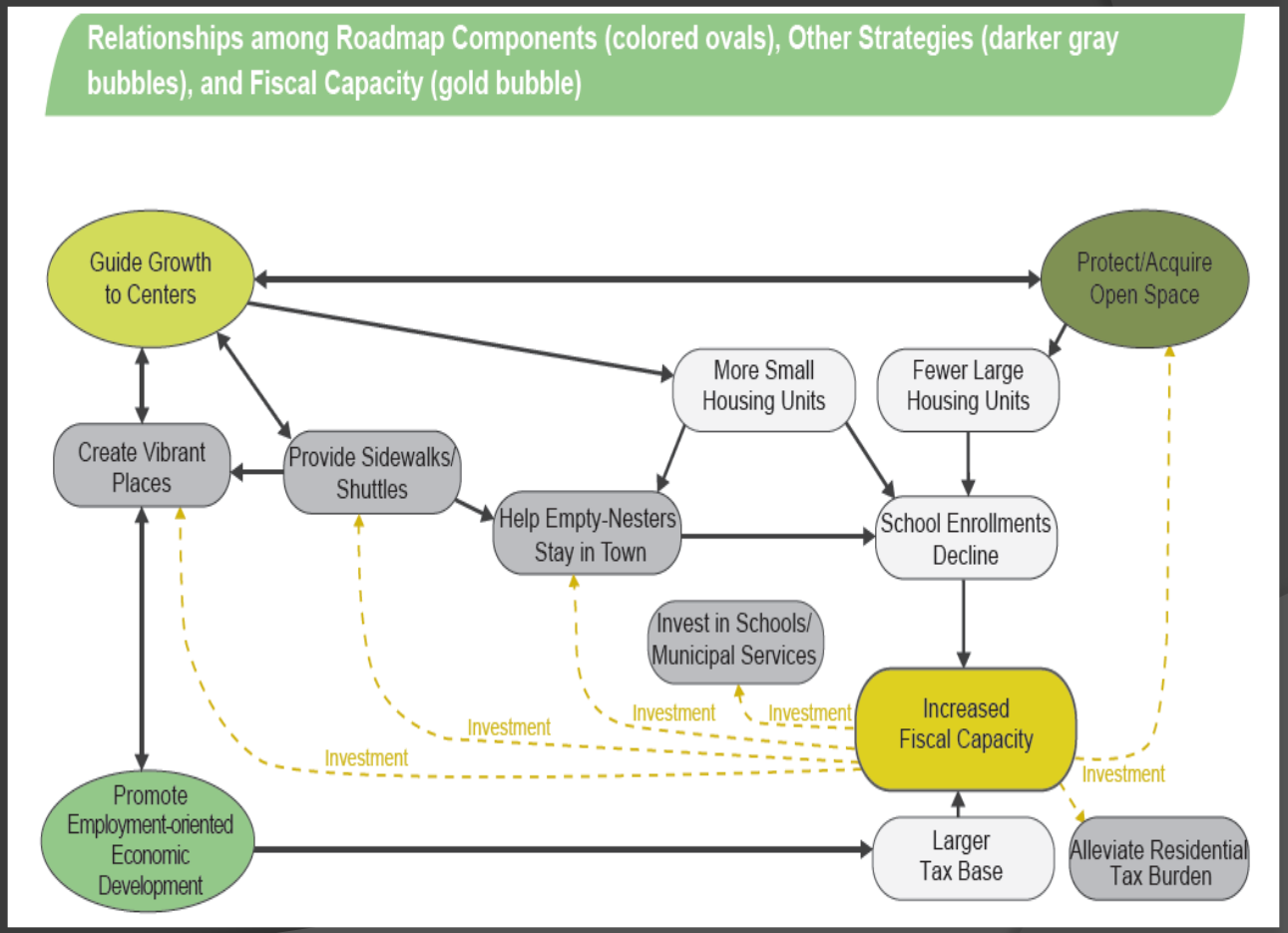
- Bike lanes
- Crosswalks
- Sidewalks
- Street furniture
- Utilities

Acton 2020 reaches out to "Lead Owners" of Ripe Apple and High Priority action items

