



STRATEGIC ECONOMIC DEVELOPMENT ACTION PLAN - TOWN OF ACTON, MA

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1. PLAN SUMMARY

INTRODUCTION AND PURPOSE

RKG Associates, Inc. (RKG) has been retained by the Town of Acton, Massachusetts, through the Office of the Town Manager, to assist the Town in completing a Strategic Economic Development Action Plan (SEDAP). The purpose of this SEDAP is to offer the Town a contextual framework to serve as a guideline of goals and actionable implementation items that the Town of Acton may undertake to ensure its continued economic growth and vitality, and business diversification, while continuing to foster a high quality of life for the Town's residents, business community and visitors.

Throughout this SEDAP, RKG offers a summary of trends and market indicators, for the near-term of 2024-to-2029 as well as for a projected period (2024-to-2034) where appropriate and applicable. In general, areas of comparison include the Town of Acton, MA, Middlesex County and the Metro South/West Workforce Development (WDA)¹, of which the Town of Acton is a part.

Supplementing the quantitative analysis is a qualitative analysis as part of the SEDAP, including in-field visits/interviews, inventories, as well as other outreach to area stakeholders. The qualitative analysis provides the appropriate context to the quantitative analysis.

This SEDAP analysis presents an executive summary of key findings, initial recommendations and an implementation action plan (matrix) for the Town's consideration. The remainder of this SEDAP then presents the various chapters (demographic, economic, real estate conditions, and land use/tax base metric, etc.) which provide the baseline inputs, assumptions, analysis, metrics, and findings that are the basis of the key findings.

¹ As defined by the Massachusetts Department of Economic Research, the WDA includes the towns of **Acton**, Ashland, Bedford, Bellingham, Boxborough, Brookline, Canton, Carlisle, Concord, Dedham, Dover, Foxborough, Framingham, Franklin, Holliston, Hopkinton, Hudson, Lexington, Lincoln, Littleton, Marlborough, Maynard, Medfield, Medway, Millis, Natick, Needham, Newton, Norfolk, Norwood, Plainville, Sharon, Sherborn, Southborough, Stow, Sudbury, Walpole, Waltham, Wayland, Wellesley, Weston, Westwood and Wrentham.

EXECUTIVE SUMMARY OF KEY FINDINGS

This section presents a summary of key findings from this SEDAP analysis. The research and findings on which these are based are presented in greater detail throughout other sections of this report.

DEMOGRAPHIC OVERVIEW

Population Trends

The projected population change for the Town of Acton is 5,804 persons between 2010 and 2050 accounting for a growth of 26.5% (Figure 1). This rate of growth is well above the 11.3% projected for Middlesex County. As a result, in 2010 the Town of Acton represented 1.5% of the county population and is projected to account for 1.7% in 2050.

Over the time-period² of 2010-to-2029, Acton's population is projected to increase by just under 1,700 persons in total, but shifts are noteworthy among selected age cohorts (Figure 2).

For example, in 2010 those aged 35-to-54 years, and considered to be in peak earning and spending years, account for 35.2% of the population, declining to 26.5% by 2029.

Those aged 25-to-34 years, either entering the labor force or seeking their first residence, increases from 7.3% to 11.3%.

The population that is aged 65 and older is projected to increase by nearly 2,280 persons and account for nearly 20.0% of the Town population in 2029 as compared to 11.0% in 2010.

Figure 1 – Population Trends and Projections

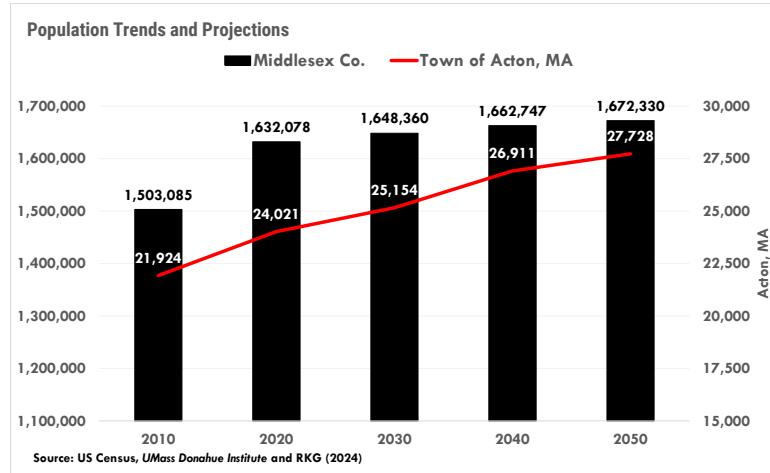
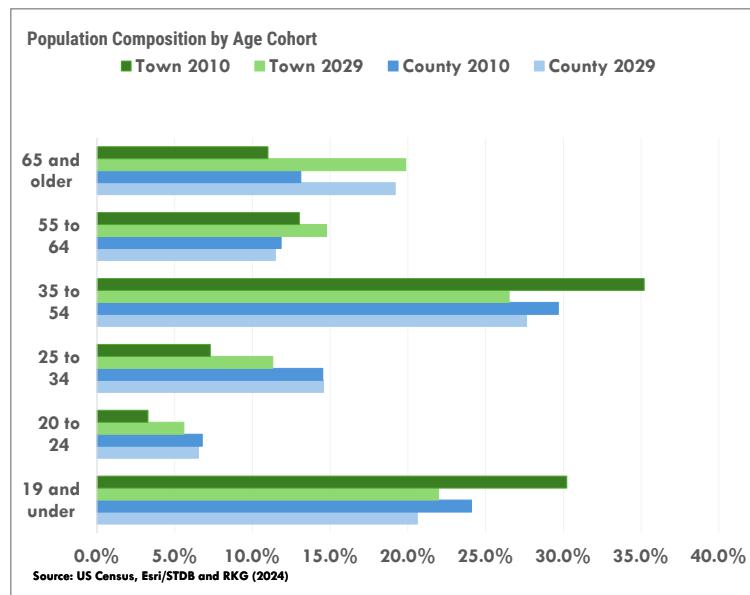


Figure 2 – Population Composition by Age Distribution



² ESRI/STDB utilizes a cohort component approach to developing population projections, which is the widely accepted methodology. At its core this is a combination of persons aging in place as adjusted for estimates of immigration (in) and emigration (out). Where and to the extent possible, ESRI/STDB also incorporates local sourced inputs such as housing construction.

Implications

While there is projected population growth for the Town of Acton, the projected decline among those aged 35-to-54 presents its challenges. Those in this age range are typically considered to be in their peak earning and spending years, as well as oftentimes seeking to upgrade their residential options. A decline in this cohort suggests some loss of consumer spending power in the local economy and perhaps some demand for newly built residential.

On a more positive note, the increase in population of those aged 25-to-34 represents a base of those entering the labor force, perhaps forming families and often seeking first-time home ownership or rental housing. It is considered important that the Town of Acton maintains a local option of employment opportunities for those in this age-cohort, as well as housing alternatives which are affordable.

Lastly, the significant increase in the population aged 65 and older likely represents opportunities for residential development, as those in this age-cohort often seek to downsize their residential footprint (SF) and/or seek some assisted care or other similar lifestyle options (in residential proximity). The increase in the elderly population is also likely to result in an increase in demand for social services and other requirements (such as a potential increase in calls for EMS services).

Tenure and Pricing

For both the Town of Acton and Middlesex County the majority of households are owner-occupied, albeit with a greater concentration for the Town (Figure 3) with approximately three-fourths of the households as owner-occupied.

Conversely, the number of renter households in the Town account for one-fourth of the households. The representation in Middlesex County is more akin to the national average of 35.0% renter-occupied and 65.0% owner-occupied.

Table 1 offers a comparison of single-family residential prices for the Town of Acton, Middlesex County and Acton's abutting communities. All areas realized a price increase of more than 60.0% from 2015 through July of 2024, all exceeding the estimated 31.8% inflation over the time-period. While pricing in July of 2024 for the Town of Acton is less than countywide, it exceeds that of many neighboring communities.

Table 2 offers a comparison of the FY 2025 property tax rate(s) for Acton and its abutting sister communities. For the Town of Acton, and for residential and commercial, the FY 2025 tax rates generally exceed that for most sister (abutting) communities.

Figure 3 – Comparison of Residential Tenure

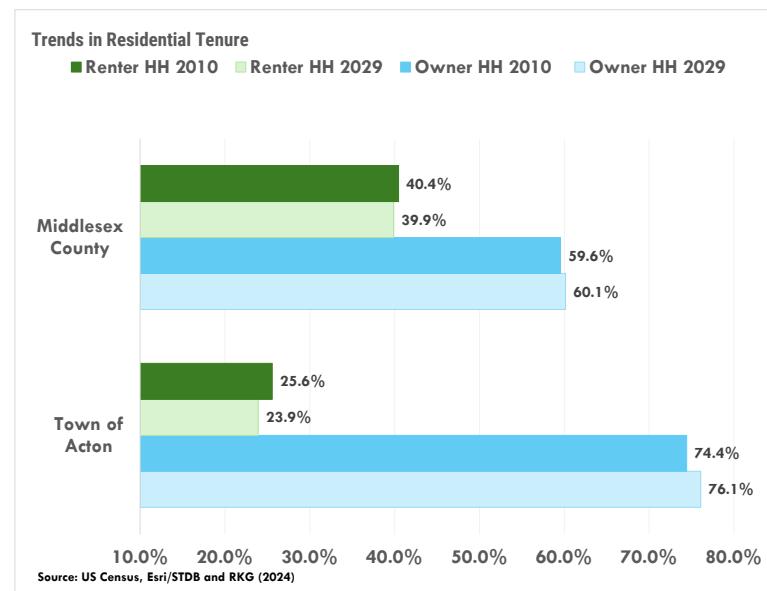


Table 1 – Comparison of Single Family Residential Prices

Residential Sales Activity - Price - Acton and Abutting	2015	Jul-24	% Δ
SINGLE FAMILY			
Town of Acton	\$530,950	\$985,000	85.5%
Middlesex County	\$460,000	\$837,500	82.1%
Acton as % of County	115.4%	117.6%	
Boxborough	\$565,000	\$965,000	70.8%
Carlisle	\$799,000	\$1,355,000	69.6%
Concord	\$891,500	\$1,499,000	68.1%
Littleton	\$428,250	\$800,000	86.8%
Maynard	\$335,000	\$560,000	67.2%
Stow	\$460,500	\$829,500	80.1%
Sudbury	\$675,000	\$1,227,500	81.9%
Westford	\$482,500	\$900,000	86.5%
Average of Abutters	\$579,594	\$1,017,000	75.5%
Acton as % of Abutters	91.6%	96.9%	na

Source: Warren Group - Banker and Tradesman and RKG (2024) infl. = 31.8%

Table 2 – Comparative FY 2025 Tax Rates

Comparative FY 2025 Tax Rates	Residential		Commercial	
	Tax Rate	Acton as %	Tax Rate	Acton as %
Acton	\$17.15	na	\$17.15	na
Boxborough	\$15.14	113.3%	\$15.14	113.3%
Carlisle	\$13.18	130.1%	\$13.18	130.1%
Concord	\$13.26	129.3%	\$12.39	138.4%
Littleton	\$14.86	115.4%	\$22.94	74.8%
Maynard	\$17.83	96.2%	\$24.14	71.0%
Stow	\$17.42	98.5%	\$17.42	98.5%
Westford	\$13.47	127.3%	\$13.47	127.3%

Source: MA Division of Local Services and RKG (2025)

Implications

Comparatively, there is a limited representation of renter-housing in the Town of Acton, which is estimated to diminish by approximately 150 units between 2024 and 2029. As noted previously, the population in the Town of Acton is projected to increase for those in the age-cohort of 25-to-34 years. These represent those entering the labor market and often establishing their first residence after leaving home or college. The lessening supply of renter-housing in the Town could have an impact on their local housing options and thereby their ability to reside and/or work in the community.

Single-family residential housing (sales price) in the Town of Acton has increased dramatically since 2015, and as of July 2024 it was greater than pricing countywide and in five (5) of its eight (8) neighboring communities. This comparative differential lessens the competitive affordability of such housing in the Town of Acton.

Also, the Town of Acton residential tax rate (FY 2025) is well above that for most surrounding communities which may further impact a potential buyer's sense of affordability for residential

ownership in the Town of Acton relative to nearby communities with a lower tax rate and comparable and/or lower priced housing options.

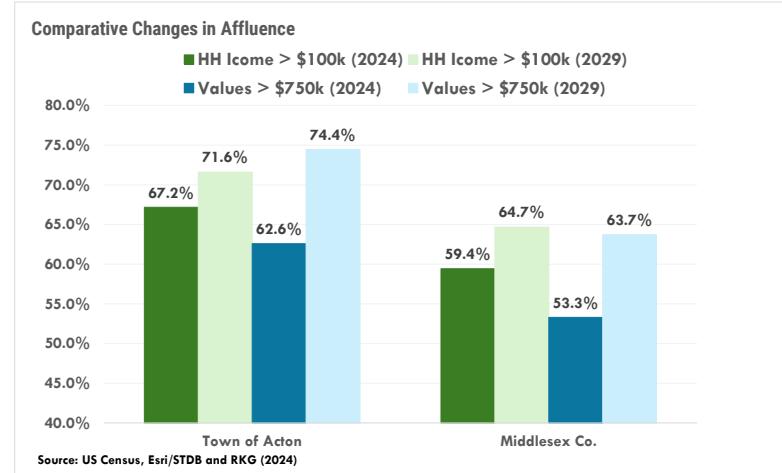
With respect to the commercial tax rate comparisons, the Town of Acton tax rate is less compared to Littleton and Maynard, noting that these two communities have a split tax rate, with the commercial tax rate being higher than the residential tax rate. For all other communities, the Town of Acton commercial rate is greater (except for Stow where they are more or less on par). Like residential, the commercial tax rate in the Town of Acton is comparatively high to most sister communities.

Income and Owner Values

For the Town of Acton and for Middlesex County, there are marked shifts in the representation of households with incomes exceeding \$100,000 and the representation of owner values exceeding \$750,000 (Figure 4).

For both, households earning more than \$100,000 are estimated to increase by nearly five (5) percentage points, and housing valued at more than \$750,000 by nearly ten (10) percentage points.

Figure 4 – Comparative Changes in Affluence



Implications

The level of affluence, as measured by the concentration of households with incomes greater than \$100,000 and the concentration of owner housing values greater than \$750,000 is continuing to increase. For 2029, in the Town of Acton, both measures exceed 70.0% and for the county both measures exceed 60.0%. Both metrics point to a trend that may be counter-productive to those just entering the labor market and for those seeking to purchase their first home – considering pricing and affordability?

ECONOMIC OVERVIEW

Labor Force Trends

As indicated in Figure 5, the labor force in the Town of Acton increased by 5.1% over the 2015-to-2023 time-period. This is similar to the 5.2% growth in the Metro South/West WDA (which includes the Town of Acton). The labor force for both areas peaked in 2019 and then declined in 2020 (COVID impacts). While both have since recovered, they remain below their peak pre-COVID levels.

Unemployment Trends

The overall unemployment rate for the Town and the WDA followed a similar pattern over the 2015-to-2023 time-period (Figure 6). Except for 2020 (COVID impact) the unemployment rate for each has generally been in the range of what is typically considered as full employment (5.0% or less). For both the Town and the WDA, unemployment in 2023 was less than in 2015.

Implications

Both the Town and the WDA have realized a return to labor force growth and low unemployment (post-COVID) rates. Challenges for continued improvements, as they may exist, are likely to result from maintaining a diversification of employment opportunities, at competitive wages and the availability of a trained and skilled workforce to fill those positions.

Figure 5 – Comparative Trends in the Labor Force

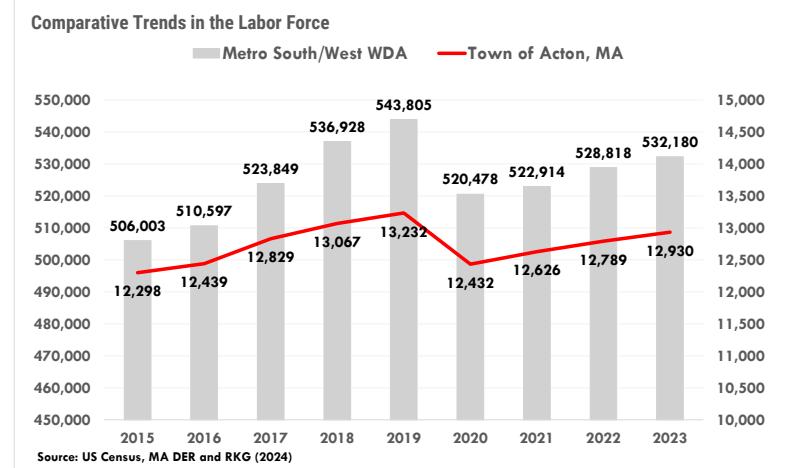
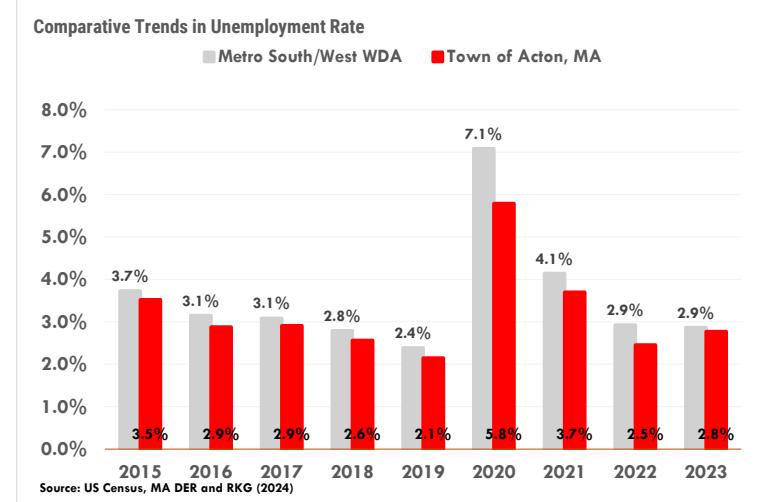


Figure 6 – Comparative Trends in the Unemployment Rate

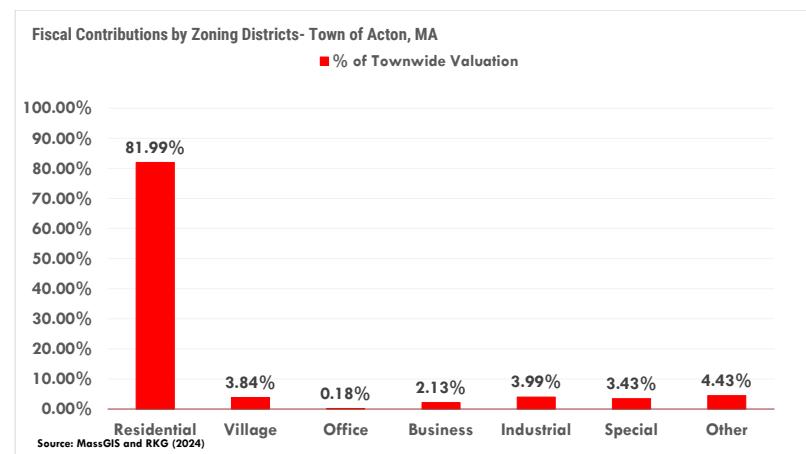


Fiscal Contributions

The Acton property valuation is approximately \$6.71B with 85.0% from residential uses (Figure 7) and 0.2% for residential land. Industrial uses (and land) account for 3.6% of the Townwide acreage but less than 2.0% of the valuation.

As discussed elsewhere in this report, there is a limited inventory (34.6-acres) of developable industrial land in the Town of Acton.

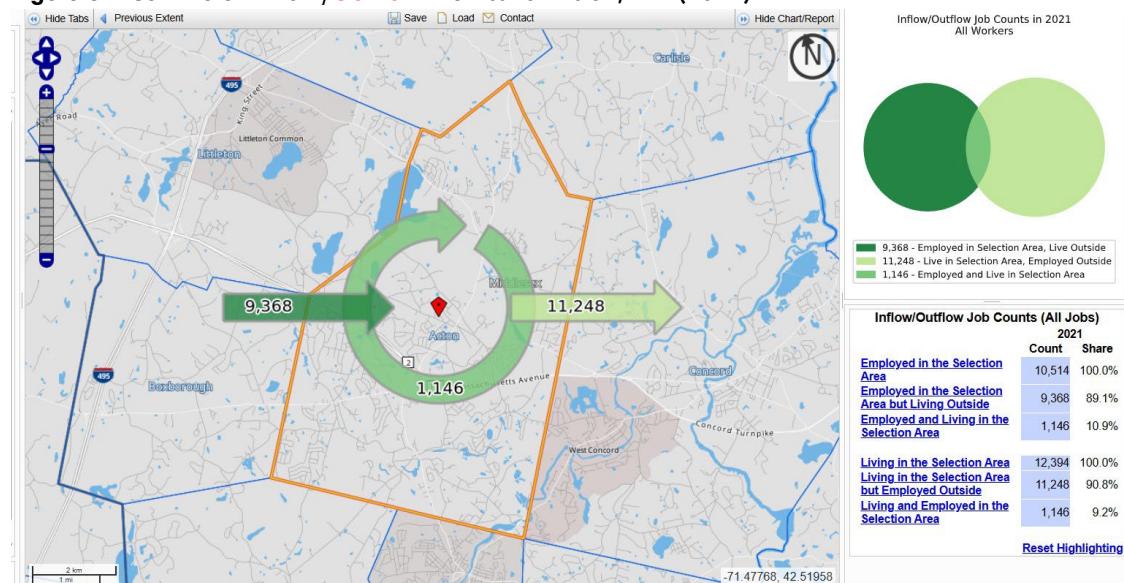
Figure 7 – FY 2024 Fiscal Contributions to Townwide Valuation



Commuting

Acton is a net exporter of employment with 11,250 persons in the resident labor force employed outside of the community, as compared to nearly 9,375 who commute into Acton for employment (Figure 8).³

Figure 8 – Commuter Inflow/Outflow Metrics for Acton, MA (2021)



Source: US Census Bureau's On-the-Map Tool and RKG (2024)

³ RKG notes that the commute data represents “all workers” and that it reflects 2021 commuting patterns. The commuting patterns for 2021 may not fully reflect the more current incidence of the post-COVID economy as there has likely been an increase in the number of workers who “work from home” (at least part of a workweek has increased. For example, it has been reported (that as of the end of 2024), it has been noted that perhaps slightly more than one-third of Acton workers “work from home”.

Implications

Commuter metrics are discussed in greater detail elsewhere in this report. However, in short, for the former (outflow) this may suggest a broader diversification of employment options, with higher wages, for the Town resident labor force outside of the community. For the latter (inflow), this may suggest employment opportunities in the Town of Acton are available and attractive, but housing costs may not be. Additionally, any potential increase in the local (retained) employment base also offers the potential for increased local consumer activity as many studies indicate average annual spending of \$1,500 among employees throughout the course of their workdays.

PROJECTED EMPLOYMENT GROWTH & BUILDING SQUARE FOOTAGE DEMAND

RKG referenced EMSI/Lightcast, a private analytics firm specializing in employment metrics and proprietary modeling, for 2024-to-2034 employment projections for the Metro South/West WDA, by 3-digit NAICS industry sectors.

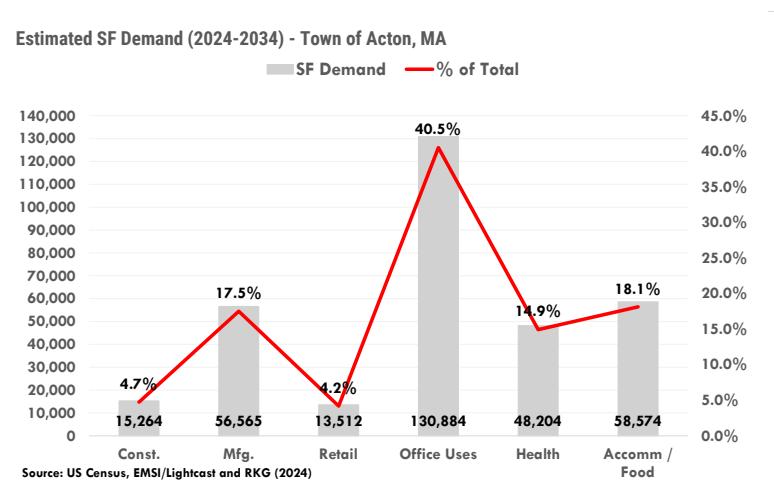
RKG considered those industry sectors with a minimum ten-year employment growth of 150 positions and estimated that the Town of Acton may capture 3.0% of this growth.⁴

For the ten-year period, the projected total employment growth in the WDA (for the selected industry sectors) is nearly 46,000 positions translating to a SF demand of more than 10.7M SF. RKG estimates that if the Town of Acton were to realize 3.0% of this growth it could translate to a demand for 323,000 SF across various industry sectors (Figure 9) as led by office use sectors.

Implications

RKG cautions that all employment growth does not necessarily equate to a demand for newly built SF, as some demand may be realized through vacancy reductions, re-purposing existing facilities or expansions on-site. Further, the estimate is over a ten-year period and actual annualized opportunities may be more incremental. Nonetheless, an increased local capture of the projected WDA employment growth does offer the Town of Acton economic growth potential.

Figure 9 – Estimated SF Demand by NAICS Sectors – Acton, MA



⁴ Reflecting 2021 commuting patterns, for all workers, as provided by the US Census Bureau and the On-the-Map tool.

REAL ESTATE MARKET INDICATORS

A more detailed discussion of trends and indicators across a variety of real estate sectors are presented elsewhere in this SEDAP analysis, a summary of selected highlights is presented next.

Residential Single Family – Over the 2015-to-2023 time period, the selling price increased by 34.8%, just ahead of estimated inflation of 31.3% over the same time-period. The average price in 2023 was \$445,000 as compared to \$615,000 countywide. However, the selling price in Acton was less than the average for its abutting communities (\$948,250).

Residential Condominiums - Over the 2015-to-2023 time-period, the selling price increased by 64.8%, well ahead of the estimated inflation of 31.3% over the same time-period. The average price in 2023 was \$875,000 as compared to \$775,000 countywide. The average selling price in Acton is very competitive relative to the average for its abutting communities (\$600,032).

Residential Multi-Family – The Town of Acton is a part of the Route 2 Multi-Family submarket (as defined by CoStar). The current submarket vacancy rate is reported at 2.9%, indicating a stabilized market. The overall submarket rent (all units) is approximately \$2,890/month or \$2.87/SF for all unit types (BR mix). A limited sample of available units in Acton indicated an average asking rent of approximately \$2.71/SF, which is competitive to the submarket. CoStar reports a total submarket inventory of approximately 4,000 units with the last addition of 240 units in 2020. No construction is on the horizon per CoStar (Town sources report 230-units under construction).

Commercial – Over the 2018-to-2023 time-period, the inventory of total office space in the Concord/Maynard submarket declined by nearly 161,200 SF and averaged 11.38M SF annually. Annual net absorption varied by year and averaged a net negative annual absorption of 102,800 SF as heavily influenced by the year 2021 with a net negative absorption of more than 789,000 SF. Sales transactions declined annually, averaging 24 per year with a selling price of \$122.59/SF. The asking rents increased nominally, but generally averaged \$25.00±/SF. In the Town of Acton, asking rents averaged 72.0% of the Concord/Maynard submarket and the vacancy rate, at 12.0%, was below the 20.0% observed for the submarket.

Industrial - Over the 2018-to-2023 time-period, the industrial inventory grew by nearly 65,000 SF, with strong growth in the logistics and flex sectors, and a decline of more than 461,000 SF in the specialized industrial sector. The amount of vacant industrial SF declined over the 2020-to-2022 period but increased sharply in 2023 and averaged nearly 754,300 SF annually. Vacancy rates typically hovered around 5.0% but were somewhat higher for flex industrial space. All industrial use sectors typically experienced rent/SF increases over the time-period measured. The Town has an inventory of approximately 1.41M SF (or 7.0% of the Concord/Maynard submarket). Nearly 57.0% of the total SF is in single-tenant use. The overall asking rent at \$12.37/SF compares favorably to the submarket.

Retail – Over the 2018-to-2023 time-period, the retail inventory increased by 4.0% (234,625 SF) across the Concord/Maynard submarket. This varies by type of retail center, with strip centers declining by 30,000 SF. While there have been annual variations in the vacancy rate, it generally remained below 5.0% with the overall average asking rents in the mid-to-low \$20.00/SF. A sample of retail properties for lease in Acton indicated an overall vacancy rate of 28.4% (above the submarket average) on a sample of 362,630 SF. Also, the current asking rent/SF for Acton retail is estimated at just over \$26.00/SF, exceeding the \$24.00/SF for all the submarket (an approximate 9.0% premium).

Table 3 offers selected summary retail metrics for Acton, indicating that 20.0% re-captures of sales leakage could support an estimated 47,954 SF throughout Acton, and that the demand from every 100 new households translates to a demand for 8,354 SF of retail.⁵

Table 3 – Summary Retail Metrics

Acton, MA - Summary Retail Metrics (2024)	
Households	8,870
Population	23,923
Median HH Income	\$161,081
Avg HH Retail Demand	\$48,891
as a % of Median HH \$	30.4%
Total Demand (\$1,000s)	\$433,660
Total Sales (\$1,000s)	\$286,886
Net Import/Export (\$1,000s)	(\$146,774)
Sales Leakage Sectors (\$1,000s)	(\$155,325)
Supportable SF (at 20.0%)	47,954
Estimated Existing Stores (SF)	586,679
Supportable SF as % Existing	8.2%
Estimated Supportable SF per 100 NEW Households	8,354

Source: Environic Analytics and RKG (2024)

⁵As further presented, in detail, in Table 26.



SEDAP IMPLEMENTATION PLAN – SUMMARY POINTS

Complete implementation recommendations are discussed in greater detail and also summarized in a separate Implementation Matrix document at the end of this report.

However, as generally summarized and in a broader context, the Town of Acton's Strategic Economic Development Action Plan (SEDAP) consists of the following broad elements, under which there are numerous goals and recommended action items. A statement of need for each plan element is provided next to provide a strategic context for the reader.

RETAIL/SERVICE/OFFICE SECTOR INITIATIVES

1



Statement of Need

The Town of Acton needs to continue building and diversifying its commercial base to remain competitive within its region and meet the needs of local residents and visitors. The Town's commercial districts should create a unique sense of place through a branded image and marketing but also complement one another.

GOAL: Attract, retain, and grow consumer and service-based businesses in the Town of Acton's emerging Town Center districts (e.g., West Acton Village, Kelley's Corner and South Acton).

GOAL: Leverage public-sector initiatives (where possible) to encourage more retail, restaurant, and small-scale office development (such as ground floor uses of mixed-use developments) in the Town of Acton.

INDUSTRIAL/BUSINESS PARK INITIATIVES

2



Statement of Need

The community's ability to create new primary (and local) jobs will be based on how it utilizes its limited and scattered resources with respect to "zoned" land for such development. Also realizing that the limitations of available Townwide sewer services may present further obstacles to development opportunities and actions.

GOAL: Expand opportunities for smaller-scale industrial, advanced manufacturing, and medical-related uses across the Town of Acton's industrial and business parks.

HOUSING INITIATIVES IN SUPPORT OF ECONOMIC DEVELOPMENT

3



Statement of Need

The success of the Town of Acton's economic development action plan is in part based on its ability to attract diverse new residents at different stages of life and economic backgrounds. Building a housing supply that meets these needs, will provide options for individuals, seniors, young families and local workers to live in The Town of Acton.

GOAL: To increase and diversify the local housing stock, particularly in the area of workforce and affordable housing options (size, price points, access to public transit), to attract and retain the local workforce.

REGULATORY AND STAFFING INITIATIVES

4



Statement of Need

The Town of Acton needs to set the proper regulatory environment to protect its community (neighborhood) and environmental resources, while also improving (and expanding) its business climate by adopting new regulatory approaches that will ensure the Town meets future population and economic development goals.

GOAL: Create a streamlined and predictable process for business development and expansion in the Town of Acton.

PLANNING AND COMMUNITY DEVELOPMENT INITIATIVES

5



Statement of Need

The Town should adopt, amend, and enforce those policies that improve economic development conditions and encourage private investment in areas that are best suited for job creation and expansion of the Town's tax base. In the same context, the "key-gatekeeper" position of an Economic Development Director, with the singular responsibility of furthering the Town's economic development initiatives should be filled. Similarly, the feasibility and equitable affordability of expanding Town sewer services should be explored.

GOAL: Improve form, design, and aesthetics across Acton's Town Districts.

GOAL: Continue to explore the potential/opportunities for the designation of a Cultural District(s) for the Town of Acton.

2. SOCIO-ECONOMIC CONDITIONS

INTRODUCTION AND PURPOSE

The purpose of this study is to offer an independent review of the changing market, demographic and economic conditions in a near-term and long-term time frame, which could both define and impact economic conditions and Town responses (action items) to capitalize on the opportunities presented, to ensure the Town of Acton's capacities for continued economic growth and sustainability.

DEMOGRAPHIC PROFILE

Selected trends and projections in population, educational attainment, housing/households, and income are presented for the Town of Acton and Middlesex County.

POPULATION TRENDS AND PROJECTIONS

Recently published (May 2024) population projections indicate an increase of 169,245 persons (an 11.3% growth rate) for Middlesex County over the 2010-to-2050 time-period (Table 4). The average projected percentage growth for the Town of Acton and its surrounding communities is 32.5% with Acton at 26.5% representing a population growth of just over 5,800 persons. In 2010, the Town of Acton and its neighbors represented 7.6% of the countywide population and this is projected to increase to a 9.1% representation by 2050, or nearly an additional 37,300 persons.

Table 4 – Population Trends and Projections

Population Trends and Projections	2010	2020	2030	2040	2050	# Δ	% Δ
Middlesex County	1,503,085	1,632,078	1,648,360	1,662,747	1,672,330	169,245	11.3%
Acton	21,924	24,021	25,154	26,911	27,728	5,804	26.5%
Boxborough	4,996	5,506	6,145	6,734	6,996	2,000	40.0%
Carlisle	4,852	5,237	5,485	5,863	6,139	1,287	26.5%
Concord	17,668	18,491	18,975	20,531	21,961	4,293	24.3%
Littleton	8,924	10,141	11,065	12,264	13,147	4,223	47.3%
Maynard	10,106	10,746	10,596	10,310	9,781	(325)	-3.2%
Stow	6,590	7,174	7,073	7,068	6,983	393	6.0%
Sudbury	17,659	18,934	20,188	23,589	25,221	7,562	42.8%
Westford	21,951	24,643	27,050	31,271	34,002	12,051	54.9%
Sum of Communities as % of County	114,670	124,893	131,731	144,541	151,958	37,288	32.5%
	7.6%	7.7%	8.0%	8.7%	9.1%	22.0%	na

Source: UMass Donahue Institute (May 2024) and RKG (2024)

POPULATION BY AGE-COHORT

While over the term of 2010-to-2029, the Town of Acton is projected to experience population growth (7.7%) as compared to 10.3% for Middlesex County, changes in the current 2024-to-2029 time-period are more telling. RKG referenced ESRI/STDB for estimates of the 2024-to-2029 population, noting a nominal decline of 1.3% Townwide, as well as declines of approximately 10.0% among those aged under 19 years and among those aged 20-to-24 years. For each, this may represent an inability for Acton to retain its youth as they graduate high school and college, respectively.

Those aged 25-to-34 years, perhaps first time entrants to the labor market and/or family formation years, are projected to increase by 7.7%. However, those aged 35-to-54 years, typically in their peak earning and spending years, are projected to decline by about one-third.

The elderly population, aged 65 and older, is projected to increase by 14.6% in the 2024-to-2029 time-period and accounts for an increase of nearly 600 persons, representing 20.0% of the Townwide population in 2029.

For Middlesex County (2024-to-2029), the overall population increases by 0.9%, with declines among those aged under 19 years (1.5%); those aged 20-to-24 years (5.3%); those aged 25-to-34 years (5.0%); and those aged 55-to-64 years (4.4%).

The elderly population (65 and older) is projected to increase by 13.6% and account for 19.2% (similar to Acton) of the countywide population in 2029. Unlike the Town of Acton, those aged 35-to-54 years, countywide, are projected to increase by 7.1%, perhaps indicating greater employment opportunities outside of Acton and/or as well as more affordable housing options.

Table 5 – Population Composition by Age Cohort

Population by Age Cohort	Town of Acton, MA					Middlesex County, MA				
	2010	2020	2024	2029	% Δ	2010	2020	2024	2029	% Δ
Total Population	21,924	24,021	23,923	23,618	7.7%	1,503,106	1,632,002	1,643,571	1,658,487	10.3%
19 and under	6,626	6,417	5,767	5,190	-21.7%	361,992	360,012	346,881	341,713	-5.6%
20 to 24	718	1,203	1,464	1,320	83.8%	101,747	119,346	114,336	108,282	6.4%
25 to 34	1,597	1,881	2,135	2,670	67.2%	218,325	253,093	263,758	241,739	10.7%
35 to 54	7,718	7,095	6,975	6,261	-18.9%	446,026	423,582	439,389	458,240	2.7%
55 to 64	2,854	3,575	3,488	3,487	22.2%	178,001	212,872	199,142	190,337	6.9%
65 and older	2,411	3,850	4,094	4,690	94.5%	197,015	263,097	280,065	318,176	61.5%

Source: US Census, Esri/STDB and RKG (2024)

POPULATION BY AGE-COHORT (LONG-TERM)

RKG referred to the population projections, as provided by the UMass Donohue Institute, to compare projections of the population by age-cohort for the Town of Acton and Middlesex County, as in Table 6, noting the following:

- Over the 2010-to-2050 time-period, the total population of the Town of Acton is projected to increase by 5,804 persons, or by 26.5%. This contrasts to a projected population growth of 11.3% (169,245 persons) for Middlesex County.
- Both the Town and the county are projected to realize a decline in the population aged under 19 years, with a greater percent decline for Middlesex County.

- The projected population change for the 20-to-34 age-cohort is more notable for the Town of Acton. This represents the age-cohort for those first entering the labor force and potentially first-time homeowners and renters.
- Similarly, the projected growth in the cohort of those aged 35-to-54 year is greater for the Town. This cohort typically represents those in their peak earning and spending years.
- Both the Town and Middlesex County are projected to experience significant growth in the population aged 65 and older, potentially representing an increased demand for alternative housing options. This could include downsizing to a smaller (SF) residential footprint as well as any associated health, assistance and lifestyle requirements

Table 6 – Comparative Long-Term Population Projections by Age-Cohort

Population Trends and Projections by Age-Cohorts	2010	2020	2030	2040	2050	# Δ	# Δ
Town of Acton, MA	21,924	24,021	25,154	26,911	27,728	5,804	26.5%
Under 19 years	6,626	6,417	5,692	6,090	5,941	(685)	-10.3%
20-to-34 years	2,315	3,084	3,343	2,757	2,896	581	25.1%
35-to-54 years	7,718	7,095	7,528	9,025	9,389	1,671	21.7%
55-to-64 years	2,854	3,575	3,230	3,187	3,593	739	25.9%
65 years and older	2,411	3,850	5,361	5,852	5,909	3,498	145.1%
Middlesex County	1,503,085	1,632,078	1,648,360	1,662,747	1,672,330	169,245	11.3%
Under 19 years	361,983	360,088	325,940	312,754	309,680	(52,303)	-14.4%
20-to-34 years	320,070	372,439	343,987	329,589	320,740	670	0.2%
35-to-54 years	446,019	423,582	458,083	482,263	479,321	33,302	7.5%
55-to-64 years	177,998	212,872	190,204	196,197	218,139	40,141	22.6%
65 years and older	197,015	263,097	330,146	341,944	344,450	147,435	74.8%
Acton as a % of Middlesex	1.5%	1.5%	1.5%	1.6%	1.7%	0.20	na
Under 19 years	1.8%	1.8%	1.7%	1.9%	1.9%	0.10	na
20-to-34 years	0.7%	0.8%	1.0%	0.8%	0.9%	0.20	na
35-to-54 years	1.7%	1.7%	1.6%	1.9%	2.0%	0.30	na
55-to-64 years	1.6%	1.7%	1.7%	1.6%	1.6%	0.00	na
65 years and older	1.2%	1.5%	1.6%	1.7%	1.7%	0.20	na

Source: UMass Donohue Institute (May 2024) and RKG (2024)

EDUCATIONAL ATTAINMENT

Employers often consider the level of educational attainment as a measure of the availability of an educated, skilled and trained workforce. Slightly more than 76.0% of the Town of Acton population (aged 25+) had a college-level degree, compared to 51.0% for Middlesex County (Table 7). For the Town of Acton, the percentage of the 25+ population with either an undergraduate degree or a post-graduate degree was well above that for Middlesex County.

Table 7 – Educational Attainment Comparisons

Selected Education Attainment Metrics (1)	Town of Acton #	Town of Acton %	Middlesex Co. #	Middlesex Co. %	Town as a %
Total Population	23,864	<i>na</i>	1,623,109	<i>na</i>	1.5%
Population aged 25+ years	16,492	69.1%	1,145,170	70.6%	1.4%
High School Graduate/GED	1,108	6.7%	201,851	17.6%	0.5%
Some College	1,567	9.5%	132,436	11.6%	1.2%
Associate Degree	645	3.9%	66,029	5.8%	1.0%
Undergraduate Degree	5,272	32.0%	227,598	19.9%	2.3%
Post Graduate Degree	6,631	40.2%	293,671	25.6%	2.3%
% w/ High School+	<i>na</i>	92.3%	<i>na</i>	80.5%	<i>na</i>

Source: ACS Survey 2018-2022 and RKG (2024)

(1) - percentage of educational attainment as % of population aged 25+ years

HOUSING AND HOUSEHOLDS

Table 8 offers a comparison of the housing composition for the Town of Acton and Middlesex County for 2020 (the last census year). Both total housing units and occupied households for the Town of Acton represent 1.4% of Middlesex County, and one (1) percent of the vacant units. The percentage of vacant units in the Town is somewhat less than that for the county, overall.

Table 8 – Comparison of Housing Composition

Selected Housing Comparisons (2020)	Town of Acton #	Town of Acton %	Middlesex Co. #	Middlesex Co. %	Town as a %
Total Housing Units	9,219	<i>na</i>	658,283	<i>na</i>	1.4%
Occupied Households	8,897	96.5%	625,916	95.1%	1.4%
Vacant Units	322	3.5%	32,367	4.9%	1.0%
For Rent	83	0.9%	12,922	2.0%	0.6%
Rented not Occupied	16	0.2%	1,610	0.2%	1.0%
For Sale	51	0.6%	2,825	0.4%	1.8%
Sold not Occupied	26	0.3%	1,609	0.2%	1.6%
Seasonal / Other Vacancy	146	1.6%	13,331	2.0%	1.1%

Source: US Census and RKG (2024)

Table 9 presents several selected metrics for households (occupied housing units) in the Town of Acton and Middlesex County. Over the 2020-to-2024 time-period the Town realized a nominal decline in total households, a trend estimated to continue for 2024-to-2029. By comparison, Middlesex County exhibits marginal increases. More noteworthy is the negligible increase in owner households in the Town of Acton and the continued trend of a decline in the number of renter-households. Both the Town and the county have experienced and are projected to continue to experience an increase in the number of vacant housing units (not households which are occupied).

Table 9 – Comparison of Selected Household Metrics

Selected Household Metrics	Town of Acton, MA			% Δ 2020-	% Δ 2024-	Middlesex County, MA			% Δ 2020-	% Δ 2024-
	2020	2024	2029	2024	2029	2020	2024	2029	2024	2029
Total Households	8,897	8,870	8,771	-0.3%	-1.1%	625,916	631,868	638,922	1.0%	1.1%
Owner Occupied	6,622	6,623	6,673	0.0%	0.8%	372,733	377,120	384,206	1.2%	1.9%
Renter Occupied	2,275	2,247	2,098	-1.2%	-6.6%	253,183	254,748	254,716	0.6%	0.0%
Tenure										
% Owner	74.4%	74.7%	76.1%	na	na	59.6%	59.7%	60.1%	na	na
% Renter	25.6%	25.3%	23.9%	na	na	40.4%	40.3%	39.9%	na	na
Vacant Housing Units as a % of All Units	322	366	476	13.7%	30.1%	32,367	37,462	39,724	15.7%	6.0%
	3.5%	4.0%	5.1%	na	na	4.9%	5.6%	5.9%	na	na

Source: US Census, Esri/STDB and RKG (2024)

INCOME METRICS

As shown in Table 10, for 2024 and as estimated for 2029, all income measures for the Town of Acton are greater when compared to Middlesex County, generally by 20.0% or more. This indicates a relative level of affluence in the Town translating to increased potential for consumer discretionary spending, relative to the county.

In terms of average annual household earnings, both the Town of Acton and Middlesex County are estimated to realize a shift (from 2024-to-2029) in the number of households earning less than \$100,000. In 2024, these households represented 32.8% of Acton households and 40.6% of county households. By 2029, the estimated shift in representation is 28.4% and 35.3%, respectively.

Conversely, both the Town of Acton and Middlesex County are estimated to realize an increase in the number of households earning more than \$200,000. For the Town of Acton, the shift is from 40.9% to 45.6% (almost one-half of the households). For Middlesex County the shift is from 29.2% to 33.9% (approximately one-third of the households).

Like household earnings, owner housing values are estimated to undergo a marked shift between 2024 and 2029. The representation of households with values exceeding \$750,000 is estimated to shift from 62.6% (2024) to 74.4% (2029) for the Town of Acton. The shift in representation for Middlesex County is from 53.3% to 63.7%.

Median owner housing values for the Town of Acton, in 2024 and as estimated for 2029, are marginally greater than those for Middlesex County. The average owner housing values, Townwide, are somewhat less than those for Middlesex County, both in 2024 and as estimated for 2029.

Table 10 – Selected Income and Value Comparisons

Selected Income and Value Metrics	Town of Acton			Middlesex Co.			Town as % of County	
	2024	2029	% Δ	2024	2029	% Δ	2024	2029
Income								
Median HH Income	\$161,081	\$184,182	14.3%	\$122,955	\$142,179	15.6%	131.0%	129.5%
Average HH Income	\$224,651	\$254,269	13.2%	\$178,698	\$203,051	13.6%	125.7%	125.2%
Per Capita Income	\$83,315	\$94,448	13.4%	\$68,877	\$78,399	13.8%	121.0%	120.5%
Household Earnings								
less than \$50k	1,423	1,178	-17.2%	127,686	107,830	-15.6%	1.1%	1.1%
\$50k - \$100k	1,489	1,312	-11.9%	128,598	117,889	-8.3%	1.2%	1.1%
\$100k - \$200k	2,327	2,191	-5.8%	190,988	196,619	2.9%	1.2%	1.1%
more than \$200k	3,631	4,090	12.6%	184,563	216,551	17.3%	2.0%	1.9%
Owner Housing Values								
less than \$250k	104	20	-80.8%	12,909	5,433	-57.9%	0.8%	0.4%
\$250k - \$500k	262	95	-63.7%	44,928	23,860	-46.9%	0.6%	0.4%
\$500k - \$750k	2,112	1,590	-24.7%	118,272	110,099	-6.9%	1.8%	1.4%
\$750k - \$1,500k	4,000	4,780	19.5%	164,228	199,135	21.3%	2.4%	2.4%
more than \$1,500k	145	188	29.7%	36,745	45,641	24.2%	0.4%	0.4%
Median Owner Value	\$817,239	\$864,507	5.8%	\$778,230	\$851,224	9.4%	105.0%	101.6%
Average Owner Value	\$840,273	\$905,507	7.8%	\$878,549	\$964,133	9.7%	95.6%	93.9%

Source: US Census, Esri/STDB and RKG (2024)

In short, for the Town of Acton and for Middlesex County, over the 2024-to-2029 time-period, measures of income are estimated to increase (with the absolute dollars in the Town exceeding the county), the concentration of households with incomes greater than \$100,000 increases as well as the number of owner-occupied housing units exceeding \$750,000 in value.

ECONOMIC CONDITIONS

This section presents a discussion of selected economic indicators, comparing the Town of Acton to the WDA. An analysis of comparative location quotients (LQ) is also presented for the Town of Acton relative to the Metro South/West WDA, as well as commuting patterns and measures.

LABOR FORCE AND UNEMPLOYMENT TRENDS

As presented in Table 11, the labor force for the WDA increased by 9.7% from 2015 through July of 2024 (as reported by the MA DER).⁶ This represents an increase of nearly 48,850 in the labor force. The WDA labor force peaked at approximately 543,800 (pre-COVID in 2019) and a decline followed, but this has rebounded by July of 2024. Over the same time-period, for the Town of Acton, the overall change in the labor force was approximately 1,200 employees or a similar 9.8% to the WDA. Also similar to the WDA, the Town labor force peaked at 13,232 (pre-COVID in 2019) and a decline followed, but this has rebounded by July of 2024 to 13,500. With respect

⁶ RKG acknowledges that the metrics for July 2024 do not represent an annual measure, and as such are prone to refinement, accounting for a full year. Nonetheless they indicate a sharp difference (possible trend) over the 2023 year end metrics.

to actual employment, over the time-period, WDA employment increased by just over 45,208 employees or 9.3%. For the Town of Acton, the change in employment was nearly 1,100 for a similar growth of 9.2%. As a result, both the labor force and the actual employment for the Town of Acton averaged 2.4% \pm of the Metro South/West WDA.

