

## **ACTON 2020 Goals and Strategies**

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### **Conformance of the Planning and Recommendations in the Kelley's Corner**

The Kelley's Corner initiative is a direct outgrowth of previous plans and strategies that the Town has established to guide the future of Acton. The vision for Kelley's Corner was started in *Acton 2020: A Comprehensive Community Plan* that was completed and adopted in 2012. To implement the plan, the Town's Board of Selectmen formed a new Acton 2020 Implementation Committee to advance various aspects of the vision. Their work and this initiative is intended to fulfill relevant aspects of the high-level Goals for the future of Acton from that document. In addition, the Acton 2020 Implementation Committee and the planning initiative for Kelley's Corner are intended to accomplish or support relevant actions that form the overall implementation Strategy.

This matrix matches the relevant recommendations in the Kelley's Corner initiative with the corresponding Acton 2020 Goals and Implementation Strategies. The matrix expresses the conformance of the proposed actions with the preceding planning which has set the framework for the future. Emphasis has been added to highlight corresponding actions and concepts.

ACTON 2020 Goals and Strategies	Response and Conformance of the Kelley's Corner Improvement Initiative	Related Sections in the Report
<i>Roadmap Strategies for Guided Growth</i>		
<i>"Guide Growth to Kelley's Corner and Villages"</i>		
<ul style="list-style-type: none"> <li>• "Prepare a <b>plan</b> to improve Kelley's Corner and to preserve and enhance village centers. The Key Centers Plan will set priorities for new development and redevelopment in centers. The plan should consider Kelley's Corner and the villages as a system, <b>build on existing strengths</b> in each, identify necessary <b>aesthetic</b> and <b>functional improvements</b>, assess capacity for density incentives, and prioritize and sequence which areas to work on first. This plan would include a quantitative analysis of a <b>Transfer of Development Rights (TDR)</b> system, to verify which incentives are most likely to create the desired changes. The Kelley's Corner Development Plan will be part of the Key Centers Plan; it will provide the basis to proceed with zoning changes and infrastructure investments needed to begin the improvements at Kelley's Corner and promote development and redevelopment of key parcels as soon as practicable.</li> </ul>	<p>This <i>Report</i> is the <b>plan</b> that has been prepared as part of the Kelley's Corner Improvement Initiative.</p> <p>Each planning component is <b>built upon existing strengths and opportunities</b> identified through analysis and stakeholder participation.</p> <p>The <b>aesthetic improvements</b> identified in the plan include streetscape and landscape enhancements in the public realm and design standards to guide private sector development.</p> <p>Key <b>functional improvements</b> in the plan include transportation and roadway investments and utility upgrades.</p> <p><b>TDR</b> was evaluated but was determined to be an ineffective incentive for redevelopment at this time.</p> <p>However, the <b>zoning</b> proposal <b>includes specific incentives through increased density to promote changes</b> and the <b>transportation infrastructure investments</b> are intended, in part, <b>to support additional uses</b> while reducing congestion.</p>	<p><i>Executive Summary</i></p> <p><i>All Component Sections (IIA-F)</i></p> <p><i>Component IIB. Landscape and Streetscape and IIIC. Design Guidelines</i></p> <p><i>Component IIB. Landscape and Streetscape and IIIC. Design Guidelines</i></p> <p><i>Appendix G. Memorandum on Transfer of Development Rights</i></p> <p><i>Component IIF. Regulatory Framework, IIA. Transportation and III B. Zoning</i></p>