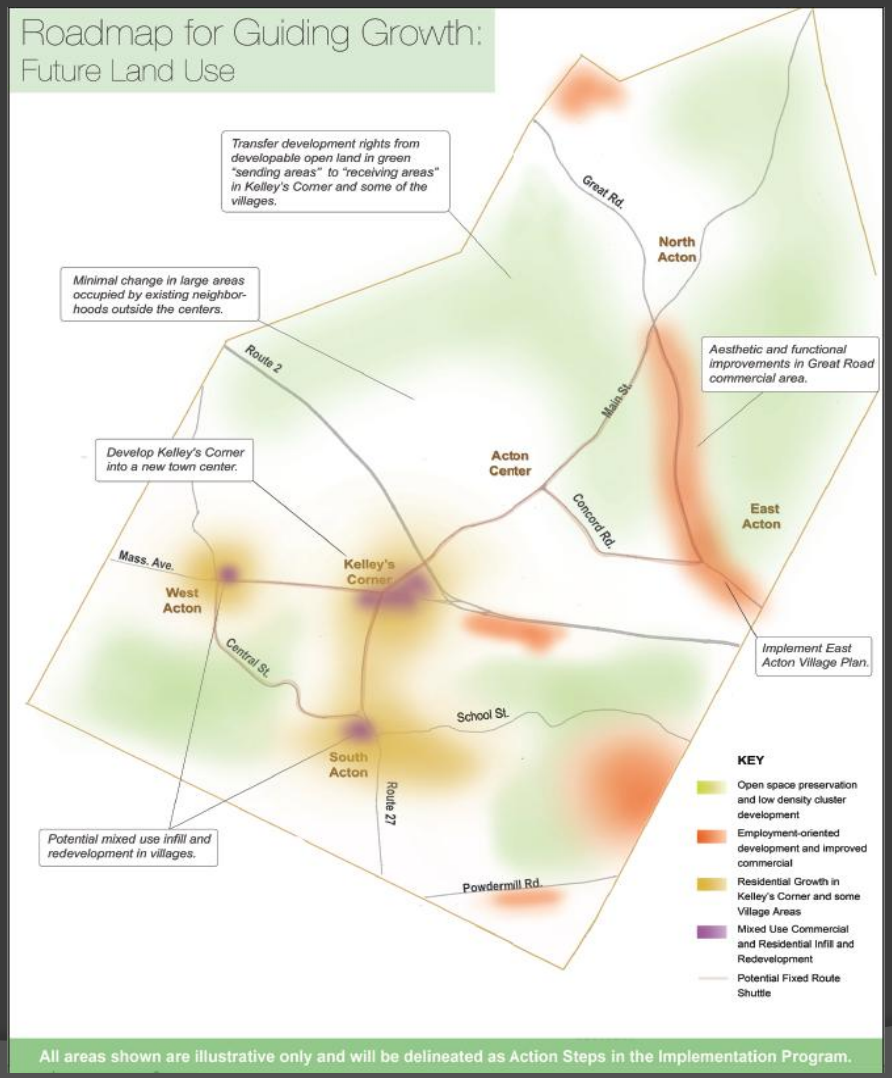
- Technology for delivering services
  - **One-stop reservations and calendar - Proof of Concept Winter 2013**
  - **Online Bill Payments and Notifications - Implemented**
  - **Online Permitting - Approved Project to start in 2013**
- Simplify Sign Bylaw
- **Explore shared service & regionalization opportunities**
  - **Public safety dispatch services**
  - **Civil service merit system and union contracts - HR**
  - **Inspectional services**
  - **Veterans' services**

Acton 2020 uses the concept of a Roadmap to address the Town's future growth





Transformation of Kelley's Corner is first step to implementing the Roadmap



1. **Transform Kelley's Corner:**
   - **Conduct analysis to understand realities and possibilities**
   - **Develop design standards**
   - **Implement regulatory/zoning reform**
   - **Improve public infrastructure**

2. Transfer of Development Rights (TDR)
   - Preserve open space (sending areas)
   - Direct new growth to Kelley's Corner (receiving area)

3. Establish TRD bank

4. Operate the Roadmap program - fine tune and improve; then expand program to other centers.

Highest priorities action items rely on the transformation of Kelley's Corner

These three steps need to be in place to appropriately concentrate growth and protect open space:

- Design Guidelines
- Zoning
- Public Infrastructure

TDR will direct growth to a transformed KC and protect open space.