Table 11 – Selected Trends in the Labor Force for Acton and the Metro South/West WDA

Comparative Labor Force and Employment Trends	2015	2016	2017	2018	2019	2020	2021	2022	2023	Jul-24	Ann Avg	% Δ
Metro South/West WDA												
Labor Force	506,003	510,597	523,849	536,928	543,805	520,478	522,914	528,818	532,180	554,851	528,042	9.7%
Employed	487,140	494,515	507,697	521,955	530,846	483,596	501,247	513,345	516,950	532,348	508,964	9.3%
Unemployed	18,863	16,082	16,152	14,972	12,960	36,881	21,667	15,472	15,230	22,503	19,078	19.3%
Unemployment Rate	3.7%	3.1%	3.1%	2.8%	2.4%	7.1%	4.1%	2.9%	2.9%	4.1%	3.6%	na
Town of Acton, MA												
Labor Force	12,298	12,439	12,829	13,067	13,232	12,432	12,626	12,789	12,930	13,500	12,814	9.8%
Employed	11,865	12,081	12,456	12,732	12,948	11,712	12,159	12,475	12,572	12,952	12,395	9.2%
Unemployed	433	358	373	335	284	720	467	314	358	548	419	26.6%
Unemployment Rate	3.5%	2.9%	2.9%	2.6%	2.1%	5.8%	3.7%	2.5%	2.8%	4.1%	3.4%	na
Town as % of WDA												
Labor Force	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	na
Employed	2.4%	2.4%	2.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	na
Unemployed	2.3%	2.2%	2.3%	2.2%	2.2%	2.0%	2.2%	2.0%	2.4%	2.4%	2.2%	na
Unemployment Rate	94.4%	91.4%	94.3%	91.9%	90.1%	81.7%	89.3%	83.9%	96.7%	100.1%	91.4%	na

Source: MA Department of Economic Research (DER) and RKG (2024)

Note - not seasonally adjusted

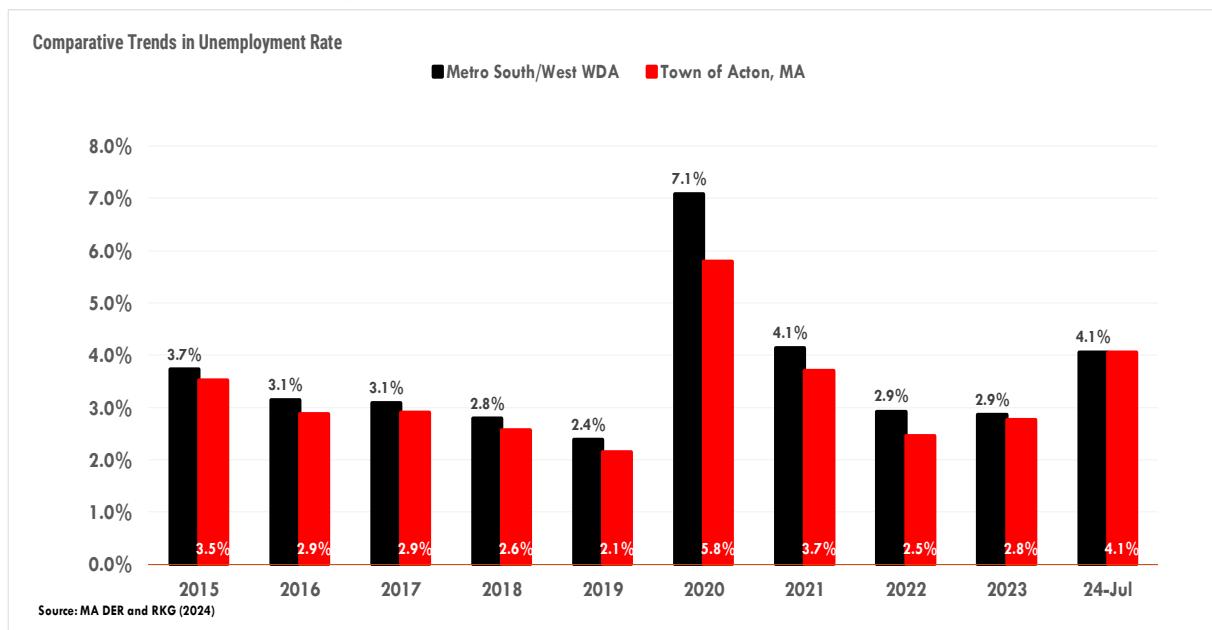
Note - Metro South/West WDA includes **Acton**, Ashland, Bedford, Bellingham, Boxborough, Brookline, Canton, Carlisle, Concord, Dedham, Dover, Foxborough, Framingham, Franklin, Holliston, Hopkinton, Hudson, Lexington, Lincoln, Littleton, Marlborough, Maynard, Medfield, Medway, Millis, Natick, Needham, Newton, Norfolk, Norwood, Plainville, Sharon, Sherborn, Southborough, Stow, Sudbury, Walpole, Waltham, Wayland, Wellesley, Weston, Westwood and Wrentham.

na - not applicable

In 2015, unemployment in the WDA was estimated at 18,863 persons and represented an unemployment rate of 3.7%. Unemployment peaked at nearly 36,900 persons in 2020 (COVID) and the unemployment rate spiked to 7.1%. As of July 2024, the WDA unemployment rate was estimated at 4.1% (greater than in 2015) and the unemployed totaled almost 22,500. While this represents a significant decline since the peak of 2020, it is nonetheless greater than in 2015 by 19.3%. The average WDA unemployment rate, over the entire time-period, is estimated at 3.6%.

The change in unemployment in the Town of Acton was an increase of 26.6% from 2015 through July of 2024, or 1,115 positions. Over the entire time-period, the Town unemployment rate is estimated at 3.4%, somewhat less than that for the WDA. Figure 10 depicts the comparative trends in the unemployment rate for the Town of Acton and the WDA, which but for July of 2024 is consistently less than that for the WDA.

Figure 10 – Trends in Unemployment for Acton and the Metro South/West WDA



AVERAGE ANNUAL WAGE

RKG referenced EMSI/Lightcast, a private sector industry leader in developing estimates and projections of selected employment and industry metrics, for a comparison of the average annual (2023) wage for industry sectors of the Town of Acton as compared to the WDA (Table 12). Across all industry sectors, the average wage in the Town of Acton is approximately \$16,180 less than that for the WDA (about 86.4%) but nonetheless exceeds \$100,000. For many industry sectors, the average wage in the Town exceeds that for the WDA, often marginally, but in some sectors, such as agriculture, finance and other services, significantly.

Industry sectors in the Town of Acton where average annual wages are less than 80.0% of the WDA wage include the education and the arts/entertainment/recreation sectors. The Town wages in the manufacturing sector and the other services sector are about on par with the overall average wage of the Town to the WDA (all industry sectors).

Table 12 – Comparisons of Average Annual Wages – Acton, MA and WDA

NAICS Code	Industry Sector (2-Digit)	Average Annual Wage (2023)		
		Acton	WDA	Town as %
11	Agriculture	\$94,313	\$70,681	133.4%
21	Mining	\$0	\$108,892	na
22	Utilities	na	\$196,118	na
23	Construction	\$125,328	\$120,189	104.3%
31	Manufacturing	\$129,322	\$148,886	86.9%
42	Wholesale Trade	\$151,446	\$149,937	101.0%
44	Retail Trade	\$58,172	\$57,549	101.1%
48	Trans / Whse	\$72,594	\$78,959	91.9%
51	Information	\$220,129	\$228,487	96.3%
52	Finance	\$183,792	\$160,180	114.7%
53	Real Estate	\$107,888	\$107,097	100.7%
54	Profession Svcs	\$179,365	\$193,592	92.7%
55	Management Svcs	\$192,471	\$182,891	105.2%
56	Administrative Svcs	\$54,713	\$81,725	66.9%
61	Education	\$69,053	\$90,911	76.0%
62	Health	\$67,009	\$80,111	83.6%
71	Arts / Ent / Rec	\$29,690	\$66,988	44.3%
72	Accomm / Food	\$38,114	\$39,478	96.5%
81	Other Svcs	\$76,098	\$63,336	120.1%
90	Government	\$109,948	\$110,942	99.1%
Average		\$102,820	\$119,000	86.4%

Source: EMSI / Lightcast and RKG (2024)

Acton, MA > WDA

na - not applicable and/or insufficient data

BUSINESS COMPOSITION

Information from the Massachusetts Department of Economic Research (MA DER), for 2020 and 2023, provides a comparison of the business composition for the Town of Acton relative to the Metro South/West WDA (Table 13). Overall, the 894 business establishments (firms) in the Town of Action (2020) represented 2.34% of the total WDA firms of 38,265. This increased marginally by 2023 to a 2.38% representation, with Town establishments at 949 out of 39,922 for the WDA.

More notable is that over the time-period, the number of business establishments in the Town of Acton increased by 6.2% and is contrasted to the 4.3% increase across the WDA. Despite this, several industry sectors and sub-sectors in the Town of Acton realized a loss of businesses, such as retail trade, arts/entertainment/recreation and other services.

Table 13 – Comparative Business Composition - Acton, MA vs the WDA

NAICS Code	Count of Business Establishments by Industry Sector(s)	Town of Acton, MA			Metro South/West WDA			Town as % WDA	
		2020	2023	% Δ	2020	2023	% Δ	2020	2023
11 Agriculture		3	3	0.0%	98	111	13.3%	3.06%	2.70%
115 Agriculture and forestry support activities	3	3	0.0%	41	44	7.3%	7.32%	6.82%	
23 Construction	53	60	13.2%	3,026	3,171	4.8%	1.75%	1.89%	
236 Construction of buildings	16	20	25.0%	877	964	9.9%	1.82%	2.07%	
237 Heavy and civil engineering construction	6	6	0.0%	161	158	-1.9%	3.73%	3.80%	
238 Specialty trade contractors	31	35	12.9%	1,988	2,049	3.1%	1.56%	1.71%	
31-33 Manufacturing	36	37	2.8%	990	1,010	2.0%	3.64%	3.66%	
323 Printing and related support activities	4	4	0.0%	91	85	-6.6%	4.40%	4.71%	
332 Fabricated metal product manufacturing	5	5	0.0%	155	142	-8.4%	3.23%	3.52%	
339 Miscellaneous manufacturing	5	4	-20.0%	101	103	2.0%	4.95%	3.88%	
42 Wholesale Trade	45	51	13.3%	1,942	1,954	0.6%	2.32%	2.61%	
423 Merchant wholesalers, durable goods	23	30	30.4%	999	1,051	5.2%	2.30%	2.85%	
424 Merchant wholesalers, nondurable goods	4	na	na	416	459	10.3%	0.96%	na	
425 Electronic markets and agents and brokers	18	17	-5.6%	527	444	-15.7%	3.42%	3.83%	
44-45 Retail Trade	87	84	-3.4%	3,215	3,072	-4.4%	2.71%	2.73%	
441 Motor vehicle and parts dealers	8	10	25.0%	250	255	2.0%	3.20%	3.92%	
444 Building material and garden supply stores	5	6	20.0%	196	197	0.5%	2.55%	3.05%	
445 Food and beverage stores	14	14	0.0%	549	562	2.4%	2.55%	2.49%	
48-49 Trans / Whse	12	14	16.7%	528	584	10.6%	2.27%	2.40%	
484 Truck transportation	8	8	0.0%	183	221	20.8%	4.37%	3.62%	
51 Information	35	44	25.7%	1,155	1,399	21.1%	3.03%	3.15%	
512 Motion picture and sound recording industries	3	na	na	91	110	20.9%	3.30%	na	
517 Telecommunications	6	7	16.7%	198	165	-16.7%	3.03%	4.24%	
518 Data processing, hosting and related services	4	8	100.0%	131	206	57.3%	3.05%	3.88%	
519 Other information services	8	7	-12.5%	230	179	-22.2%	3.48%	3.91%	
52 Finance	30	34	13.3%	1,925	2,016	4.7%	1.56%	1.69%	
522 Credit intermediation and related activities	8	11	37.5%	572	583	1.9%	1.40%	1.89%	
523 Securities, commodity contracts, investments	10	11	10.0%	743	801	7.8%	1.35%	1.37%	
524 Insurance carriers and related activities	11	11	0.0%	593	587	-1.0%	1.85%	1.87%	
53 Real Estate	25	25	0.0%	1,360	1,442	6.0%	1.84%	1.73%	
531 Real estate	23	23	0.0%	1,221	1,314	7.6%	1.88%	1.75%	
54 Professional Services	182	205	12.6%	6,672	7,204	8.0%	2.73%	2.85%	
541 Professional and technical services	182	205	12.6%	6,672	7,204	8.0%	2.73%	2.85%	
55 Management Services	3	na	na	332	352	6.0%	0.90%	na	
551 Management of companies and enterprises	3	na	na	332	352	6.0%	0.90%	na	
56 Administrative Services	41	41	0.0%	2,061	2,186	6.1%	1.99%	1.88%	
561 Administrative and support services	37	39	5.4%	1,943	2,064	6.2%	1.90%	1.89%	
562 Waste management and remediation services	4	na	na	118	122	3.4%	3.39%	na	
61 Educational Services	30	37	23.3%	923	983	6.5%	3.25%	3.76%	
611 Educational services	30	37	23.3%	923	983	6.5%	3.25%	3.76%	
62 Health Care Services	128	142	10.9%	5,894	6,343	7.6%	2.17%	2.24%	
621 Ambulatory health care services	55	61	10.9%	2,225	2,325	4.5%	2.47%	2.62%	
623 Nursing and residential care facilities	6	7	16.7%	349	352	0.9%	1.72%	1.99%	
624 Social assistance	67	74	10.4%	3,282	3,630	10.6%	2.04%	2.04%	
71 Arts / Ent / Rec	24	19	-20.8%	710	720	1.4%	3.38%	2.64%	
711 Performing arts and spectator sports	8	7	-12.5%	178	204	14.6%	4.49%	3.43%	
713 Amusements, gambling, and recreation	15	12	-20.0%	497	485	-2.4%	3.02%	2.47%	
72 Accom / Food	36	40	11.1%	2,125	2,143	0.8%	1.69%	1.87%	
721 Accommodation	na	na	na	133	131	-1.5%	na	na	
722 Food services and drinking places	36	39	8.3%	1,992	2,012	1.0%	1.81%	1.94%	
81 Other Services	113	97	-14.2%	4,813	4,704	-2.3%	2.35%	2.06%	
811 Repair and maintenance	25	24	-4.0%	709	695	-2.0%	3.53%	3.45%	
812 Personal and laundry services	35	30	-14.3%	1,130	1,177	4.2%	3.10%	2.55%	
813 Membership associations and organizations	10	11	10.0%	600	639	6.5%	1.67%	1.72%	
814 Private households	43	32	-25.6%	2,374	2,194	-7.6%	1.81%	1.46%	
Total Business Count All Sectors	894	949	6.2%	38,265	39,922	4.3%	2.34%	2.38%	

Source: MA Department of Economic Research and RKG (2024)

na - not applicable or data otherwise suppressed

Several industry sectors in the Town accounted for a greater percentage of WDA firms as compared to the industry average. For 2020 and 2023 these include agriculture, the manufacturing sector, retail trade, information services and professional services. Those industry sectors with a stronger percentage representation in the Town suggest economic strengths in the local economy, potentially offering increased employment growth (as later noted for the 2024-to-2034 employment projections) and the possibilities for an increase in (SF) development. Other industry sectors, relative to the projected employment growth across the WDA, may offer opportunities for improvement and hence SF development potential, noting that in 2023 such sectors as wholesale trade and transportation/warehousing have improved.

EMPLOYMENT PROJECTIONS

RKG referenced EMSI/Lightcast, a private sector industry leader in developing estimates and projections of selected employment and industry metrics, for employment projections over a ten (10) year period of 2024-to-2034.⁷ The projected employment growth (2024-to-2034) for the Town of Acton is 1,886 positions, an increase of 12.1% (Table 14). When considered by industry sectors (2-digit NAICS), the projected employment changes are all positive except for a 5.9% decline in employment in wholesale trade (and the finance sector is stable). Many industry sectors in the Town of Acton are projected to achieve projected employment growth exceeding 10.0% and in some instances a growth in employment exceeding a 20.0% increase.

Table 14 – Employment Projections (2024-2034) for Acton, MA

NAICS Code	Industry Sector (2-Digit)	Employment - Acton, MA			
		2024	2034	# Δ	% Δ
11	Agriculture	38	51	13	34.2%
21	Mining	na	na	na	na
22	Utilities	na	na	na	na
23	Construction	585	664	79	13.5%
31	Manufacturing	2,198	2,246	48	2.2%
42	Wholesale Trade	169	159	(10)	-5.9%
44	Retail Trade	1,438	1,474	36	2.5%
48	Trans / Whse	57	66	9	15.8%
51	Information	143	156	13	9.1%
52	Finance	163	163	0	0.0%
53	Real Estate	62	75	13	21.0%
54	Profession Svcs	1,064	1,337	273	25.7%
55	Management Svcs	268	348	80	29.9%
56	Administrative Svcs	279	309	30	10.8%
61	Education	161	183	22	13.7%
62	Health	1,954	2,329	375	19.2%
71	Arts / Ent / Rec	275	333	58	21.1%
72	Accomm / Food	537	624	87	16.2%
81	Other Svcs	1,423	1,523	100	7.0%
90	Government	4,763	5,424	661	13.9%
Total / Average		15,580	17,466	1,886	12.1%

Source: EMSI and RKG (2024)

na - not applicable and/or insufficient data

⁷ While RKG notes that there may be some dissimilarities in the employment trends (as presented in **Table 11**) and the projections offered in **Table 14**, RKG also notes that the data is from two (2) separate sources. Further, that the ten-year projections form the basis for estimating potential demand for SF of development.

Employment projections (2024-to-2034), by industry sector, for the WDA are presented in Table 15. Overall employment growth is projected at 11.5% accounting for slightly more than 58,900 positions. Both the mining sector and the wholesale trade sector are projected to experience a decline in employment, with all other sectors projected to realize marginal to double-digit percent increases.

Table 15 – Employment Projections (2024-2034) for the WDA

NAICS Code	Industry Sector (2-Digit)	Employment - WDA			
		2024	2034	# Δ	% Δ
11	Agriculture	2,455	3,440	985	40.1%
21	Mining	37	30	(7)	-18.9%
22	Utilities	1,334	1,417	83	6.2%
23	Construction	25,024	28,418	3,394	13.6%
31	Manufacturing	40,592	41,658	1,066	2.6%
42	Wholesale Trade	18,380	17,849	(531)	-2.9%
44	Retail Trade	43,044	44,763	1,719	4.0%
48	Trans / Whse	8,835	10,329	1,494	16.9%
51	Information	20,921	22,147	1,226	5.9%
52	Finance	14,986	15,050	64	0.4%
53	Real Estate	7,393	8,691	1,298	17.6%
54	Profession Svcs	72,346	81,861	9,515	13.2%
55	Management Svcs	25,074	29,277	4,203	16.8%
56	Administrative Svcs	27,174	30,578	3,404	12.5%
61	Education	13,875	15,719	1,844	13.3%
62	Health	61,869	72,580	10,711	17.3%
71	Arts / Ent / Rec	12,066	14,398	2,332	19.3%
72	Accomm / Food	33,269	37,420	4,151	12.5%
81	Other Svcs	19,331	21,212	1,881	9.7%
90	Government	62,578	72,676	10,098	16.1%
Total / Average		510,585	569,513	58,928	11.5%

Source: EMSI and RKG (2024)

na - not applicable and/or insufficient data

In 2024, the total employment in the Town of Acton accounts for 3.1% of the total WDA employment, or 15,580 positions out of 510,585 positions (refer to column one of Table 16). As projected for 2034, the Town of Acton continues to represent 3.1% of the total WDA employment (refer to column two of Table 16). In total, the Town projected employment growth of 1,886 positions accounts for 3.2% of the projected WDA growth of 58,928 positions (refer to column three of Table 16).

Across all industry sectors, the contributory projected employment growth in the Town of Acton is representative of the overall contributory growth of 3.2%. However, the projected contributory growth in the Town exceeds this average for the manufacturing, health services, other services and government sectors – suggesting potential demand opportunities within the Town for additional SF of development across those sectors.

Table 16 – Acton, MA Employment as a Percent of the WDA - with Contributory Growth

NAICS Code	Industry Sector (2-Digit)	Town as % of WDA		
		2024	2034	of the Δ
11	Agriculture	1.5%	1.5%	1.3%
21	Mining	na	na	na
22	Utilities	na	na	na
23	Construction	2.3%	2.3%	2.3%
31	Manufacturing	5.4%	5.4%	4.5%
42	Wholesale Trade	0.9%	0.9%	1.9%
44	Retail Trade	3.3%	3.3%	2.1%
48	Trans / Whse	0.6%	0.6%	0.6%
51	Information	0.7%	0.7%	1.1%
52	Finance	1.1%	1.1%	0.0%
53	Real Estate	0.8%	0.9%	1.0%
54	Profession Svs	1.5%	1.6%	2.9%
55	Management Svs	1.1%	1.2%	1.9%
56	Administrative Svs	1.0%	1.0%	0.9%
61	Education	1.2%	1.2%	1.2%
62	Health	3.2%	3.2%	3.5%
71	Arts / Ent / Rec	2.3%	2.3%	2.5%
72	Accomm / Food	1.6%	1.7%	2.1%
81	Other Svs	7.4%	7.2%	5.3%
90	Government	7.6%	7.5%	6.5%
Total / Average		3.1%	3.1%	3.2%

Source: EMSI and RKG (2024)

na - not applicable and/or insufficient data

 Sector Δ greater than the
all sector average of 3.2%

LOCATION QUOTIENTS

Location quotients (LQ) compare employment in an industry sector in two or more geographic areas. The LQ is a ratio of the percentage of an industry sector's employment in one geography as contrasted to that of a larger geography, such as the Town of Acton to the Metro South/West WDA (refer to Table 17 and to Figure 11). If this LQ ratio falls between 0.80 and 1.20 (as presented on the x-axis), then the proportion of jobs is very similar in both geographies. If this ratio is less than 0.80, then the identified industry sector is thought to be under-represented in the local economy. Conversely, a ratio greater than 1.20 can show a specialty within the local economy (an over-performing sector) as compared to the larger geography.

There are three (3) over-performing sectors in the Town of Acton economy (2024 and projected for 2034) which include manufacturing, other services and the government sector.⁸ Two (2) sectors perform on par, including retail trade and the health services sectors. All other industry sectors (measured at the 2-digit NAICS level) underperform, suggesting opportunities for additional employment growth (by capturing a larger share of WDA growth) and hence SF of development.

⁸ Please note that the Government Sector includes federal, state and local government.

Table 17 – Comparison of Trends in LQ Ratios for the Acton, MA vs the WDA

NAICS Code	Industry Sector (2-Digit)	Location Quotients			
		2024	2034	# Δ	% Δ
11	Agriculture	0.507	0.483	(0.024)	-4.7%
21	Mining	na	na	na	na
22	Utilities	na	na	na	na
23	Construction	0.766	0.762	(0.004)	-0.6%
31	Manufacturing	1.775	1.758	(0.017)	-0.9%
42	Wholesale Trade	0.301	0.290	(0.011)	-3.6%
44	Retail Trade	1.095	1.074	(0.021)	-1.9%
48	Trans / Whse	0.211	0.208	(0.003)	-1.5%
51	Information	0.224	0.230	0.006	2.5%
52	Finance	0.356	0.353	(0.003)	-0.9%
53	Real Estate	0.275	0.281	0.007	2.4%
54	Profession Svcs	0.482	0.533	0.051	10.5%
55	Management Svcs	0.350	0.388	0.037	10.6%
56	Administrative Svcs	0.336	0.330	(0.007)	-2.1%
61	Education	0.380	0.380	(0.001)	-0.2%
62	Health	1.035	1.046	0.011	1.1%
71	Arts / Ent / Rec	0.747	0.754	0.007	1.0%
72	Accomm / Food	0.529	0.544	0.015	2.8%
81	Other Svcs	2.412	2.341	(0.071)	-3.0%
90	Government	2.494	2.434	(0.061)	-2.4%
Total / Average		na	na	na	na
Acton outperforms the WDA					
Acton underperforms the WDA					

Source: EMSI and RKG (2024)

na - not applicable and/or insufficient data

The LQ ratio can be useful in pointing out opportunities for certain industry sectors to gain a larger share of the employment base or to indicate when a community may be heavily reliant on one or two industry sectors. In some cases, a high LQ may indicate a specialty industry sector in the local economy.

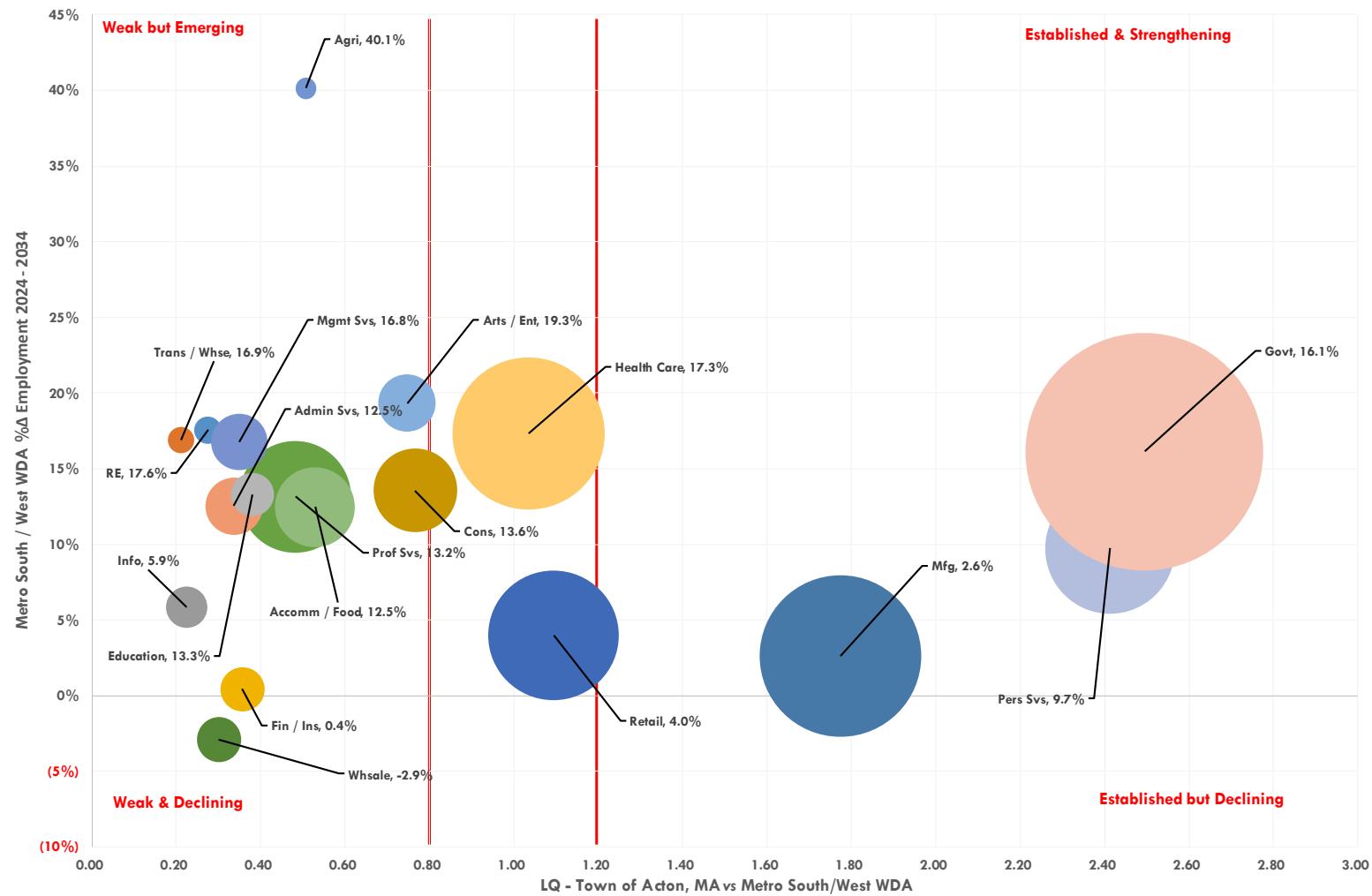
As shown in Figure 11, the y-axis presents the projected percentage employment growth in the Metro South/West WDA over the 2024-to-2034 time-period. This ranges from a projected WDA employment decline in the mining sector (of 18.9%) to a projected employment growth of 40.1% in the agricultural sector. For the WDA, the projected employment growth is 11.5%, or slightly more than 58,900 positions. Also note the projected employment growth of 2.6% in the manufacturing sector, as well as the 9.7% employment growth in the industry sector of other services. Both industry sectors in the Town of Acton out-perform the WDA, as indicated by their location quotients.

The size of the bubble for each industry sector is also indicative of its relative strength (or concentration) in the local economy. Notable (dominant) industry sectors for the Town of Acton include retail, health services, manufacturing and government-related employment.

Lastly, the quadrant location of the industry sector bubble is also worth noting. Many industry sectors cluster in the weak but emerging quadrant. Despite 2024 LQ ratios (for the Town of Acton) ranging from under-performing to performing on par with the WDA, the projected employment growth in these sectors (in the weak but emerging quadrant) translating to local employment growth potential and opportunities for additional development in the Town of Acton.

Figure 11 – LQ and Employment Metrics for Acton, MA vs the Metro South/West WDA

Location Quotient Metrics for Selected Industry Sectors

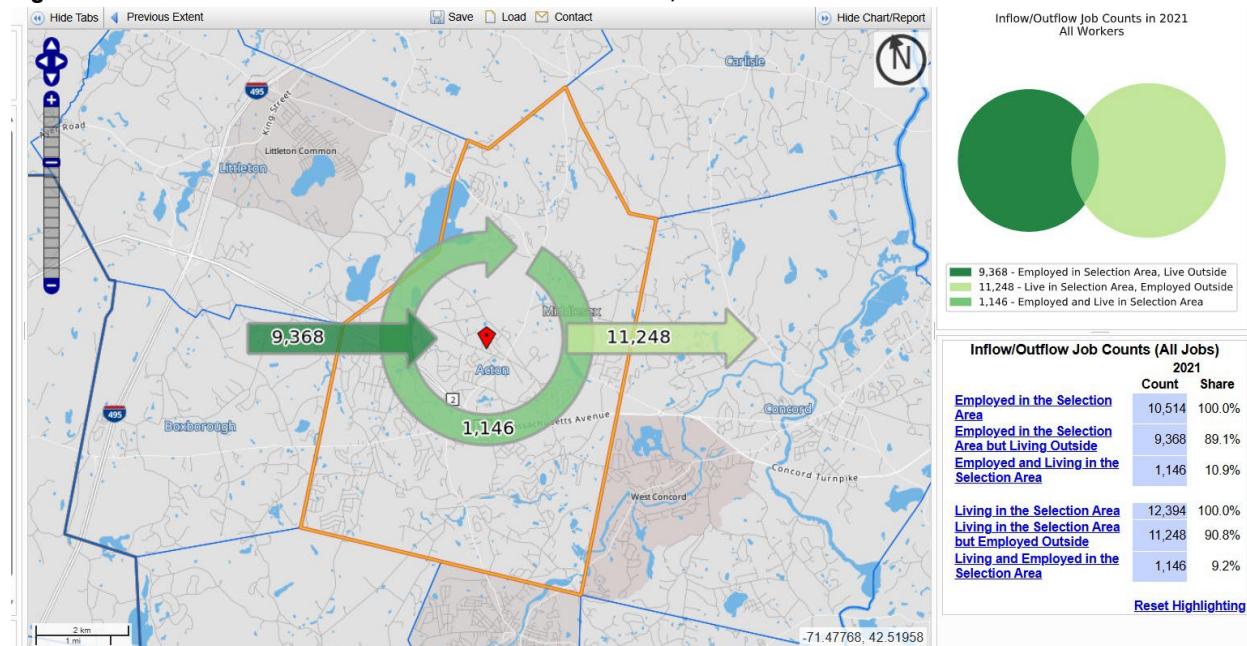


Source: EMSI/Lightcast and RKG (2024)

COMMUTING PATTERNS

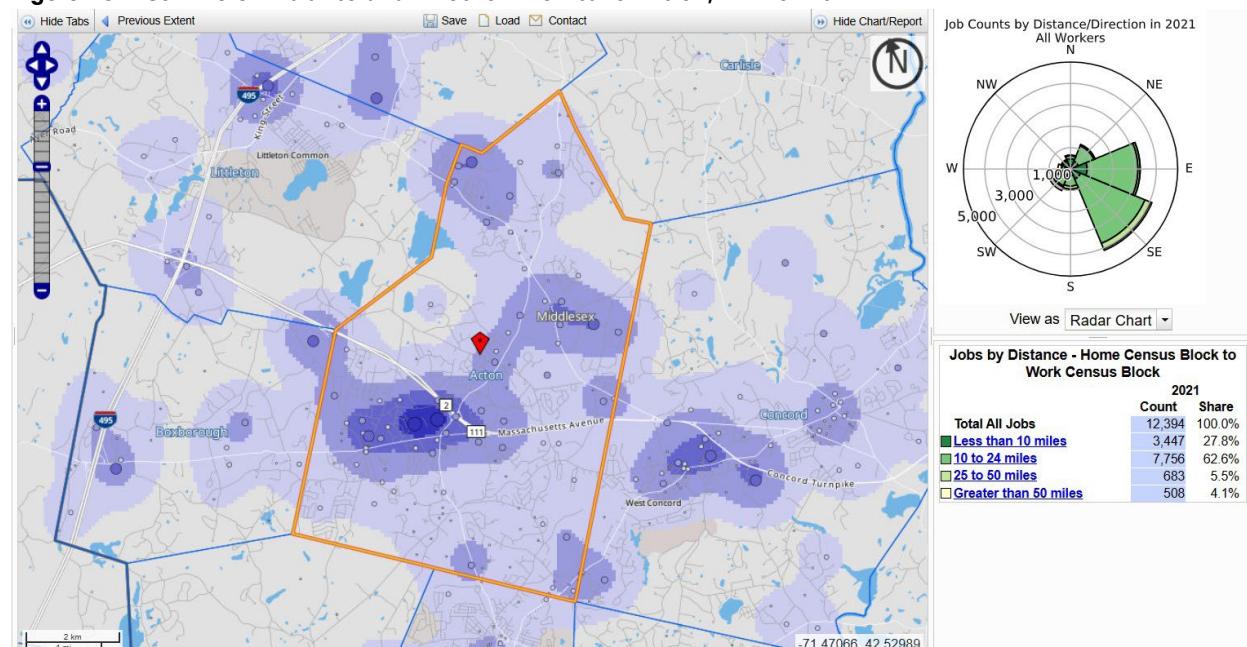
Commuter information provided by the US Census for 2021 (On-the-Map tool) is shown in Figure 12 (inflow/outflow) and Figure 13 (distance/direction). The information depicted represents all workers.

Figure 12 – Commuter Inflow and Outflow Metrics for Acton, MA for 2021



Source: US Census Bureau's On-the-Map Tool and RKG (2024)

Figure 13 – Commuter Distance and Direction Metrics for Acton, MA for 2021



Source: US Census Bureau's On-the-Map Tool and RKG (2024)

As indicated in Figure 12, the Town of Acton is a net exporter (outflow) of employment with nearly 11,250 local residents employed in communities outside of the Town, as compared to nearly 9,400 workers commuting into the Town as their place of employment. The number of workers both residing in the Town and employed in the Town is approximately 1,150 or 11.0% of the local resident labor force. Numerous studies have indicated that a typical worker may spend \$1,500 annually on meals and other sundry purchases during their daily employment. While the local employment, in conjunction with the inflow employment, provide a healthy base of Acton employment and subsequent spending potential, the difference between the inflow and the outflow, at 1,880 positions, could impact local spending and possible Town of Acton revenues as derived from the local meals tax, as an example.⁹ The distance and direction commuter metrics (as in Figure 13) are further detailed in Table 18.

- Approximately 9.2% of the resident labor force in the Town of Acton is also employed in the Town. Another 14.5% commute to Boston for their place of employment and 8.2% to Cambridge. More than 5,800 Acton residents are employed in other communities across the region (accounting for 47.2% of the resident labor force). In other words, employment opportunities for the resident Acton labor force are more prevalent outside of the Town of Acton.
- The employment within the Town of Acton includes 1,146 local residents accounting for 10.6% of the local employment. Nearly two-thirds of those employed in the Town come from a variety of communities across the region. Of the “top” places of origin, none account for more than 5.0% to the local employment. In other words, diverse employment opportunities exist in the Town, presenting an opportunity for potential worker relocations to the community.

Table 18 – Commuter Place of Residence and Place of Work Comparisons - 2021

Place of Residence - Acton, MA (n=12,394)	Count of Workers	Share of Total	Place of Work - Acton, MA (n=10,514)	Count of Workers	Share of Total
Acton	1,146	9.2%	Acton	1,146	10.9%
Boston	1,791	14.5%	Lowell	408	3.9%
Cambridge	1,020	8.2%	Boston	302	2.9%
Waltham	717	5.8%	Leominster	296	2.8%
Burlington	456	3.7%	Fitchburg	261	2.5%
Lexington	280	2.3%	Maynard	260	2.5%
Framingham	234	1.9%	Worcester	189	1.8%
Marlborough	229	1.8%	Nashua (NH)	155	1.5%
Newton	229	1.8%	Framingham	138	1.3%
Lowell	218	1.8%	Marlborough	127	1.2%
West Concord	218	1.8%	Hudson	121	1.2%
All Other	5,856	47.2%	All Other	7,111	67.6%

Source: US Census On-the-Map and RKG (2024)

As noted in Figure 13, slightly more than 70.0% of the residents of the Acton labor force commutes more than ten (10) miles to their place of employment.

⁹ In 2023, the local option meals tax receipts were reported to total slightly more than \$443,000 for the Town of Acton as noted by the Massachusetts Department of Revenue – Division of Local Services.

Table 19 – Comparative Labor Force Inflow / Outflow Analysis by Selected Labor Force Metrics

Labor Force by Place of Residence (2021)	Total Jobs	By Age of Worker			By Monthly Wage			By Educational Attainment			
		<29	30 - 54	55+	< \$1,250	\$1,51 - \$3,333	> \$3,333	< High	High/GED	Some College	Degree
Middlesex County as a % of Total	787,153	169,436 21.5%	421,061 53.5%	196,656 25.0%	111,641 14.2%	139,616 17.7%	535,896 68.1%	58,303 7.4%	121,096 15.4%	163,771 20.8%	274,547 34.9%
Acton, MA as a % of Total	12,394	1,946 15.7%	6,973 56.3%	3,475 28.0%	1,654 13.3%	1,772 14.3%	8,968 72.4%	818 6.6%	1,781 14.4%	2,498 20.2%	5,351 43.2%
Acton as % of County	1.6%	1.1%	1.7%	1.8%	1.5%	1.3%	1.7%	1.4%	1.5%	1.5%	1.9%

Labor Force by Place of Employment (2021)	Total Jobs	By Age of Worker			By Monthly Wage			By Educational Attainment			
		<29	30 - 54	55+	< \$1,250	\$1,51 - \$3,333	> \$3,333	< High	High/GED	Some College	Degree
Middlesex County as a % of Total	904,373	196,337 21.7%	482,000 53.3%	226,036 25.0%	125,406 13.9%	166,190 18.4%	612,777 67.8%	69,453 7.7%	140,054 15.5%	188,798 20.9%	309,731 34.2%
Acton, MA as a % of Total	10,514	2,324 22.1%	5,264 50.1%	2,926 27.8%	1,797 17.1%	2,191 20.8%	6,526 62.1%	690 6.6%	1,702 16.2%	2,343 22.3%	3,455 32.9%
Acton as % of County	1.2%	1.2%	1.1%	1.3%	1.4%	1.3%	1.1%	1.0%	1.2%	1.2%	1.1%

Labor Force Inflow vs. Outflow (2021)	Total Jobs	By Age of Worker			By Monthly Wage			By Educational Attainment			
		<29	30 - 54	55+	< \$1,250	\$1,51 - \$3,333	> \$3,333	< High	High/GED	Some College	Degree
Middlesex County	117,220	26,901	60,939	29,380	13,765	26,574	76,881	11,150	18,958	25,027	35,184
Acton, MA	(1,880)	378	(1,709)	(549)	143	419	(2,442)	(128)	(79)	(155)	(1,896)

Source: US Census, On-the-Map and RKG (2024)

As presented in Table 19, with respect to selected labor force metrics, the Town of Acton exhibits an outflow of employment among those aged 30-to-54 years as well as among those aged 55 and older, which compares to an inflow countywide, perhaps indicating a lack of employment opportunities in the Town of Acton, or more likely greater opportunities outside of the Town of Acton. There is an inflow of workers under the age of 29, perhaps indicating a lack of local and affordable housing options for this age-cohort.

The Town of Acton is also a net exporter of workers earning more than \$3,333 per month, whereas the county is an importer. This would further suggest that the higher wage positions are less prevalent in the Town relative to the county, as is further reinforced by the outflow of workers with college degrees.



Table 20 – Comparative Labor Force Inflow / Outflow Analysis by Selected NAICS Industry Sectors

Labor Force by Place of Residence (2021)	Total Jobs	Employment by NAICS Industry Sector														
		Const	Mfg	Wholesale	Retail	Trans/Whse	Info	Fin/Ins	RE	Prof Svs	Mgmt Svs	Admin Svs	Edu	Health	Arts	Acme/Food
Middlesex County as a % of Total	787,153	31,740 4.0%	50,860 6.5%	25,331 3.2%	67,742 8.6%	16,156 2.1%	34,277 4.4%	42,931 5.5%	10,602 1.3%	119,502 15.2%	20,825 2.6%	38,772 4.9%	91,599 11.6%	127,074 16.1%	9,736 1.2%	42,379 5.4%
Acton, MA as a % of Total	12,394	359 2.9%	927 7.5%	443 3.6%	986 8.0%	148 1.2%	698 5.6%	648 5.2%	168 1.4%	2,421 19.5%	458 3.7%	514 4.1%	1,482 12.0%	1,695 13.7%	154 1.2%	535 4.3%
Acton as % of County	1.6%	1.1%	1.8%	1.7%	1.5%	0.9%	2.0%	1.5%	1.6%	2.0%	2.2%	1.3%	1.6%	1.3%	1.6%	1.3%
Labor Force by Place of Employment (2021)	Total Jobs	Employment by NAICS Industry Sector														
Middlesex County as a % of Total	904,373	46,175 5.1%	69,989 7.7%	34,132 3.8%	74,470 8.2%	17,936 2.0%	43,489 4.8%	28,859 3.2%	10,942 1.2%	157,533 17.4%	33,223 3.7%	48,896 5.4%	104,622 11.6%	120,585 13.3%	9,949 1.1%	45,874 5.1%
Acton, MA as a % of Total	10,514	613 5.8%	1,910 18.2%	208 2.0%	1,467 14.0%	78 0.7%	160 1.5%	164 1.6%	58 0.6%	1,029 9.8%	210 2.0%	285 2.7%	1,377 13.1%	1,771 16.8%	173 1.6%	403 3.8%
Acton as % of County	1.3%	1.3%	2.7%	0.6%	2.0%	0.4%	0.4%	0.6%	0.5%	0.7%	0.6%	0.6%	1.3%	1.5%	1.7%	0.9%
Labor Force Inflow vs. Outflow (2021)	Total Jobs	Employment by NAICS Industry Sector														
Middlesex County Acton, MA	117,220 (1,880)	14,435 254	19,129 983	8,801 (235)	6,728 481	1,780 (70)	9,212 (538)	(14,072) (484)	340 (110)	38,031 (1,392)	12,398 (248)	10,124 (229)	13,023 (105)	(6,489) 76	213 19	3,495 (132)

Source: US Census, On-the-Map and RKG (2024)

As presented Table 20, when considering selected NAICS industry sectors, the Town of Acton exports (outflow) across most industry sectors, as contrasted to only the health sector countywide (notably the Town is an importer for this sector). The Town of Acton is a significant importer (inflow) for construction, the retail sector and manufacturing.

As indicated in the location quotient metrics (Figure 11), most industry sectors across the Town are in the weak but emerging quadrant. The retail, health care and manufacturing sectors are all important contributors to the local economy, further reinforcing the importance for the Town of Acton to maintain or improve its local employment base in these sectors by garnering a larger share of the WDA projected employment growth.

OCCUPATION MIX INDICATORS

Table 21 offers a comparison of the occupational mix for the Town of Acton relative to the Metro South/West WDA, in terms of standard 2-digit SOC (standard occupational codes) codes for 2024 and 2034. On average, and across all occupational sectors, the Town of Acton represents about 3.05% of the occupational mix to the WDA for 2024, and is projected to increase marginally to 3.07% by 2034.

There are numerous occupational sectors in the Town of Acton where the composition, relative to the WDA, well exceeds the overall average. Notably these include education, healthcare support, protective services, personal care services, installation/repair services and production occupations. Conversely, the representation of Town occupations in other sectors is estimated at approximately 2.0% or less relative to the WDA, such as business/finance and computer jobs. The former (over-representation) may suggest local occupational strengths which are in demand, while the latter (under-representation) suggests sectors for potential improvements locally.

Table 21 – Comparative Occupational Mix Trends – Acton, MA relative to the Metro South/West WDA

SOC Code	Comparative Occupational Mix - Town of Acton vs Metro South/West WDA	Town of Acton, MA				Metro South/West WDA				Town as % WDA	
		2024	2034	# Δ	# Δ	2024	2034	# Δ	# Δ	2024	2034
11-0000	Management Occupations	1,285	1,436	151	11.8%	54,988	61,178	6,190	11.3%	2.34%	2.35%
13-0000	Business and Financial Operations	872	969	97	11.1%	43,287	47,498	4,211	9.7%	2.01%	2.04%
15-0000	Computer and Mathematical Occupations	399	471	72	18.0%	32,907	36,472	3,565	10.8%	1.21%	1.29%
17-0000	Architecture and Engineering Occupations	444	501	57	12.8%	13,309	14,953	1,644	12.4%	3.34%	3.35%
19-0000	Life, Physical, and Social Sciences	310	366	56	18.1%	11,702	14,383	2,681	22.9%	2.65%	2.54%
21-0000	Community and Social Services	348	396	48	13.8%	9,527	11,489	1,962	20.6%	3.65%	3.45%
23-0000	Legal Occupations	93	121	28	30.1%	3,511	3,931	420	12.0%	2.65%	3.08%
25-0000	Educational Instruction and Library	2,324	2,709	385	16.6%	35,663	41,484	5,821	16.3%	6.52%	6.53%
27-0000	Arts, Design, Ent., Sports, and Media	152	164	12	7.9%	7,219	7,998	779	10.8%	2.11%	2.05%
29-0000	Healthcare Practitioners and Technical	572	660	88	15.4%	23,086	26,692	3,606	15.6%	2.48%	2.47%
31-0000	Healthcare Support Occupations	903	1,157	254	28.1%	19,198	23,339	4,141	21.6%	4.70%	4.96%
33-0000	Protective Service Occupations	619	712	93	15.0%	11,988	14,323	2,335	19.5%	5.16%	4.97%
35-0000	Food Preparation and Related	765	875	110	14.4%	33,583	37,787	4,204	12.5%	2.28%	2.32%
37-0000	Building/Grounds Cleaning & Maintenance	348	394	46	13.2%	14,972	16,921	1,949	13.0%	2.32%	2.33%
39-0000	Personal Care and Service Occupations	688	821	133	19.3%	14,809	17,478	2,669	18.0%	4.65%	4.70%
41-0000	Sales and Related Occupations	945	961	16	1.7%	39,578	40,724	1,146	2.9%	2.39%	2.36%
43-0000	Office and Administrative Support	1,456	1,468	12	0.8%	53,333	54,549	1,216	2.3%	2.73%	2.69%
45-0000	Farming, Fishing, and Forestry Occupations	29	36	7	24.1%	1,644	2,211	567	34.5%	1.76%	1.63%
47-0000	Construction and Extraction Occupations	423	512	89	21.0%	19,042	21,775	2,733	14.4%	2.22%	2.35%
49-0000	Installation, Maintenance and Repair	686	704	18	2.6%	16,182	18,272	2,090	12.9%	4.24%	3.85%
51-0000	Production Occupations	1,200	1,226	26	2.2%	22,427	23,551	1,124	5.0%	5.35%	5.21%
53-0000	Transportation and Material Moving	718	803	85	11.8%	28,630	32,505	3,875	13.5%	2.51%	2.47%
55-0000	Military-only Occupations	0	0	0	na	0	0	0	na	na	na
99-0000	Unclassified Occupations	0	0	0	na	0	0	0	na	na	na
Total for All Occupations		15,580	17,466	1,886	12.1%	510,585	569,513	58,928	11.5%	3.05%	3.07%

Source: EMSI/Lightcast and RKG (2024)

na - not applicable or otherwise suppressed

AVERAGE HOURLY WAGE COMPARISONS AND OCCUPATION METRICS

As indicated in Table 22, the average hourly wage across all occupations in the Town of Acton are generally on par with WDA, representing a little more than 92.0% of the WDA wage or a difference of slightly more than \$3.00/hour. There are numerous occupation sectors, Townwide, where the average hourly wage exceeds 100.0% of that for the WDA, albeit nominally. Nonetheless, this suggests that these occupations offer slightly better than competitive wages relative to the WDA.

Table 22 also offers a comparison of the number of jobs in Acton, by occupation, and the number of Acton residents employed in those positions. These are then compared to indicate whether the Town of Acton is an importer or exporter of employment for each occupational sector. Across all occupations, the Town of Acton retains 1,766 persons of its resident labor force.¹⁰

Occupations where Acton residents are significantly employed out-of-town include life sciences, management occupations, business/financial occupations and computer related occupations. For these occupational sectors there are nearly 3,020 jobs in the Town, but nearly 4,680 Acton residents in these occupations meaning 55.0% are employed elsewhere.

¹⁰ RKG notes that this is somewhat greater than the 1,146 workers indicated **Figure 12**, which reflects 2021 commuting patterns as opposed to the 2023 data as in **Table 22**. Comparatively, the local labor force retention rate was 9.2% in 2021 and is estimated at 10.7% for 2023 – indicating an overall improvement for local employment opportunities in the Town of Acton.

Table 22 – Comparison of Average Hourly Wage by Occupation and Occupation Mix

SOC Code	Comparative Occupational Mix - Town of Acton vs Metro South/West WDA	Average Hourly Wage (2023)			Employment by Occupation (2023)			
		Acton	WDA	as a %	# of Jobs	# Acton	Net Commute	as a %
11-0000	Management Occupations	\$79.18	\$80.09	98.9%	1,376	1,688	(311)	-22.6%
13-0000	Business and Financial Operations	\$48.39	\$48.26	100.3%	923	1,384	(461)	-50.0%
15-0000	Computer and Mathematical Occupations	\$61.34	\$61.96	99.0%	400	1,061	(662)	-165.6%
17-0000	Architecture and Engineering Occupations	\$53.26	\$53.22	100.1%	447	505	(58)	-12.9%
19-0000	Life, Physical, and Social Sciences	\$53.31	\$53.05	100.5%	319	545	(226)	-70.9%
21-0000	Community and Social Services	\$32.46	\$30.93	104.9%	377	278	99	26.2%
23-0000	Legal Occupations	\$69.34	\$69.26	100.1%	117	184	(67)	-57.3%
25-0000	Educational Instruction and Library	\$36.54	\$36.56	99.9%	2,326	1,337	989	42.5%
27-0000	Arts, Design, Ent., Sports, and Media	\$38.07	\$41.45	91.8%	225	333	(107)	-47.6%
29-0000	Healthcare Practitioners and Technical	\$53.66	\$55.71	96.3%	606	746	(140)	-23.1%
31-0000	Healthcare Support Occupations	\$21.70	\$21.59	100.5%	953	521	431	45.3%
33-0000	Protective Service Occupations	\$32.11	\$31.71	101.3%	609	301	308	50.6%
35-0000	Food Preparation and Related	\$20.15	\$19.62	102.7%	759	614	144	19.0%
37-0000	Building/Grounds Cleaning & Maintenance	\$22.59	\$22.96	98.4%	452	401	51	11.3%
39-0000	Personal Care and Service Occupations	\$22.11	\$21.71	101.8%	815	403	412	50.5%
41-0000	Sales and Related Occupations	\$26.64	\$30.43	87.5%	1,038	1,011	28	2.7%
43-0000	Office and Administrative Support	\$27.60	\$26.95	102.4%	1,504	1,524	(19)	-1.3%
45-0000	Farming, Fishing, and Forestry Occupations	\$20.44	\$19.43	105.2%	30	23	7	23.6%
47-0000	Construction and Extraction Occupations	\$39.98	\$40.25	99.3%	519	357	162	31.2%
49-0000	Installation, Maintenance and Repair	\$34.31	\$32.79	104.6%	715	371	344	48.1%
51-0000	Production Occupations	\$27.15	\$26.69	101.7%	1,217	529	688	56.5%
53-0000	Transportation and Material Moving	\$22.65	\$23.20	97.6%	765	603	162	21.2%
55-0000	Military-only Occupations	na	na	na	18	25	(7)	-37.2%
99-0000	Unclassified Occupations	na	na	na	0	0	0	na
Total for All Occupations		\$37.27	\$40.43	92.2%	16,511	14,745	1,766	10.7%

Source: EMSI/Lightcast and RKG (2024)

na - not applicable or otherwise suppressed

RETAIL METRICS

For the Concord/Maynard submarket (as defined by CoStar and inclusive of Acton, MA) since 2015 there has been a 4.0% growth in the total retail (SF) inventory (refer to Table 23). This growth is heavily influenced by the inventory of retail SF typically found in neighborhood shopping centers¹¹ which compares with a decline in the amount of retail SF within a strip center.¹²

The amount of vacant SF has risen notably for neighborhood center retail and general retail. The vacant SF declined for retail located in a strip center, but this may also reflect a loss of inventory. Overall, the vacancy rates remain below 5.0% but have varied by type of retail location. With the exception of other retail, asking rents increased by 10.0% or more since 2015 and tend to currently cluster in a range of the mid \$20.00's to the high \$20.00's on a per SF/basis.