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<ul style="list-style-type: none"> <li>“Develop Kelley’s Corner into a <b>mixed-use Town center</b> and transportation hub in conformance with a specific plan for the area. Encourage mixed use with <b>people living</b> in smaller housing units near <b>vibrant shops and restaurants</b> with <b>opportunities for socializing, running errands, dining, and community gathering</b>. Creating more activities and a <b>safe and pleasant pedestrian environment</b> will also <b>attract teens from the nearby school complex; they should be involved in the planning</b> for the area.”</li> </ul>	<p>This Report contains a specific Plan so that the future redevelopment will create a <b>Town-Center environment</b>.</p> <p><b>The zoning and infrastructure planning</b> are intended to attract and <b>support a mixed-use environment</b> as a <b>place to live, shop, dine and gather</b>.</p> <p>The transportation concept focuses pedestrian, bike, vehicle and bus circulation as a <b>balanced district and hub for the community</b>.</p> <p><b>Concept designs have been provided for a pedestrian network</b> with a path to the schools, safer and more extensive sidewalks and bikeways and pedestrian amenities are intended to serve nearby schools and others.</p> <p><b>Teens from the community were active participants</b> in the planning workshops for the project.</p>	<p><i>Executive Summary and Component E. Built Form and Site Design Patterns</i></p> <p><i>Component IIF. Regulatory Framework, IIA. Transportation and III B. Zoning</i></p> <p><i>Component IIA. Transportation</i></p> <p><i>Component IIA. Transportation</i></p> <p><i>Appendix A. Public Process</i></p>
<p>Vision Statement  “Kelley’s Corner will become a <b>walkable town center</b>. It is vibrant with a wide range of shops and restaurants. Parking, sidewalks, benches, street lighting and signage are all oriented to the pedestrian. Redevelopment is guided by <b>design guidelines</b> and review so that all buildings are lovely and in keeping with Acton’s character.”</p>	<p>The Plan prepared for Kelley’s Corner will provide <b>safe, convenient walkable connections</b> that extends along all public streets and proposes acquisition of Community Lane which will improve and extend that network.</p> <p>The <b>design guidelines</b> call for <b>extending that pedestrian network into redevelopment sites</b></p>	<p><i>Component IIA. Transportation</i></p> <p><i>IIIC. Design Guidelines</i></p>

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	and shaping new building projects so that they enhance their sites and the Town.	
Goals and Strategies		
Goal 1: Preserve and Enhance Town Character		
Strategy 1.1.1 Roadmap for Guiding Growth,		
Action Item 1.1.1.1 <b>Concentrate growth</b> "...to key town centers"	Plan prepared as the Kelley's Corner Improvement Initiative would <b>expand the range of uses and promote compact development patterns</b> while <b>maintaining the boundaries to nearby, lower density residential areas.</b>	<i>Executive Summary</i>
Strategy 1.1.2 Revise planning process	The planning for projects will be revised if the zoning is adopted, including the ability to master plan large land parcels	<i>Component II F. Regulatory Framework and IIIB. Zoning Changes</i>
Action Item 1.1.2.1 <b>Review zoning</b> in light of plan <b>goals</b> and <b>buildout potential.</b>	A <b>comprehensive, analytical review of the existing zoning</b> was undertaken to <b>test its ability to meet the Town's vision and meet market conditions.</b> This led to the conclusion that the <b>existing zoning needs to be amended</b> to accommodate development potential within the desirable types and extent of uses.	<i>Component II F. Regulatory Framework and IIIB. Zoning Changes</i>
Action Item 1.1.2.2 <b>New development bylaws</b>	The <b>existing zoning is proposed to be amended</b> as well as <b>a new zoning overlay district.</b>	<i>Component II F. Regulatory Framework and IIIB. Zoning Changes</i>
Strategy 1.1.3 Develop a <b>comprehensive site and design review process</b>	The new zoning provides special categories and methods to enhance <b>design review.</b>	<i>Component II F. Regulatory Framework and IIIB. Zoning Changes and IIIC. Design Guidelines</i>
Action Item 1.1.2.1 <b>Extend design guidelines</b>	The Plan prepared as the Kelley's Corner Improvement Initiative proposes <b>new design guidelines</b>	<i>Component II F. Regulatory Framework and IIIC. Design Guidelines</i>