Action Item Sorter

Sort by: Priority | Order: Desc | Items per page: 50 | Apply

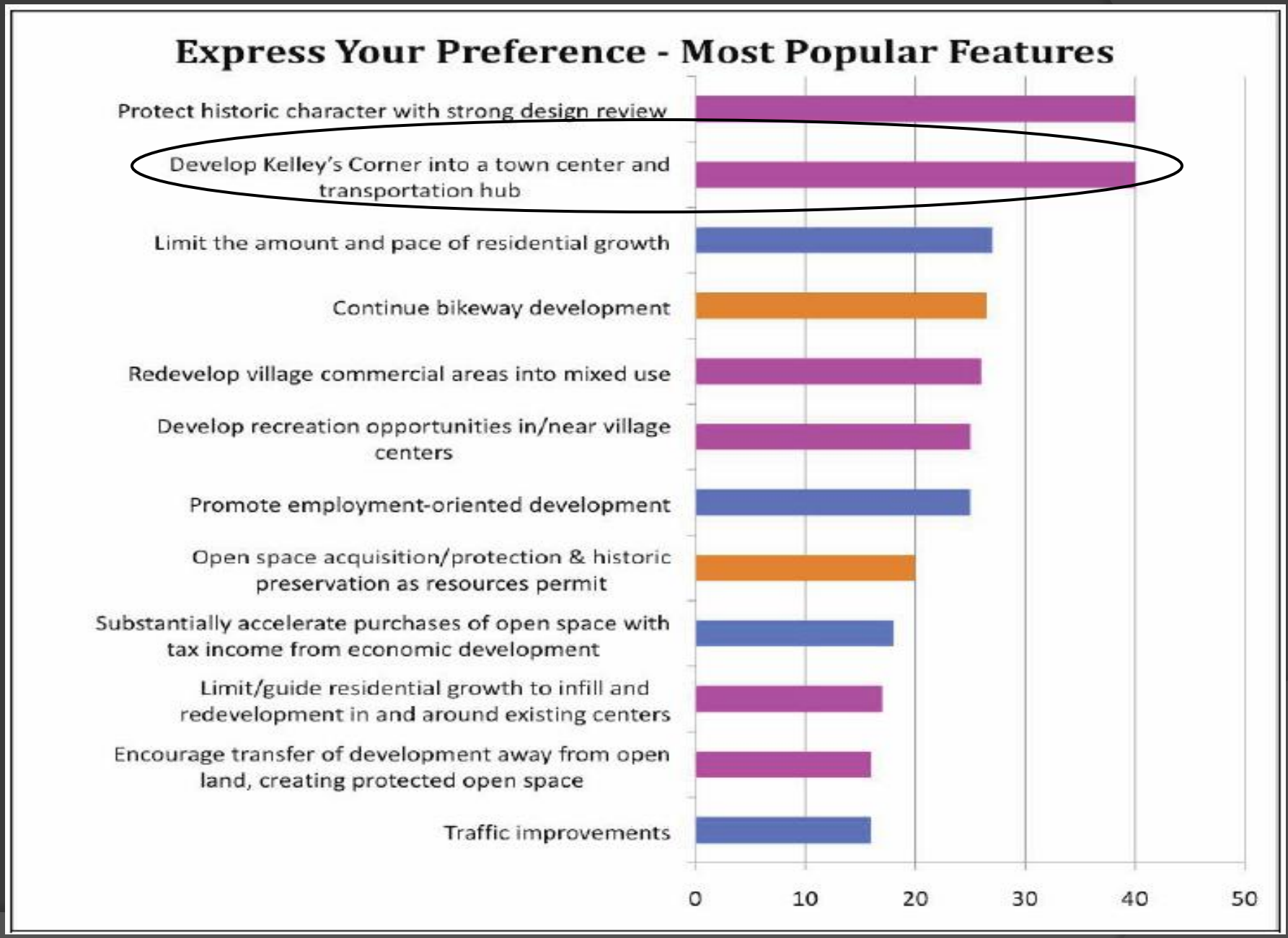
		Priority	Timing
1.1.1.1	Concentrate growth	Highest	New Sustained Action (start by 2015 and continue through 2030)
1.1.2.1	Review zoning in light of plan goals and buildout potential	Highest	Short-Term (complete by 2015)
1.1.2.5	Planning staff	Highest	Short-Term (complete by 2015)
1.1.3.2	Improve design review process	Highest	Short-Term (complete by 2015)
1.2.1.1	Key Centers Plan	Highest	Short-Term (complete by 2015)
1.2.1.2	Zoning to support Key Centers Plan	Highest	Short-Term (complete by 2015)
1.2.2.1	Redevelop Kelley's Corner	Highest	Short-Term (complete by 2015)
1.2.2.2	Concentrate town investments in Kelley's Corner	Highest	Medium-Term (complete by 2020)
1.2.2.4	Kelley's Corner Association	Highest	Short-Term (complete by 2015)
1.3.2.1	Implement OSRP (Open Space portion)	Highest	Short-Term (complete by 2015)
1.3.2.2	Zoning to protect open space	Highest	Short-Term (complete by 2015)
1.3.2.3	Funding of open space protection	Highest	Ongoing (existing actions or efforts to be continued and expanded)