¹¹ Generally defined as a shopping center with 30,000 SF to 125,000 SF anchored by a supermarket and/or a large drugstore.

¹² Considered as a linear, unenclosed, configuration of a handful of stores and/or personal services without the benefit of an anchor-type tenant.

Table 23- Summary Retail Market Trends for the Concord/Maynard Submarket

Selected Trends in the Retail Market Sector	2018	2019	2020	2021	2022	2023	# Δ	% Δ	Annual Average
INVENTORY (SF)									
Total Retail	5,911,926	5,917,862	6,133,240	6,137,540	6,136,551	6,146,551	234,625	4.0%	6,063,945
Power Center	171,203	171,203	171,203	171,203	171,203	171,203	0	0.0%	171,203
Neighborhood Center	1,586,018	1,586,018	1,772,610	1,776,910	1,775,910	1,775,910	189,892	12.0%	1,712,229
Strip Center	451,167	451,167	451,167	451,167	451,167	421,167	(30,000)	-6.6%	446,167
General	3,620,771	3,626,707	3,655,493	3,655,493	3,654,504	3,664,504	43,733	1.2%	3,646,245
Other	82,767	82,767	82,767	82,767	82,767	82,767	0	0.0%	82,767
VACANT (SF)									
Total Retail	249,056	220,824	213,864	238,339	218,143	269,605	20,549	8.3%	234,972
Power Center	0	0	0	0	0	9,173	9,173	na	1,529
Neighborhood Center	109,023	88,999	82,348	114,680	104,421	124,852	15,829	14.5%	104,054
Strip Center	39,949	30,779	23,278	30,075	34,744	17,810	(22,139)	-55.4%	29,439
General	100,084	101,046	108,238	91,809	77,913	117,770	17,686	17.7%	99,477
Other	0	0	0	1,775	1,065	0	0	na	473
VACANCY RATE									
Total Retail	4.2%	3.7%	3.5%	3.9%	3.6%	4.4%	na	na	na
Power Center	0.0%	0.0%	0.0%	0.0%	0.0%	5.4%	na	na	na
Neighborhood Center	6.9%	5.6%	4.6%	6.5%	5.9%	7.0%	na	na	na
Strip Center	8.9%	6.8%	5.2%	6.7%	7.7%	4.2%	na	na	na
General	2.8%	2.8%	3.0%	2.5%	2.1%	3.2%	na	na	na
Other	0.0%	0.0%	0.0%	2.1%	1.3%	0.0%	na	na	na
ASKING LEASE (\$/SF)									
Total Retail	\$21.43	\$21.94	\$22.13	\$22.74	\$23.79	\$23.94	\$2.51	11.7%	\$22.66
Power Center	\$19.87	\$20.56	\$20.80	\$21.43	\$22.22	\$22.65	\$2.78	14.0%	\$21.26
Neighborhood Center	\$24.25	\$24.82	\$24.90	\$25.52	\$26.73	\$26.89	\$2.64	10.9%	\$25.52
Strip Center	\$22.30	\$22.98	\$23.41	\$24.33	\$25.16	\$24.55	\$2.25	10.1%	\$23.79
General	\$19.97	\$20.41	\$20.64	\$21.21	\$22.20	\$22.46	\$2.49	12.5%	\$21.15
Other	\$23.63	\$24.09	\$23.81	\$23.48	\$25.68	\$24.82	\$1.19	5.0%	\$24.25

Source: CoStar and RKG (2024)

Table 24 offers a comparison of retail metrics for the Town of Acton in relation to the Concord/Maynard submarket. For the types of retail, Acton comprises 6.9% of the total SF inventory, but nearly 30.0% of the retail situated in strip centers. Across the board, the average asking rents/SF are higher in the Town of Acton, with rents for neighborhood centers noticeably higher and for strip center locations noticeably lower.

Table 24 – Selected Acton Retail Metrics vs Submarket Retail Metrics

Selected Retail Metrics - Town of Acton, MA	SF	% of Acton Total SF	% of Submarket Total SF	Acton Avg \$/SF	Submarket Avg \$/SF	Acton/Submarket Avg \$/SF
Neighborhood Center	196,155	48.7%	11.0%	\$33.29	\$26.89	123.8%
Strip Center	102,525	25.5%	24.3%	\$18.00	\$24.55	73.3%
General	104,027	25.8%	2.8%	\$20.43	\$22.46	91.0%
Total or Average	402,707	100.0%	6.6%	\$26.07	\$23.94	108.9%

Source: CoStar and RKG (2024)

RKG referred to LoopNet to offer a sample of Acton retail properties for lease (Table 25). This sample represents more than 362,600 SF (or 90.0% of the Town inventory). The availability rate (or conversely the vacancy rate) is 28.4% representing nearly 103,100 SF as vacant and available. The local vacancy rate is well above the 4.4% vacancy rate (for all property in the Concord/Maynard submarket.

Table 25 – Sample of Acton Retail for Lease

Sample of Acton Retail for Lease	Total SF	SF for Lease	% Available	Type of Retail Center
481 Great Road	19,000	200	1.1%	Strip
25-270 Great Road	75,000	27,000	36.0%	Neighborhood
133 Great Road	5,000	1,292	25.8%	Strip
436 Great Road	8,400	2,493	29.7%	General
263 Main Street	2,200	2,200	100.0%	General
155-167 Great Road	15,471	5,824	37.6%	Strip
145-149 Great Road	75,529	20,643	27.3%	Neighborhood
84-86 Powder Mill Road	29,600	3,438	11.6%	Strip
340-344 Great Road	43,000	4,200	9.8%	Neighborhood
135 Commonwealth Avenue	11,804	1,938	16.4%	General
100 Powder Mill Road	77,626	33,870	43.6%	Neighborhood
Total	362,630	103,098	28.4%	na

Source: LoopNet and RKG (2024) types)

RETAIL DEMAND AND SALES LEAKAGE

RKG turned to Environic Analytics to develop the retail demand metrics as presented in Table 26. For the Town of Acton, the average annual spending demand per household is \$48,891/household translating to a total demand of \$433.67M. The estimated sales equal \$286.88M indicating sales leakage (defined as local demand **not captured** by local merchants) at \$146.77M.

However, the estimated sales leakage is not realized by all store types, as specialty foods, beer/wine stores, specialty food dining and sporting goods¹³ are net importers of sales. Specifically for those stores that are net sales exporters, the total sales leakage is estimated at \$155.32M.

RKG estimates that a possible 20.0% re-capture of the estimated sales leakage (among store types with sales leakage) could support an approximate 48,000 SF of retail development, varying by store type, but including food/beverage stores (11,320 SF), apparel/accessory stores (7,270 SF), and dining/drinking (12,350 SF).

Lastly, RKG estimates that every 100 new households in the Town of Acton represents a total retail demand which could support nearly 8,355 SF of retail (at a 100.0% capture rate).

¹³ Possible local Acton sporting goods stores contributing to the net sales import estimate may include Hit the Net Sports, Mark Running & Fitness Center and Soccer Stuff.

Table 26 – Estimated Retail Demand and Sales Leakage – Town of Acton, MA

Estimated Retail Gap Metrics - Acton, MA - Household Demand vs Local Sales	NAICS Code	Retail Analytics - Acton, MA				
		Demand per HH	Retail Demand	Retail Sales	Net Import or Export	Supportable SF at 20.0% Re-Capture
		\$48,891	\$433,660,499	\$286,886,488	(\$146,774,011)	47,954
Furniture & Home Furnishings Stores	442	\$1,402	\$12,434,652	\$5,871,149	(\$6,563,503)	4,356
Furniture Stores	4421	\$680	\$6,027,352	\$3,326,566	(\$2,700,786)	1,492
Home Furnishings Stores	4422	\$722	\$6,407,300	\$2,544,583	(\$3,862,717)	2,865
Electronics & Appliance Stores	443	\$1,077	\$9,553,935	\$5,474,977	(\$4,078,958)	1,724
Bldg Materials, Garden Equip. & Supply Stores	444	\$5,008	\$44,417,550	\$38,112,251	(\$6,305,299)	4,256
Bldg Material & Supplies Dealers	4441	\$4,304	\$38,179,852	\$37,099,889	(\$1,079,963)	425
Lawn & Garden Equip & Supply Stores	4442	\$703	\$6,237,698	\$1,012,362	(\$5,225,336)	3,832
Food & Beverage Stores	445	\$11,445	\$101,516,843	\$69,210,620	(\$32,306,224)	11,316
Grocery Stores	4451	\$10,308	\$91,430,800	\$58,639,889	(\$32,790,911)	11,316
Specialty Food Stores	4452	\$288	\$2,554,549	\$2,644,683	\$90,134	0
Beer, Wine & Liquor Stores	4453	\$849	\$7,531,494	\$7,926,047	\$394,553	0
Health & Personal Care Stores	446,4461	\$4,470	\$39,650,653	\$28,163,796	(\$11,486,857)	4,387
Clothing & Clothing Accessories Stores	448	\$3,688	\$32,715,023	\$21,989,373	(\$11,342,693)	7,267
Clothing Stores	4481	\$2,601	\$23,066,499	\$15,502,937	(\$7,563,562)	4,622
Shoe Stores	4482	\$428	\$3,793,364	\$2,076,029	(\$1,717,335)	1,326
Jewelry, Luggage & Leather Goods Stores	4483	\$660	\$5,855,160	\$2,076,029	(\$3,779,131)	1,320
Sporting Goods, Hobby, Book & Music Stores	451	\$1,030	\$9,131,697	\$12,113,433	\$2,981,735	0
Sporting Goods/Hobby/Musical Instr Stores	4511	\$860	\$7,625,723	\$10,035,797	\$2,410,074	0
Book, Periodical & Music Stores	4512	\$170	\$1,505,975	\$2,077,636	\$571,661	0
General Merchandise Stores	452	\$9,534	\$84,568,780	\$37,093,308	(\$45,920,889)	14,179
Department Stores Excluding Leased Depts.	4521	\$1,249	\$11,082,265	\$9,527,682	(\$1,554,583)	961
Other General Merchandise Stores	4529	\$8,285	\$73,486,515	\$27,565,626	(\$45,920,889)	14,179
Miscellaneous Store Retailers	453	\$1,544	\$13,691,206	\$10,688,895	(\$6,481,748)	3,825
Florists	4531	\$70	\$624,175	\$496,920	(\$127,255)	98
Office Supplies, Stationery & Gift Stores	4532	\$319	\$2,829,925	\$3,087,736	\$257,811	0
Used Merchandise Stores	4533	\$256	\$2,270,599	\$757,344	(\$1,513,255)	786
Other Miscellaneous Store Retailers	4539	\$898	\$7,966,508	\$2,867,459	(\$5,099,049)	2,941
Food Services & Drinking Places	722	\$9,693	\$85,980,160	\$58,168,686	(\$27,811,474)	12,346
Restaurants	7221	\$8,668	\$76,887,896	\$51,217,221	(\$25,670,675)	11,409
Special Food Services	7223	\$717	\$6,360,951	\$6,928,145	\$567,194	0
Drinking Places - Alcoholic Beverages	7224	\$308	\$2,731,313	\$23,320	(\$2,707,993)	937

Source: Envronic Analytics and RKG (2024)

Implications

While all of these SF demand estimates may not necessarily equate to a supportable demand for newly built retail, for example the estimated supportable demand re-capture for florists equates to 98 SF, they do indicate an overall potential for additional retail SF. Some of this may equate to demand for newly built space and some suggest opportunities for existing merchants to expand and/or reposition their existing SF. In either event, RKG recommends that the findings of this sales leakage analysis be shared with existing Acton merchants, if possible, and offer an opportunity to act accordingly, if feasible to do so.

3. REAL ESTATE CONDITIONS

INTRODUCTION AND PURPOSE

This section discusses summary trends in the residential and non-residential real estate market sectors in the Town of Acton.

This is then followed by an analysis of projected Metro South/West WDA employment change (2024-to-2034) by selected NAICS sectors which is then utilized to develop estimates of projected SF demand for those sectors.

This SF demand analysis then becomes the baseline of potential development demands, by type of use, for the Town of Acton, provided it can garner a larger share of projected WDA employment growth and have the physical capacities (available land parcels and/or a repositioning of existing uses) to accommodate such demand. This analysis then translates to RKG's identification of target industry clusters for the Town of Acton's consideration in expanding its economic development opportunities.

This is then followed by a discussion and summary of stakeholder interviews, selected quality of life assessments (which may influence decisions about locating businesses throughout the community) and an overview of discussions and outreach regarding perceptions of the local business climate.

Lastly, RKG offers a discussion of the requirements and opportunities for establishing a Cultural District within the Town of Acton.

RESIDENTIAL

This section presents an overview of residential sales throughout the Town of Acton and as compared to Middlesex County as well as the communities abutting Acton (where applicable). The data was prepared by the Warren Group – *Banker and Tradesman*, and covers the 2015 through July of 2024 time-period.

SINGLE FAMILY RESIDENTIAL

As shown in Table 27, over the 2015 through July of 2024 time-period, the average selling price of a single family unit, in the Town of Acton, increased by 85.5%, or by \$454,050. This compares to an 82.1% increase for all of Middlesex County, or \$377,500. The average increase for those towns that border Acton was 75.5% or approximately \$437,400. For the communities of Carlisle, Concord and Sudbury, the increase was greater than \$500,000.

As presented in Figure 14, for each year over the time-period, the average selling price of a single family residential property, in the Town of Acton, was more than 100.0% of that for Middlesex County, indicating that relative to the county, as a whole, single family housing in the Town of Acton is comparatively expensive.

Conversely, when contrasted to Acton's neighboring towns, the average selling price in the Town of Acton was less than that for the average of the abutters, indicating a favorable competitive price point against the abutters.

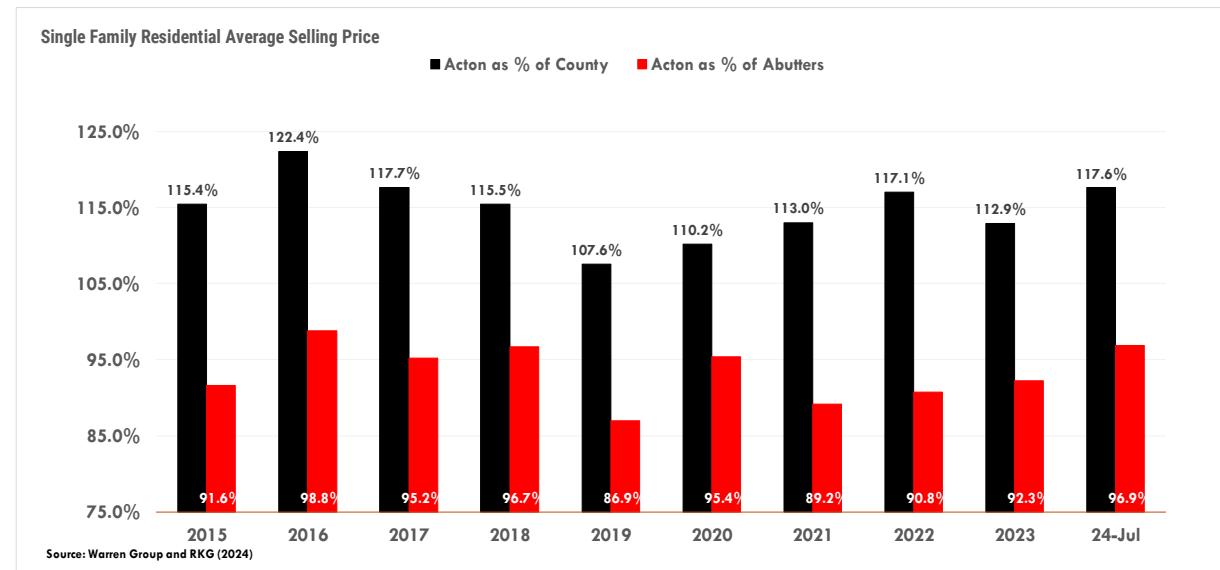
Although not depicted, over the time-period the average annual sales of single family residential units in the Town of Acton were approximately 208 as compared to 10,831 units countywide, indicating that the Town of Acton sales account for 1.9% of the sales across all of Middlesex County.

Table 27 – Comparisons of Average Selling Price for Single Family Residential

Residential Sales Activity - Price - Acton and Abutting	2015	2016	2017	2018	2019	2020	2021	2022	2023	Jul-24
SINGLE FAMILY										
Town of Acton	\$530,950	\$587,400	\$606,000	\$635,000	\$601,500	\$678,750	\$780,000	\$865,000	\$875,000	\$985,000
Middlesex County	\$460,000	\$480,000	\$515,000	\$550,000	\$559,000	\$616,000	\$690,000	\$739,000	\$775,000	\$837,500
Acton as % of County	115.4%	122.4%	117.7%	115.5%	107.6%	110.2%	113.0%	117.1%	112.9%	117.6%
Boxborough	\$565,000	\$605,000	\$625,000	\$675,000	\$730,000	\$670,000	\$860,000	\$961,944	\$888,000	\$965,000
Carlisle	\$799,000	\$785,000	\$849,500	\$870,000	\$882,701	\$916,250	\$1,250,000	\$1,327,000	\$1,260,000	\$1,355,000
Concord	\$891,500	\$929,900	\$1,025,000	\$1,012,000	\$1,192,500	\$1,159,000	\$1,416,000	\$1,449,250	\$1,507,500	\$1,499,000
Littleton	\$428,250	\$407,500	\$455,250	\$467,500	\$470,000	\$531,000	\$580,000	\$650,000	\$675,000	\$800,000
Maynard	\$335,000	\$339,000	\$378,950	\$380,000	\$400,000	\$422,000	\$480,000	\$525,000	\$587,500	\$560,000
Stow	\$460,500	\$501,000	\$497,500	\$522,500	\$520,000	\$550,000	\$648,000	\$785,000	\$820,000	\$829,500
Sudbury	\$675,000	\$699,000	\$728,500	\$750,000	\$750,000	\$800,000	\$1,015,000	\$1,167,000	\$1,130,000	\$1,227,500
Westford	\$482,500	\$488,000	\$532,000	\$575,000	\$589,500	\$646,000	\$747,500	\$757,500	\$718,000	\$900,000
Average of Abutters	\$579,594	\$594,300	\$636,463	\$656,500	\$691,838	\$711,781	\$874,563	\$952,837	\$948,250	\$1,017,000
Acton as % of Abutters	91.6%	98.8%	95.2%	96.7%	86.9%	95.4%	89.2%	90.8%	92.3%	96.9%

Source: Warren Group - Banker and Tradesman and RKG (2024)

Figure 14 – Comparative Trends in Average Selling Price for Single Family Residential



CONDOMINIUM RESIDENTIAL

From the 2015 through July of 2024 time-period, the average selling price for a condominium unit in the Town of Acton increased by 51.5% of just less than \$337,500 as compared to an increase of nearly \$494,250 (78.1%) for Middlesex County (refer to Table 28). For the town surrounding Acton, the average increase for condominium units was just under \$502,500 (representing an increase of 45.6%). Boxborough exhibited the greatest percentage increase at almost 117.0% while the increase in Sudbury was less than 20.0%. As of July 2024, a condominium in Acton was priced at \$500,000, for Middlesex County at \$650,000 and the average for the abutting towns

was \$578,680. Condominium pricing in the Town of Acton is more competitive to Middlesex County and surrounding towns, but for Boxborough which exhibited an average price of \$211,500 and Maynard at \$460,500.

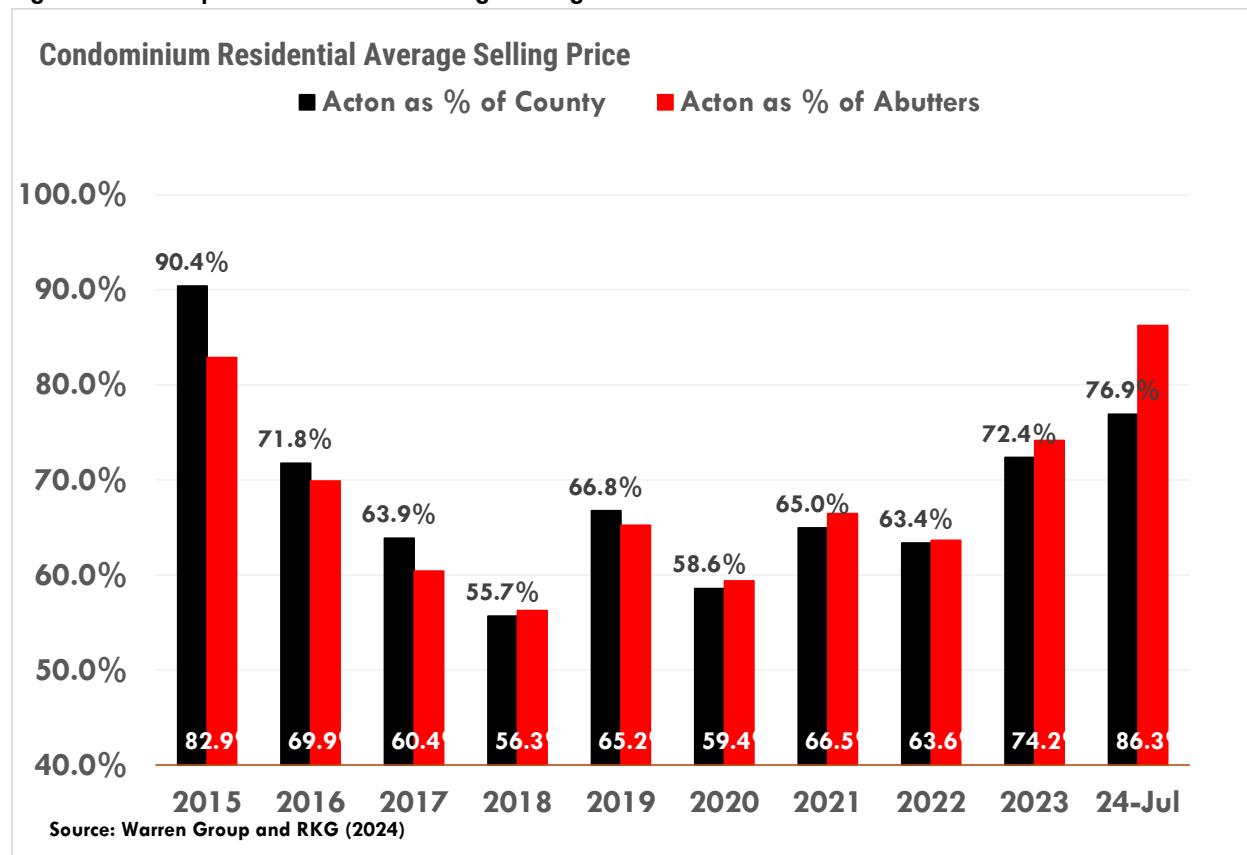
As shown in Figure 15, the average condominium pricing in Acton is attractive relative to Middlesex County pricing, for all time periods and has declined (overall) since 2015. The Town of Acton, as compared against its neighboring communities, exhibits more affordable options, although the price differential has narrowed over the last few years. Although not depicted, the average annual sales of condominium residential units in the Town of Acton were approximately 160 as contrasted to 6,192 units countywide, indicating that the Acton sales account for 2.6% of the county, marginally exceeding single-family units.

Table 28 – Comparisons of Average Selling Price for Condominium Residential

Residential Sales Activity - Price - Acton and Abutting	2015	2016	2017	2018	2019	2020	2021	2022	2023	Jul-24
CONDOMINIUMS										
Town of Acton	\$330,000	\$276,450	\$265,000	\$250,000	\$312,000	\$290,000	\$341,000	\$365,000	\$445,000	\$500,000
Middlesex County	\$365,000	\$385,195	\$415,000	\$449,000	\$467,250	\$495,000	\$525,000	\$576,000	\$615,000	\$650,000
Acton as % of County	90.4%	71.8%	63.9%	55.7%	66.8%	58.6%	65.0%	63.4%	72.4%	76.9%
Boxborough	\$97,500	\$119,990	\$115,000	\$126,000	\$140,500	\$149,000	\$170,000	\$223,000	\$214,000	\$211,500
Carlisle		\$371,000	\$758,000		\$929,900	\$852,892	\$850,500	\$750,000	\$922,855	
Concord	\$539,000	\$490,000	\$467,500	\$640,000	\$582,500	\$530,000	\$596,850	\$765,000	\$646,400	\$708,500
Littleton	\$438,990	\$489,800	\$420,000	\$411,000	\$484,750	\$510,000	\$545,000	\$530,000	\$544,500	\$666,937
Maynard	\$249,900	\$262,500	\$283,000	\$292,500	\$305,500	\$330,000	\$373,500	\$416,000	\$469,000	\$460,500
Stow	\$447,500	\$420,000	\$437,000	\$513,011	\$401,250	\$490,000	\$495,000	\$550,000	\$538,500	\$555,000
Sudbury	\$719,900	\$650,000	\$667,450	\$743,154	\$609,043	\$605,000	\$640,788	\$800,590	\$850,000	\$850,325
Westford	\$295,000	\$361,500	\$361,500	\$385,000	\$373,500	\$440,000	\$433,000	\$554,000	\$615,000	\$605,000
Average of Abutters	\$398,256	\$395,599	\$438,681	\$444,381	\$478,368	\$488,362	\$513,080	\$573,574	\$600,032	\$579,680
Acton as % of Abutters	82.9%	69.9%	60.4%	56.3%	65.2%	59.4%	66.5%	63.6%	74.2%	86.3%

Source: Warren Group - Banker and Tradesman and RKG (2024)

Figure 15 – Comparative Trends in Average Selling Price for Condominium Residential



MULTI-FAMILY RESIDENTIAL

CoStar (as of September 25, 2024) identifies the Town of Acton as a part of the Route 2 Multi-Family Submarket (refer to Figure 16) and notes that the vacancy is around 2.9% (a stabilized market) with overall rents (all units) at approximately \$2,890/month (a 5.6% increase over the year). This average monthly rent is approximately \$2.87/SF for all unit types (BR mix). CoStar has developed a class ratings system for multi-family residential noting that the greater the number of "stars" the more modern, higher-quality and finish/fit-out of the apartment. The current monthly rents are presented in Table 29, indicating the differences by apartment class.

Table 29 – Average Rents by Class

CoStar Average Rents by Class	Avg Rent/Unit	% Δ to Average	\$ Δ to Average
1 and 2 Star	\$2,060	-28.7%	(\$830)
3 Star	\$2,670	-7.6%	(\$220)
4 and 5 Star	\$3,210	11.1%	\$320
Average	\$2,890	<i>na</i>	<i>na</i>

Source: CoStar and RKG (2024)

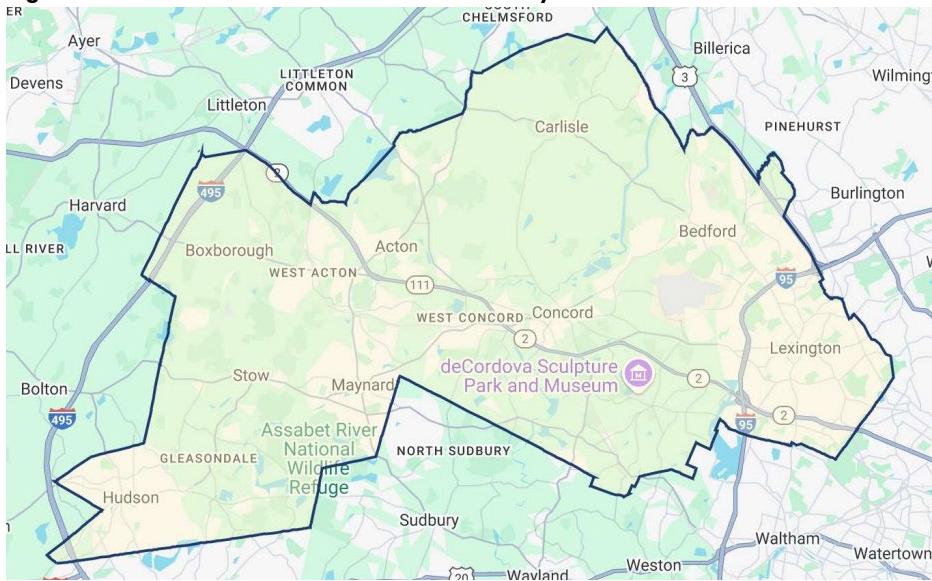
Reportedly the trailing three-year vacancy level for the submarket, as a whole, is 3.0%, which is lower than the 4.9% for the Boston market. Over the past three years, rents have increased in the submarket by 16.3%, exceeding the 11.9% increase in Boston. As a result, the submarket is

outperforming Boston, as measured for the last three years. CoStar reports a total submarket inventory of approximately 4,000 units with the last addition of 240 units in 2020.

CoStar reports two (2) sales of multi-family in the past year, including:

- The Highlands at Hudson (307 Central Street) with 158 units - \$250,000/unit
- 51 Packard Street (Hudson) with six units - \$230,833/unit

Figure 16 – The Route 2 Submarket as defined by CoStar



As RKG understands, the Dolben Company recently announced (August 15, 2024) its proposal to develop a 230-unit luxury residential apartment community, on an approximate 10.5-acre site near to the Assabet River in South Acton. Per the Dolben Company, the preliminary scheduling calls for delivery of the first units in the fourth quarter of 2025 and stabilization for the third quarter of 2026. The proposed development is to include two (2) residential buildings, at five-stories each, totaling an approximate 315,110 gross SF, with a stand-alone six (6) story parking garage.

Representatives of the Town of Acton noted that this project has been approved and is currently under construction, with the developer anticipating a 24-month construction period.¹⁴

ACTIVE LISTINGS

RKG referenced internet real estate sources to offer a snapshot of current listings in the Town of Acton. While these samples are not necessarily exhaustive, they do point to some notable metrics. For example, as indicated in Table 30, the average asking price for the sample of single-family residential homes is just under \$1.1M which is 11.0% greater (or nearly \$110,000) when compared to the July 2024 selling price (as in Table 27). Condominium listings average an asking price of \$466,300 per unit or 7.0% less than recent sales of \$500,000 per unit.

¹⁴ As RKG understands, the Powder Mill project is a Massachusetts Chapter 40B development, which affords developers opportunities to build more densely, provided that at least 25.0% of residential units be designated as "affordable".

Table 30 – Sample of Residential Listings for Acton, MA

Active Listing - Town of Acton, MA	# of Listings	Averages			
		Ask \$	Beds	Baths	SF
Single Family	20	\$1,094,770	4	2.8	3,062
Condominiums	3	\$466,300	3	1.5	1,247
Townhomes	7	\$732,286	2	2.6	2,106

Source: Redfin (9/13/2024) and RKG (2024)

As shown in Table 31, a sample¹⁵ of available multi-family apartments in the Town of Acton reveals one-bedroom units, averaging 775 SF, with a monthly asking rent of almost \$2,500 (or \$3.10/SF), two-bedroom units at \$2.63/SF and three-bedroom units at \$2.38/SF. On average, the average asking rents in the Town of Acton are \$1.50/SF less than a sample of more than 17,000 units in the greater Boston area (which RKG has recently compiled for another project). Across the entire sample (all BR counts), the average asking rent is \$2.78/SF, which is somewhat less than the overall Route 2 Multi-Family Submarket (as defined by CoStar and includes the Town of Acton) of \$2.87/SF.

Table 31 – Sample of Multi-Family Asking Rents for Acton, MA

Apartment Listings - Town of Acton, MA	# of Listings	Avg		
		# of Listings	Ask Mo. Rent	SF/Unit Rent/SF
One BR Units	18	\$2,345	755	\$3.10
Two BR units	16	\$2,998	1,141	\$2.63
Three BR Units	2	\$4,775	2,003	\$2.38

Source: Apartment Finder and Zillow (9/13/2024) and RKG (2024)

NON-RESIDENTIAL

This section presents an overview of non-residential market indicators in the Concord/Maynard submarket (which includes the Town of Acton) and for the Town proper (where available). The focus is on office commercial and industrial sectors as the retail market has been previously discussed.

OFFICE - COMMERCIAL

Information reported from CoStar, over the 2018-to-2023 time-period, for the office-commercial sector is summarized in Table 32, noting the following:

- The inventory of total office SF declined by nearly 161,200 SF (a drop of 1.4%). On an annual basis, the inventory averaged 11.38M SF.
- Net absorption varied from year-to-year, showing an overall average annual net negative absorption of 102,809 SF (indicating that vacant SF to the market outpaced newly leased SF to the market).
- Office vacancy varied by year, peaking at 17.2% in 2021 and averaging 13.5% indicating an annual average office vacancy of 1.54M SF.

¹⁵ Listings from Dover Heights, Avalon Acton, Iris Court, Acton Coach Estates and Spring Hill Commons.

- The number of sales transactions has declined over the last several years, averaging 24 transactions annually with an average selling price of nearly \$123/SF.
- Average asking rents/SF increased marginally, by 11.5%, and average \$24.48/SF over the time-period measured.

Table 32 -Trends in the Office-Commercial Sector for the Concord/Maynard Submarket

Selected Trends in the Office Market Sector	2018	2019	2020	2021	2022	2023	# Δ	% Δ	Annual Average
Inventory (SF)	11,484,294	11,486,340	11,362,212	11,323,102	11,323,102	11,323,102	(161,192)	-1.4%	11,383,692
Net Absorption (SF)	(35,093)	50,407	(51,467)	(789,058)	182,571	25,789	60,882	-173.5%	(102,809)
Vacancy (SF)	1,318,637	1,268,230	1,195,569	1,942,063	1,759,492	1,733,703	415,066	31.5%	1,536,282
Vacancy (rate)	11.5%	11.0%	10.5%	17.2%	15.5%	15.3%	na	na	13.5%
# of Transactions	23	25	31	29	20	17	(6)	-26.1%	24
Average \$/SF	\$80.17	\$48.32	\$171.25	\$67.94	\$223.60	\$144.25	\$64.08	79.9%	\$122.59
Average Rent/SF	\$23.09	\$24.07	\$23.99	\$24.70	\$25.26	\$25.75	\$2.66	11.5%	\$24.48

Source: CoStar and RKG (2024)

Table 33 compares selected office sector metrics for the Town and the submarket. The building stock in the Town is somewhat older relative to the submarket and Town office properties account for 15.0% of the submarket but only 7.6% of the SF inventory.

The average asking rents/SF in the Town of Acton are less than the submarket and this may be further reflected in the difference in the vacancy rates Town are about one-half of the submarket.

Table 33 – Comparative Office Sector Metrics

Comparison of Office-Commercial Metrics - Town and Submarket	Town of Acton	Concord/Maynard Submarket	Town as % Submarket
Average Year Built	1945	1954	99.5%
Property Count	74	491	15.1%
Total SF	1,402,928	18,428,727	7.6%
Avg SF/Property	18,958	37,533	50.5%
Vacant SF	167,264	3,722,466	4.5%
Vacancy Rate	11.9%	20.2%	
Avg Ask \$/SF	\$18.51	\$25.75	71.9%

Source: CoStar and RKG (2024)

INDUSTRIAL

Information reported from CoStar, over the 2018-to-2023 time-period, for the industrial market sector, by type of use, is summarized in Table 34, noting the following:

- In total, the industrial inventory grew by nearly 65,000 SF, with strong growth in the logistics and flex sectors, and a decline of more than 461,000 SF in the specialized industrial sector.
- The amount of vacant industrial SF declined over the 2020-to-2022 period but increased sharply in 2023 and averaged nearly 754,300 SF annually.

- Vacancy rates typically hovered around 5.0% but were somewhat higher for flex industrial space.
- On a year-over-year basis, net annual absorption was more down than it was up (indicating that vacant SF to the market outpaced newly leased SF to the market).
- All industrial use sectors typically experienced rent/SF increases over the time-period measured.

Table 34- -Trends in the Industrial Market Sector for the Concord/Maynard Submarket

Selected Trends in the Industrial Market Sector	2018	2019	2020	2021	2022	2023	# Δ	% Δ	Annual Average
INVENTORY (SF)									
Total Industrial	20,553,830	20,553,830	20,455,568	20,590,406	20,814,566	20,618,520	64,690	0.3%	20,597,787
Specialized Industrial	4,113,865	4,113,865	4,113,865	3,940,063	3,940,063	3,652,858	(461,007)	-11.2%	3,979,097
Logistics	7,986,625	7,986,625	7,986,625	8,157,665	8,177,825	8,148,384	161,759	2.0%	8,073,958
Flex	8,453,340	8,453,340	8,355,078	8,492,678	8,696,678	8,817,278	363,938	4.3%	8,544,732
VACANT (SF)									
Total Industrial	819,233	826,184	1,074,324	487,790	483,410	834,751	15,518	1.9%	754,282
Specialized Industrial	12,210	14,192	221,902	13,797	1,500	25,188	12,978	106.3%	48,132
Logistics	149,084	139,394	235,849	106,691	246,829	276,976	127,892	85.8%	192,471
Flex	657,939	672,049	616,573	367,302	235,081	532,587	(125,352)	-19.1%	513,589
VACANCY RATE									
Total Industrial	4.0%	4.0%	5.3%	2.4%	2.3%	4.0%	<i>na</i>	<i>na</i>	<i>na</i>
Specialized Industrial	0.3%	0.3%	5.4%	0.4%	0.0%	0.7%	<i>na</i>	<i>na</i>	<i>na</i>
Logistics	1.9%	1.7%	3.0%	1.3%	3.0%	3.4%	<i>na</i>	<i>na</i>	<i>na</i>
Flex	7.8%	8.0%	7.4%	4.3%	2.7%	6.0%	<i>na</i>	<i>na</i>	<i>na</i>
NET ABSORPTION									
Total Industrial	229,718	(6,951)	(346,402)	721,372	228,540	(547,387)	(777,105)	-338.3%	46,482
Specialized Industrial	33,245	(1,982)	(207,710)	34,303	12,297	(310,893)	(344,138)	-1035.2%	(73,457)
Logistics	82,972	9,141	(95,906)	300,198	(119,978)	(59,588)	(142,560)	-171.8%	19,473
Flex	112,501	(14,110)	(42,786)	386,871	336,221	(176,906)	(289,407)	-257.2%	100,299
ASKING \$/SF									
Total Industrial	\$10.43	\$11.06	\$11.69	\$12.57	\$13.71	\$14.83	\$4.40	42.2%	\$12.38
Specialized Industrial	\$9.93	\$10.56	\$11.31	\$12.29	\$13.43	\$14.27	\$4.34	43.7%	\$11.97
Logistics	\$8.76	\$9.36	\$9.98	\$10.92	\$12.14	\$13.24	\$4.48	51.1%	\$10.73
Flex	\$12.18	\$12.83	\$13.42	\$14.21	\$15.27	\$16.52	\$4.34	35.6%	\$14.07

Source: CoStar and RKG (2024)

Table 35 offers an overview of current industrial metrics for the Town of Acton. The Town has an inventory of approximately 1.41M SF (or 7.0% of the Concord/Maynard submarket). Nearly 57.0% of the total SF is in single-tenant use, followed by 30.0% in multi-tenant space. The overall asking rent at \$12.37/SF compares favorably to the submarket. According to CoStar there are approximately 255-acres in use as industrial in the Town, which represent an average FAR (floor-area-ratio) of 0.13.

Table 35 – Selected Industrial Metrics for Acton, MA

Selected Metrics for the Industrial Sector - Acton, MA	Property Count	Total SF	Average SF	Avg \$/SF	Year Built	Total Acres	Avg FAR
Single-Tenant	22	802,235	36,465	\$11.13	1958	92.17	0.20
Multi-Tenant	18	429,058	23,837	\$14.25	1975	63.58	0.15
Unspecified	11	181,765	16,524	\$13.37	1928	98.73	0.04
Total or Average	51	1,413,058	27,707	\$12.37	1954	254.48	0.13

Source: CoStar and RKG (2024)

INDUSTRIAL PIPELINE

RKG turned to data from CoStar to develop an inventory of flex and/or industrial development, in the pipeline, across the communities that comprise the Metro South/West WDA (Table 36), noting 391,261 SF currently under construction, as a mix of R&D uses and warehouse space. Another approximate 2.77M SF is proposed primarily as manufacturing, warehouse and distribution space.

Table 36 – Industrial Pipeline for the Metro South/West WDA

Metro South/West WDA - Industrial Pipeline	Parcel Count	Proposed SF	Average SF/Parcel	Location(s)	Anticipated Delivery
Under Construction	54	391,261	7,246		
Flex Space	2	363,821	181,911	Lexington, Maynard	2024, 2025
Industrial Space	2	27,440	13,720	Norfolk, Norwood	2025, 2026
Proposed	25	2,773,922	110,957		
Flex Space	5	223,000	44,600	Marlborough (4), Waltham (1)	2,026
Industrial Space	20	2,550,922	127,546	(1)	2025, 2026

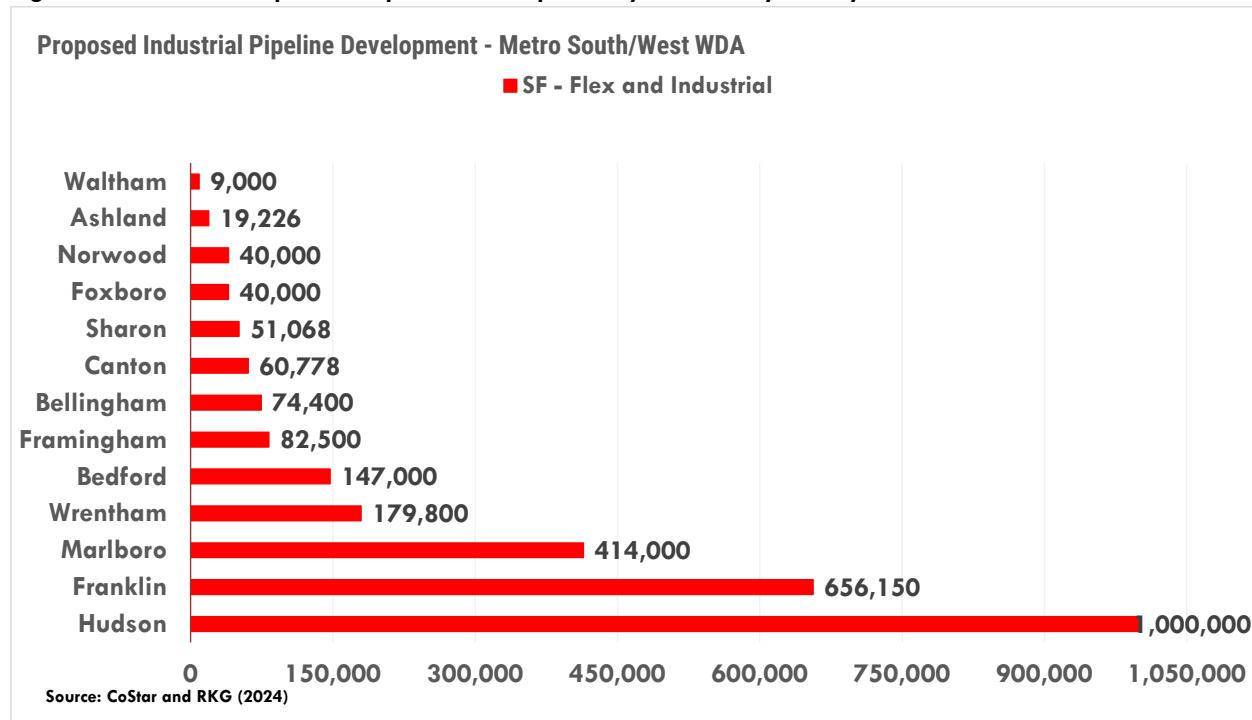
Source: CoStar and RKG (2024)

(1) - refer to accompanying Figure

With respect to the proposed industrial development, Figure 17 depicts the allocation across the various WDA communities, noting the following:

- Nearly 60.0% of the proposed industrial development, in terms of SF, is concentrated in Hudson and in Franklin (with five proposed developments in Franklin).
- Although totaling 414,000 SF, six of the 25 proposed developments are in Marlborough.
- As of the date of this analysis, per CoStar, there are no proposed developments for industrial space in the Town of Acton.

Figure 17 – Industrial Pipeline Proposed Development by Community and by SF



PROJECTED EMPLOYMENT AND SPACE (SF) NEEDS

RKG reviewed employment projections, for the Metro South/West WDA (of which the Town of Acton is a part), for the 2024-to-2034 time-period. This analysis was conducted for the 3-digit NAICS sectors, allowing for a more refined distinction of growth (or loss) within the broader 2-digit sectors. The total employment growth (2024-to-2034) for the WDA is projected at 58,928 positions, or nearly 5,900 on an annualized basis.

For the purposes of this SEDAP analysis, RKG considered only those industry sectors with a minimum projected growth of 150 positions. In this manner the projected employment growth is considered sufficient to afford the Town of Acton to realize some portion of the WDA growth which could translate to reasonable estimates of potential SF demand opportunities.¹⁶

Also for the purposes of this SEDAP analysis, RKG estimates that the Town of Acton may be able realize a 3.0% capture rate¹⁷ of the WDA projected growth, provided that developable sites (and/or parcel assemblages) are available across the Town of Acton; that an infrastructure is in place to support the development; and, that any new SF opportunities are in accordance with local zoning ordinances and any other regulatory constraints.

As shown in Table 37, for the selected 3-digit NAICS industry sectors, the estimated ten-year demand for additional SF for the WDA is 10.77M SF with an estimated 3.0% capture rate of the

¹⁶ RKG utilized reasonable industry standards, consistent with RKG's work across other communities, with respect to average SF per employee.

¹⁷ This reflects a marginal increase from the approximate historic 2.4% employment capture rate of the Town of Acton relative to the WDA as previously depicted in Table 11.

employment growth, this equates to an estimated ten-year demand for the Town of Acton of approximately 323,000 SF. RKG cautions that not all projected employment growth may necessarily result in a demand for newly built SF as existing market vacancies may absorb some of the demand, or existing development may expand (or reconfigure) on site. Further that the estimates are for a ten-year period, indicating that on an annualized basis, for the Town of Acton, demand may equate to 32,300 SF.

Table 37 – Projected Metro South/West WDA Employment Change (2024-2034) and Estimated SF Space Demands

NAICS (3-digit)	Potential Target Industry Clusters for the Town of Acton, MA	WDA Employment Δ 2024-2034 (1)	WDA Estimated	Estimated	Acton, MA
			10-Year SF Demand	Acton, MA SF at 3.0%	Average Wage
Construction Sectors		3,392	508,800	15,264	\$125,328
236 Construction of Buildings		583	87,450	2,624	\$135,504
237 Heavy and Civil Engineering Construction		180	27,000	810	\$131,462
238 Specialty Trade Contractors		2,629	394,350	11,831	\$113,774
Manufacturing Sectors		2,514	1,885,500	56,565	\$129,322
311 Food Mfg		659	494,250	14,828	\$65,550
312 Beverage and Tobacco Product Mfg		443	332,250	9,968	\$56,013
326 Plastics and Rubber Products Mfg		153	114,750	3,443	\$111,893
332 Fabricated Metal Product Mfg		391	293,250	8,798	\$102,153
333 Machinery Mfg		207	155,250	4,658	\$131,346
335 Electrical Equipment, Appliance, and Component Mfg		435	326,250	9,788	\$117,455
339 Miscellaneous Mfg		226	169,500	5,085	\$136,287
Retail Sectors		2,252	450,400	13,512	\$58,172
441 Motor Vehicle and Parts Dealers		323	64,600	1,938	\$110,375
444 Building Material / Garden Equip / Supplies Dealers		309	61,800	1,854	\$91,171
445 Food and Beverage Stores		927	185,400	5,562	\$41,280
455 General Merchandise Retailers		693	138,600	4,158	\$38,298
Office Use Sectors		21,015	4,362,800	130,884	\$162,873
492 Couriers and Messengers		424	209,880	6,296	na
493 Warehousing and Storage		406	200,970	6,029	\$62,426
513 Publishing Industries		734	110,100	3,303	\$212,392
519 Web Search Portals and Other Information Svcs		623	93,450	2,804	\$294,154
523 Securities, Commodity Contracts, and Other Financial Svcs		405	111,375	3,341	\$262,839
531 Real Estate		1,128	225,600	6,768	\$130,054
532 Rental and Leasing Svcs		174	34,800	1,044	\$81,807
541 Professional, Scientific, and Technical Svcs		9,515	1,855,425	55,663	\$179,365
551 Management of Companies and Enterprises		4,203	840,600	25,218	\$192,471
561 Administrative and Support Svcs		3,094	618,800	18,564	\$50,972
562 Waste Management and Remediation Svcs		309	61,800	1,854	\$110,034
Health Care Sectors		10,712	1,606,800	48,204	\$67,009
621 Ambulatory Health Care Svcs		4,953	742,950	22,289	\$93,977
622 Hospitals		1,113	166,950	5,009	\$88,932
623 Nursing and Residential Care Facilities		1,964	294,600	8,838	\$67,148
624 Social Assistance		2,682	402,300	12,069	\$47,597
Hospitality and Food Sectors		6,098	1,952,450	58,574	\$35,261
713 Amusement, Gambling, and Recreation		1,947	292,050	8,762	\$29,060
721 Accommodation		1,121	448,400	13,452	\$61,640
722 Food Services and Drinking Places		3,030	1,212,000	36,360	\$36,497
Total for these Sectors		45,983	10,766,750	323,003	na

Source: EMSI / Lightcast and RKG (2024)

Acton, MA outperforms the WDA

na - not applicable and/or insufficient data

(1) - minimum 10-year WDA employment growth of 150 employees

TARGET INDUSTRY CLUSTER ANALYSIS

Effectively, the aforementioned industry sectors represent target industry clusters for the Town of Acton, indicating a projected ten-year WDA employment growth, a modest 3.0% capture rate for the Town of Acton which then equates to the potential for additional SF of development. Many of these sectors display a good wage in the Town and are often in industry sectors with strong LQ metrics. Those sectors with under-performing LQ metrics may offer opportunities for improvement with increased employment and SF of development. All of which is dependent, in part, on the availability of land or assemblages of land to accommodate the growth and reflective of local zoning and other regulatory considerations.

Construction Sectors – Total estimated Town demand is **15,264 SF**, as notably influenced across the specialty trade contractors. Average annual wages are generally strong (all over \$100,000). For the heavy/civil engineering cluster the Town of Acton LQ ratio is very high relative to the WDA, indicating that this sector is a local strength.

RKG referred to IBISWorld, a private sector research firm specializing in providing current industry-sector metrics and analysis, with a focus on NAICS code 238 Specialty Trade Contractors, representing the greatest SF demand in the construction sectors.

This category includes (but is not limited to) HVAC contractors, electricians, roofing, plumbing and masonry work. Continued employment growth in many of these sectors is driven, in part, by commercial and residential construction activity and is further influenced by volatility in the interest rates. General demand for these services remains strong, perhaps more influenced currently by repairs and restorations as opposed to absolute new construction. Nonetheless, this analysis indicates potential demand for new SF development in Acton, where average wages exceed \$113,700. The relatively low LQ (at 0.450) suggests opportunities for improvement and increased local employment relative to the WDA.

Manufacturing Sectors – Total estimated Town demand is **56,565 SF** across all sub-sectors. When considered on an annualized basis the development demand may be considered nominal, but it is worth noting that for all sectors, except food manufacturing, the Town LQ ratios are very strong when compared against the WDA. As noted previously (Figure 11) the manufacturing sector of the local economy is a strength and is generally within the established and strengthening quadrant sector. In 2024, the manufacturing sector (2-digit NAICS) accounted for 14.0% of the Town employment.

