

Town of Milton, Massachusetts
Milton Master Plan
Preserving Our Past, Planning Our Future

VOLUME I:
PRESENTING THE PLAN



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Milton Public Schools
;Celebrate Miton!
Cunningham Park

*...and the concerned residents, business owners, Town officials
and staff who devoted their time, energy and imagination to the
making of this plan.*

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Additionally, two separate documents were prepared as appendices to this document. They are occasionally referred to in this, Volume I of the Master Plan, and are:

VOLUME II: INVENTORY OF EXISTING CONDITIONS OF TOWN RESOURCES

VOLUME III: SUMMARY OF PUBLIC INPUT

*They may both be found on-line on the Town’s website:
http://www.townofmilton.org/Public_Documents/MiltonMA_BComm/MP/MP*

EXECUTIVE SUMMARY

This Master Plan is ultimately about protecting, preserving, and enhancing all that makes Milton a special place while simultaneously addressing concerns, changes in attitudes, needs, and conditions to make Milton an even better place to live, work, play and learn.

The Master Plan, prepared for the Town of Milton, is the result of a two-year process and the hard work and dedication of the Master Plan Committee, the Office of Planning and Community Development, the Planning Board, town Department Heads and Staff, the Consultant Team, AND hundreds of Milton residents who gave their time and shared their ideas about what and how to preserve what is best about Milton, and what should be improved or changed moving forward.

The Master Plan was undertaken in two Phases. Phase I¹ was completed in June 2013 and resulted in a preliminary vision and set of goals to help guide decisions regarding the future of Milton. One of the organizing features of Phase I was to identify those areas of Milton where the preservation of existing conditions is desired and those where change is preferred. Phase II built on this work, confirmed and refined the vision and goals, and focused further on identifying which features to preserve, which to change, and how to achieve this.

¹ Phase I was completed by Brown Walker Planners, Inc. See: <http://www.brownwalkerplanners.com/documents/milton/PhaseIReport.pdf>

PURPOSE OF THE MASTER PLAN

What will Milton be like in 5 years? 10 years? 20 years? If we do not plan for the future, will the town stay the same? What would change? What do we love about our town? How do we retain what we love? What could be different? How shall we go about making Milton an even better place to live, work, and play? What can we do to protect what we most appreciate about our town and prepare for future contingencies?

What is a Master Plan?

- A “basis for decision-making” about future development (the state strongly encourages communities to develop plans to guide their future MGL Ch. 41 Sec 81D)
- A process whereby participants work together to create a plan of action based on a town’s values & goals
- A set of priorities for addressing the full range of issues facing a town

Milton is one of those communities where people who live there feel lucky to do so. It is blessed with an ideal location with excellent access to the City of Boston and all its amenities—including employment opportunities as well as cultural offerings, while simultaneously preserving historic and natural features that make one feel as though they are in a suburb at some distance from a metropolitan area. Many residents described it as “bucolic.”

Milton has offered these distinct features in a uniquely advantageous location for many generations of residents. Moving forward there are a number of factors which will likely influence the town’s future development. That is, for those interested in

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preserving the town's "as is," doing nothing will **not** result in "no change."

Participants in this master planning process expressed a uniformly strongly position that they wished to preserve Milton's physical character, namely its historic and natural features; they also identified some desired improvements. In some cases these represent small adjustments, in other instances they are larger changes.

Some of the changes include accommodating and recognizing:

- A significant increasing elderly population (and their needs for housing, recreation, socializing, etc.)
- An increasingly diverse community (age, race, ethnicity, socio-economic)
- The need to be protective of the environment for future generations to enjoy
- Lifestyle changes, including a continuous increase in virtual connections, which can lead to less connection to place, and thus a reduction in participation in town affairs
- Shifts in housing preferences
- Changing concepts of suburbia and resident expectations of more "complete" living (as opposed to "bedroom suburbs")

Much like other lovely and livable communities where residents would like things to "stay the same," there is a tendency on the part of some residents to view change negatively, with skepticism, and to oppose it. However, it is important to recognize that change is inevitable. Rather than oppose it, it was part of the master planning process to identify what residents treasure about Milton

Steps in Master Plan Process:

- Validation and Refinement of Preliminary Vision and Goals (developed in Phase I)
- Inventory of Existing Conditions of town resources
- Identification of Key Issues, Challenges, Opportunities
- Develop Implementation Plan
 - Identify priorities
 - Identify lead actors and partners
 - List action steps

so that these features can be preserved, protected, and in some instances enhanced. The Plan tries to harness the positive energy expressed by the participants in this process to help guide the future evolution of the town for an even better Milton.

The Master Plan process, Phase I of which began in 2012 and led by Brown Walker Planners, Inc., developed a Vision and set of Goals based on public input, review of existing documents and a number of leadership interviews.

Phase II began by revisiting this preliminary vision and set of goals. The Master Plan Committee and Consultant Team conducted outreach to several hundred Milton residents, business owners, and town officials and staff, to confirm and refine the vision and goals which form the foundation of the Master Plan. Next an inventory of existing conditions and an assessment of town resources were conducted. An analysis of these resulted in identifying the key challenges and opportunities faced by the town.

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Finally, an implementation plan outlining strategies and action steps to achieve the Goals and Objectives was prepared. These are all included in this report (See Chapter 4 of this report, Implementation Plan).

Viability of the Master Plan: Coming to consensus about a desired future and then being proactive and assembling useful tools for the implementation of the identified action steps are critical for the viability of the master plan.

#	Phase II Master Plan Goals and Objectives
1	PRESERVE MILTON’S PHYSICAL CHARACTER <ul style="list-style-type: none"> • Preserve and enhance natural features • Preserve and enhance historic features • Preserve and enhance the individual character of each of Milton’s neighborhoods, including the natural and historic features of each
2	PROMOTE HEALTH & WELLNESS <ul style="list-style-type: none"> • Wellness through recreation and fitness • Community gathering and social capital
3	IMPROVE HOUSING & NEIGHBORHOODS <ul style="list-style-type: none"> • Maintain and enhance Milton’s existing housing stock • Increase and expand range of housing types • Preserve the character of Milton’s neighborhoods
4	PROMOTE ECONOMIC DEVELOPMENT <ul style="list-style-type: none"> • Consider economic development town-wide opportunities • Revitalize commercial districts <ul style="list-style-type: none"> ○ Improve Milton Village and Central Avenue ○ Improve East Milton Square ○ Improve Northern Granite Avenue
5	IMPROVE TRANSPORTATION & CIRCULATION <ul style="list-style-type: none"> • Improve and maintain transportation facilities for all modes • Improve access, mobility, & safety for pedestrians, bicyclists and transit
6	PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES & INFRASTRUCTURE <ul style="list-style-type: none"> • Maintain and improve town facilities • Continue to provide state-of-the-art municipal services • Provide support to specific demographic groups in town
7	STRENGTHEN OUR CAPACITY TO PLAN <ul style="list-style-type: none"> • Encourage participation in town governance & improve communication between town government & residents • Develop effective collaborations with area institutions • Increase capacity to be proactive and plan for the long term • Make decisions that ensure environmental sustainability

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UNDERLYING THEMES

The following themes emerged as important in all discussions.

Increase and improve connections

- *Providing safer, more pleasant walking and biking connections*
- *Increasing access to information regarding existing resources*
- *Increasing opportunities for community gathering to strengthen community connections (community/teen center)*

Promote a multi-generational Milton

- *Providing wholesome activities for youth (including recreation, safe ways to get around town)*
- *Taking care of seniors and support their healthy aging “in place”*

Preserve Milton’s character while guiding desirable change

(ensuring that the town’s physical character is respected while, at the same time...)

- *Providing a wider range of housing types*
- *Creating vibrant commercial districts for increasing the tax base, more places for retail and dining*
- *Preserving open space*

MILTON VOICES

Over 500 residents, business owners, and Town staff participated in shaping this Master Plan.

Vision Statement for the future of Milton

Milton is one community strengthened by diversity and knit together by shared values. We are committed to preserving our natural and historic resources and our heritage of residential and pastoral



Participants at Master Plan Public Workshop, March 1, 2014

character while celebrating our differences in people, neighborhoods, and ideas to foster balance, resilience and vitality.

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INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

The Consultant Team conducted an inventory of existing conditions. Information was collected for the following town resources:

Historic and Cultural Resources

Natural Resources, Open Space and Recreation

Land Use and Zoning

Housing and Neighborhoods

Economic Development

Transportation and Circulation

Public Facilities and Services

A summary of these findings are presented in Chapter 3 of this report. A complete inventory can be found in Volume II of the Master Plan.

IMPLEMENTATION PLAN

The Implementation Plan is the core of the Master Plan. It is organized around the Goals and Objectives that were developed based on the public process and the assessment of existing conditions. The Implementation Plan identifies strategies and action steps needed to achieve the Goals and Objectives. It is the HOW to get from where the town is NOW (inventory of existing conditions) to where it WANTS to go in the FUTURE (Vision and Goals).

The Implementation Plan includes suggestions for who should lead the action. Potential partners are also identified. Existing resources are listed and actions are prioritized.

The Plan has 20 Key Recommendations (listed on the following pages). These are considered most important for fulfilling the Vision and Goals.



Participants at Master Plan Public Forum

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IMPLEMENTATION CAPACITY

Implementation will require:

- additional staff, committees, and boards
- more diverse volunteers
- additional funding sources
- significant additions/changes to existing zoning bylaw

The Consultants, working together with the Master Plan Committee, developed a series of objectives for each goal to help articulate what needs to be accomplished. For each objective, a number of strategies are recommended as a means of achieving the objective. There is a relatively significant need for the town to increase its capacity to implement these.

Some ways in which its capacity can be increased include hiring additional staff; establishing additional committees, boards and commissions; recruiting additional volunteers; acquiring new tools by adopting new regulations and/or adjusting existing bylaws; and obtaining additional funding.

ADDITIONAL STAFF, COMMITTEES, VOLUNTEERS

The Plan recommends hiring a few more key staff members (identified in the Implementation Section), establishing several additional committees to oversee the implementation of specific action items, as well as recruiting more and more diverse volunteers. This will not only result in “sharing the workload,” but also in helping to increase awareness of town issues among a broader population, ultimately resulting in a more engaged citizenry.

A number of **NEW TOOLS** are recommended in order to help achieve the goals and objectives of the Master Plan. They are described in the Implementation Plan and include:

- Mixed Use Overlay District
- Inclusionary Housing Zoning Provision
- Institutional Overlay District
- Health Care Overlay District

In addition to the Top 20 Key Recommendations, the Implementation Plan also identifies “**RIPE APPLES**,” or a list of those actions commonly referred to as “low hanging fruit,” low cost but high impact. It is recommended that implementation begin with these in order to keep momentum and to demonstrate progress and generate trust in the plan and the process.

FUNDING

Many of the recommendations of the Master Plan will require funding, mostly capital, and some operational. In addition to State and other grants, it is recommended that the town increase its commercial development in order to add to the tax base. This will help to pay for some of the improvements residents seem to look forward to.

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IMPORTANT HIGHLIGHTS OF THE PLAN CONCEPT

KEY HIGHLIGHTS

- Create mixed use districts
- Increase range of housing types
- Promote walking and biking
- Develop Civic Core
- Form partnerships
- Preserve Town’s physical character

CREATE MIXED USE

DISTRICTS. Both in order to create more of a place for Milton residents to enjoy as well as to add to the tax base, it is recommended that the existing commercial districts be made more vibrant by making streetscape improvements, encouraging additional retail and restaurants, and locating housing above shops. This will

reduce the need for Milton residents to shop and dine in other towns, provide more opportunities to connect with neighbors in town, and offer more housing options.

INCREASE RANGE OF HOUSING. There is a need for more variety in housing types, including smaller, more affordable housing for Milton seniors wishing to downsize, young people who wish to live in Milton but cannot afford to do so, as well as others. Additionally, there is a trend towards smaller units located in walkable neighborhoods, where walking is safe and pleasant. In order to meet this housing demand, the Plan proposes a number of policy changes to encourage the creation of a wider range of housing types. Additionally, the Plan addresses the preservation of large historic estates by recommending their conversion to multi-family housing units.

PROMOTE WALKING AND BIKING. There is a significant increase in the awareness of the connection between planning and health

and wellness. Milton residents placed a high priority on making improvements to the ability to walk and bike in a safe and pleasant manner. They are interested in doing so recreationally, but also as an alternative to auto travel. Many of the recommendations revolve around ways of implementing these.

DEVELOP CIVIC CORE. The existing area in town where the Town Hall, Library, Police Department, Senior Center, Fire Station and Town gazebo are located, is currently underutilized. There is much potential for this area to fulfill a number of master planning goals including providing opportunities for the community to gather, to run into friends and meet new people, and opportunities for recreation for all ages. Several recommendations are aimed at creating this “Civic Center.”

Preserving Milton’s physical character involves developing Design Guidelines as well as establishing a Design Review process and Board to oversee the process.

FORM PARTNERSHIPS. A significant portion of land is owned and managed by non-profit institutions. It is recommended that the relationships between Milton and the medical and educational institutions that are located in town, as well as with the State (DCR) be made stronger in order to explore more opportunities for mutually beneficial collaboration. Additionally, as many of the institutions are non-profit, it is recommended that alternatives to tax contributions be explored.

PRESERVE TOWN’S PHYSICAL CHARACTER. Many of the recommendations are cognizant of the strong desire on the part of

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Milton residents to preserve the natural and historic features that contribute to the town's physical character.

TOP 20 KEY RECOMMENDATIONS

The following represents a list of the top twenty (20) recommendations regarded as key for achieving the goals and objectives laid out by the master plan. These stand out as the highest priority among all the proposed actions. Many of these recommendations fulfill more than one of the seven master plan goals. The order in which they are listed is of no particular significance. The full Implementation Plan can be found in the Implementation Chapter of this report

- **CREATE A VISION FOR EACH COMMERCIAL DISTRICT**, involving residents and business-owners and encourage mixed uses and more activity (vibrant business districts) by passing a **Mixed Use Overlay District** provision that encourages housing over retail, additional retail and dining opportunities, pocket parks, and streetscape improvements as well as increases the size of the area in which commercial activity is allowed. Also develop a **Parking and Traffic Management Plan** for each district. Establish a **Redevelopment Authority** or an Economic Development Commission charged with overseeing these developments. Consider forming a Business Improvement District (BID) for each of the commercial districts.
- **ADDRESS NON-CONFORMING USES AND DIMENSIONS** by declaring them “pre-zoning” or “grandfathered properties” and allowing them by right to expand to prescribed limits.
- **PROVIDE SMALL-SCALE COMMERCIAL USES IN THE NEIGHBORHOODS** by grandfathering existing non-conforming commercial uses and encouraging the creation of additional ones in desired locations.
- **ADDRESS PARKING ISSUES**, especially in commercial districts. Develop a Parking Plan. Consider **metered or paid parking**.
- **PASS INCLUSIONARY ZONING** provision to help create a range of housing types for different stages in the lifecycle, including housing that is affordable to younger families and seniors on a fixed income, wishing to downsize. Inclusionary zoning requires or encourages developers to include affordable dwelling units within new developments of market rate homes. The affordable units are typically located on site, but some municipalities also allow off-site development under certain circumstances. Often, payments may be made to a trust fund in lieu of building housing. Housing designated as “affordable” must be restricted by deed or covenant, usually for a period of 30 or more years, to residents with low or moderate incomes.
- **PRESERVE MILTON'S HISTORIC CHARACTERISTICS** by facilitating preservation of historic buildings and landscapes through a strengthened **Demolition Delay Bylaw**; the establishment of **Local Historic Districts**; the amendment of the zoning bylaw to better protect the remaining historic estates.

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The Eustis property, located on Upper Canton Avenue, is one of Milton's intact historic estates.

- **ENSURE THAT NEW DEVELOPMENT IS IN KEEPING WITH THE TOWN'S PHYSICAL CHARACTER** by creating **Design Guidelines** for commercial areas and establishing a **Design Review Board**.
- **ADOPT A GREAT ESTATES BYLAW** that would encourage preservation of large historic homes and their lovely landscapes as they are valued for their contribution to the town's character and self-image.
- **DEVELOP A CONSERVATION STRATEGY** for preserving open space that includes **updating the Open Space & Recreation Plan** (2006-2011) and identifying priority parcels as well adapting the

tools to facilitate their preservation. Also develop a sustainability-based "**Boulevard Preservation Plan**" that includes a re-planting plan.

- **DEVELOP A GATEWAY SIGN PROGRAM** to define entry into town in a way that is aesthetically pleasing and compatible with Milton's character.
- **LAUNCH A HEALTHY MILTON INITIATIVE**, focusing on health and wellness including promoting walking, biking, healthy and local food, healthy life style choices, and community gathering. Also, promote recreation for all ages.
- **MAKE BIKING AND WALKING SAFER AND MORE PLEASANT** throughout Town by maintaining roadways for all users, completing and implementing the **Bicycle Master Plan**, and completing repairs and **extending sidewalks** to connect to significant destinations. Additional funding will have to be obtained for pavement and sidewalk management.
- **INCREASE ACCESS TO THE NEPONSET RIVER** and enhance the sense of "being on the water." Encourage more kayaking and canoeing.
- **PROVIDE MORE WHOLESOME ACTIVITIES FOR TEENAGERS** by creating more places for them to go including the possibility of sharing an expanded Senior Center and increased use of Cunningham Park and other existing facilities.
- **PROVIDE SUPPORT TO A SIGNIFICANTLY INCREASING SENIOR POPULATION** wishing to "age in place," by increasing

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the amount of programming as well as providing more opportunities for socializing, wellness, fitness, and intergenerational activities (involving coordination between the Council on Aging and the Parks and Recreation Department, Health Department, and Library and School Department).

- **CREATE A CIVIC CENTER** by better connecting the existing municipal uses (including the Town Hall, Senior Center, Fire Station, Library, and Police Station) and adding additional uses and activities. Construct a “**Center Playground**” (as part of the Civic Center concept) on the park between Town Hall and the Senior Center and include unique features such as natural and educational elements, a water feature, and fitness playground equipment for adults and seniors.



The Town Green and Gazebo stand at the heart of the Civic Center.

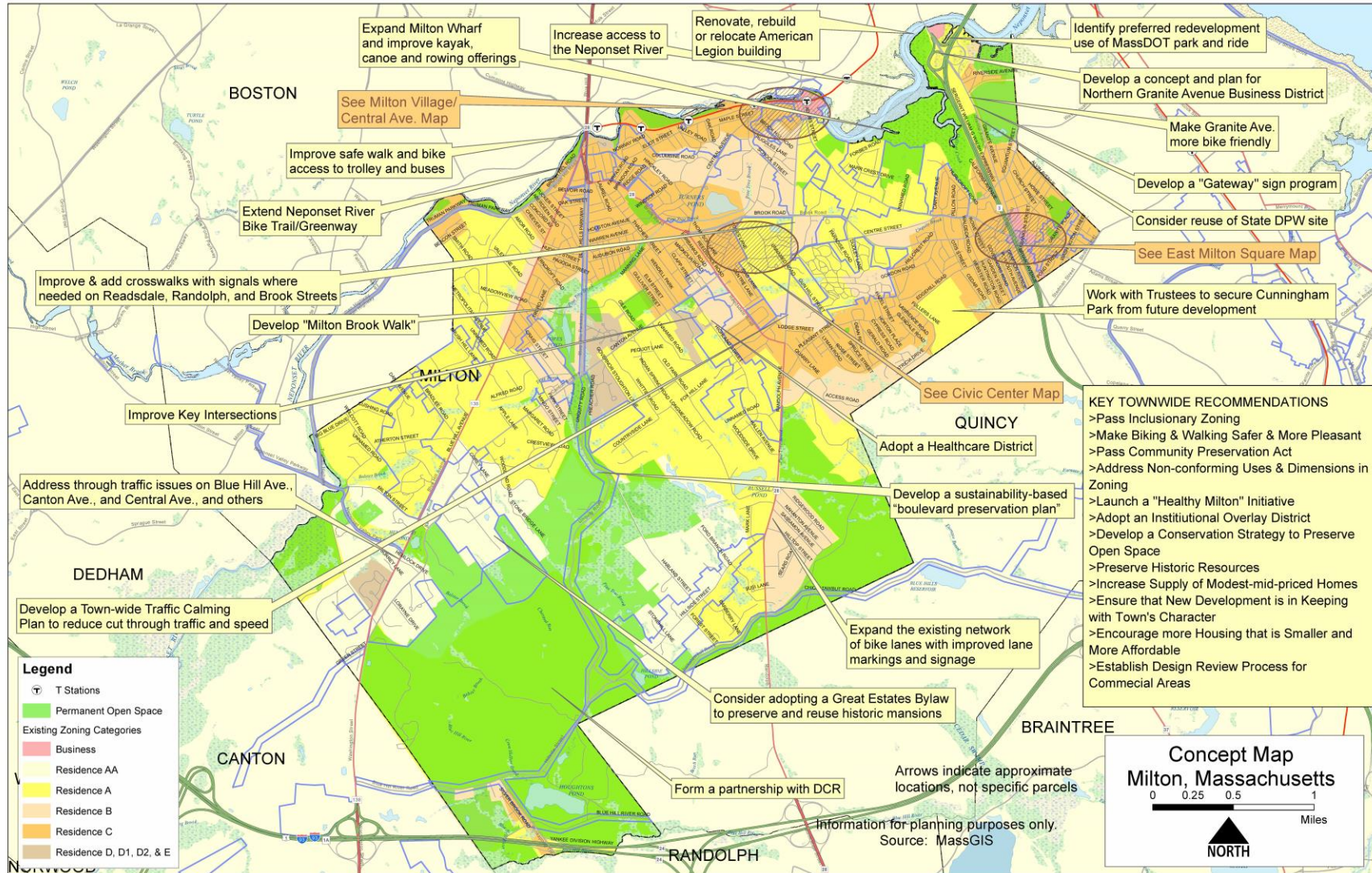
- **EXPLORE FUNDING OPTIONS.** Consider various state and federal grant programs including **Community Transformation Grants, Massworks Grants, MassDOT funding, and passing the Community Preservation Act.** This would help fund desired improvements and programs in open space, affordable housing and historic preservation.
- **ADOPT AN INSTITUTIONAL AND/OR HEALTHCARE OVERLAY DISTRICT** to encourage desirable uses, including commercial spin-offs related with the medical and educational properties and to provide the town with more **Site Plan Review** control. Improve and formalize the town’s relationship for mutually beneficial benefits (explore PILOT programs and other ways that the **medical and educational institutions** in Milton can further contribute to the town).
- Form a **PARTNERSHIP WITH DCR** for a more mutually beneficial coordination of future planning.
- **MAINTAIN MUNICIPAL BUILDINGS** by continuing to invest in preventive maintenance of all facilities; by taking next steps to renovate/build new **Fire Stations** and **Department of Public Works (DPW) facilities**; and by setting aside funds to continue to maintain the recently renovated **school buildings**.

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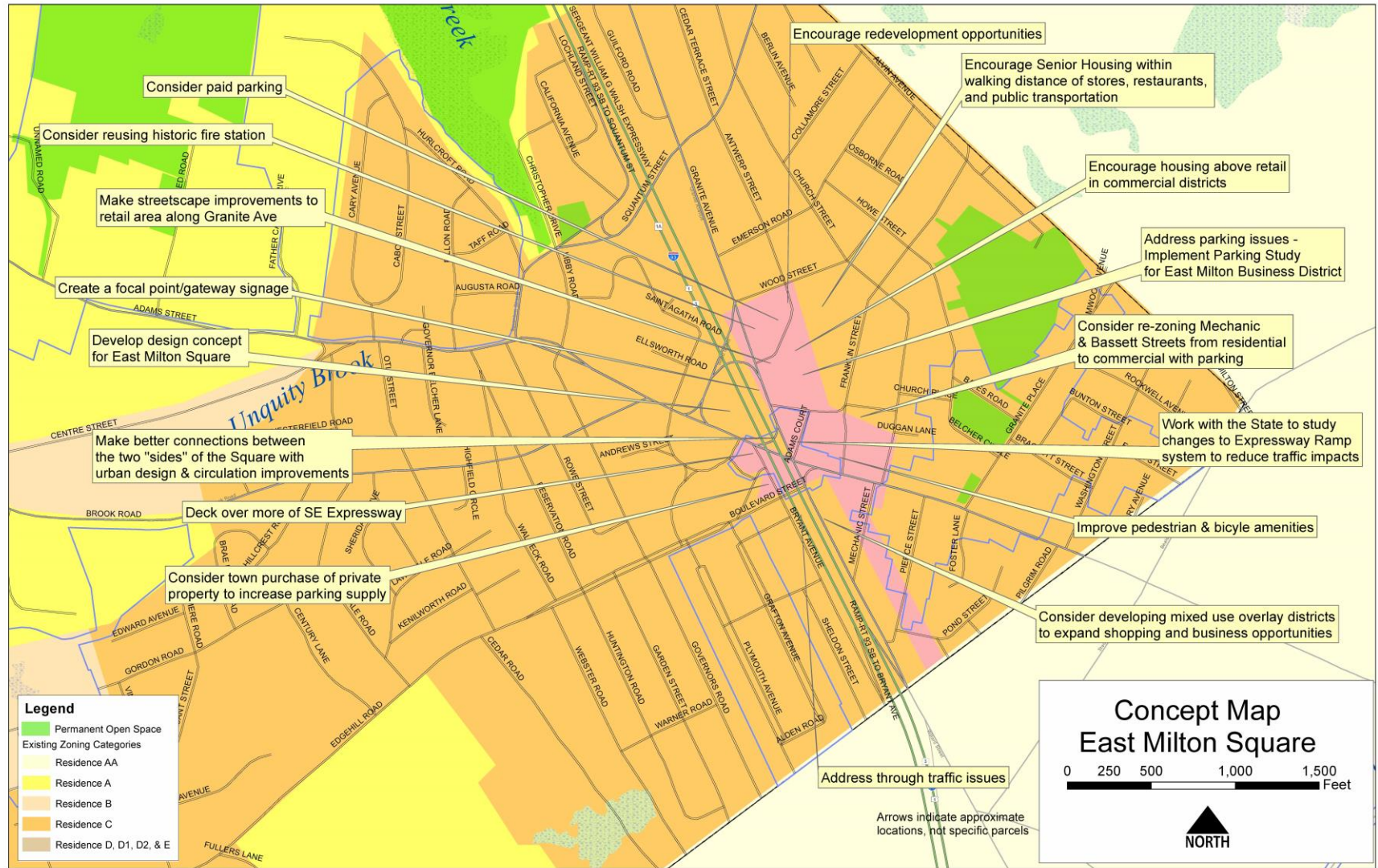
PLAN CONCEPT MAPS

The maps on the following pages illustrate the key recommendations of the Master Plan. Land uses are based on existing development patterns and zoning, but key aspects of the existing land use controls have been modified to respond to the goals and objectives articulated in the Master Plan.

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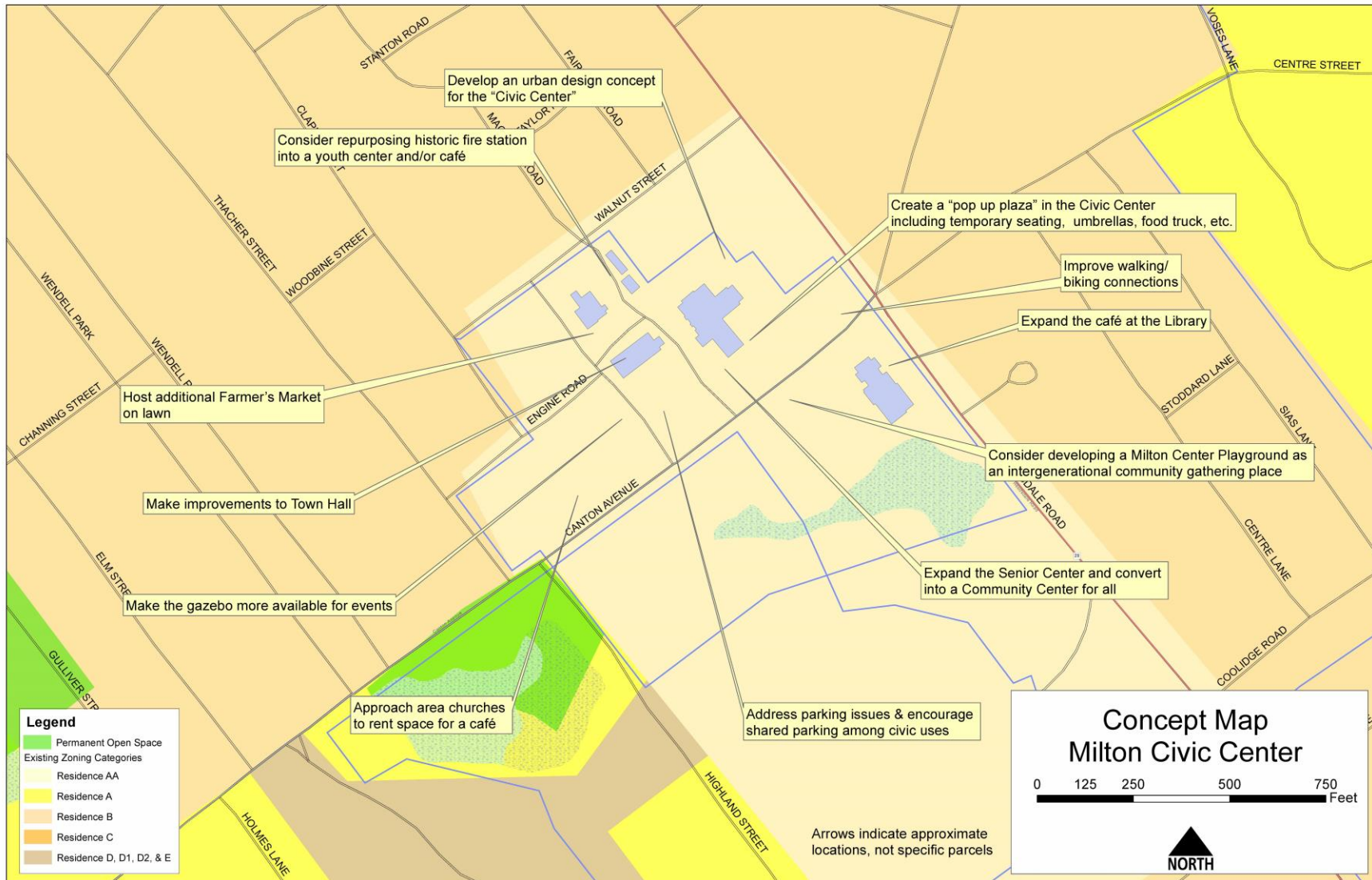


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Notes: Mixed-use buffers are to be located between commercial-only and residential-only districts. Note: Redevelopment of the existing fire station is dependent on pending decisions about location(s) and possible consolidation of all fire stations within the town.