Kelley's Corner transformation is a key priority

- A proactive approach is necessary to define Kelley's Corner before it is further defined without guidance.
  - Kelley's Corner is the Gateway to the Town.
- Most viable center for additional growth & redevelopment
  - Sewer capacity; developable area; no historic constraints
- Community support is very strong.
  - Residents prefer to focus investments in Kelley's Corner over other villages
  - Developers have expressed interest.

"Unlike other towns that usher visitors through a front door with curb appeal, Acton invites visitors to arrive through the garage door—past parking lots, blacktop and concrete."

– Comment from Acton 2020 Kelley's Corner Blog


Express Your Preference - Most Popular Features
Protect historic character with strong design review
Develop Kelley's Corner into a town center and transportation hub
Limit the amount and pace of residential growth
Continue bikeway development
Redevelop village commercial areas into mixed use
Develop recreation opportunities in/near village centers
Promote employment-oriented development
Open space acquisition/protection & historic preservation as resources permit
Substantially accelerate purchases of open space with tax income from economic development
Limit/guide residential growth to infill and redevelopment in and around existing centers
Encourage transfer of development away from open land, creating protected open space
Traffic improvements
0
10
20
30
40
50

Kelley's Corner transformation requires multi-stage process

Stage 1

(....in progress)

- Collect and review case studies
- Review previous Kelley's Corner plans
- Organize stakeholders

Stage 2

"CAPITAL REQUEST"

- **Conduct existing and projected conditions analysis for:**
  - -Land use
  - -Commercial & residential real estate
  - -Economic conditions
  - -Transportation
- **Develop design framework**
  - -Visualization of successful town center
  - -Zoning recommendations
  - -Architectural guideline recommendations
- **Develop preliminary public infrastructure engineer plans** (25% design plans)

Throughout all stages, robust public outreach will be conducted.

Kelley's Corner transformation requires multi-stage process, con't

Stage 3

- Submit Mass Works grant
- Adopt zoning recommendations
- Implement design guidelines

Stage 4

- Complete public infrastructure engineer plans
- Begin implementing transfer of development rights (TDR) program

Stage 5

- Begin/complete construction of public infrastructure improvements

By Stage 4, town is now poised to better guide and influence business and residential development and redevelopment at Kelley's Corner consistent with public feedback and town goals.

Stage 2 begins with analysis of existing and projected conditions

Analysis will include but not be limited to:

- Land use
- Economic conditions
- Commercial and residential real estate
- Urban design
- Transportation and parking

Understanding the realities and possibilities is required for an informed public process.