Despite competitive and regulatory challenges in the manufacturing sectors, IBISWorld notes continued modest improvements in the manufacturing sector. Except for food related manufacturing, all of the sectors noted in the target industry clusters for Acton display exceptionally strong LQ ratios relative to the broader WDA. Further local wages typically exceed \$100,000.

From Figure 11, while the manufacturing sector is a strong contributor to the Town of Acton economy it hovers in the established but declining quadrant. The projected WDA employment growth in the target industry clusters affords the Town an opportunity to further fortify this sector.

For example, IBISWorld notes the continued growth and demand for innovations and products in the medical manufacturing sector (part of NAICS code 339) as partially driven by an aging population and a higher incidence of chronic illnesses.

Given the overall volatility in these sectors of the economy, IBISWorld notes that many manufacturers in electrical components (NAICS code 335) may realize growth as manufacturers are investing in renewable and sustainable energy technologies which drive demand in this sector.

Retail Sectors – Total estimated Town demand is **13,512 SF** although on an annualized basis the demand is less than 1,600 SF for all sub-sectors. This is not to suggest that newly built SF opportunities may exist but rather that a more reasonable assumption is that opportunities for expansion of existing facilities and businesses may be more prevalent.

Note that RKG's analysis of a 20.0% re-capture of sales leakage (which is not a function of projected employment growth) estimated the potential for nearly **48,000 SF**.

While the retail sectors of the economy continue to evolve, noting consolidation and closings of stores, an increase in on-line shopping (often at the expense of “bricks and mortar” retail) and a general consumer shift to more specialized shopping, the overall retail outlook remains positive, particularly in specific sectors. As identified elsewhere in this analysis, the Town of Acton residential base presents a strong household spending demand.

Projected employment growth also indicates opportunities for additional retail development (SF) in Acton. This includes retailers in the broad category of food and beverage stores, with an estimated demand of 5,562 SF for Acton, albeit at relatively low wages, but with a strong local LQ ratio of 1.921. This suggests that the Town of Acton is a destination location for sales in this category, drawing from a broader geography than the Town proper. This category includes more than just grocery stores, but also the niche food retailers (often smaller SF footprints) which offer more varied and specialty food lines that are increasingly attractive to the changing consumer preferences.

Office Use Sectors – Total estimated Town demand is **130,884 SF** as heavily influenced by professional services (at slightly more than 42.0% of the demand). The average annual wage for this sub-sector is just under \$180,000 and such office use(s) are typically candidates for ground floor utilization of a mixed-use development. Across all sub-sectors the Town LQ ratios are generally low and underperform relative to the WDA – suggesting opportunities for improvement. In 2024, employment in this sub-sector accounted for nearly 7.0% of the Town employment.

The greatest and most diversified target industry cluster includes a variety of potential office use type(s) of development. Often the demand among these sectors is for smaller-scale (SF) office space which could be compatible with ground-floor development of mixed-use projects. While all these sectors display relatively low LQ ratios, the annual local wages are very strong in the Town of Acton.

This gives rise to the opportunities that given appropriately scaled and priced new development in the Town could foster a greater share (capture) of the projected WDA employment. From Figure 11, while many of these sectors are not currently dominant contributors to the local economy, most are within the weak but emerging quadrant.

Health-Care Sectors – Total estimated Town demand is **48,204 SF** as influenced by the ambulatory health-care sub-sector and social assistance services. While the average annual wages in the latter are comparatively low, the Town LQ ratio is strong. As depicted in Figure 11, the healthcare sector in the Town of Acton is an important employment contributor and it is in the weak but emerging quadrant. In 2024, the health services sector (2-digit NAICS) accounted for nearly 13.0% of the Town employment.

Data from IBISWorld continues to point to the growing need for health-care related services, particularly as may be targeted to an aging population base. These include a host of specialized practitioners as well as a variety of social assistance and support care. In the Town of Acton, the population aged 65 and older is projected to increase by nearly 2,280 persons and account for 20.0% of the Town population in 2029 as compared to 11.0% in 2010.

Projected employment growth across the health-care industry sectors, coupled with an aging local population base, presents opportunities for increased development, including such sectors as nursing/residential facilities and social/support services, both with comparatively high LQ ratios indicating that these are strengths in the local economy which should be further capitalized.

Hospitality and Food Sectors – Total estimated Town demand is **58,574 SF** as dominated by dining and drinking places (at 62.0% of the demand for this sector) – indicating opportunities for additional such establishments throughout the Town (noting a low LQ ratio) and despite relatively low wages.

While IBISWorld recognizes the “hit” taken by the dining and drinking sectors (NAICS code 722) since the impacts of COVID, they also note the changing consumer preferences for fresh food, healthier food and alternative dining out options. This sector represents strong WDA employment growth which translates to local opportunities for increased SF development and a diversification of dining venues.

STAKEHOLDER OUTREACH

The following section provides a summary of observations and comments, from RKG’s outreach to a variety of Acton area stakeholders. The purpose of the interviews was to obtain feedback from a group of business owners/operators, real estate brokers, Town officials, developers, and other key stakeholders relative to the broader issue of economic development and various related topics. Although these statements may represent a limited set of opinions and observations about the Town of Acton and its economic development efforts, the consultants have given some weight to those opinions that could be corroborated or were held by multiple individuals.

Photo 1 – Acton SEDAP Public Presentation



As presented below, the respondent summarized statements have been organized by subject matter into several different broad categories.¹⁸

¹⁸ RKG acknowledges that these comments may read as a bit “choppy”, but RKG’s intent is to offer a summary of respondent comments without editing and/or re-interpretation.

1. Town Centers

West Acton Village

- This center has developed nicely over the last several years and more or less serves as a destination hub for consumer activity, considering that Acton has multiple “pockets” of retail and consumer/commercial options.
- Consumer activity draws from Acton, proper, but also from the towns west of Acton.
- There is approximately 50,000 SF of existing and assorted development and offerings (many locally owned), including dining options, other food services, some commercial space as developed over a multi-year and multi-phase process.
- Initial planning and permitting covered the 2007-2010 time-period, with the first delivery of inventory in 2011 and incrementally thereafter. While the initial development phasing was a somewhat lengthy time-period, subsequent planning and development has been less so as Town departments, various commissions and other regulatory entities have begun to improve their internal communications and co-ordination with respect to streamlining efforts in bringing projects to development.
- Future development of the West Acton Village center is hampered by (1) available land/sites, (2) a lack of sewer infrastructure (particularly impacting additional dining development, and (3) an inadequate inventory/supply of parking.
- Reportedly, the West Acton Village area is the only Town area with on-street parking, which hinders further growth (SF of development) capacities.

To summarize – destination location with 50,000 SF of non-residential uses supporting a variety of consumer activity. Future growth is hampered by a lack of sites, lack of sewer services and inadequate parking infrastructure.

Kelley's Corner

- This area of Town, situated at the intersections of Route 27/Main Street and Route 111/Massachusetts Avenue, is currently undergoing infrastructure improvements (roadway and pedestrian related), in part, to further encourage opportunities for expanded development in the Town of Acton.
- However, given its location (Route 27/Route 111), several respondents thought that it may have more of an “auto-access orientation” and less of a “pedestrian-access orientation”, potentially hindering more “walkable and compact village style” types of development.
- Some may consider that economic development at this location, over time, may transition more to “chain” development as opposed to “local development”.

To summarize – repositioned Kelley's Corner could attract new development but densely built environment and FAR allowances could detract.

South Acton (Village) MBTA Station Area

- Although the Town of Acton is served by the MBTA commuter rail, this area is currently somewhat isolated with respect to pedestrian accessibility.

- While there may be land available for future development, the issues of compactness and connectivity may hamper transitioning to a Town Center development.

To summarize – densely developed and populated area, the former a possible negative to new development and the latter a positive.

2. General Real Estate Market Observations

- In broad terms, the office market is over supplied and competes with flex type space, which enjoys a price advantage in terms of lease rates, also noting that for office development (other than smaller-scale entrepreneurial space), the market is more of a “tenant” market as contrasted to an “owner” market.
- Some office park landlords are seeking more high-tech and STEM related tenants, in part to further capitalize on the employment base in Acton and surrounding region.
- New office park development may be constrained by a lack of land, as some are seeking to expand and re-purpose on-site. (or otherwise infill).
- There is a perceived increase in Townwide retail vacancies as noted by the smaller-scale neighborhood and strip retail centers (as noted in **Table 25**).
- The lack of Townwide sewer infrastructure has deterred some retail development, especially restaurants.
- Although Town property tax rates have declined (FY 2020 at \$19.24 to FY 2025 at \$17.15) they remain high compared to neighboring communities (as noted in **Table 2**).
- Townwide industrial expansion opportunities are hampered by a lack of land, inadequate sewer infrastructure, property taxes and a local desire for “clean” industry.

3. Discovery Museum

- This is an anchor and destination amenity in the Town of Acton, drawing nearly 1/4 million visitors in Acton and from those within an approximate 1-hour drive time.
- The campus is an approximate 4.5-acre site with multiple buildings, open (and recreation) space and on-site parking, positioned in a residential setting and abutting approximately 180-acres of Town owned conservation land.
- As such, there are limited options for proximate (and walkable) supporting development such as restaurants to encourage visitors and families to linger and consume.
- Discussions with several of the area stakeholders note a need for more before/after school childcare services in the Town. Representatives of the Discovery Museum suggested that, moving forward, they may be open to exploring the possibilities of providing a “physical space” for such services, although not as an administrator but more as a landlord.

4. Zoning and Development Approval Process

- At times, there has been the perception of some level of internal Town conflict between various Town departments and committees in reviewing and approving development initiatives, although improving as of late.
- There is the perception of limited local initiatives (also statewide) for new business development and/or expansion. These are more prevalent in regions outside of Massachusetts (the Carolinas as an example).
- The cost of utilities and the tax rate serve as disincentives to development. The Town is not perceived as “big business” friendly. Relations and working with some Town departments have improved, others not so much.
- Townwide development opportunities need to be more of a set of pro-active initiatives as opposed to “case-by case” responses.
- The Town needs to take a more proactive approach in assisting with the re-tenanting or redevelopment of vacant (some chronic) properties throughout Acton.

5. Strategic Planning and Regulatory Issues

- Reportedly, the Town of Acton “lost” its local Chamber of Commerce and is now served by the broader Nashoba Valley Chamber of Commerce. Perhaps a more local and “self-serving” Chamber of Commerce is a possibility.
- To further economic development the Town requires a strategic plan and direction from the top down, including a co-ordination of efforts/inputs from all local regulatory commissions/committees, working in a cohesive fashion.
- There is a need for further review of the zoning bylaws and regulations to better “define” the development process and make the process more seamless (i.e., less overlap).
- Although not limited to, but including, a review of FAR (floor-area-ratio) requirements, the signage bylaws and the applicability of banner signs.
- A vote (in 2019) for the expansion of Acton sewer services failed. As RKG understands, this was in part due to the method of payment that was proposed, whereby “new” users (alone) would bear the costs for the expansion as based on a formula of how much land they owned (whether developable or not). Some respondents noted that while the extension of the sewer service is the desired outcome, a more equitable (shared) means of financing should be explored.
- It is important for the Town of Acton to fill the position of Economic Development Director and to have that position singularly focused on economic development. Reportedly, in the past, this position also oversaw other Town departments or responsibilities, resulting in a shared level of effort and focus.
- There is a distinction between “well said” and “well done”, with the Town performing the former but falling short on follow-through and execution of the latter.

6. Economic Opportunities and Challenges (from 22 January 2025 public workshop}

- Perceived economic development opportunities for Acton to further capitalize on include fostering growth in local/large arts community, which could encourage the Cultural District designation.
- Further preserving and/or utilizing (as appropriate) Townwide historic properties.
- Taking initiatives to support and grow home-based businesses, for example, revisit the number of employees permitted on-site in a home-based business.
- Lack of parking and traffic are problems for increased economic development opportunities.
- Concentration of commercial property ownership among a limited few, such as along Great Road.
- Commercial rents are perceived to be high, but compared to where and what?
- The Town has, at times, been opposed to such development proposals as drive-throughs, expanding childcare centers and cannabis dispensaries.
- The need for water conservation efforts to protect the aquifer may limit the ability of the Town to attract high-water use businesses such as restaurants and bio-tech labs. (The lack of Townwide sewer is also an influencing factor).
- Acton is too far removed from I-495, as compared to Boxborough or Littleton, as examples, presenting a possible location disadvantage for businesses requiring proximity and easy access to the interstate.
- There is no hospitality space in Acton, proper, to provide accommodations for business guests and other overnight visitors who may be in Acton to work with area businesses.
- The Town of Acton may benefit from an Office of Tourism, akin to Concord. (although, isn't the Concord location a visitor's center?).

QUALITY OF LIFE ASSETS AND CONSTRAINTS

Communities often focus their target industry assessment on issues such as asset availability, existing/past business trends, and regional/statewide targeting. However, business location, relocation and expansion decisions are not made solely on economic and market-based issues. Quality of life metrics and the general business climate also play a role in site selection decision-making. This is particularly true for smaller companies where the corporate leadership oftentimes relocate their businesses and are looking for other amenities that meet their family needs.

PUBLIC SCHOOLS

The quality of the local school system is often one of the other amenities under consideration in a site selection process. In order to offer an assessment of the quality of the public schools in the Acton, MA area, RKG turned to the website Niche.com. Niche provides a ranking using the academic and student life data from the U.S. Department of Education along with test scores, college data, and ratings collected from Niche users.

Factors considered by Niche.com include academics, culture and diversity, overall experience, teachers, clubs and activities, health and safety, resources and facilities, and sports. Niche.com assigned different multipliers or weights to these factors based on their importance in calculating an overall Niche rating for each school.¹⁹ Table 38 presents a perspective on the relative performance of the area public schools, noting the following:²⁰

- All the schools presented have an overall rating of A- to A+ with the latter ranking for the Action/Boxborough Regional High School.
- Proficiency scores, for math and for reading skills, are strongest for Paul P. Bates and Luther Conant (both K through sixth grade), and more notably the high school.
- Student-to-teacher ratio is consistent across all schools presented.

Table 38 – Public Schools – Selected Niche Ranking Metrics

Acton, MA Area Schools	Overall Rating	Grades	Proficiencies		Enrollment	Student to Teacher Ratio
			Math	Reading		
Acton/Boxborough	A+	9 to 12	90.0%	89.0%	1,683	14 to 1
Raymond J. Grey	A	7 to 8	80.0%	65.0%	825	11 to 1
Paul P. Gates	A	K to 6	73.0%	77.0%	350	13 to 1
Blanchard Memorial	A	K to 6	69.0%	68.0%	506	14 to 1
Merriam	A	K to 6	54.0%	60.0%	431	13 to 1
C.T. Douglas	A-	K to 6	57.0%	57.0%	377	13 to 1
McCarthy-Towne	A-	K to 6	55.0%	60.0%	446	13 to 1
Luther Conant	A	K to 6	77.0%	74.0%	405	14 to 1

Source: Niche.com and RKG (2024)

GENERAL QUALITY OF LIFE METRICS

RKG referenced ProsperityNow (<https://scorecardprosperitynow.org/>) for a comparative measure of selected quality of life metrics which may influence the decision process on where to live, open and/or expand a business. RKG contrasted Middlesex County²¹ to Massachusetts and in turn to the US, as presented in Table 39.

¹⁹ **Note** – this rating system is not meant to be definite nor exhaustive and the results are limited to the available data collected and utilized by Niche.

²⁰ **Note** – from RKG's outreach to area stakeholders, the consensus of opinion was that the area schools offered an exceptional education to students and were considered as a “draw” to the community.

²¹ Specific quality of life metrics for the Town of Acton was unavailable from the source cited.

Table 39 – Comparative Quality of Life Metrics

Assets & Opportunities Scorecard	Middlesex County, MA	MA	US
Financial Assets & Income			
Income Poverty Rate	7.4%	10.4%	12.8%
Asset Poverty Rate	15.0%	19.0%	19.0%
Liquid Poverty Rate	17.0%	22.0%	27.0%
Income Inequality (1)	5.0	5.7	5.0
Unbanked Households	1.0%	4.0%	5.0%
Underbanked Households	11.0%	10.0%	14.0%
Home Ownership & Health			
Home Ownership Rate	61.7%	63.2%	65.4%
Affordability of Homes (2)	5.10	5.40	4.00
Health Care Uninsured Rate	2.7%	2.5%	8.6%
Education			
Early Childhood Enrollment	62.5%	48.7%	40.2%
High School Graduation	93.6%	91.1%	89.4%
Four Year College Degree	57.8%	46.6%	35.0%

Source: ProsperityNow and RKG (2024)

(1) - the greater the metric the less equal the income distribution

(2) - how much higher the home value is relative to the median income

Financial Assets & Income – Middlesex County compares favorably to the State of Massachusetts and the US, noting a lower income poverty rate, asset poverty rate, liquid poverty rate and the percentage of unbanked households.

Home Ownership & Health – Home ownership rates for all areas are generally strong, but with Middlesex County and Massachusetts falling just below the national average. The housing affordability metrics for the county and the state are higher compared to the national average, but this may reflect a lower median income nationally. Both the county and the state display lower rates of those who are health care uninsured.

Education – Middlesex County has a higher percentage of household where there is the attainment of a four-year college degree and for those with early childhood enrollment. The latter complementing the earlier noted comparison of the Acton area school system metrics.

CULTURAL DISTRICT ASSESSMENT

As a part of this analysis, RKG explored the potential for the Town of Acton to establish a Local Cultural Council (LCC) and to subsequently designate a Cultural District (CD) within their community, as coordinated through the Massachusetts Cultural Council (MCC). As RKG understands, the Town of Acton (in co-operation with the Town of Boxborough), there currently exists the Acton-Boxborough Cultural Council (ABCC) which is a volunteer committee comprised of residents from both communities. Through their grant cycle (reported at \$16,800 for FY 2025), their mission is to support local public programs that promote access, education, diversity and excellence in the arts.

There is an established application and submission process for receipt of cultural council funding, which is not intended to substitute, replace, or relieve existing public funds for programs in the arts. For example, schools and libraries may only request funding for cultural enrichment activities that

are led by outside artists, humanists or interpretive scientists (who are not a current employee of either).

Typically, only arts organizations are eligible to request funds to support fund raising events, noting that such funds are not intended to be used as the sole source for artists or organizations with ongoing projects, such as annual concerts and art exhibits. For 2022-2023, the ABCC provided dozens of grants for local events (www.actonboxboroughculturalcouncil.org).

The next step in the process would be for the Town of Acton to apply for designation as a part of the Cultural Districts Initiative through the Massachusetts Cultural Council. However, as RKG understands, and from correspondence with Carolyn Cole, Cultural District Program Officer at MCC, the MCC cultural district designations **are currently paused until FY 2026, as MCC is currently reviewing and redesigning the program.**

That stated, and under the current guidelines, cultural districts are defined as areas with a density of cultural facilities, activities, and assets, within a compact area that acts as a hub of cultural, artistic, and economic activity which is community specific.

Recent correspondence (11 December 2024) with Carolyn Cole, Cultural District Program Officer at MCC, notes that although the existing ABCC, which is a joint venture between Acton and Boxborough may not be a factor (depending on MCC revisions) with respect to Cultural District management and oversight, there may still be some challenges for the ABCC to assume those responsibilities, as such responsibilities can present a huge undertaking for a volunteer organization to act a granting entity and as an entity focused on economic development. As a result, moving forward, the Town of Acton may consider establishing its own management and oversight committee, independent of the existing Acton-Boxborough Cultural Council.²²

An example of an existing district is the Natick (MA) Center Cultural District. This district includes a relatively compact, and walkable cluster of establishments, venues and exhibits, as generally bordered by South Avenue, Main Street, Court Street and Washington Street in the urban core.

While RKG considers that a potential CCD designation for the Town of Acton may be premature at this time, considering the pause in applications until FY 2026 and any subsequent refinements and revision to the program from MCC's internal review. The Town of Acton may consider using this "lag time" to consider and preliminarily address the eligibility requirements for designation, including:

Eligibility for Designation

- The applicant must be a city or town of the Commonwealth of Massachusetts.
- The city or town must establish a cultural district partnership prior to applying for designation. The partnership will provide oversight and management of the district.

²² **Note** – from RKG's outreach to area stakeholders, through the community survey instrument, when asked if the Town should further explore a Cultural District designation, 29.4% of respondents were in favor; 27.4% were opposed; and, 43.2% offered no opinion.

- The city or town must hold at least one community meeting. There must be adequate notice for public input, and accessibility arrangements must be made.
- The city or town must pass a resolution committing to support a state designated cultural district.
- The cultural district partnership must develop:
 - Goals and objectives
 - A plan for managing the district
 - Assessment measures for the district
- The cultural district must have a mappable footprint.
- The cultural district must be compact, easy to navigate, and accessible.
- The cultural district must have cultural facilities and assets.

Implications

RKG considers an actual application on the part of the Town of Acton for designation as a Cultural District may be premature at this time, pending the FY 2026 revisions from MCC, the Town may begin to review and undertake its capacity to meet the current eligibility requirements, notably including the physical definition (and composition) of such a district in the community, which RKG considers as the initial and primary undertaking.

CURRENT STATUS

RKG spoke with Jin Hong Yang, former Chair of the Acton-Boxborough Cultural Council (ABCC), who indicated that there have been some preliminary and exploratory efforts, as put forth through a citizen interest group, regarding this application and subsequent designation.

Discussions with representatives of the citizen interest group re-affirmed the community's interest in establishing a Cultural District and that ongoing discussions and work with RKG will help to provide a "roadmap" moving forward. As noted previously, in RKG's opinion one of the primary considerations is the physical designation of such a district in the community, then to be followed by the management, process and outreach components.

Maynard Cultural District - To offer some perspective of the elements and scale of an existing Cultural District, RKG reviewed the website (www.townofmaynard-ma.gov) for the Maynard Cultural District, noting that the designated area encompasses the downtown, the Main and Mill campus and includes ArtSpace, three (3) separate art galleries, the Fine Arts Theatre, the public library and other performance space (facilitating live music venues). There is access to the Assabet River Trail and the Assabet River National Wildlife Refuge.

Concord Center Cultural District - To offer some perspective of the elements and scale of an existing Cultural District, RKG also reviewed the website (<https://concordma.gov>) for the Concord Center Cultural District. On this website, under Resources, there are several PDF documents which highlight the process and components that were initiated by Concord to receive their Cultural District designation. Reportedly, Concord was among the first communities in the state to receive such a designation. RKG considers that these resources, although dated, could serve as a roadmap for the Town of Acton in furthering their possible designation.

4. TAX BASE and LAND USE

INTRODUCTION AND PURPOSE

This section reviews selected land use and zoning characteristics in the Town of Acton, offering estimates of the fiscal contributory value(s). Also, there is a map of the Town of Acton zoning districts and some discussion of the existing Town of Acton sewer capacity. Lastly, this section offers an overview of previously identified Town opportunity (or desired) development sites.

LAND UTILIZATION

Table 40 offers a summary overview of the Town of Acton with respect to land utilization, assessed values and property taxes, as sourced by the Massachusetts Department of Revenue-Division of Local Services (for 2024). Nearly 80.0% of the land parcels in the Town are classified as residential, comprising 83.4% of the Town's assessed valuation and more than 89.0% of property tax receipts. Approximately two-thirds of the Townwide property tax receipts are derived from single-family residential (as noted previously with a median owner value exceeding \$800,000).

This is then followed by condominium residential, contributing just over 19.0% of the tax receipts and then commercial/industrial uses at a near 8.0% property tax contribution Townwide.

ZONING DISTRICTS

The Town of Acton zoning districts²³ are first presented thematically in Figure 18 and are then followed by a summary discussion of selected zoning metrics by zoning district as shown Table 42.

- Residentially zoned parcels account for 80.0% of all Town land parcels, 56.0% of the acreage and 85.2% of the property valuation (inclusive of residential use and residential land).
- The various Village zoning districts account for approximately three (3) percent of the parcels and 4.2% of the acreage and 3.8% of the total valuation.
- At 401-acres, the Industrially zoned land represents 9.9% of the acreage and 4.0% of the total valuation. As indicated in Table 40, developable industrial land is 34.6-acres, with an additional 8.0-acres as potentially developable.

²³ Please note that RKG also referenced the *Town of Acton Zoning Bylaws*, as emended through May 2023.

Table 40 – Selected Land Utilization, Assessed Values and FY 2024 Tax Receipts

Town of Acton, MA - Land Use (2024)	Acres	As % of Total	Land Value	Per Acre	Building SF	As % of Total	Building Value	Per SF	FAR	Total Value	As % of Total
Mixed-Use	71.9	0.5%	\$15,161,498	\$210,797	223,525	0.6%	\$16,680,300	\$74.62	0.071	\$32,855,198	0.5%
Residential	5,739.6	43.6%	1,764,348,157.0	\$307,400	30,454,472.0	82.0%	\$3,911,165,700	\$128.43	0.122	\$5,703,379,857	85.0%
Single-Family Residential	4,926.7	37.4%	\$1,683,375,271	\$341,684	22,620,338	60.9%	\$2,514,705,500	\$111.17	0.105	\$4,220,249,171	62.9%
Condominium Residential	343.0	2.6%	\$2,115,200	\$6,166	6,639,386	17.9%	\$1,219,268,200	\$183.64	0.444	\$1,224,581,200	18.3%
2/3 Family Residential	49.3	0.4%	\$23,344,600	\$473,126	385,519	1.0%	\$28,947,100	\$75.09	0.179	\$52,703,300	0.8%
Apartments	128.8	1.0%	\$48,024,600	\$372,997	730,138	2.0%	\$137,125,400	\$187.81	0.130	\$186,596,600	2.8%
Other Residential	81.8	0.6%	\$7,469,986	\$91,368	79,091	0.2%	\$11,119,500	\$140.59	0.022	\$19,230,086	0.3%
Vacant Residential	210.0	1.6%	\$18,500	\$88	na	na	na	na	na	\$19,500	0.0%
Land	1,098.3	8.3%	25,148,561.0	\$548,444	11,888	0.03%	\$554,000	\$46.60	na	\$26,155,961	0.4%
Developable Residential	90.7	0.7%	\$7,668,600	\$84,513	na	na	na	na	na	\$7,673,200	0.1%
Potential Developable Residential	17.8	0.1%	\$974,700	\$54,663	na	na	na	na	na	\$974,700	0.0%
Undevelopable Residential	414.7	3.2%	\$6,241,900	\$15,053	11,888	0.03%	\$554,000	\$46.60	na	\$6,796,900	0.1%
Developable Commercial	52.8	0.4%	\$6,769,300	\$128,262	na	na	na	na	na	\$6,779,900	0.1%
Potential Developable Commercial	0.5	0.0%	\$65,300	\$130,002	na	na	na	na	na	\$65,300	0.0%
Undevelopable Commercial	38.7	0.3%	\$850,600	\$21,973	na	na	na	na	na	\$1,262,400	0.0%
Developable Industrial	34.6	0.3%	\$828,900	\$23,975	na	na	na	na	na	\$828,900	0.0%
Potential Developable Industrial	8.0	0.1%	\$591,500	\$73,494	na	na	na	na	na	\$591,500	0.0%
Undevelopable Industrial	60.2	0.5%	\$963,500	\$15,999	na	na	na	na	na	\$986,600	0.0%
Chapter 61 (1)	380.2	2.9%	\$194,261	\$511	na	na	na	na	na	\$196,561	0.0%
Commercial	534.8	4.1%	\$153,179,086	\$286,412	3,341,087	9.0%	\$213,455,100	\$63.89	0.143	\$381,315,986	5.7%
Industrial	395.1	3.0%	\$48,243,000	\$725	1,226,893	3.3%	\$58,933,300	\$48.03	0.071	\$111,040,400	1.7%
Exempt	5,316.9	40.4%	\$192,016,040	\$36,114	1,890,945	5.1%	\$243,479,700	\$128.76	0.008	\$455,147,240	6.8%
Total or Average	13,156.6	100.0%	\$2,198,096,342	\$167,072	37,148,810	100.0%	\$4,444,268,100	\$119.63	0.065	\$6,709,894,642	100.0%

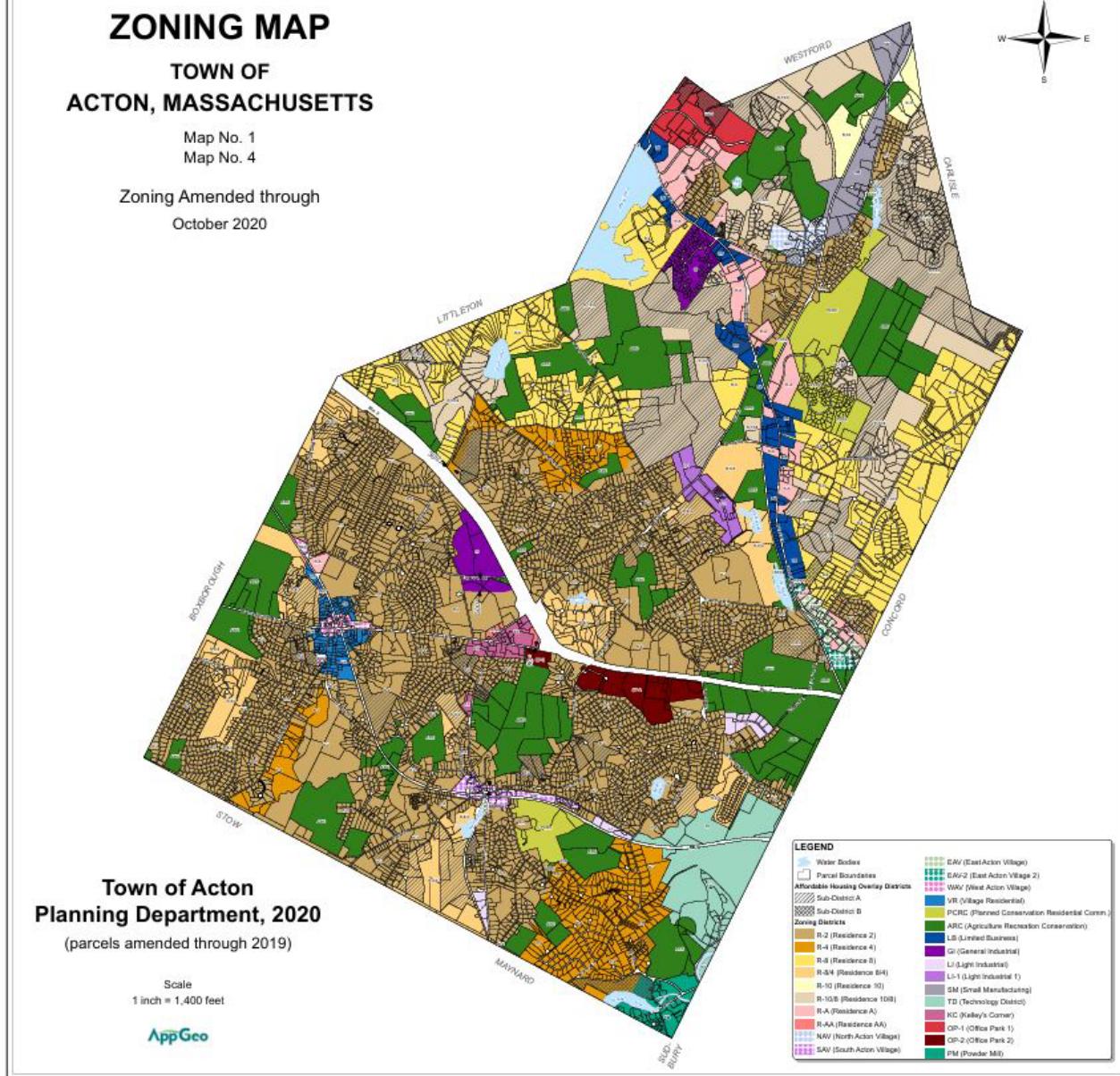
Source: MassGIS and RKG (2024)

(1) - forest land

na - not applicable or otherwise suppressed

As an aside, RKG's review of the Town of Acton's Assessor database indicated 2,503.3-acres listed as Town-owned properties (approximately 19.0% of the total Town acreage). While the uses (acreage) varied among these parcels, RKG notes that approximately 2,242.2-acres were identified as vacant land. The extent to which any of these parcels are potentially developable (i.e., not constrained, not wetlands or otherwise protected) is a matter of a more detailed analysis, but to the extent that some are, this may offer the Town of Acton some inventory for future development sites.

Figure 18 – Acton, MA – Map of Zoning Districts (2020)



With respect to allowed residential uses, by selected zoning districts (refer to Table 41), note the following:

- **Single-Family** – uses are allowed by right across all the selected zoning districts.
- **Two- Family** – uses are allowed by right across most of the selected zoning districts, noticeably including the Village Districts.
- **Multi- Family** – uses are generally not permitted across many Residential Districts, or if so, by special permit. allowed by right across most of the selected zoning districts, noticeably including the Village Districts. The South Acton Village and West Acton Village districts allow

for such uses, which could offer opportunities for mixed-use development within these districts.²⁴

However, such uses are not permitted (currently) for the Kelly's Corner (except for those parcels in the R-AA zoning district where multi-family use is permitted in a limited capacity). Overall, RKG considers that this could be incompatible with the Town's vision of increasing development and density within this district as part of its evolving into more of a Town center area.

Table 41 – Allowable Residential Uses by Selected Zoning Districts

Town of Acton, MA - Selected Zoning Districts - Residential Use(s)	SFDU	Residential Uses		
		Two-Family Dwelling	Conversions	Multi-Family
RESIDENTIAL				
R-2 Residence 2	Yes	No	SPA	No
R-4 Residence 4	Yes	No	SPA	No
R-8 Residence 8	Yes	No	SPA	No
R-10 Residence 10	Yes	No	SPA	No
R-10/8 Residence 10/8	Yes	No	SPA	No
R-A Residence A	Yes	Yes	SPA	SPS
R-AA Residence AA	Yes	Yes	SPA	Yes
VR Village Residential	Yes	SPA	SPA	SPA (2)
VILLAGE DISTRICTS				
EAV East Acton Village	Yes	Yes	SPA	Yes (2)
EAV-2 East Acton Village 2	Yes	Yes	SPA	Yes (3)
NAV North Acton Village	Yes	Yes	SPA	No (3)
SAV South Acton Village	Yes	Yes	Yes	Yes
WAV West Acton Village	Yes	Yes	SPA	Yes
BUSINESS DISTRICTS				
KC Kelley's Corner	Yes	No	SPA	No
LB Limited Business	Yes	No	SPA	No
PM Powder Mill District	Yes	No	No	No

Source: Town of Acton Zoning By-Laws (May 2024) and RKG (2025)

²⁴ As reported in the South Action Vision and Action Plan (June 2024), from 2018 through 2021, there were 458 multi-family units approved Townwide, with slightly less than 17.0% in South Acton, the largest of which was for 31-units.

Table 42 – Zoning Districts with Selected Metrics and Comparative Fiscal Contributions

Town of Acton, MA - Zoning Districts	Minimum Lot in SF	Maximum FAR	Maximum Height in FT	Parcel Count	Townwide Acreage Acres	% Total	Improved SF	Townwide Assessment	
								Value	% Total
RESIDENTIAL									
R-2 Residence 2	20,000	NR	na	36	4,571	4,014.6	30.5%	17,837,290	\$3,611,104,709 53.8%
R-4 Residence 4	40,000	NR	na	36	614	90.9	0.7%	1,995,026	\$268,303,900 4.0%
R-8 Residence 8	80,000	NR	na	36	513	88.4	0.7%	2,551,281	\$208,249,800 3.1%
R-10 Residence 10	100,000	NR	na	36	9	14.1	0.1%	24,704	\$8,331,300 0.1%
R-10/8 Residence 10/8	10,000	NR	na	36	517	603.2	4.6%	2,671,729	\$492,844,000 7.3%
R-A Residence A	10,000	NR	na	36	1,158	1,334.5	10.1%	1,649,574	\$672,277,272 10.0%
R-AA Residence AA	10,000	NR	na	36	8	32.4	0.2%	29,595	\$24,691,800 0.4%
VR Village Residential	15,000	NR	na	36	142	1,190.9	9.1%	553,188	\$215,924,740 3.2%
VILLAGE DISTRICTS									
EAV East Acton Village	NR	0.20	na	36	47	0.0	0.0%	226,675	\$35,668,400 0.5%
EAV-2 East Acton Village 2	15,000	0.20	na	36	13	0.0	0.0%	62,145	\$9,331,700 0.1%
NAV North Acton Village	10,000	0.20	na	36	86	7.3	0.1%	402,053	\$46,119,800 0.7%
SAV South Acton Village	NR	0.20	na	36	86	123.5	0.9%	226,242	\$109,317,800 1.6%
WAV West Acton Village	NR	0.40	na	36	51	416.6	3.2%	252,544	\$57,068,600 0.9%
OFFICE DISTRICTS									
OP-1 Office Park 1	80,000	0.33	na	36	24	34.8	0.3%	1,179,282	\$1,923,900 0.0%
OP-2 Office Park 2	80,000	0.20	na	40	25	178.0	1.4%	314,975	\$10,233,153 0.2%
BUSINESS DISTRICTS									
KC Kelley's Corner	10,000	0.20	na	36	39	5.8	0.0%	371,522	\$31,621,700 0.5%
LB Limited Business	20,000	0.20	na	40	108	7.8	0.1%	836,353	\$60,658,500 0.9%
PM Powder Mill District	10,000	0.20	na	40	47	108.7	0.8%	386,989	\$50,598,300 0.8%
INDUSTRIAL DISTRICTS									
GI General Industrial	40,000	0.20	na	40	99	4.2	0.0%	518,804	\$74,823,000 1.1%
LI Light Industrial	80,000	0.20	na	40	51	2.2	0.0%	401,833	\$31,088,700 0.5%
LI-1 Light Industrial 1	80,000	0.20	na	40	18	0.0	0.0%	324,788	\$12,086,200 0.2%
SM Small Manufacturing	40,000	0.20	na	36	173	749.5	5.7%	983,344	\$136,249,434 2.0%
TD Technology District	40,000	0.20	na	40	60	545.6	4.1%	203,789	\$13,552,074 0.2%
SPECIAL DISTRICTS									
ARC Agricultural Recreation	NR	NR	na	36	138	95.5	0.7%	35,568	\$138,475,200 2.1%
PCRC Planned Conservation (RES)	na	na	na	164	1,371.3		10.4%	658,817	\$91,892,260 1.4%
OTHER DISTRICTS									
R-8/4	na	na	na	255	28.3		0.2%	1,162,120	\$108,921,000 1.6%
GB	na	na	na	7	0.0		0.0%	8,904	\$5,220,700 0.1%
DOR	na	na	na	1	0.0		0.0%	0	\$845,200 0.0%
OOR	na	na	na	18	32.1		0.2%	0	\$22,379,100 0.3%
R9-	na	na	na	1	0.0		0.0%	1,436	\$691,400 0.0%
R92	na	na	na	1	0.0		0.0%	0	\$691,600 0.0%
Unspecified	na	na	na	322	2,076.4		15.8%	1,278,240	\$158,709,400 2.4%
TOTAL	na	na	na	9,365	13,156.6	100.0%	37,148,810	\$6,709,894,642	100.0%

Source: MassGIS and RKG (2024)

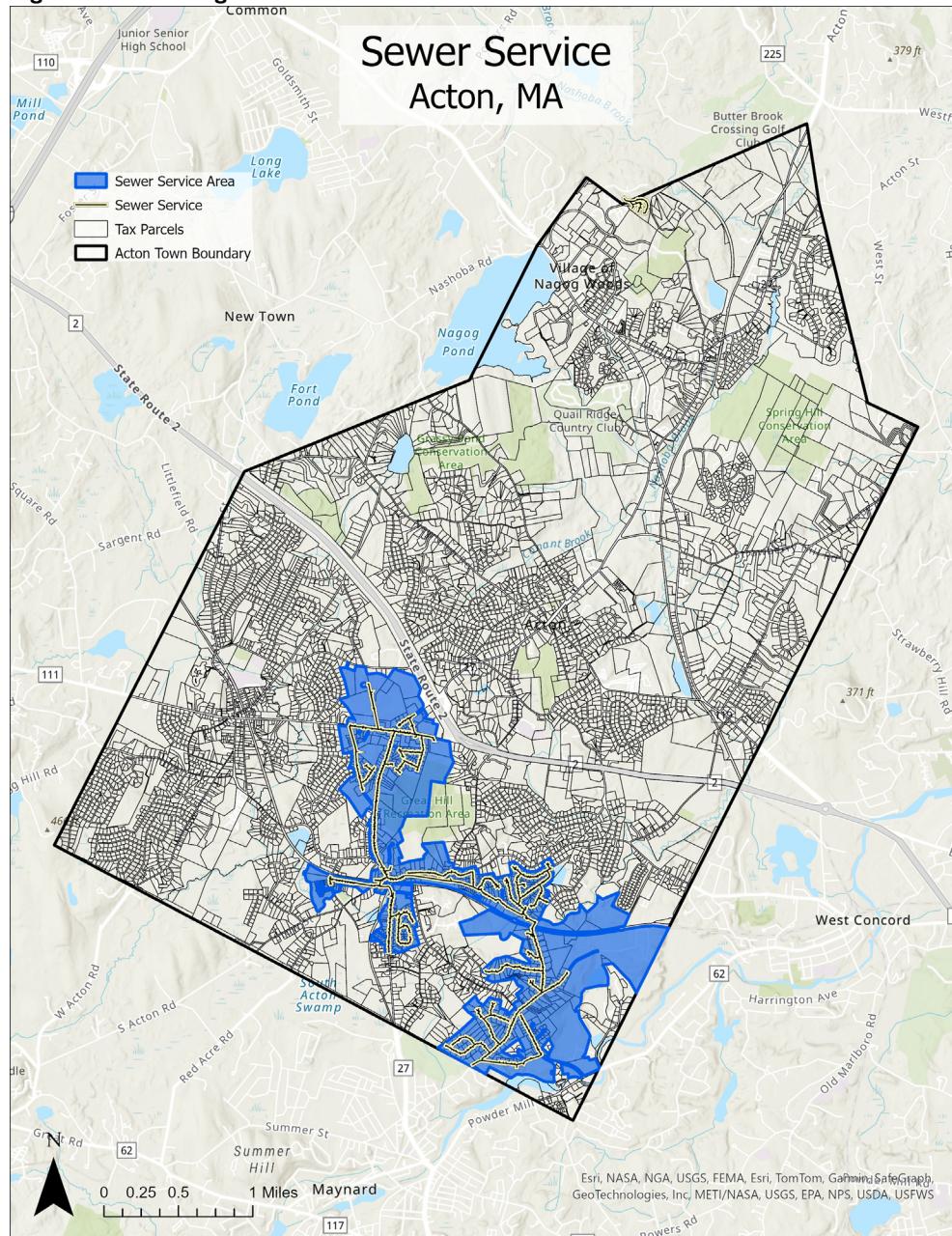
na- not applicable and/or not reported

NR - no restriction(s)

INFRASTRUCTUE CAPACITIES

Discussions with a representative of the Town of Acton Engineering Department indicated that approximately 10.0% (slightly less than 1,200-acres) of the Town acreage is serviced by Town sewer infrastructure (refer to Figure 19). RKG estimates approximately 11.0% of the Town parcels are serviced by Town sewer infrastructure.

Figure 19 – Coverage Area for Acton Sewer Service



This is centered along the Main Street and River Street corridor, proximate to the South Acton MBTA station. In recent years, there has been a limited extension along Main Street and across Route 2, northbound as approaching the Acton Town Hall, but not including it.

As RKG understands, at one point in time (2019) there was discussion of extending sewer services to a broader Townwide geography, but this was met by opposition from residents along the Great Road corridor and the West Acton Village area. Current discussions and plans to extend sewer services are in limbo.

As RKG further understands, a privately-owned facility, the Nagog Treatment Facility, provides service to area businesses and residents around the Nagog Mall (including the Nagog Park Office Park), situated along Great Road (Route 119). This facility is aged, built around 1972, and is at capacity.

DEVELOPMENT OPPORTUNITY SITES

Prior research and planning efforts in the Town of Acton have identified several possible opportunity sites for potential development, which are summarized next. The sites (figures) were developed in co-operation with the Town of Acton and utilizing the Town Assessor database)

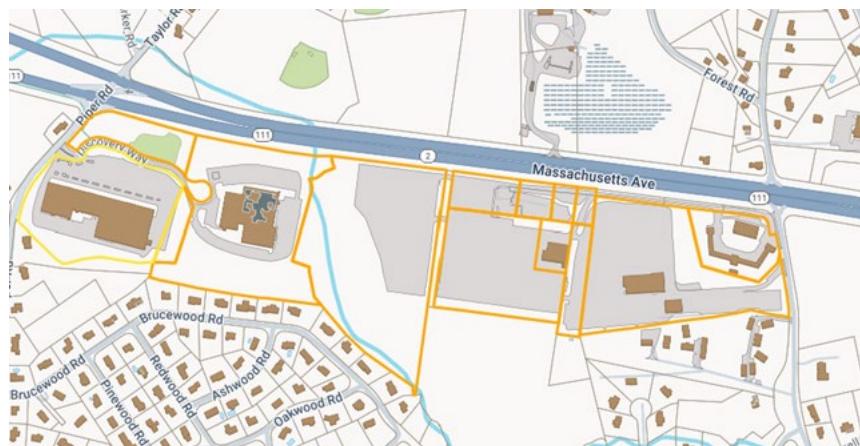
MASSACHUSETTS AVENUE CORRIDOR

Several parcels along the Massachusetts Avenue Corridor have been identified as desired and potential development sites (refer to Figure 20). As RKG understands, the Town is working with MASSDOT to reconfigure the Piper Road/Route 2 intersection.

As offered in Table 43, the Massachusetts Avenue Corridor comprises (in total) approximately 58.0-acres of land (not all of which may be developable) and is developed with nearly 240,400 SF, across a variety of existing uses.

The zoning district is Office Park 2 (OP2), which does not permit (by right) multi-family development. Retail uses are not permitted. Restaurant uses are allowed by right, **but** a special permit is required for more than 65 seats. Office and health care uses are permitted by right. The minimum lot size is 80,000 SF, with a variation of FAR and maximum building heights.

Figure 20 – Massachusetts Avenue Corridor



As RKG understands, this area is not served by Town sewer. Besides the broader challenge (market and economic) of re-positioning utilization in the Massachusetts Avenue Corridor are the current zoning (district) restrictions which do not allow for multi-family development. Such development, as a part of a potential mixed-use development (with residential on the upper floors), would afford a greater density (residential) and diversification (commercial) of development. The demand for such mixed-use development is supported by the market findings of this analysis and is recommended by RKG as warranting further consideration.

- **Potential constraints** – not served by Town sewer, interior (rear) parcels may lack visibility and access from Route 2.
- **Potential positives** – larger tracts of land could accommodate alternative uses; some parcel have direct visibility to Route 2.

Table 43 – Selected Metrics for the Massachusetts Avenue Corridor

Town of Acton, MA - Development Opportunity Site #1 - Massachusetts Avenue Corridor	Zoning District(s)	Gross SF of Building			Permitted Uses(s)			
		Acreage	Building	Current Use	Residential Multi-Family	Retail / Restaurant	Office / Health Care	
71 Hosmer Street	OP-2	4.60	15,215	Hospitality	No	No/Permit	Yes/Yes	
79 Hosmer Street (behind)	OP-2	1.82	0	Comm. Land	No	No/Permit	Yes/Yes	
97 Piper Road	OP-2	10.65	112,231	Mixed Ind.	No	No/Permit	Yes/Yes	
1 Discovery Way	OP-2	2.48	0	Ind. Land	No	No/Permit	Yes/Yes	
100 Discovery Way	OP-2	15.48	99,389	Mixed Ind.	No	No/Permit	Yes/Yes	
186 Mass Avenue	OP-2	0.60	0	Ind. Land	No	No/No	Yes/Yes	
188 Mass Avenue	OP-2	0.67	0	Comm. Land	No	No/No	Yes/Yes	
190 Mass Avenue	OP-2	0.97	0	Comm. Land	No	No/No	Yes/Yes	
198 Mass Avenue (behind)	OP-2	1.17	13,550	Warehouse	No	No/Permit	Yes/Yes	
222 Mass Avenue	OP-2	1.90	0	Comm. Land	No	No/Permit	Yes/Yes	
226 Mass Avenue	OP-2	17.63	0	Comm. Land	No	No/No	Yes/Yes	
Total or Average		57.97	240,385					

Source: Town of Acton, MA and RKG (2025)

Note - restaurant uses are allowed by right, **but** a special permit is required more than 65 seats

NAGOG PARK OFFICE PARK

Multiple parcels of land in and around the existing Nagog Park Office Park (refer to Figure 21) may be candidates for redevelopment or for re-positioning. As RKG understands, there is a relatively high level of vacancy and/or underutilization of development within the office park.

As presented in Table 44, the area consists of multiple buildings comprising approximately 27.0-acres of land and with nearly 252,500 SF of development.

The zoning is a combination of Office Park (OP-1) as well as Limited Business (LB), none of which permit (by

Figure 21 – Nagog Park Office Park



Town of Acton and RKG (2025)

right) multi-family development. Retail and restaurant use are typically not permitted by right. However, for the LB zone restaurant uses are permitted by right. Office and health care uses are permitted by right. The minimum lot size is 20,000 SF (LB) and 80,000 SF (OP-1), with a variation of FAR and maximum building heights.

To its development advantage, the Nagog Park Office Park is served by the privately-owned Nagog Treatment Facility (for sewer services), however this facility is aged and reportedly at capacity, suggesting that carrying capacity of alternative development may be an unknown. To its development disadvantage, multi-family is not an allowed use.

The Nagog Park Office Park is generally considered to be within convenient walking distance of Avalon in Acton and the Village Green residential complex (Littleton), offering a proximate consumer base for retail, restaurant and other similar development.

- **Potential constraints** – not served by Town sewer. As RKG understands, the site is served by private sewer which is reported to be aged and at capacity.
- **Potential positives** – good visibility and general access, proximate to a large (walkable) residential development.

Table 44 – Selected Metrics for the Nagog Park Office Park

Town of Acton, MA - Development Opportunity Site #2 - Nagog Park Office Park	Zoning District(s)	Gross SF of Building			Permitted Uses(s)			Maximum		
		Acreage	Current Use	Residential Multi-Family	Retail / Restaurant	Office / Health Care	Minimum Lot in SF	Maximum FAR	Height in Feet	
20 Nagog Park	LB	0.88	4,280	Commercial	No	Yes/Permit	Yes/Yes	20,000	0.20	40
30 Nagog Park	LB	0.00	13,278	Office Condos.	No	Yes/Permit	Yes/Yes	20,000	0.20	40
31 Nagog Park	OP-1/LB	4.71	56,535	Offices	No	Mixed	Yes/Yes	80,000	0.33/0.20	36/40
33 Nagog Park	OP-1	3.01	24,552	Offices	No	No/No	Yes/Yes	80,000	0.33	36
35 Nagog Park	OP-1	6.54	94,646	Offices	No	No/No	Yes/Yes	80,000	0.33	36
40-42 Nagog Park	OP-1	6.24	0	Condo. Land	No	No/No	Yes/Yes	80,000	0.33	36
43 Nagog Park	OP-1	5.35	59,150	Offices	No	No/No	Yes/Yes	80,000	0.33	36
Total or Average		26.73	252,441							

Source: Town of Acton, MA and RKG (2025)

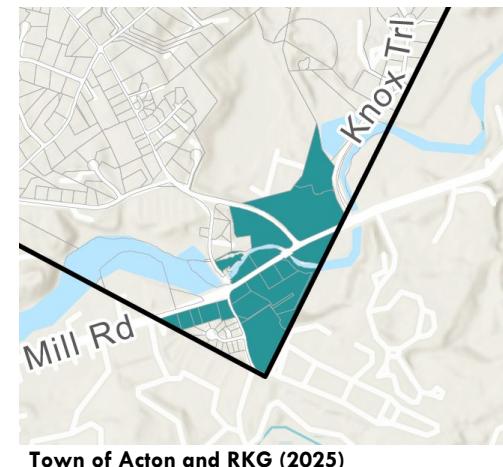
Note - LB district allow for restaurants, but a permit is required if more than 65 seats

POWDER MILL ROAD CORRIDOR

As RKG understands, the Town has recently adopted new zoning options, allowing for multi-family development as well as an increased floor area ratio (FAR) which could facilitate an increased density (number of units) development. Retail, restaurant and office/health care uses are allowed by right or by special permit.