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Note: Redevelopment of the existing fire station is dependent on pending decisions about location(s) and possible consolidation of all fire stations within the town.

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INTRODUCTION



Drawing by: Cailin O'Carroll, Milton High School student

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INTRODUCTION

Volume I is a summary of the Master Plan, its foundations and recommendations. The Plan was developed based on the input of hundreds of residents, business owners, Town officials, and Committee members who participated in the process. The Plan was developed in two phases. During Phase I of the planning process, a number of forums were held to solicit the public's input. Phase II provided additional opportunities for input: a number of meetings were held and widely publicized. Additionally, people were invited to submit their written comments on comment boards located in various high profile locations throughout the town, throughout the summer. **Social Media** was also used to encourage discussions (<http://02186.mytownmatters.com> blog). Over five hundred (500) people participated in the process.

Components of the Master Plan Process:

- Validation and refinement of preliminary vision and goals (developed in Phase I)
- Inventory of existing conditions of Town resources
- Identification of key issues, challenges, opportunities
- Develop implementation plan
 - Identify priorities
 - Identify lead actors and partners
 - List action steps

See Master Plan process diagram on next page

Milton's Master Plan

may also be viewed in its entirety on the Town of Milton's website:

http://www.townofmilton.org/Public_Documents/MiltonMA_BCOMM/MP/MP

Volume I: Presents the Plan, its foundations, and recommendations.

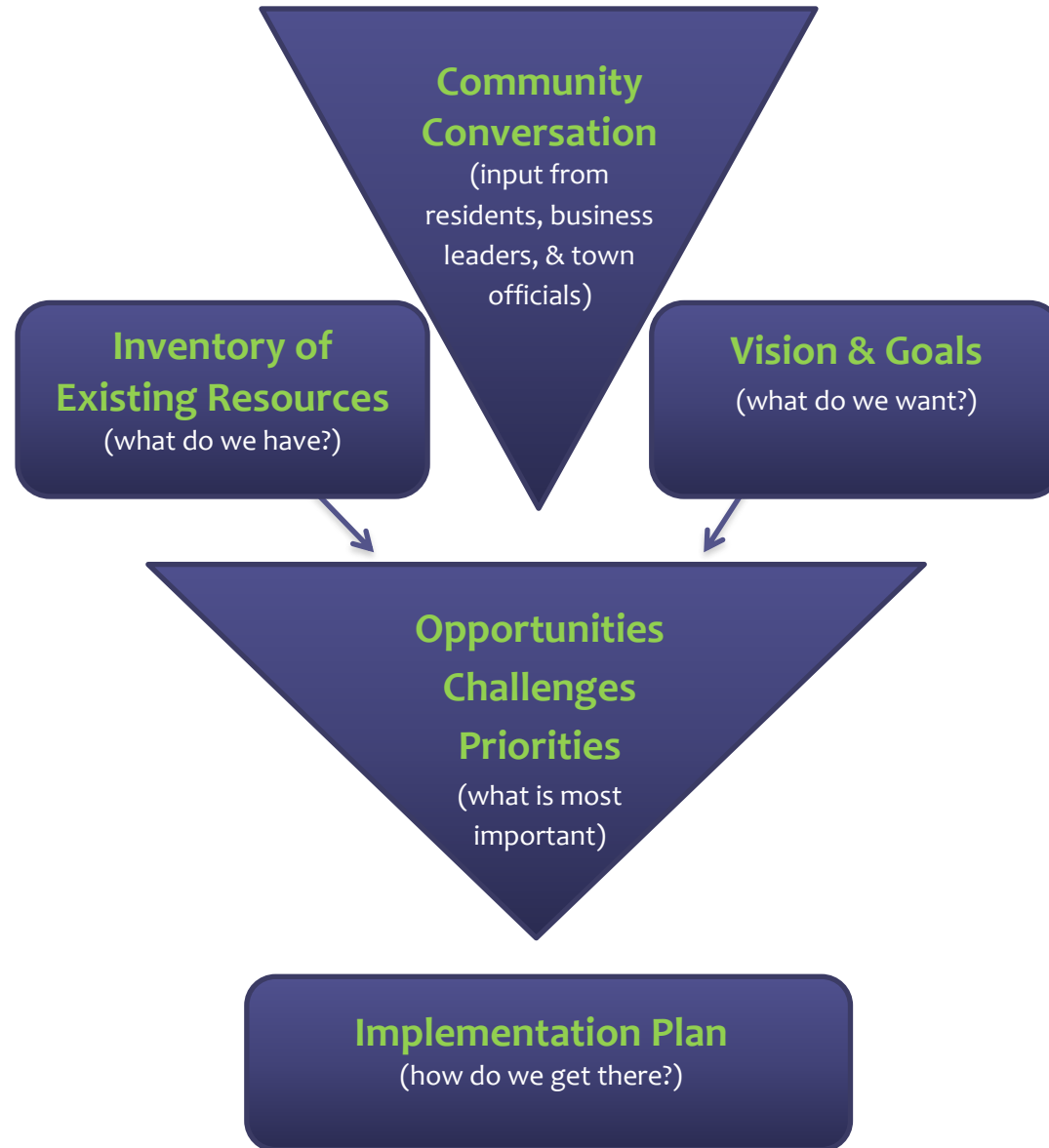
Volume II: Represents an inventory and assessment of existing conditions

Volume III: Includes a summary of public input as well as the materials used at the public forums to both educate and inspire participants.

WHY MASTER PLAN?

When embarking on such a significant planning effort, it is often asked: "Given all the uncertainties in economic forecasts, demographic projections, assumptions regarding human behavior, and other factors affecting town planning – Why bother?" The following points briefly respond to this reasonable query.

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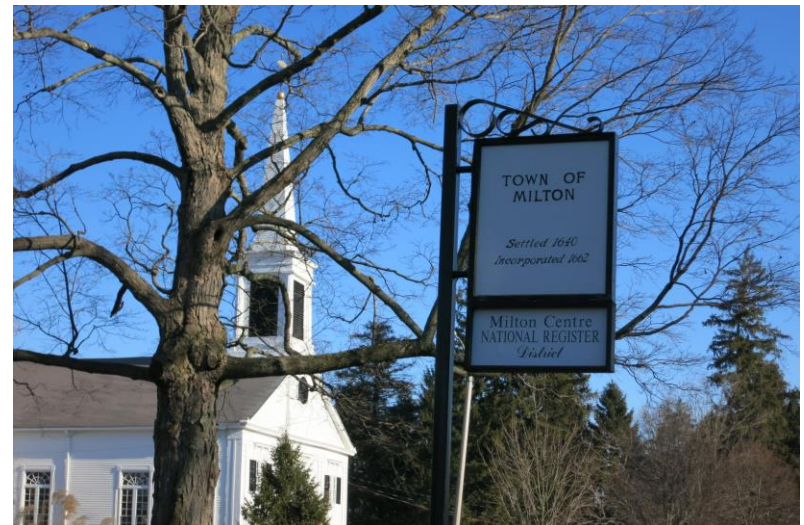
- It is a “once –in-a-generation” opportunity to take stock. The purpose of a master plan is to affirm the town's commitment to a set of core values to be used as a lens through which to view information and make future decisions. Articulating a clear vision and set of goals and then outlining the steps to achieve them help to frame subsequent discussions regarding how to prioritize and make decisions moving forward.

What is a Master Plan?

- A “basis for decision making” about future development (the state strongly encourages communities to do develop plans to guide their future MGL Ch. 41 Sec 81D)
- A process whereby participants work together to create a plan of action based on a town’s values & goals
- A set of priorities for addressing the full range of issues facing a town

- Demographic changes, new economic trends, technological, and other changes including climate change also make it important to update the town's resource allocation. Since the last master plan in 1974, the composition of the town has changed in ways that are consistent with national and regional trends. Although 78% of Milton’s residents are white, nearly 15% of the population in Milton is African American, and a growing number are Asian and Hispanic. The population is also aging in Milton. The Plan makes an effort to respond to these changing demographics.

- Having a master plan allows Milton to be proactive, to be well positioned when opportunities arise, and also puts the town in a better position to obtain grant funding. Rather than react to proposals and unexpected changes, a master plan gives the Town a way to guide decision-making regarding the future so that these decisions can be made in a more systematic and deliberate manner. This is also helpful in applying for grants because it demonstrates a proactive approach; having a Plan provides a stronger context.



Milton Centre's National Register Historic District is part of what makes the Town a desirable place to live.

- Finally, as Milton is a very desirable place to live, development pressures can threaten the very qualities that draw people to

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the Town. A master plan will identify these qualities and recommend tools and other mechanisms to preserve and enhance the features that make Milton special. Often people feel that if they don't want anything much to change, then there's nothing much to do. However, doing nothing does not result in "no change." All too often towns lament as a valued historic building or open field or stone wall seems to suddenly disappear as development pressures take form. Communities must actively endeavor to preserve what they cherish and to ensure that their regulations support their image of a desired future. To this end, a community must ensure that its leaders understand what its residents agree is desirable. In order to develop this shared vision, as many points of view as possible must be involved in crafting this vision and goals for the community's future. It is in this way that a master plan can truly reflect the community and be credible.

OVERVIEW OF PREVIOUS PLANNING EFFORTS

Milton's first Master Plan was prepared in 1958. Close to two decades later, in 1974, the town completed a Comprehensive Planning and Management Program, which was subsequently updated in 1977. In 2004, almost three decades later, the town completed a Community Development Plan that focused on four of the master plan elements (natural resources and open space, housing, economic development, and transportation). It wasn't until 2012, when it initiated Phase I of this Master Plan, that the town undertook an effort to study all aspects of a Master Plan. Over the years there have a number of studies that focused on specific topics relevant to a Master Plan, such as housing, historic

Interesting **historical trends** with some relevance today:

- People of wealth, including merchants, lawyers and doctors, have made Milton their home since the early 19th century. Milton became a commuter suburb in the 1840s.
- Preservation of public open space in Milton dates to the 1890s when the Forbes family gave Hutchinson Field to America's first land trust, The Trustees of Reservations.
- The division of large estates into subdivided middle class neighborhoods is a near 100-year trend in Milton. In the early 20th century estates in the northwestern section of town were laid out as housing developments with designated streetscapes.
- Milton passed its first comprehensive zoning bylaw in 1938.

preservation, and a Town-wide survey of residents soliciting their input on many master planning issues.

The following is a brief summary of some of the previous planning efforts, those most relevant to the current process in that they look at the Town as a whole and touch upon a number of master plan elements. These are the 1958 Master Plan, the 1974 Master Plan, the 2004 Community Development Plan, and Phase I of this current Master Plan for the Town. These are briefly summarized in the pages that follow.

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TOWN OF MILTON MASTER PLAN, 1958

The Town's first Master Plan, completed in 1958, reinforced the concept of Milton as a residential community and noted that: *"It is recognized that increased cost in the operation of the town, together with the improvement of the highway and transit connections to the center of Boston, may bring about pressure for the expansion of areas available for commercial or industrial development. The argument that such changes would result in a net increase in municipal revenues is not borne out by studies of the ration of potential tax income to the increased costs that would probably be required of the community."*¹

As a result of this conclusion, Milton continued developing as a residential community, with suburban tendencies, and without much attention to its commercial districts (both in terms of ignoring their potential to contribute to the tax base, but also in terms of their potential to contribute to Milton's quality of life).

"For 91 years, the original vision of Milton as an overwhelmingly residential community has been maintained."²

¹ <http://miltonview.blogspot.com/2014/04/miltons-master-plan-and-planning-board.html>, commentary by Philip Mathews.

² John Cronin, former Town Administrator and member of the Master Plan Committee <http://miltonview.blogspot.com/2014/04/miltons-master-plan-and-planning-board.html>, commentary by Philip Mathews.

TOWN OF MILTON MASTER PLAN, 1974

In 1974, the Town updated its master plan. Of primary concern was the protection of open space in the more densely developed areas of Milton, as means of preserving town character.

2004 COMMUNITY DEVELOPMENT PLAN

The Town of Milton Community Development Plan was prepared by the Metropolitan Area Planning Council and Central Transportation Planning Staff (June 2004). The plan focused on four topic areas: natural resources and open space, housing, economic development, and transportation.

Unlike previous plans, the 2004 Plan considered additional economic development both as a way of increasing the tax base and as a way of adding more vibrancy to the Town.

The following are some of the Plan's key recommendations.³

- Use zoning and other regulations to protect open space
- Consider Institutional Zoning on educational institutions to allow the town input into the placement of structures to maintain critical open areas

³ Metropolitan Area Planning Council & Central Transportation Planning Staff, *The Town of Milton Community Development Plan*, June 2004. http://www.townofmilton.org/Public_Documents/MiltonMA_BComm/PB/Milton%20Final%20Plan2.pdf

INTRODUCTION

- Amend the zoning to enable redevelopment of the Milton Village and Central Avenue commercial areas for mixed uses
- Establish new commercial zoning districts to expand the non-residential tax base
- Revise zoning to meet housing goals
- Explore opportunities to produce housing in keeping with community character
- Explore regional strategies to create additional housing
- Implement pedestrian and bicycle improvements to improve access to transit
- Adopt the Community Preservation Act (CPA), to provide funding for natural resource protection, as well as implementation of some of the low and moderate income housing recommendations

PHASE I, MILTON MASTER PLAN, 2013

Phase I of this master plan (completed by Brown Walker Planners Inc.) resulted in a preliminary vision and set of goals. These were based on public input and a number of leadership interviews with Town staff. Phase I offered the following conclusions for the development of the Master Plan:⁴

⁴ From Phase I, Town Of Milton Master Plan, Community Vision & Goals, <http://www.brownwalkerplanners.com/documents/milton/PhaseIReport.pdf>

“The Town of Milton will build its future as a livable community on careful stewardship of its historic past, natural features, and creative redevelopment of key parcels to provide economic and housing opportunities in keeping with the residential character of the community.”

To fulfill this vision⁵, the report recommends that the **Master Plan focus on strategies that:**

- Preserve and promote the **history** of Milton to attract visitors to the area

**Phase I Leadership Interviews: Key Issues
(Brown Walker Planners, Inc.)**

The three issues most cited in the Phase I leadership interviews were the need:

- For **commercial development** to increase tax revenue and create viable business centers
- To address affordable housing and eliminate the **threats of 40B housing** that doesn't meet town needs or standards
- To provide **alternative transportation options** for moving within and outside of Milton, including a well-connected system of paths, sidewalks and trails, and better access to the trolley and buses.

⁵ For the full text of the vision, please see Appendix A.

INTRODUCTION

- Modify the **transportation system** so that it combines automobile use with transit, bicycles, and pedestrians, improving the quality of life for residents and visitors
- Preserve the existing stock of housing and stimulate the production of a **variety of housing types** through innovative zoning techniques that provide incentives for housing production
- Redevelop Milton Village in a way that **balances residential and economic development** and capitalizes on waterfront resources
- Strengthen the ability of the town to undertake **economic development**
- Encourage economic development on vacant and under-utilized sites as well as smaller scale opportunities for neighborhood-friendly businesses
- Create a partnership with the DCR to **better incorporate the Blue Hills Reservation, the Neponset River** estuarine properties, and the Lower Neponset River Path into the community

“For Milton to evolve in alignment with our vision residents, businesses, and civic and social leaders must work together in planning, reviewing, and managing processes that are open, inclusive, respectful, and proactive. We must encourage a high level of participation in community governance and management and provide the necessary town staff to support our efforts.”

PHASE I WEB SURVEY, 2013

As part of the Phase I visioning process, a web survey was

conducted soliciting Milton residents’ opinions. Although the survey had a relatively low response rate, the responses are nevertheless interesting to note, as they represent the thoughts of some residents. Some key responses include:

- 78% of survey respondents do NOT believe that Milton’s boards and committees are representative of Milton’s citizenry
- 56% cited Milton’s residential neighborhoods as their favorite aspect of Milton, while only 6% included the town’s commercial areas in their list of favorite features
- Additionally, the largest percentage of respondents (67%) felt the commercial areas need the most improvement (as compared to, for example, 17% who felt the residential areas need improvement and the 11% who felt that transportation improvements are needed)
- 64% are dissatisfied with retail options in Milton’s commercial districts
- 88% reported supporting mixed use, “such as upper-floor residential in the commercial districts”

MILTON PLANNING BOARD TOWN-WIDE SURVEY, 2009⁶

An additional source of public opinion used as input into the planning process was an 87-question on-line survey conducted by

⁶ See:

http://www.townofmilton.org/Public_Documents/MiltonMA_BComm/PB/ENAL%20SurveySummary_05022009.pdf

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the Planning Board in 2009. The authors assume that in the approximately 5 years that have transpired, the attitudes of these respondents have remained relatively the same. The following is a selection of some of the opinions expressed:

- Most respondents answering the question were very satisfied with Milton as a place to live and raise a family
- Most respondents were somewhat satisfied with Milton as a place to do business
- Most respondents were satisfied with the town's historic character, passive recreational facilities, and small town New England feel
- Most respondents were very satisfied with the public schools, law enforcement, fire protection, the senior center, the library, and Parks and Recreation; also with street lighting, yard waste, and trash pickup
- Most respondents were somewhat satisfied with road maintenance
- Most respondents expressed more satisfaction with the residential neighborhoods and less with the business districts
- Most respondents supported zoning that would further restrict development of open space, including conservation and recreation lands
- Most respondents were in favor of bed and breakfasts and condominium units under certain conditions
- Most respondents believed that new two-family dwellings should be allowed in some or all of the residential zones with strict limits for where and when two-family dwellings could be built
- Most respondents felt that economic development was important for adding to the tax base and would be comfortable with a percentage increase of 5%- 10% from the current commercial tax base
- Most respondents supported neighborhood-oriented businesses (and for grandfathering legal, existing non-conforming businesses in the neighborhoods)
- Most respondents felt that the town should consider rezoning Milton Hospital as a new healthcare district and to explore new zoning to allow taxable development associated with tax-exempt institutions via a special permit process imposing controls over new development
- Most respondents did not feel that the existing business districts “adequately serve the town”
- Most respondents felt that Milton's current zoning has “impeded development with adverse consequences and has created an obstacle to the town in raising sufficient funds for its needs”
- Most respondents felt that “the need to shop for certain items in other communities adversely affects Milton's residents”
- Most respondents were in favor of a Design Review Board to review development proposals
- Most respondents reported using bicycles more for fitness than as an alternative mode of transportation; they reported that the lack of bike lanes was the primary obstacle for not riding their

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bicycle more often

ADDITIONAL PLANS INCLUDE THE FOLLOWING:

- Housing Production Plan, Karen Sunnarborg and William Clark, 2014
- Blue Hills Community Health Alliance, CHNA 20, Community Health Assessment, 2011
- East Milton Square Parking and Access Study, Howard, Stein, Hudson, 2011
<http://www.eastmiltonsquarestudy.com/documents.html>
- Milton Planning Board 2009 Town-Wide Survey
http://www.townofmilton.org/Public_Documents/MiltonMA_BC_omm/PB/Survey_FINAL.pdf
- Milton Smart Village Plan, Central Avenue & Milton Village Area, July 2006
- Milton Fair Housing Committee, Affordable Housing Plan, Karen Sunnarborg and MAPC, 2006
http://www.townofmilton.org/Public_Documents/MiltonMA_B_Board/MiltonHousingPlan_FNL.pdf
- Open Space & Recreation Plan, 2006-2011
- ULI Boston Tap Report 2005
http://www.townofmilton.org/Public_Documents/MiltonMA_BC_omm/PB/ULI%20Boston%20TAP%20Report.pdf
- Milton Historical Commission, *Town of Milton Historic Preservation Plan*, March 1988
- Massachusetts Historical Commission, *Reconnaissance Survey Town Report for Milton*, 1981.
- Milton Master Plan Summary 1977, Office of Planning and Community Development
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- One Plan, One Community: Randolph Avenue, The Town Farm, The DPW Yard & Beyond, Office of Planning and Community Development

PURPOSE AND PROCESS OF THIS MASTER PLAN

Phase I of the Master Plan kicked off the process by bringing the community together to begin to identify shared values and common concerns. One of the organizing features of *Phase I* was to identify those areas where the preservation of existing conditions is desired and those where change is preferred. *Phase II* built on these efforts and continued and expanded the community conversation. The planning process included more in-depth discussions on topics of interest, and identified strategies to address these (included in the implementation plan). *Phase II* focused on further identifying which features to preserve, which to change, WHERE and HOW.

As previously mentioned, the planning process included three components:

- A refinement of the **Vision** and set of **Goals** developed during *Phase I* (what Milton “WANTS” for the future)
- an **Inventory of Existing Resources** (what Milton “HAS”)
- an **Implementation Plan** outlining action steps and strategies which guide the town in ways of achieving the vision and goals (“HOW” we get from what we have to what we want).

All three components tried to build on and incorporate the previous planning efforts identified above.

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UPDATING THE PLANNING PROCESS

Noteworthy is the fact that many of the recommendations found in this Master Plan were also present in the 2004 Community Development Plan. Some of the strategies included in that plan have been implemented, others underway, and yet others, not. Why do we consider it important to re-introduce some of these strategies? Because sometimes factors such as the economy, regional trends, level of political will, and changes in attitudes are enough to make the conditions “ripe” for implementation.

These changes include:

- The **elderly population has increased significantly**. Many wish to “age in place,” but would like to downsize into smaller, more affordable housing, often preferring walkable neighborhoods. An AARP survey reported that more than 80 percent of Americans age 45 and up want to remain in their current home as long as possible, even if they need help caring for themselves. If they’re not going to remain in their current home, boomers would prefer to live in attached and small-lot homes.⁷ Additionally, a growing number of seniors in the region have expressed a preference for multi-unit housing in walkable neighborhoods.
- An increased interest in **non-automotive modes of transportation** accompanied by an awareness regarding the need for fitness as a part of everyday life and a concern about

the environment, and thus an expectation regarding the provision of pedestrian and bicycle infrastructure and amenities.

- A continued need for **face-to-face interaction** and opportunities for running into friends and neighbors. In other words, community. The more we connect to one another virtually, the more we seem to recognize that our need for face to face interaction and connection to place does not decrease.
- Related to the continued need for face-to-face interaction is the need to create **opportunities to develop social capital**. As all of our lives have become busier, it is easier than in previous generations to become disengaged from one's community. It has been demonstrated that the more residents feel connected to their community, the more likely they are to involve themselves in community affairs (social capital) and thus to have a stake in their community.
- Large **historic mansions** that, with an increase in energy and other costs, have become difficult to maintain, but which without a doubt contribute greatly to the Town's character and sense of self.
- A changing concept of **suburbia**. Milton developed at a time when it was considered to be very desirable, even a sign of status, to live in a bedroom suburb: that is, a primarily residential community with little in the way of commercial development. More and more people are discovering that this leads to an auto dependency (as one has to travel further distances to meet daily needs and families often need to own more than one or two vehicles) and doesn't provide the opportunities for community that come from having vibrant commercial centers where residents can conduct business, run errands, shop and dine.

⁷ <http://communityplans.wordpress.com/2014/07/15/planning-for-an-older-population/>

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- Millennials (the next generation) are expressing a desire for smaller **housing** units in dense, urban, walkable neighborhoods⁸.
- As the population ages and as many of our lives become increasingly sedentary (and tied to a screen), **recreation** for all ages has become more important⁹.
- Globalization has had an impact on development patterns which in many cases result in a “sameness” in the appearance of many places. This has made the concept of **preservation** of special features and a town’s character more pressing than ever.
- The **demographics** of Milton have undergone changes that reflect regional trends, including an increase in the diversity of ethnic, racial, and income levels. These changes are expected to continue. This diversity has many benefits and is also accompanied by new challenges, especially with regard to being an integrated and cohesive community. This will take extra effort, including active outreach to these communities, opportunities to come together and mingle, and an invitation for members of these communities to participate in Town affairs. **SEE END NOTE #1**
- In order to meet these and other changes, to protect what residents treasure about their town, and to “update” what the Town offers, Milton residents, town officials, civic leaders,,

residents, and business-owners held a year long community conversation to identify the key issues and to determine the ways in which these issues would be addressed. These are incorporated into this Master Plan. The Plan’s purpose is three-fold:

- (1) to establish a long-term vision and set of goals to express a shared desired future for Milton
- (2) to establish priorities for fulfilling this vision, and
- (3) to create a step-by-step guide to decision-making about future development and change.

The Plan will qualify Milton for state funding, will provide the town with a clear direction and set of goals with which to move forward, and will express these to individuals with an interest in investing in the town, thereby enhancing the communication of the definition of what is considered desirable development.

IMPLEMENTATION CHALLENGES

As explained in more detail in the implementation section of this Plan, implementation of the recommendations in the Plan will require an increased capacity on the part of the town.

⁸ from <http://nreionline.com/multifamily/demand-apartments-proves-stronger-thought-driven-millennials>

⁹ Community Design for Physical Activity, Sallis, Millstein, and Carlson in *Making Healthy Places*, p. 33.

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Implementation will require:

- some additional staff, committees, and boards
- more, and more diverse, volunteers
- additional funding sources
- significant additions and changes to the existing zoning bylaw

STAFF

It is recommended that additional staff be hired to help implement the vision and goals of the master plan. These include:

- Additional staff at the Planning and Community Development Office
- Grant writer
- Conservation agent

VOLUNTEERS/COMMITTEES

It is recommended that more be done to actively recruit new volunteers to come from different parts of town and reflect the increasingly diverse population of the town. In addition to sharing the work, this may help to increase awareness regarding town issues among more residents and to provide an opportunity for residents of different backgrounds to get to know one another. Younger and newer residents need to become involved in order to bring energy and new ideas to the decision-making process.

New Committees identified as necessary to implement the Master Plan's recommendations include:

- Master Plan Implementation Committee
- Design Review Board

FUNDING

Many of the action steps identified in the Plan will require funding. Obtaining this funding will be among the challenges of implementation. The most important, to-date, untapped source of funding is the **Community Preservation Act** funding. It is recommended that the town undertake an educational campaign to help inform residents of the benefits of passing the CPA. **SEE END NOTE #2.** However, it is important to note that in order for the CPA to pass, a broad-based education campaign must be launched. This will take time and even once passed and the funds are made available, they are to be used for projects and programs related to affordable housing, open space and historic preservation. While these are all important elements of the Plan, there are other features that would not be covered by Community Preservation funds.

Increasing and improving opportunities for walking, biking and taking transit were high on the list of priorities for Milton residents participating in the formulation of the master plan. This was also the case in the **2004 Community Development Plan**. In fact, the town chose at that time to use the State funding for the transportation element of the Plan for exploring ways of improving non-auto modes of transportation. What may be different now is the fact that the Bicycle Advisory Committee has developed a **draft Bicycle Master Plan**. This should be very helpful in moving forward

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(see Volume III, Appendix: Other Input for a copy of the Plan). Additionally, MassDOT’s recent **Healthy Transportation Policy Directive** is aligned with the goals of providing infrastructure and amenities for improved walking and biking: “All MassDOT funding or designed projects shall seek to increase and encourage more pedestrian, bicycle, and transit trips. MassDOT has established a statewide mode shift goal that seeks to triple the distance traveled by walking, biking, and transit by 2030, promoting intermodal access to the maximum extent feasible.”¹⁰ **SEE END NOTE #3.** There may also be **Community Transformation Grants** and other Centers for Disease Control funding for these (which may be accessed through the Metropolitan Area Planning Council). Also Milton’s elementary schools are active participants in **MassDOT Safe Routes to Schools program** which encourages children to walk to school and provides some funding for awareness-raising and related issues. **MassWorks Grants**, offered by the State’s Executive Office of Housing and Economic Development, provide additional funding avenues to support economic development and job creation.

- Inclusionary Housing
- Institutional Overlay District
- Mixed Use Overlay District (for commercial districts)
- Changes to how non-conforming uses are addressed
- Health Care Overlay District

The intent of these changes to the bylaw is explained in the Implementation section. Intent is indicated by the location of a strategy, that is, the fact that a particular strategy is listed as a way of achieving a particular goal and objective indicates what the action is intended to do (for example, for the Goal/Objective: To increase the range of available housing types, one of the strategies listed is “Adopt Inclusionary Housing Zoning provision,” indicating that the intent of the Inclusionary zoning is to help to increase the range of available housing types. Additional information and explanation is provided in the END NOTES following each section of the Implementation Plan.

The following chapter summarizes the various inputs that together form the framework and foundation of the Master Plan.

CHANGES TO EXISTING ZONING BYLAWS

A number of changes are recommended to help align the existing bylaw with the vision and goals of the master plan that express residents’ expressed desired future. These changes include:

¹⁰ MassDOT, Healthy Transportation Policy Directive, Policy: P-13-0001; September 9, 2014.

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END NOTES

1. Milton's changing demographics

As previously mentioned, Milton's senior population is expected to increase very dramatically (see Summary of Existing Conditions). Additionally, the racial composition of the town is changing, as it is in the surrounding communities, reflecting national trends towards a more diverse community.

While the absolute numbers of residents that are Black, Asian, Latino, or reporting that they do not speak English well are not that high, the rate at which these numbers are growing (in some cases doubling in one decade) is very high. These trends are expected to continue, which means that in the long term their impacts will need to be addressed. These may include a need for more support at the schools, multi-lingual materials at Town Hall, more ethnic celebrations at the town Gazebo, to name a few.

The following is an excerpt from the Milton Library's Long Term Plan¹¹ as the library recognizes that it must take this trend into account in its long term planning.

“While the Milton's percentage of white families was very close to the state average, the 10% of the population represented by black families was nearly double the state average in 2000. By 2010, the population that identifies itself as black had grown by 1406 individuals, a 45% increase to 3872 people. This is 14.3% of the total population of Milton.

¹¹ Milton Public Library, Long Range Plan (2011-2015), Approved by the Board of Library Trustees, Nov. 2011

People who identify themselves as solely of Asian origin have grown from 531 to 1118, doubling from 2% to 4.1% of the total population. Hispanic or Latino self-identifiers have also nearly doubled, from 450 people to 881 or 3.3% of the total population. It is interesting that 1320 people identified themselves on the 2007-2009 American Community Survey as “speaking English less than very well.” That is 5.4% of the Milton residents older than five years old.”