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Action Item 1.1.3.2 <b>Improve design review process</b>	Plan prepared as the Kelley's Corner Improvement Initiative proposes new design review under proposed overlay district	<i>Component II F. Regulatory Framework and IIIB. Zoning Changes and IIIC. Design Guidelines</i>
Strategy 1.2.1: Enhance Key Centers	This plan is intended to enhance Kelley's Corner	<i>Executive Summary</i>
Action Item 1.2.1.1: Key Centers Plan - Part of the Key Centers Plan will be a Development Plan for Kelley's Corner, <b>specifying needed infrastructure improvements and zoning changes.</b>	The roadway and circulation infrastructure improvements has been redesigned at a concept level and utility infrastructure needs have been identified. Zoning changes have been proposed in this document.	<i>Component II A. Transportation, IIF. Regulatory Framework, IIA. Transportation and IIIB. Zoning Changes</i>
Action Item 1.2.1.2: Zoning to support Key Centers Plan - <b>Develop</b> and enact <b>zoning</b> , including <b>Transfer of Development Rights</b> , to guide growth through infill and redevelopment in and around existing centers in support of the Key Centers Plan, including the Development Plan for Kelley's Corner.	The Plan prepared as the Kelley's Corner Improvement Initiative proposes <b>revised zoning</b> to encourage redevelopment. <b>Transfer of Development Rights was found not to be a practical tool for Kelley's Corner.</b>	<i>Component IIF. Regulatory Framework, IIIB. Zoning Changes and Appendix G. Memorandum on Transfer of Development Rights</i>
Action Item 1.2.1.4: <b>Village-specific sidewalk guidelines</b> - As part of the Key Centers Plan update the Sidewalk Design Guidelines to include village-specific design guidelines.	The plan prepared as the Kelley's Corner Improvement Initiative includes <b>a complete concept design for improved sidewalks, pedestrian ways, and a streetscape design</b> that is specific for Kelley's Corner	<i>Component IIB. Landscape and Streetscape</i>
Action Item 1.2.1.5: <b>Encourage developer contributions of public space</b> to town centers	The <b>proposed zoning encourages public activity areas</b> and plazas for a successful commercial center	<i>Component IIF. Regulatory Framework, IIIB. Zoning Changes</i>
Strategy 1.2.2: Improve Kelley's Corner.	This plan is intend to enhance Kelley's Corner	<i>Executive Summary</i>
Action Item 1.2.2.1: Redevelop Kelley's Corner - <b>Develop Kelley's Corner (KC) into a mixed use town center and</b>	This <i>Report</i> is the <b>plan</b> that has been prepared as part of the Kelley's Corner Improvement Initiative provides a vision and implementing	<i>Executive Summary</i>

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<p><b>transportation hub.</b> Prepare a Development Plan for Kelley's Corner as part of the Key Centers Plan.</p>	<p>regulations and actions to create a <b>mixed use town center well served by transportation.</b></p>	
<p>Action Item 1.2.2.2: <b>Concentrate town investments in Kelley's Corner</b> - Concentrate Town investments such as sidewalks, landscape and streetscape improvements and traffic calming in Kelley's Corner to make it more pedestrian-friendly and to serve as a gateway.</p>	<p>Plan prepared as the Kelley's Corner Improvement Initiative proposes <b>improved sidewalks, streetscape and roadways</b>, including conformance with Complete Streets policies.</p>	<p><i>Component II A. Transportation, Component IIB. Landscape and Streetscape</i></p>
<p>Action Item 1.2.2.3: <b>Design studio or competition for Kelley's Corner</b> - Collaborate with area universities to do a design studio that tests plans through design for their "place-making potential" and/or hold a design competition to develop an urban design vision for Kelley's Corner. Utilize the results in the Development Plan for Kelley's Corner.</p>	<p><b>A community planning event</b> was held by a professional organization at the start of the Kelley's Corner Improvement Initiative and relevant ideas incorporated into the plan.</p>	<p><i>Appendix A. Public Process</i></p>
<p><b>Goal 2: Ensure Environmental Sustainability</b></p>		
<p><b>Objective 2.1: Protect the quality and quantity of Acton's water</b></p>	<p>The environmental stewardship of Kelley's Corner is integral to the plans</p>	<p><i>Executive Summary</i></p>
<p>Strategy 2.1.2: Locate and design new development and supporting infrastructure to limit and mitigate impacts on groundwater quality.</p>	<p>Site planning principles and site review processes have been included that will <b>promote protection of groundwater quality</b></p>	<p><i>Component IIC. Utility Infrastructure</i></p>
<p>Strategy 2.1.3: Manage Stormwater</p>	<p>Stormwater utilities are considered within the infrastructure plan, roadway concepts and the design guidelines.</p>	<p><i>Component IIC. Utility Infrastructure</i></p>