As presented in Figure 22, the Powder Mill Road Corridor is comprised of 19 parcels totaling approximately 44.0 acres with approximately 66,500 SF of development. RKG notes that the Powder Mill Road Corridor is part of the newly adopted Assabet River Overlay District. This overlay district allows for multi-family development through a special permit, and there is no limitation on floor area ratio, and the maximum height has increased to 45 feet. Retail uses are permitted, and restaurant uses are permitted, **but** subject to permit if more than 65 seats.

Figure 22 – Powder Mill Road Corridor



- **Potential constraints** – existing residential development in the Powder Mill Road Corridor is limited at this time. However, there is a 230-unit complex (the Powder Mill apartments) under construction. This is a Massachusetts Chapter 40B project which allows for a greater density of development but also has a 25.0% affordability requirement. Despite this project, there is still a general lack of multi-family residential supply in the immediate area. As residential options may continue to evolve this could translate into additional opportunities for non-residential development, such as retail and/or other consumer goods.
- **Potential positives** – served by Town sewer and the more flexible development criteria for the Assabet River Overlay District, as noted above with respect to FAR and density of development.

KELLEY'S CORNER

Kelley's Corner comprises multiple parcels as clustered around Route 27 and Route 111 intersection (refer to Figure 23). Kelley's Corner is currently being redeveloped and re-positioned (refer to Figure 24). As RKG understands this came about, in part, through the Town of Acton planning efforts which led to the Kelley's Corner Improvement Initiative. districts.²⁵

The overall intent is to establish a more vibrant use of development, along with pedestrian and other streetscape enhancements. However, mixed-use development (which could accommodate multi-family residential on upper floors) is not currently a permitted use, except for those parcels in the R-AA zoning district where they are permitted on a limited basis. As RKG, understand the vote was narrowly defeated in 2016, but is open for reconsideration. In RKG's opinion such development would be critical in realizing the intent and purpose of the "new" Kelley's Corner.

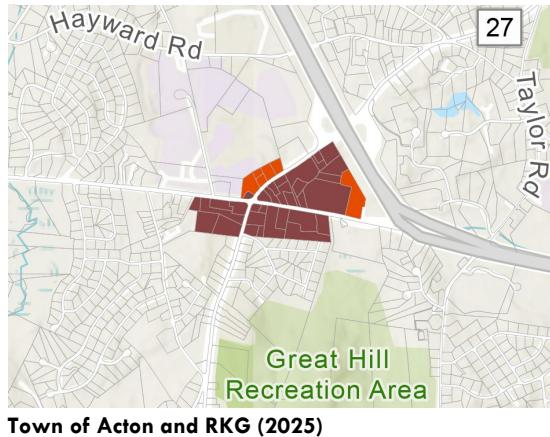
The zoning is the Kelley's Corner district (a broadly defined geographic area, but is also considered as "pinned" at the Route 27/Route 111 intersection (the shaded area of Figure 23) is zoned KC.

This zoning district (KC) permits, by right, retail, restaurant (special permit *if* 65 seats or more) and office/health care uses. The minimum lot size is 10,000 SF with a FAR of 0.20²⁶ and a maximum building height of 36 feet, which in RKG's consideration may not support higher density mid-rise development (taller than 36 feet). As RKG understands, the KC district does not permit multi-family development.

However, as RKG further understands, a portion of the Kelley's Corner area is within the R-AA zoning district, which does permit multi-family development on a limited basis and has no FAR limitations.

- **Potential constraints** – the area is largely built-out under the current zoning framework/guidelines. Multi-family use is not permitted in the KC zoning portion and is only permitted in the R-AA portion (which is also largely developed "as is"). The current FAR of 0.20 could serve to constrain the feasibility of more ambitious (larger) mixed-use projects. As a result, to encourage new development on a meaningful scale, which could include re-positioning existing parcels, the Town of Acton may consider further zoning refinements.

Figure 23 – Kelley's Corner



²⁵ To further elaborate, a Town planning effort for the Kelley's Corner area led to the development of the Kelley's Corner Improvement Initiative, which proposed a combination of mixed-use zoning changes and complete street roadway upgrades. While the mixed-use zoning recommendations were not approved at Town Meeting, the infrastructure improvement plan received approval and is currently underway. Once completed, the area will feature "complete street" with new turning lanes, bicycle lanes, sidewalks, and a comprehensive landscaping plan.

²⁶ Although this may increase to 0.40 if the proposed development meets certain design standards.

- **Potential positives** – the Kelley's Corner district is undergoing a transformation with public-sector investment, in its roadway and pedestrian amenities, and overall enhancements to development desirability.

Figure 24 – Kelley's Corner Redevelopment Concept



As depicted in Figure 23, Kelley's Corner includes multiple existing uses including retail, restaurant, office/banks, automotive related and industrial uses. There are limited number of parcels coded as residential. Also as depicted in Figure 23, Kelley's Corner is comprised of 38 parcels totaling approximately 50.0-acres with nearly 315,000 SF of built development. As noted in Table 45, most of the area acreage is in the KC zoning district, followed then by the R-AA zoning district.

Table 45 – Selected Metrics for Kelley's Corner

Zoning District(s)	Acreage	Count of Parcels	Permitted Uses(s)			Minimum Lot in SF
			Residential Multi-Family	Retail / Restaurant	Office / Health Care	
ARC	1.3	1	No	No/No	No/No	NR
KC	27.2	25	Failed (2016)	Yes/Permit	Yes/Yes	10,000
R-2	6.2	4	No	No/No	No/No	20,000
R-AA	15.3	8	Limited	No/No	No/No	10,000
Total	50.0	38	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>

Source: GIS data and RKG (2025)

Note - NR = no restrictions

Note - current allowed maximum FAR of 0.20 could restrict some development opportunities, however this may be expanded to 0.40 if the proposed development meets certain design standards

GREAT ROAD CORRIDOR

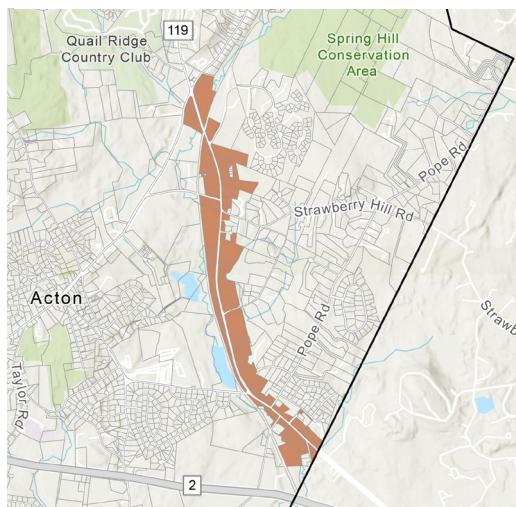
The Great Road Corridor includes those parcels along Great Road as it traverses from Main Street to the town line of Concord. Reportedly, the Town intends to embark on a planning study to review the existing zoning in order to make it easier for businesses to operate and potentially expand. As the existing zoning has resulted in barriers and regulations, which have hampered such expansion and viability of existing businesses.

The Great Road Corridor extends from the intersection of Route 27 and Route 2A and then traverses along Route 2A (Great Road) to the Town line. As RKG understands, these properties are not served by the Town sewer.

As presented in Table 46, the Great Road Corridor (as delineated by RKG, refer to Figure 25) consists of 95 parcels of land totaling approximately 184-acres (with an approximate 625,000 SF of development). The mix of the land uses are highly diversified, led by residential uses and retail uses, with each comprising 20.0% or more of the total parcels and the total acreage. This is then followed by office uses with nearly 17.0% of the parcels and nearly 15.0% of the acreage. Restaurant uses are nominal in comparison, likely in part a reflection of the lack of Town sewer service along the corridor.

- **Potential constraints** – lack of Town sewer and inadequate parking infrastructure.
- **Potential positives** – existing mix and diversity of uses. Further, as RKG understands, the existing rail trail which runs parallel to the Great Road Corridor also offers a “source” of foot traffic and consumer activity.

Figure 25 – Great Road Corridor



Town of Acton and RKG (2025)

Table 46 – Great Road Corridor – Metrics by Land User

Great Road Corridor	Parcel Count	% of Parcels	% of Acreage	% of Acreage
Residential Use	19	20.0%	43.7	23.8%
Retail Use	24	25.3%	43.8	23.8%
Restaurant Use	4	4.2%	5.2	2.8%
Auto Related Use	9	9.5%	13.8	7.5%
Office Use	16	16.8%	27.1	14.7%
Land (1)	6	6.3%	16.9	9.2%
Town Owned	8	8.4%	20.5	11.2%
Other	9	9.5%	12.8	7.0%
Total	95	100.0%	183.8	100.0%

Source: Town of Acton and RKG (2025)

(1) - all land

Table 47 offer selected Great Road Corridor metrics by zoning district composition.

Table 47 - Great Road Corridor – Metrics by Zoning District

Zoning District(s)	Acreage	Count of Parcels	Permitted Uses(s)			Minimum Lot in SF
			Residential Multi-Family	Retail / Restaurant	Office / Health Care	
Unspecified	7.8	2	na	na	na	na
ARC	16.7	4	No	No/No	No/No	NR
EAV	26.1	22	Yes	Permit/Permit	Permit/Yes	NR
EAV-2	11.3	7	Yes	Yes/Permit	Yes/Permit	15,000
LB	89.2	48	No	Yes/Permit	Yes/Yes	20,000
RA	32.7	12	Permit	No/No	No/No	100,000
Total	183.8	95	na	na	na	na

Source: GIS data and RKG (2025)

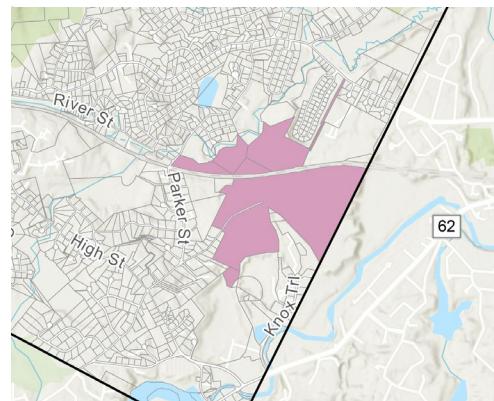
Note - NR = no restrictions

 Note - often restaurant use allowed by right, **but** by permit if more than 65 seats

FORMER W.R. GRACE PROPERTIES

The former W. R. Grace properties (refer to Figure 26) in the Town of Acton comprise approximately 183.0 acres with a valuation of slightly more than \$4.9 million (refer to Table 48). The properties are in the Technology District (TD), which allows for a maximum FAR of 0.20 and a building height of 40 feet. The minimum lot size is 40,000 SF. Multi-family residential uses are not permitted under current zoning. Retail uses are not permitted, and restaurant uses are allowed per special permit. Office and health care uses are permitted by right. As RKG understands, these properties are served by the Town sewer.

Figure 26- Former W. R. Grace Properties



Town of Acton and RKG (2025)

- **Potential constraints** – site history may not be attractive to some developers or conducive to all types of development. Access to a major arterial is also considered to be a constraint.
- **Potential positives** – this area is served by Town sewer, which could be a plus factor for re-positioning the overall area. However, future development may require land assemblages and/or re-configurations of existing land utilization. Also, note arterial access constraint from above.

Table 48 – Selected Metrics for the Former W.R. Grace Properties

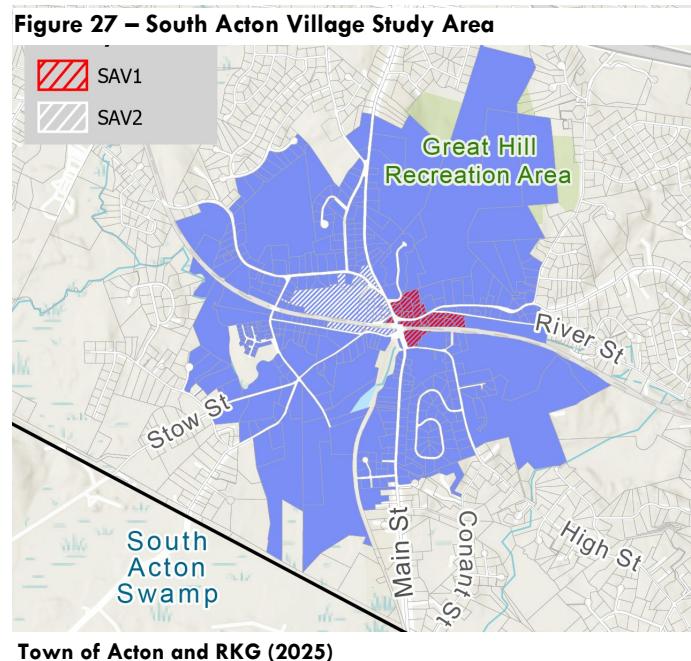
Town of Acton, MA - Development Opportunity Site - Former W.R. Grace Properties	Zoning District(s)	Gross SF of Building			Permitted Uses(s)				Maximum		
		Acreage	Current Use	Building	Residential	Retail / Restaurant	Office / Health Care	Minimum Lot in SF	Maximum FAR	Height in Feet	
38 Independence Road (bh)	TD	9.11	0	Ind. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
39 Independence Road (bh)	TD	2.99	0	Ind. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
42 Independence Road	TD	4.04	0	Ind. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
44-46 Independence Road	TD	0.26	0	Comm. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
47 Independence Road	TD	0.28	0	Ind. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
47 Independence Road	TD	1.35	0	Ind. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
50 Independence Road	TD	24.25	0	Ind. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
50 Independence Road	TD	130.00	5,000	Ind. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
25 Lawsbrook Road	TD	0.39	0	Comm. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
31 Lawsbrook Road	TD	1.42	0	Comm. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
31 Lawsbrook Road (rear)	TD	0.63	0	Comm. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
88 Parker Street	TD	8.11	0	Comm. Land	No	No/Permit	Yes/Yes	40,000	0.20	40	
Total or Average		182.83	5,000								

Source: Town of Acton, MA and RKG (2025)

SOUTH ACTON VILLAGE STUDY AREA

RKG considered an approximate one-half mile radius (a walkable area) around the commuter rail station as an appropriate scale for the South Acton Village study area (refer to Figure 27).²⁷

As indicated in Table 49, the study area comprises 443 parcels of land totaling approximately 716-acres of land. While the primary land use is for residential, the residential acreage is less than one-half of the total acreage. Town owned properties account for less than ten (10) percent of the parcels but also account for 40.0% of the acreage. Existing commercial uses pale in comparison for both parcel count and acreage.



As RKG understands, portions of the Village Study Area are part of the SAV-1 and the SAV-2 zoning districts where the Town has recently adopted zoning changes to relax FAR restrictions and parking limitations.

- **Potential constraints** – existing built environment may limit future development opportunities unless some properties are assembled or otherwise re-positioned.
- **Potential positives** – served by Town sewer and public transportation options.

Table 49 – South Acton Village Study Area by Land Use

South Acton Village Study Area	Parcel Count	% of Parcels	% of Acreage	% of Acreage
Residential Use	337	76.1%	323.5	45.2%
Commercial Use	12	2.7%	11.7	1.6%
Land (1)	39	8.8%	37.7	5.3%
Town Owned	37	8.4%	286.5	40.0%
Other	18	4.1%	56.5	7.9%
Total	443	100.0%	715.9	100.0%

Source: Town of Acton and RKG (2025)

(1) - all land

²⁷ Essentially this area is consistent with that of the South Acton Village and Action Plan. That plan identified an approximate one-half mile radius (a walkable) around the commuter rail station as an appropriate scale for the study area.

Table 50 – South Acton Village Study Area by Zoning District Composition

Zoning District(s)	Acreage	Count of Parcels	Residential Multi-Family	Permitted Uses(s)	Office / Health Care	Minimum Lot in SF
Condo/Townhome (1)	3.2	27	na	na	na	na
Unspecified	45.2	9	na	na	na	na
ARC	212.3	12	No	No/No	No/No	NR
KC	3.8	2	No	Yes/Permit	Yes/Yes	10,000
PCRC (2)	71.6	3	na	na	na	na
R-2	276.1	330	No	No/No	No/No	20,000
R-8/4	73.8	19	No	No/No	No/No	80,000
SAV	29.5	40	Permit	Yes/Permit	Yes/Yes	NR
VR	0.3	1	Permit	Yes/Permit	Yes/No	15,000
Total	715.9	443	na	na	na	na

Source: GIS data and RKG (2025)

Note - NR = no restrictions

Note - often restaurant use allowed by right, *but* by permit if more than 65 seats

(1) - approximate 66,400 SF of development (average of 2,460/SF)

(2) - Planned Conservation Residential Community - subject to special permit rules/regulations

DEVELOPMENT CONSIDERATIONS

In light of the Development Opportunity Sites overview, as previously discussed, RKG offers the Town of Acton the following considerations for the development potential and opportunities for the identified opportunity sites. These considerations reflect a combination of the findings and takeaways from this market analysis in conjunction with the feedback and input from the overall public outreach process.²⁸

Photo 2 – Acton SEDAP Public Workshop



MASSACHUSETTS AVENUE CORRIDOR

The parcels identified in the Massachusetts Avenue Corridor total an approximate 58.0-acres of land representing a variety of uses, including the Minuteman Inn (hospitality). Zoning throughout is Office Park 2 which does not permit by right residential multi-family development. However,

²⁸ RKG also notes that at the end of this report, the findings from the community survey are tabulated and presented.

there are several parcels identified as commercial land, totaling an approximate 23.0-acres of land (although not all contiguous).

A potential repositioning of some of this commercial land may present opportunities for small-scale and local independent retail uses (although a zoning change would be required) and restaurant uses (allowed by right for up to 65 seats). That stated, the required minimum lot size of 80,000 SF may be restrictive (too large) to some uses (a possible reduction may be considered).

Also, impacting the potential restaurant use is the lack of Town sewer and access points, which as RKG understands, may route through residential uses²⁹ (and access points for the properties located near the intersection of Route 2 and Hosmer Street). As a result, opportunities for developments may best be considered on a specific parcel-by-parcel basis, nonetheless noting that restaurant uses could add to the diversity mix and be of benefit to other exiting uses.

Further discussions with the Town indicate that the Massachusetts Avenue Corridor opportunity site has two (2) distinct components, which are not connected but are bisected by a stream and wetlands.

Massachusetts Avenue / Piper Road

As depicted in Photo 3, this portion of the opportunity site has good linkage to Route 2, for both eastbound and westbound access. Further, these parcels have visibility to Route 2 travelers. Visibility and access are generally two (2) of the primary concerns of many retailers in their site/location decision process.

Photo 3 – Aerial of Massachusetts Avenue / Piper Road



As depicted, and per the Town Assessor records, this portion consists of two (2) properties totaling approximately 26.0-acres with 311,009 SF of industrial use development.

Despite favorable visibility and access characteristics for potential retail (possible “big box” or grocery) development, retail uses are not permitted by-right under current zoning regulations. Additionally, the properties are in current use and Town sewer services are not available at this time. In light of these factors and without site control (ownership), redevelopment options are

²⁹ As noted at a public workshop, from a resident of this area, any additional development and density would be difficult given access and traffic issues, noting poor access to Route 2 which would also result in adding traffic to the Concord rotary area, and further, that routing traffic through the residential neighborhoods would not be a feasible alternative.

limited. A possible consideration for the Town may be to amend the zoning for this site to permit retail development, if such use(s) are presented by the private sector.

Massachusetts Avenue / Hosmer Street

This portion of the opportunity site is comprised of multiple parcels, under multiple ownership, and offers eastbound access (only) to Route 2 (Photo 4). As noted before, assuming an assemblage of any of these parcels for alternative development/uses, could require access (traffic) would need to be routed through neighboring residential uses – which was very much opposed in the public outreach process.

Photo 4 – Aerial of Massachusetts Avenue / Hosmer Street



As depicted, and per the Town Assessor records, this portion consists of multiple parcels (under two separate owners) totaling 22.34-acres with 28,766 SF of development (including hospitality at 71 Hosmer Street). That stated and per the Town Assessor records, approximately 16.57-acres is categorized as vacant land (both commercial and industrial), much of which is owned by the Auto Dealers Exchange of Concord. These vacant parcels range in size from 0.60-acres to as much as 17.63-acres.

Despite the properties identified as vacant land, redevelopment options (particularly for non-residential use) are considered to be constrained given less favorable visibility and access issues as compared to the Massachusetts Avenue/Piper Road portion, further noting that access to some parcels would be through existing residential development.

If these parcels (site) are to be considered for redevelopment (or is they are considered), RKG recommends that a further outreach to the locally impacted community (area residents) be a part of the process, noting traffic related issues and impacts.

That stated, over time (and assuming parcel assemblage), development options may include multi-family residential, however this would require a zoning change (or special permit) to allow for such use. The Town of Acton may consider flexibility to such a change if and when such interests may arise from the private sector. If this is a desired use, such flexibility may further stimulate current ownership entities (notably the Auto Dealers Exchange of Concord) to realize there is more market value in their land than as currently utilized, still noting that the lack of Town sewer services could be a limiting factor.

Community Input (common to both)

The complete community input for the Massachusetts Avenue Corridor site is presented in detail at the end of this report under the section titled **Community Survey Results**. An overview summary of common threads is offered next. **A total of 47 responses were offered.**

- Many respondents were in favor of more retail, small shops, restaurants and professional/medical office establishments. Some noted a desire for “big box” retail.
- A common thread of undesired uses included banking and auto related businesses.
- More housing opportunities were cited as desirable, but not so much for single-family residential.
- Opinions were mixed on industrial development, although clean and light manufacturing uses were often envisioned.
- Desires for an increase in Town and community development were noted, such as for active/passive recreation and a community center.
- Many respondents commented on the need for improvements to the existing traffic and roadway infrastructure.

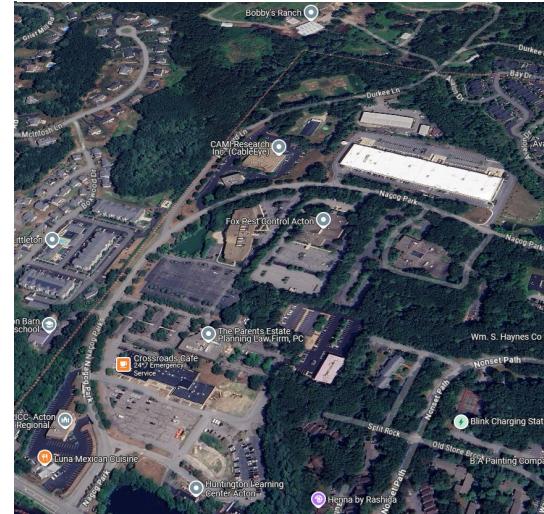
NAGOG PARK OFFICE PARK

The Nagog Park Office parcels contain a mix of non-residential uses across an approximate 27.0-acres of land. Reportedly there is a high vacancy (or underutilization)³⁰ and among much of the existing development. The Nagog Park Office Park is highly visible from Great Road, a major arterial. It should be noted that Great Road frontage parcels are in the Limited Business District, which allows for a differing set of uses as compared to the remaining parcels which are Office Park (OP).

Currently multi-family residential is not an allowed by right use but this may be worth re-visiting.

Abutting these parcels (in Littleton) is the Village Green residential complex (and the Avalon in Acton complex), which in conjunction possible

Photo 5 – Aerial of Nagog Office Park



³⁰ As noted from discussions with representatives of KW Commercial, of the approximate 210,330 SF represented by the buildings of 31-35-43 Nagog Park, nearly 30.0% is listed as available. Although greater clarification and specificity may be available from the Town of Acton Assessor.

residential development at the Nagog Park Office Park could establish increased consumer demand for a variety of retail and restaurant uses – supporting residents and on-site employees alike.

Such an increase in the retail and restaurant uses would require re-visiting for those parcels in the Office Park zoning district, where they are currently not permitted, as well as the minimum lot size of 80,000 SF which may be too large for some uses.

That stated, as RKG understands, the site has struggled over the years to successfully support and sustain a restaurant use. From RKG's experience, restaurants are typically one of the business ventures that struggle the most with a high rate of failure or turnover. Restaurant uses often benefit from a proximity to similar uses and/or a complimentary and proximate build-up of other commercial (consumer-driven) businesses – which has not necessarily been the case for this site.

While RKG understands that the site is served by a private sewer, it is reportedly aged and at capacity. RKG recommends that prior to exploring repositioning of any portions of the Nagog Park Office Park, a dialogue with representatives of the private sewer be undertaken to better understand and potentially address any possible capacity constraints.

Community Input

The complete community input for the Nagog Park Office Park site is presented in detail at the end of this report under the section titled **Community Survey Results**. An overview summary of common threads is offered next. **A total of 44 responses were offered.**

- Many respondents were in favor of mixed-use development, including small office elements and multi-family housing with an affordable component.
- In general, more retail and consumer options, many noting a desire for “big box” retail – although auto related uses are generally not desired.
- A greater reception for an assortment of medical, R&D and bio-tech uses were desired for this site.

RKG notes that these responses reflect individual “opinions” as tabulated from the Community Survey and may not necessarily be based on prevailing or trending market dynamics. In RKG's consideration, future multi-family residential development would create a base of on-site consumer density and spending power which could translate into some future retail/commercial development. Also, the site may present an opportunity for a smaller-scale medical office park offering tenant space to a variety of health practitioners, which could further stimulate day-to-day activity. The primary challenges include the availability of land (who owns it) to facilitate such development and the availability of adequate sewer services to support such development.

POWDER MILL ROAD CORRIDOR

As RKG understands, the Town of Acton has recently adopted new zoning options (the Assabet River Overlay District) allowing for multi-family development with a special permit and an increased floor area ratio (FAR) which could facilitate an increased density for commercial and/or mixed-use development. The site is also served by Town sewer. While there is a multi-family development currently under construction, overall residential development is somewhat sparse.

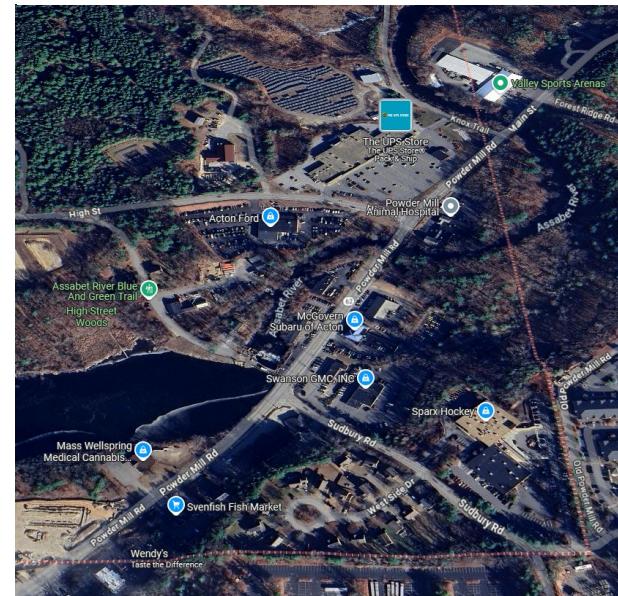
Given the overall approximate 44.0-acres of land in the Powder Mill Road Corridor, the Town of Acton may consider “marketing” the area for a mix of market rate and affordable owner and renter housing options. This would entail furthering these opportunities with area brokers and area developers and may include preparing a site/development brochure as well as highlighting the opportunity site and potential as part of a specific (and maintained) “callout” on the Town website for Economic Development.

Community Input

The complete community input for the Powder Mill Road Corridor site is presented in detail at the end of this report under the section titled **Community Survey Results**. An overview summary of common threads is offered next. **A total of 37 responses were offered.**

- Opinions were offered for a variety of retail, restaurant, consumer goods and possible entertainment uses were noted.
- There was some level of interest in commercial/office and industrial uses both on a small-scale and on a large-scale.
- Some respondents commented on the need for more Town active/passive recreation utilization, including trails, a park and access to the water.
- Some respondents noted that a total revamping and re-positioning of the former Stop n Shop Plaza was a priority.

Photo 6 – Aerial of Powder Mill Road Corridor



KELLEY'S CORNER

While the Kelley's Corner area is currently undergoing extensive infrastructure redevelopment efforts, in RKG's opinion the current allowed by right uses may prove to be somewhat restrictive to the desired economic and community intent and purpose of the "new" Kelley's Corner. Specifically, this would include the allowed by right use for multi-family residential which serve as a component of mixed-use projects, both enhancing the commercial and non-commercial utilization of the "new" Kelley's Corner.

Photo 7 – Aerial of Kelley's Corner



In other communities, compatible ground-floor non-residential components could include restaurant use, some retail uses and personal/professional services. Ultimately, any potential mixed-use development, and its components, would reflect an interested developer's individual market assessment and a mix of uses making the project "pencil-out" financially.

As RKG understands, the area designated as Kelley's Corner was extensively studied in 2016 as part of the Kelley's Corner Improvement Initiative, which included zoning recommendations to increase building height and floor area ration (FAR) through a proposed overlay zoning district. Although these recommendations were not adopted at that time, moving forward RKG recommends that they be reconsidered.

Community Input

The complete community input for the Kelley's Corner site is presented in detail at the end of this report under the section titled **Community Survey Results**. An overview summary of common threads is offered next. **A total of 46 responses were offered.**

- Opinions were offered for a variety of mixed-use projects including small and local retail shops as ground floor elements. – noting some opposition to more fast-food establishments.
- An increase in entertainment and recreation uses were often cited as desirable – particularly activities with a focus to families and children.
- The desire for more residential, notably apartment buildings, was mixed.

- Some respondents noted that the traffic situation in and around Kelley's Corner may be a deterrent to development, also citing the under-utilized former McDonald's property.

GREAT ROAD CORRIDOR

The Great Road Corridor is a linear mix (approximately 184.0-acres) of approximately 95 separate parcels. The acreage land use is dominated by residential and retail (each at 24.0% of the acreage) and then followed by office uses (15.0% of the acreage). The Great Road Corridor extends from the intersection of Route 27/Route 2A and then traverses along Route 2A (Great Road) to the Town line. Also, the recently completed rail trail (running parallel) has reportedly brought an increase in pedestrian and bicycle activity and some spending potential.

Despite this level of access (both auto-related and pedestrian/bicycle) several challenges continue to hamper further redevelopment and re-investment, notably including a lack of sewer services and adequate parking infrastructure.

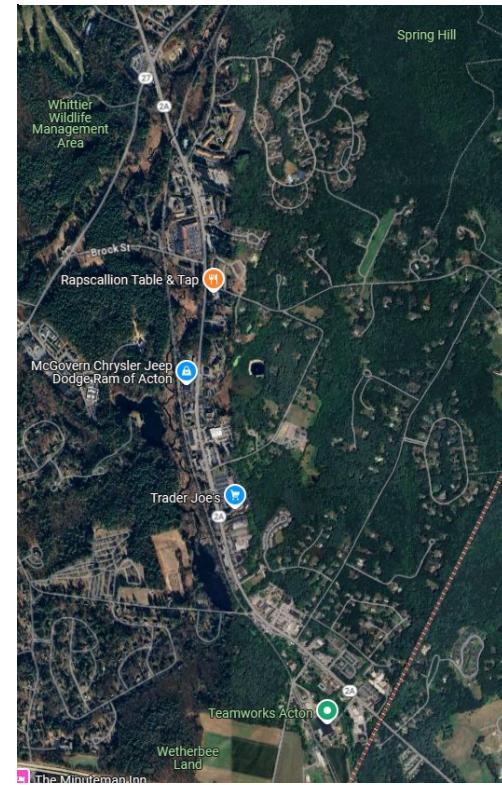
The diversity and density of existing uses along the Great Road Corridor may serve as an impediment to future development opportunities, of any scale, considering (1) the availability or assemblage of land for such development, and (2) potential “resistance” from existing property owners. This is further complicated by the lack of Town sewer services.

In light of these factors and considerations, RKG offers that the more likely development opportunities with the Great Road Corridor may be on a site-specific basis and/or as a part of possible infill development – neither of which is likely to attract development of significant scale, but could further existing diversification. Further, RKG suggests that the Town of Acton may consider a more comprehensive approach (similar to the Kelley's Corner Improvement Initiative) to better realize development opportunities.

Community Input

The complete community input for the Great Road Corridor site is presented in detail at the end of this report under the section titled **Community Survey Results**. An overview summary of common threads is offered next. **A total of 39 responses were offered.**

Photo 8 – Aerial of Great Road Corridor



- A desire for more, and more varied, retail uses was cited. These include small shops, larger-scale (and name brand stores) retail, and especially an expansion of dining/drinking and entertainment venues (suggesting a “restaurant row”).
- Opinions were mixed regarding the potential for, and type of, residential development.

FORMER W.R. GRACE PROPERTIES

The parcels comprising the former W.R. Grace Properties (approximately 183.0-acres) represent an available land opportunity for the development but are hampered by access issues for any diversity or density of smaller-scale retail and commercial uses.³¹

As per the Town Assessor records, the overall opportunity site consists of multiple parcels (as owned by W.R. Grace) ranging in size from 0.26-acres to as much 130.0-acres, the latter improved with 5,000 SF of industrial warehouse use.

Photo 9 – Aerial of Former W.R. Grace Properties



While land availability is not considered to be an issue and the property is served by Town sewer services, the site history may be unattractive to some developers, however as RKG understands there is generally a lesser required level of remediation for non-residential development. Further, as RKG understands, while there are portions of the property that have been remediated, other portions are not, and there is still the access constraint.

Residential multi-family use is not permitted by right in the Technology District zoning district and it is not necessarily recommended. However, office and health care uses are permitted by right. According to information presented on the Town Assessor tax parcel records, W.R. Grace and Company remains listed as the current property owner.

The Town of Acton may consider initiating a dialogue with area brokers and area developers, regarding development potential and desire, and then explore possible Town acquisition of the site (or selected parcels) thereby “land banking” the site for future opportunities. (noting that if Town-owned there could be a decline of \$4.9 million in taxable land).

³¹ As noted at a public workshop, considering the acreage of the site, the possibility of adapting the site as a solar farm, with municipal use such as a school bus electrifying station may be an option for consideration.

Community Input

The complete community input for the former W.R. Grace properties site is presented in detail at the end of this report under the section titled **Community Survey Results**. An overview summary of common threads is offered next. **A total of 38 responses were offered.**

- Opinions as possible uses were generally focused on industrial, warehousing/storage, manufacturing and other uses typically requiring larger (acreage) sites.
- While some respondents noted a desire for more affordable housing, others were lukewarm to additional residential development, often citing the site's history.
- Potential Town utilization was noted for active/passive recreation, parks and pools and uses for school bus depot and solar farm.

SOUTH ACTON VILLAGE STUDY AREA

As defined in this analysis, the South Acton Village Study Area encompasses nearly 716.0-acres of land (across a multitude of zoning districts), which is densely developed with a variety of uses, mostly residential, thereby limiting the number of sites (parcels) available for future development. That stated, the area is served by Town sewer services (which may be at capacity) and the MBTA.

To the extent that potential land (or assemblages) could be realized, the South Acton Village Study Area presents

opportunities for mixed-use projects with ground floor commercial and upper story residential uses (again sewer capacity could be an issue).

As noted elsewhere in this report, the Town of Acton recently completed a South Acton Vision Plan³² which includes the adoption of new zoning districts (Figure 27) and other changes to encourage development.

Photo 10 – Aerial of South Acton Village Study Area



- **SAV 1** -allows up to a 1.0 FAR, multi-family use by right so long as there is a ground-floor commercial component (street facing) and a reduction of parking minimums.

³² The South Acton Vision & Action Plan, prepared for the Town of Acton by the Metropolitan Area Planning Commission, dated June 2024.

- **SAV 2** – no limit on FAR, required ground-floor commercial (street facing) for multi-family mixed-use developments and reduced parking minimums.
- **MBTA 1 Mixed-Use** – extends the area in which mixed-use is allowed by right and commercial use may be allowed on the ground floor. Residential uses extend out from the SAV 2 district allowing for ten (10) units per acre and 10.0% affordability is required.

Community Input

The complete community input for the South Acton Village Study Area site is presented in detail at the end of this report under the section titled **Community Survey Results**. An overview summary of common threads is offered next. **A total of 37 responses were offered.**

- This area was often cited as offering residential options including mixed-uses, apartments, affordable housing and greater-density housing – citing rail station access as a plus.
- Under the same vein of transit access, retail, restaurant and small-scale consumer goods were often deemed as appropriate uses – particularly dining/drinking options.
- General improvements to the public and pedestrian infrastructure were noted, as were desires for entertainment, recreational and cultural uses.
- Positive responses to industrial development were very limited.

SUMMARY HIGHLIGHTS OF DEVELOPMENT OPPORTUNITY SITES

The following matrix (refer to Table 51) offers summary highlights of the identified Opportunity Sites. RKG cautions that these are not necessarily exhaustive and should be taken into consideration in conjunction with the overall Town of Acton SEDAP Implementation Matrix.

RKG notes that without site control (i.e., ownership by the Town of Acton) the direct opportunities for the redevelopment or the re-positioning of a specific parcel or the overall (aggregate) identified site, by the Town of Acton, are generally considered as limited.

Nonetheless, this analysis presents a diversity of market-driven alternatives, many of which are supported and/or desired as established in the public outreach process and the Community Survey, for the Town's consideration. The goals and action items presented in the SEDAP Implementation Matrix are intended to provide a framework for fostering and encouraging an increased level of private-sector interest and investment throughout the community.

Table 5I – Overview Summary Highlights of Identified Opportunity Sites – Town of Acton, MA

Summary Overview Highlights of the Identified Opportunity Sites - Town of Acton, MA (1)	Selected Site Characteristics			Zoning Characteristics		Potential Development Characteristics	Potential Development Options	Possible Town Actions
	Parcels/Acreage	SF /Current Use	Site	Designation	Max Lot/Max FAR/ Max Height			
Massachusetts Avenue / Piper Road	2 and 26.0-acres	311,009 SF - industrial use	Good Route 2 visibility/ access (east and west)	Office Park (2)	80,000 SF / 0.20 / 40 ft.	Lack of Town sewer/currently in use as industrial	Small-scale office and/or medical park. Maybe "big box" retail at a later date.	Consider sider extension of Town sewer survives. Consider zoning change for potential future retail use.
Massachusetts Avenue / Hosmer Street	Multiple / 22.3-acres with 16.6-acres vacant	28,776 SF - with hospitality use	Good Route 2 visibility/poor access through residential	Office Park (2)	80,000 SF / 0.20 / 40 ft.	Lack of Town sewer/multiple owners/small (acreage) lots	Possible multi-family residential uses - requires site assemblage and willing developer. (2)	Zoning change for multi-family by right, some flexibility in minimum lot size and FAR allowance.
Nagog Park Office Park (reportedly, portions of this site are under development for an auto dealership)	nominal	17,558 SF - off/comm	Good frontage, visibility and access - Route 2A	Limited Business	20,000 SF / 0.20 / 40 ft.	Private sewer (at capacity?)/somewhat isolated from other commercial use	Possible expansion of restaurant use(s) frontage parcels, but may be longer-term option.	Consider rezoning to restaurant use by right - sewer issues remain however.
	21.0-acres ±	234,883 SF - office	Good frontage, visibility and access - Route 2A	Office Park (1)	80,000 SF / 0.33 / 36 ft.	Private sewer (at capacity?)/dense office use but 30% vacancy	Possible small-scale office and/or medical park. Possible multi-family (if compatible with pending auto use).	Require zoning change for multi-family use, re-visit height restrictions, may require "buffering" from other uses.
Powder Mill Road Corridor	19.0 and 44.0-acres	230-unit multi-family (u/c)	Generally good visibility/access - Powder Mill Road and Knox Trail	Powder Mill	refer to flexibility of recent Assabet River Overlay	Available land and Town sewer (capacity issues?)	Multi-family residential mix of apartments, townhomes - affordable and market.	Work with area developers to position/market for increased residential use. Use Town website to advertise and inform.
Kelley's Corner	38 and 50.0-acres	315,000 SF/infrastructure improvement (u/c)	Good visibly/access - Route 27 and Route 111	Mostly Kelley's Corner and Residential AA	10,000 SF/0.20 - 0.4/36 ft.	Town sewer (capacity issues?)/densely built environment (sites)	Mixed-use development with residential up and small personal/professional services on ground.	Encourage multi-family mixed-use/increase maximum height/consider Overlay District to "structure" future development.
Great Road Corridor	95 and 184.0-acres	Multiple use(s) - mostly res/retail/office	Very linear development (corridor) stretching along Great Road	Multiple zoning districts	Varies by zoning district	Lack of sewer/densely built environment (sites)/abutter "pushback"	Small-scale and independent retail and services. Likely infill development on parcel-by-parcel basis.	Identify sites and encourage infill development per zoning allowance. May require revising parking thresholds (perhaps shared access where possible).
South Acton Village Study Area	443 and 716.0-acres	Multiple use(s) primarily residential	Very dense development/multiple access roads/served by MBTA	Multiple zoning districts	Refer to SAV-1 and SAV-2 zoning flexibilities	Town sewer (capacity issues?)/limited sites for development	Infill development opportunities capitalizing on SAV-1 and SAV-2.	Encourage multi-family mixed-use development/consider public streetscape amenities as investment "carrot".
Former W.R. Grace Properties	183.0-acres ± - mostly vacant	5,000 SF otherwise land with unfavorable site history	Generally unfavorable location and poor access for comm use	Technology District	40,000 SF/0.20/40 ft.	Town sewer (capacity issues?)/access issues/site history/assemblage(s)	Town use for recreation, trails, solar and other. In near-term site history and access limit other uses.	Town use(s) in near-term/consider re-zoning for residential as/should such interest arise from private-sector

Source: RKG (2025)

(1) - these summarized highlights should be taken in consideration with the more detailed narratives of each identified Opportunity Site as presented through the overall report.

(2) - per the Town Assessor information, much of the vacant parcels are owned by the Auto Dealers Exchange of Concord.

5. IMPLEMENTATION MATRIX

SUMMARY OF STRATEGIC ECONOMIC DEVELOPMENT ACTION PLAN

The attached Implementation Matrix is a document that summarizes a series of Goals and Action Items under the umbrella economic development elements as broadly summarized earlier in this SEDAP report for the Town of Acton. Each Action Item is placed on a timeline. The suggested lead entities responsible for each implementation are listed in the matrix as are potential private-sector participants.

The implementation organizations are categorized as public sector, private sector and are considered major implementation partners. RKG has also provided an “order of magnitude” cost estimates for each of the action items.

The Town of Acton Strategic Economic Development Action Plan (SEDAP) implementation strategy is a series of Action Items which may be taken by the Town and its implementation partners, to accomplish certain economic development goals.

As far as the 2025-to-2034 timeline, those that are in earlier years should be considered as Action Items that could be achieved earlier or are considered plan priorities that should be accomplished before other actions are taken. Some implementation actions phased in over a longer-term are either less urgent or they are more complex or more expensive and will take time to budget. The budget estimates are considered “order of magnitude” cost estimates and are intended to give the Town of Acton a rough budgetary range to plan for in future years.

Again, please refer to the attached Implementation Matrix, for a more detailed description of the SEDAP and all its components and recommendations.



Strategic Economic Development Plan Implementation Matrix	Community Survey Responses (n=118)			Implementation Lead		Implementation Timing			Order of Magnitude Cost	
	Agree	Disagree	No Comment	Primary Lead	Additional Stakeholder	2025	2026-2030	2031-2035		
RETAIL/SERVICE/OFFICE SECTOR INITIATIVES										
GOAL 1: Attract, retain, and grow consumer and service-based businesses in the Town of Acton's emerging Town Center districts (e.g., West Acton Village, Kelley's Corner and South Acton).										
Action 1:	Continue to evaluate expanding sewer services (or other wastewater options) and increased capacity throughout the Town of Acton.	94	19	5	Town Manager, Town Select Board, Finance Department, Town Planning and Zoning, Public Works	Town Residents, Town Meeting	ONGOING		\$\$\$\$	
Action 2:	Review existing regulations and permitting process to identify changes that could help streamline building rehabilitation, parking requirements and by-right signage to assist business expansion and to attract new businesses.	108	8	2	Town Manager, Economic Development Director, Town Planning and Zoning				\$	
Action 3:	Continue to evaluate expanding sewer services (or other wastewater options) B2:M6+D8and increased capacity throughout the Town of Acton.	88	28	2	Economic Development Director, Finance Department,	Input from the Business Community	ONGOING		\$	
Action 4:	Educate current property owners and development interest about commercial redevelopment opportunities in key Town districts (such as the various Village Districts and the KC District), noting the potential for mixed-use development projects with residential on upper floors and neighborhood/entrepreneurial commercial use(s) on the ground floor.	96	18	4	Economic Development Director	Roundtable Discussion with Sampling of Commercial Developers			Nominal	
Action 5:	Share the retail market section of this report with existing retailers across the Town to offer them an increased understanding of local retail "gaps" and how they may adjust their operations/offerings to expand their impact.	104	9	3	Economic Development Director	Outreach to Town Retailers			Nominal	
Action 6:	Consider initiating public improvements and investments in West Acton Village and the South Action Village area by enhancing streetscape/pedestrian amenities and implementing complete street designs.	77	33	8	Town Manager, Town Select Board, Finance Department, Public Works, Town Planning and Zoning				\$\$\$	

GOAL 2: Leverage public-sector initiatives to encourage more retail, restaurant, small-scale office development (such as ground floor uses of mixed-use developments) in the Town of Acton.									
	Action 1: Improve the Town's Economic Development page on the Town website by expanding content, providing quarterly updates and perhaps offering a comments/feedback link. Create a distinct webpage link (perhaps under the Business section of the Town website) dedicated to economic development information, programs, and activities in Acton to market the Town's initiatives and success stories (as a matter of design, nothing should be more than three "clicks" away).	80	16	22	Economic Development Director, Department of Information Technology	Input from Town Business Community and Area Developers			\$
	Action 2: Consider a collaborative public/private partnership to create a clustered medical office building or small-scale medical office park to grow higher paying medical and professional service jobs, as well as to provide services to a changing age demographic.	61	31	26	Town Manager, Town Select Board, Town Planning and Zoning	Input from the Business Community, Property Owners			\$\$
	Action 3: Consider the inclusion of a Townwide inventory for selected development sites and available spaces on an economic development website. Provide the location, permitted uses, contact information, and a link to Town permitting information and programs.	82	11	25	Economic Development Direct, Town Assessor	Property Owners/Managers, Local Real Estate Brokers			\$
	Action 4: Explore the potential for establishing an annual funding program to help new tenants with start-up costs such as rent subsidies, tenant fit out costs, marketing, and internal systems (point of sale, website, etc.) to encourage smaller businesses to open in the Town of Acton.	46	46	26	Town Manager, Town Select Board, Finance Department	Town Meeting			\$\$



INDUSTRIAL/BUSINESS PARK INITIATIVES

GOAL 1: Expand opportunities for smaller scale industrial, advanced manufacturing, and medical-related uses across the Town's industrial and business parks.

Action 1:	Undertake planning efforts to identify potential parcels or contiguous parcels that could contain 5 to 25 acres and work through members of the real estate community to investigate their availability for acquisition, development suitability and developer interest in the development concept. This may require a revisit to the types of permitted uses within Acton zoning districts.	48	35	35	Economic Development Director, Town Planning and Zoning, Town GIS and Mapping			\$
Action 2:	Utilize the findings from the market analysis for identification of target industry sectors as identified by the projected 10-year WDA (workforce development area) employment growth. Notable employment growth sectors include professional services (such as smaller-scale office space for legal, accounting, engineering/architectural and computer/tech services as examples) and health-care services (such as space for medical practitioners and family services as examples).	57	20	41	Economic Development Director			Nominal
Action 3:	Initiate a quarterly roundtable discussion group (with Town, broker/developer and local business/employers) focused on industrial development and business growth to discuss retention, expansion, workforce and infrastructure needs, and how the Town can provide support.	67	19	32	Economic Development Director	Input from the Business Community, Property Owners, Local Real Estate Brokers	ONGOING	\$
Action 4:	Consider, where practical and applicable, the alternative use of Town-owned land that may meet the locational and site needs (of potential developers for such projects) that could leverage private investment and future job creation, while maintain the "feel and scale" of the Town of Acton.	46	38	34	Town Manager, Town Planning and Zoning, Economic Development Director	Town Residents, Town Meeting	ONGOING	\$\$

HOUSING INITIATIVES IN SUPPORT OF ECONOMIC DEVELOPMENT								
GOAL 1: To increase and diversify the local housing stock, particularly in the areas of workforce/affordable housing options (size, price points, access to public transit), to attract and retain the local workforce.								
Action 1: Continue efforts to expand the Town's supply of affordable/workforce housing, notably within 1/2 mile of the MBTA station and the Town Village districts, such as Kelley's Corner.			53	30	35	Town Manager, Town Select Board, Town Planning and Zoning	Town Residents, Town Meeting	ONGOING
Action 2: Consider the creation of a housing roundtable to meet with area real estate professionals, businesses, and developers to monitor housing trends and action strategies from the Town's Housing Production Plan.			51	30	37	Economic Development Director	Input from Area Developers	\$
Action 3: Continue efforts to expand mixed-use development in Town Center districts. Actions may include re-visiting permitted uses, dimensional requirements and density allowance for such development. Note - additional development in these areas would likely require some investment in public or private sewer options as well (refer to Goal 1 and Action 1).			53	29	36	Town Manager, Town Select Board, Town Planning and Zoning	Town Residents, Town Meeting	ONGOING
Action 4: Incentivize and allow smaller sized housing such as townhomes and multi-family units across a wider swath of the Town's residential zoning districts where suitable land is available to diversify housing choices at various price points.			57	28	33	Town Manager, Town Select Board, Town Planning and Zoning	Town Residents, Town Meeting	\$
Action 5: Consider the potential for allowing mixed-use projects, that may include multi-family residential housing within other business districts..			68	18	32	Town Manager, Town Select Board, Town Planning and Zoning	Town Residents, Town Meeting	Normal Budget Exp.



REGULATORY AND STAFFING INITIATIVES

GOAL 1: Create a streamlined and predictable process for business development and expansion in Acton.

	Hire an Economic Development Director with the primary responsibility of furthering economic development. Establish a clearly defined set of goals, task responsibilities and oversight, as well as means of measuring accomplishments and success (such as an increase taxable inventory, new businesses or retained businesses, and employment).	46	28	44	Town Manager and Town Select Board			\$
Action 2:	Continue to refine and modernize the Zoning Bylaw and subdivision and site plan regulations to create a clear pathway to a development decision in a timely manner.	71	9	38	Town Planning and Zoning	Town Meeting		Normal Budget Exp.
Action 3:	Review the Zoning Bylaw to identify discretionary permits that could be permitted by-right through administrative review rather than require discretionary permits.	58	15	45	Town Planning and Zoning and Town Select Board	Town Meeting		Normal Budget Exp.
Action 4:	Promote changes in the zoning and development review process through the Town's website, social media, trade publications, and state publications to help identify Acton as a business-friendly community.	61	15	42	Economic Development Director, Department of Information Technology		ONGOING	Normal Budget Exp.