2. Community Preservation Act (CPA):

The Community Preservation Act (CPA) allows cities and towns in Massachusetts to raise local property taxes to acquire and protect open space, preserve historic buildings and landscapes, and create and maintain affordable housing. It also provides significant state matching funds to participating communities. Most cities and towns in Massachusetts have enacted the CPA through the required local ballot initiative, although some communities have failed to obtain the necessary majority. The effective date of the CPA was December 2000.

The CPA allows municipalities to impose up to a 3 percent surcharge on real estate taxes. The statute also allows the following three exemptions¹²:

- Property owned and occupied as a domicile by a person who would qualify for low income housing or low or moderate income senior housing

¹² Report of the Milton Community Preservation Study Committee, November 7, 2006.

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- Class Three, Commercial and Class Four, Industrial property if the town annually adopts a higher tax rate for those classes
- \$100,000 of the assessed valuation of residential parcels

In 2005, the Milton Board of Selectmen established the Community Preservation Act Study Committee (CPASC) to examine the pros and cons of the CPA as it applies to the Town of Milton. They prepared a report of their findings. A summary of this is provided below.

The Committee estimated the local revenue that could be generated assuming a range of surcharges and accounting for all appropriate exemptions: if no exemptions were approved then local CPA revenues would range from about \$250,000 per year (0.5 percent surcharge) to almost \$1.6 million per year (3.0 percent surcharge). If all exemptions were allowed the local CPA revenues would range from about \$100,000 to \$650,000 per year¹³. The Committee also found:

“The local revenue projections above would be matched by the state at some percentage. Historically the state has provided a 100 percent match; however, this match is likely to decline as more communities adopt the CPA and in response to economic factors affecting the source of the state matching funds – real estate transaction fees.

“The Town is losing a significant source of revenue by not implementing the Community Preservation Act. In fact, people of the town, through the payment of \$100,000 to \$200,000 a year to the Norfolk County Registry of Deeds, are subsidizing the community preservation goals of the 111 towns in the Commonwealth that have adopted the CPA to date. There is no question that CPA funds could be applied to many worthy projects in the town, including projects that would otherwise require funding from the current town budget.”

As a way of taking into consideration recent overrides and other tax burdens, the Committee makes the following recommendation: “The CPASC recommends that the town enact the CPA and impose a property tax surcharge of 1.5 percent, which is half of the 3-percent maximum allowed by the statute. In addition, the CPASC recommends that the town provide exemptions for low-income residents, for the first \$100,000 of assessed residential value, and for commercial property. Implementing the CPASC recommendations would generate an estimated \$295,000 in FY 2008 from the local surcharge and another \$200,000 in FY 2008 attributable to the state match (assuming conservatively a 67 percent match), for a total FY 2008 benefit of nearly \$500,000. The impact to the average homeowner in the town would be to add \$69 to the \$4,577 tax bill in FY 2008.”

¹³ Report of the Milton Community Preservation Study Committee, November 7, 2006.

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3. MassDOT Healthy Transportation Policy Directive

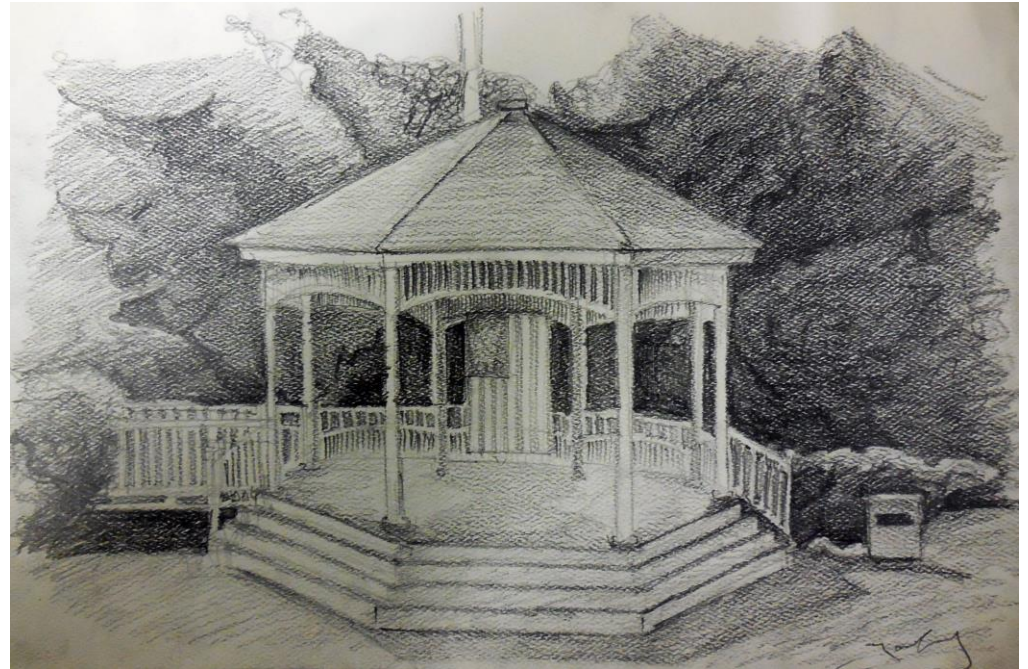
The policy directive¹⁴ prioritizes the inclusion of bicycle, transit, and walking options in transportation improvement projects. Other elements of the Directive include:

- All MassDOT facilities will consider adjacent land uses and be designed to include wider sidewalks, landscaping, crossing opportunities, and other features to enhance healthy transportation options.
- Reviews will be conducted of cluster sites where incidents have occurred with healthy transportation users.
- MassDOT will develop a guide to assist communities proposing Shared Use Paths on or along rail beds in order to accelerate the path design process.

The Healthy Transportation Policy Directive and MassDOT's GreenDOT comprehensive environmental responsibility and sustainability initiative may be viewed on the GreenDOT web page: <http://www.massdot.state.ma.us/GreenDOT.aspx>

¹⁴<http://www.massdot.state.ma.us/main/tabid/1075/ctl/detail/mid/2937/itemid/350/MassDOT-Implements-New-Healthy-Transportation-Policy-Directive--Prioritizes-Inclusion-of-Bicycle--Transit--Walking-Options.aspx>

PLAN FOUNDATIONS



Drawing by: Josh Kerry, Milton High School student

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PLAN FOUNDATIONS

The following chapter summarizes the elements of the foundation upon which the Plan was developed. The Implementation Plan, the core of the Master Plan (included in this volume of the report), is the HOW do we get from where we are now (described in the inventory of existing conditions summarized in the next section¹) to WHERE we want to go in the future (expressed in the Vision and Goals).

The Plan was developed based on much public input, assessment of existing conditions, identification of relevant trends and precedents, and is based on:

- **Guiding Principles** developed with public input (“Where do we want to go in the future?”) expressed in a Vision and set of Goals and Objectives
- **Key Issues, Challenges, and Opportunities** (as identified in the Inventory and assessment of existing conditions¹ (“Where are we now”))
- Identification of **Relevant Trends** (What is going on around us that we should take into account?) These were touched upon in the Introduction and are referred to throughout the Implementation Plan.

GUIDING PRINCIPLES

As described in the Introduction, the Plan began by validating and refining the **Vision** as developed in Phase I of the process. The vision statement remained essentially the same. The Goals and

¹ See Volume II: Inventory of Existing Conditions for a detailed report

Vision Statement for the Future of Milton

Milton is one community strengthened by diversity and knit together by shared values. We are committed to preserving our natural and historic resources and our heritage of residential and pastoral character while celebrating our differences in people, neighborhoods, and ideas to foster balance, resilience, and vitality.

Objectives² were further refined to reflect the additional input received through the public participation process and an assessment of existing resources.

The Planning Goals and Objectives, around which the Implementation Plan was developed, are listed on page 4. Strategies regarding how to achieve these are what make up the Implementation Plan.

HISTORY AND BACKGROUND

BRIEF HISTORY OF MILTON

Until the 1600s Milton was inhabited by Native American members of the Massachusetts tribe. They established and cleared cornfields for annual use, hunted in the Blue Hills, and fished at the falls of the Neponset known as Unquity-Quisset (site of the Walter Baker dam). In 1616 a plague swept the tribe and few survived. Those few survivors were led by Chickatawbut, sachem of the Massachusetts tribe’s Neponset branch. Puritan settlers from England arrived and

² See Appendix A for the Phase I Preliminary Goals & Objectives

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settled in 1640. The Town was incorporated in 1662. For well over two centuries after its founding, Milton remained a primarily agrarian community with farms and open lands (with 125 farms operating in 1865³), with some industrial activity along the Neponset River at Milton Village (including a gristmill, a gunpowder mill, a paper mill, and a chocolate mill - all thought to be among the first of their kind in New England). A granite industry in adjacent Quincy was served by a railway through Milton.

Over the course of the next century, the Town grew from an economy dominated by agriculture to an upscale residential suburb of Boston. The Town has distinct neighborhoods, each with its own character, but it is “New England” in feeling derived in part from its concerted effort to preserve its historical characteristics.

During the 1800s Milton became a wealthy suburb of Boston. A considerable amount of land (approximately 25% of the town’s land) was converted by the State into the Blue Hills Reservation (1893). Transportation networks began to expand with the advent of passenger trains arriving in 1847, and a horse-drawn streetcar that began running in 1856. These facilitated residents’ commute to employment in Boston.

The Town constructed sewerage, water, and electrical systems in the 1890s, thus allowing for the growth of speculative housing. Large estates continued to be built by wealthy residents, some designed by such renowned architects and landscape architects as William Ralph Emerson and Frederick Law Olmsted. Milton became “a wealthy streetcar suburb retaining a good many 19th century country houses, estates, and early 19th century workers’ housing.”

³ Milton Historical Commission, Reconnaissance Survey

By the 1900s Milton was a fully developed suburban town of greater than average wealth.”⁴

See *Volume II: Inventory of Existing Conditions, Historic and Cultural Resources for a more detailed account of Milton’s historical development (this is located in a separate document, an appendix to this report).*

ABOUT MILTON

“Milton is just minutes from the jobs and culture of Boston but feels in places like a country getaway. Tree-lined streets are dotted with historic homes. Single-family home prices have remained essentially unchanged since the market’s peak in 2005. One major reason for this stability is the outstanding school system, which boasts six brand-new buildings and offers such rich opportunities as a French immersion program that begins in elementary school. The downside: high taxes.”

– Ismat Sarah Mangla, “Best Places to Live, List of American’s Best Small Towns,” CNN Money Magazine, 2011.

The Town of Milton is located in the Greater Boston Area and directly abuts the City of Boston (i.e. Hyde Park, Mattapan, and Dorchester). In fact, residents of Milton can find themselves in the

⁴ Milton Public Library, Long Range Plan, 2011-2015, November 2011.

PLAN FOUNDATIONS

City within a few minutes. Boston is located to the north. The other towns which border Milton are Canton to the south, Randolph to the west, and Quincy to the east.

This location and contrast with the surrounding communities is one of the defining qualities that Milton residents identify with and appreciate. The Town is so close to the City of Boston and can access all the amenities that such proximity affords, but has a “bucolic feel” of a much more distant suburb with large expanses of open space and historic homes.

Milton is a predominantly residential community with a population of approximately 27,000 residents. Population growth is projected to be relatively flat over the next 20 years, but projections indicate significant demographic shifts, primarily a significant increase in the senior population and an increase in ethnic and racial diversity.

Guided by the zoning bylaw completed in 1938 to preserve the Town’s primarily residential character, post-war development has been almost exclusively single-family detached homes. An exception to this has been the development of some multi-unit age restricted senior housing developments. Based on the demographic trends mentioned above as well as other factors, there will most likely be a demand for different styles of housing stock, primarily smaller, more affordable units (for the growing elderly population as well as young families currently priced out of the market).

The majority of the existing housing stock was built prior to 1950, and the large majority of housing in town is owner occupied. Milton’s potential for future residential growth, based upon the Metropolitan Area Planning Council build-out analysis, is relatively low.

Fun Facts: Famous Residents

- Milton is the birthplace of former U.S. President George H. W. Bush and architect Buckminster Fuller.
- Governor Deval Patrick lives here.
- Milton has the highest percentage of residents per capita citing Irish heritage of any town in the United States; 38%.

The town has a significant amount of protected open space, including the state-managed Blue Hills and Neponset River Reservations, municipal parks, a large privately-owned park open to town residents, a county golf course and a private golf club. The Parks and Recreation Department is responsible for maintaining 115 acres of property.

Commercial and industrial development occupies very little land in Milton. Only 3.8% of the total tax valuation of the community is generated by commercial uses. While the commercial valuation has increased over the past several decades, it has been significantly less than the residential component of the total valuation.

There are four commercial districts, however the two main areas for commerce are Milton Village and East Milton Square. Additional areas of commercial, industrial or institutional uses are scattered throughout town within the residential zones (in several cases these uses do not conform to the existing zoning). More than half (53%) of Milton’s employment is generated by the educational institutions and health care services. Most of Milton’s residents work at white-collar jobs elsewhere in the region; almost half (40%) work in Boston.

PLAN FOUNDATIONS

The Town has two stations and three neighborhood stops on the MBTA Red Line extension to Ashmont. Residents also have quick access to major highways such as Interstate 93 and Interstate 95.

The Milton Public School system consists of 6 schools: 4 elementary, one middle school and one high school. About five years ago, Milton completed a school rebuilding program. All of the schools have undergone major renovation or construction.

Milton is also home to a number of private educational institutions including Milton Academy, Fontbonne Academy, and Curry College.

MILTON VOICES: PHASE I

As mentioned earlier, Phase II of the Master Plan built on the Phase I efforts. The vision developed in Phase I emphasizes the **small town atmosphere that is a treasured contrast to the adjacent urban centers.**

“Milton’s shared vision⁵ comes from the hearts and minds of the community members who engaged in Phase I of the master planning process and who shared ideas about what we like about Milton and about what we would like to see change. The commonalities indicate shared beliefs, values, and desires, and are the basis for our community vision.”

The following describes the purpose of each phase of the Master Plan:

⁵ The Town of Milton held a Visioning session at Cunningham Park on May 22, 2012. Based on the results of those discussions, the following DRAFT Vision Statement was prepared.

PHASE I PRIORITIES

The following were identified as priorities by participants in Phase I of the Master Plan:

- Improve the process for community planning and **increase the number and diversity of participants involved** in planning, decision-making and governance
 - **Preserve the character of Milton’s** distinctive residential neighborhoods, grand estates, and open spaces
 - **Increase the variety of housing types** in Milton to meet the needs of a greater variety of households while ensuring that new housing is harmonious with the character of the neighborhood
 - **Strengthen Milton’s tax base** with an appropriate mix of residential and commercial development
 - **Create compelling mixed-use centers** that balance community scale businesses with housing and public spaces
 - **Improve transportation options** with an integrated system of sidewalks, trails, and bike lanes and bus and trolley access, routes, and stops
- Phase I – to develop the community’s vision and goals through an interactive and iterative public process and to identify the town’s principal challenges or key issues

PLAN FOUNDATIONS

- Phase II - to identify needs and objectives for each of the master plan elements⁶ and to create an implementation program that defines and schedules the town actions necessary to achieve the objectives.

PHASE II: COMMUNITY CONVERSATION

Phase II continued the Community Conversation begun in Phase I by inviting residents, business owners, and town officials to a number of public forums. For a complete documentation of this input see *Volume III* of the Master Plan.

PLANNING GOALS AND OBJECTIVES

The master plan is organized around the seven (7) goals listed on the following page; they are based on public input and an assessment of existing conditions. The order in which these are listed does not imply priority.

PHASE II PRIORITIES

The following were identified as priorities by participants in Phase II of the Master Plan. Since Phase II was built on the work of Phase I, some of the priorities are more specific strategies with which to achieve the vision, goals and objectives⁷:

⁶ Land use, housing, economic development, natural and cultural resources, open space and recreation, public services and facilities, and transportation and circulation

⁷ These are based on public input at the town-wide public forum held as part of the master planning process on March 1, 2014. Approximately 125 Milton residents, present at the forum, were asked to provide their ideas and to prioritize these at

PHASE II PUBLIC FORUMS

The plan was developed with significant input from the public, including:

2 Town-wide Public Meetings

3 Roundtable Discussions

- Economic Development

- Housing & Neighborhoods

- A Healthy Milton

*1 Topic Workshop
(Housing)*

3 Open Houses

*2 Guided Tours
(town-wide, commercial districts)*

44 Leadership Interviews

20 Comment Boards in 4 locations

10 Steering Committee Meetings

4 Meetings with the Planning Board

1 booth at ;Celebrate Milton!

the end of the forum. A complete documentation of this input can be found in *Volume III* of the Master Plan.

PLAN FOUNDATIONS

#	Phase II Master Plan Goals and Objectives
1	<p>PRESERVE MILTON’S PHYSICAL CHARACTER</p> <ul style="list-style-type: none"> • Preserve and enhance natural features • Preserve and enhance historic features • Preserve and enhance the Individual character of each of Milton’s neighborhoods, including the natural and historic features of each
2	<p>PROMOTE HEALTH & WELLNESS</p> <ul style="list-style-type: none"> • Wellness through recreation and fitness • Community gathering and social capital
3	<p>IMPROVE HOUSING & NEIGHBORHOODS</p> <ul style="list-style-type: none"> • Maintain and enhance Milton’s existing housing stock • Increase and expand range of housing types • Preserve the character of Milton’s neighborhoods
4	<p>PROMOTE ECONOMIC DEVELOPMENT</p> <ul style="list-style-type: none"> • Consider economic development town-wide opportunities • Revitalize existing districts <ul style="list-style-type: none"> ○ Improve Milton Village and Central Avenue ○ Improve East Milton Square ○ Improve Northern Granite Avenue
5	<p>IMPROVE TRANSPORTATION & CIRCULATION</p> <ul style="list-style-type: none"> • Improve and maintain transportation facilities for all modes • Improve access, mobility, and safety for pedestrians, bicyclists and transit
6	<p>PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES & INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Maintain and improve town facilities • Continue to provide state-of-the-art municipal services • Provide support to specific demographic groups in town
7	<p>STRENGTHEN OUR CAPACITY TO PLAN</p> <ul style="list-style-type: none"> • Encourage participation in town governance and improve communication between town government and residents • Develop effective collaborations with area institutions • Increase capacity to be proactive and plan for the long term • Make decisions that ensure environmental sustainability

- Make improvements to bike infrastructure & Improve walking amenities (e.g. complete sidewalk repairs and add crosswalks were needed, etc.)
- Better incorporate Blue Hills, Neponset River and Lower Neponset River Path into the community
- Adopt the Community Preservation Act
- Keep the 2014 Housing Production Plan current.

ALSO IMPORTANT TO PARTICIPANTS WERE:

- Initiate a Healthy Milton Initiative
- Continue to maintain recently renovated school buildings
- Support the library in its role as community center
- Increase tax base by encouraging more businesses
- Encourage the development of smaller housing units
- Develop effective collaborations with area institutions
- Ensure that 40B developments are supported by impact assessment
- Adopt zoning to channel mixed income or higher density residential where infrastructure exists
- Preservation and adaptive reuse of large historic homes including conversion to multi-family

PLAN FOUNDATIONS

- Develop a town-wide traffic calming plan to reduce cut through traffic and speed
- Address airport noise
- Create a community/youth center
- Consider the Milton Brook Walk proposal
- Create design guidelines for commercial areas
- Develop Neighborhood Plans
- Develop a conservation strategy for the preservation of open space
- Provide incentives for retaining open space as part of new housing development
- Implement the Pavement Management Plan
- Renovate the fire stations
- Implement the Stormwater Improvement Plan
- Enforce regulations for the upkeep of properties
- Encourage commercial investment in commercial zones and ensure that it does not negatively impact residential and natural areas
- Allow in-law apartments



Participants at a Public Workshop held March 1, 2014

For more details on the public process see Appendix A of this document. For a complete documentation of the public's input, see Volume III (a separate document) of the Master Plan.

ROUNDTABLE DISCUSSIONS

Three roundtable discussions were held around the key issues that emerged from the Public Workshop. These forums were titled:

- A Healthy Milton
- Vibrant Mixed Use Centers
- Housing & Neighborhood (a workshop on housing-related issues was also held in preparation for the housing roundtable)

PLAN FOUNDATIONS

These roundtables were attended by the public as well as by local and other “experts” in each topic. The purpose of these roundtable discussions was to discuss the issues in further depth, to explore various points of view and to identify specific strategies to address the issues. Detailed documentation of these discussions is included in *Volume III* of this Master Plan.

LEADERSHIP INTERVIEWS

Approximately 40 leadership interviews were conducted with town officials, Town department heads (roundtable was also held with these), Town staff, committees, boards, and commissions, as well as others (including relevant state agencies, etc.) with knowledge and interest in master planning issues. Their input was incorporated into the Implementation Plan.

OPEN HOUSE AND COMMENT BOARDS

An Open House was held in June where key master plan issues were displayed on 20 Comment Boards. These same boards were located at Town Hall and the Library during the summer of 2014 in order to both inform the public of some of the issues the master plan was grappling with as well as to solicit their input. Input from this process was also incorporated into the Plan.

MEETINGS WITH MASTER PLAN COMMITTEE & PLANNING BOARD

The Consultant Team met with the Master Plan Committee on a regular basis. The Planning Board was updated periodically; Planning Board members were also kept in the loop through the updates provided by the liaison on the Master Plan Committee.

GUIDED TOURS

The Consultant Team went on two guided tours led by members of the Master Plan Committee and the Director of Planning and Community Development in order to get a visual sense of the town’s development and the “stories” behind the physical patterns and form. Other less formal tours were led by individual members of the Master Plan Committee to view specific issues and areas. Site visits of municipal properties were also conducted.

KEY UNDERLYING THEMES

Throughout the public process, several underlying themes emerged as being an important part of the Community Conversation. They are listed in the box to the right and have been given heed in developing the Plan.

PLAN FOUNDATIONS

Underlying Themes

(from community conversations)

Increase and improve connections

- Providing safer, more pleasant walking and biking connections
- Increasing access to information regarding existing resources
- Increasing opportunities for community gathering to strengthen community connections

Promote a multi-generational Milton

- Providing wholesome activities for youth (including recreation, safe ways to get around town, and a community/teen center)
- Taking care of seniors and support their healthy aging “in place”

Preserve Milton’s character while guiding desirable change
(ensuring that the Town’s character is respected while, at the same time...)

- Providing a wider range of housing types
- Creating vibrant commercial districts for increasing the tax base, more places for retail and dining
- Preserving open space



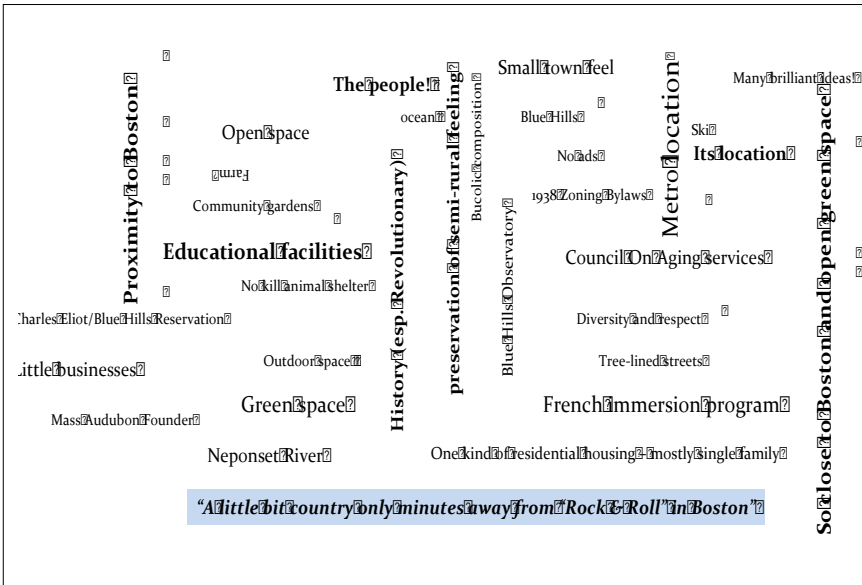
preserve and enhance them. The features that make a town special to its residents need to be taken into account when determining how to manage growth and mitigate related impacts.

Participants agree that one of the features that makes Milton unique is that it is a suburban “oasis” within such close proximity to the City of Boston, but that also has some areas of town that have a unique urban flavor. They compared this to communities like Newton and Brookline and felt that they would like more of “it”, more vibrancy, more places to go, more places to mingle and gather with friends and neighbors. “I am sick of having to go to other towns to do my shopping.” Participants were asked to identify what makes Milton unique; this is what they said.

WHAT MAKES MILTON UNIQUE?

One of the objectives of a Master Plan is to identify those features that make a community special and are treasured by its residents and to protect that particular “sense of place” that makes one community distinct from another. It is part of the role of a Master Plan to define these themes and identify means by which to

PLAN FOUNDATIONS



BAD

- limited weekend activities
- need money for
 - trash
 - sports
 - prom

“Teenagers on the weekend find themselves bored, unoccupied, with limited activities to attend. We have come up with a solution! Milton should introduce a community center.

Some possible ideas are game room, filled with air hockey, pool table, ping pong, rock climbing, food center (café), bowling, basketball courts... This is a way to keep teens busy and out of trouble.”

TEEN VOICE (PHASE II)⁸

A group of teens provided their perspective on a vision for Milton’s future.

GOOD

- education
- restaurants
- Blue Hills
- Cunningham Pool
- hospital
- close to Boston
- good schools / French program
- what activities are there open to teens on the weekends



Teens participating in March 1, 2014 Master Plan Public Workshop

⁸ From a group of teens at the March 1, 2013 public workshop

PLAN FOUNDATIONS

KEY ISSUES, OPPORTUNITIES AND CHALLENGES

The second major source of input into developing the Plan was an assessment of existing conditions. An inventory of existing resources was conducted as part of this Master Plan. A Summary of this inventory can be found in the chapter that follows this one; full documentation of the Inventory of Existing Conditions is in *Volume II* of this Master Plan.

The following is a brief overview of key issues, opportunities and challenges that are based on the inventory mentioned above.

POPULATION

Since 1974 (last master plan), the Town has undergone significant changes

- Milton has a population of approximately 27,000 people, a figure which has remained relatively stable over the past decades, making the Town the 66th largest community in Massachusetts
- The majority of Town residents are white (78%), but an increasing number are not:
 - 15% of residents are African American
 - increase in Latino and Asian populations
 - 6.5% of students enrolled in Milton public schools speak a language other than English as their first (e.g. Haitian Creole, Spanish), BUT only 1.5% are English Language Learners
- 15.7% of all residents speak language other than English at home (most common are French, French Creole and Spanish)

Public School Enrollment by Race/Ethnicity⁹

Race	2002-2003	2012-2013
White	76.7%	70.1%
African American	17.4%	17.6%
Asian	3.6%	5.4%
Latino	2.3%	4.2%

- The population is AGING with a continued increase expected in the number of seniors
- The median age increased from 38 years in 1990 to 41 years in 2010.

HOUSING

- Milton has over 9,200 housing units
- Over 80% are single family; about 8% are two-family; 5% are in dwellings with 3 to 19 units, and about 7% are in dwellings with over 20 units
- Milton home prices are among the most expensive in Massachusetts and consistently rank among the most expensive in the country

⁹ From Massachusetts Department of Education, October 1 Reports

PLAN FOUNDATIONS

- Several large multi-family housing developments in Milton are age restricted
- Approx. ¾ of all housing units were constructed prior to 1960
- The average home has 3-4 bedrooms
- In 2015, 4.95% of Milton's housing is counted towards the state's 10% (40B) affordable housing goal
- Milton has *more families* and fewer residents who live alone, although the average household size, while still higher than the county and state, has decreased somewhat over the past several decades
- Milton is experiencing *greater income disparities* among its residents with significant increases in both the median household income level (to \$104,357) and poverty. While poverty levels are lower than the county and state, this increase is disturbing given the general affluence of the community
- There were also significant disparities between the median incomes of owners and renters, at \$119,420 and \$27,853, respectively
- *What is particularly notable is that the median income of renters decreased over the past decade, from \$41,071 in 1999*
- There are a limited number of housing choices for seniors wanting to downsize and young families and others wanting a smaller, more affordable unit

ECONOMY

- Less than 1% of the land area in Milton is zoned for business.
- The town's tax base depends primarily on residential property taxes. Business properties contribute about 3.8% of the town's property value (this is at the low end of communities statewide).
- The largest property tax payer is Fuller Village (60 acre, private senior housing with 312 units)
- Milton's economic base includes significant non-profit organizations who are large landowners including Beth Israel Deaconess Hospital in Milton, Curry College, & Milton Academy
- Milton has more people living here who work in computers and math than 95% of the places in the U.S.
- 91% of the workforce is employed in white-collar jobs, well above the national average
- The per capita income in Milton in 2010 was \$44,718; that is wealthy relative to the state and the nation. On the other hand, 18% of children in Milton public schools are eligible for Free and Reduced Lunch
- Milton is experiencing *greater income disparities* among its residents with significant increases in both the median household income level (to \$104,357) and poverty
- *Almost one-fifth of all households were earning less than \$35,000 while more than half were earning more than \$100,000. This level of affluence is substantially higher than county and state levels*

PLAN FOUNDATIONS

NATURAL RESOURCES, OPEN SPACE & RECREATION

- Great Blue Hill, at 635 feet, is the highest point in the Metropolitan Boston area, and along the eastern seaboard, within 10 miles of the coast, between South Florida and Acadia, in Maine.
- Over 2,000 acres in Milton, approximately 25% of the town's total area, is controlled by DCR (Blue Hills and Neponset River Reservations)
- Significant amounts of conservation land have been protected by individuals.
- Thirteen species on the State's list of rare, threatened, and endangered have been observed in Milton.
- The Parks and Recreation Department maintains 22 properties on 115.9 acres
- Milton has 7,000 acres of open space and recreation

HISTORIC & CULTURAL RESOURCES

- Adams Street lies on the path of a Native American trail.
- Milton has a large stock of pre-World War II architecture, making it one of the older and more historic towns in the country.
- The oldest section of the Milton Cemetery, laid out in 1672, is one of the town's oldest extant historic resources.
- The first paper mill in America was built in Milton in 1728, as was

the first railway, the "Granite Railway," in 1826.

- During the period of 1775-1830, the Neponset River was second only to the Blackstone for industrial development.