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<p>Action Item 2.1.3.1: Stormwater planning to support 2020 plan - Use a proactive approach to mitigating existing stormwater issues and avoiding new problems throughout Acton. In Kelley's Corner and West Acton, do this in a manner consistent with the objective of concentrating growth, and use planning and development review to address these issues. Review existing stormwater management techniques for applicability. This action step should commence in the short term and continue through the long term.</p>	<p>Stormwater utilities are considered within the infrastructure plan, roadway concepts and the design guidelines.</p>	<p><i>Component IIC. Utility Infrastructure</i></p>
<p>Goal 3: Improve Connections</p>		
<p>Objective 3.1: Make walking and biking easier and safer.</p>	<p>The transportation improvements are based on Complete Streets concepts</p>	<p><i>Component II A. Transportation, Component IIB. Landscape and Streetscape</i></p>
<p>Strategy 3.1.1: Build appropriate sidewalks</p>	<p>New sidewalks are a major emphasis of the concept streetscape design</p>	<p><i>Component II A. Transportation, Component IIB. Landscape and Streetscape</i></p>
<p>Action Item 3.1.1.1: <b>Maintain sidewalk priority list</b> - Continue to update the Sidewalk Construction Priority List. Emphasize projects that provide safe access to schools, recreation areas, the train station, and the villages, particularly the designated growth centers. As public transportation options grow, provide sidewalk access to transit access spots.</p>	<p>This Report includes a <b>concept design for improved sidewalks, pedestrian ways, with bus stops and streetscape character</b> specific to Kelley's Corner.</p>	<p><i>Component II A. Transportation, Component IIB. Landscape and Streetscape</i></p>

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Action Item 3.1.1.2: Construct more sidewalks - <b>Construct new sidewalks</b> according to the priority list.	The concept streetscape and roadway improvement plan would <b>extend new sidewalks</b> into areas not currently served by pedestrian improvements.	<i>Component II A. Transportation, Component IIB. Landscape and Streetscape</i>
Strategy 3.1.2: Increase opportunities for safe biking	New bike lanes will line all public streets in the concept design for roadway improvements.	<i>Component II A. Transportation</i>
Action Item 3.1.2.1: Planning for bicycle improvements - Develop guidelines for bike lanes and off-road paths. Identify locations and develop a construction plan for off-road multi-use paths and bike lanes to improve the ability of people to bicycle to destinations in Town.	The concept streetscape and roadway improvement plan prepared as the Kelley's Corner Improvement Initiative follows Complete Streets policies that include bike lanes.	<i>Component II A. Transportation</i>
Strategy 3.2.2: Improve traffic circulation and reduce traffic impacts	The concept streetscape and roadway improvement plan is specifically design to improve circulation and reduce traffic impacts.	<i>Component IIA. Transportation and Appendices C and D.</i>
Action Item 3.2.2.1: Traffic and parking in centers - <b>Address local traffic circulation and parking</b> in planning for key centers.	The concept streetscape and roadway improvement plan addresses congestion that hampers local traffic for residents and businesses. The Report includes concepts for better access management to parking, shared parking and other measures to improve conditions.	<i>Component IIA. Transportation</i>
Strategy 3.2.3: <b>Work with MassDOT</b> to improve access to and from Acton	During the planning process, <b>the Town and the project traffic consultants met with MassDOT</b> and held discussions about potential major traffic improvements that will require state involvement.	<i>Component IIA. Transportation</i>
Goal 4: Provide More Opportunities for Community Gathering and Recreation		