PLANNING AND COMMUNITY DEVELOPMENT INITIATIVES									
GOAL 1: Improve form, design, and aesthetics across Acton's Town Districts.									
	Action 1:	Create a set of design guidelines that can apply to different Town districts that focus on building form.	38	30	50	Town Planning and Zoning and Town Select Board			\$
	Action 2:	Consider moving to a form-based code or hybrid code that focuses more heavily on building form than interior uses. Each Town district could have its own unique code reflecting the vision for that area of Town.	36	34	48	Town Manager, Town Select Board, Town Planning and Zoning			\$\$
	Action 3:	Consider an outside review of Town land use regulations (e.g., rezoning petitions, building permits, code enforcement, and plan review) and procedures at the staff, planning board, and Select Board level(s) to make them more efficient and predictable.	44	25	49	Town Manager and Town Select Board,			\$\$
GOAL 2: Continue to explore the potential/opportunities for the designation of a Cultural District(s) for the Town of Acton.									
	Action 1:	Define an appropriate area(s) in the Town as a possible Cultural District by inventorying existing uses, land availability and desired "new" components for a Cultural District.	35	31	52	Economic Development Director	Town Residents, Artist/Cultural Groups, MCC		Normal Budget Exp.
	Action 2:	Form a Cultural District partnership with a diverse mix of stakeholders who represent the shared interests of the Cultural District, Note - such a committee or partnership is required under the submission guideline).	38	31	49	Economic Development Director and Select Town Departments	Town Residents, Artist/Cultural Groups, MCC		Normal Budget Exp.
	Action 3:	Initiate the requirements for a complete submission of a designation for a Cultural District.	31	35	52	Economic Development Director	MCC		Normal Budget Exp.

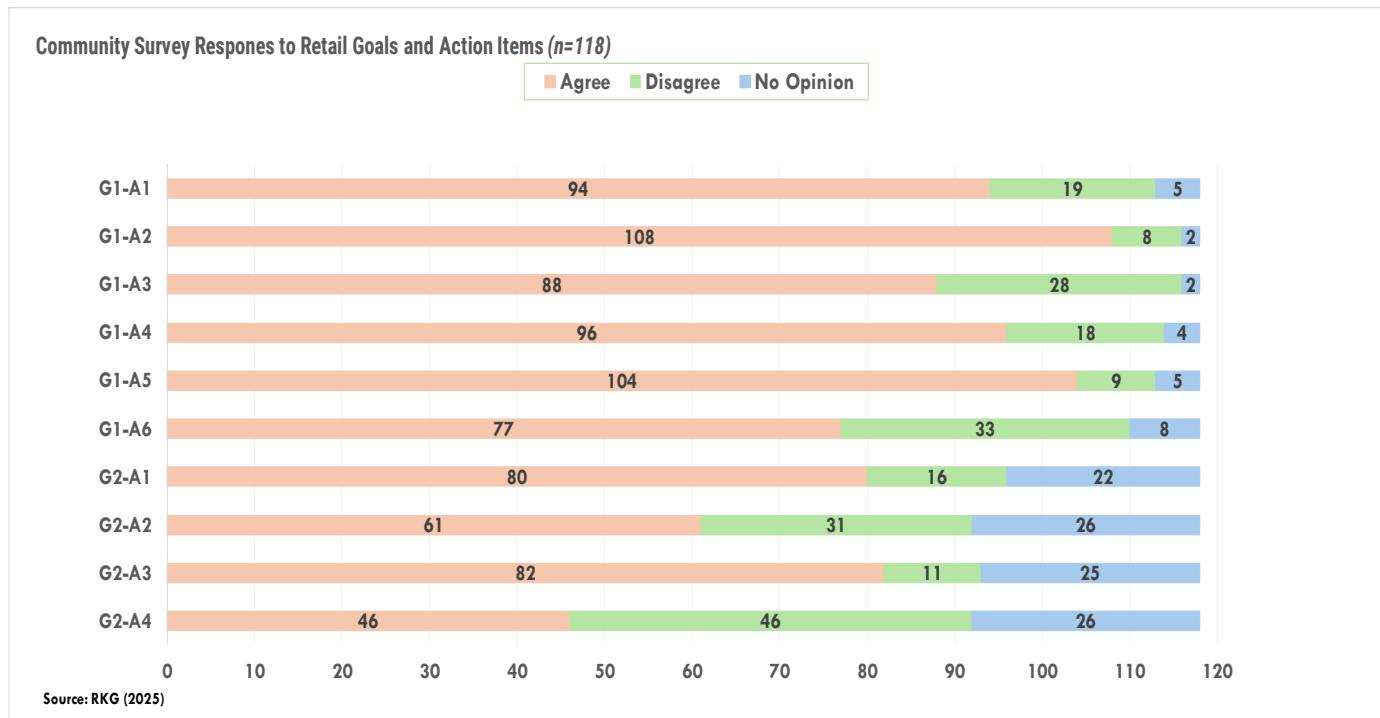
COMMUNITY SURVEY RESULTS

The more detailed tabulations of the responses to the Community Survey instrument are presented on the following pages. However, the summary Community Survey responses to each of the Initiatives, their Goals and Action Items are offered in the following figures.

As presented in Figure 28, with respect to the first Retail Goal and the associated Action Items, 80.1% of the respondents agreed, 16.2% disagreed and 3.7% offered no opinion.

With respect to the second Retail Goal and the associated Action Items, 57.0% of the respondents agreed, 22.0% disagreed and 21.0% offered no opinion.

Figure 28 – Community Survey Responses to Retail Goals and Action Items

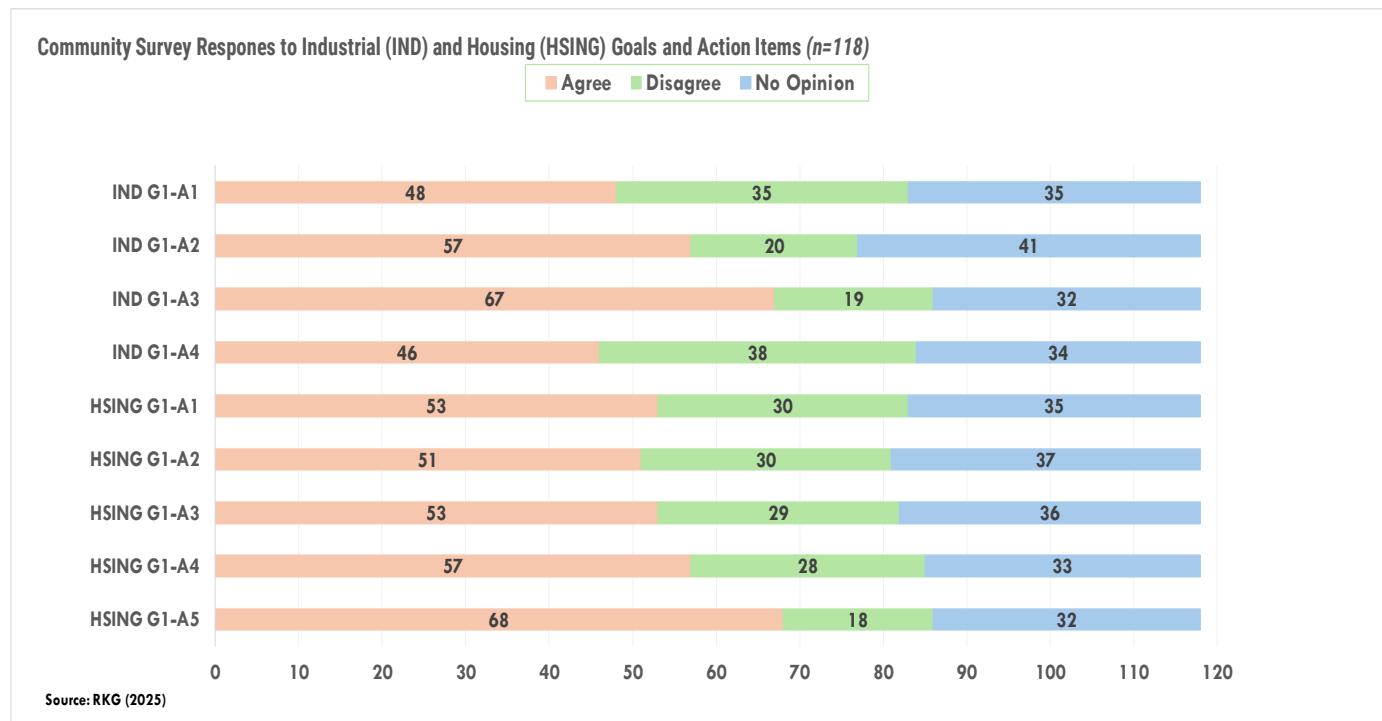


As presented in Figure 29, with respect to the Industrial Goal and the associated Action Items, 46.2% of the respondents agreed, 23.7% disagreed and 30.1% offered no opinion.

With respect to the Housing Goals and their associated Action Items, 47.8% of the respondents agreed, 22.9% disagreed and 29.3% offered no opinion.

For both the Industrial Initiatives and the Housing Initiatives, the percentage of community survey respondents offering no opinion exceeded the percentage in disagreement. Also, for both, the percentage of community survey respondents in agreement was less than 50.0%.

Figure 29 – Community Survey Responses to Industrial and Housing Goals and Action Items



As presented in Figure 30, with respect to the first set of Planning Goals and their associated Action Items, 33.3% of the respondents agreed, 25.1% disagreed and 41.5% offered no opinion, the latter exceeding the percentage of those in agreement and the percentage of those in disagreement.

With respect to the second set of Planning Goals and their associated Action Items, 29.4% of the respondents agreed, 27.4% disagreed and 43.2% offered no opinion, again with the latter exceeding the percentage of those in agreement and the percentage of those in disagreement. RKG notes that the second set of Planning Initiatives concerns the potential and opportunities for the designation of a Cultural District(s) in the Town of Acton. From the overall consumer survey responses, less than 30.0% of the respondents indicated a strong desire to explore this further.

With respect to the Regulatory Goals and their associated Action Items, 50.0% of the respondents agreed, 14.2% disagreed and 35.8% offered no opinion.

Figure 30 – Community Survey Responses to Planning and Regulatory Goals and Action Items -



As a part of the Community Survey, respondents were encouraged to offer their input on each of the indicated Goals and their associated Action Items. The complete responses and comments are presented at the end of this report. Table 52 presents a summary distribution of the 531 comments offered.

The majority of community input was for the first set of Retail Initiatives, and then the second set of Retail Initiatives. Both sets of Planning Initiatives received less than 10.0% of the total comments. The second set, concerning the potential for a Cultural District(s) in the Town received the fewest comments at 7.2% of the total, further reflecting the less than 30.0% agreement with this Initiative.

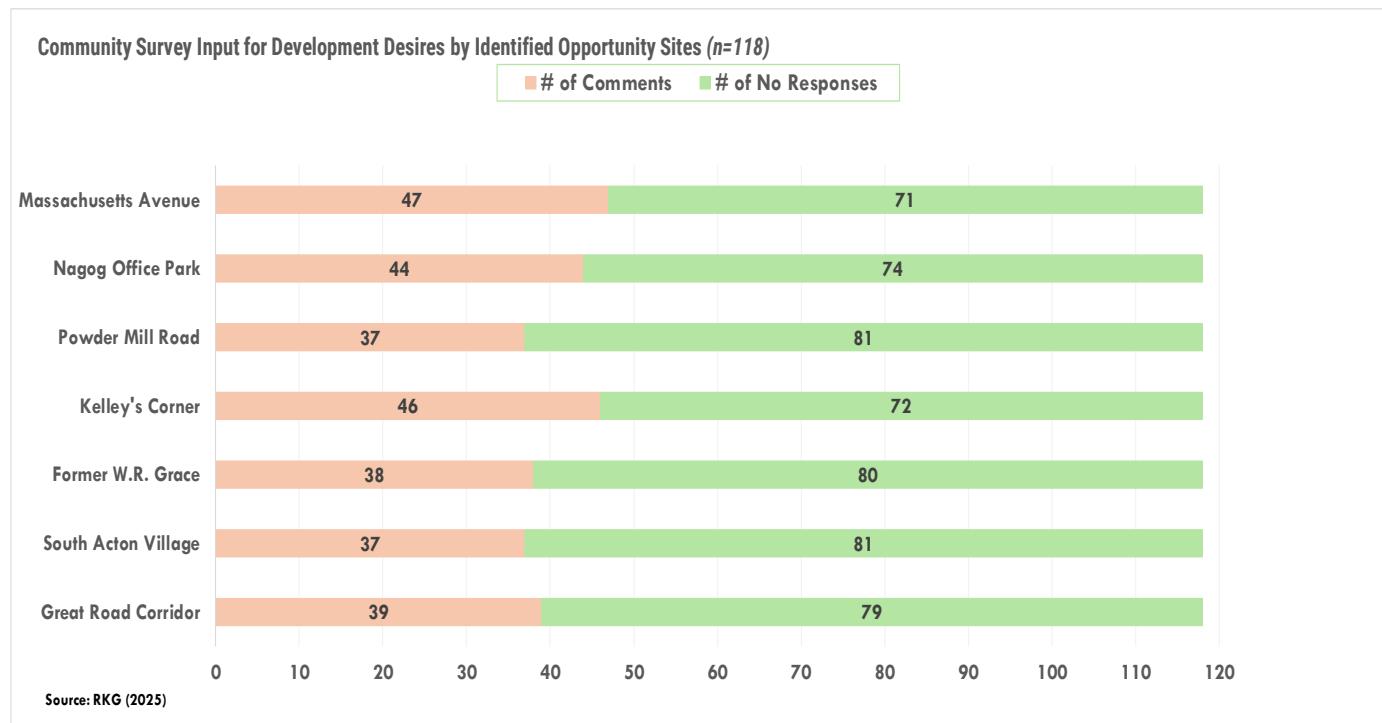
The Community Survey also offered respondents the opportunity to comment on the type(s) of development, both desired and undesired, for each of the identified Opportunity Sites. (as well as for overall general comments, issues and concerns). Figure 31 summarizes the comments (and non-comments) offered by survey respondents for each of the identified Opportunity Sites. While the comments vary by each site, the general distribution indicates approximately one-third offering comments and two-thirds with no responses.

Table 52 – Overview of Survey Responses

Community Survey Input	# of Comments	% of Input
RET - G1	145	27.3%
RET - G2	87	16.4%
IND - G1	85	16.0%
HSNG - G1	67	12.6%
PLAN - G1	47	8.9%
PLAN - G2	38	7.2%
REG - G1	62	11.7%
Total Comments	531	100.0%

Source: RKG (2025)

Figure 31 – Community Survey Response Input regarding Identified Opportunity Sites



Implications

While RKG considers the overall responses ($n=118$) to the Community Survey as a reasonable reflection of community sentiment, it should be noted that across the board, approximately 26.6% of the respondents offered no opinion when asked if they agreed or disagreed with the various Goals and associated Action Items – in other words slightly more than one-fourth of the respondents were silent with respect to an opinion.

It should also be noted that approximately 16.0% of the total Community Survey comments were for the two sets of Planning Initiatives and slightly less than 12.0% for the Regulatory Initiatives – perhaps reflecting a lesser comfortable level or interest as compared to those actually addressing development considerations.

Further, when queried about specifics for each of the identified Opportunity Sites, approximately two-thirds of the Community Survey respondents were silent with respect to ideas and options.

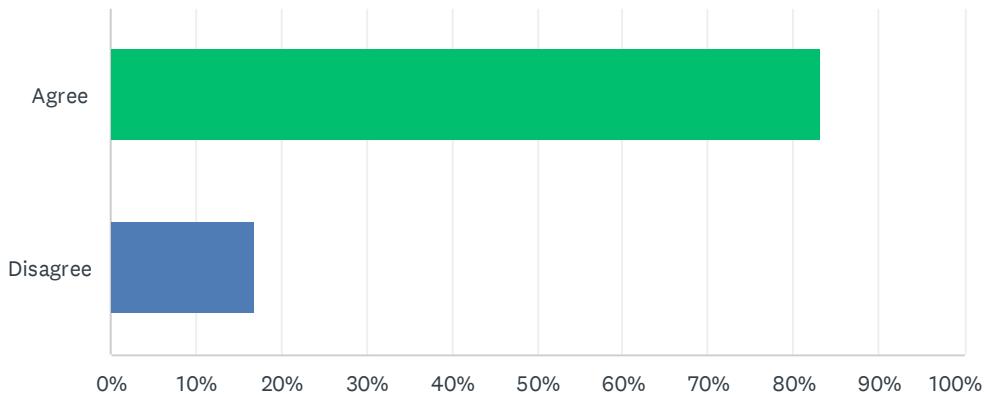
Lastly, from the Community Survey responses, less than 30.0% of the respondents agreed with such efforts to establish a Cultural District(s) within the community – perhaps suggesting that the Town reconsider the overall (or relative) importance of such a district within the community relative to the aforementioned requirements (and level of effort) required to attain such a designation through the Massachusetts Cultural Council.



COMMUNITY SURVEY TABULATIONS

Q1 ACTION 1: Continue to evaluate expanding sewer services and increased capacity throughout the Town of Acton.

Answered: 113 Skipped: 5



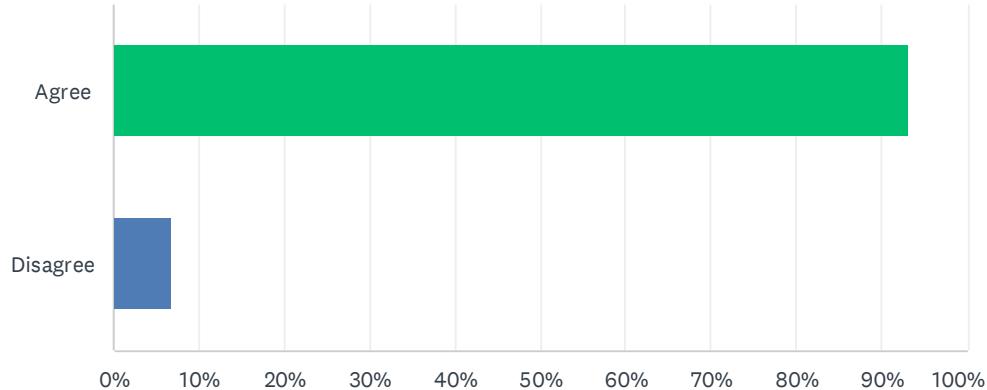
ANSWER CHOICES		RESPONSES	
Agree		83.19%	94
Disagree		16.81%	19
TOTAL			113

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	highest - to not have an issue to shut down great rd.	3/17/2025 12:27 PM
2	We don't seem to have the money for this especially with a new DPW facility being potentially booked. Also, I think residents are significantly financially stressed with property increasing for many almost 30% in two years.	3/16/2025 7:32 AM
3	Please bring public sewer to west Acton; town should cover costs not individual businesses.	3/15/2025 9:09 PM
4	Expanding sewer services unnecessarily increase our carbon footprint and make it more possible for large businesses to flourish, driving out small businesses. Because of this, I oppose the expanding of sewer services.	3/15/2025 10:37 AM
5	Extremely high priority. The town should do it	3/13/2025 11:36 PM
6	The town should pay for this by putting saving aside rather than taxing individual where the work and upgrades will happen.	3/13/2025 2:45 PM
7	I agree with this. However, we already have strip malls that are depressingly vacant - is someone working with these developers to incentivize and fill these places?? It feels like we should fill the places with existing infrastructure FIRST before we spend all this money creating more infrastructure. This town is in desperate need of community and service-based businesses. I would also like to know what the "emerging town center districts" are. We don't have a town center, we have a town hall with nothing around it to support the community.	3/13/2025 1:04 PM
8	Likely to lead to denser housing rather than business	3/11/2025 3:40 PM
9	West Acton!!	3/9/2025 8:52 PM
10	Explore grant opportunities based on environmental impact. Cost to individual home and business owners may require subsidy	3/9/2025 3:21 PM

11	Especially for new construction. Not sure how cost effective for some of the older neighborhoods. I would make this a midlevel priority. I'm not sure who should be responsible for the strategy.	3/9/2025 7:25 AM
12	Existing town funds should be utilized in order to minimize additional tax burden or cost to residents who are already heavily financially burdened.	3/8/2025 8:29 AM
13	Is this necessary? I don't know enough about this area.	3/8/2025 7:53 AM
14	Depending on how this impacts our taxes. The question should provide more context.	3/8/2025 7:15 AM
15	Board of health- publish for eco development	3/7/2025 4:26 PM
16	We can't afford to do this.	3/7/2025 1:22 PM
17	better for the groundwater, more efficient solution	3/7/2025 1:01 PM
18	I think the cost should be shared townwide as everyone would ultimately benefit. It seems like this was a very common concern among business owners so a fairly high priority.	3/6/2025 2:21 PM
19	septic is keeping restaurants from opening in Acton-high priority	3/5/2025 12:19 PM
20	Private Septic	3/5/2025 8:15 AM
21	I think expanding sewage services in the "villages" within Acton and along state highways could be helpful in promoting most business development. However, I think it would not be wise not to expand sewage services near farms (profit and non-profit) and conservation areas.	3/5/2025 7:37 AM
22	But like the original installation make those that benefit pay the cost. We certainly got no break in the south Acton zone.	3/4/2025 9:21 PM
23	There should a third choice in addition to agree or disagree that is "need more information."	3/4/2025 6:51 PM
24	The Town government has attempted to explore this for West Acton and provided a poor not well thought out proposal. I do not have confidence in the town government that they can properly present a COST-EFFECTIVE solution.	3/4/2025 5:06 PM
25	Seems high priority. The entire town should be responsible for paying for it.	3/4/2025 5:05 PM
26	The town needs a rational and affordable sewer expansion plan. It cannot be the burden of the individual homeowner. The town should seek State or Federal grant money, I know it's out there. High priority.	3/4/2025 4:52 PM
27	Acton is a suburb, not a city. Sewers are expensive to install and maintain. They should be the solution of last resort.	3/4/2025 4:35 PM
28	Education about why sewers will help businesses is a first step. There needs to be a coalition of folks to advocate for more state and federal funding for sewers.	3/4/2025 4:30 PM
29	Would need a better understanding of what limitations our current systems perpetuate. Sewer is a significant long-term investment so the ROI would have to be tremendous.	3/3/2025 3:36 PM

Q2 ACTION 2: Review existing regulations and permitting process to identify changes that could help streamline building rehabilitation, parking requirements and by-right signage to assist business expansion and to attract new businesses.

Answered: 116 Skipped: 2



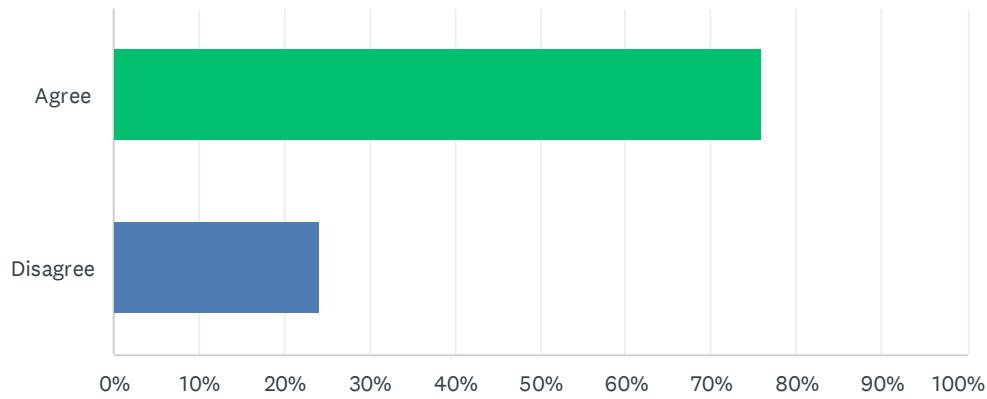
ANSWER CHOICES		RESPONSES	
Agree		93.10%	108
Disagree		6.90%	8
TOTAL			116

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	Yes just no new car dealerships. Quality small businesses instead - or even smaller chains. I wish more areas of town felt like West Acton.	3/16/2025 7:49 PM
2	I think we have a history of enough empty retail buildings with empty parking lots to address this.	3/16/2025 7:32 AM
3	Upon review make findings public and allow for feedback from businesses to determine town's next steps.	3/15/2025 9:09 PM
4	Regulations are usually there for a reason, i.e public safety, or public health, etc. Reviewing regulations usually results in movements to end regulations, creating unnecessary development which harms our climate and our people.	3/15/2025 10:37 AM
5	High priority. Please make it easier for businesses to open here.	3/15/2025 9:33 AM
6	I don't really understand why all of these are grouped together. I don't care about the signage but we desperately need more businesses	3/13/2025 11:36 PM
7	Too many unattractive businesses. Too many car dealerships.	3/13/2025 3:02 PM
8	I agree, however, we already have parking regulations in place with all of these existing stop malls and shopping areas (e.g. ALL OF GREAT ROAD), we need to be filling that with new businesses!!!	3/13/2025 1:04 PM
9	This is probably the most important thing you can do.	3/9/2025 5:07 PM
10	Engage Chamber of Commerce for input as long as it is not anti competitive Consider some	3/9/2025 3:21 PM

	current businesses to be converted to affordable housing	
11	High priority.	3/9/2025 7:25 AM
12	We need to allow drive-through modifications to more than just banks (i.e pharmacies and fast food)	3/8/2025 8:29 AM
13	Our town is so ugly. Random stores, etc. hoping there is a plan to make it aesthetically pleasing, similar to the West Acton updates.	3/8/2025 7:15 AM
14	Many businesses have expressed concern with requirements to open a restaurant. Had to gave expensive landscaping not really needed on busy road. Drive thru coffee wanted.	3/7/2025 3:07 PM
15	Anything to make the process more efficient is good as long as quality is not sacrificed	3/7/2025 1:01 PM
16	Highest priority. I am a small business owner in a neighboring town. Acton has a reputation for being unfriendly to businesses. Navigating the regulations is too cumbersome, which is why many of us chose to go to Maynard or Westford instead.	3/6/2025 9:32 PM
17	Maybe the building department could have a meeting with stakeholders to see what chnges would make the biggest difference.	3/6/2025 2:21 PM
18	As a general approach, I agree. The end result of the permitting process should be an efficient process with, ideally, the outcome being environmentally sound and aesthetically pleasing.	3/5/2025 7:37 AM
19	Customers seriously need drive-thru food and medicine services. Not everyone can get out and walk.	3/4/2025 7:11 PM
20	This reads like a desire to make compromises to values I treasure: our historic heritage, a distancing from car culture, and a suppression of LOUD SIGNAGE -- we have enough of all that elsewhere.	3/4/2025 6:31 PM
21	Review is the key word - keep whatever is reasonable and don't just throw out all the rules.	3/4/2025 5:48 PM
22	The "economic development" committee should be responsible. We have had an "economic development" committee for some time and I have not seen any successes by them to attract new business and propose incentives to businesses to come to Acton.	3/4/2025 5:06 PM
23	Seems high priority. Too many empty storefronts. And no one should have to park across a busy road to access a business.	3/4/2025 5:05 PM
24	This should be the responsibility of the individual property owner. Maybe make low-interest loans or grant money available if it located in a significant commercial district that the town wants to expand. It should have a medium priority.	3/4/2025 4:52 PM
25	This is the most critical thing Acton, particularly the select board, zoning board and all planning boards MUST do to make Acton a more welcoming location for all businesses.	3/4/2025 4:34 PM
26	Establish pre-permitting in business districts. Businesses who meet criteria can be fast-tracked.	3/4/2025 4:30 PM

Q3 ACTION 3: Support businesses by actively seeking grants and other funding sources to incentivize facade updates, signage renovations and other infrastructure needs.

Answered: 116 Skipped: 2



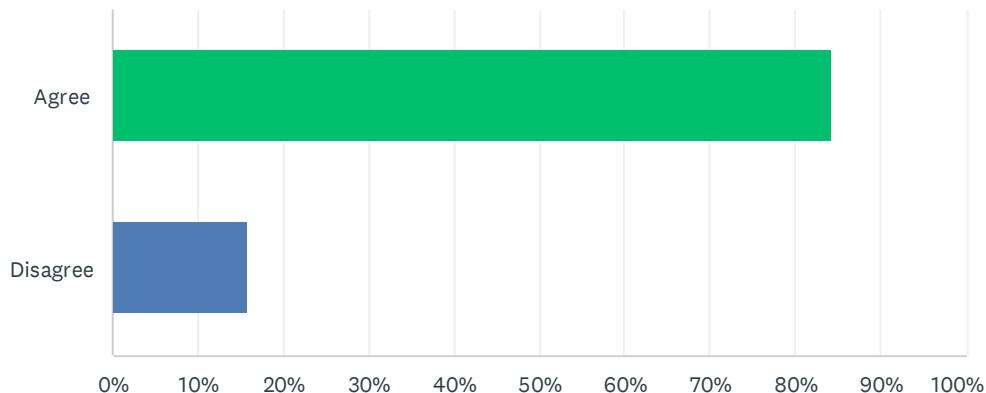
ANSWER CHOICES	RESPONSES	
Agree	75.86%	88
Disagree	24.14%	28
TOTAL		116

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I don't think signage and infrastructure needs are the problem. I think residents are so desperate for something other than a bank, car dealership or Mexican restaurant that something other than those 3 would need very little assistance to attract customers.	3/16/2025 7:32 AM
2	These grants need to go beyond what is/was available by the federal government.	3/15/2025 9:09 PM
3	This program should be focused on repair, not expansion. Prioritize the smallest, most economically challenged and minority-owned businesses to make Acton a more welcoming and just town.	3/15/2025 10:37 AM
4	Again, we need new businesses, not new signs	3/13/2025 11:36 PM
5	Kelly's Corner a lengthy-expensive- unnecessary- change.	3/13/2025 3:02 PM
6	Town should not be paying for signage of private businesses to	3/9/2025 12:58 PM
7	Agree in principle, but this phrasing suggests cosmetic changes for existing businesses. Did the facade updates to Acton Medical increase business?	3/9/2025 7:25 AM
8	Also look at what we can do to rid ourselves of the hideous monstrosity that is the old abandoned McDonalds in front of the Stop and Shop.	3/8/2025 8:29 AM
9	Businesses should seek out their own grants.	3/7/2025 9:47 PM
10	Kelley's Corner eyesore and afternoon traffic. Safety for students walking to shopping plaza.	3/7/2025 3:07 PM
11	Businesses should do this not the Town.	3/7/2025 1:22 PM
12	Not sure how important signage and facades are, but infrastructure needs should be a priority	3/7/2025 1:01 PM

13	Would this be done by the Economic Development committee?	3/6/2025 2:21 PM
14	Mostly disagree. Shouldn't the businesses themselves be looking into this? Whether through Chambers of Commerce, other business associations, or individually doesn't matter. To the extent that infrastructure upgrades are needed, then the town should be looking at alternative funding sources.	3/5/2025 8:56 PM
15	businesses can lead the grant seeking process	3/5/2025 12:19 PM
16	Perhaps having responsibilities include helping businesses apply for grants - if this is a realistic option.	3/5/2025 7:37 AM
17	Not anything I want the town to spend tax dollars on with labor	3/4/2025 9:21 PM
18	If we don't have to hire more grant writers to do this.	3/4/2025 5:48 PM
19	Seems high priority.	3/4/2025 5:05 PM
20	This affects the image of the town that should follow some flexible design criteria that is not too restrictive and can allow some original, innovative and creative ideas. Medium priority.	3/4/2025 4:52 PM
21	Economic development director. High priority. Connect with other communities to brainstorm funding sources.	3/4/2025 4:30 PM

Q4 ACTION 4: Educate current property owners and development interest about commercial redevelopment opportunities in key Town districts (such as the various Village Districts and the KC District), noting the potential for mixed-use development projects with residential on upper floors and neighborhood/entrepreneurial commercial use(s) on the ground floor.

Answered: 114 Skipped: 4



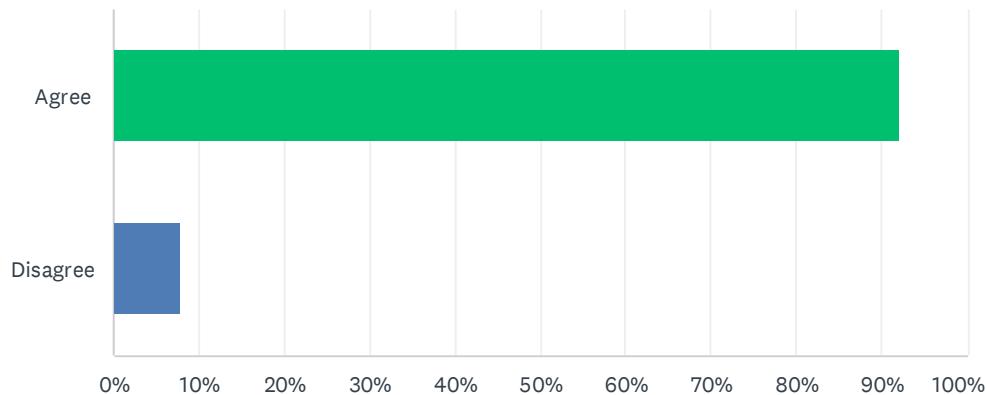
ANSWER CHOICES		RESPONSES	
Agree		84.21%	96
Disagree		15.79%	18
TOTAL			114

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	Let's work on having empty buildings be occupied (ex. former Middlesex savings bank in West Acton, former McDonalds at the 27/111 intersection) before developing more commercial space.	3/16/2025 7:32 AM
2	We should not unnecessarily create new building. We should limit funding to repairs in existing buildings. We can turn existing buildings into mixed use space including truly affordable apartments.	3/15/2025 10:37 AM
3	Low priority. I don't think many people will take advantage of this	3/13/2025 11:36 PM
4	Get a supermarket back in South Acton please.	3/13/2025 5:09 PM
5	We do not need more developments-businesses. Many businesses going out of business-empty store fronts.	3/13/2025 3:02 PM
6	We don't need mixed use. We need to fill the empty storefronts and attract large name brands to help lower residential taxes.	3/13/2025 2:45 PM
7	Yes but you need large development sites to pull this off. You missed your chance on great road already with the nagog plaza.	3/9/2025 5:07 PM
8	Couldn't this just be done as a flyer in the tax letter?	3/9/2025 7:25 AM
9	Also seek approval ratings before certain buildings and permitting are granted.	3/8/2025 8:29 AM

10	Invest in getting water to support W Acton business.	3/7/2025 3:07 PM
11	More information is better, especially in different formats	3/7/2025 1:01 PM
12	Again, I mostly disagree. This is quite literally what developers do for a living; they seek out sites and opportunities for (re)development. Let them earn it. As for changes in zoning that may affect what individual property owners can do with or on property that they already own in town, by all means make them aware of it.	3/5/2025 8:56 PM
13	Mixed-use is a wonderful thing.	3/4/2025 6:31 PM
14	Education is a good idea!	3/4/2025 5:48 PM
15	This would incentivize dense housing in village centers. Town Meeting was clear when this was proposed for Kelly's Corner -- we do not want this.	3/4/2025 5:35 PM
16	The Select Board and the Economic Development should be doing this all along. I have not heard (via Town Manager monthly newsletter) of any attempts to make business/residents aware of any commercial redevelopment opportunities.	3/4/2025 5:06 PM
17	Encourage some innovative and creative spacial concepts. Medium priority.	3/4/2025 4:52 PM
18	But first, need to complete Action 2 so that zoning and regs allow this kind of mixed use.	3/4/2025 4:34 PM

Q5 ACTION 5: Share the retail market section of this report with existing retailers across the Town to offer them an increased understanding of local retail "gaps" and how they may adjust their operations/offerings to expand their impact.

Answered: 113 Skipped: 5



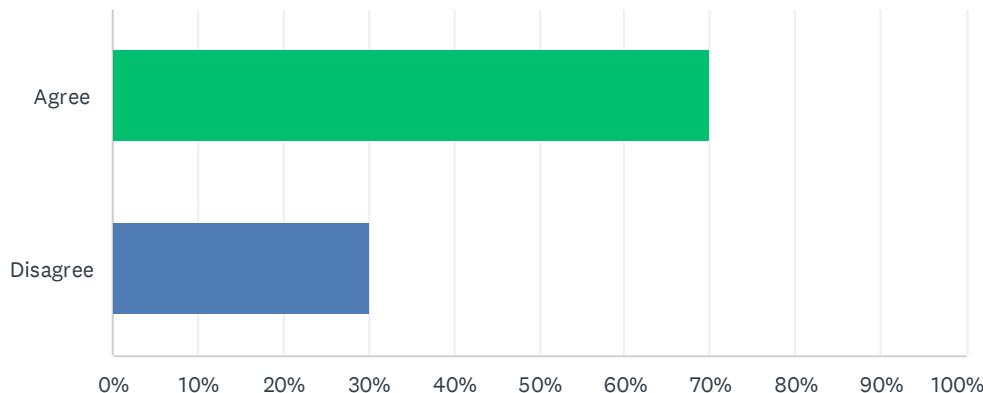
ANSWER CHOICES		RESPONSES	
Agree		92.04%	104
Disagree		7.96%	9
TOTAL			113

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I don't think Acton's retail situation is the current retailers problem. I think the report should be shared with whoever makes the decision to not allow department stores to come to town. There has been a huge local retail "gap" since KMart left.	3/16/2025 7:32 AM
2	Isn't it obvious what the gaps are? We have no children's clothing stores, and WWE no longer have an EMS. And I can't see businesses expanding to take that on that gap	3/13/2025 11:36 PM
3	We could use a reasonably priced store such as Target. Not sure if there will be a section for this in the survey: We'd like a nice salad fast food restaurant (such as Sweet greens).	3/13/2025 5:09 PM
4	Attract businesses to fill empty stores- no need for more.	3/13/2025 3:02 PM
5	This is a spectacular idea. Something is making businesses not come to ACTON! I don't know what.	3/9/2025 6:41 PM
6	This seems patronizing.	3/9/2025 7:25 AM
7	sounds good. More communication and education is better	3/7/2025 1:01 PM
8	I think having a group email list for all business owners in Acton so communication can be easily disseminated to everyone at once would be very helpful. I don't know if this list already exists or would have to be compiled.	3/6/2025 2:21 PM
9	seems like an easy thing to do with minimal cost	3/5/2025 12:19 PM
10	Share but don't make suggestions	3/4/2025 9:21 PM

11	But not to compromise the character and quality of the town.	3/4/2025 6:31 PM
12	I would put this as a high priority. Let businesses see how they might adjust and improve their own profits.	3/4/2025 5:48 PM
13	The Town should always be sharing information, and especially on any gaps including retail gaps.	3/4/2025 5:06 PM
14	Create a "would like to have list" such as a deli, pool hall, pub, bakery, candy shop, coffee shop, variety store. Find out what retail opportunities we are missing in town. High priority.	3/4/2025 4:52 PM

Q6 ACTION 6: Consider initiating public improvements and investments in West Acton Village and the South Action Village area by enhancing streetscape/pedestrian amenities and implementing complete street designs.

Answered: 110 Skipped: 8



ANSWER CHOICES		RESPONSES	
Agree		70.00%	77
Disagree		30.00%	33
TOTAL			110

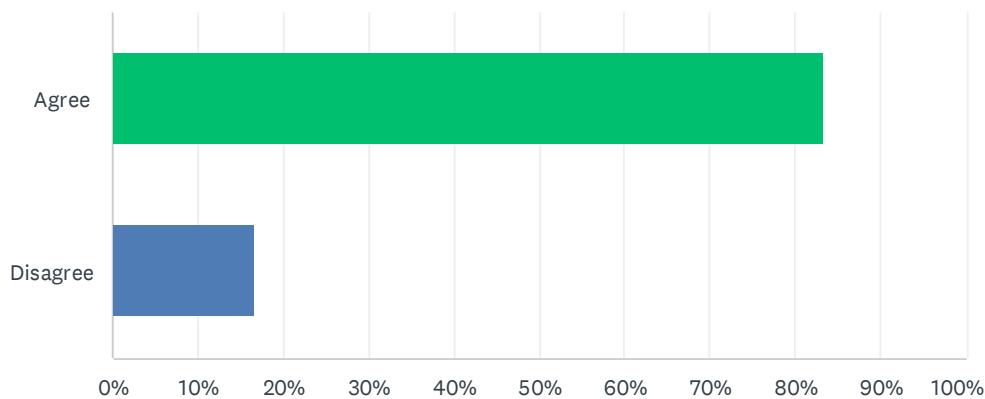
#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	High priority.	3/22/2025 7:27 AM
2	We don't seem to have the money for this. Let's fix the problems in town before starting new projects.	3/16/2025 7:32 AM
3	There seems to be a lot of areas of improvement in south acton	3/15/2025 10:11 PM
4	Yes. The main lighting in West Acton Village primarily comes from Villageworks. Pedestrian crosswalks are unsafe as 111 continues as state highway heading west on 111 and cars speed through all crosswalks between Charter Road and Gardner Field. Each of these crosswalks need to be illuminated and need to have flashing lights for pedestrians. Improvements on 111's state highways should be funded by state; however, with the bureaucratic timeline, perhaps Acton could find with reimbursement from state or through state level grants.	3/15/2025 9:09 PM
5	High priority	3/15/2025 7:58 PM
6	I would limit investment to helping fund struggling businesses and repair of infrastructure, not the type of streetscape improvements that lead to gentrification of neighborhoods and increased rents.	3/15/2025 10:37 AM
7	This survey is so full of jargon. I don't entirely understand what this question means.	3/15/2025 9:33 AM
8	High priority. West Acton is the main area in Acton and it would be good if it were more pedestrian friendly	3/13/2025 11:36 PM
9	South Acton has next to nothing. I'd like to walk places to eat, shop, etc.	3/13/2025 5:09 PM

10	Help the stores already here. T	3/13/2025 3:02 PM
11	West Acton and South Acton are not the same. Those of us in South Acton are mainly commuters who chose the area for its close proximity to highways.	3/13/2025 2:45 PM
12	Didn't we already do this with the terrible renovation of Gardner field?? West Acton "Village" is fine - we need to find a way to attract businesses and restaurant to great road to make it WAY less depressing and desolate. Our family is always going to nearby towns for entertainment and meals because there is nothing here.	3/13/2025 1:04 PM
13	This is a must. this is the only place in town that acts as a real village. Protect it. Fill it. Expand it! Draw a diverse set of businesses with incentives. Look at Hudson!	3/9/2025 6:41 PM
14	We don't need to spend more money of West Acton. The focus should be other parts of town.	3/9/2025 6:11 PM
15	This can be done by the developers if the correct incentives are in place. This doesn't need to be done by the town who's taxes are the highest in the area	3/9/2025 5:07 PM
16	Anything that increases greenery and plantings will improve the appearance, summer cooling abilities, and healthiness of these public spaces.	3/9/2025 9:20 AM
17	Sidewalks on either side of residential roads might also be discussed for neighborhoods closer to schools. Think child safety.	3/8/2025 8:29 AM
18	South Acton - yes. West Acton already got a facelift.	3/8/2025 7:15 AM
19	Improvements should be centralized across all areas of town. West acton is catered to. Look to the other areas - what about East and North Acton?	3/7/2025 9:47 PM
20	West Acton is already decently walkable, whereas South Acton is not at all. South Acton should be the priority for now.	3/7/2025 2:54 PM
21	High Priority!	3/6/2025 10:41 PM
22	High priority	3/6/2025 9:32 PM
23	What is meant by "Complete Street designs" is unclear.	3/6/2025 5:32 PM
24	The more walkable area and the more things to walk to the better!	3/6/2025 2:21 PM
25	I am for sidewalks all over, especially strawberry hill road and piper. I feel W Acton has been developed and S Acton doesn't have room for design changes as is.	3/5/2025 12:19 PM
26	Is the focus on these two villages related to the mandate to develop more housing near the South Acton MBTA station? If so, I think the input from groups in those areas should be given a place at the table.	3/5/2025 7:37 AM
27	A lot already going on there - what do you mean "initiate"	3/4/2025 7:11 PM
28	Maybe	3/4/2025 6:51 PM
29	This is a place to cherish and replicate around acton.	3/4/2025 6:31 PM
30	I think West Acton is already complete. And I don't think South Acton needs to be "complete" on every street. I think that's overkill.	3/4/2025 5:48 PM
31	Leave the villages alone. Kelly's Corner has already been ruined.	3/4/2025 5:35 PM
32	Enhancing Streetscape is not the main way to help foster business development. There need to be streamlined permit processes, dollar incentives, and tax incentives.	3/4/2025 5:06 PM
33	Is this not already happening?! Why does everything take so long in this town? This area is decades behind in infrastructure and development. Having grown up on Long Island, the lack of infrastructure, commercial development, and safety measures here is remarkable to me. Survey after survey and meeting after meeting - just get it done!! Attract businesses that enhance the community, make safer intersections and well-lit roadways...and (dare to dream) raise train platforms because people seem not to realize they shouldn't stop cars on the railroad tracks in traffic.	3/4/2025 5:05 PM
34	Already too crowded- consider focusing on Great Rd	3/4/2025 4:52 PM

35	Lighting, sidewalks, way-finding, etc. Build personality and unique character in each village. High priority.	3/4/2025 4:52 PM
36	Agree with West Acton Village. Disagree with South Acton "Village". This is Route 27, with much of the traffic being "through" traffic with Maynard and points south. It is not a "village". It is a minor odd assortment of small unrelated businesses. It is highly unlikely that anyone will want to walk in that area from business to business. The cost of a complete street is not worth the effort. This has a 0 (zero) priority.	3/4/2025 4:35 PM
37	Some can be done "in house" by DPW	3/4/2025 4:30 PM

Q7 ACTION 1: Improve the Town's Economic Development page on the Town website by expanding content, providing quarterly updates and perhaps offering a comments/feedback link. Create a distinct webpage link (perhaps under the Business section of the Town website) dedicated to economic development information, programs, and activities in Acton to market the Town's initiatives and success stories (as a matter of design, nothing should be more than three "clicks" away).

Answered: 96 Skipped: 22



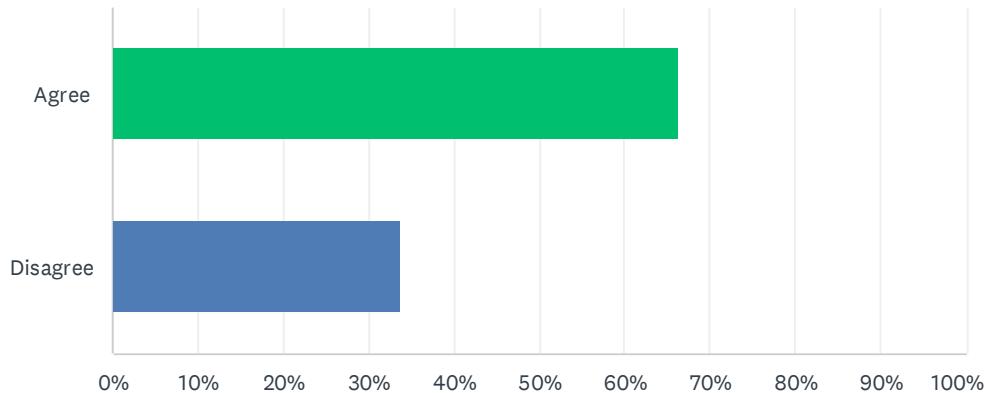
ANSWER CHOICES		RESPONSES	
Agree		83.33%	80
Disagree		16.67%	16
TOTAL			96

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	We don't seem to have the money for this. It seems like a nice to have and there are critical things in town that need addressing.	3/16/2025 7:38 AM
2	Town of Acto	3/15/2025 9:12 PM
3	The entire town website is an embarrassment	3/15/2025 9:35 AM
4	I don't see how this will help, but I have never opened my own retail shop, so take this advice with a grain of salt	3/13/2025 11:41 PM
5	The Town.	3/13/2025 3:10 PM
6	Feedback should be responded to quickly.	3/9/2025 1:02 PM
7	There should be a whole section on economic development information, programs, and activities in Acton to market the Town's initiatives and success stories. Take the audience perspective rather than the a "filing" perspective	3/9/2025 7:31 AM
8	But be mindful that such a page will require constant gatekeeping/updating. Too often things get launched and not maintained, making the page or site stale and not useful in an ongoing way.	3/8/2025 8:41 AM

9	I'm not understanding the website update related to economic development. Seems like you're really looking for \$ for web content.	3/8/2025 7:19 AM
10	This should be done but shouldn't be a huge project or investment. Updating web pages shouldn't use significant funding.	3/7/2025 9:50 PM
11	We already has plenty of empty commercial space available.	3/7/2025 1:24 PM
12	This is a good idea, of course, but I made a comment earlier about reaching out to business owners with information instead of expecting them to go looking for it. I don't know how much traffic that page gets but I know as a local business owner for 20 years I never knew about it until recently. Maybe when people apply for a Business Certificate in Acton there should be a question about whether they would like to receive periodic emails about topics relevant to local businesses and collect their email there and create an email list so announcements, initiatives and a request for feedback or participation could be shared with all interested businesses throughout the year.	3/6/2025 2:35 PM
13	There are many areas of the town's website that are obsolete or contain invalid information. I would encourage the town to decide whose responsibility it is to keep what is already online up to date and accurate. Is it our own IT Department? We need to decide on a process for maintaining the site. Let's make what we have operational, accurate, and efficient before we expand its scope and reach. If not IT, then let's create a plan for hiring a vendor to maintain the site and, again, a process for stakeholders to request changes and updates thereto.	3/5/2025 9:32 PM
14	Good question. Keep in mind communication is difficult and this won't reach very many	3/4/2025 9:23 PM
15	I'd be surprised if anyone in a position to develop new businesses will look for or find anything on the Acton town website	3/4/2025 7:07 PM
16	Publicize the existence of this resource.	3/4/2025 6:53 PM
17	Quarterly updates and success stories = too much work for too little return.	3/4/2025 5:56 PM
18	I agree but the news should be sent out (newsletters, emails, etc) ... not sitting on a website for someone to try to find it.	3/4/2025 5:08 PM
19	High energy EDC director should be the #1 cheerleader for the town, and encourage growth and sustainable business/commercial expansion. High priority.	3/4/2025 5:06 PM
20	Use existing staff hours to focus on more pressing issues.	3/4/2025 4:57 PM
21	Really? How would this encourage new businesses to move here??	3/4/2025 4:38 PM

Q8 ACTION 2: Consider a collaborative public/private partnership to create a clustered medical office building or park to grow higher paying medical and professional service jobs, as well as to provide services to a changing age demographic.