TRANSPORTATION AND CIRCULATION

- More than 1/3 of residents work in Boston
- Milton residents spend on average more than half an hour a day commuting to work; a substantial number of these use public transportation to get to work.
- Congestion, speeding, and cut-through traffic affect the quality of life of Milton residents
- 68% of Milton residents have two vehicles or more as compared with state average of 52% (only 7% do not own any vehicle)

PUBLIC FACILITIES AND SERVICES

- The Town's 6 public schools have all undergone a major renovation about 5 years ago. The schools are currently at capacity in terms of enrollment.
- The majority of the town's twenty-two (22) town-owned buildings were built prior to 1970; all have been renovated since except for the Department of Public Works facilities and the three (3) fire stations.
- Milton residents care about the environment: the Town's recycling rate is almost 55%, the second highest in State.

PLAN FOUNDATIONS

LAND USE AND ZONING

- As Milton is an older suburb approaching build-out, it has a *considerably higher population density* than the county and state. However, density is not evenly dispersed throughout the Town. In some areas the density resembles urban areas, in others, almost rural.
- Milton has a number of non-profit organizations that are significant land-owners including Beth Israel Deaconess Hospital, Curry College, and Milton Academy. Other communities in the area have PILOT (Payment in Lieu of Taxes) agreements and other collaborative relationships with institutions located in their municipality.
- Milton's zoning was first written in 1938 with the intention of continuing the land use patterns that resulted from the town's historical development as a residential community. These zoning bylaws as amended have in large part been responsible for preserving much open space that significantly contribute to the Town's character. However, changes in attitudes and needs, and the limitations such a high degree of dependence on residential taxes places on the tax base, results in the municipality having a difficult time meeting residents' expectations in terms of public facilities and services. The bylaws should be aligned with evolving changes in needs and attitudes (as encapsulated in the master plan vision and goals).

RELEVANT TRENDS

The third key reference for developing the Plan was a brief scan of relevant trends. As discussed in the Introduction, there are a number of national, regional, and local trends that the Master Plan

takes into account. These are also mentioned in the Introduction and discussed as relevant in the Implementation Plan.

- Increased awareness regarding the environment and the need to take actions that will ensure its sustainability for future generations

SENIORS... Are seeking to downsize in walkable, compact centers where they...

- can afford to live on a fixed income
- no longer have to drive
- don't have a house and yard to maintain
- have less square footage to furnish and clean
- have more opportunities for socializing and running into people

YOUTH... Are concerned about...

- affordability of housing
- fitness as a part of everyday life (walking, biking)
- having opportunities for socializing
- protecting the environment
- using alternative modes of transportation (including public transit)
- utilizing less energy


- More diverse population (including age, race, ethnicity and socio-economic diversity)
- Changing concept of suburbia, desire for more activity, mainly retail and dining
- Changes in the baby-boomer population expectations regarding aging (e.g. YES – Young Energetic Seniors – are more interested

PLAN FOUNDATIONS

in health, wellness, socializing, cultural activities and more inter-generational interaction and less age segregation).

- Changes in housing preferences: there has been a shift, among some segments of the population, away from large detached single-family homes towards smaller, multi-family housing in neighborhoods within walking distance of goods, services and other amenities. Seniors and Millennials want similar things, namely vibrant, mixed use districts in which to live, work, and play
 - Many seniors wish to stay in Milton but would like additional housing options (e.g. one floor, smaller units, elevators, complete service condos, etc.)
 - Young people who grew up in Milton are having a hard time finding housing affordable to them

At right is a snapshot of community indices that compare Milton to the state and the nation, Year 2012:

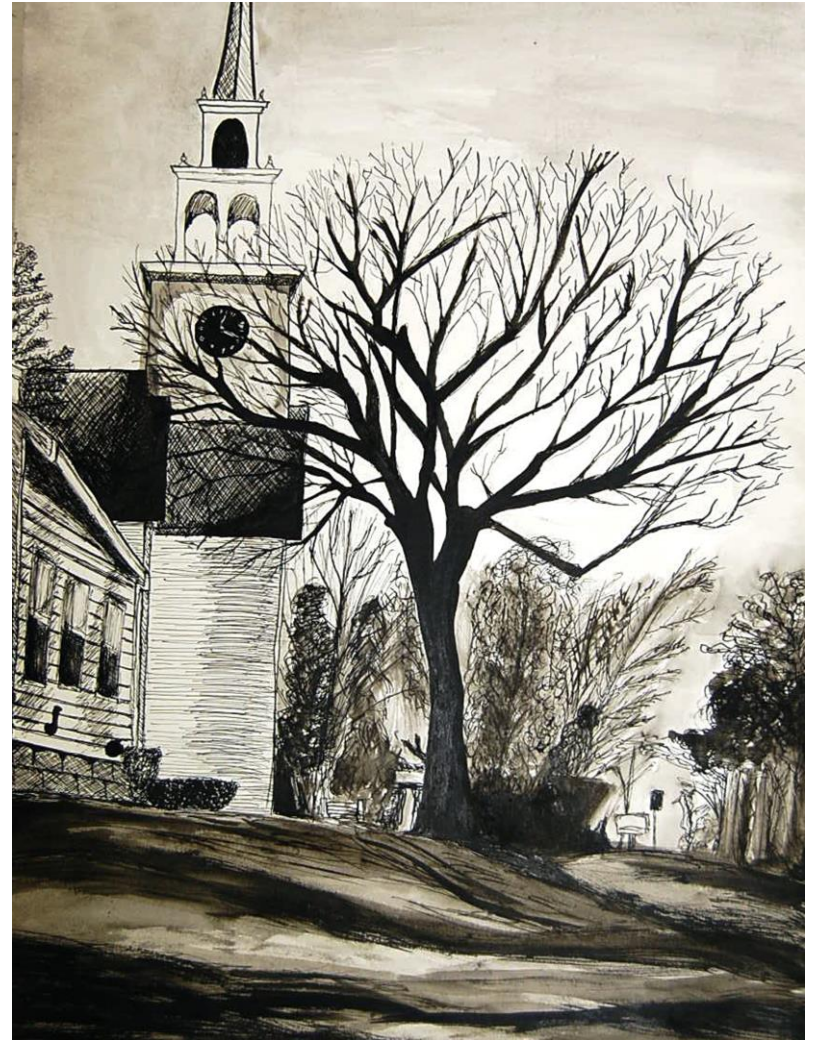
What's it like to live in Milton?			
	Milton	Massachusetts	U.S.
Median household income	\$99,664	\$63,384	\$50,935
Median home price	\$463,900	\$283,300	\$152,300
Cost of living (% of national average)	175%	138%	100%
Unemployment	6%	7%	9%
Violent crime index (1 is lowest)	1	5	4
More about this data			
Population: 27,003			

Source:

PLAN FOUNDATIONS

The following section is a summary of the Inventory and assessment of existing conditions (a complete version of which can be found in Volume II of this Master Plan).

EXISTING CONDITIONS



Drawing by: Rose Billa, Milton High School student

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EXISTING CONDITIONS

INTRODUCTION

As part of the Master Plan, an **INVENTORY OF EXISTING CONDITIONS** was conducted. VOLUME II, an appendix contained in a separate document to this Master Plan, contains the complete inventory and assessment of the town's resources. The inventory is organized under the following Master Plan elements

- Historic and Cultural Resources
- Natural Resources, Open Space and Recreation
- Land Use and Zoning
- Housing and Neighborhoods
- Economic Development
- Transportation and Circulation
- Public Facilities and Services

This inventory is summarized in the SUMMARY SHEETS included in this chapter and organized under the same master plan elements as listed above. Only the summary sheets are included in this volume of the report, for the sake of brevity. Please see Volume II (a separate document) for the complete inventory.

Milton's Historic & Cultural Resources

1

CENTURIES-LONG HISTORY & MANY EXTANT RESOURCES

- Humans have inhabited the Milton area for centuries, beginning with Native peoples in the Massachusetts Tribe and its Neponset branch. European settlers arrived in 1640 and established the Town of Milton in 1662 and, with it, the first burial ground. It was laid out in 1672 and today is part of the Milton Cemetery.
- Milton claims many historical “firsts,” including the first paper mill in New England, the first commercial railroad in America (the Granite Railroad), and the first commercial operation to institute the profession of floriculture (the Thayer Nursery).
- People of wealth, including merchants, lawyers, and doctors, have made Milton their home since the early 19th century. Milton became a commuter suburb in the 1840s.
- Preservation of public open space in Milton dates to the 1890s, when the Forbes family gave Hutchinson Field to America’s first land trust, The Trustees of Reservations. Many other preservation efforts, both public and private, have followed.
- The division of large estates into subdivided middle-class neighborhoods is a near-100 year trend in Milton. In the early 20th century estates in the northwest section of town were laid out as housing developments with designed streetscapes.
- Milton has a long history of protecting Town character, beginning with the passing, in 1938, of a comprehensive set of zoning bylaws.

TRADITION OF PROTECTING HISTORIC AND CULTURAL RESOURCES

- Milton has taken many steps over the past 25 years that further the recognition of historic and cultural resources and ensure their protection, including the compilation of a town-wide historic preservation plan, completion of community-wide historic resource inventory, establishment of National Register Historic Districts, and adoption of a Demolition Delay Bylaw.
- Many institutions, both public and private, are invested in historic and cultural resource protection in Milton, including The Trustees of Reservations, Historic New England, Milton Historical Society, the Forbes House Museum, and the State Department of Conservation and Recreation.
- Residents actively participate in the Town’s historic and cultural institutions, including the Milton Public Library, Milton Garden Club, and Milton Cultural Council.



The William Ellery Channing Eustis estate is an intact historic property that has been saved.

WHAT DOES IT MEAN?

- Milton’s historic and cultural resources possess local, regional, and national significance, and therefore merit protection.
- Current zoning does not favor protection of the remaining large historic estates.
- Opportunity exists to revise existing zoning so that the integrity of historic properties is preserved while, at the same time, the Town’s future housing and commercial needs are met.
- Historically sensitive approaches to redevelopment in existing commercial centers (Milton Village, East Milton, etc.) are needed to preserve character.
- Opportunity exists to restore the character of historic parkways and boulevard plantings as a means of supporting and enhancing existing neighborhoods.

MANY DISTINCTIVE NATURAL RESOURCES

- Elevations in Milton range from near sea level (at the Neponset River estuary) to an elevation of 635 feet at the summit of Great Blue Hill, the highest point in the Metropolitan Boston area (also along the eastern seaboard, within 10 miles of the coast, between South Florida and Acadia, in Maine). A 360 degree view of eastern Massachusetts is possible from the summit.
- Milton's geology includes both bedrock outcroppings (in the Blue Hills range) as well as tidal marsh areas along the Neponset River. Milton Hill and Brush Hill, both glacial drumlins, respectively stand at 138 feet and 258 feet.
- The US Soil Conservation Service has established the dominant soil series in Milton to be Hollis, Paxton, and Woodbridge – fine, sandy, loam-dominated soils with varying degrees of stoniness, subject to minor erosion problems. Bedrock is at or near the surface in many locations, accelerating the rates of runoff.
- Much of Milton lies within the Neponset River Watershed, part of the larger Boston Harbor Watershed. Milton's contributing waterways include Gulliver's Creek; Pine Tree and Unquity brooks; Hemenway, Turner's, Pope's, and Houghton's ponds; and two Milton Cemetery ponds.
- Development along the Neponset River has led to degradation of water quality, and Milton has worked with the Neponset River Watershed Association to re-vegetate the banks of tributaries as a means of pollution control.
- Milton draws its water from the Massachusetts Water Resources Authority.
- Milton lies in a transition zone between coniferous northern New England and the deciduous woodlands of the Mid-Atlantic States, providing a home to species from both areas.
- The Town's topography, ranging from estuary to 635 feet above sea level, supports a wide array of plant communities, with the Blue Hills Reservation containing approximately 650 species of identified plants.
- Over 75% of the Blue Hills Reservation has been designated Priority Habitat by the Massachusetts Endangered Species Act.
- Milton currently contains thirteen species on the list of Massachusetts's rare, threatened and endangered.
- Rainbow smelt is present in the Neponset River below the Adams Street bridge.

(continued on reverse side)

WHAT DOES IT MEAN?

- Milton's varying topography, including rolling hills and low lying river edges, lends appeal to the natural landscape.
- The presence of bedrock, especially in the south eastern part of town, poses challenges to development.
- The many brooks, ponds, and associated wetlands/wetland buffers place additional constraints on development.
- The Town is aware of the fragility of the Neponset River ecosystem and is committed to restoring its health.
- The significant amount of open space in Milton, preserved by the State (DCR), non-profit organizations (TTOR and HNE), and by individuals contributes significantly to residential property values and to the overall quality of life.
- The large percentage of non-taxable land (including academic institutional and town-owned land) places a financial burden on residential tax-payers.
- The lack of an up-to-date Open Space and Recreation Plan, approved by the State, disqualifies Milton from some sources of State funding for parks, open space, and recreation areas.

A CHARACTER DEFINED BY OPEN SPACE

- Over 2,000 acres of open space in Milton (approximately 25% of the Town's area) is controlled by the Department of Conservation and Recreation (DCR) including the Neponset River and Blue Hills Reservations.
- The 120-year old Blue Hills Reservation is the largest protected open space in the metropolitan Boston area, with resources in Milton that include Hemenway Pond, a portion of Brookwood Farm, and Houghton's Pond.
- Additional significant protected open spaces are owned by The Trustees of Reservations (Hutchinson Field and Pierce Field), Historic New England (William Ellery Channing Eustis Estate) and DCR (Forbes Woods).
- Several individuals have placed conservation restrictions on their property and others have transferred land to the Milton Land Conservation Trust (total of approximately 44 acres as of December 2013).
- The last five-year Open Space and Recreation Plan was completed in 2006 (2006-2011) and approved by the Executive Office of Environmental Affairs (now EOEEA). It has not been updated since.



The Milton Cemetery's ponds are two of the Town's many surface water resources.

ALL FORMS OF RECREATION IN DEMAND

- The Milton Parks and Recreation Department maintains twenty-two properties, including the DCR-owned Houghton's Pond Fields and Milton Public School-owned Pierce Field, totaling 115.9 acres.
- Cunningham Park, a privately-owned 110-acre park, provides additional recreation space, including an outdoor pool, skating pond, and bowling alley, all available to Milton residents.
- The Blue Hills Reservation, owned by the State (DCR) and in collaboration with Mass. Audubon, provides an array of recreational opportunities, including hiking, mountain-biking, horseback-riding, down-hill and Nordic skiing, and swimming at Houghton's Pond.
- The Neponset River Bike trail, rimming the water edge, provides recreational access to the river and estuary.
- Currently, the demand for recreational facilities exceeds the amount of space available; the Parks and Recreation Department must ration use of fields.
- The Parks and Recreation Department raises money for operations through user fees and fundraising, amounting to \$400,000 per year, and all maintenance is performed by a three-person crew.
- Milton's playgrounds were rebuilt in the mid 1990s, but have not been upgraded since; some do not meet contemporary accessibility (ADA) codes.
- There is a need for a community center to provide a central location for recreation activities, a well as additional programming and maintenance staff.
- There is need for a dog park, as currently dog owners allow their canines to run off-leash in recreation fields. Proper disposal of dog waste is a problem throughout all parks.

WHAT DOES IT MEAN?

- While Milton provides 115.9 acres of recreational land to its residents and a plethora of programs, demand for facility use and for programs exceeds supply.
- Milton residents benefit from the additional State and private facilities, including the Blue Hills Reservation, Neponset River Bike Trail, and Cunningham Park, all of which augment the Town-managed facilities.
- The addition of a Town-owned and managed community center would allow the Recreation Department to expand its programming to include a large cross-section of the population.
- The addition of a dog-park would help safeguard the Town's recreation fields and ease the workload of Town crews who maintain them.



Milton's Housing Resources

3

POPULATION

- Many very high incomes but growing income disparities.
- Median income in 2011 was \$104,357. Compared to State median income of \$62,859 and Norfolk County median income of \$81,889.

CHARACTERISTICS OF EXISTING HOUSING STOCK

- There are 477 Affordable Housing Units on the Milton Subsidized Housing Inventory as of 2015. All are rental units.
- Median income in 2011 was \$104,357. Compared to State median income of \$62,859 and Norfolk County median income of \$81,889.

EXISTING AND FUTURE HOUSING TRENDS

- Demographics are driving housing trends. The state's households are growing smaller, meaning **more housing will be needed to house the same number of people.** (*Boston Globe, Jan. 21, 2014*)
- Housing growth was higher than population growth between 2000 and 2010 (5.6% and 3.6%, respectively).
- Milton has a higher level of owner occupancy (82.4%) than the Commonwealth or Norfolk County. It has less housing diversity with a higher proportion of single-family detached homes.
- The Commonwealth through Mass. Gen. Laws Ch. 40B has established a housing affordability goal¹ set at 10% of a community's year-round housing stock.



WHAT DOES IT MEAN?

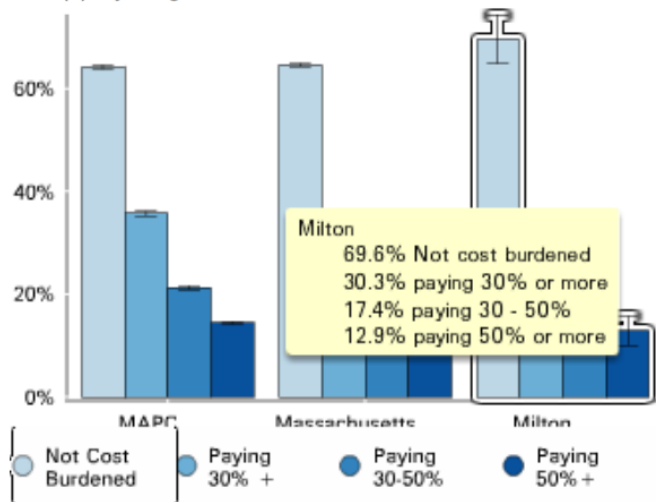
- Many complaints regarding housing concern the same landlords and tenants; there may be a need for a pre-rental inspection program for code and other compliance by the Health Department.
- “Senior Sell off” (shift from seniors to young families) of the existing supply of single family homes will most likely fill the need for this type of house
- There is an increase in demand for smaller, multi-family units of housing located in walkable mixed use centers with easy access to public transit

¹ Affordable Housing is defined in Massachusetts General Law (MGL) Chapter 40B as housing for households with incomes not exceeding 80% of the area median income, and requires deed restrictions on rents or home prices for a specific period of time.

- 4.4% of the Town's year-round housing stock is counted as “affordable” (426 units included in Subsidized Housing Inventory per chapter 40B comprehensive permit requirements)
- Another 529 housing units are needed to make that goal.
- Median single-family sales price as of 3/13: \$460k. Median gross rent: \$1,268 (Table I-2, p.3).
- Data from 1990-2010 has shown an increasing number of smaller households but a higher number of families. While the population increased by 5.0%, the number of households increased by 6.0%.
- From a total of 9,700 housing units (2010 census), 4,535 (46.8%) predate World War II. 7,300 (66%) were built before 1960. These may be in need of repairs, remodeling, and lead paint removal.
- Rental costs in Milton are high. A collection of rental listings from Craigslist and Zillow taken on 5/22/13 showed no rental units under \$1,475 (for an 825 square foot one-bedroom apartment in a house.) The highest rent listed, for a 4-bedroom house, was \$3,200.
- Housing market data shows that approximately 45% of Milton's households do not have sufficient income to afford the median sale price of \$460,000. About 34% of households cannot afford the lowest 2-bedroom advertised unit of \$1,600.
- Data shows that there is a sizeable population of those who are seniors, have special needs and/or have very low incomes, who have significantly reduced capacity to secure decent, safe and affordable housing in Milton. There are 600 applicants on the Housing Authority's waiting list for their housing for the elderly and disabled (including 39 Milton residents) involving waits of between 2 and 3 years, with the disabled experiencing longer waits.

Owners Housing Cost Burden

Year(s): 5yr Avg 2007-11 • Source: ACS



- In 2014, there were 63 applicants on the wait list for the affordable units and 97 waiting for market rate units at Fuller Village. The waiting list at Unquity House is much shorter.

- The Housing Production Plan establishes a Goal to Provide greater handicapped accessibility, supportive services, and/or smaller units for disabled and elderly persons. Goal of at least 10% of all units produced to include handicapped accessibility, supportive services, or smaller units for increasing older and smaller households: an estimated five units per year or 25 over 5 years.
- Milton residential real estate assets proved remarkably resilient during the Recession era foreclosure crisis. Based on data in *The Greater Boston Housing Report Card 2013*, foreclosure deeds (2012) totaled only 0.11% as a percentage of total units (per 2010 Census).

POLICY CONCERNS

- Due to rising housing costs, many residents are finding it increasingly difficult to afford to remain in Milton.
- Present-day mismatch between Milton households and the households for whom Milton's homes were designed. Under present land use policy, this can be expected to worsen each year.
- The goal for 10% affordable housing is difficult for Milton to obtain, due to current zoning, limited land available for new development, and the need for technical and financial resources as well as political support in order to build new units.
- More than a third of Milton's current residents cannot afford to buy a home in Milton today.
- The recent school construction program resulted in brand new schools for Milton's students at a capacity of 4,100; there are currently 4,000 students at the schools.



Milton's Economic Development Resources

4

ECONOMIC CHARACTERISTICS

- A small percentage of land in Milton is zoned for commercial/business uses; commercial real estate taxes only contribute 3.8% of the Town's property value.
- There are limited employment opportunities in Milton as only 16 % of Residents work in the Town.
- Milton has a small local job base. The largest local employment centers are at educational and health care facilities. These include Milton Academy, Curry College, and Milton Hospital.
- There are limited areas for new major commercial developments as most of the community is built out.
- A large percentage of residents commute to other communities for their employment.
- The greatest number of Milton residents works in managerial and professional occupations, followed by sales and office work.

ECONOMIC ASSETS/RESOURCES

- Milton is a desirable residential community with an highly rated public school system, low crime rate, large amounts of open space, and a variety of recreational facilities.
- Excellent public transportation and roadway access to Boston, Route 128, the South Shore and Cape Cod.
- Milton has an increasing well educated workforce obtaining college degrees at a higher rate than the region.
- Water and sewer access and capacity necessary for commercial development are available.
- Opportunities may exist to enhance existing commercial areas such as East Milton Square, Milton Village, etc.
- Opportunities may exist for rezoning of scattered vacant parcels for commercial uses.
- Opportunities may exist to rezone or expand existing commercial areas for more intensive commercial uses..
- Opportunities may exist to redevelop underutilized or vacant properties
- Demand exists throughout the region for additional smaller multi-family housing units located in walkable mixed use centers.



WHAT DOES IT MEAN?

- Milton's location adjacent to Boston and access to major transportation corridors is an asset.
- Milton's educated workforce is a resource which employers will find attractive.
- Milton's highly rated schools, low crime rate, and abundant recreational opportunities are attractive to employers.
- Opportunities exist to expand Milton's commercial tax base through redevelopment and rezoning.
- Additional housing units in walkable mixed use centers will enhance the economic vitality of these areas.
- Opportunities exist to expand Milton's business areas and commercial tax base.



Milton's Transportation Resources

TRAVEL CHARACTERISTICS

- Over 40% of Milton workers are employed in Boston; 16% work in Milton.
- The number of registered vehicles is less than 1 per person.
- 68% of Milton households have 2+ vehicles compared with State average 52%. 7% of households have no vehicle.
- 73% of Milton commuters drive alone and 22% use other modes. The number of carpoolers and bicycle trips has increased and walk and transit trips have decreased since 2000.
- The average commute time is 29 minutes, slightly longer than State average. Commuter times over 35 minutes have decreased since 2000.

OPERATING CONDITIONS

- Many roadways experience traffic congestion during peak periods.
- Canton Avenue: 60,000 vehicles per day (vpd); Blue Hills Parkway: 49,000 vpd; Granite Avenue: 32,000 vpd; Blue Hill Avenue: 26,000 vpd have highest daily traffic volumes.
- Traffic volume on Blue Hill Avenue and Blue Hills Parkway has increased by over 5% per year between 2009 and 2012.
- A new pavement management system was implemented in 2012 by DPW to manage roadway maintenance for the long term.
- Milton has 120 miles of roadways with three jurisdictions -- Town, MassDOT and DCR.
- Traffic calming devices have been installed on some local roadways.
- Randolph Avenue used as cut-through by autos and trucks to Mattapan Square and Boston.
- Motorists experience congestion and queuing at the intersection of Randolph Avenue/Chickatawbut Road during the afternoon/evening peak period.
- The intersection of Route 138 (Washington Street)/Royall Street/Hillside Street in Canton creates southbound congestion in peak periods that backs up into Milton. Congestion is exacerbated by the intersection of Route 138 (Blue Hill Avenue)/Brush Hill Road in Milton.

(continued on reverse side)



Traffic on the Blue Hills Parkway has increased by over 5% per year from 2009 to 2012.

WHAT DOES IT MEAN?

- Milton is served well by I-93 with two access points.
- Many local roadways experience congestion and are used as cut-throughs. GPS directs motorists to short-cuts.
- Congestion, speeding and cut-through traffic affect quality of life for residents.
- Traffic calming measures have only had minor impact and are implemented individually.
- Several gateways into the Town look and function differently.
- Parking shortages are perceived in business areas. A review of parking policies/signage is needed.

SAFETY

- Total vehicle crashes decreased by 23% between 2008 and 2010.
- Randolph Avenue/Chickatawbut Road is the 10th worst intersection in the State for crashes.
- Granite Avenue/Squantum Street and Blue Hill Avenue/Brush Hill Road experienced over 5 accident per year between 2008 and 2010.
- Several locations experienced pedestrian crashes between 2008 and 2010.

PEDESTRIANS & BICYCLES

- There are four elementary schools in MassDOT Safe Routes to School program.
- Sidewalks are provided in many neighborhood centers, but there are many missing links.
- Bicycle lanes, shared lanes, and bicycle accommodations are provided on many streets, including Brook Road, Adams Street, and Truman Parkway.
- The Neponset River Greenway provides a connection to Boston for bicyclists and pedestrians.
- Many recreational trails are provided in the Blue Hills Reservation.

TRANSIT

- MBTA provides four fixed bus routes and four stations on Mattapan Trolley Service line.
- Brockton Area Transit provides one fixed-bus route between Brockton and Milton Hospital.
- The MBTA's THE RIDE program provides service to elderly and disabled persons.

PARKING

- Overnight on-street parking is generally prohibited, but is allowed by permit to residents.
- There is a perception of parking inadequacy in East Milton Square.
- Parking supply is limited at Milton Central and Milton Village.
- Parking is provided at Milton Station Park & Ride in Milton Village.
- The MassDOT Park & Ride Lot on Granite Avenue has 200 spaces.
- Parking signs need to be replaced and updated.



A perceived parking inadequacy exists in East Milton Square.

WHAT DOES IT MEAN?

- New sidewalks and pedestrian safety improvements are needed in some areas.
- Bicycling accommodations within Town are adequate, but can be expanded. Connections to adjacent communities are planned.
- The pavement management program needs additional funding to maintain roadways.
- Impacts of future development on infrastructure need to be identified.
- The schedule of roadway and utility infrastructure projects needs to be coordinated.
- The need exists for coordination with DCR and MassDOT to implement safety and operations improvements.
- The East Milton Square project is needed to improve access and circulation for all users and make parking more efficient.



Milton's Public Facilities & Services

6

Milton's **population** of 27,000 is expected to grow and become increasingly more diverse; also the number of seniors living in Town is expected to rise significantly. These changes may impact the way in which services are provided, the buildings that house them, policies, and the Town budget. Additionally, changes in technology, State policy, and climate change may also affect Milton's municipal services.

WELL MAINTAINED FACILITIES

Preventive Maintenance. The Town recently hired a new director for the newly formed Department of Consolidated Facilities (2011) which is responsible for maintaining the twenty-two (22) Town/school buildings. The Department implemented a web-based preventive maintenance and work order system to maintain buildings, equipment, and HVAC systems and has completed a building conditions assessment of 15 of the Town-owned properties. These systems in place today will focus on preventive maintenance and will make maintaining facilities more efficient and cost effective.

Sustainability. Milton continues to seek energy efficiency in all of its Town-owned buildings. Milton attained Green Community status (which allows it to apply for grant opportunities) in 2011 and was awarded funds that have already been invested in several municipal buildings; these improvements have resulted in lowered energy usage. The Town is in the process of applying for additional funding through Green Communities.

- Milton's recently renovated six **public schools** are a major attraction to potential residents.
- Milton has three **fire stations**. All three are in need of major renovation; they currently lack handicapped accessibility, technology, training/classroom space, living quarters, locker rooms, gym, and other support spaces. The headquarters is the busiest station, but most future development is expected to occur in the southwestern portion of Town, putting pressure on the Atherton Street station.
- The **Police Station** has been continuously maintained over the years and has the capacity of adding space if needed. The proximity of Milton to urban areas, bring urban issues to the Town including a significant increase in drug related crimes.
- Milton's senior population is expected to increase from approximately 20% in 2010 to almost 30% by 2030. The **Council on Aging** currently operates a well-used Senior Center and provides programming and transportation to support the "healthy aging" of Milton residents.
- The newly renovated **Library** with its new addition is more popular than ever with circulation, the number of people using the building, the number of materials, and demand for programming consistently increasing.
- The **Town Hall** building is approximately 50 years old, has recently undergone some renovations and handicapped accessibility improvements, and will need upgrades and new systems sometime In the future.

(continued on reverse side)



The Town Hall houses Milton's municipal offices.

WHAT DOES IT MEAN?

- The **public schools** are near capacity (built to accommodate 4,100 students and currently have 4,000). Significant additional housing development may result in increasing average class size and other changes.
- The **Fire Station** Needs Committee is currently studying the Department's needs and evaluating all three stations ; identified as priority 1 in building assessment study.
- Milton was named one of the safest communities in the U.S. for the second year in a row. In order to continue to provide high levels of service the **Police Department** will need continuous upgrade of technology, some facility improvements, and they feel they will need an increase in staff and staff diversity to better reflect the community it serves.
- As the senior population continues to grow, there will be a need for additional services as well as for more space at the **Senior Center** (designed so that a new wing could be added on). This may be an opportunity to create a community center to be shared by residents of all ages. There will also be a need for more senior housing and transportation options.