Developing a design framework is essential for the transformation of Kelley's Corner

Design framework will include but not be limited to, recommendations for techniques & improvements such as:

Visualization of a successful town center

- Mixed use village; shops, restaurants & cluster housing
- Sidewalks, street furniture

Zoning Bylaws

- Signage, landscaping, transportation
- Desired density and type of uses
- Orientation of buildings and parking to the street

Architectural Guidelines

- Massing of buildings
- Orientation of windows and doors

*Developing the design framework must be determined through a robust **public process.***

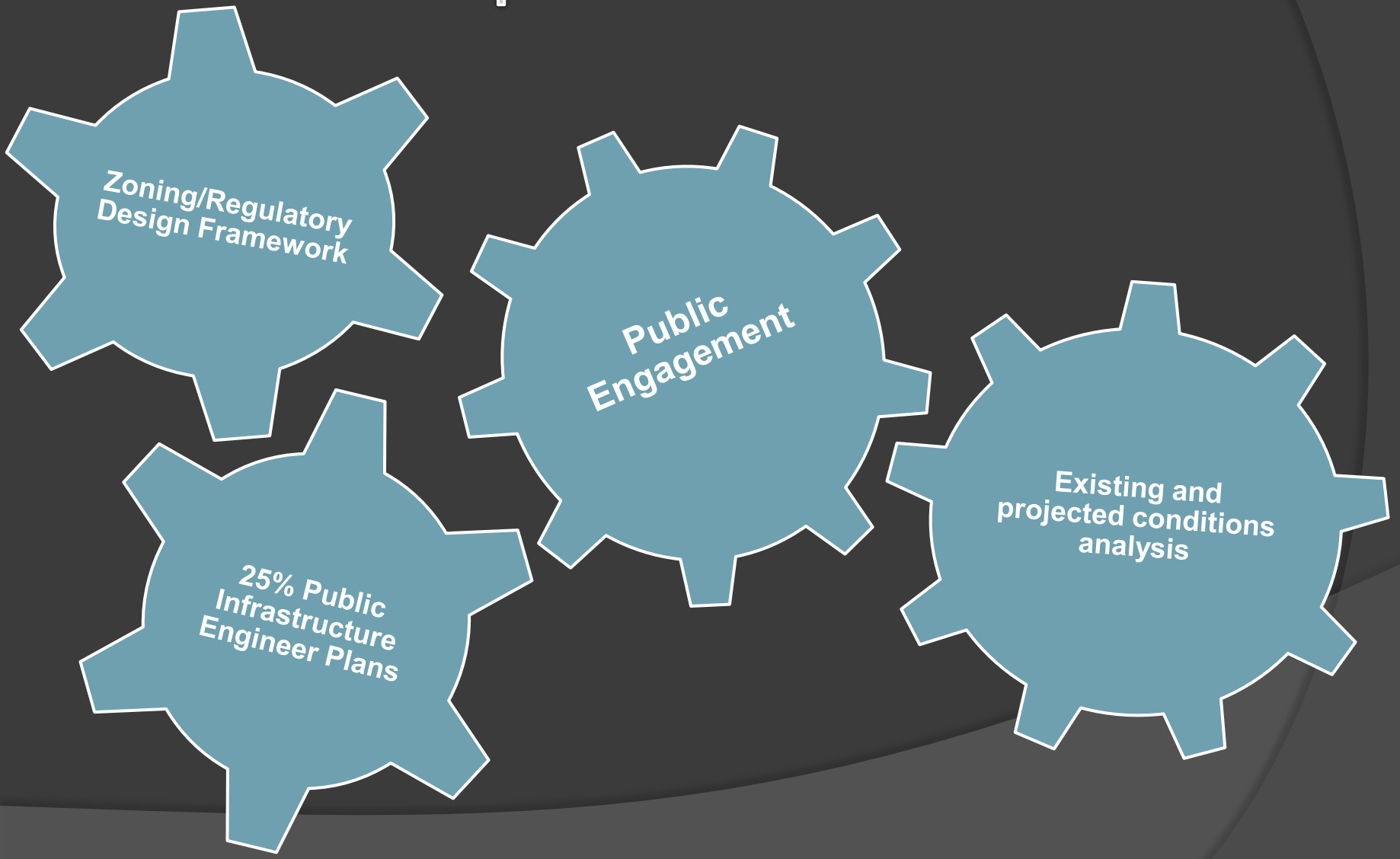
Public infrastructure investments are essential for the transformation of Kelley's Corner

Public infrastructure investments will include but not be limited to:

- Locate utilities underground
- Repair old and failing drainage system; install new where needed
- Replace traffic signals; upgrade pedestrian buttons and signage for consistency and accessibility
- Repave street surfaces; include striping for bike lanes
- Reconstruct sidewalks to 6 foot minimum width
- Reconstruct all existing sidewalk ramps w/ concrete ramps and tactile warning strips