Answered: 92 Skipped: 26



ANSWER CHOICES		RESPONSES	
Agree		66.30%	61
Disagree		33.70%	31
TOTAL			92

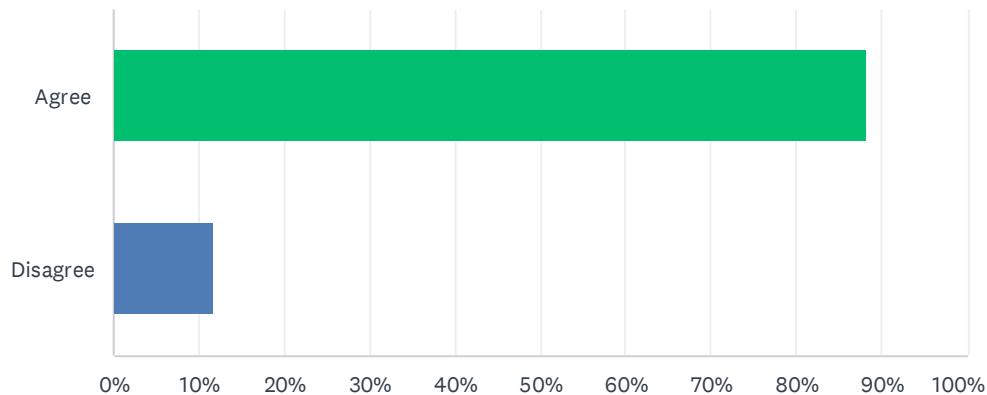
#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I don't think this is necessary as Concord is not far and satisfies this point. I also don't think Acton could handle the additional traffic if we had a bigger medical office building/park in town.	3/16/2025 7:38 AM
2	There are existing medical clusters in Concord and Westford. We don't need another.	3/15/2025 9:35 AM
3	I would prefer more retail. We already have lots of medical office buildings. But if this will bring in more tax dollars than retail, fine with me. We have major budget problems to address and we need businesses to take them on	3/13/2025 11:41 PM
4	We do not need more medical buildings. We have empty buildings all around town.	3/13/2025 3:10 PM
5	We have plenty of those. Who would bring more offices here with lack of public transit and restaurants and retail? There is nothing of substance to keep offices interested in this area.	3/13/2025 2:49 PM
6	Absolutely.	3/9/2025 6:43 PM
7	not high priority	3/8/2025 10:28 AM
8	Only if this happens via redevelopment of an existing structure and does NOT require any clearing of many trees and a new structure.	3/8/2025 8:41 AM
9	Let the businesses do this.	3/7/2025 1:24 PM
10	Concord, Sudbury, and Westford already have these. Is there enough demand to support one in Acton also?	3/6/2025 9:35 PM
11	I would expand this concept to be Health and Wellness so it is not just traditional medical	3/6/2025 2:35 PM

professionals who would be attracted, especially since most medical practices these days are bought up and controlled by large companies or hospital corporations and it is more rare that any traditional medical practitioner has a solo practice these days.

12	Agree if the medical offices are non-profits. No Amazon kind of companies.	3/5/2025 7:43 AM
13	No need	3/4/2025 9:23 PM
14	We need primary care MDs	3/4/2025 7:13 PM
15	Steal this business from Concord/Emerson? Seems unlikely, only valuable to the degree that it increases our commercial tax base.	3/4/2025 7:07 PM
16	This description is confusing to me. Question needs clarity.	3/4/2025 5:56 PM
17	Maybe create a medical office campus environment. One stop shopping that is accessible by walking or public transit. High priority.	3/4/2025 5:06 PM
18	This already exists at Emerson Hospital and Baker Ave. Ext. in Concord. It is a short distance away, and provides excellent services.	3/4/2025 4:40 PM
19	We shouldn't be using taxpayer money to support new businesses.	3/4/2025 4:38 PM
20	Worried that other communities have jumped ahead of us. However a centralized medical are would be helpful close by.	3/4/2025 4:34 PM
21	Is this not what Wellness at Villageworks is already doing?... And we're right down Rt 2 from Emerson's immense complex. Would need to better understand the appetite for such development from businesses.	3/3/2025 3:40 PM

Q9 Action 3: Consider the inclusion of a Townwide inventory for selected development sites and available spaces on an economic development website. Provide the location, permitted uses, contact information, and a link to Town permitting information and programs.

Answered: 93 Skipped: 25



ANSWER CHOICES		RESPONSES	
Agree		88.17%	82
Disagree		11.83%	11
TOTAL			93

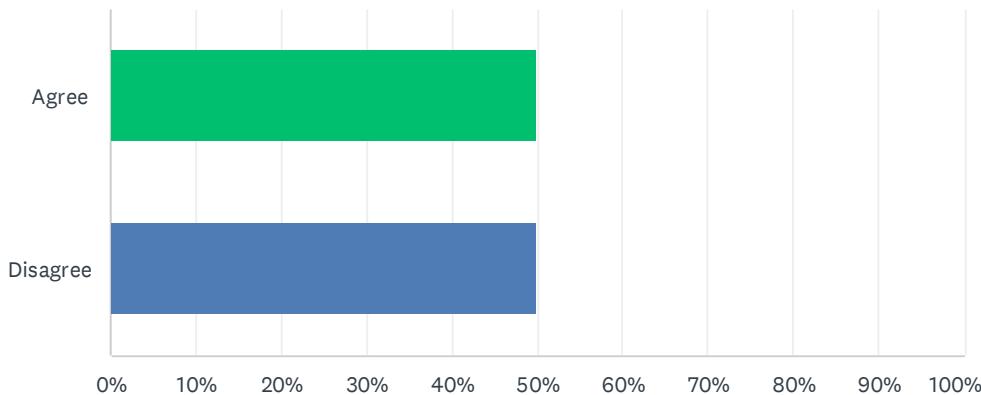
#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I think this is good idea for available spaces given all the empty retail space in town.	3/16/2025 7:38 AM
2	I don't understand this question	3/15/2025 9:35 AM
3	This sounds like a good idea to streamline the prices but I don't really know	3/13/2025 11:41 PM
4	Too many empty store fronts	3/13/2025 5:10 PM
5	We need less expansion of businesses- return to small town with open areas and return to nature.	3/13/2025 3:10 PM
6	Yes but you need to change the permitted uses first	3/9/2025 5:08 PM
7	high priority	3/8/2025 10:28 AM
8	sounds important easy and straightforward	3/7/2025 1:03 PM
9	This would be incredibly helpful as there is no central listing site for commercial property as there is for residential properties on the market, and if a business owner is looking for space to rent you basically have to visit multiple websites and also just drive down the streets and write down phone numbers from signs posted. One way might be to contact all of the commercial landlords to introduce the program and then maybe sent a query email on a monthly or quarterly basis with an easy way to post a listing or remove a listing.	3/6/2025 2:35 PM
10	I refer back to my earlier comment about maintaining the town's website. The information should be there, and should be available in such a way that a developer is able to access and use the information they need. We should not be marketing the town. Acton is already a	3/5/2025 9:32 PM

desirable place to be for people and for business. We should incur no expense for outreach. Our cost should be limited to what is required to make the needed information and resources readily available for a motivated party to find and use.

11	Not sure	3/4/2025 7:13 PM
12	Unless this is done very carefully, we will just get more 40b developments on marginal land. Don't give developers a roadmap for overbuilding on small parcels.	3/4/2025 5:56 PM
13	Knowing where businesses can expand and identifying potential future redevelopment opportunities is very important. There should be a short term and long term strategic plan. Permit process should be streamlined to encourage business growth. One stop shopping for business developers. Very high priority.	3/4/2025 5:06 PM
14	Very good use of staff's time.	3/4/2025 4:57 PM
15	It would be helpful.	3/4/2025 4:34 PM
16	Any way to make information more accessible is a win.	3/3/2025 3:40 PM

Q10 ACTION 4: Explore the potential for establishing an annual funding program to help new tenants with start-up costs such as rent subsidies, tenant fit out costs, marketing, and internal systems (point of sale, website, etc.) to encourage smaller businesses to open in the Town of Acton.

Answered: 92 Skipped: 26



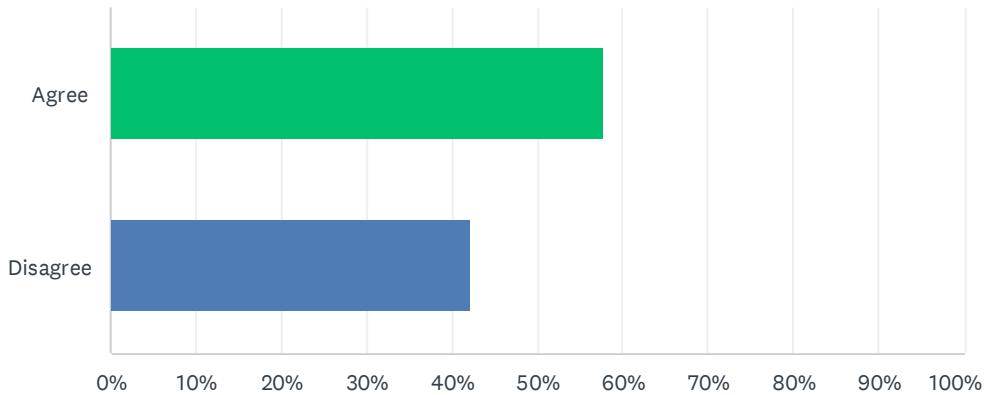
ANSWER CHOICES		RESPONSES	
Agree		50.00%	46
Disagree		50.00%	46
TOTAL			92

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	Would this be paid for by the town through taxes? If yes then no we should not do this. If it's through a grant program then I would agree.	3/18/2025 11:09 AM
2	I absolutely don't think we have the money for this especially since we had a pretty significant tax override recently to overcome the massive debt situation the town got into. Residents are quite financially stressed about the current state of property taxes and we cannot ask them to pay more.	3/16/2025 7:38 AM
3	Curious if there are state or federal funds to encourage this. How about tax incentive for existing tax-paying property owners to keep their businesses in aActon.	3/15/2025 9:12 PM
4	High priority	3/15/2025 7:59 PM
5	Conditional agree is it will be a meet profit for the town. We have a major budget problem and the priority should be to close that gap	3/13/2025 11:41 PM
6	We are building more right now- enough!	3/13/2025 3:10 PM
7	Property tax abatements / TIF would be a simpler solution than specific line item grants	3/11/2025 1:48 PM
8	Absolutely. Incentivize. A small incentive for a year or 18 months is better than an empty store front. The incentive can diminish over time before it disappears.	3/9/2025 6:43 PM
9	This should only be considered if there is demonstrable net benefit to the town. Town taxes are high as it is and there has to be a guaranteed payback.	3/9/2025 6:14 PM
10	Funding should be a low cost loan and not a giveaway.	3/9/2025 1:02 PM

11	this would be fabulous	3/9/2025 7:31 AM
12	high priority	3/8/2025 10:28 AM
13	Only if such funds do not come out of the residential tax base.	3/8/2025 8:41 AM
14	There are plenty of other towns in the greater Boston area and beyond that folks can go to that are more affordable to them without further handouts from others that have reached a point of success/luck/what-have-you to be here in this town. A subsidy from the town means another reason to increase tax on current property owners, which equates this to asking for handouts for less fortunate potential renters/homeowners. No thanks, make your way on your own like most of the rest of us did. Basically, if you plan to continue to increase the cost of living in Acton, you need more property owners and a higher tax on businesses, and less renters or town citizens not also financially supporting the town and schools. We are here to pay for our own kids to go to school here, not the children of other families too, and definitely not to subsidize more of what we already do. At this rate, we are already at a point where most families leave within a year of their youngest kids graduating high school because it is unaffordable at that point. Raise more funds from businesses and other resources and look for ways to let the current home and property owners have some more time to adjust to the increases thrust upon them already in the last year.	3/8/2025 8:41 AM
15	Homeowners are getting killed with taxes. We shouldn't be funding the private sector for things they should handle. We can't continue to get business benefits at the expense of the tax payer.	3/7/2025 9:50 PM
16	Is this a problem?	3/7/2025 1:03 PM
17	Given town budget issues, I am opposed to using tax money for this	3/6/2025 9:35 PM
18	Will new tenants be required be Acton residents? Why Acton residents should fund somebody's rental cost??	3/6/2025 5:35 PM
19	This would be very valuable, especially with help for a new business who might have to make a sizable investment for a fitout which they risk losing if they have a future problem with their lease or rent increases.	3/6/2025 2:35 PM
20	The town and its inhabitants should not be in the business of subsidizing businesses to open here. There is too much potential for abuse of such a system.	3/5/2025 9:32 PM
21	If yes, there should be analyses to determine the cost benefit outcomes.	3/5/2025 7:43 AM
22	If the business isn't viable on its own then the town shouldn't be sinking tax money into it.	3/4/2025 7:07 PM
23	But to keep the scale human -- restrict to non-chain entities, and prioritize tenants with a commitment to Acton (i.e., Acton residents)	3/4/2025 6:33 PM
24	This needs further explanation.	3/4/2025 5:56 PM
25	That is a great idea, but would be controversial in some town segments (such as the Finance Committee). Medium priority.	3/4/2025 5:06 PM
26	No - taxpayers already overpaying for new school, school budget issues, etc. Taxes on homeowners are already too high.	3/4/2025 4:57 PM
27	Small business without enough capital for start up are more likely to fail within a few years. This is not a good use of funds.	3/4/2025 4:40 PM
28	Could kick start new business. Do other communities do this? Has it been successful? Would have to convince taxpayers there would be a return on investment.	3/4/2025 4:34 PM
29	Love this -- ideally grant funded	3/3/2025 3:40 PM

Q11 ACTION 1: Undertake planning efforts to identify potential parcels or contiguous parcels that could contain 5 to 25 acres and work through members of the real estate community to investigate their availability for acquisition, development suitability and developer interest in the development concept. This may require a revisit to the types of permitted uses within Acton zoning districts.

Answered: 83 Skipped: 35



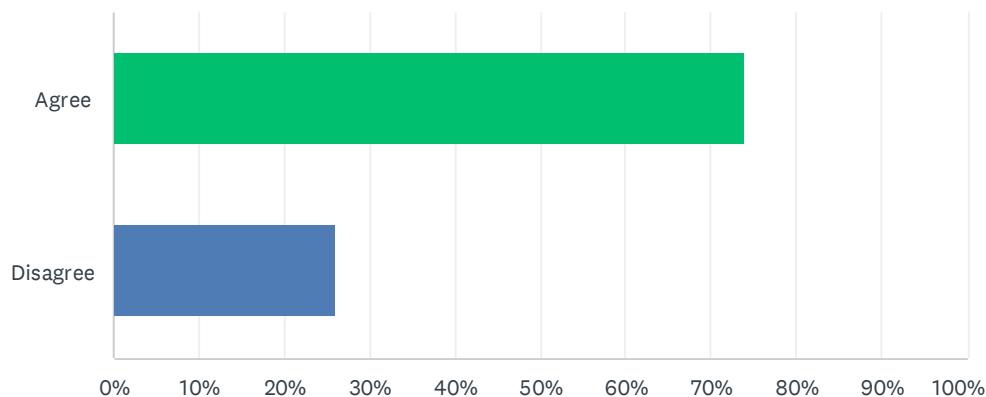
ANSWER CHOICES		RESPONSES	
Agree		57.83%	48
Disagree		42.17%	35
TOTAL			83

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	We don't seem to have the money for this.	3/16/2025 7:41 AM
2	Sure, we need more businesses	3/13/2025 11:43 PM
3	In South Acton...with an eye on keeping the area aesthetically pleasing (unlike RT 2A)	3/13/2025 5:13 PM
4	Stop this development strategy.	3/13/2025 3:20 PM
5	Fill what we have first.	3/13/2025 2:51 PM
6	we don't need medical and manufacturing facilities - we need community.	3/13/2025 1:06 PM
7	What about contractors yards? Currently illegal?	3/11/2025 3:44 PM
8	There's no obvious indication of how this will be paid for. Residents should not bear this cost burden.	3/9/2025 12:56 PM
9	Prefer that any large tracts of unused space should be preserved for parks and open spaces	3/9/2025 9:23 AM
10	revisit to the types of permitted uses within Acton zoning districts	3/9/2025 7:35 AM
11	Strongly opposed to clearing new sites of that size!	3/8/2025 8:43 AM
12	This should be done only if requested by businesses.	3/7/2025 1:28 PM

13	Acton has exhausted its land capacity. This type if developments comes at the cost of wet lands or preservation land. Will be bad for environment	3/6/2025 5:41 PM
14	I am not sure what you mean by aquisition, if you are referring to the town aquiring and developing the land or somehow encouraging a developer to do so?	3/6/2025 2:41 PM
15	Revisiting the permitted uses within zoning districts would be wise. The Planning Board should be all over it. As for the rest of the question, that is all work that the developers should be doing on their own.	3/5/2025 9:42 PM
16	Identifying parcels seems like a good idea. Revising permitted uses must be done wisely, including public input during the process of considering revisions.	3/5/2025 7:55 AM
17	Companies looking for 5 to 25 acres are already engaged with the real estate community so I'm skeptical that this will have an impact but if it comes with minimal cost to the town, then fine.	3/4/2025 7:11 PM
18	Exploit the current areas. They are underused. Do NOT create new industrial parks. We need birds, bees, and trees more than economic growth.	3/4/2025 6:35 PM
19	We need to focus on utilizing existing commercial spaces and avoid developing greenfield sites	3/4/2025 6:00 PM
20	A great idea. Make sure it coordinates a local public transporation strategy such a a regular bus stop or shared corporate shuttle from the train station. Medium priority.	3/4/2025 5:18 PM
21	Any extra land ripe for development should be transformed into affordable housing	3/3/2025 3:47 PM

Q12 ACTION 2: Utilize the SEDAP analysis for identification of target industry sectors as identified by the projected 10-year WDA employment growth. Notable WDA employment growth sectors include professional services (such as smaller-scale office space for legal, accounting, engineering/architectural and computer/tech services as examples) and health-care services (such as space for medical practitioners and family services as examples).

Answered: 77 Skipped: 41



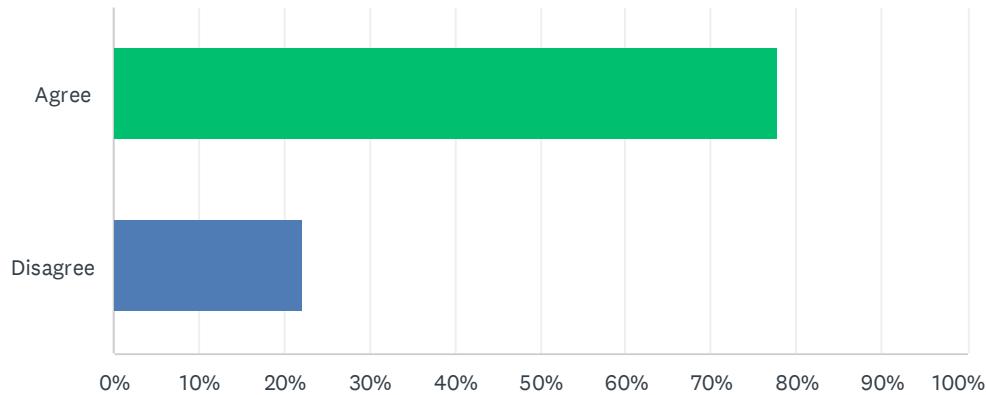
ANSWER CHOICES		RESPONSES	
Agree		74.03%	57
Disagree		25.97%	20
TOTAL			77

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	We don't seem to have the money for this.	3/16/2025 7:41 AM
2	Again with the jargon. You would get better responses from constituents if you explained terms like SEDAP and WDA.	3/15/2025 9:37 AM
3	Very important	3/13/2025 11:43 PM
4	Stop- we have enough!	3/13/2025 3:20 PM
5	This will never grow in the current political climate.	3/13/2025 2:51 PM
6	Acton is a restaurant desert - focus should be on encouraging more dining, including as mixed use developments with the types of professional/healthcare tenants and/or residential.	3/11/2025 1:50 PM
7	Medical. Research and Development. High Tech.	3/9/2025 6:44 PM
8	There's no obvious indication of how this will be paid for. Residents should not bear this cost burden.	3/9/2025 12:56 PM
9	please don't use TLA (three letter acronyms) or more without reference. Seems like this should be done. Articulate target industry sectors as identified by the projected 10-year WDA	3/9/2025 7:35 AM

	employment growth	
10	I don't know what this means. What is SEDAP? WDA?	3/7/2025 1:05 PM
11	yes!	3/6/2025 9:38 PM
12	This should regulated by a free marketplace, supply and demand balance I. Real estate market, not by a paid agency	3/6/2025 5:41 PM
13	Smaller scale office space is in short supply, not all in very good shape and generally too expensive.	3/6/2025 2:41 PM
14	Utilize the SEDAP analysis for identification of target industry sectors as identified by the projected 10-year WDA employment growth??? Clearly I haven't attended the informational sessions.	3/4/2025 7:11 PM
15	Don't know what SEDAP or WDA mean. First rule of surveys is don't use jargon.	3/4/2025 6:56 PM
16	Let growth happen; do not invest in increasing growth.	3/4/2025 6:35 PM
17	Like the study of our retail needs, target some key commercial/manufacturing/research industries and offer business incentives (not necessarily financial incentives). Include technical vocational high schools in the planning. They would produce workers that have the proper skills that are in demand. High priority.	3/4/2025 5:18 PM
18	Not sure what this is and how it works.	3/4/2025 4:37 PM
19	So much of the above referenced industries is ripe for remote work, I wouldn't prioritize office space for tech...	3/3/2025 3:47 PM

Q13 ACTION 3: Initiate a quarterly roundtable discussion group (with Town, broker/developer and local business/employers) focused on industrial development and business growth to discuss retention, expansion, workforce and infrastructure needs, and how the Town can provide support.

Answered: 86 Skipped: 32



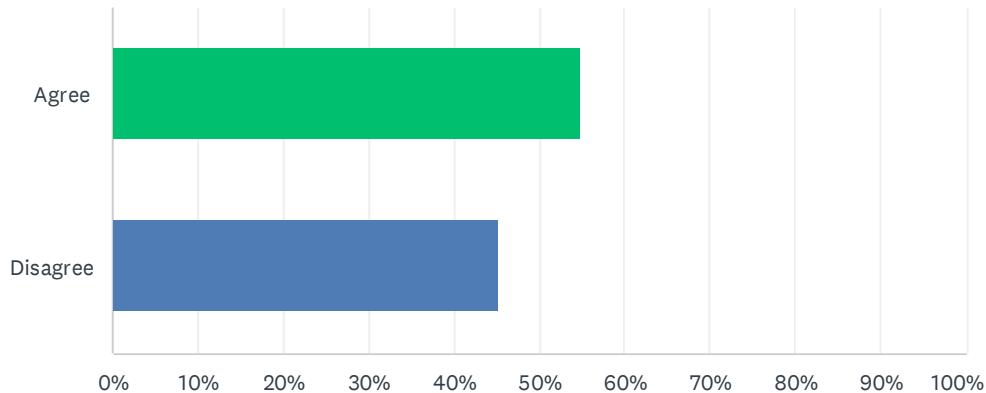
ANSWER CHOICES		RESPONSES
Agree		77.91%
Disagree		22.09%
TOTAL		86

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	Asking the local stakeholders is important in this step. Its output may inform other goals and Actions.	3/21/2025 1:51 PM
2	Agree if the focus is retention and making it easier for businesses other than a bank or car dealership to come to town.	3/16/2025 7:41 AM
3	High priority	3/15/2025 8:00 PM
4	Maybe this would work	3/13/2025 11:43 PM
5	No more industrial development.	3/13/2025 3:20 PM
6	YES!!!	3/13/2025 1:06 PM
7	low priority	3/8/2025 10:32 AM
8	They can provide support by lowering the cost burden to property owners.	3/8/2025 8:49 AM
9	Only if this also includes residents at large.	3/8/2025 8:43 AM
10	Agree with everything except the town funding private business sector.	3/7/2025 9:52 PM
11	Maybe needed as local chamber is gone?	3/7/2025 3:10 PM
12	Why can't the businesses do this.	3/7/2025 1:28 PM

13	Sure, but would anyone go?	3/7/2025 1:05 PM
14	I am concerned about brokers and developers because they have a conflict of interest	3/6/2025 9:38 PM
15	This type of ongoing communication is very important for community involvement and sharing of ideas.	3/6/2025 2:41 PM
16	Semi-annual at most. Annual is probably enough.	3/5/2025 9:42 PM
17	This sounds like a great idea if it isn't happening already. Priority one.	3/4/2025 7:11 PM
18	We should not pursue industrial development.	3/4/2025 6:00 PM
19	High priority.	3/4/2025 5:18 PM
20	Chamber of Commerce/ Business developers group.	3/4/2025 4:37 PM
21	Love this. Opportunities for shared learning and collaboration often yield rich ideas.	3/3/2025 3:47 PM

Q14 ACTION 4: Consider, where practical and applicable, the alternative use of Town-owned land that may meet the locational and site needs (of potential developers for such projects) that could leverage private investment and future job creation, while maintain the “feel and scale” of the Town of Acton.

Answered: 84 Skipped: 34



ANSWER CHOICES		RESPONSES	
Agree		54.76%	46
Disagree		45.24%	38
TOTAL			84

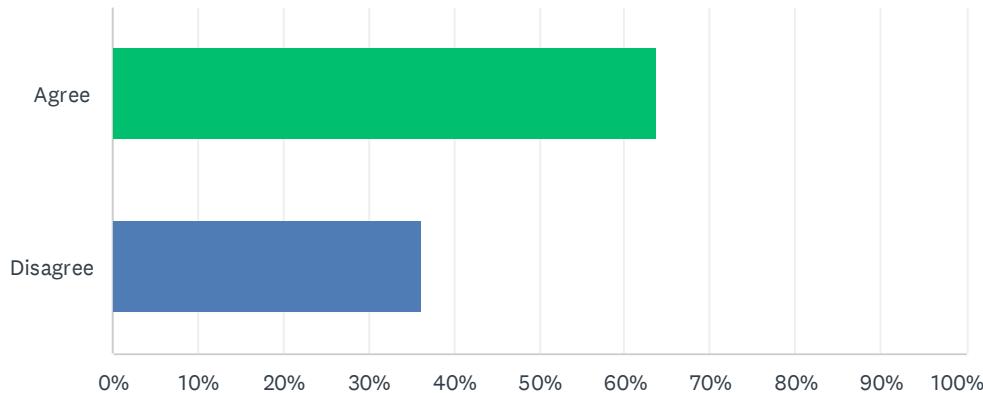
#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I think we're far away from this being a next step that makes sense given all the other priorities in town.	3/16/2025 7:41 AM
2	High priority	3/15/2025 8:00 PM
3	I don't trust the private investors to give a single damn about the feel and scale of Acton	3/13/2025 11:43 PM
4	We have lost the small town feel of Acton. We moved to Acton because it was a delightful small town. Great Road was was farm land with no car dealerships-strip malls and ugly buildings. Look at Kelly's Corner and what happened there. Why could we not follow in Concord's footsteps?? Groton???	3/13/2025 3:20 PM
5	we don't need anymore of actons trees taken down for developer strip malls	3/13/2025 1:06 PM
6	This could create a slippery slope	3/11/2025 3:44 PM
7	Maybe. It depends on the industry. Town owned land is precious and valuable.	3/9/2025 6:44 PM
8	Needs change in vision for town; we should not continue to conform to outdated (rural) visions.	3/9/2025 12:56 PM
9	Not unless there is a clear statement of current zoning and proposed changes	3/9/2025 7:35 AM
10	Not conservation land	3/8/2025 10:08 AM
11	Would this include clean energy site development (geothermal?)? If "feel and scale" is what let	3/8/2025 8:49 AM

to the idiocy of blocking business such as McDonalds and Dunkin from having drive-through sites due to "safety" then no. But if it leads to getting rid of the old McDonalds...sure.

12	Keep private business out of town owned/ tax payer funded properties.	3/7/2025 9:52 PM
13	Emphasize Colonial history of town for tourism	3/7/2025 3:10 PM
14	agree only if it was already developed	3/7/2025 1:05 PM
15	Who will be "considering" it? Very vague concept. The process needs transparency	3/6/2025 5:41 PM
16	I do not think that open or green space should be sold off or sacrificed without changing the "feel and scale" of Acton and without disrupting more of the local environment and ecosystem for wildlife.	3/6/2025 2:41 PM
17	Very tricky to pull this off in a way that is a net benefit to the town. Otherwise, we are just giving away public land. There would be a high potential for abuse.	3/5/2025 9:42 PM
18	Considering seems reasonable. However, more information is needed e.g., what land is town owned what criteria would be used/ who would be responsible for making the decisions	3/5/2025 7:55 AM
19	Maybe	3/4/2025 6:56 PM
20	Keep Town land 'underused'. It is an ecological resource. We are not so desperate for economic growth that we should lose any land the taxpayers have bought.	3/4/2025 6:35 PM
21	Strongly disagree with this idea.	3/4/2025 6:00 PM
22	We can put some of that vast open space to productive use. We just need to be careful with the plan and expect some (a lot) resistance. Medium priority.	3/4/2025 5:18 PM
23	In recent years, the town has overpaid for parcels of land that should have been open for private tax-paying business to purchase.	3/4/2025 5:11 PM
24	Definitely encourage. Proactively reach out	3/4/2025 4:37 PM

Q15 ACTION 1: Continue efforts to expand the Town's supply of affordable/workforce housing (as a part of mixed-use development], notably within 1/2 mile of the MBTA station and the Town Village districts, such as Kelley's Corner.

Answered: 83 Skipped: 35



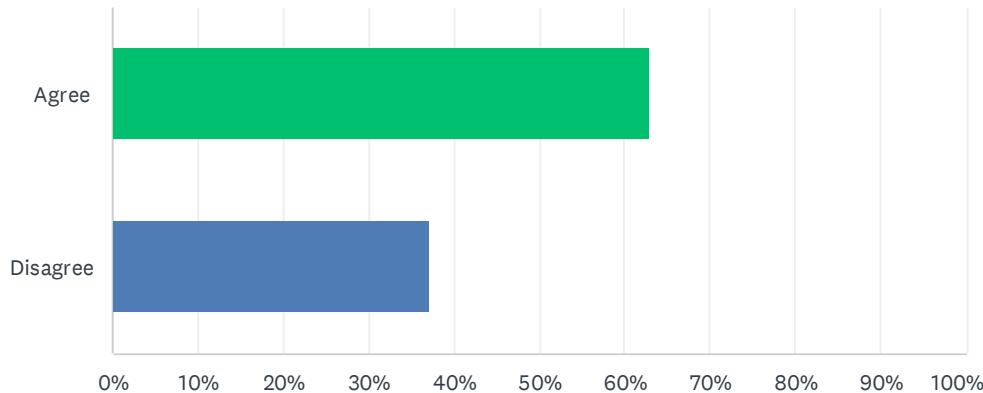
ANSWER CHOICES		RESPONSES	
Agree		63.86%	53
Disagree		36.14%	30
TOTAL			83

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	We have plenty of affordable housing and mixed use as well as more apartment complexes.	3/18/2025 11:13 AM
2	I don't think this is a priority at this time given the other priorities that should be addressed.	3/16/2025 7:44 AM
3	More sidewalks should be considered when adding affordable housing	3/15/2025 10:14 PM
4	Highest priority	3/15/2025 8:01 PM
5	We need sidewalks and a solution to traffic congestion before we add higher density housing.	3/15/2025 9:39 AM
6	Make sure we follow Massachusetts law	3/13/2025 11:46 PM
7	We are doing this because we were forced too.	3/13/2025 3:25 PM
8	Might need to redefine affordable in Acton.....	3/11/2025 3:46 PM
9	Mixed use with retail and commercial is a good development path, but I think the mixed use retail will be more likely to succeed if paired with market-rate housing development, rather than affordable housing.	3/11/2025 1:55 PM
10	Definitely.	3/9/2025 6:45 PM
11	Acton governance opted to NOT participate in a cost sharing effort with state for parking facility at train station. We cannot add more people without parking.	3/9/2025 12:59 PM
12	Test water in South Acton and ensure safety. Cancer cluster in past.	3/7/2025 3:12 PM
13	super important	3/7/2025 1:06 PM

14	I believe this project is already pretty well along, and starting it all over again would be a waste of time.	3/5/2025 9:49 PM
15	In addition to this effort, I think expanding the Town's supply of affordable/workforce housing should apply to all town village districts - not necessarily contemporaneously	3/5/2025 8:05 AM
16	We've met our goal and housing in these areas continue to be developed.	3/5/2025 7:55 AM
17	You don't need to live near T to work in town. Those are for commuters. Do not overdo it.	3/4/2025 7:20 PM
18	Maybe. As a homeowner / tax payer, I have mixed feelings. I'd support housing that returns enough in taxes to cover the increased cost for town and school services.	3/4/2025 7:17 PM
19	It is an incredible shame that the old Kmart land was not converted to 40b with ground-level stores. We must not lose other evident opportunities to create affordable housing on current parking lots!	3/4/2025 6:38 PM
20	Acton needs to build smaller houses for first-time homeowners as well as older families that want to downsize. Cluster housing in a village setting, for example, would be an efficient strategy that makes the best use of open space and create affordable housing stock. It would also make a local transport system more efficient because it would have access to denser population centers. This needs to happen sooner versus later. High priority.	3/4/2025 5:30 PM
21	Very important to maintain and increase affordable housing.	3/4/2025 4:37 PM
22	Highest priority	3/3/2025 3:51 PM

Q16 ACTION 2: Consider the creation of a housing roundtable to meet with area real estate professionals, businesses, and developers to monitor housing trends and action strategies from the Town's Housing Production Plan.

Answered: 81 Skipped: 37



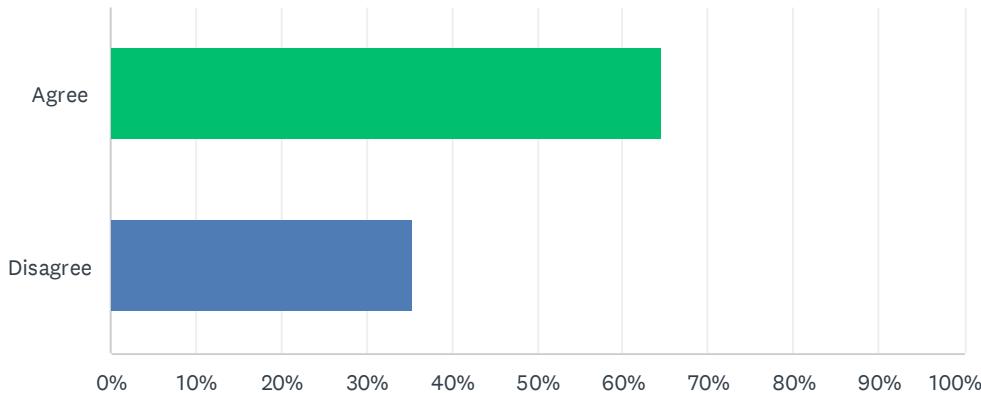
ANSWER CHOICES	RESPONSES	
Agree	62.96%	51
Disagree	37.04%	30
TOTAL		81

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I don't think this is a priority at this time given the other priorities that should be addressed.	3/16/2025 7:44 AM
2	Sidewalks before housing.	3/15/2025 9:39 AM
3	Sure	3/13/2025 11:46 PM
4	Allow citizens to participate and say No!	3/13/2025 3:25 PM
5	Not The Best use of time	3/9/2025 5:11 PM
6	Shouldn't this be a chamber of commerce function?	3/9/2025 7:38 AM
7	Again, only if residents and housing groups are part of the conversation.	3/8/2025 8:45 AM
8	low priority	3/7/2025 1:34 PM
9	would anyone go?	3/7/2025 1:06 PM
10	The more the involved parties are brought to the table the better.	3/6/2025 2:44 PM
11	This should be one of those "as-needed" tasks. I don't see a need to have a meeting just for the sake of having a meeting.	3/5/2025 9:49 PM
12	Assuming this doesn't consume lots of resources, this seems like a good idea	3/5/2025 8:05 AM
13	Time to be creative.	3/4/2025 6:07 PM
14	High priority. Do it now.	3/4/2025 5:30 PM

15	You can use Zillow for this - consider using staff hours more responsibly	3/4/2025 5:04 PM
16	This one feels like it might be less fruitful than the business roundtable, but worth trying to see if there's an appetite amongst the real estate professionals -- especially those that manage rental properties in town.	3/3/2025 3:51 PM

Q17 ACTION 3: Continue efforts to expand mixed-use development in Town Center districts. Actions may include re-visiting permitted uses, dimensional requirements and density allowance for such development. Note - Additional development in these areas would likely require some investment in public or private sewer options as well (refer to Goal 1 and Action 1).

Answered: 82 Skipped: 36



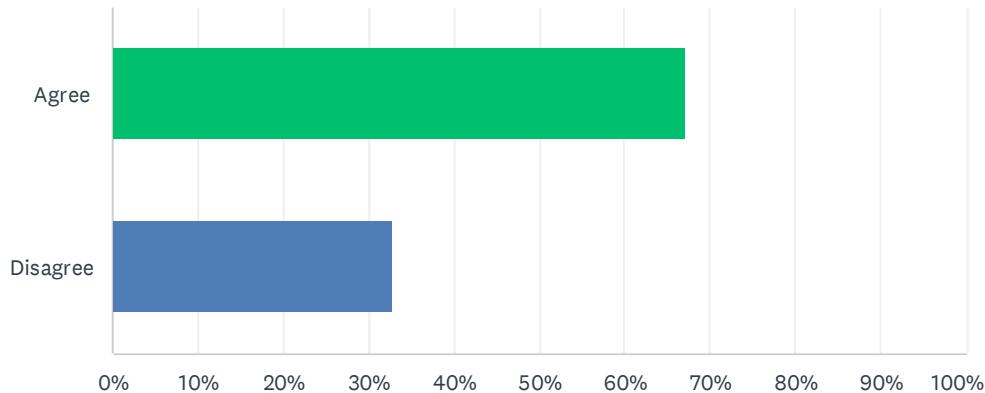
ANSWER CHOICES		RESPONSES	
Agree		64.63%	53
Disagree		35.37%	29
TOTAL			82

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	Do not add sewer and put the responsibility for paying for it on the residents. If the Town wants sewer the town should pay for it. Not force a select group of residents to buy into it.	3/18/2025 11:13 AM
2	I don't think this is a priority at this time given the other priorities that should be addressed.	3/16/2025 7:44 AM
3	We need more tax dollars from business	3/13/2025 11:46 PM
4	We need to have a 21st century view on mixed-use development and permitted uses. We can densify in specific areas while preserving the semi-rural town character - would anyone call the current stretch of development on Great Road attractive?	3/11/2025 1:55 PM
5	Important that we not sewer huge new swaths of town b/c of cost and b/c of the environmental downsides (loss of water to downstream areas).	3/8/2025 8:45 AM
6	People like to live where they can shop & socialize	3/4/2025 7:20 PM
7	Maybe	3/4/2025 6:58 PM
8	Mixed use is great! Take a walk in any town in 'Old Europe' and see how well it works.	3/4/2025 6:38 PM
9	Medium priority.	3/4/2025 5:30 PM
10	Again hesitant to make the leap for sewers, but a strong case for how it could deeply alleviate	3/3/2025 3:51 PM

the need for affordable housing would sway me.

Q18 ACTION 4: Incentivize and allow smaller sized housing such as townhomes and multi-family units across a wider swath of the Town's residential zoning districts where suitable land is available to diversify housing choices at various price points.

Answered: 85 Skipped: 33



ANSWER CHOICES		RESPONSES	
Agree		67.06%	57
Disagree		32.94%	28
TOTAL			85

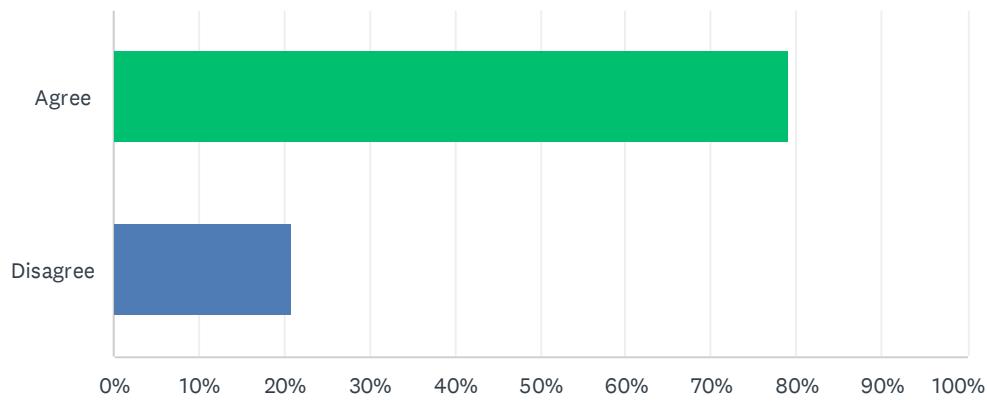
#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	that will result in a loss of character in the town. We have enough multi-family housing.	3/18/2025 11:13 AM
2	I think this is a good idea as Acton is quickly becoming out of reach for young professionals and families - especially with the current property tax situation (30% increase for many in a period of 2 years).	3/16/2025 7:44 AM
3	As long as sidewalks are universally included in new developments	3/15/2025 9:39 AM
4	Acton is too dense	3/13/2025 11:46 PM
5	Prefer more flexible zoning to enable a wider range of housing development affordability rather than forcing dense developments to be low income	3/11/2025 1:55 PM
6	Need to maintain country feel outside of retail areas	3/9/2025 5:11 PM
7	Definitely, especially proximate to grocery shopping. Consider expanding CAT and other transportation services with this expansion.	3/9/2025 7:38 AM
8	We've already changed zoning to allow multi family development as part of the MBTA rezoning. We should concentrate on that.	3/7/2025 1:34 PM
9	Do we currently restrict smaller housing units? If New View housing includes smaller housing, etc., perhaps that could be a model	3/5/2025 8:05 AM
10	Allow ADUs	3/4/2025 7:20 PM
11	I know English is a living language but "Incentivize" has always bothered me. What is meant in	3/4/2025 7:17 PM

this question - for the town to subsidize this housing?

12	Already doing that. Need studio starter apartments for young people with common amenities—fitness, gathering space, bike storage, etc.	3/4/2025 6:07 PM
13	The average home in Acton is a million dollars. Smaller homes in clusters, or townhomes and multi-family units are urgently needed if the town wants to grow and prosper. Very high priority.	3/4/2025 5:30 PM

Q19 ACTION 5: Consider the potential for allowing mixed-use projects, that may include multi-family residential housing within other business district.

Answered: 86 Skipped: 32

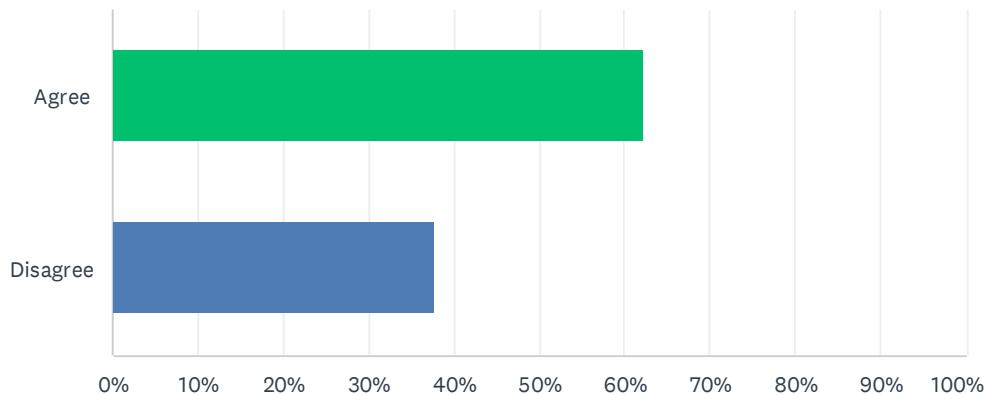


ANSWER CHOICES	RESPONSES	
Agree	79.07%	68
Disagree	20.93%	18
TOTAL		86

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I don't think this is a priority at this time given the other priorities that should be addressed.	3/16/2025 7:44 AM
2	Again, only if sidewalks are included	3/15/2025 9:39 AM
3	No more business districts-car dealerships-strip malls.	3/13/2025 3:25 PM
4	Great care would need to be taken to not affect the businesses	3/11/2025 3:46 PM
5	Need a high amount of retail if passed. Look at Littleton and Westford for example	3/9/2025 5:11 PM
6	Medium priority.	3/4/2025 5:30 PM

Q20 ACTION 1: Hire an Economic Development Director with the primary responsibility of furthering economic development. Establish a clearly defined set of goals, task responsibilities and oversight, as well as means of measuring accomplishments and success (such as an increase in taxable inventory, new businesses or retained businesses, and employment).

Answered: 74 Skipped: 44



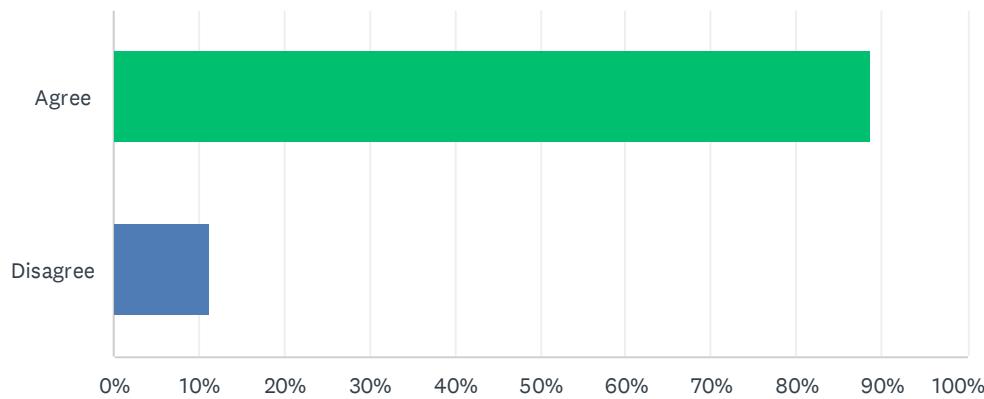
ANSWER CHOICES		RESPONSES	
Agree		62.16%	46
Disagree		37.84%	28
TOTAL			74

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	Didnt we have one of these in the recent past? What did or don not work then?	3/21/2025 1:55 PM
2	we can't afford teachers let's not add new expensive jobs.	3/18/2025 11:13 AM
3	I don't think we have the money for this.	3/16/2025 7:46 AM
4	Tg	3/15/2025 8:03 PM
5	Town budget can't accommodate this	3/15/2025 9:40 AM
6	Make sure it's worth the cost	3/13/2025 11:47 PM
7	Use currently available space before building new units. Keep in mind that many people work from home.	3/13/2025 5:15 PM
8	Stop firing teachers to employ town officials that haven't been able to produce results.	3/13/2025 2:54 PM
9	It may be too soon to take this action.	3/9/2025 1:08 PM
10	Would REALLY like to see some non-town-budget funding to help get this position launched and stabilized over the first 3-5 years.	3/8/2025 8:48 AM
11	No new hires. Use existing employees. We're likely headed into a recession. Act like it.	3/7/2025 9:57 PM
12	No.	3/7/2025 1:38 PM

13	It seems like with all of the tasks and goals suggested here having someone who is overseeing these projects is going to be necessary.	3/6/2025 3:04 PM
14	I don't know enough to have an informed opinion, but it seems reasonable to me	3/5/2025 8:08 AM
15	Look this person needs to attend industry activities. Can't be work from home. Last one several business people said was not helpful.	3/4/2025 9:29 PM
16	Consultants with existing town staff should be able to take this ownership	3/4/2025 7:31 PM
17	Maybe. Can the case be made, using real data, that this position would more than pay for itself? Also the typos in the question make me wonder how well it was thought out - looks like a rushed afterthought.	3/4/2025 7:22 PM
18	meqasuring accomplishments and succes (such as an icrease --> measuring accomplishments and success (such as an increase Typos corrected it is still a bad idea. Our goal should be quality of life, not quantity of tax base.	3/4/2025 6:42 PM
19	Thought we had a great person. What happened to her?	3/4/2025 6:11 PM
20	The ED Director should also have a staff of skilled professionals. High priority.	3/4/2025 5:33 PM
21	We do not need to hire more government employees. Current town management staff should be doing this.	3/4/2025 5:18 PM
22	Hire an Economic Development Director ONLY if there is a reduction in town staffing someplace else. We can have a new hire for every new initiative. Or, alternatively, ask an existing employee to do this as 25-50% of their job.	3/4/2025 4:46 PM

Q21 ACTION 2: Continue to refine and modernize the Zoning Bylaw and subdivision and site plan regulations to create a clear pathway to a development decision in a timely manner.

Answered: 80 Skipped: 38

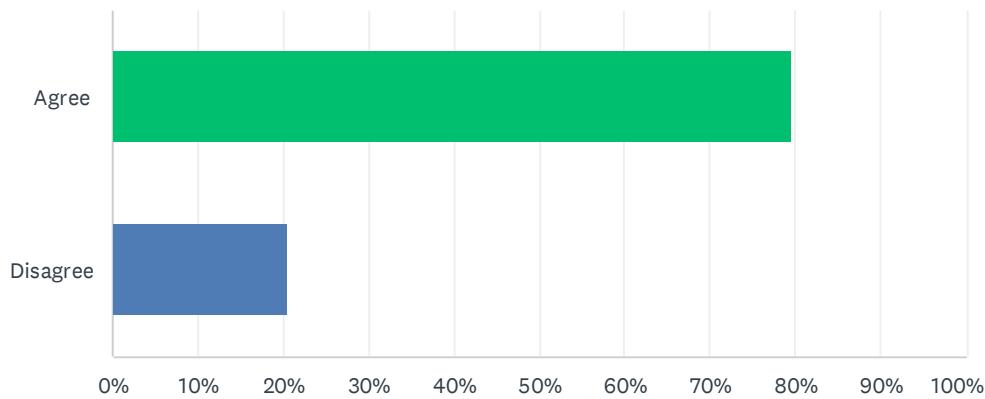


ANSWER CHOICES		RESPONSES	
Agree		88.75%	71
Disagree		11.25%	9
TOTAL			80

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	Why doesn't this already exist? It shouldn't be something new.	3/16/2025 7:46 AM
2	This should have been done ages ago	3/15/2025 9:40 AM
3	I don't know but ok	3/13/2025 11:47 PM
4	Zoning bylaws are currently cumbersome and overly restrictive for blue collar businesses.	3/11/2025 3:48 PM
5	If the goal is clarity, yes. (Would like to know what "modernize" means.) If the goal is to make it faster and easier for developers to get projects built, that should be case-by-case and NOT include minimization of environmental concerns.	3/8/2025 8:48 AM
6	This should be part of regular business practices which shouldn't require additional staff.	3/7/2025 1:38 PM
7	However, I am concerned that too many more subdivisions when there is already too much traffic on the roads at rush hour would compromise the small town and nature abundant feeling of Acton.	3/6/2025 3:04 PM
8	Planning Board	3/5/2025 9:59 PM
9	Im aware if someone who'd like to start a business but said he had no guarantees and it would cost around 100k. If so seems like the town should be able to provide some outcome possibility	3/4/2025 9:29 PM
10	Don't we already do this?	3/4/2025 7:22 PM
11	But streamlining should in no way mean lowering barriers to decisions on turning our precious land into capitalists' dreams. (yes, you perceive an attitude...)	3/4/2025 6:42 PM

Q22 ACTION 3: Review the Zoning Bylaw to identify discretionary permits that could be permitted by-right through administrative review rather than require discretionary permits.

Answered: 73 Skipped: 45

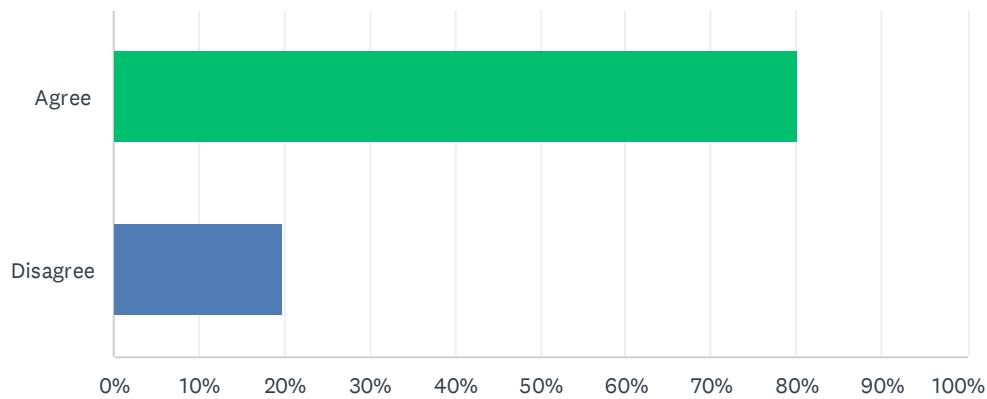


ANSWER CHOICES		RESPONSES	
Agree		79.45%	58
Disagree		20.55%	15
TOTAL			73

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	Anything doesn't cost a lot of money and makes it easier for retail businesses to come to town.	3/16/2025 7:46 AM
2	I don't know but ok	3/13/2025 11:47 PM
3	Don't know enough to answer this question properly.	3/9/2025 1:08 PM
4	Make it fair, make it known.	3/9/2025 7:40 AM
5	This should be part of existing business practices.	3/7/2025 1:38 PM
6	speeding up the process is always a benefit	3/7/2025 1:07 PM
7	I agree, but the agree button was not registering	3/6/2025 3:04 PM
8	Planning Board and ZBA	3/5/2025 9:59 PM
9	I don't know enough to have an informed opinion	3/5/2025 8:08 AM
10	Looking to continually improve town bylaws is a good thing.	3/4/2025 7:22 PM
11	Maybe	3/4/2025 6:59 PM
12	Not sure I understand this, but I do not want to facilitate the increase in economic activity without adequate review.	3/4/2025 6:42 PM
13	Look at Lexington's code. Inn at Hastings Park is an example. Groton Inn redevelopment also. They are 2 projects that have been successful assets to their towns. Find out how they did it.	3/4/2025 6:11 PM

Q23 ACTION 4: Promote changes in the zoning and development review process through the Town's website, social media, trade publications, and state publications to help identify Acton as a business-friendly community.