- **Parks and Recreation** Department is responsible for maintaining approximately 115 acres of Town property including parks, ponds, and playgrounds and provides a wide range of programming for both children and adults year round. Athletic field use is at capacity and often groups are turned away.
- The Milton **Cemetery** is 102-acres with over 30,000 burials, artistic and historic monuments, as well as a beautiful landscape. The cemetery is also used as an outdoor space for recreation and community events.
- Historic buildings on the **Town Farm property** are underutilized (currently used by Town’s animal shelter in a temporary building; the remaining buildings are in poor condition and vacant), and have potential to be redeveloped.

PROVISION OF STATE-OF-THE-ART UTILITIES & SERVICES

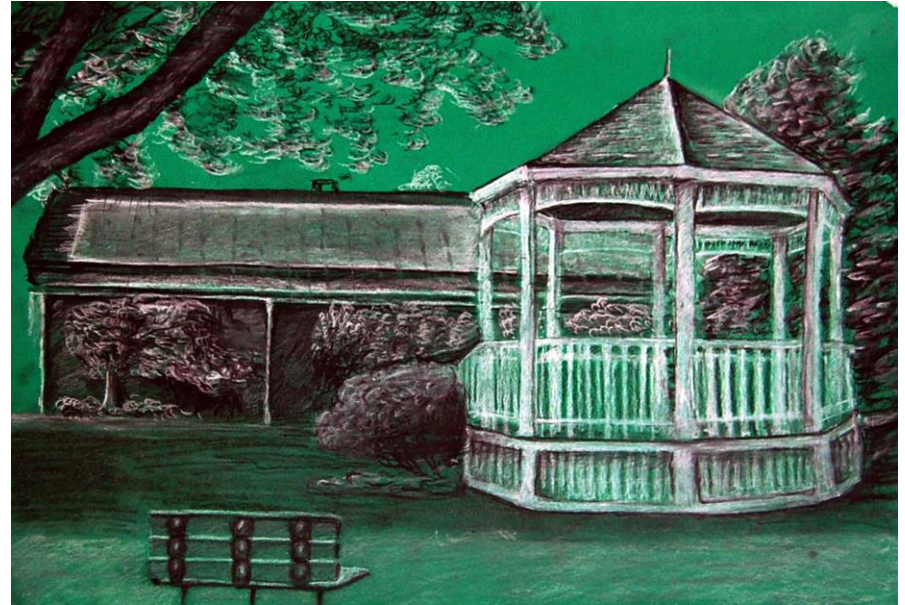
- **Department of Public Works (DPW).** A recent building needs assessment conducted by the Consolidated Facilities Department concluded that the DPW facilities are inadequate. Some of the buildings were designed to be temporary facilities and are in poor condition. Also lacking are needed facilities for office space, equipment storage, and handicapped accessibility. While the location and site are advantageous, relocation may be a future option.
- **Water.** 99% of the Town’s residents and businesses are on the MWRA water system. DPW is currently working to identify ways of increasing the system’s efficiency including replacement of water mains, improvements to or replacement of the three water tanks, and replacement of water meters.
- **Sewer.** Approximately 95% of the Town’s residents are connected to the Town sewer system. DPW has developed an infiltration/inflow reduction plan to help identify ways to rehabilitate the system for cost savings. DPW maintains 8 pumping stations, almost 100 miles of sewer mainline piping and several thousand man holes (two of the 8 pumping stations are over 50 years old).
- **Stormwater Management.** DPW is currently in its 7th year of a 10 year stormwater system improvement program. There is some consideration of creating a stormwater utility or a regional stormwater collaborative for more effective management.
- **Pavement Management.** DPW completed a pavement management plan in order to most efficiently coordinate the improvement of the Town’s road network.
- **Solid Waste and Recycling.** The Town has a contract with Sunrise Scavenger for the disposal of solid waste and recyclable items in 2015.
 - Solid waste (trash) is “pay-as-you-throw,” collected curbside, and has been consistently decreased (in terms of tonnage) over the last 10 years (in direct proportion to an increase in recycling)
 - Recycling was recently changed to single stream, a more convenient service for residents
 - Milton’s overall recycling rate is almost 55%, the second highest in the State
 - DPW operates a recycling center for the disposal of books, electronics, scrap metal & large appliances (this facility is monitored by video as there has been a recent increase in individuals stealing from the site)
- **Forestry and Tree Maintenance.** An increase in the number and severity of storms in combination with disease, have resulted in a dwindling tree stock throughout the Town. The entire tree planting effort is funded through insurance or donations made under the Tree Gift Program.

WHAT DOES IT MEAN?

- The **Library** may continue to expand its role as a community center for all ages and to this objective will need more parking, better outdoor space and more on-line resources and staffing in order to keep up with the increasing demand for programming.
- The trend for an increase in cremation burials may have the effect of slowing down the demand for burial space, but eventually the Town will need additional **cemetery** space.
- There will be additional need for **athletic fields** in the future. Additionally all of the **playgrounds** are over 20 years old and will need replacement. There may be a need for a youth center (opportunity to combine with an expanded senior center).
- The **Town Farm property** has the potential to be redeveloped.
- The Town will be more cost effective and more environmentally responsible if it continues to lead by example, by implementing **sustainability measures**.
- **DPW** will need new and/or renovated facilities in the near future. Identified as Priority 1 in building assessment study.
- A significant investment will be needed to maintain the **Town’s roadway and sidewalk system** in its current condition; additional funds will be required for improvements.
- Repairs will continue to be needed to improve the efficiency of the **water and sewer and stormwater management systems**.

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IMPLEMENTATION PLAN



Drawing by: Madeleine Lachevre, Milton High School student

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IMPLEMENTATION PLAN

The following is the Implementation Plan for the Master Plan. It represents the core of the Plan and is organized around the goals listed in the text box to the right. These were developed based on significant public input and articulate the objectives of the shared vision expressed by the hundreds of Milton residents, town officials, and business owners that participated in this master planning process.

This implementation plan is a road map for the future. This section is a comprehensive long-range set of guidelines that sets the direction for development and future growth of the Town of Milton. The information contained in this chapter is intended to guide decisions with regard to land use and other related issues in a manner compatible with the town's character.

Under each goal, a series of objectives provides more detail regarding aspects of the goal. For each objective a number of strategies are listed with action steps outlining HOW to achieve each of the objectives.

Critical to the implementation of the Plan is the formation of a MASTER PLAN IMPLEMENTATION COMMITTEE whose charge should be overseeing the implementation, keeping the Plan up to date, and providing a "status update" in an annual "State of the Plan" address to the town. See the end of this section for a description of the Committee's charge.

The Plan is comprised of a series of strategies and action steps phased to help achieve the goals and objectives. For each of these, a LEAD is identified whose responsibility includes inviting

This section is comprised of the following sub-sections:

- List of Master Plan Goals
- Implementation Tools
 - Increase Communication
 - Increase Implementation Capacity
 - Hire Additional Staff
 - Additional Committees, Boards, and Committees
 - Recruit Volunteers
 - Obtain Funding
 - Revise Zoning and Adopt New Tools
 - Keeping the Plan Up-to-Date
- Organization of the Implementation Plan
- List of 20 Key Recommendations
- List of Ripe Apples (Low Hanging Fruit)
- Concept Maps
- **Implementation Matrices**
 - **Goal 1:** Preserve Milton's Physical Character
 - **Goal 2:** Support Health and Wellness
 - **Goal 3:** Improve Housing and Neighborhoods
 - **Goal 4:** Promote Economic Development
 - **Goal 5:** Improve Transportation and Circulation
 - **Goal 6:** Continue to Provide High Quality Municipal Facilities, Services, and Utilities
 - **Goal 7:** Strengthen Capacity to Plan

PARTNERS (both those listed and others that may become relevant) to initiate action.

IMPLEMENTATION PLAN

VISION STATEMENT

Milton is one community strengthened by diversity and knit together by shared values. We are committed to preserving our natural and historic resources and our heritage of residential and pastoral character while celebrating our differences in people, neighborhoods and ideas to foster balance, resilience and vitality.

IMPLEMENTATION TOOLS

The following two themes—the need for increased communication and additional implementation capacity—are consistent across all of the goals.

INCREASE COMMUNICATION

Increasing communication between the Town and residents is critical for increasing awareness regarding existing resources as well as for providing information regarding future plans, opportunities, and efforts.

- Revamp Town webpage
- Create a Town Calendar of Events
- Maximize use of the local newspaper, social media, etc.
- Develop programming for Cable Access TV

INCREASE IMPLEMENTATION CAPACITY: As previously mentioned, the Consultants, working together with the Master Plan Committee, developed a series of objectives for each goal to help articulate what needs to be accomplished. A number of strategies are recommended as a means of achieving each objective. There is

Master Plan Goals

(based on public input)

1. **Preserve Milton's Physical Character** (including enhancing natural & historic features)
2. **Support Health and Wellness** (including opportunities for recreation and community gathering)
3. **Improve Housing and Neighborhoods** (including preserving existing housing and being proactive in providing a wider range of housing types to meet a variety of needs and preferences)
4. **Promote Economic Development** (in order to increase the tax base and provide more amenities to Milton residents, especially vibrant commercial centers)
5. **Improve Transportation and Circulation** (including minimizing congestion and maximizing safety and improving non-auto access, bicycles, pedestrian, public transit)
6. **Continue to Provide High Quality Municipal Facilities, Services and Infrastructure** (including maintaining existing and addressing future needs and trends)
7. **Strengthen Our Capacity to Plan** (including recommendations for adopting new tools)

a significant need for the Town to increase its capacity to implement these.

Some ways in which it is recommended that implementation capacity be increased include hiring additional staff; establishing additional committees, boards, and commissions; recruiting

IMPLEMENTATION PLAN

additional volunteers; acquiring new tools by adopting new regulations and/or adjusting existing bylaws; and obtaining additional funding.

CONSIDER ADDITIONAL STAFF

- Hire additional **staff to assist the Planning Director**.
- Consider establishing an **Economic Development Commission**.
- Consider hiring a grant writer and establishing a centralized on-line clearinghouse for all town departments to provide and obtain information on available grants.
- Consider hiring a **Town Social Worker** to work with the Health Department
- Hire a full time **Conservation Agent**

ADDITIONAL COMMITTEES, BOARDS, AND COMMISSIONS

It is recommended that the following additional Committees be considered:

- Master Plan Implementation Committee
- Economic Development Commission
- Design Review Board
- Shade Tree Committee
- Youth Commission
- Committee for each Commercial District
- Add a member of the Bicycle Advisory Committee to the Traffic Commission

The purpose of these Committees is made clear in the Implementation Plan. As previously mentioned, the first step in moving forward the plan is the formation of a **Master Plan**

Implementation Committee charged with overseeing the implementation of the Plan. The Committee should also report progress (and/or obstacles to implementation) to the town in the form of a “State of the Plan” address at a Board of Selectmen and/or Planning Board meeting and keep the plan up-to date¹.

RECRUIT VOLUNTEERS

A concerted effort needs to be made to attract more and new individuals to volunteer on various committees and in other ways to work towards making some of the desired improvements. Additionally, it is important that volunteers be recruited from all segments of the Town’s population.



¹ See Article 13, passed at the October 2014 Town Meeting; text of Article is located at the end of the Implementation Chapter.

IMPLEMENTATION PLAN

It is also recommended that each of the **Roundtable Groups** formed around the master plan goals form a **WORKING GROUP** and meet on a bi-annual basis or quarterly (with the Implementation Committee), depending on the topic and/or needs to monitor progress for their goal and to update the plan along with the Implementation Committee.

OBTAIN FUNDING

Many of the Plan's recommendations will require funding. As mentioned in the Introduction and repeatedly in this Implementation Plan, it is recommended that the Community Preservation Act be adopted². However, this will take time and it cannot be counted on in the short-term.

This Master Plan supports and repeats the recommendation of the Milton Community Preservation Act Committee to enact the CPA and impose a property surcharge of at least 1.5% (half of the 3% maximum allowed by the state statute).

Additionally, for some of the recommendations that relate to improving walking and biking facilities, there may be MassWorks Grants, MassDOT, Mass Department of Public Health, and Center for Disease Control (via the Metropolitan Area Planning Council) funds available.

² See the END NOTES following the Introduction to this document for a more complete discussion.

Land Use Management in Milton

There are a number of entities involved in land use management in Milton. The following briefly describes their roles.

The **Zoning By-Law** dictates what and where buildings can be built, for what use, and the dimensional requirements of the site and building.

The **Planning Board** is charged with administering Subdivision Regulations in accordance with the state subdivision control law; reviewing residential special permit applications; and making decisions and recommendations required by the zoning by-law and the state zoning act in regard to zoning amendments and rezoning petitions. It is also in charge of preparing the town's Master Plan and keeping it up-to-date.

The **Department of Planning** also provides information regarding demographic and development trends in Milton and the region in order to assist the planning board, the town administrator, and other town departments and committees.

The role of the **Zoning Board of Appeals** is to hear and decide administrative appeals, to hear and decide applications for special permits, and to hear and decide petitions for variances.

It is also recommended that funds be raised for desired improvements by increasing the commercial tax base. This may be accomplished by providing incentives for additional commercial development and/or expanding the existing commercial districts. Additional sources of funding must be explored in order to fund desired improvements.

IMPLEMENTATION PLAN

REVISE ZONING AND ADOPT NEW TOOLS

- As previously mentioned, the Zoning By-Law, adopted in 1938, preserved and promoted Milton as a residential community and to a large degree is responsible for the large swaths of open land that are treasured and considered important contributors to the town's character. Since 1938, the by-law has been frequently amended in response to changing needs and opportunities.
- The Planning Board can propose recommended zoning changes to Town Meeting, in which case there needs to be a two-thirds (2/3) majority vote in order for such a change to be adopted.
- Currently in Milton, changes to the zoning by-law are primarily achieved by project proponent and resident citizen's petitions. This is far from ideal as a means to revise the current regulation or to allow a use on a particular property.
- The Milton Zoning By-law needs to be revised in order to make it consistent with the current Master Plan goals. The bylaw could also benefit from the addition of several tables including a permitted use by zoning district table, a table of required lot/setback/height dimensions, a parking requirements table, and a table listing reduced dimensions that apply to non-conforming one and two family residential uses. Presently these provisions are described narratively in the text (with the exception of a non-conforming use reduced dimension table).

A number of new tools are recommended in order to help achieve the goals and objectives of the Master Plan; these include:

- Mixed Use Overlay District
- Inclusionary Housing zoning provision

- Institutional Overlay District
- Healthcare Overlay District

KEEPING THE PLAN UP-TO-DATE

Generally speaking, municipalities complete a new Master Plan every 20 years or so. The master plan should be updated, or a new plan developed, before the 20-year period is over.

The following MASTER PLAN GOALS help to articulate the vision.

1. **Preserve Milton's Character**
2. **Support Health and Wellness**
3. **Improve Housing and Neighborhoods**
4. **Promote Economic Development**
5. **Improve Transportation and Circulation**
6. **Continue to Provide High Quality Municipal Facilities, Services, and Infrastructure**
7. **Strengthen Our Capacity to Plan**

The Master Plan Implementation Committee should periodically report on progress made and keep the report "alive" by referring to next steps.

ORGANIZATION OF THE IMPLEMENTATION PLAN

While the implementation plan is organized around the seven master planning goals, each action step is also associated with one or more of the traditional MASTER PLAN "ELEMENTS" (e.g. housing, economic development, land use, natural resources, cultural and historic resources, public facilities and services, open

IMPLEMENTATION PLAN

TOP 20 RECOMMENDATIONS

The following are not listed in any particular order and are described in more detail in pages that follow; some are represented in the concept maps at the end of this section. Several of the recommendations meet the objectives of more than one of the master planning goals (listed on previous page).

- Create a vision for each commercial district
- Address non-conforming uses and dimensions
- Provide small-scale commercial uses in the neighborhoods
- Address parking issues
- Pass Inclusionary Zoning Provision
- Preserve Milton’s historic characteristics
- Ensure that new development is in keeping with the town’s physical character
- Adopt a Great Estates By-law
- Develop a conservation strategy
- Develop a Gateway Sign Program
- Launch a Healthy Milton Initiative
- Make biking and walking safer and more pleasant
- Increase access to the Neponset River
- Provide more wholesome activities for teenagers
- Provide support to a significantly increasing senior population
- Create a Civic Center
- Explore Funding options

space and recreation, and transportation and circulation). For the most part, the goals are centered around these elements. The first goal, “Preserve Milton’s Character,” embodies two of the elements: Historic Resources and Natural Resources. The second goal: “Support Health and Wellness,” includes the master plan element of Recreation.

As previously mentioned, this Implementation Plan is intended to serve as a roadmap that outlines the strategies and action steps recommended to achieve the **Vision and Goals and Objectives** as developed based on public input.

A list of the Plan’s Top 20 Key Recommendations is presented next, followed by a listing of “Ripe Apples,” that is, low cost, relatively easy to implement actions to keep momentum going and inspire faith in the Master Plan.

LIST OF TOP 20 KEY RECOMMENDATIONS

The following represents a list of the top twenty (20) recommendations regarded as key for achieving the goals and objectives laid out by the master plan. These stand out as the highest priority among all the proposed actions. **Many of these recommendations fulfill more than one of the seven master plan goals. The order in which they are listed is of no particular significance.** The full Implementation Plan can be found in the pages that follow.

- **CREATE A VISION FOR EACH COMMERCIAL DISTRICT,** involving residents and business-owners and encourage mixed uses and more activity (vibrant business districts) by passing a **Mixed Use Overlay District** provision that encourages housing

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above retail, additional retail and dining opportunities, pocket parks, and streetscape improvements as well as increases the size of the area in which commercial activity is allowed. Also develop a **Parking and Traffic Management Plan** for each district. Establish a **Redevelopment Authority** or an Economic Development Commission charged with overseeing these developments. Consider forming a Business Improvement District (BID) for each of the commercial districts.



The existing business districts could become more vibrant with more shops, restaurants, and housing located above retail, providing more options for residents to run errands, enjoy dining, and live in smaller housing units, while simultaneously increasing the tax base (Lexington, MA).

- **ADDRESS NON-CONFORMING USES AND DIMENSIONS** by declaring them “pre-zoning” or “grandfathered properties” and allowing them by right to expand to prescribed limits.

- **PROVIDE SMALL-SCALE COMMERCIAL USES IN THE NEIGHBORHOODS** by grandfathering existing non-conforming commercial uses and encouraging the creation of additional ones in desired locations.
- **ADDRESS PARKING ISSUES**, especially in commercial districts. Develop a Parking Plan. Consider **metered or paid parking**.

Paying for parking is one way of helping to increase the availability of spaces for patrons. Enforcement of parking regulations is also important.



- **PASS INCLUSIONARY ZONING** provision to help create a range of housing types for different stages in the lifecycle, including housing that is affordable to younger families and seniors on a fixed income, wishing to downsize. Inclusionary zoning requires or encourages developers to include affordable dwelling units within new developments of market rate homes. The affordable units are typically located on site, but some municipalities also allow off-site development under certain circumstances. Often, payments may be made to a trust fund in lieu of building housing. Housing designated as “affordable” must be restricted

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by deed or covenant, usually for a period of 30 or more years, to residents with low or moderate incomes.

- **PRESERVE MILTON’S HISTORIC CHARACTERISTICS** by facilitating preservation of historic buildings and landscapes through a strengthened **Demolition Delay Bylaw**; the establishment of **Local Historic Districts**; the amendment of the zoning bylaw to better protect the remaining historic estates.
- **ENSURE THAT NEW DEVELOPMENT IS IN KEEPING WITH THE TOWN’S CHARACTER** by creating **Design Guidelines** for commercial areas and establishing a **Design Review Board**.
- **ADOPT A GREAT ESTATES BY-LAW** that would encourage preservation of large historic homes and their lovely landscapes as they are valued for their contribution to the town’s character and self image.
- **DEVELOP A CONSERVATION STRATEGY** for preserving open space that includes **updating the Open Space & Recreation Plan** (2006-2011) and identifying priority parcels as well as adapting the tools to facilitate their preservation. Also develop a sustainability-based “**Boulevard Preservation Plan**” that includes a re-planting plan.
- **DEVELOP A GATEWAY SIGN PROGRAM** to define entry into town in a way that is aesthetically pleasing and compatible with Milton’s character.
- **LAUNCH A HEALTHY MILTON INITIATIVE**, focusing on health and wellness including promoting walking, biking,

healthy and local food, healthy life style choices and community gathering. Also recreation for all ages.

- **MAKE BIKING AND WALKING SAFER AND MORE PLEASANT** throughout town by maintaining roadways for all users; completing and implementing the **Bicycle Master Plan**; and completing repairs and **extending sidewalks** to connect to significant destinations. Additional funding will have to be obtained for pavement and sidewalk management.



Providing safe and pleasant bike lanes, trails, and paths along with adequate bike parking are just a few ways to become more bike-friendly (Photo of bicyclists in Arlington, MA).

- **PROVIDE MORE WHOLESOME ACTIVITIES FOR TEENAGERS** by creating more places for them to go including the possibility of sharing an expanded Senior Center and increased use of Cunningham Park and other existing facilities.

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Providing a pocket park can give teens an opportunity to socialize and recreate.

- **INCREASE ACCESS TO THE NEPONSET RIVER** and enhance the sense of “being on the water.” Encourage more kayaking and canoeing.
- **PROVIDE SUPPORT TO A SIGNIFICANTLY INCREASING SENIOR POPULATION** wishing to “age in place,” by increasing the amount of programming as well as providing more opportunities for socializing, wellness, fitness, and intergenerational activities (involving coordination between the Council on Aging and the Parks and Recreation Department, Health Department, and Library and School Department).



Providing benches, or incentives for private developers to do so, is an important way of supporting seniors (these benches are in Concord, MA)

- **EXPLORE FUNDING OPTIONS.** Consider various state and federal grant programs including **Community Transformation Grants, MassDOT funding, and passing the Community Preservation Act.** This would help fund desired improvements and programs in open space, affordable housing, and historic preservation.
- Form a **PARTNERSHIP WITH DCR** for a more mutually beneficial coordination of future planning.
- **CREATE A CIVIC CENTER,** by better connecting the existing municipal uses (including the Town Hall, Senior Center, Fire Station, Library, and Police Station) and adding additional uses and activities. Construct a “**Center Playground**” (as part of the

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Civic Center concept) on the park between Town Hall and the Senior Center and include unique features such as natural and educational elements, a water feature, and fitness playground equipment for adults and seniors.



A playground for all ages could be created in the Civic Center on the park between the Town Hall and the Senior Center (this adult playground is in Cambridge, MA).

- **ADOPT AN INSTITUTIONAL AND/OR HEALTHCARE OVERLAY DISTRICT** to encourage desirable uses, including commercial spin-offs related with the medical and educational properties and to provide the town with more **Site Plan Review** control. Improve and formalize the town's relationship for mutually beneficial benefits (explore PILOT programs and other ways that the **medical and educational institutions** in Milton can further contribute to the town).

- **MAINTAIN MUNICIPAL BUILDINGS** by continuing to invest in preventive maintenance of all facilities; by taking next steps to renovate/build new **Fire Stations** and **Department of Public Works facilities**; and by setting aside funds to continue to maintain the recently renovated **school buildings**.



Fire Department: Headquarters Station.

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LIST OF “RIPE APPLES”

(“low hanging fruit,” low cost, high impact actions)

The following is a list of those actions commonly referred to as “low hanging fruit,” low cost but high impact. It is recommended that implementation begin with these in order to keep momentum and to demonstrate progress and generate trust in the plan and the process. All of these action items are based on public input (text in *italics* represents specific comments made by residents at the public forum where the compiled list was presented [September 29, 2014]).

GOAL 1: PRESERVE TOWN’S PHYSICAL CHARACTER

- Establish a **Design Review Board**.
- Form a **Task Force** to increase awareness regarding the **Neponset River**.
- **Increase awareness among residents regarding ways of preserving natural and historic features** that contribute to the town’s character (e.g. the importance of shade trees, spread and control of invasive plant species, etc.)
- Establish a **Shade Tree Committee**.
- Establish an **historic plaque program**.
- Launch an **awards program to honor property owners’** care of historic buildings and landscapes.

GOAL 2: HEALTHY MILTON

SUPPORT HEALTHY LIFE STYLES

- **Expand the farmer’s market** with more convenient hours, i.e. weekends.
- Make **simple improvements to playgrounds**, such as planting trees for increased shade, new sandboxes, fix gates so that they lock.

PROVIDE MORE OPPORTUNITIES FOR COMMUNITY GATHERING

- **Increase community use of existing municipal facilities** (e.g. schools, Senior Center).
- **Invite residents of different backgrounds to share** celebrations, food, and other events.
- **Increase awareness regarding existing** resources by creating a **Town Calendar** and improve the **Town’s website**.
- **Hold a Youth Summit** to help identify the needs and desires of youth. Create a Youth Commission to represent the “Teen Voice.”
- Identify ways of increasing use of **Cunningham Park/Hall**, especially for children and teens.
- Invite a graduate student class from an area university to develop an **urban design concept for the “Civic Center”** (described on previous page).

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- Create a **“pop up plaza”** in the Civic Center to test the idea of having food, drinks, and seating in this area by permitting and providing temporary seating, food trucks, and coffee carts.
- Plan **more intergenerational activities** (Council on Aging with School Department).
- Make a **dog-friendly park** by installing dog waste bag dispensers and setting aside space at existing park specifically for dog exercising/socializing.
- **Support Neighborhood Associations** by publicizing a list of existing groups and information on how to get involved (town website), “celebrate” neighborhood association achievements and promote idea sharing (*Utilize Facebook groups, “Milton Neighbors” and “Milton Yardsale” to leverage the large town membership in these groups*).

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

- **Amend the Accessory Apartment By-law.** Making this more flexible may help residents take care of elderly relatives.
- Explore opportunities for **streamlining the permit approval process for affordable housing.**
- Consider **instituting a Pre-Rental Inspection** to enforce code compliance for rental properties.

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

REVITALIZE COMMERCIAL DISTRICTS

- Create a **Committee for each of the commercial districts.**
- **Crowd-source** (at location and/or on-line) for ideas regarding what businesses and residents would like to see in specific locations.
- Institute a **Community Policing program** to enforce parking regulations in commercial districts.
- Publically **acknowledge business owners for beautification** of their properties.
- Establish **“Bicycle Friendly Business Districts”** by providing accommodations to bicyclists such as bike racks and water bottle refilling stations and by encouraging business-owners to offer discounts for patrons wearing bike helmets.

INCREASE THE TAX BASE

- Begin an **educational campaign** to increase awareness regarding the benefits of the **Community Preservation Act.**
- Explore PILOT (Payment in Lieu of Taxes) options by researching other comparable communities and their agreements with institutions as well as entering into discussions with Milton-based institutions.

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- Convene a **Town Gown Conference** inviting medical and educational institutions to discuss PILOT (Payment in Lieu of Taxes) programs and other ways of contributing to the town.

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

IMPROVE WALKING AND BIKING

- Add a **member of the Bicycle Advisory Committee to the Traffic Commission**; also consider adding a resident from Neighborhood Association(s).
- **Expand on Bicycle Advisory Committee's Plan** to develop a full Bicycle Master Plan.

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND FACILITIES

- **IMPROVE COMMUNICATION BETWEEN TOWN HALL AND RESIDENTS AND PARTICIPATION IN TOWN GOVERNANCE**
- Provide **clear information regarding rules and roles of town government**, how to participate, and news of activities; provide variety of ways in which residents can contact Town Hall.
- Actively **recruit additional volunteers** so that they better reflect all segments of Milton's citizenry, specifically invite more young families and more representation of Milton's ethnic and racial diversity. Recognize volunteer contributions.

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

PROMOTE ENVIRONMENTAL SUSTAINABILITY



- Provide information to home owners regarding how they can convert to solar energy.
- Create a **community composting site** (*Explore cemetery as such a site; they already have some composting there*).
- Expand recycling center hours.
- **Promote recycling efforts town-wide**, including at the schools to exchange objects and household items.

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- Develop a **Swap and Shop** Center for residents to exchange household items and other objects (*create a coffee hour to socialize at Swap and Shop site*).
- Establish a **Task Force on Exotic Species** identification and mitigation in order to develop a program for controlling/eradicating exotic invasive plant species.
- Institute a **Town Flea Market** to promote reuse and simultaneously provide opportunities for getting to know one's neighbors (*coordinate with organizers of Milton Yardsale Facebook page*).
- **Provide information to residents** regarding how to protect the environment, e.g. the impacts of chemicals from pesticides, runoff, etc. and alternative approaches to lawn maintenance, etc.
- Approve and promote the **use of brown water** to recycle and reuse water from home to garden.
- **Reduce airplane noise** and pollution.

KEY TO IMPLEMENTATION PLAN TABLES

The following is a key to the notation used in the implementation plan tables. The Implementation Plan is organized under six goals, related objectives, and a list of strategies recommended for achieving these. These are presented in table format with separate columns for:

- Strategies
- Existing Resources
- Actions
- Funding Need
- Notes
- Lead and Partners
- Priority

Existing Resources: identifies known relevant organizations or other resource(s)

Italics: use to indicate reference to an existing document or study

Funding Category: capital and/or operating and maintenance cost

Endnotes: provided for relevant details and/or additional information or reference(s).

Lead: The town department, board, committee, or other entity that is considered the most appropriate as the party responsible to lead the effort. Others listed are considered relevant **Partners**.