*Improving public infrastructure must be determined through a robust **public process.***

Stage 2 is an iterative process; each component informs the other



Stage 2 will require professional consultants & certified civil/transportation engineers

Existing and Projected Conditions Analysis

- Experienced team of consultant professionals to work with Planning & Acton 2020 Implementation Committee
- Knowledgeable team in land use, economics, real estate, & urban design
- Coordinates with preliminary public infrastructure engineering efforts

Design Framework

- Experienced team of consultant professionals make recommendations to Town on zoning framework & design guidelines with public input based on conditions analysis
- Coordinates with preliminary public infrastructure engineering efforts

Preliminary Engineering Plan (25%) for Public Infrastructure

- MassDOT certified civil/transportation engineering firm to advance preliminary plan to 25% phase
- Plan must comply with MassDOT standards (Mass. Ave. is State highway)
- Coordinates with analysis and design framework

Engineering and Planning Department have begun background work for Stages 1 & 2

Engineering Department identified necessary public infrastructure improvements and created first draft concept plan

2012 MassWorks Infrastructure Grant filed to get on State's "radar."

Technical Assistance Grant filed for review of past plans, base design guide and case studies ($10,000)*

**Awards for the MDI grant will be announced in January.*

Acton 2020 projects funding for *design & construction of public infrastructure* improvements at Kelley's Corner

Estimated Cost of Recommended Major Expenditures*

RECOMMENDATION	Estimated Cost	Average Tax Burden per Year
Kelley's Corner Improvements (sidewalks, pedestrian crossings, landscaping)	$2 million total Bond payments of approx. $133 thousand per year for 25 years, = $158,000 per year (could also be financed without bonding for approximately $400,000 per year during the construction period)	$22
Open Space Purchase and Park Improvements in addition to CPA funds	$2.5 million total Average $125,000 per year	$17
Town-wide Sidewalks & Bike Paths/ Lanes	$2 million total Average $100,000 per year	$14
New Senior/Community Center	$8 million total - Bond payments of approx. $534,000 per year for 25 years	$73 (if entire amount is from Town indebtedness)
Expanded MinuteVan Shuttle	$350,000 per year	$48
TOTAL, ALL ITEMS	**$1.27 million/yr**	**$174**

* Excludes possible infrastructure costs in West Acton, which are uncertain.