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Strategy 4.1.3: Encourage use of <b>existing and new gathering spaces</b>	This plan prepared as the Kelley's Corner Improvement Initiative <b>includes design guidelines and standards for public plazas.</b>	<i>Component IIB. Landscape and Streetscape and IIF. Regulatory Framework</i>
Strategy 4.1.4: <b>Outdoor areas for gathering in centers</b> - Create parks and informal outdoor gathering places in key centers, and encourage commercial opportunities for gathering.	Plan prepared as the Kelley's Corner Improvement Initiative includes <b>design guidelines and standards for public plazas.</b>	<i>Component IIB. Landscape and Streetscape and IIF. Regulatory Framework</i>
Goal 5: Support Inclusion and Diversity		
Action Item 5.1.1.1: Housing for seniors - <b>Support the provision of housing that is appropriate to seniors</b> (e.g. smaller units, located within walking distance of goods and services such as Kelley's Corner)	The land use recommendations promote <b>housing</b> as part of a mixed use character for the center that would be <b>appropriate for seniors because of its convenience to shops and services.</b>	<i>Component IID. Land Use and Development Patterns</i>
Strategy 5.1.2: Integrate Teens - Integrate teens in the community by providing services, easier mobility, and activities	Plan concepts and design Improvements include pedestrian connections between Kelley's Corner and the School complex that will be <b>convenient for teenagers</b> who can take advantage of the uses in Kelley's Corner.	<i>Component IIB. Landscape and Streetscape and Component IID. Land Use and Development Patterns</i>
Action Item 5.1.2.3: Teen activities accessible without cars - <b>Provide more activities for teenagers that are accessible without an automobile</b> , e.g. improved walking access from the schools to Kelley's Corner and an expanded shuttle system.	Plan concepts and design Improvements include pedestrian connections between Kelley's Corner and the School complex that will be <b>convenient for teenagers</b> who can take advantage of the uses in Kelley's Corner.	<i>Component IIB. Landscape and Streetscape and Component IID. Land Use and Development Patterns</i>
Action Item 5.1.2.4: Teen place - Consider creating and/or programming <b>a park or other gathering place that is accessible for and attractive to teens.</b>	Plan concepts and design Improvements include pedestrian connections between Kelley's Corner and the School complex that will be <b>convenient for teenagers</b> who can take advantage of the uses in Kelley's Corner.	<i>Component IIB. Landscape and Streetscape</i>

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Objective 5.2: Support households of all income levels		
<p>Action Item 5.2.1.1: Housing Plan - Prepare an updated proactive plan to make <b>additional rental and owner housing</b> available at prices that Acton families of low and moderate income can afford and at the same time provide a means to make progress toward the 10% state requirement for affordable housing. The plan should be consistent with the planning for key centers.</p>	<p>Plan prepared as the Kelley's Corner Improvement Initiative includes <b>housing in a mixed use district.</b></p>	<p><i>Component IID. Land Use and Development Patterns</i></p>
Goal 6: Preserve and Enhance Town-owned Assets & Services		
Objective 6.3: Manage the Town's facilities efficiently		
<p>Strategy 6.3.1: Review and manage Town facilities in a manner that is pro-active and cost effective.</p>		
<p>Action Item 6.3.1.4: Manage, preserve, and replace Acton's street trees.</p>	<p>Plan prepared as the Kelley's Corner Improvement Initiative includes street trees planted as part of proposed streetscape improvements and preservation of healthy existing trees.</p>	<p><i>Component IIB. Landscape and Streetscape</i></p>
Goal 7: Maintain and Improve Financial Well-being of the Town		
Objective 7.1: Promote fiscal responsibility		
<p>Strategy 7.1.1: Actively manage Town finances to avoid an undue tax burden on residential property</p>		
<p>Action Item 7.1.1.1: Enhance commercial tax base - Do more to promote economic development to enhance the commercial tax base in order to reduce the residential</p>	<p>The plan provides for circulation improvements, landscape and streetscaping, improved utilities and expanded mixed use and zoning capacity along with design guidelines that will enhance</p>	<p><i>All Components A-F</i></p>