(new): indicates a board or committee that is being recommended and that doesn't currently exist

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Priority/Timing

#1: Immediate: 1-5 years

#2: Intermediate: 5-10 years

#3: Future (re-evaluate in 10 years): 10 – 20 years


On-going (continue and support action already in progress)

Sustained Effort (initiate new action step and sustain over time)

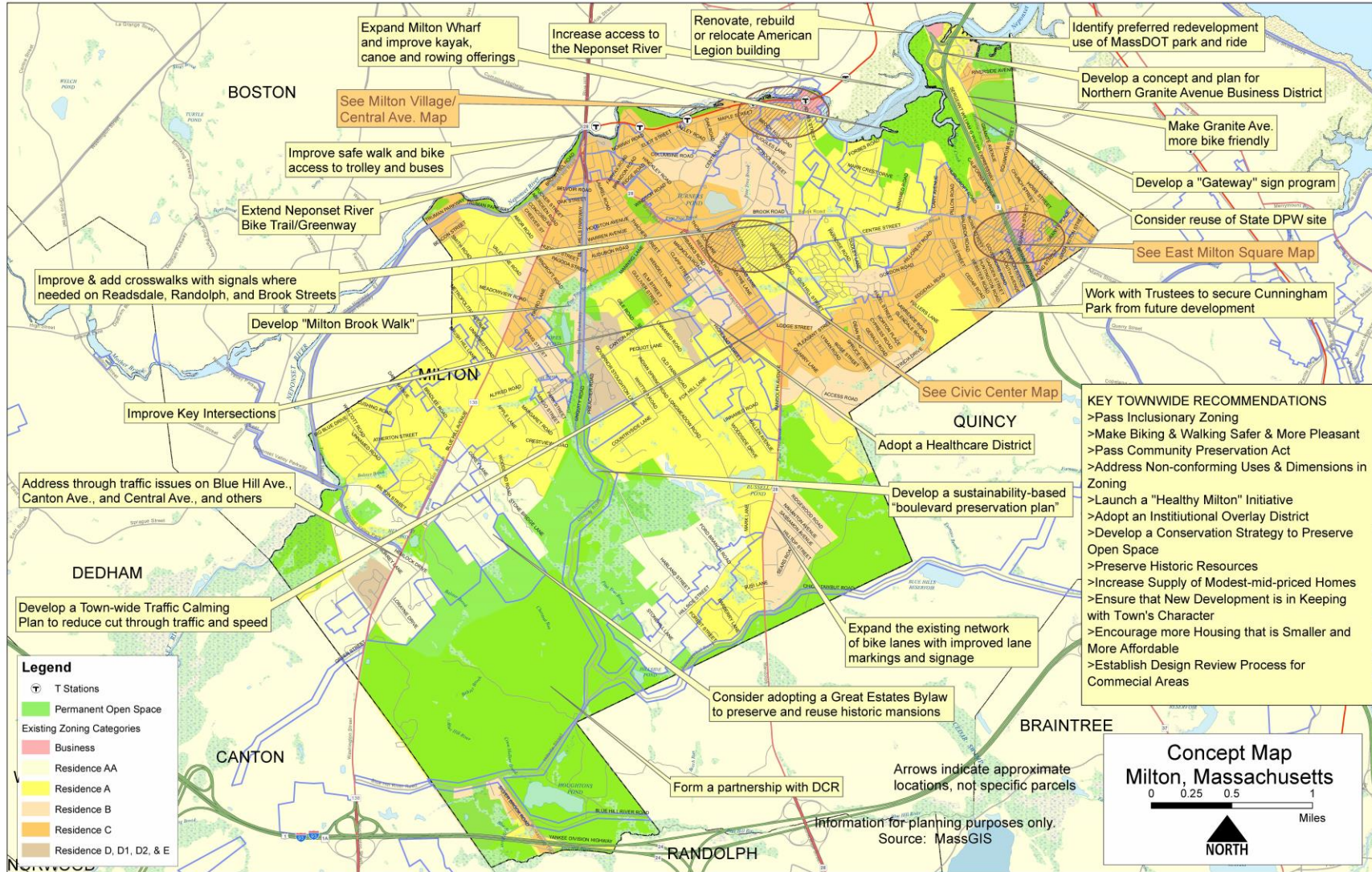
NOTES: indicates if the strategy requires that a new staff position/committee be created, and provides cross-reference information to other related strategies indicated by SEE ALSO.

SEE ALSO: used to indicate the instances where the strategy relates to more than one goal.

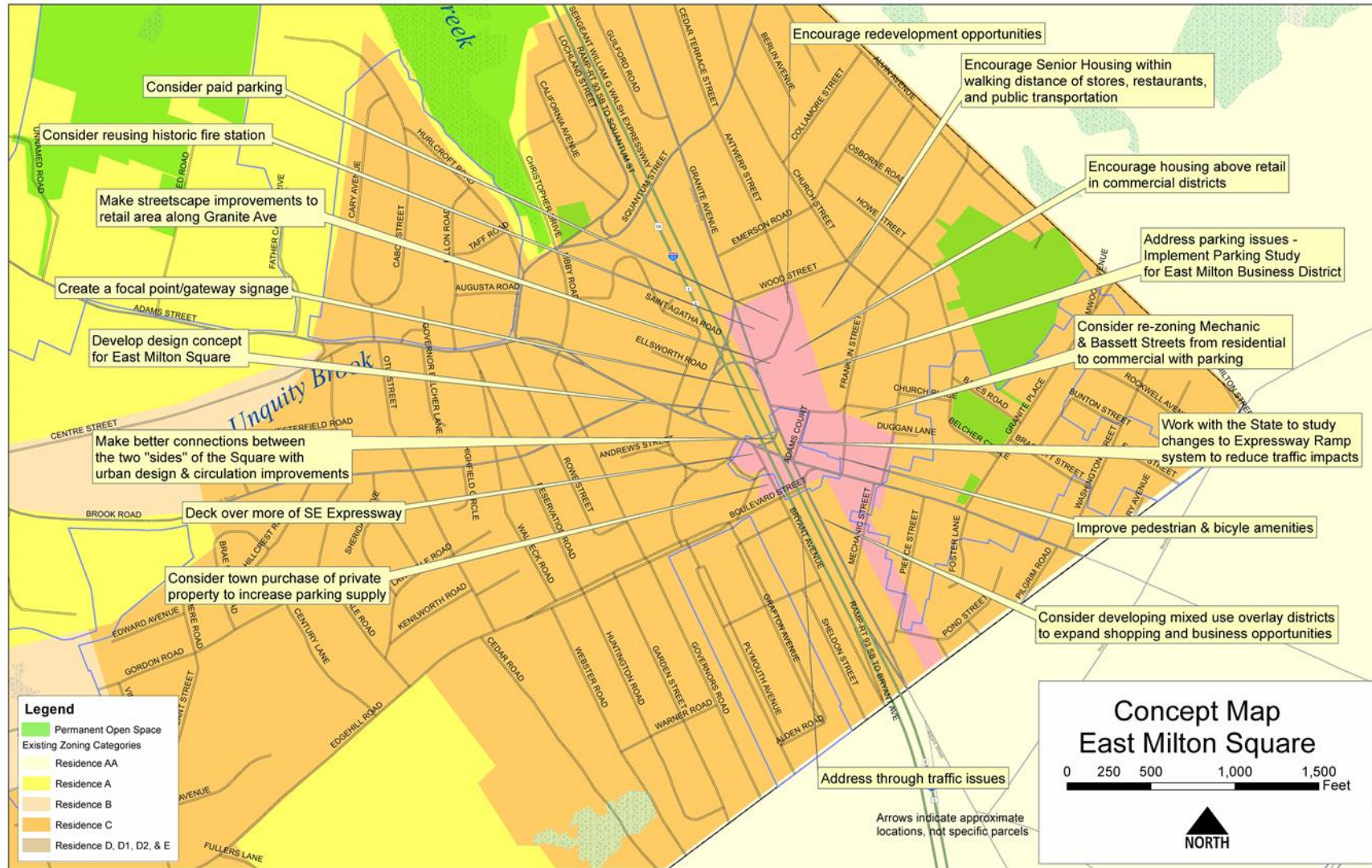


Ripe Apple (): when an action step is considered to be a “low-hanging fruit,” that is, relatively low cost, low level of effort, with desirable impacts.

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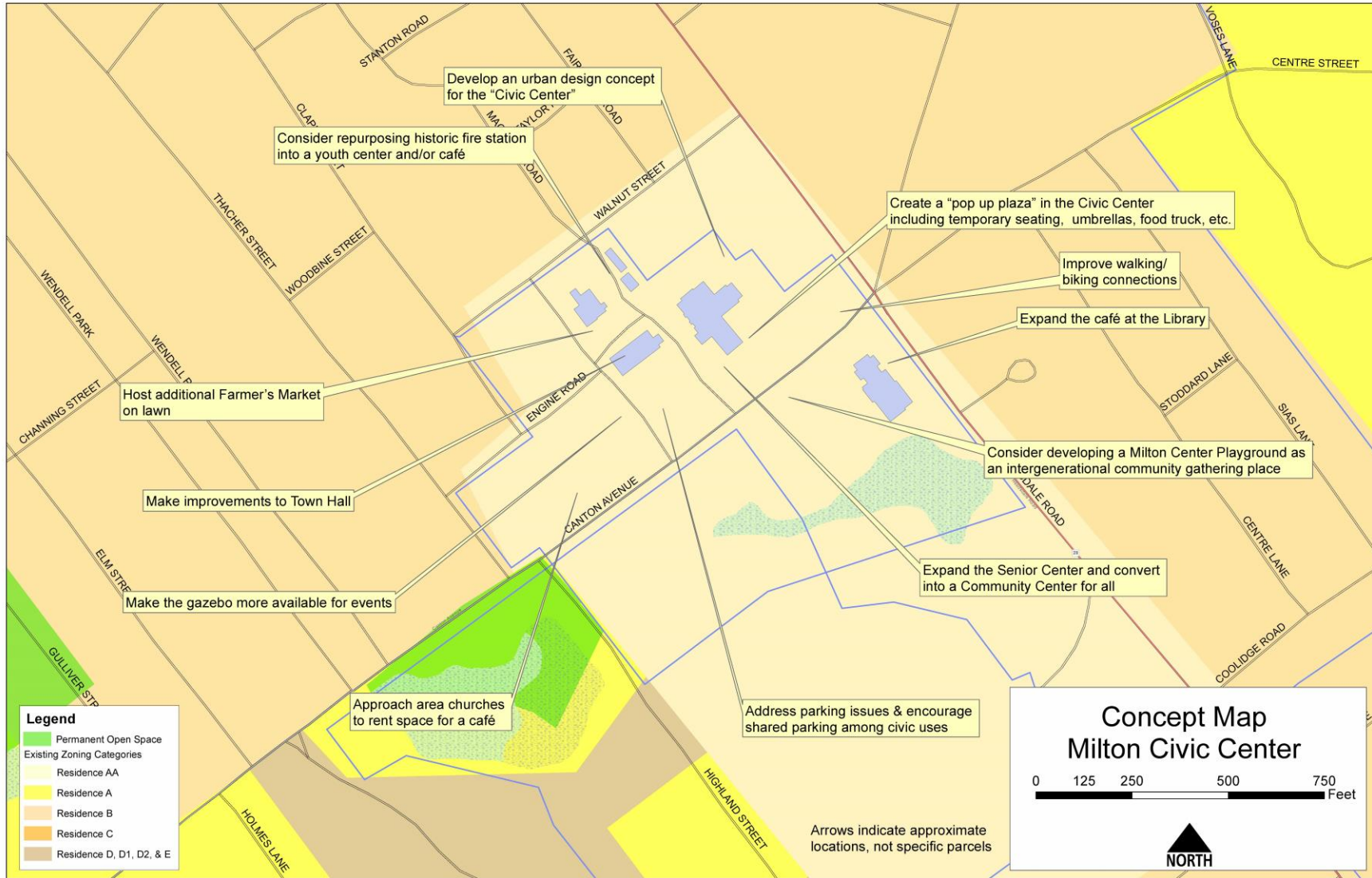


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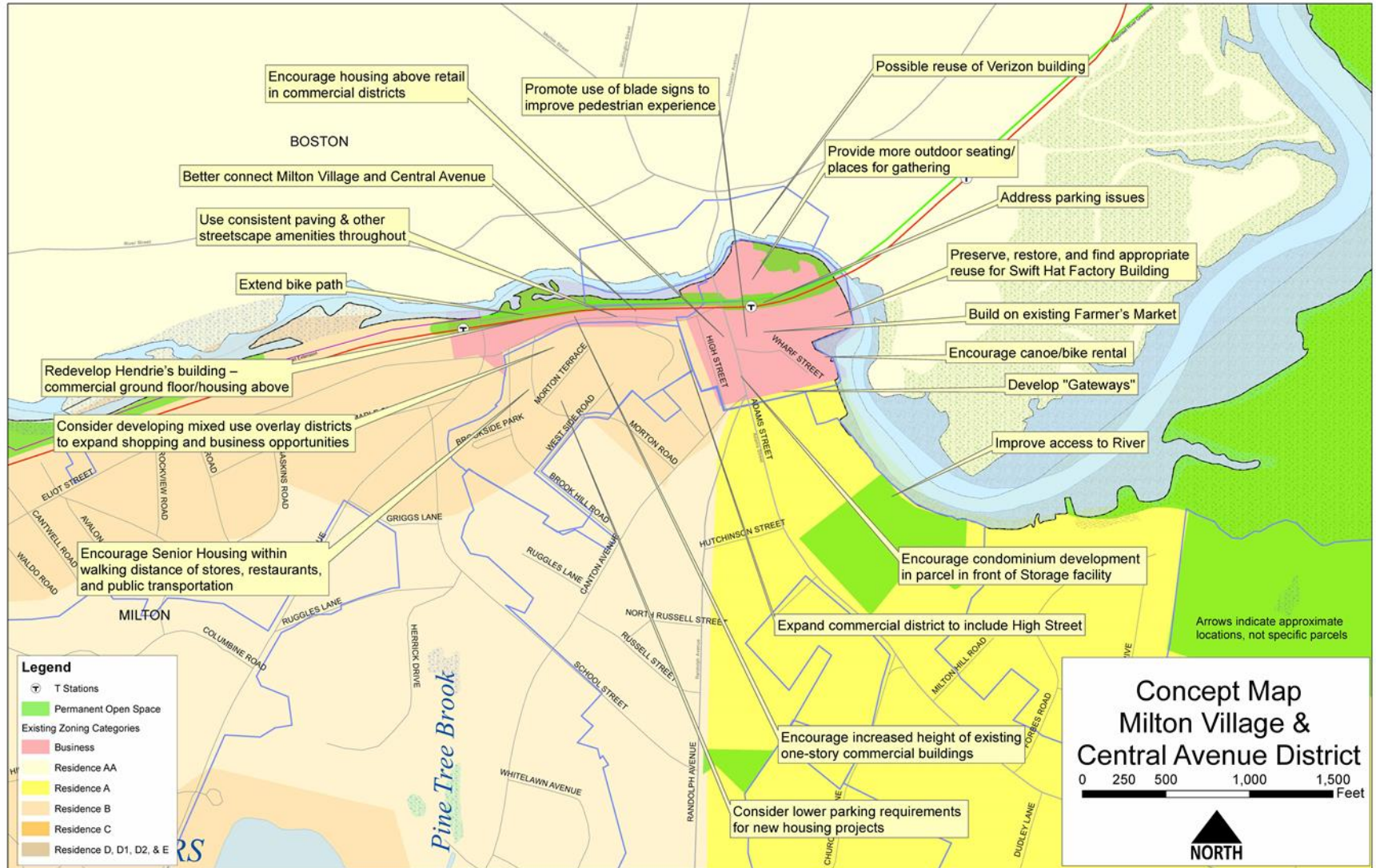
Notes: Mixed-use districts are to be located between commercial-only and residential-only districts. Redevelopment of the existing fire station is dependent on pending decisions about location(s) and possible consolidation of all fire stations within the town

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Note: Redevelopment of the existing fire station is dependent on pending decisions about location(s) and possible consolidation of all fire stations within the town.

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GOAL 1: PRESERVE MILTON'S CHARACTER

PRESERVE MILTON'S CHARACTER

GOAL STATEMENT: TO PRESERVE MILTON'S CHARACTER, DEFINED BY ITS SMALL TOWN ATMOSPHERE, NATURAL AND HISTORIC FEATURES, AND THE CONTRAST THAT THESE CREATE WHEN COMPARED TO THE URBAN CENTERS ALONG THE TOWN'S BORDERS.



An allee of mature sugar maple trees on the historic Eustis estate typifies the rural character of the southern part of town.

“The more living patterns there are in a place - a room, a building, or a town - the more it comes to life as an entirety, the more it glows, the more it has that self-maintaining fire which is the quality without a name.”

- Christopher Alexander¹

“Conservation is a state of harmony between men and land.”

- Aldo Leopold²

¹ Christopher W. Alexander is an architect and author of *A Pattern Language*, a book on architecture, urban design, and community livability.

² Leopold, Aldo, *Round River*. Oxford University Press, New York, 1993.

GOAL 1: PRESERVE MILTON'S CHARACTER

GOAL STATEMENT: TO PRESERVE MILTON'S CHARACTER, DEFINED BY ITS SMALL TOWN ATMOSPHERE, NATURAL AND HISTORIC FEATURES, AND THE CONTRAST THAT THESE CREATE WHEN COMPARED TO THE URBAN CENTERS ALONG THE TOWN'S BORDERS.

Over and over, throughout the master planning process, the citizens of Milton cited “character” as one of the town’s most important assets. Unlike cities, with high building densities and limited parkland, or rural towns, with extensive open space and lower densities, the character of Milton lies somewhere in between. The sprawling Blue Hills Reservation, with its rolling, forested hillsides, streams, ponds, and wildlife, gives the Town its rural quality, and the remaining large estates and farms, located along Upper Canton Avenue and Brush Hill Road, contribute further to this. By contrast, Milton’s more densely-built areas – East Milton Square, Northern Granite Avenue, Milton Village, Central Avenue – with small lot sizes and commercial buildings, contribute to the northern part of the town’s more urban feel. Sandwiched between are residential developments, arranged in generously-sized lots along meandering streets, in the form of neighborhoods. And throughout all of Milton are many historic buildings and landscapes, some dating to the earliest days of the town.

To preserve this natural and historic character, residents of Milton will need to pay close attention to several issues. Preserving the natural character means protecting open space, as well as eradicating invasive plant species, improving surface water quality, and mitigating brownfield sites during the redevelopment process. To preserve the historic character, the town will need to provide greater incentives to property owners and developers to save, rather than demolish, historically significant buildings. The Town’s individual neighborhoods

will also need protection AND enhancement to continue providing a safe and comfortable place to live. And the major gateways leading into Milton will need improvement, so that visitors know when they have arrived and feel welcome.

Goal #1 of the Master Plan focuses on preserving the natural and historic features, neighborhoods, and gateways that have drawn residents to Milton, so that town character may remain intact for future generations.

OVERVIEW OF KEY POINTS

- While Milton’s varying topography, including rolling hills and low lying river edges, lends appeal to the natural landscape, it also places constraints on development. At the same time, **the presence of extensive bedrock, as well as the many brooks, ponds, and associated wetland and wetland buffers limits the extent to which Milton’s natural landscape can be altered.**
- The significant amount of open space in Milton, preserved by the State (DCR), non-profit organizations (TTOR and HNE), and by individuals contributes significantly to the overall quality of life. At the same time, **this extent of non-taxable land places a financial burden on residential tax-payers.**
- The remaining large estates, located mostly in the Upper Canton Avenue/Brush Hill Road area, are vulnerable to subdivision, and with it, a loss of some of the Town’s most treasured historic and

GOAL 1: PRESERVE MILTON'S CHARACTER



The historic tree-lined boulevard Edge Hill Road from East Milton to the Cunningham Park neighborhood is one of Milton's desired neighborhoods. The Master Plan includes ways of preserving and enhancing the boulevard, as well as others spread throughout the town.

scenic landscapes. **Workable incentives for employing creativity in the development of these large estates should be developed.**

- Several educational institutions in Milton are expanding their land holdings and through this effort are impacting neighbors, creating incompatible land uses, including parking lots and lighting.
- The current Demolition Delay Bylaw only applies to structures built before 1919, and as a result, **several early 20th century buildings have been lost.** The date should be advanced 1938 and the delay period extended.
- The National Register of Historic Places listings place **only limited protection on historic buildings**, therefore leaving many significant properties vulnerable to alteration and/or demolition.

- The existing zoning bylaw requiring **green space as part of parking regulations can be expanded.**

OPPORTUNITIES FOR PRESERVING TOWN CHARACTER

- By protecting the Town's scenic viewsheds through the proactive and creative subdivision of land, Milton can help retain these important visual assets.
- A program to eradicate exotic invasive plant species within the town borders would not only help control the infestation, but would also help residents understand the threats posed by the plants, and the methods of controlling their spread.
- Expansion of current urban forestry efforts will help preserve Milton's rural quality. Expansion should include (1) establishing a shade tree committee; (2) establishing a GIS database of existing street trees; and (3) establishing an annual tree re-planting program, with a budget, to replace trees in public ways.
- Creation of a "Preservation Overlay District" or districts and/or Local Historic Districts will help protect the most historically significant, as well as the most vulnerable, areas of the town.
- By saving and preserving historic structures and sites while, at the same time, repurposing them to meet contemporary housing, commercial, and/or town needs, the town's character will be further preserved.

GOAL 1: PRESERVE MILTON'S CHARACTER

MILTON VOICES: RESIDENTS' THOUGHTS REGARDING TOWN CHARACTER

As part of the master planning process, a number of public forums were held asking residents their opinion on relevant issues. When asked, "What makes Milton unique?" respondents noted the following features that defined the town's character:

"Bucolic."

"A little bit country only minutes away from the 'rock n' roll' in Boston."

"The 'small town' feel."

"Green space, open space, tree-lined streets."

- Creating a partnership with DCR to better incorporate the Blue Hills Reservation, the Fowl Meadow Reservation, DCR properties abutting the Neponset River, and the Lower Neponset River Path into the community.
- Developing a conservation strategy for preserving open space, to be endorsed and implemented jointly by the Milton Land Conservation Trust and Milton Conservation Commission.
- Launching and continuing efforts to protect the natural environment, including cleaning up the Neponset River and surface waters within town; controlling invasive plant species; mitigating brownfield and other hazardous waste sites.
- Developing a strategy/plan for monitoring, maintaining, and re-planting Town trees.

KEY RECOMMENDATIONS

1.1 PRESERVING AND ENHANCING NATURAL FEATURES

Preserving the natural character of Milton will require stronger partnerships between the town and organizations with large holdings of open space within the town. It will also demand a clearly articulated strategy for acquiring/placing easements on individual properties. Other natural features for protection include surface waters, native plant species, and contaminated (brownfield) sites.

Specific strategies include:

1.2 PRESERVING AND ENHANCING HISTORIC FEATURES

Milton's historic buildings and landscapes lie at the foundation of the Town's character, and efforts to preserve and enhance them will involve several measures, as follows:

- Identifying/creating methods of increasing stewardship of historic residential and commercial properties including establishing a preservation trust, establishing a revolving loan fund, and establishing a historic property plaque program.

GOAL 1: PRESERVE MILTON'S CHARACTER

- Amending the existing zoning bylaw to include incentives for creative re-use of historic properties.
- Amending the existing Demolition Delay Bylaw so that it protects all structures 50 years old or greater.
- Developing a method for reviewing alterations to commercial properties and commercial infill to ensure that changes meld with the historic character of the Town.
- Developing a long-range plan for managing the Town's historic archival materials.

1.3 PRESERVING AND ENHANCING THE CHARACTER OF EACH NEIGHBORHOOD

Milton's distinct neighborhoods within the larger town add further to the character, and several efforts should be made to preserve and enhance these by:

- Restoring Milton's historic boulevards.
- Minimizing the impact of vehicular traffic on neighborhood character.
- Restoring Milton's playgrounds.
- Addressing blight.

GOAL 1: PROMOTE MILTON'S CHARACTER OBJECTIVES AND STRATEGIES:

OBJECTIVE 1.1. PRESERVE AND ENHANCE NATURAL FEATURES

- Create a partnership with DCR
- Develop a conservation strategy
- Develop a plan to protect viewsheds
- Develop a strategy for monitoring recreation needs
- Continue efforts to clean up surface waters
- Increase community awareness of the Neponset River waterfront
- Develop a program for managing invasive plants
- Develop a program for managing Town trees
- Actively promote cleanup of brownfield and hazardous waste sites

OBJECTIVE 1.2. PRESERVE AND ENHANCE HISTORIC FEATURES

- Increase stewardship of historic residential properties
- Increase stewardship of historic commercial properties
- Develop methods for reviewing alterations to commercial properties
- Develop a long-range plan for managing historic archival materials

OBJECTIVE 1.3. PRESERVE AND ENHANCE THE CHARACTER OF EACH NEIGHBORHOOD

- Restore boulevards
- Minimize the impact of vehicular traffic on neighborhoods
- Restore playgrounds
- Address blight

OBJECTIVE 1.4. CREATE DISTINCTIVE GATEWAYS INTO TOWN

- Create recognizable gateways at all entrances to Milton

GOAL 1: PRESERVE MILTON'S CHARACTER

1.4 CREATING DISTINCTIVE GATEWAYS INTO TOWN


Finally, to mark Milton's entrances and make it more welcoming to visitors from outside, the Town will need to improve the sense of arrival, or gateways, by:

- Creating recognizable gateways at all entrances: Blue Hill Avenue, Adams Street, Granite Avenue, Randolph Avenue, Central Avenue.



KEY: indicates “low hanging fruit”

GOAL 1: PRESERVE MILTON’S CHARACTER

OBJECTIVE 1.1: PRESERVE AND ENHANCE NATURAL FEATURES						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
<p>1.1.1 Create a partnership with DCR to better incorporate the Blue Hills Reservation, the Neponset River estuarine properties, and the Lower Neponset River Path into the community.</p>	<p>Blue Hills Reservation</p> <p>Trailside Museum/ Mass. Audubon</p> <p>Friends of the Blue Hills</p> <p>Neponset River and Greenway</p> <p>Neponset River Watershed Association</p> <p>Milton Parks and Recreation Dept.</p>	<ul style="list-style-type: none"> • Create a task force, with representation from the key stakeholders, to foster the partnership. • Conduct a visioning process to identify jointly held goals. • Develop a long-range plan for carrying out the partnership. 	<p>MA Executive Office of Energy and Environmental Affairs funding programs:</p> <ul style="list-style-type: none"> • Landscape Partnership Program 		<p>LEAD Partnership Task Force (new)</p> <p>PARTNERS DCR/Blue Hills Reservation Mass. Audubon Friends of the Blue Hills Neponset River Watershed Association Milton Parks and Recreation Department</p>	2
<p>1.1.2 Develop a conservation strategy for preserving open space to be endorsed and implemented by the Milton Conservation Commission.</p>	<p>Existing land conserved land</p> <p>Lands currently held by non-profit organizations (The Trustees of Reservations, Historic New England, Cunningham Park, Milton Academy, Curry College)</p> <p>Large, undeveloped, privately-owned parcels of land</p>	<ul style="list-style-type: none"> • Improve communication between and among town boards (Conservation Commission, Planning Board, Building Department, etc.) to coordinate conservation efforts. • Prepare an update to the 2006-2011 Open Space and Recreation Plan. • Educate residents about accomplishing open space preservation in the absence of money (easements, restrictions on development rights). • Revise the existing zoning bylaw to provide incentives for retaining 	<p>Conservation Restrictions</p> <p>Conservation Easements</p> <p>Transfer of Development Rights</p> <p>Community Preservation Act</p> <p>MA Executive Office of Energy & Environmental Affairs funding programs:</p> <ul style="list-style-type: none"> • Massachusetts Land and Water Conservation Fund 		<p>LEAD Conservation Commission</p> <p>PARTNERS Planning Board The Trustees of Reservations Historic New England Cunningham Park Milton Academy Curry College Individual owners of large, undeveloped properties</p>	1

GOAL 1: PRESERVE MILTON’S CHARACTER

OBJECTIVE 1.1: PRESERVE AND ENHANCE NATURAL FEATURES

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
		<p>open space as part of new development.</p> <ul style="list-style-type: none"> Identify significant historic and natural areas to be the focus of preservation/protection activities. Work with the Cunningham Park trustees to secure the park landscape from future development. Work with the several educational institutions on a collaborative approach to expansion – one that accommodates the school’s needs while respecting those of the Town and its residents. 		<p>See also Goal #7.2</p>		
<p>1.1.3 Develop a plan to protect Milton’s scenic viewsheds</p>	<p>Existing viewsheds Existing zoning bylaw</p>	<ul style="list-style-type: none"> Amend the zoning bylaw to create incentives for preservation of views. 			<p>LEAD: Planning Board</p> <p>PARTNERS: Conservation Commission</p>	<p>1</p>

GOAL 1: PRESERVE MILTON'S CHARACTER

OBJECTIVE 1.1: PRESERVE AND ENHANCE NATURAL FEATURES						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
1.1.4 Develop a strategy for monitoring recreation needs.	Existing Open Space and Recreation Plan	<ul style="list-style-type: none"> Prepare an update to the 2006-2011 Open Space and Recreation Plan. Develop a method of updating the plan regularly, every five years. 		SEE Recreation section in Goal #2: Promote Health & Wellness	LEAD: Parks and Recreation Department PARTNERS: Planning Department	1
1.1.5 Continue efforts to clean up the Neponset River and other surface waters in town.	River and smelt population Neponset River Watershed Association	<ul style="list-style-type: none"> Develop a superfund plan to clean up the chemicals from the Neponset River. 	MA Executive Office of Energy & Environmental Affairs funding programs: <ul style="list-style-type: none"> Massachusetts Land and Water Conservation Fund 		LEAD Neponset River Watershed Association PARTNERS Conservation Commission	2
1.1.6 Increase community awareness regarding the Neponset River waterfront.	Neponset River and Greenway Neponset River Watershed Association Blue Hills Reservation DCR Milton Bicycle Advisory Committee Friends of the Blue Hills	<ul style="list-style-type: none"> Form a task force to adopt community awareness-building as one of its goals (see 1.1.1). Improve access to the Neponset west of the dams. Construct bicycle paths to the riverfront and provide bike parking, and utilize these paths to connect the river to the Blue Hills. 		See also Goal #5: Improve Transportation	LEAD Partnership Task Force (new-see 1.1.1) PARTNERS DCR/Blue Hills Reservation Mass. Audubon Friends of the Blue Hills Neponset River Watershed Assoc. Parks and Recreation Dept Bicycle Advisory Committee	1
1.1.7 Develop a program for controlling/eradicating exotic invasive plant species.		<ul style="list-style-type: none"> Establish a task force on exotic species identification and mitigation. Launch a public information campaign about the spread and control of species. 	Town Appropriation		LEAD: Local Task Force (new) PARTNERS: Department of Public Works Local property owners	2

GOAL 1: PRESERVE MILTON'S CHARACTER


OBJECTIVE 1.1: PRESERVE AND ENHANCE NATURAL FEATURES						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
1.1.9 Actively promote the cleanup of brownfield and hazardous waste sites	Existing properties on Granite Avenue	<ul style="list-style-type: none"> Work with potential developers to mitigate contaminated sites. 		<i>See Appendix B for additional information</i>	LEAD: Planning Department PARTNERS: Conservation Commission Potential Developers	2