MassWorks grant has potential to offset huge cost to the town

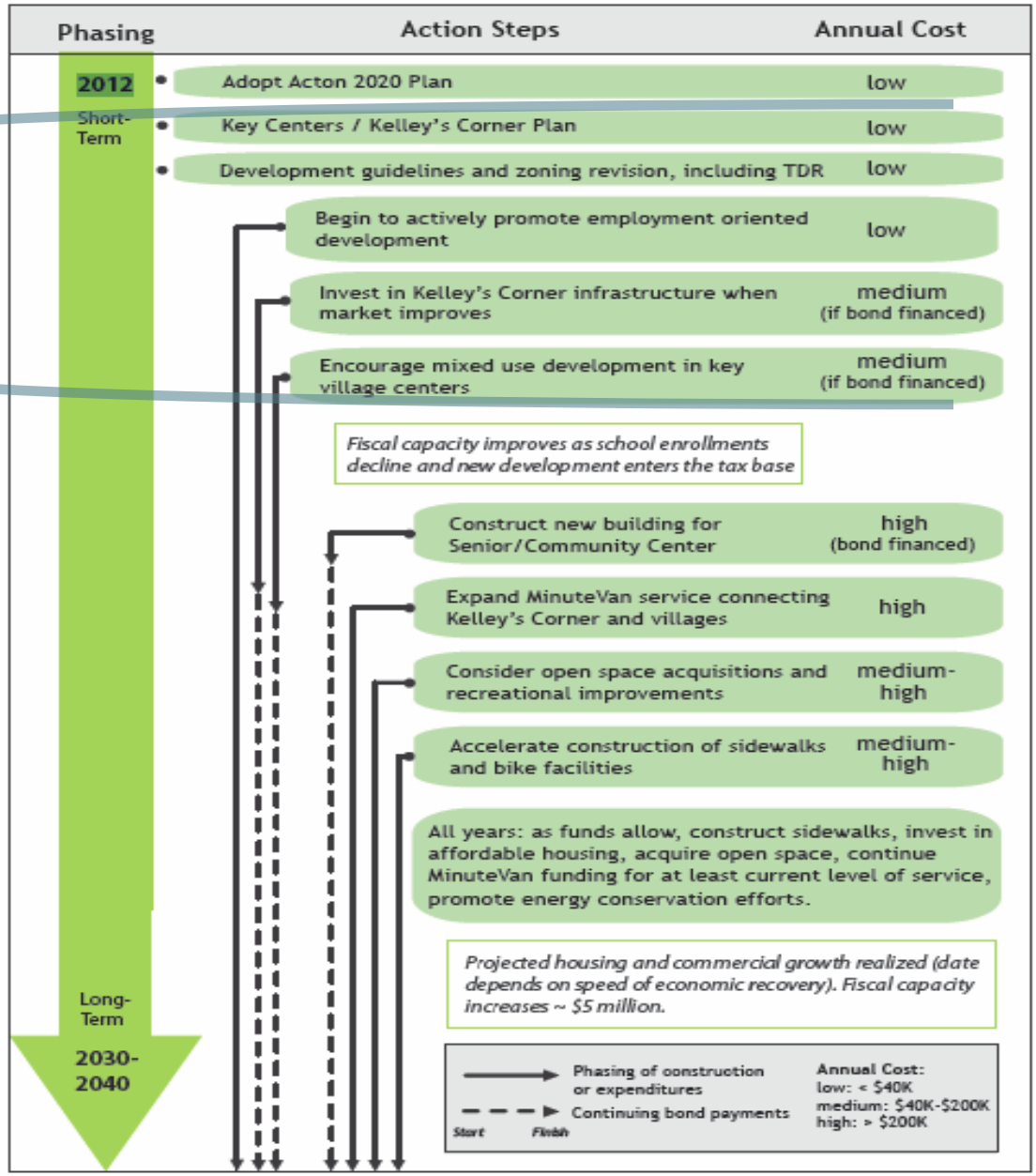
TOTAL COST TO ACTON – **(*25% Infrastructure Design Plan, Design Framework)**	**$277,000.00**
COST COVERED BY MASSWORKS INFRASTRUCTURE GRANT – **(Complete Engineer Plan and Construction)**	**$2,900,000.00**
TOTAL PROJECT COST	**$3,177,000.00**

Acton pays less than 10% if awarded MassWorks grant

**A 25% infrastructure engineer plan is required in order to submit a competitive MassWorks grant application.*

Acton 2020 recommends the phasing for Kelley's Corner improvements to begin NOW.

Phasing Key Investments:



It is important to act now

- Transform Kelley's Corner before it is further defined without guidance
- Momentum for implementing the Plan cannot be lost
- Process is long and we need to start now to implement the plan as prescribed

"If you don't know where you're going, you might wind up somewhere else." -Yogi Berra

Thank you

Additional Slides

MassWorks Infrastructure Grant, con't

Scoring Guide is based on:

- Economic development project type
  -Infrastructure supports future growth

- Consistency with MassWorks funding priorities
  -Supports transit-oriented development

- Readiness to proceed
  -Design completeness

- Consistence with planning and zoning
  -Local zoning supports as-of-right development

MassWorks Infrastructure Grant

Project must have a positive impact on either:

- Housing development at a density of at least 4 units to the acre
- Transportation improvements to enhance safety in small rural communities
- *Economic development and job creation and retention*

Drawing name: P:\Drawings\Kelly's Corner\Massworks Infrastructure Grant Program\CAD\Kelly's Corner - Infrastructure Improvements - Bike Path Option.dwg
Sep 10, 2012 - 9:23am

A 25% preliminary public infrastructure engineer plan will provide the Town with:

- Existing conditions
  - Location of rights of ways
  - Traffic study
  - Location of drainage structures and utilities (electric, telephone, gas, cable TV, sewer & water)
  - Environmental impacts
- Preliminary design
  - Location of road, sidewalks and bike lane and markings
  - Cross sections
  - Signal timing plan
  - Cost estimate