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portion of the tax levy.	the value of the businesses and commercial tax base.	
Action Item 7.1.1.8: Consider utilizing public-private partnerships - Consider utilizing public-private partnerships in order to fund large capital and other expense items	<i>Community Lane is a privately-held way that is proposed to be converted to a public way and improved to enhance public and private benefit.</i>	<i>Component A. Transportation</i>
Strategy 7.1.3: Consider fiscal impacts of new development when amending the Zoning Bylaw and reviewing special permit applications.	The proposed zoning is intended to incentivize and support new businesses which will enhance the tax base.	<i>Component F. Regulatory Environment and III.C. Design Guidelines</i>
Action Item 7.1.3.1: Ensure Zoning takes in to account the impact of new development. - On an ongoing basis, ensure that all zoning is coordinated with and takes into account the impact of new development on town services, facilities and infrastructure.	Plan prepared as the Kelley's Corner Improvement Initiative includes proposed zoning coordinated with roadway and infrastructure improvements and is supportive of an enhanced tax base to support town services.	<i>Component A. Transportation, F. Regulatory Environment and III.B. Zoning</i>
Objective 7.2: Promote economic development that supports other Acton 2020 planning goals	Redevelopment of underutilized land is a provided for through zoning and infrastructure improvements.	<i>Component A. Transportation, F. Regulatory Environment and III.B. Zoning</i>
Strategy 7.2.1: Recruit and retain businesses - Increase the Town's fiscal capacity to implement all goals by proactively recruiting new businesses and retaining existing ones throughout the Town.	The proposed zoning is intended to incentivize and support new businesses.	<i>Component F. Regulatory Environment and III.C. Design Guidelines</i>
Objective 7.3: Improve existing commercial areas	The existing commercial area will be improved through better access and design quality	<i>Component F. Regulatory Environment and III.C. Zoning</i>
Strategy 7.3.1: Be more business friendly	The entire infrastructure and regulatory plan is intended to improve the commercial and retail environment.	<i>Component A. Transportation, F. Regulatory Environment and III.B. Zoning</i>
Action Item 7.3.1.2: Streamline business	Plan prepared as the Kelley's Corner	<i>Component F. Regulatory</i>

<b>ACTON 2020 Goals and Strategies</b>	<b>Response and Conformance of the Kelley's Corner Improvement Initiative</b>	<b>Related Sections in the Report</b>
<p>permitting - Improve and streamline the business permitting process, including implementing permit tracking software.</p>	<p>Improvement Initiative includes proposed zoning that facilitates the permitting process</p>	<p><i>Environment and III.C. Zoning</i></p>
<p>Strategy 7.3.2: Improve the aesthetics of shopping areas</p>	<p>Design guidelines are included in this plan.</p>	<p><i>III.C. Design Guidelines</i></p>
<p>Action Item 7.3.2.1: Work with property owners to make improvements to existing commercial areas.</p>	<p>Plan prepared as the Kelley's Corner Improvement Initiative includes proposed design standards and guidelines for improvements to redeveloping properties and streetscape design concepts</p>	<p><i>Component F. Regulatory Environment and III.C. Design Guidelines</i></p>