GOAL 1: PRESERVE MILTON'S CHARACTER

OBJECTIVE 1.2: PRESERVE AND ENHANCE HISTORIC FEATURES

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
1.2.1 Identify/create methods of increasing stewardship of historic residential properties	Existing inventory of historic resources Individual property owners	<ul style="list-style-type: none"> Establish a “preservation trust,” similar to the Milton Land Conservation Trust, to advocate for and guide stewardship. Establish a revolving loan fund for preservation. Amend the existing Demolition Delay Bylaw so that it applies to structures of 50 years or older. Amend the existing Zoning Bylaw to include incentives for creative and sensitive re-use of historic properties, including large estates. Seek National Register and/or National Historic Landscape status for eligible properties. Establish Local Historic Districts in the most historically significant/visually sensitive areas of town. Develop incentives (tax or otherwise) for property owners to preserve historic structures and their settings. Make a plan regarding preserving corner lots, including those at 	Private donations Massachusetts Historical Commission Survey & Planning Grant Program CPA	<p>Milton currently has a Land Conservation Trust, established in the 1970’s and it maintains both conservation restrictions and easements (current holdings are listed on page 13 of the Natural, Open Space & Recreation Resources Chapter of the inventory, Volume II). This is described in the full inventory (Volume II) on page 14 (Natural, Open Space and Recreation Resources)</p> <ul style="list-style-type: none"> Preservation of corner lots could be achieved through 	<p>LEAD Milton Historic Preservation Trust</p> <p>PARTNERS Historical Commission Local banks Property owners Massachusetts Historical Commission</p>	1

GOAL 1: PRESERVE MILTON'S CHARACTER

OBJECTIVE 1.2: PRESERVE AND ENHANCE HISTORIC FEATURES						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
		intersections of several main roads. <ul style="list-style-type: none"> Establish a historic plaque program. Launch an awards program to honor property owners' care of historic buildings and landscapes. 		conservation easement/restriction (working with land owners so that they are preserved as open space) 		
1.2.2 Identify/create methods of increasing stewardship of historic commercial properties	Existing historic commercial buildings, including the Swift Hat building (recently designated as part of the State's Most Endangered Historic Buildings)	<ul style="list-style-type: none"> Encourage income-producing properties to seek Historic Investment Tax Credits as part of redevelopment financing. 	Massachusetts Historic Commission's Historic Reinvestment Tax Credit program		LEAD Milton Historic Preservation Trust (new) PARTNERS Historical Commission Local banks/finance agencies Property owners Massachusetts Historical Commission	1
1.2.3 Develop a method for reviewing alterations to commercial properties and commercial infill to ensure that changes meld with the historic character of the town	Model methods from other Massachusetts cities and towns	<ul style="list-style-type: none"> Establish a Design Review Board with representation from both the Planning Board and Historical Commission, to oversee changes. Create design guidelines for commercial areas. SEE END NOTE #1 		Also see Appendix B	LEAD Design Review Board (new)	1

GOAL 1: PRESERVE MILTON'S CHARACTER

OBJECTIVE 1.2: PRESERVE AND ENHANCE HISTORIC FEATURES

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
1.2.4 Develop a long-range plan for managing the Town's archival materials	Historic Town records	<ul style="list-style-type: none"> Establish a procedure for record retention including processing and preserving Town records in electric format. Establish a physical storage area large enough to accommodate the Town's archives (according to State guidelines). Institute a plan for providing continuous training for Town staff to manage records in the future. 		SEE END NOTE #3	<p>LEAD Town Clerk</p> <p>PARTNERS Historical Commission Milton Public Library</p>	2

GOAL 1: PRESERVE MILTON’S CHARACTER

OBJECTIVE 1.3: PRESERVE AND ENHANCE THE INDIVIDUAL CHARACTER OF EACH OF MILTON’S NEIGHBORHOODS, INCLUDING THE NATURAL AND HISTORIC FEATURES OF EACH

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
1.3.1 Restore Milton’s boulevards	Existing boulevards on Edge Hill Road Brook Road, Blue Hills Parkway	<ul style="list-style-type: none"> • Develop a sustainability-based “boulevard preservation plan” that includes: <ul style="list-style-type: none"> - Historical documentation of the boulevards - An inventory of existing conditions (including curbing, trees, and boulevard groundcover) - A re-planting plan that identifies location, species, and spacing of trees - A management plan • Establish a fund for purchase and replacement of boulevard trees. • Launch a public information campaign to educate/inform residents about the importance of street trees to maintaining a healthy population. 	MA Executive Office of Energy and Environmental Affairs funding programs: <ul style="list-style-type: none"> • Urban and Community Forestry Challenge Grants Private donations (tree fund)		LEAD: Department of Public Works/Tree Warden PARTNERS: Neighborhood Groups Historical Commission Milton Bicycle Advisory Committee	2
1.3.2 Minimize the impact of vehicular traffic on neighborhood character	Existing parks, trails, transit services Milton Bicycle Advisory Committee	<ul style="list-style-type: none"> • Encourage use of alternative forms of transportation <ul style="list-style-type: none"> - Upgrade/expand convenience of access to community parks, trails, transit, and services - Expand pedestrian and bike routes 		SEE Goal #5: Transportation	LEAD: Department of Public Works PARTNERS: Milton Bicycle Advisory Committee Parks and Recreation Department	1

GOAL 1: PRESERVE MILTON’S CHARACTER

OBJECTIVE 1.3: PRESERVE AND ENHANCE THE INDIVIDUAL CHARACTER OF EACH OF MILTON’S NEIGHBORHOODS, INCLUDING THE NATURAL AND HISTORIC FEATURES OF EACH

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
		<ul style="list-style-type: none"> • Introduce traffic-calming measures to reduce speeds where relevant <ul style="list-style-type: none"> - Construct raised crosswalks, neck-downs, and other traffic calming features, where appropriate - Encourage mixed-used neighborhood development 		<p><i>See Goal # 4: Promote Economic Development</i></p>		
1.3.3 Restore Milton’s playgrounds	Playgrounds throughout Milton Parks and Recreation Department	<ul style="list-style-type: none"> • Restore playground equipment. • Upgrade playground surfaces and accessories to meet current ADA code. • Add public restrooms at playgrounds and sports fields. 	Town appropriation	<i>SEE Recreation section in Goal #2: Promote Health & Wellness</i>	LEAD: Parks and Recreation Department	1
1.3.4 Address blight in some neighborhoods		<ul style="list-style-type: none"> • Enforce building maintenance (especially with absentee landlords). • Increase enforcement of the building code. 		<i>Also see Goal #3: Improve Housing & Neighborhoods</i>	LEAD: Building Inspector PARTNERS: Neighborhood Associations	2

GOAL 1: PRESERVE MILTON’S CHARACTER

OBJECTIVE 1.4: CREATE DISTINCTIVE GATEWAYS INTO TOWN						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
1.4.1 Create recognizable gateways at all entrances: Blue Hill Avenue, Adams Street, Granite Avenue, Randolph Avenue, Central Avenue	Gateway locations	<ul style="list-style-type: none"> • Develop a gateway sign program <ul style="list-style-type: none"> - Define entry into the town - Use a coordinated design that complements the town’s historic character - Alter motorists that they are entering a “neighborhood” - Provide way-finding • Establish a street tree planting program that incorporates gateways <ul style="list-style-type: none"> - Introduce traffic-calming devices to slow drivers’ approaches to gateways - Consider new roundabout at Central Ave 	MA Executive Office of Energy & Environmental Affairs funding programs: <ul style="list-style-type: none"> • Urban and Community Forestry Challenge Grants 		LEAD: Department of Public Works PARTNERS: Historical Commission Design Review Board (new) Neighborhood Associations	1

GOAL 1: PRESERVE MILTON'S CHARACTER

END NOTES

1. Design Guidelines for Commercial Areas

One important way of preserving Milton's character is to develop Design Guidelines defining the elements which make up that character and establishing a design review process including charging a Design Review Board comprised of professionals with this work.

EXAMPLE: Belchertown, Design guidelines for commercial areas (clear with lots of visual examples):

http://www.belchertown.org/departments/planning/docs/Commercial_design_guidelines.pdf

EXAMPLE: Bedford: Design guidelines for Commercial and mixed-use development (good with visual examples):

<http://www.bedfordma.gov/sites/bedfordma/files/file/file/plan-architecturaldesignreviewguidelines.pdf>

EXAMPLE: Boston Redevelopment Authority Urban Design Guide for Residential and Commercial Design Review (ensures that the “design of proposed exterior alterations, additions or new construction is compatible with, and enhances the existing character of the immediate neighborhood”):

<http://www.bostonredevelopmentauthority.org/getattachment/9b57370e-5a54-4d8d-b275-b93e1d7d42e1>

TEMPLATE FOR DESIGN GUIDELINES: Design Review Guidelines Template for Preserving New England Heritage:

http://www.hamiltonma.gov/pages/HamiltonMA_Planning/Appendix_B_Design_Review_Guidelines_Template.pdf

2. Tree Preservation and Protection Bylaws

One way of assuring protection of Milton's trees is through the adoption of a “tree preservation and protection bylaw” which, through the zoning bylaw, places restrictions on removal of mature trees, and provides guidelines for replacing trees.

EXAMPLE: Wellesley Tree Preservation and Protection Bylaw (with specific language):

http://www.wellesleyma.gov/Pages/WellesleyMA_Planning/regs/TreeBylaw_R&R_AmendmentsAdopted8-18-2014.pdf

3. Municipal Records Management

The following links provide information about management of municipally-owned archival materials:

Municipal Records Retention Manual 2011

http://www.sec.state.ma.us/arc/arcpdf/MA_Municipal_Records_Retention_Manual.pdf

GOAL 1: PRESERVE MILTON'S CHARACTER

END NOTES - CONTINUED

Records Management Assistance

<http://www.sec.state.ma.us/arc/arcrmu/rmuser/sertaw.htm>

Records Management forms

<http://www.sec.state.ma.us/arc/arcrmu/rmurds/rdsmaf.htm>

Physical Storage Guidelines:

<http://www.sec.state.ma.us/arc/arcrmu/rmuidx.htm>; under Resources: [Records Storage Areas \(RTF\)](#)

GOAL 1: PRESERVE MILTON'S CHARACTER

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PROMOTE HEALTH AND WELLNESS

GOAL STATEMENT: TO SUSTAIN THE HEALTH OF MILTON RESIDENTS BY IMPROVING WELLNESS AND ENVIRONMENTAL SUSTAINABILITY; CREATING AND MAINTAINING FACILITIES TO SUPPORT GATHERING AND STRENGTHEN SOCIAL CAPITAL; EASING MILTON RESIDENTS' ABILITY TO ACCESS AND NAVIGATE THE TOWN.



Making walking and bicycling safe and pleasant is one important way that municipalities can promote health and wellness (Photo: Arlington, MA)

“It’s important to turn off our computers and do things in the real world.”

- Humorist Andy Borowitz¹

¹ (humorist Andy Borowitz, from “Is the web driving us mad?”
<http://www.thedailybeast.com/newsweek/2012/07/08/is-the-internet-making-us-crazy-what-the-new-research-says.html>)

GOAL 2: PROMOTE HEALTH AND WELLNESS

GOAL STATEMENT: TO SUSTAIN THE HEALTH OF MILTON RESIDENTS BY IMPROVING WELLNESS AND ENVIRONMENTAL SUSTAINABILITY; CREATING AND MAINTAINING FACILITIES TO SUPPORT GATHERING AND STRENGTHEN SOCIAL CAPITAL; EASING MILTON RESIDENTS' ABILITY TO ACCESS AND NAVIGATE THE TOWN.

According to the World Health Organization, health is “a state of complete physical, mental, and social well-being and not merely the absence of infirmity.” **A healthy community** as described by the U.S. Department of Health and Human Services Healthy People 2010 report is one that “continually creates and improves both its physical and social environments, helping people to support one another in aspects of daily life and to develop to their fullest potential. Healthy places are those designed and built to improve the quality of life for all people who live, work, worship, learn, and play within their borders. They also provide easy access and connectivity to other communities – places where every person is free to make choices amid a variety of healthy, available, accessible, and affordable options.”²

A healthy community is one that promotes the well-being of its residents by providing opportunities for physical fitness as well as for community gathering, which in turn fosters social cohesion, and does both in an equitable manner. Promoting healthy living is a growing priority for many communities. Municipalities can help to support, promote, and encourage us to return to a more physically active and healthier life. Additional benefits of getting outdoors and out of cars

include opportunities for interacting with neighbors as well as reducing the consumption of fuel and its negative impacts on the environment.

The way we plan, design, and build our communities can have a significant impact on the health of those who live there as well as on the health of the community as a whole, on the strength of its social fabric, and therefore, on its ability to support residents throughout their lifecycle. The environment in which we live, work, and play has a direct effect on our physical and psychological well-being. Municipalities can and should take an active role in promoting the health and wellness of their residents.

Milton is proud of its open space and rural characteristics and visitors are often surprised at the natural beauty of the area so close to a major city. At the same time automobile oriented development in the last fifty years and other factors have often worked against walking and biking and resulted in fewer opportunities for everyday exercise. Identifying opportunities for healthy living and making reasonable accommodations will result in a safer and more comfortable life style for everyone. Often those most affected are senior citizens, residents with physical disabilities, children, and teenagers.

OVERVIEW OF KEY POINTS

- Milton has a population of approximately 27,000, a figure that has remained relatively stable over the past century. **A significant increase is expected in the number of seniors.** With this shift in population will come a need for increased senior wellness-related services, including social programming and efforts to expand health awareness.

² <http://www.cdc.gov/healthyplaces/about.htm>

GOAL 2: PROMOTE HEALTH AND WELLNESS

- Milton's 7,000 acres of open space, including 115 acres of town-maintained property, provide extensive opportunities for all forms of recreation, including hiking, golf, skiing, ice skating, sailing, swimming, boating, as well as team sports (soccer, baseball, football, tennis, etc.). **At the same time, demand for town-maintained recreational facility use currently exceeds available space³.** There is a need for additional playing fields, as well as a community center to provide a central location for recreation activities. In addition, Milton's playgrounds, rebuilt in the mid-1990s, have not been upgraded since, and many do not meet contemporary accessibility (ADA) codes.
- Milton currently has **just one Community Supported Agriculture (CSA) farm** – the Brookwood Farm, located on the Milton-Canton line – that provides residents with the opportunity to purchase locally-grown produce. The town also hosts a weekly farmer's market at the Wharf area, but during the growing season only (no winter market).
- While the town's civic buildings, including the library, Town Hall, fire station, police station and senior center are all located within walking distance of one another, the area lacks a clearly-defined sense of place; also lacking is **a safe, complete pedestrian network connecting the buildings to one another.** The area feels like a collection of uses, not like a civic center.
- Milton hosts some community-wide events; however they have not always reached all segments of the population.
- Traffic on some of Milton's roads travels at high speeds, and many of the roads lack bike accommodations, making them unsafe for pedestrians attempting to cross, and for bicyclists.



Nature and passive recreation are also important to health and wellness.

OPPORTUNITIES FOR CREATING A HEALTHY MILTON

Our car dependent lives, especially those of us living in suburbia, have a number of consequences, on the individual, family, and on the community as a whole. These include:

- Obesity
- Dependence on family members to drive younger and older (senior) family members
- A larger carbon footprint, pollution, and use of fuel

³ There are also some private institutions in town that offer recreational opportunities to residents (e.g. Curry College and Milton Academy)

GOAL 2: PROMOTE HEALTH AND WELLNESS

- Social isolation, which in turn leads to a reduction of social capital (individuals' willingness to invest their time in the community)
- Commuter travel delay takes time away from family time

Some ways of promoting more healthy living include:

- Expanding biking and pedestrian opportunities by
 - increasing public access to the River
 - supporting the work of DCR and the Neponset River Watershed Association to expand the Neponset River Bike Trail/Greenway and expanding recreational opportunities
 - supporting efforts to develop a "Milton Brook Walk"
 - implementing new facilities identified by DPW and Milton Bicycle Committee
- Restoration of Milton's playgrounds, including the addition of bike racks, would help promote greater use of them.
- Improved pedestrian and other connections to the buildings of the civic core (library, Town Hall, police station, fire station, senior center), would provide a safer, more amenable environment for Milton residents.
- The addition of a Town-owned and managed Community Center would allow the Parks and Recreation Department to expand its programming to include a larger cross-section of the population.
- Creating opportunities for multi-generational interaction and wholesome activities for teens would help to support healthy community goals.



Gazebo on Town Green: Holding community events helps to unite residents and to build social capital important for the healthy functioning of a community.

- Increased numbers of community-wide events such as WE ARE MILTON, ;Celebrate Milton!, and summer events at the Wharf, would provide opportunity for residents to gather and socialize.

MILTON VOICES:

RESIDENTS' THOUGHTS REGARDING A HEALTHY MILTON

As part of the master planning process, a number of public forums were organized asking residents their opinion on relevant issues. The following are representative quotes intended to summarize public opinion with regard to health and wellness in Milton.

GOAL 2: PROMOTE HEALTH AND WELLNESS



“We need more things for teens to do” (group of young people at March 1 public forum)

“I don’t let my children walk and bike without me because it is not safe to do so.”

“We need to broaden the offerings of the recreational department so that there is something for all ages.”

“The library is our community center.”

“Wouldn’t it be great if we had more of a sense of being on the water.”

“Continue to make an effort to bring together people from different backgrounds so that the town is more integrated, one Milton.”

Additionally, a Town-wide Survey developed and distributed by the Planning Board in 2009, found that “a majority of respondents use the **parks, recreation areas, and other open spaces** in Milton. Of those, most use these areas on a weekly basis. The majority use them for hiking or walking, with the next highest number of responses being for family activities, youth sports, and nature observation.”

A MAJORITY felt that “the Town offers a wide variety of recreational programs and feel that all areas of Milton have adequate parks and recreation areas and adequate natural open space.”

A MAJORITY felt the Town should implement **pedestrian and bicycle improvements** to improve access to public transit. Equal numbers were not satisfied with the location and quality of bike lanes in the town.

KEY RECOMMENDATIONS

2.1. ENHANCING WELLNESS THROUGH RECREATION & PHYSICAL FITNESS

The relationship between physical activity and health is well established. Physical activity when integrated with everyday life—“active living”—has been demonstrated to be a strong preventive health measure, for both physical and mental health.

Taking care of the environment is also a way to take care of ourselves. Supporting initiatives that contribute to the sustainability of the environment often results in a healthier environment for both humans and animals. It is also a way to ensure that Milton remains a place for our children to live long, healthy and productive lives.

GOAL 2: PROMOTE HEALTH AND WELLNESS

- Expanding offerings of the Parks and Recreation Department by hiring of recreation staff and developing more programs for a broader cross-section of the town's population; identifying and developing more fields for soccer and baseball; upgrading the Town's playgrounds.
- Undertaking a "healthy town initiative" including a Town-wide campaign to improve health and wellness Town-wide may help to encourage healthy lifestyle choices (coordination of existing resources, providing guidance and encouragement for healthy lifestyle choices). This will require that more resources are appropriated for the Health Department.
- Continuing efforts to clean up the Neponset River, expand rainbow smelt and make the riverfront accessible to water-users including kayakers, canoeists, rowers.

2.2. FOSTERING COMMUNITY GATHERING & INCREASING SOCIAL CAPITAL

- Social capital refers to the individual and community time and energy that are available for things such as community improvement, social networking, civic engagement, personal recreation, and other activities that create bonds between individuals and groups. The fabric of a community, its connections—both physical as well as the opportunities that people have to experience themselves as community—affect the development of social capital.
- Social capital is often related to social cohesion, which in turn is an important indicator of the overall health of a community. This is sometimes measured by the percent of adult residents responding

in agreement with observations such as "people around here are willing to help their neighbors" and "people in this neighborhood can be trusted." Creating opportunities for community gathering, both formal and informal, increases the sense of community, reduces isolation (especially for mothers with young children, seniors, newcomers, single/divorced individuals, etc.) and results in an increased sense of belonging to a community and therefore having a stake in preserving and improving it.

- Establishing a community recreation center, owned and managed by the Town, to provide expanded program to residents of all ages.
- Developing a civic core or "town center" by integrating the existing library, Town Hall, police station, fire station, and senior center through enhanced pedestrian connections and other amenities.
- Encouraging more community-wide events including an expanded farmer's market, concerts at Town Hall, library etc. Creating an atmosphere of inclusivity that crosses invisible boundaries as a way of drawing in less-connected groups; continuing to provide support to those with less, including organizations that provide food for those in need.

GOAL 2: PROMOTE HEALTH AND WELLNESS



The number of seniors living in Milton is expected to increase significantly. The Baby Boomer YES (Young Energetic Seniors) have different expectations than those of the previous generation. Their needs (for socializing, fitness, and cultural activities) also differ from those of older, less vigorous elders whose needs are more around health and reduced independence. The Town will need to address the needs of all its residents.

KEY:



indicates “low hanging fruit”

GOAL 2: TO PROMOTE A HEALTHY MILTON OBJECTIVES AND STRATEGIES:

OBJECTIVE 2.1. WELLNESS THROUGH RECREATION AND PHYSICAL FITNESS


- Maximize use of existing recreational and other community resources
- Develop additional recreational facilities as needed
- Repair and maintain existing recreational facilities
- Ensure all neighborhoods have access to recreation
- Increase enjoyment of and access to the Neponset River
- Launch a town-wide Healthy Milton Initiative
- Support school efforts to promote student health and wellness
- Increase access to local food and ensure food security for all
- Review public facilities for code compliance, air quality, and other factors related to health and wellness
- Ensure that walking and biking is safe and pleasant by maintaining facilities and implementing new ones

OBJECTIVE 2.2. COMMUNITY GATHERING & SOCIAL CAPITAL

- Create a Civic Center by better integrating existing civic core
- Expand use of existing facilities to support expanding recreational, social and educational, and other programming to residents of all ages
- Create additional facilities for use by the community
- Provide more wholesome activities for teens and pre-teens
- Identify needs of increasing senior population
- Consider the creation of a community dog park
- Increase and broaden community events to include all residents
- Create an atmosphere of inclusivity
- Support neighborhood associations

GOAL 2: PROMOTE HEALTH AND WELLNESS

OBJECTIVE 2.1: WELLNESS THROUGH RECREATION AND PHYSICAL FITNESS
 Enhance wellness by providing a range of recreational opportunities

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
2.1.1. Maximize use of existing recreational and other community resources	Local fitness businesses Milton Hospital Non-profit road races (fundraising events) Cunningham Park Council on Aging Ulin Rink	<ul style="list-style-type: none"> • Increase awareness regarding existing resources <ul style="list-style-type: none"> ○ Increase communication via Town website and other venues regarding existing facilities and programs ○ Develop a Town Calendar ○ Increase coordination and cross promotion of events ○ Increase visibility of Cunningham Park • Negotiate a long-term agreement for the town to manage/operate the Ulin Rink. • Additional programming including using outdoor spaces not just for sports and not just for youth, e.g. yoga for all • Make available info regarding when facilities (e.g. tennis courts, track, ball fields) are in use/available 			<p>LEAD: Parks and Recreation Dept.</p> <p>PARTNER(S): Town Webmaster Milton Hospital Council on Aging</p>	On-going
2.1.2. Identify and develop additional recreational facilities as needed	Friends of the Blue Hills Milton Youth Early childhood groups Health clubs Milton Hospital Private Institutions Cunningham Park Ulin Rink	<ul style="list-style-type: none"> • Identify locations for <ul style="list-style-type: none"> ○ Fields for soccer & baseball ○ Outdoor basketball courts; allow for pick up games • Provide more athletic options for pre-school children 	CPA if passed	Recreation for all ages	<p>LEAD: Parks and Recreation Dept.</p> <p>PARTNER(S): Council on Aging School Department</p>	1

GOAL 2: PROMOTE HEALTH AND WELLNESS

OBJECTIVE 2.1: WELLNESS THROUGH RECREATION AND PHYSICAL FITNESS
 Enhance wellness by providing a range of recreational opportunities

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<ul style="list-style-type: none"> • Provide a broader array of options that promote social and intergenerational interaction, such as bocce, picnic tables, badminton, outdoor tables with fixed chess boards, etc. • Provide greater financial support to the Parks and Recreation Department for hiring of staff & development of more programs for all ages • Collaborate with other institutions, e.g. churches, private schools/college, neighborhood associations • Consider creating an “adult senior playground,” perhaps in the civic center park location. SEE END NOTE #3 • Develop a new Par Course for adults • Consider creating a skateboard Park 	Staffing			
2.1.3. Restore, repair and maintain existing recreational facilities		<ul style="list-style-type: none"> • Playgrounds <ul style="list-style-type: none"> ○ Make necessary repairs and updates; bring playgrounds into compliance with the ADA 		Also see Goal #1.3.3.	LEAD: Parks and Recreation Dept. PARTNER(S): COA	2


GOAL 2: PROMOTE HEALTH AND WELLNESS

OBJECTIVE 2.1: WELLNESS THROUGH RECREATION AND PHYSICAL FITNESS						
Enhance wellness by providing a range of recreational opportunities						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<ul style="list-style-type: none"> ○ Provide bike racks at playgrounds ○ Need better toddler centered playgrounds with cushioned surfaces and good fencing and sight lines for parents ○ Re-design playgrounds so that they serve a broader range of ages <ul style="list-style-type: none"> ● Maintain tennis courts 				
2.1.4. Ensure that all neighborhoods have access to recreation	Bicycle Advisory Committee Plan	<ul style="list-style-type: none"> ● Develop Neighborhood Plans for the different and distinct areas of Milton <ul style="list-style-type: none"> ○ Assess each area in terms of its access to opportunities of recreation ○ Provide information regarding existing facilities in each area ○ Improve connections (pedestrian and bike) to existing areas; currently some are poor/unsafe 		Also see Goal #7 Capacity to Plan	LEAD: Planning and Community Dev. Parks & Recreation Dept. PARTNER(S): Neighborhood Associations Bicycle Advisory Committee	2
2.1.5. Increase enjoyment of and access to the Neponset River		<ul style="list-style-type: none"> ● Improve kayak, canoe and rowing offerings at Milton Wharf ● Increase community awareness regarding the Neponset River waterfront 		Also see Goal #1.1.1.	LEAD: Neponset River Watershed Association PARTNER(S): Parks and Recreation Dept. Milton Yacht Club DCR/Blue Hills Reservation	1

GOAL 2: PROMOTE HEALTH AND WELLNESS




OBJECTIVE 2.1: WELLNESS THROUGH RECREATION AND PHYSICAL FITNESS						
Enhance wellness by providing a range of recreational opportunities						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<ul style="list-style-type: none"> • Improve/expand boat ramp at Milton Wharf and promote <ul style="list-style-type: none"> ○ expand parking (explore possibility of using parking at the Milton Yacht Club) ○ provide lockable canoe racks • Provide better access and improved connections between the River and the Blue Hills • Encourage a kayak rental shop to open at Central Avenue or Milton Village. Bike rental as well • Look to increase parking supply at riverfront • Continue collaborative efforts with the Neponset River Watershed Association to clean up the Neponset River and expand rainbow smelt habitat 				
2.1.6. Launch a town-wide Healthy Milton Initiative focused on wellness (including walkability, bike-ability, healthy food/eating, healthy lifestyle choices)	Milton Hospital Community Benefits Program (community health assessment, coordination of existing events)	Research healthy town initiatives in other Mass. communities and identify desirable features. SEE END NOTE #1 <ul style="list-style-type: none"> • Increase awareness of links between health, wellness & the environment • Promote walking and biking 	More resources will be needed for the Health Dept. Community Transformation Grants may be available from the federal government	Milton Hospital has some small grants available for projects promoting healthy eating, fitness for the elderly, etc. Center for Disease Control (CDC) funding available for	LEAD: Health Department PARTNER(S): Wellness Committee Milton Hospital Council on Aging Bicycle Advisory Committee	1

GOAL 2: PROMOTE HEALTH AND WELLNESS


OBJECTIVE 2.1: WELLNESS THROUGH RECREATION AND PHYSICAL FITNESS						
Enhance wellness by providing a range of recreational opportunities						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
<p>food and ensure food security for all</p>	<p>Brookwood farm (DCR Blue Hills) School Gardens</p> <p>Food Pantry at Parkway United Methodist Church</p>	<p>gardens/farm</p> <ul style="list-style-type: none"> Expand the existing farmer’s market to extend over 12 months Consider creating a Community Orchard (consider Town Farm property) Maximize use of school gardens to teach children about growing food Consider hiring a town Social Worker to work with the Health Department Provide hot, healthy meals for seniors Consider regulations for urban farming (e.g. chickens, growing food, etc.) <p>SEE END NOTE #2</p>	<p>Grant may be available</p>		<p>PARTNER(S): Food Pantry School Department DCR Health Department COA</p>	
<p>2.1.9. Review public facilities for code compliance, air quality, and other factors with potential to contribute to individual health and wellness</p>		<ul style="list-style-type: none"> Improve compliance with the Americans with Disabilities Act in schools all Town buildings Obtain information regarding impacts on air quality from particulate matter from highway on East Milton Square Park 			<p>LEAD: Consolidated Facilities</p> <p>PARTNER(S): Health Dept. Tree Warden Disability Commission</p>	1

GOAL 2: PROMOTE HEALTH AND WELLNESS


OBJECTIVE 2.1: WELLNESS THROUGH RECREATION AND PHYSICAL FITNESS
 Enhance wellness by providing a range of recreational opportunities

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<ul style="list-style-type: none"> Examine and improve air quality to reduce chemical and carcinogen exposure from fragrances, cleaning products and pesticides at schools and elsewhere throughout Town Provide information to residents regarding the impacts of chemicals from pesticides, runoff, etc. and alternative approaches to lawn maintenance, etc. Promote health and aesthetic benefits of street trees Selectmen to continue effort to reduce noise impacts from Logan Airport 		 		
<p>2.1.10. Ensure that walking and biking is safe and pleasant by maintaining facilities and implementing new ones</p>	<p>Neponset River Bike Trail/Greenway DCR Blue Hills Safe Routes to School Pine Tree Brook Association Milton Brook Walk (proposal: SEE END NOTE #7)</p>	<ul style="list-style-type: none"> Expand on Bicycle Advisory Committee’s Plan to develop a full Bicycle Master Plan Develop a Town-wide Traffic Calming Plan to reduce cut through traffic and speed. Complete repairs to sidewalk and extend to create a system connecting important destinations such as schools, Town buildings and recreational facilities Provide lighting where appropriate 	<p><i>Healthy Transportation Promotion Initiative (funding may be available from the Department of Public Health’s CHNA)</i></p>	 <p><i>See Also Goal #5 : Improve Transportation</i></p>	<p>LEAD: Traffic Commission</p> <p>PARTNER(S): Bicycle Advisory Committee DPW Police Department DCR Parks and Recreation Dept. Friends of the Blue Hills Neponset River Watershed Association</p>	<p>1</p>