Answered: 76 Skipped: 42



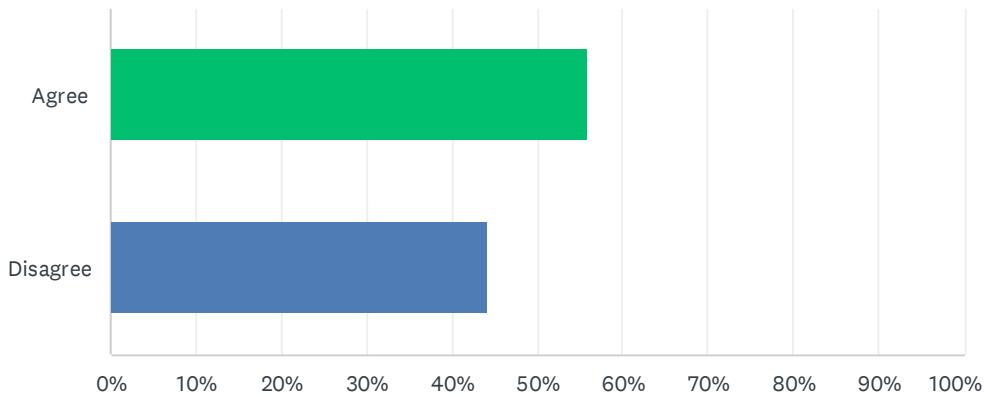
ANSWER CHOICES	RESPONSES	
Agree	80.26%	61
Disagree	19.74%	15
TOTAL		76

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I don't think this is necessary.	3/16/2025 7:46 AM
2	Check out Devens town website. That town made significant progress out of no where. Acton continues to struggle with the balance and adding up more taxes for home owners. If this continues town will end up in 10 years as not affordable town for middle class families who look for good school districts.	3/15/2025 10:40 AM
3	In doing so, use plain language without jargon to reach a broader audience	3/15/2025 9:40 AM
4	This seems like a low lift	3/13/2025 11:47 PM
5	This was a small town! Let us stop this ugly business deal process.	3/13/2025 3:27 PM
6	YES PLEASE. I only stumbled upon this survey - there needs to be more town participation.	3/13/2025 1:08 PM
7	Agree in principle, but rebranding is tough.	3/9/2025 7:40 AM
8	Unless we are "friendlier" with taxing businesses more and home owners with families less.	3/8/2025 9:11 AM
9	same as above	3/6/2025 3:04 PM
10	I'll reiterate my objection to having the town take on any hard cost to market itself to the business community. Be helpful, answer questions, make information and data available and easy to use, and don't drag people through a gauntlet of meetings and stipulations. But taking the show on the road is not our job.	3/5/2025 9:59 PM
11	Are we really business friendly???? The Town tends to pick and choose which new businesses to highlight.	3/5/2025 7:58 AM

12	Sure, if we have good reason to believe these somewhat dated communication methods will work. I suppose the target market is somewhat dated also so they probably would get the message out.	3/4/2025 7:22 PM
13	We should want to identify Acton as a resident-friendly community, and if business comes under those conditions, it is welcome.	3/4/2025 6:42 PM
14	Ask for volunteers with marketing and real estate backgrounds. Advertising backgrounds helpful too with "branding"	3/4/2025 6:11 PM
15	I don't believe the Town Government is "Business Friendly". So one cannot be publishing they are through website, social media, etc etc. The Town Government first need to be 'business friendly' and 'customer oriented'. The Town Governments needs to be very conscious that the tax-payers (residents and businesses) are the ones that pay their salary.	3/4/2025 5:18 PM
16	ABSOLUTELY!!! But first the town needs to MAKE THOSE CHANGES!	3/4/2025 4:43 PM

Q24 ACTION 1: Create a set of design guidelines that can apply to different Town districts that focus on building form.

Answered: 68 Skipped: 50



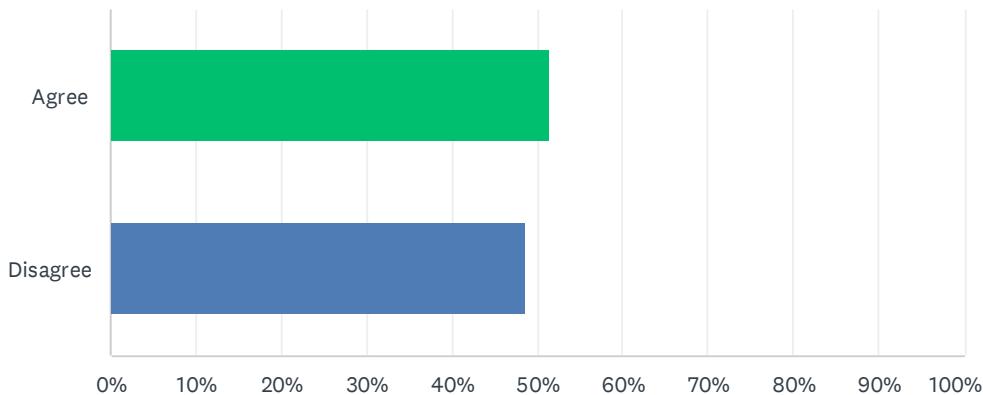
ANSWER CHOICES		RESPONSES	
Agree		55.88%	38
Disagree		44.12%	30
TOTAL			68

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I don't think this is a priority at this time.	3/16/2025 7:47 AM
2	This could lead to too much homogeneity. I don't want Acton to look like a planned community	3/15/2025 9:41 AM
3	The Town- A priority.	3/14/2025 2:04 PM
4	Let's not be Florida	3/13/2025 11:48 PM
5	we need more businesses in acton - why would we put any barriers in place? Its not like action has a look and feel that's specific to where we live	3/13/2025 1:09 PM
6	The more regulations/ the less development.	3/9/2025 5:13 PM
7	If this causes more red tape and pre-investment for interested business that do not yet have a presence in town, I'm against it.	3/9/2025 1:02 PM
8	The design principles tend to be onerous and at cross purpose with rebranding to be a business friendly town.	3/9/2025 7:41 AM
9	Though this should include some flexibility that allows design to respond to the hyper-local context.	3/8/2025 8:49 AM
10	Create unified guidelines that apply to the whole town. Aka - no special treatment for west acton,	3/7/2025 9:59 PM
11	sounds good but seems like low priority	3/7/2025 1:08 PM
12	Guidelines should not be so stringent that they turn away businesses. We want to avoid the abandoned McDonald's situation, in which a business dropped their interest because the board put so many ridiculous and micromanaging design demands on them.	3/6/2025 9:43 PM

13	More beauty and cohesiveness to give the town an overall feel will be helpful.	3/6/2025 3:19 PM
14	DRB and Planning Board	3/5/2025 10:01 PM
15	Not enforceable as I understand it and are suggestions only	3/4/2025 9:30 PM
16	Not sure what this means - architectural style regulation? I would not support that.	3/4/2025 7:24 PM
17	Maybe	3/4/2025 7:00 PM
18	I think it's too late for that.	3/4/2025 5:35 PM
19	Not clear what is meant by "building form"	3/4/2025 5:20 PM
20	This is an almost impossible task, which would involve hours of discussion with different opinions. Also stop calling Route 27 South Acton Village. It is not a Village.	3/4/2025 4:48 PM
21	Seems like this would discourage new businesses from moving to Acton.	3/4/2025 4:46 PM

Q25 ACTION 2: Consider moving to a form-based code or hybrid code that focuses more heavily on building form than interior uses. Each Town district could have its own unique code reflecting the vision for that area of Town.

Answered: 70 Skipped: 48

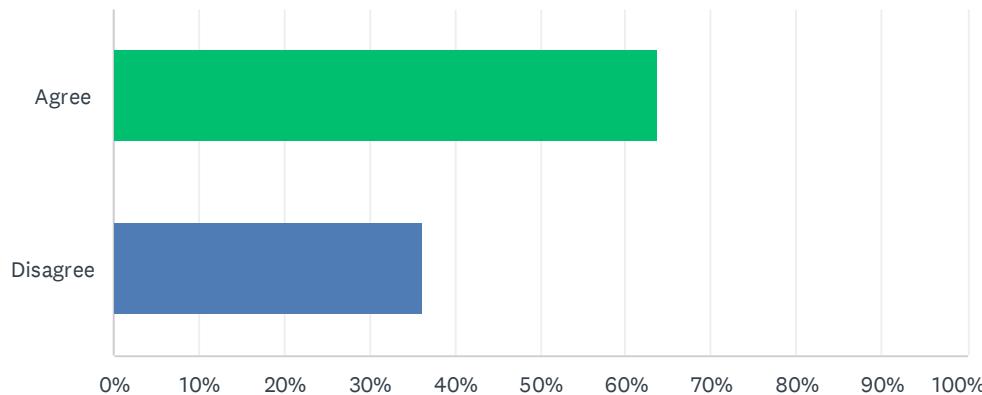


ANSWER CHOICES		RESPONSES	
Agree		51.43%	36
Disagree		48.57%	34
TOTAL			70

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	Would love this. So many of the shopping plazas are ugly and outdated	3/16/2025 7:54 PM
2	I don't think this is a priority at this time.	3/16/2025 7:47 AM
3	Road and parking infrastructure may not be in place to support this	3/15/2025 9:41 AM
4	I like the diversity in form	3/13/2025 11:48 PM
5	Each town district should adhere to a comprehensive, consistent code. It should not vary district by district.	3/9/2025 6:47 PM
6	The more regulations/ the less development.	3/9/2025 5:13 PM
7	Yes, though let's not ignore interior uses.	3/8/2025 8:49 AM
8	I am not sure how the current code works and how this would be different so it is hard to comment.	3/6/2025 3:19 PM
9	I prefer guidelines vs codes. Suggest - don't force Allow innovation	3/4/2025 7:30 PM
10	Not sure what this means - architectural style regulation? I would not support that.	3/4/2025 7:24 PM
11	I don't know what this means	3/4/2025 7:00 PM
12	It should only be suggestions, not code.	3/4/2025 5:35 PM

Q26 ACTION 3: Consider an outside review of Town land use regulations (e.g., rezoning petitions, building permits, code enforcement, and plan review) and procedures at the staff, planning board, Town board and commission level(s) to make them more efficient and predictable.

Answered: 69 Skipped: 49



ANSWER CHOICES		RESPONSES	
Agree		63.77%	44
Disagree		36.23%	25
TOTAL			69

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I don't think we have the money for this.	3/16/2025 7:47 AM
2	An important priority.	3/14/2025 2:04 PM
3	Might cost money and not be worth it. Let's try it internally first	3/13/2025 11:48 PM
4	Only outside review if no cost to the town, stop unnecessary spending	3/7/2025 9:59 PM
5	I think it can be helpful to get an outside opinion. It can be hard to see other possibilities and how we might be making things more difficult than they have to be if we are simply used to the procedures we are using.	3/6/2025 3:19 PM
6	Select Board	3/5/2025 10:01 PM
7	I don't know enough to have an informed opinion	3/5/2025 8:09 AM
8	Is this necessary? Do we have people in town who could provide professional review?	3/4/2025 7:30 PM
9	A new viewpoint would likely introduce valuable new ideas.	3/4/2025 7:24 PM
10	Maybe	3/4/2025 7:00 PM
11	IF the prioritization of that review process is to above all preserve the quality of life, and not to maximize the tax base.	3/4/2025 6:43 PM
12	This is difficult. Will always have nimby issue. Best projects asked for public input early on.	3/4/2025 6:12 PM
13	This review can and should be done by current town employees. And it should not just be the	3/4/2025 5:20 PM

"review", it must be that processes are changed and streamlined.

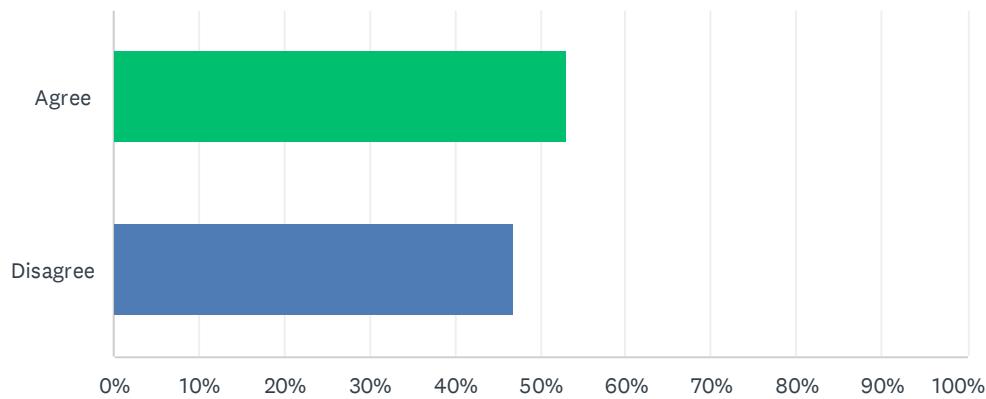
14

Predictably is key! The current processes are way too subjective and arbitrary.

3/4/2025 4:46 PM

Q27 ACTION 1: Define an appropriate area(s) in the Town as a possible Cultural District by inventorying existing uses, land availability and desired “new” components for a Cultural District.

Answered: 66 Skipped: 52



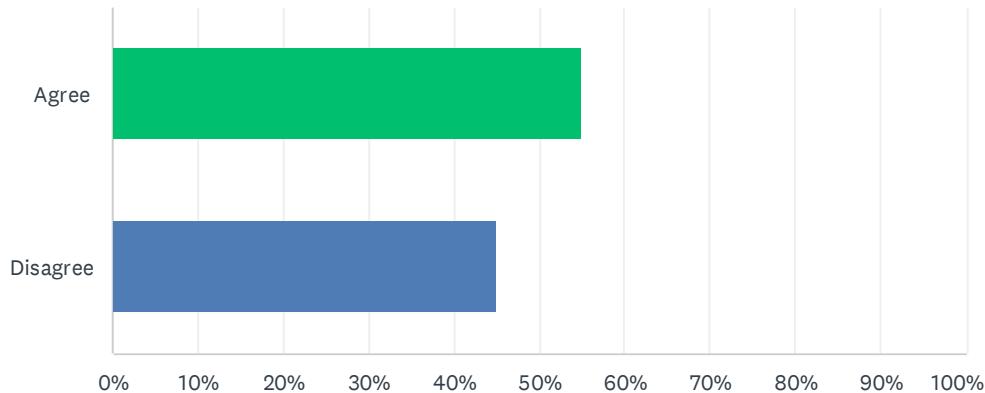
ANSWER CHOICES		RESPONSES	
Agree		53.03%	35
Disagree		46.97%	31
TOTAL			66

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	I believe cultural districts need to evolve. Making one "just because we need one" seems like a solution looking for the problem.	3/21/2025 2:01 PM
2	I don't think this is a priority at this time.	3/16/2025 7:49 AM
3	Citizens tried to encourage this with the Stop and Shop parcel and the town ignored them	3/15/2025 9:42 AM
4	Town boards- priority.	3/14/2025 2:06 PM
5	What is a cultural district? Like Chinatown? The beauty of Acton is that we don't have this and we all live together	3/13/2025 11:50 PM
6	I think forcing new development to be tied to a "cultural district" will just slow down and kill the odds of redeveloping the current areas identified by the town as targeted commercial districts.	3/11/2025 1:57 PM
7	Strongly agree. Look at Hudson and Maynard.	3/9/2025 6:48 PM
8	The more regulations/ the less development.	3/9/2025 5:13 PM
9	Cultural district can add regulations which hurt development.	3/9/2025 1:11 PM
10	Not sure what this means	3/8/2025 10:12 AM
11	I think this would be good for Acton Residents and also bring in more visitors to support local businesses.	3/6/2025 3:20 PM
12	I don't know enough to have an informed opinion	3/5/2025 8:11 AM
13	Can't see this happening. Don't waste time	3/4/2025 9:31 PM

14	Only if it comes from a citizen organization of the district first, the Town shouldn't try to artificially initiate it.	3/4/2025 7:28 PM
15	Maybe	3/4/2025 7:01 PM
16	That could be problematic and restrictive,	3/4/2025 5:36 PM
17	What is a Cultural District? Give an example.	3/4/2025 4:49 PM

Q28 ACTION 2: Form a Cultural District partnership with a diverse mix of stakeholders who represent the shared interests of the Cultural District. Note - such a committee or partnership is required under the submission guideline).

Answered: 69 Skipped: 49

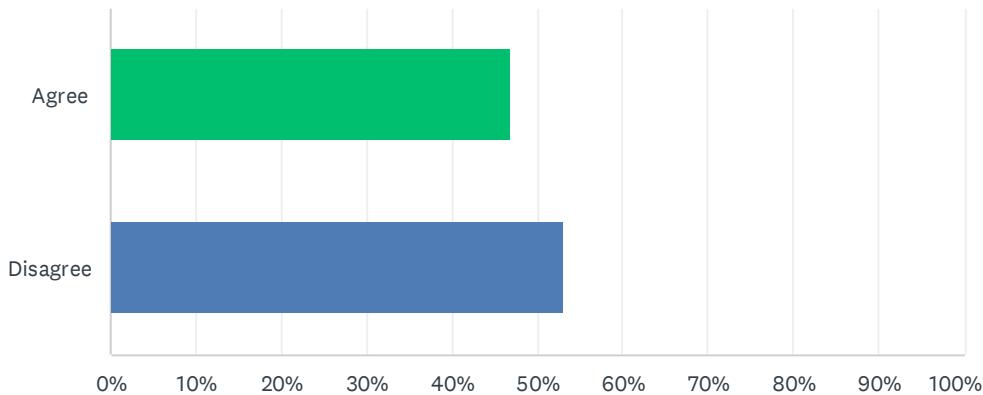


ANSWER CHOICES		RESPONSES	
Agree		55.07%	38
Disagree		44.93%	31
TOTAL			69

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	see comment on action 1	3/21/2025 2:01 PM
2	I don't think this is a priority at this time.	3/16/2025 7:49 AM
3	Seems like a waste of money. See above	3/13/2025 11:50 PM
4	I would love to be a part of this committee if one were created.	3/13/2025 1:10 PM
5	The more regulations/ the less development.	3/9/2025 5:13 PM
6	If required, however, I am not sure that the designation means much.	3/9/2025 7:42 AM
7	This seems really overkill. Stop over complicating everything. We already have too many committees that just add complexity to our processes and slow everything down.	3/6/2025 9:46 PM
8	Putting the cart ahead of the horse. Take step 1. before deciding whether or not to look into taking step 2.	3/5/2025 10:09 PM
9	Only if it comes from a citizen organization of the district first, the Town shouldn't try to artificially create it.	3/4/2025 7:28 PM
10	Maybe	3/4/2025 7:01 PM
11	Low priority	3/4/2025 5:36 PM

Q29 ACTION 3: Initiate the requirements for a complete submission of a designation for a Cultural District.

Answered: 66 Skipped: 52



ANSWER CHOICES	RESPONSES
Agree	46.97%
Disagree	53.03%
TOTAL	66

#	OTHER COMMENTS (WHO SHOULD BE RESPONSIBLE FOR THE STRATEGY, WHAT IS ITS PRIORITY LEVEL?)	DATE
1	see comment on action 1	3/21/2025 2:01 PM
2	I don't think this is a priority at this time and I don't think we have the money for this.	3/16/2025 7:49 AM
3	See above	3/13/2025 11:50 PM
4	Does this create a barrier to development?	3/9/2025 7:42 AM
5	This Q is confusing. Do you mean create requirements for a Cultural Designation, and for submission of an application for same? If so, sure. If not, cannot say.	3/8/2025 8:51 AM
6	I don't know what this means	3/7/2025 1:09 PM
7	Putting the merchandise in front of the cart that is in front of the horse.	3/5/2025 10:09 PM
8	I don't know enough to have an informed opinion	3/5/2025 8:11 AM
9	Only if it comes from a citizen organization of the district first, the Town shouldn't try to artificially create it.	3/4/2025 7:28 PM
10	Maybe	3/4/2025 7:01 PM

Q30 What types of uses do you believe would be most beneficial for this area, and what types of uses do you think would not be suitable?

Answered: 47 Skipped: 71

Massachusetts Ave Corridor Site

#	RESPONSES	DATE
1	Industrial might fit best here.	3/22/2025 7:27 AM
2	more restaurants and a tavern but not light manufacturing or medical offices or cultural center	3/21/2025 2:15 PM
3	Residential or Office use	3/17/2025 11:08 AM
4	I'm not sure of the best use of any of these since I'm having trouble envisioning them in real life, but this area is also sorely lacking in good restaurants (as a recent transplant from Boston)	3/16/2025 7:56 PM
5	no more banks	3/16/2025 7:57 AM
6	Medical offices could be a great fit for discovery way with easy access to rt 2. But I would be GREATLY concerned with bringing any additional traffic to Hosmer. I live on school st and the rush hour traffic of cars heading east and cutting through to avoid the rotary would need to be addressed. Sidewalks would need to be added	3/15/2025 10:20 PM
7	Corporate/commercial	3/15/2025 8:06 PM
8	First expand roads and streamline traffic patterns before inviting any additional business or housing projects. Horrible roads in the town , very poor maintenance for the taxes charged.	3/15/2025 10:44 AM
9	None. Do nothing!	3/15/2025 10:20 AM
10	NO CAR DEALERSHIPS. This area is not accessible to many people by foot or bicycle so it shouldn't be a priority for development. Before any development is considered, something needs to be done about traffic and safety on Route 2, especially at the Taylor/Piper intersection. Hosmer St. Should also be contiguous across rt 2.	3/15/2025 9:52 AM
11	Parks-Recreation-Open Land! No buildings-	3/14/2025 2:21 PM
12	Not suitable: marijuana, car dealerships, motorcycle dealerships Suitable: YMCA, JCC, etc., office park, Target, affordable housing	3/13/2025 11:54 PM
13	Town Outdoor swimming pool	3/13/2025 8:03 PM
14	Cafes, kids activity places, housing.	3/13/2025 2:58 PM
15	Office Building, large multi-purpose shopping (walmart, target, ocean state, etc.)	3/13/2025 2:14 PM
16	restaurants, retail, grab and go restaurants - easy access to the highway etc...	3/13/2025 1:17 PM
17	We need more parks/athletic spaces	3/12/2025 11:20 AM
18	Mixed-use residential and commercial/retail No more car dealerships	3/11/2025 2:03 PM
19	Home Depot, Target. Restaurants.	3/10/2025 4:58 PM
20	Food, boutique, retail	3/9/2025 9:04 PM
21	Small business, retail	3/9/2025 5:33 PM
22	Entertainment - bowling, go karts, laser tag, stuff for families	3/9/2025 5:18 PM
23	Small stores and restaurants would be beneficial. Large buildings or box stores would not be.	3/9/2025 3:09 PM
24	Businesses that require minimal vehicle traffic coming to the business.	3/9/2025 1:30 PM
25	Target store if the traffic issues can be solved.	3/9/2025 1:11 PM
26	Office space would be suitable. manufacturing and residential would not. It doesn't seem to be	3/9/2025 8:18 AM

	a good location for retail.	
27	A cross-generational community center. The location/segregation of recreation department and senior center discourages engagement.	3/9/2025 7:49 AM
28	Gyms,medical,hardware,retail	3/8/2025 10:21 AM
29	OK, so this is also confusing. If this grayed out area is what you're talking about (I assume the current auto auction site), it should be labeled as such. (When you say "Mass Ave" to anyone local, I promise you they don't think of any chunk along Rt. 2., but only from the Rt. 2 exit west.) OK uses? Low enviro impact, esp. at western end (b/c of waterway). Solar (with community solar) would be a fabulous use of this land, or at least some of it. If rec field are needed, also OK. Some portion (on far eastern side) could also be a centralized parking area for AB buses. Perhaps some housing or light industry on eastern portion.	3/8/2025 9:35 AM
30	Clean energy generating sites, job creating businesses, sports complex - yes ; apartments, shelters, junkyard - NO	3/8/2025 9:24 AM
31	office buildings	3/8/2025 9:23 AM
32	Commercial	3/7/2025 10:07 PM
33	beneficial - medical and dental office (synergy with emerson and baker ave nearby?), recreation center, veterinary hospital not beneficial - retail because too much traffic in that area already and Kelly corner is the next exit up	3/6/2025 10:18 PM
34	I am not familiar with the property to the right of the stream, and it seems like Medical has mostly claimed the area off Piper road.	3/6/2025 4:13 PM
35	Multi-family housing, light industrial, medical, office space, retail services. No to: single family housing, manufacturing	3/5/2025 10:35 PM
36	Housing and businesses If any, protect existing farm and conservation land.	3/5/2025 8:27 AM
37	Office, industrial, professional space.	3/5/2025 12:15 AM
38	Please resist the urge to make it look like strip malls all the way. Should be favorable to high tax receipts businesses	3/4/2025 9:34 PM
39	Obviously traffic would be a huge concern, unless something came in that could afford significant investment in roadway improvements - and malls are dead now. It's a tough location, maybe high tech and/or pharma. I don't suppose another solar farm would pay...	3/4/2025 7:45 PM
40	Stores, restaurants, offices	3/4/2025 7:35 PM
41	If the question is referring to the gray shaded areas: medical, office, small manufacturing, etc.	3/4/2025 7:07 PM
42	It is not linked to a town center and living spaces. This is a great site for economic development of e.g., medical, technical, etc. activity	3/4/2025 6:53 PM
43	Professional services, restaurants and light manufacturing are appropriate. Car dealers are not appropriate.	3/4/2025 6:09 PM
44	No more car dealerships or selling of used automobiles. Professional offices. Any development would require better automobile access.	3/4/2025 5:36 PM
45	Retail businesses, especially large ones that would provide needed merchandise and provide tax revenue.	3/4/2025 5:25 PM
46	All the questions on this page about using the different areas of the town are above my pay grade. :)	3/4/2025 5:16 PM
47	No housing.	3/4/2025 4:51 PM

Q31 What types of uses do you believe would be most beneficial for this area, and what types of uses do you think would not be suitable?

Answered: 44 Skipped: 74

Nagog Office Park Site

#	RESPONSES	DATE
1	Mixed use development. Affordable and/or multi family housing.	3/22/2025 7:27 AM
2	small offices or medical center, maybe small manufacturing, but not a cultural center	3/21/2025 2:15 PM
3	warehouse or large co such as hmart , ikea	3/17/2025 12:41 PM
4	Restaurants, shopping	3/17/2025 11:08 AM
5	no more car dealerships	3/16/2025 7:57 AM
6	Businesses	3/15/2025 10:44 AM
7	None. Do nothing.	3/15/2025 10:20 AM
8	Elementary school serving North Acton.	3/15/2025 9:52 AM
9	No more buildings- car dealership not wanted.	3/14/2025 2:21 PM
10	Same as above Not a mall	3/13/2025 11:54 PM
11	Housing, Restaurants, shops.	3/13/2025 2:58 PM
12	smal to medium size business space. Lab space.	3/13/2025 2:14 PM
13	co-working spaces for small businesses and entrepreneurs, coffee shops	3/13/2025 1:17 PM
14	Mixed-use residential and commercial/retail No more car dealerships	3/11/2025 2:03 PM
15	Food, larger retail, housing	3/9/2025 9:04 PM
16	R&D, Medical offices.	3/9/2025 6:51 PM
17	Medical research	3/9/2025 5:33 PM
18	Retail, housing, and entertainment. Look at Tuscan Village and Assembly Row. Huge opportunity here.	3/9/2025 5:18 PM
19	The more open space and parkland the better!	3/9/2025 3:09 PM
20	No opinion	3/9/2025 1:30 PM
21	Office space and maybe light manufacturing would be suitable. Maybe some retail towards the front of the property(as it is now).	3/9/2025 8:18 AM
22	Technology, biotech.	3/9/2025 7:49 AM
23	This area needs grocery stores, restaurants, drug store, gyms, retail shops, and there is so much land a community center with a town pool or recreation center would be great. This could have multiuse buildings with walkable shops and restaurants which would add to the area as a neighborhood- not just an industrial park. There is access to Nara from this area and so many people live in this island with nothing available for recreation or shopping, without driving a car. Great area for such amazing potential!	3/8/2025 10:21 AM
24	This map is hard to parse (too small, for one). If existing buildings could be reused, this might be a good place for a medical complex.	3/8/2025 9:35 AM
25	Parking lot, donation bin	3/8/2025 9:24 AM
26	office buildings	3/8/2025 9:23 AM
27	Commercial	3/7/2025 10:07 PM

28	Health care biotech startups music	3/7/2025 3:20 PM
29	mixed use for sure. Very underused, developed area. We want restaurants and stores and housing there.	3/7/2025 1:11 PM
30	BJs, Costco, Whole Foods , Market Basket, Ranch 99, HMart.	3/6/2025 10:50 PM
31	beneficial - advanced manufacturing (more insulet type businesses), medical office, office park, retail (good location being on 2a), entertainment complex like apex	3/6/2025 10:18 PM
32	Tech companies or other larger employers seem appropriate for the larger office buildings as well as office space for individual professionals	3/6/2025 4:13 PM
33	Manufacturing, light industrial, retail, office space, medical. No to: single family homes	3/5/2025 10:35 PM
34	Businesses and housing	3/5/2025 8:27 AM
35	Research and development. Restaurants. retail at the mall.	3/5/2025 12:15 AM
36	Medical	3/4/2025 9:34 PM
37	Another location that couldn't afford a huge increase in traffic - so more high tech / pharma.	3/4/2025 7:45 PM
38	Stores, restaurants, offices	3/4/2025 7:35 PM
39	Medical, office, small manufacturing, entertainment that takes large area such as indoor sports and recreation	3/4/2025 7:07 PM
40	ditto	3/4/2025 6:53 PM
41	Professional services, restaurants and light manufacturing are appropriate. Car dealers are not appropriate.	3/4/2025 6:09 PM
42	No more car dealerships or selling used cars.	3/4/2025 5:36 PM
43	Retail businesses, especially large ones that would provide needed merchandise and provide tax revenue.	3/4/2025 5:25 PM
44	Offices, industry	3/4/2025 4:51 PM

Q32 What types of uses do you believe would be most beneficial for this area, and what types of uses do you think would not be suitable?

Answered: 37 Skipped: 81

Powder Mill Road Corridor Site

#	RESPONSES	DATE
1	Commercial seems best here.	3/22/2025 7:27 AM
2	small businesses or restaurants orlight industrial but not more cultural	3/21/2025 2:15 PM
3	Restaurants, shopping, grocery	3/17/2025 11:08 AM
4	small shops in this area would be great. The co-op down the road has been a really refreshing update to this area and we visit there (and spend money there) frequently despite living in West Acton.	3/16/2025 7:57 AM
5	Businesses or full scale housing projects	3/15/2025 10:44 AM
6	None. Do nothing.	3/15/2025 10:20 AM
7	Nature conservation.	3/15/2025 9:52 AM
8	Already being built.	3/14/2025 2:21 PM
9	I don't know where this is. I live in the other side of town	3/13/2025 11:54 PM
10	A Target! We need it. Families are shopping and patronizing other towns because the lack of shopping here.	3/13/2025 2:58 PM
11	Mixed-use residential and commercial/retail No more car dealerships	3/11/2025 2:03 PM
12	Warehouse and Storage area. Mixed use with housing.	3/9/2025 6:51 PM
13	Access to the water, a park	3/9/2025 5:33 PM
14	Trails, picnic benches, grasslands would be most beneficial.	3/9/2025 3:09 PM
15	Old Stop & Shop area needs to be reinvigorated as retail or be totally renovated.	3/9/2025 1:30 PM
16	The S&S plaza needs to be revamped, it's outdated and the parking is awkward. Any type of shopping and cafes/restaurants would be welcome. Or one larger store like Costco	3/9/2025 1:11 PM
17	Residential, retail, maybe light manufacturing, office space seems feasible here.	3/9/2025 8:18 AM
18	Recreation	3/9/2025 7:49 AM
19	Nor sure where it's is- end of high street?	3/8/2025 10:21 AM
20	Assume we're talking about the blue section? A couple of decent restaurants would be welcome in this area. Again, don't want any significant clearing of trees. Infill on existing open areas is usually OK (unless there are sensitive enviro areas adjacent, and remember, those include not only waterways, but biodiverse communities and habitat).	3/8/2025 9:35 AM
21	Not sure	3/8/2025 9:24 AM
22	restaurants, services	3/8/2025 9:23 AM
23	Commercial	3/7/2025 10:07 PM
24	More consumer services and child care due to housing and parking being built there	3/7/2025 3:20 PM
25	beneficial - take out restaurants (that area is a food desert and would serve south acton and west concord), pharmacy, grocery like a whole foods (appeals to nearby west concord demographic), advanced manufacturing towards Knox trail	3/6/2025 10:18 PM
26	more healthy fresh food restaurants or clothing stores are always welcome	3/6/2025 4:13 PM

27	Retail, light industrial, multi-family, office space. You have to stay away from the river and wetlands.	3/5/2025 10:35 PM
28	Near Rt. 62 Businesses and housing If any, protect existing farm and conservation land.	3/5/2025 8:27 AM
29	Commercial/industrial space.	3/5/2025 12:15 AM
30	Well the adult bookstores and gun shops aren't making it here so something that doesn't depend on drive-by impulse traffic. Maybe medical offices, if there's demand for that.	3/4/2025 7:45 PM
31	Stores, restaurants, offices	3/4/2025 7:35 PM
32	Services and goods for nearby residents but this map is not as clear as the ones above so it is hard to place.	3/4/2025 7:07 PM
33	ditto	3/4/2025 6:53 PM
34	Professional services, restaurants and light manufacturing are appropriate. Car dealers are not appropriate.	3/4/2025 6:09 PM
35	Too far away from other town services.	3/4/2025 5:36 PM
36	Retail businesses, especially large ones that would provide needed merchandise and provide tax revenue.	3/4/2025 5:25 PM
37	Shopping, restaurants, entertainment, housing	3/4/2025 4:51 PM

Q33 What types of uses do you believe would be most beneficial for this area, and what types of uses do you think would not be suitable?

Answered: 46 Skipped: 72

Kelley's Corner Site

#	RESPONSES	DATE
1	Mixed use commercial/residential.	3/22/2025 7:27 AM
2	small offices or medical suites, banking, small businesses but not cultural center or industrial	3/21/2025 2:15 PM
3	restaurants, especially old mcd's to serve students and 2a pull outs.	3/17/2025 12:41 PM
4	Open area	3/17/2025 11:08 AM
5	doing something with the old McDonald's building. It is a hazard. A healthier fast food option would be amazing (Sweetgreen, Cava) - especially with the junior high and high school so close. I have a teen daughter and her and her friends would love to be able to walk to something with healthier options on the 1/2 days.	3/16/2025 7:57 AM
6	Quick service dining, shopping	3/15/2025 10:20 PM
7	Retail	3/15/2025 8:06 PM
8	Houses	3/15/2025 10:44 AM
9	None. Do nothing.	3/15/2025 10:20 AM
10	Small, locally owned businesses. Cafes, restaurants, boutique retail. Like Concord center.	3/15/2025 9:52 AM
11	Restore sense of community- take down those unattractive buildings-Bueno- gas station- MacDonalds.	3/14/2025 2:21 PM
12	Same as above	3/13/2025 11:54 PM
13	Outdoor swimming pool	3/13/2025 8:03 PM
14	Restaurants and bar, smaller retail.	3/13/2025 2:58 PM
15	SHopping and restaurants. small business shopping- florist, breakfast restaurant, gym space.	3/13/2025 2:14 PM
16	a community center or YMCA type business - something to give the kids to walk to after school	3/13/2025 1:17 PM
17	We need a proper town center	3/12/2025 11:20 AM
18	Retail with mixed use housing No more car dealerships	3/11/2025 2:03 PM
19	Coffee shop or lunch from the MBTA	3/9/2025 9:04 PM
20	Retail. MIxed housing. Restaurants.	3/9/2025 6:51 PM
21	Small business, small restaurants	3/9/2025 5:33 PM
22	Retail as is. Not enough space to make a huge change.	3/9/2025 5:18 PM
23	Small apt. buildings and shops would be most beneficial. Also food establishments of reasonable size.	3/9/2025 3:09 PM
24	This is a fairly well developed area. Need street construction to be finished.	3/9/2025 1:30 PM
25	Recreation for school kids with cafes for parents. Modernization of the bowling alley (think Kings) and/or adding a cafe/bakery and playground would be great.	3/9/2025 1:11 PM
26	residential	3/9/2025 8:18 AM
27	Hoping the KC plan includes moving parking farther away from the sidewalks for a more-hospitable streetscape. Biz? A real florist/plant shop; a cafe with relatively healthful foods	3/8/2025 9:35 AM

(please, for the love of god, no more pizza or Mexican or fast-food biz!); a great bakery; an indoor play space for kids.

28	Restaurants and shopping yes, apartments or shelters NO	3/8/2025 9:24 AM
29	restaurants, services	3/8/2025 9:23 AM
30	This needs a major overhaul. It's so awful. The stores are ugly and disjointed.	3/8/2025 7:28 AM
31	Commercial	3/7/2025 10:07 PM
32	Entertainment for kids and families tutoring music job training hair salon	3/7/2025 3:20 PM
33	Kelly's corner is a mess. missed opportunity not putting a recreation center there	3/6/2025 10:18 PM
34	same as above	3/6/2025 4:13 PM
35	Retail, multi-family, office space. No to; single family homes, manufacturing	3/5/2025 10:35 PM
36	small businesses. not pizza! or cars! or banks!	3/5/2025 1:24 PM
37	Businesses and housing near Rt. 27 Protect existing conservation land and farmland	3/5/2025 8:27 AM
38	Residential	3/5/2025 12:15 AM
39	Restaurants	3/4/2025 9:34 PM
40	Duplicate West Acton once construction is complete. Mixed retail / residential - as it is today. A nicer brewpub like True West would be attractive.	3/4/2025 7:45 PM
41	Stores, restaurants, offices	3/4/2025 7:35 PM
42	There should be (or have been) significant housing development here - close to train, Route 2, shopping, schools. Do what we can to build up low-cost housing here with mixed-use commercial activities.	3/4/2025 6:53 PM
43	Professional services, restaurants and light manufacturing are appropriate. Car dealers are not appropriate.	3/4/2025 6:09 PM
44	Small retail businesses, especially new restaurants that would provide needed dining and provide tax revenue.	3/4/2025 5:25 PM
45	Kelly's corner already has too much traffic congestion. Route 27 is a major North South route utilized heavily by many people from out of town. Do not draw any more people to Kelly's corner.	3/4/2025 4:59 PM
46	shopping, restaurants, entertainment	3/4/2025 4:51 PM

Q34 What types of uses do you believe would be most beneficial for this area, and what types of uses do you think would not be suitable?

Answered: 38 Skipped: 80

Former W.R. Grace Properties Site

#	RESPONSES	DATE
1	Industrial could hide back there?	3/22/2025 7:27 AM
2	light industrial or medical center but not housing or restaurants	3/21/2025 2:15 PM
3	make a trade with a business such as verizon at kelly's corner. lithium battery storage	3/17/2025 12:41 PM
4	Housing	3/17/2025 11:08 AM
5	I don't think this area could support much of a traffic increase.	3/16/2025 7:57 AM
6	Town homes or apartments	3/15/2025 10:44 AM
7	None. Do nothing.	3/15/2025 10:20 AM
8	I'm not familiar enough with this area to have an opinion.	3/15/2025 9:52 AM
9	Purify the land, first.	3/14/2025 2:21 PM
10	Same as above	3/13/2025 11:54 PM
11	Is this event safe???	3/13/2025 2:58 PM
12	pump track, skate park, coffee shops, grab and go restaurants, town pool, splash pads for kids, playground	3/13/2025 1:17 PM
13	Manufacturing, auto repair, outdoor storage or businesses, loam, mulch, organic recycling etc	3/11/2025 3:51 PM
14	Industrial or commercial I think residential will be tough here given the superfund site	3/11/2025 2:03 PM
15	Affordable housing	3/9/2025 9:04 PM
16	Storage and Warehouses. It is a toxic waste sight.	3/9/2025 6:51 PM
17	Affordable housing	3/9/2025 5:33 PM
18	Industrial development	3/9/2025 5:18 PM
19	This should definitely be parkland. We need more green in town, not brown. Global warming is an existential issue.	3/9/2025 3:09 PM
20	No opinion	3/9/2025 1:30 PM
21	Industrial businesses or school bus depot	3/9/2025 1:11 PM
22	manufacturing, maybe office space	3/9/2025 8:18 AM
23	SOLAR. SOLAR. SOLAR. Not appropriate for housing b/c of historic and ongoing contamination issues from the Superfund site(s) [including NMI plume]. Pickleball courts?	3/8/2025 9:35 AM
24	School-farm, agricultural learning center (gardening, animals, and related STEM focuses)	3/8/2025 9:24 AM
25	Manufacturing	3/7/2025 3:20 PM
26	unlike others mentioned above, this area is not served by a main road line 2a or 62. don't think it's a good location for business. solar farm? or housing if it's safe	3/6/2025 10:18 PM
27	I am not familiar with this area	3/6/2025 4:13 PM
28	Solar farm	3/5/2025 10:35 PM
29	Is the W. R. Grace land safe for housing development? If so, that seems good. Are streets adequate to handle expanded traffic if more businesses are there?	3/5/2025 8:27 AM

30	Industrial park	3/5/2025 12:15 AM
31	Cancer risk keep housing off. Storage	3/4/2025 9:34 PM
32	Housing, as long as it's really safe - not another Love Canal.	3/4/2025 7:45 PM
33	Parking lots for buses with canopy solar panels. The site is too dangerous for any residential or commercial activity.	3/4/2025 6:53 PM
34	This area is not appropriate for sewage disposal	3/4/2025 6:09 PM
35	Industrial	3/4/2025 5:36 PM
36	Commercial/industrial.	3/4/2025 5:25 PM
37	Senior housing. There's not enough 55+ housing in this town. And, it's financially advantageous. No kids to go to school. No roads to plow. Town support is minimal. I live in a 55+community. Every unit that is resold usually goes within a week or 2. The baby boom generation is retiring. Take advantage of that fact.	3/4/2025 4:59 PM
38	offices, industry	3/4/2025 4:51 PM

Q35 What types of uses do you believe would be most beneficial for this area, and what types of uses do you think would not be suitable?

Answered: 37 Skipped: 81

South Acton Village Site

#	RESPONSES	DATE
1	Residential obviously around the train station. Mixed use with commercial perhaps too.	3/22/2025 7:27 AM
2	cultural focus (schools, Discovery Museum, historical museums, rail trails, Exchange Hall) mixed-use housing, small businesses, including home-based ones, recreation but not industrial,	3/21/2025 2:15 PM
3	complement discovery myseum	3/17/2025 12:41 PM
4	Housing	3/17/2025 11:08 AM
5	I don't think this area could support much of a traffic increase.	3/16/2025 7:57 AM
6	Mixed use residential. Would love to see this be like west acton village.	3/15/2025 10:20 PM
7	Businesses or large scale independent homes	3/15/2025 10:44 AM
8	NONE. Do nothing.	3/15/2025 10:20 AM
9	A mix of higher-density housing, restaurants, and retail. Similar to the development around the rt 128 train station in Westwood, but on a smaller scale	3/15/2025 9:52 AM
10	Open land- very congested at certain times. Improve the look.	3/14/2025 2:21 PM
11	Same as above	3/13/2025 11:54 PM
12	Small eateries such as a coffee shop	3/13/2025 8:03 PM
13	Keep it recreational.	3/13/2025 2:58 PM
14	pump track, skate park, coffee shops, grab and go restaurants, town pool, splash pads for kids, playground	3/13/2025 1:17 PM
15	Mixed-use residential and commercial/retail No more car dealerships	3/11/2025 2:03 PM
16	Outdoor green space, food, gathering	3/9/2025 9:04 PM
17	Retail and restaurants since it is walkable to the train.	3/9/2025 6:51 PM
18	Affordable housing, open space to appreciate nature, a cafe/ restaurant.	3/9/2025 5:33 PM
19	Further commercial development would not be useful. Trail improvement and some benches would encourage healthy outdoor activity.	3/9/2025 3:09 PM
20	Great Hill Recreation Area should not be part of the development plan	3/9/2025 1:30 PM
21	Residential neighborhoods once we agree to become more urban	3/9/2025 1:11 PM
22	Residential and maybe some retail. Water and sewage issues probably need to be addressed.	3/9/2025 8:18 AM
23	Well, NOT a church in historic Exchange Hall, but that's water under the bridge. A cafe — of esp. value to commuters during morning rush hours, but to rest of community during the day.	3/8/2025 9:35 AM
24	Quick commuter retail Walkable Restructure for traffic congestion	3/8/2025 7:28 AM
25	Enhance natural areas for farming and recreation	3/7/2025 3:20 PM
26	another west acton village would serve this dense area near the train station. bakery for the train commuters. perhaps where the church is that is closing? it would also be walking distance from the river st park. that would tie all of south acton together with walkable businesses and recreation	3/6/2025 10:18 PM
27	Dance club/live music, art supplies, restaurant/	3/6/2025 4:13 PM

28	Multi-family, retail, offices	3/5/2025 10:35 PM
29	Protect existing farm and conservation land. Businesses and housing abutting Rt. 27	3/5/2025 8:27 AM
30	Open space, recreational, park land, beer garden.	3/5/2025 12:15 AM
31	None	3/4/2025 9:34 PM
32	Duplicate West Acton a third time. Mixed retail / residential after roadway improvements make it more attractive. Obviously Great Hill must stay recreational as it is today.	3/4/2025 7:45 PM
33	Stores, restaurants	3/4/2025 7:35 PM
34	as low impact and small scale as possible. Maybe just leave it alone.	3/4/2025 6:53 PM
35	Professional services, restaurants and light manufacturing are appropriate. Car dealers are not appropriate.	3/4/2025 6:09 PM
36	housing, retail, cafes	3/4/2025 4:51 PM
37	South Acton is a great candidate for a cultural district.	3/3/2025 4:01 PM

Q36 What types of uses do you believe would be most beneficial for this area, and what types of uses do you think would not be suitable?

Answered: 39 Skipped: 79

Great Road Corridor Site

#	RESPONSES	DATE
1	Commercial for sure.	3/22/2025 7:27 AM
2	Restaurants, small retail establishments, recreation (bike trail), small medical offices but not industrial or more auto dealerships	3/21/2025 2:15 PM
3	anything	3/17/2025 12:41 PM
4	Restaurants	3/17/2025 11:08 AM
5	Some sort of department store that would stock every day retail items - like KMart used to.	3/16/2025 7:57 AM
6	Small scale businesses	3/15/2025 10:44 AM
7	None. Do nothing.	3/15/2025 10:20 AM
8	NO MORE CAR DEALERSHIPS. Honestly I'd rather not see this area developed at all. Tear down the buildings and give it back to nature.	3/15/2025 9:52 AM
9	It is already built up with apartments and buildings? More attractive buildings?	3/14/2025 2:21 PM
10	Retail but no marijuana, car dealerships, motorcycle dealerships	3/13/2025 11:54 PM
11	More large scale retail and name brand stores.	3/13/2025 2:58 PM
12	Restaurants (higher end) grab-and-go locations, retail, entertainment	3/13/2025 1:17 PM
13	Mixed-use residential and commercial/retail No more car dealerships	3/11/2025 2:03 PM
14	Maybe a larger retail like target	3/9/2025 9:04 PM
15	Traffic and speed mitigation.	3/9/2025 6:51 PM
16	Professional offices, retail	3/9/2025 5:33 PM
17	Need to incentivize a refresh of retail strips. Need to do away with car dealerships. Makes it very undesirable for new higher end retail	3/9/2025 5:18 PM
18	I don't know this area very well.	3/9/2025 3:09 PM
19	Bike trail is adjacent to this area. Development should not do anything to degrade the usage of the trail	3/9/2025 1:30 PM
20	If car dealers want to make it the next "automile" I think it'd be great to get some tax revenue	3/9/2025 1:11 PM
21	Retail, but no more car dealerships. Maybe some residential if placed back from Great Road. Water and sewage are issues here, I think.	3/9/2025 8:18 AM
22	I've run out of steam. But I will say that I'd love to see the stretch of buildings (that currently house Northwoods Kitchens + the fortune teller (?) + Kim's dry cleaner + Subway + Mathnasium) razed and replaced by a more-coherent, cottage-ish looking complex that could house mixed uses. Redevelopment there should be mindful of the environs (Nagog Brook + Ice House Pond + BFRT), created responsively to them and protective of them. Current backside of most business along Great Road and the Rail Trail is truly awful.	3/8/2025 9:35 AM
23	Commercial	3/7/2025 10:07 PM
24	Shopping food legal moving restaurants traffic abatement with so mych hoysing nearby.	3/7/2025 3:20 PM
25	Safe sidewalks and crosswalks. NO MORE car dealerships. Places like Panera would be good	3/7/2025 1:11 PM
26	BJs, Costco, Whole Foods , Market Basket, Ranch 99, HMart.	3/6/2025 10:50 PM

27	denser, affordable housing (apartment buildings). retail and restaurants. 2a is perfect for this. take out, food truck park, food halls, whole foods, hardware store, bakery, small department store, entertainment complex like apex or escape room	3/6/2025 10:18 PM
28	small office space, restaurant, small businesses	3/6/2025 4:13 PM
29	Multi-family, retail, office space No to; single family housing	3/5/2025 10:35 PM
30	Small businesses or restaurants; not chains	3/5/2025 1:24 PM
31	Businesses and housing near Rt 2	3/5/2025 8:27 AM
32	I don't see our automobile changing. Continue as-is with mixed residential and commercial.	3/4/2025 7:45 PM
33	Stores, restaurants, offices	3/4/2025 7:35 PM
34	I think there is nothing to be lost here; Great Road has too large a throughput and speed, not to mention low density, to pretend it can become a pedestrian-friendly zone. Reduce the intensity of car dealers, keep the scale of businesses small, and hope we can do better elsewhere.	3/4/2025 6:53 PM
35	Professional services, restaurants and light manufacturing are appropriate. Car dealers are not appropriate.	3/4/2025 6:09 PM
36	This survey is waaaay too long. Makes me think the town doesn't want people to weigh in.	3/4/2025 5:57 PM
37	General comment about this survey. The way most of the questions are worded lead to what I think will result in the vast majority of people agreeing to most of the questions.	3/4/2025 5:16 PM
38	This is a commercial district. Keep it that way. Restaurant Row.	3/4/2025 4:59 PM
39	retail, retail, retail and restaurants	3/4/2025 4:51 PM