GOAL 2: PROMOTE HEALTH AND WELLNESS




OBJECTIVE 2.1: WELLNESS THROUGH RECREATION AND PHYSICAL FITNESS						
Enhance wellness by providing a range of recreational opportunities						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<ul style="list-style-type: none"> • Develop a Trail Network Plan <ul style="list-style-type: none"> ○ Create maps /signage ○ Use abandoned Granite Railway right-of-way 				
2.1.11. Address impacts of airplanes		<ul style="list-style-type: none"> • Obtain information regarding noise and air quality impacts • Continue to hold discussions with MassPort and FAA regarding flight patterns 			LEAD: Board of Selectmen PARTNER(S): Traffic Commission	On-going

GOAL 2: PROMOTE HEALTH AND WELLNESS


OBJECTIVE 2.2: COMMUNITY GATHERING & SOCIAL CAPITAL						
Improve and increase opportunities for community gathering and expansion of social capital						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
2.2.1. Create a Civic Center by better integrating existing civic core with improved pedestrian and other connections between uses/ activities. SEE END NOTE #2	Library Town Hall Police Station Fire Station Senior Center Gazebo- summer activities Park parking	<ul style="list-style-type: none"> Develop an urban design plan of civic center area that increases aesthetic appeal and makes recommendations for making the center more vibrant Implement a “pop up plaza” including temporary seating, umbrellas, food truck(s), coffee cart and some programming and announcements to attract people, testing whether such uses would be used in this location. SEE END NOTE #2 Consider creating a “center playground” near Town Hall SEE END NOTE #3 			LEAD: Planning and Community Development Dept. PARTNER(S): town Hall Library Police Station Council on Aging Fire Station Farmer’s Market Chamber of Commerce College students for urban design plan	1
2.2.2. Expand use of existing facilities to support expanding recreational, social, educational, and other programming to residents of all ages		<ul style="list-style-type: none"> Increase awareness of existing facilities (what they offer and when) Open existing public facilities, such as school auditoriums and the Senior Center, for use by the community. SEE ENDNOTE #4 Support the library’s efforts to expand its role as a community center for all 			LEAD: PARTNER(S): School Department Council on Aging Library Board of Trustees Library Building Committee Cunningham Park	1

GOAL 2: PROMOTE HEALTH AND WELLNESS

OBJECTIVE 2.2: COMMUNITY GATHERING & SOCIAL CAPITAL
 Improve and increase opportunities for community gathering and expansion of social capital



STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
		ages and to this end add parking spaces, improve outdoor spaces, and increase programming <ul style="list-style-type: none"> Promote the amenities of Cunningham Park; keep parked cars out of bike lanes 				
2.2.3. Create additional facilities for use by the community		<ul style="list-style-type: none"> Consider using the historic fire station (if rebuilt in a different location) or expanding the senior center for use as a community center with the front yard converted to a community gathering space Consider expanding the senior center to share with all ages Make better use of the Forbes House Museum for community gathering and intergenerational programs 			LEAD: Parks and Recreation Dept. PARTNER(S): Council on Aging	2
2.2.4. Provide more wholesome activities for teens and pre-teens	Library (afterschool, mostly from the middle school) First Congregational Church basement (youth center)	<ul style="list-style-type: none"> Hold a “Youth Summit” to help identify the needs and desires of youth Create a Youth Commission to represent the “Teen Voice” Develop a Boys and Girls 		 	LEAD: Parks and Recreation Dept. PARTNER(S): Library Senior Center School Department Area churches	1

GOAL 2: PROMOTE HEALTH AND WELLNESS

OBJECTIVE 2.2: COMMUNITY GATHERING & SOCIAL CAPITAL						
Improve and increase opportunities for community gathering and expansion of social capital						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<p>Club type organization to provide year-round, after school and summer activities for teens</p> <ul style="list-style-type: none"> Involve youth in the planning for facilities and events Consider sharing the Senior Center Consider uses for Cunningham Park/Hall for children and teens (9 to 15 year olds) Support the library's efforts to increase programming and outreach to teens Encourage churches to consider opening their basements for use by teens and/or the community at large Hold more "open gyms" at the schools (payment for custodians is an obstacle) 		<p>Create a Youth Commission</p> <p>There used to be a Youth Center</p>  <p>Also see Goal 6: Quality Municipal Services, Facilities & Services</p>	Cunningham Park/Hall Social workers in town	
2.2.5. Identify needs of increasing senior population		<ul style="list-style-type: none"> Expand programming at the Senior Center (provide more socializing & wellness programs as the number of YES rises as baby-boomers come of age) 			<p>LEAD: Council on Aging</p> <p>PARTNER(S): Parks and Recreation Dept.</p>	1

GOAL 2: PROMOTE HEALTH AND WELLNESS



OBJECTIVE 2.2: COMMUNITY GATHERING & SOCIAL CAPITAL
 Improve and increase opportunities for community gathering and expansion of social capital

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
		<ul style="list-style-type: none"> Plan more intergenerational activities; coordinate with the School Department Encourage Milton Hospital to pursue past proposal to develop Assisted Living facility on hospital-owned property located across the street from the medical institution and adjacent to senior housing Hold a “Map Your Neighborhood Event” SEE END NOTE #5 		 <p>The Baby Boomer population is markedly different from the previous generation of elderly.</p> <p>SEE END NOTE #6</p>	School Department	
<p>2.2.6. Consider the creation of a community dog park</p>		<ul style="list-style-type: none"> Install dog waste bag dispensers in existing parks Set aside space at existing park(s) or acquire new land to create a park specifically for dog exercising and socializing 			<p>LEAD: Parks and Recreation Dept.</p> <p>PARTNER(S): Dog owners</p>	3
<p>2.2.7. Increase and broaden community events to include all residents</p>	<p>Town Hall concerts</p> <p>Open House night at the Police Station</p> <p>Farmer’s Market</p> <p>Neponset River Festival</p> <p>;Celebrate Milton!</p>	<ul style="list-style-type: none"> Encourage the work of WE ARE MILTON and other organizations in the hosting of more town-wide events Improve community celebration space(s) and opportunities Continue and expand Open House night at the Police 		<p><i>Also see Goal 6: Quality Municipal Services, Facilities & Services</i></p>	<p>LEAD:</p> <p>PARTNER(S): Council on Aging Parks and Recreation Dept. School Department Church groups WE ARE Milton</p>	1

GOAL 2: PROMOTE HEALTH AND WELLNESS

OBJECTIVE 2.2: COMMUNITY GATHERING & SOCIAL CAPITAL						
Improve and increase opportunities for community gathering and expansion of social capital						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		Station, and the Town Hall concerts <ul style="list-style-type: none"> Encourage more events at the Wharf in summer, in addition to the once-per-week farmer’s market Support the Neponset River festival 				
2.2.8. Create an atmosphere of inclusivity that crosses more invisible boundaries, drawing in less-connected groups	“No Place for Hate” “We Are Milton” ;Celebrate Milton! Milton Food Pantry	<ul style="list-style-type: none"> Promote equal opportunity for minorities, men and women, and prevent housing discrimination Encourage Library to develop educational programming around cultural awareness Form a newcomer’s club to welcome new residents; develop orientation to Milton materials <ul style="list-style-type: none"> Work with faith communities on this Continue to provide support to those with less; support organizations that provide food to those in need Continue to make an effort to bring together people from different backgrounds through event planning (to better 			LEAD: BOS PARTNER(S): Neighborhood Associations Cable TV “No Place For Hate” “We Are Milton”	On-going

GOAL 2: PROMOTE HEALTH AND WELLNESS

OBJECTIVE 2.2: COMMUNITY GATHERING & SOCIAL CAPITAL						
Improve and increase opportunities for community gathering and expansion of social capital						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
		integrate Milton’s residents into “One Milton” (SEE previous Strategy #2.2.9) <ul style="list-style-type: none"> o Encourage multi-cultural use of Town gazebo (e.g. ethnic food & music festivals) 				
2.2.9. Support Neighborhood Associations		<ul style="list-style-type: none"> • Provide list of existing neighborhood associations and information regarding how to get involved on the town’s website • “Celebrate” Neighborhood Associations by promoting their activities and achievements and encourage interaction and ideas sharing • Develop a Cable TV program on how to start a neighborhood association • Publicize spaces available for neighborhood association meetings 		  Also See Goal #3.3.4.	LEAD: BOS PARTNER(S): Neighborhood Associations Cable TV	2

GOAL 2: PROMOTE HEALTH AND WELLNESS

END NOTES

1. Healthy Milton Campaign

See: <https://www.planning.org/nationalcenters/health/toolsforhealth/pdf/healthyplanmaking.pdf>

Funding Availability: Through an overarching collaborative strategy that brings together members of the **American Planning Association** (APA) and the **American Public Health Association** (APHA), this project aims to build local capacity to address population health goals and promote the inclusion of health in non-traditional sectors.

Coalitions made up of APA chapters, APHA affiliate groups, and others will work to set a new paradigm for healthy planning. By leveraging complementary expertise and influence, this project seeks to expand innovative tactics to addressing tough problems. The RFP outlines the requirements for APA Chapters and APHA Affiliates to develop collaborative projects. Funds will be competitively awarded to build local capacity in communities across the U.S. <https://www.planning.org/nationalcenters/health/psecoalitions/pdf/rfpforpse.pdf>

Some ideas include:

- a. Plan “walking tours” based on the 350th Committee’s historic signs (made and placed by Milton’s 350th Committee)
- b. Host Town-wide athletic events, such as 5K road races and sprint triathlons utilizing the town’s roads/recreation areas
- c. Promote healthy lifestyle choices (including substance abuse prevention)
- d. Develop a fitness walk with mileage signage and other markers of interest. Create a map of walking loops and bike paths (maybe bike shop would be interested in funding?)
- e. Develop a “bike culture” *“Having a bike culture means that a community recognizes and respects the use of a bicycle as a transportation option, regardless if one rides regularly or not. It means bicycles are regularly used for utilitarian as well as recreational purposes, and it means that there are cultural and social events that celebrate bicycles as part of the fabric of the community in the same way that other arts, cultural, outdoor, and similar elements are. It can mean that the use of the bicycle is considered a creative act, but it also recognizes that bicycles are pretty pragmatic machines and that the use of them can be pretty pragmatic. One way to think about it is this: A bike culture is one in which riding a bicycle is a pretty ordinary, unremarkable thing to do.”*⁴

Involve residents in assessing how healthy the community is and what it can do to become healthier. This can include surveying walkability, identifying recreational needs, connectivity between desired destinations, etc.

Some examples of other communities include:

- Shape Up Somerville: <http://www.somervillema.gov/departments/health/sus>
- Healthy City Fall River: <http://www.gfrpartners.com/healthycity.htm>

⁴ <http://mobilitylab.org/2014/09/02/building-a-fun-bike-culture-in-roanoke-virginia/#sthash.pTwKPCsO.dpuf>

GOAL 2: PROMOTE HEALTH AND WELLNESS

END NOTES – CONTINUED

- Healthy Wey (Weymouth): <http://www.mass.gov/eohhs/gov/departments/dph/programs/community-health/mass-in-motion/community/mim-communities/weymouth.html>
 - Medford Health Matters: <http://www.medfordhealthmatters.org/>
 - Make Boston Healthy: (Make Boston Your Gym): <https://boston.fivi.com/publicBlogViewStory.xhtml?articleId=2702>
 - Wray Health Initiative: <http://www.preventioninstitute.org/tools/focus-area-tools/communities-taking-action-profiles-of-health-equity/location/370.html>
 - Northeast Center for Healthy Communities: http://nc4hc.org/?page_id=1055
 - Cambridge in Motion, Cambridge, MA: http://www.cambridgepublichealth.org/lifestyle/Cambridge_in_Motion.php
2. **Urban Farming.** For recent developments in how urban farming can benefit communities and individuals, see: <http://www.bostonglobe.com/business/2014/06/21/urban-farming-takes-root/loeiZucFBdu2b9HRWYZIVO/story.html>
3. **Civic Center.** To the question “What makes for a ‘civic center?’” residents responded :“*A place to meet people and go have a cup of coffee*”

In order for the area of town where the Town Hall, the library, Senior Center, Police, and Fire stations and other public uses are located to become more of place, it is important that these uses are better connected, that there are places and events for people to gather, and that it be safe, pleasant and attractive.

- Address parking capacity issues and encourage shared parking among civic uses
- Improve walking/biking connections especially along Canton Ave. and between the Town Hall and the Library
- Expand the café at the Library; set up outdoor tables; staff with local youth
- Make the gazebo more available for events
- Use the space in front of the Police Department lawn for Farmer’s Market (currently on Thursdays at Neponset Wharf, could be at civic center on Saturdays); such a use would require a zoning change
- Area churches might consider renting space to create a café; such rentals would require a zoning change
- Consider repurposing the historic fire station and converting it into a youth center and/or café; a commercial café would require new zoning.
- Encourage public art and performances (also involve the schools)

Pop Up Plaza. With enabling zoning, the Town could issue permits for food trucks, coffee carts, etc. Others could donate temporary seating and other “props” for the pop up plaza. This is a way of “testing” the idea, to see if it would work to make more permanent changes in the Civic Center area of Town. See local precedent for ideas: <http://somer ville.patch.com/groups/politics-and-elections/p/unorthodox-tactics-used-to-plan-davis-squares-future> and for food trucks: <http://chowhound.chow.com/topics/916235>

GOAL 2: PROMOTE HEALTH AND WELLNESS

END NOTES – CONTINUED

See Concept Plan Map following the introduction to the Implementation Section for preliminary ideas. An urban design graduate school class at Tufts University will focus its field study on creating a civic center for Milton during the Spring of 2015. They will use these preliminary ideas as a starting point.

Residents' Ideas. While a few Milton residents felt that the current civic areas should remain as is (either because it is a “reflection of the town’s roots and personality” or because they feel that the effort should be focused on improving the existing commercial districts), many residents who participated in the master planning forums were excited by the idea of a Civic Center; the following are some of their ideas regarding this proposal:

- Make more use of outdoor space at Library
- Move Farmer’s Market to Town Hall area
- Encourage “pop up shopping uses”
- Explore possibility of encouraging a developer to create a new Town center with civic, commercial, and housing (see Miramar town Center in Broward County, FL)
- Create outdoor theater space for plays
- Coffee
- “center playground” in front of Police Department building
- supermarket
- improved pedestrian and bike connections
- The Town could buy surrounding houses and create a small commercial area
- Benches for friendly gathering
- Need to include restaurants
- Country store, convenience/gas station
- Community garden
- Playground/spray park
- Make the area car free (with parking at the edges)
- Encourage multi-cultural use of the gazebo (e.g. Haitian food and music festival)

4. Center Playground. This could be an opportunity to provide a very attractive intergenerational community gathering place. The Playground Planners of Milton (PPOM) attempted to construct a central playground in the civic core approximately 20 years ago. Conditions have likely changed since then, but it may be interesting to gather more information about their experience. The Center playground could offer a unique experience, emphasizing natural features, maybe include a water element, and include fitness playground equipment for adults; even seniors could use these (the Senior Center is nearby).

EXAMPLE: Adult Playground: These are intended to be for fun and fitness; also for community gathering. There is one on Memorial Drive in Cambridge, MA. Also See : <https://www.youtube.com/watch?v=ngo0n8rt-50> and http://www.nytimes.com/2012/07/01/nyregion/new-york-introduces-its-first-adult-playground.html?pagewanted=all&_r=0

EXAMPLE: Playgrounds for Seniors: <http://www.governing.com/generations/government-management/gov-senior-playgrounds-popping-up.html> and <http://www.foxnews.com/story/2010/02/11/uk-opens-playground-for-senior-citizens/>

GOAL 2: PROMOTE HEALTH AND WELLNESS

END NOTES - CONTINUED

EXAMPLE: Boston’s latest adult playground/multi-generational park: <http://www.citylab.com/design/2014/09/wait-your-turn-for-the-swings-at-bostons-adult-playground/380355/>

5. **Share Public Facilities.** See www.jointuse.org for additional ideas.
6. **“Map Your Neighborhood” event:** A way to promote emergency preparedness by getting residents involved in creating a needs assessment. (The Sturbridge Police Department organized such an event as part of their Civilian Emergency Response efforts). As part of this, neighbors can document in which houses there are seniors living alone. It can also help to bring the community together.
7. **Babyboomer seniors differ from previous generations of elder residents.**
There is less of an expectation that they will live separate lives; they prefer to be connected and require help with getting around. A Town shuttle may be one way of helping the more active seniors to be involved in the community (the Senior Van plays another important role and is only oriented to the senior population).

“Cities around the world are working to become more age-friendly. The nation’s 65-and-over population is expected to double between now and 2050, according to the U.S. Census Bureau. Stephanie Firestone, the director of livable communities at the National Association of Area Agencies on Aging says: Decision-makers must recognize the benefits of planning for residents’ needs across the lifespan. Older adults need more robust transportation and mobility options to stay connected to their communities.”⁵

EXAMPLE: LexPress, Lexington, MA: <http://www.lexingtonma.gov/humanservices/lexpress.cfm>

Here’s what you need to know about the next generation of older Americans⁶.

- *They are well educated. The U.S. Census reports that one in three baby boomers has at least an undergraduate college degree, compared to one in five members of the pre-boom cohort.*
- *They are culturally, economically, and socially diverse.*
- *They are more affluent than their predecessors. They have accumulated more wealth and they are more likely to have worked in a job that provided a pension or retirement savings. They have the highest generational rate of home ownership. They may remain in the work force after*

⁵ <http://mobilitylab.org/2014/09/09/as-d-c-ages-inclusive-transportation-options-needed/#sthash.PBx9kpmH.dpuf>

⁶ <http://communityplans.wordpress.com/2014/07/15/planning-for-an-older-population/>

GOAL 2: PROMOTE HEALTH AND WELLNESS

END NOTES - CONTINUED

age 65.

- *On the other hand, they have also incurred greater debt.*
- *They are physically active. They may weigh more than their parents' generation, but they are less likely to smoke and more likely to exercise.*
- *They will live longer.*
- *They are technologically savvy.*
- *They are more likely to be single. The divorce rate is higher among baby boomers than previous generations and their wealth and access to social networks make it easier for them to stay single. They may be single but living in a same-sex partnership.*
- *They have fewer children than their parents and they have more living parents than their predecessors. While they're around to care for their parents, their children won't be around to care for them.*
- *They have the economic and social resources to affect political agendas.*
- *They want to age in place. An AARP survey reported that more than 80 percent of Americans age 45 and up want to remain in their current home as long as possible, even if they need help caring for themselves. If they're not going to remain in their current home, boomers would prefer to live in attached and small-lot homes."*

8. Milton Brook Walk. This is a proposal made by a Milton resident to create a system of paths connecting the various water bodies in town. "The Milton Brook Walk could begin at the Skating Rink on the edge of the Blue Hills. It would link Pope's Pond and Turner's Pond via Pine Tree Brook and would wind up at the Neponset River at Central Ave., linking up with the Neponset River Greenway trail." See Appendix in Volume III of this Plan for a full description.

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

IMPROVE HOUSING AND NEIGHBORHOODS

GOAL STATEMENT: TO PRESERVE AND ENHANCE EXISTING HOUSING AND BECOME MORE PROACTIVE IN PROVIDING AFFORDABLE HOUSING AND MEETING A VARIETY OF CHANGING HOUSING NEEDS; TO PRESERVE AND ENHANCE EXISTING NEIGHBORHOOD CHARACTER.



The Eustis Estate, one of several lovely and historic estates in Milton.

“Symbolic meanings attributed to physical things – houses and objects in them – are deeply ingrained within us, though often unconsciously so. These parts of the self assert influence upon personal relationships with the family and home settings. It may be that what a home symbolizes for each person is more critical than almost any other issue.”¹

“Neighborhoods are the places where the everyday practice of life occurs. They are geographical units that are essential to people’s lives—people connect these living environments to their identity and, thus, neighborhoods become personally meaningful. For these reasons, magazines feature neighborhoods based on the activities, restaurants, or personalities of the people who live there. The media often set the context of news stories in a neighborhood. Travel literature promotes neighborhoods to visit. Real estate marketing highlights houses for sale by neighborhood.

Essentially, neighborhoods create and form communities. Residents share the same experiences. They suffer or revel in the availability and quality of local housing, schools, jobs, businesses, health care, and human services. They experience the effects of (welcome and unwelcome activities) that occur within neighborhood boundaries. Neighborhoods create the background for people’s life stories. They leave lasting impressions on residents about what life is like and what social problems exist in a living community.”²

¹ Margaret Boschetti, Review of Clare Cooper Marcus, House as a Mirror of Self: Exploring the Deeper Meaning of Home, Conari Press, Berkeley, CA, 1995, reviewed in the Environmental & Architectural Phenomenology Newsletter, Spring, 1999, p 1.

² Ronald E. Wilson, Why Neighborhoods Matter: The Importance of Geographic Composition, Geography and Public Safety, Vol. 2, Issue 2, Dec., 2009, p 1.

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

GOAL STATEMENT: TO PRESERVE AND ENHANCE EXISTING HOUSING AND BECOME MORE PROACTIVE IN PROVIDING AFFORDABLE HOUSING AND MEETING A VARIETY OF CHANGING HOUSING NEEDS; TO PRESERVE AND ENHANCE EXISTING NEIGHBORHOOD CHARACTER.

Milton has diversity and quality of housing design in some neighborhoods that provides a strong sense of place through harmonious architecture, pleasant landscaping on each lot or housing cluster, and sufficient variety in design to provide interest and identity. Milton also has some very upscale neighborhood areas that are not so diverse (estate areas) and which provide their own sense of desirable identity that attaches to the whole town. Maintenance of both the exterior and interior of homes helps provide a sense of healthy neighborhoods. A mix of demographic and socio-economic characteristics of neighborhood residents aids in contributing additional interest and identity in some of Milton's neighborhoods.

Housing is the largest category of developed land use in Milton. It accounts for 78% of developed land. Milton has 8432 acres of which slightly over one-half is open space. This is an additional element that gives the town its favorable image. Milton has many distinct residential neighborhoods, each with its own identity. These include: East Milton, Milton Hill, Columbine/Central Avenue, Milton Center, Brush Hill, Tucker, Scotts Woods, and others.

OVERVIEW OF KEY POINTS

Housing Stock

- The majority of housing in Milton is owner-occupied (of all occupied housing units 82% are owner occupied and 18% are renter occupied). This is a considerably higher level of owner-occupancy than the county and state.
 - Over three-quarters (76%) of housing units in Milton are single-family.
 - There are 9,700 dwelling units in total (2010 Census).
 - There are 477 housing units classified as Chapter 40B subsidized in 2015. This is 4.95% of the total housing units in town.
- Milton is significantly built-out. An MAPC study estimates that only 260 more housing units can be built on unbuilt land, given current zoning³. The Town has a considerably higher population density than the county and state.
-
- Housing vacancy rates are very low, reflecting the high demand for housing in Milton.
- 47% of Milton's housing stock was built before 1940.

³ according to an analysis done in the 2013 Draft Housing Production Report

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

Population

- Milton's 2010 population of 27,003 was actually about the same as its population in 1970.
 - The Town's population is expected to increase only minimally in the next decade. However, the number of households is projected to increase by 14% and an increasing number of smaller households is projected for the coming years.
 - The average household size is 2.75 persons (and 52% of households have only one or two persons).
- Milton has a large and increasing senior population.
 - Projections by the Metropolitan Area Planning Council (MAPC) show a 38% increase in seniors by 2020 and 87% increase (over 2010) by 2030 (increases related to the general demographic trend of people living longer and seniors less inclined to leave town in retirement).



In some communities like Middleboro, MA (seen in photo), smaller, more affordable units are built over retail in commercial districts. These are attractive both to older (seniors) residents wishing to downsize as well as to younger couples wishing to start a family and live in walkable vibrant centers.

- The number and percentage of minority residents have increased substantially and is now proportionately higher than county and state levels.

Housing Sales, Cost, Affordability, etc.

- Housing costs are higher in Milton than in surrounding communities, with median house prices of \$460,000 and average rents of about \$1,600. Milton's housing units are larger on the



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GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

whole than the county and state, associated with incomes of \$96,250 and \$70,000, respectively.

- 1/3 of current residents could not afford to buy an average priced home in Milton today.
 - The average asking price for homes in Milton is \$944,677.
 - The recent median sales price for a home is \$586,000.
 - Average assessed value of single-family homes is \$507,054 (FY 2011).
 - Average single-family property tax bill is \$7,134 (FY 2011).
 - 82% of housing units are owner occupied; 18% are renters.
 - Demand for subsidized units is strong with long waiting lists for elderly and disabled units at most developments.
 - There are many people on the waiting lists for senior housing (for both affordable & market rate units) at most developments.
- Milton is experiencing greater income disparities among its residents with significant increases in both the median household income level (to \$104,357) and poverty.
 - There are significant discrepancies between the median incomes of owners and renters, at \$119,420 and \$27,853, respectively. What is particularly notable is that the median income of renters decreased over the past decade, from \$41,071 in 1999.
 - Almost one-fifth of all households were earning less than \$35,000 while more than half were earning more than \$100,000. This level of affluence is substantially higher than that of the county.

OPPORTUNITIES FOR MAINTAINING AND ENHANCING
HOUSING AND NEIGHBORHOODS

Master plan discussions included the following housing-related issues:

- More housing options are needed for a growing senior population as well as housing for young families. These should be smaller and more affordable than the average priced home in Milton today.
- Some home buyers are willing to make tradeoffs in house size and price to live in homes that are in walkable neighborhoods. In one recent national survey, 60 percent of respondents reported that they favor a neighborhood with a mix of houses and stores and other businesses that are easy to walk to, rather than neighborhoods that require more driving between home, work, and recreation.⁴
- The national and regional trend is that younger (coming of age Millennials) and older Americans (aging baby boomers) are increasingly both looking for the same things, namely vibrant, mixed use districts in which to live, work, and play.
- There was a desire on the part of some Milton residents participating in the master planning process to include more and denser housing in commercial centers, for example, apartments above stores or offices.
- Much discussion revolved around the creation of affordable housing including inclusionary zoning provisions, and use of and

⁴ For example, National Association of Realtors, "Latest Consumer Preference Survey, from NAR's Smart Growth Program," <http://economistsoutlook.blogs.realtor.org/2013/12/03/latest-consumer-preference-survey-from-nar's-smart-growth-program/>

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locations for comprehensive permits for housing (Chapter 40B); many people suggested the following regulatory changes:

- Pass inclusionary zoning provision to help create a range of housing types for different stages in the lifecycle, including housing that is affordable to younger families and seniors on a fixed income, wishing to downsize.
- Amend zoning bylaws to ease the requirements for improving property that is non-conforming.
- Amend the accessory apartment bylaw to be more flexible so as to allow for use as more affordable units and housing for seniors.

MILTON VOICES: RESIDENT'S THOUGHTS REGARDING HOUSING AND NEIGHBORHOODS

As part of the master planning process, a number of public forums were held asking residents their opinion on relevant issues. The following are representative quotes intended to summarize public opinion with regard to housing and neighborhoods in Milton.

- *“Many seniors wish to stay in Milton but would like additional housing options (e.g. one floor, smaller units, elevators, complete service condos, etc.).”*
- *“Milton is a family –oriented residential community.”*
- *“We need housing affordable to young families and people who work in Milton.”*
- *“It would be great if we had small, neighborhood-oriented services within walking distance from our house. Keep such development small (convenience stores, coffee shops, small grocer, etc.) and notify neighborhoods early in the process.”*
- *“Provide affordable and mixed-use housing in locations that can support it; ensure that 40B developments are supported by complete impact assessments, including traffic impacts.”*
- *“Allow the conversion of large homes to multi-family by breaking them up into multiple housing units; ensure this is done with some design review.”*
- *“Ensure that new housing does not destroy historic buildings or negatively impact Town character or be visible on scenic roadways.”*
- *“Too many absentee landlords are not maintaining properties. The Building inspector needs to be more active in enforcing code in these situations.”*
- *“The Town should promote ‘green’ new housing incentives and the use of solar energy.”*
- *“Create senior housing within walking distance of stores, restaurants, public transportation.”*
- *“Young people who grew up in Milton are having a hard time finding housing affordable to them.”*
- *“Empty nesters are moving to Dorchester.”*
- *“Consider ‘sensitive’ and ‘sensible’ conversion of large homes and barns into multi-unit condos.”*

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

KEY RECOMMENDATIONS

- Implement the Housing Production Plan in order to improve the town's ability to manage residential growth including Chapter 40B Comprehensive Permit proposals.
- Adopt a Great Estates by-law to encourage the preservation of large historic homes.
- Encourage the development of senior housing within walking distance of stores, restaurants, and public transportation.
- Amend accessory apartments zoning provisions in owner-occupied housing to allow them to increase the town's housing stock, possibly adding more affordable units.
- Amend zoning bylaws to simplify the requirements and reviews for improving property that is non-conforming.
- Enforce regulations that oblige landlords to bring their property up to codes for building, occupancy, fire, and zoning requirements.
- Consider instituting a pre-rental inspection to enforce code compliance for rental properties.
- Encourage the development of housing above retail in commercial districts, with adequate parking.
- Encourage the development of small-scale, neighborhood-oriented services in desirable locations.

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

OBJECTIVES & STRATEGIES

OBJECTIVE 3.1 MAINTAIN AND ENHANCE MILTON'S EXISTING HOUSING STOCK

- Preserve existing housing stock by adopting regulations that protect the Town character and make reuse and improving existing structures more achievable.
- Facilitate the preservation, including adaptive reuse, of the many large pre-depression era homes that could be repurposed to meet changing demographics and household characteristics.

OBJECTIVE 3.2. INCREASE AND EXPAND THE RANGE OF HOUSING TYPES

- Create smaller one, two and three family housing units.
- Increase market rate and subsidized housing for the elderly.
- Support and encourage the creation of "affordable housing"¹ (small scale, low impact multi-family apartments e.g., garden apartments).

OBJECTIVE 3.3. PRESERVE THE CHARACTER OF MILTON'S NEIGHBORHOODS


- Develop neighborhood plans for individual neighborhoods.
- Ensure that new housing does not destroy historic buildings or detract from the visual qualities of scenic roadways.
- Create neighborhood-oriented services.
- Support neighborhood associations.

KEY:




indicates "low hanging fruit"

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

OBJECTIVE 3.1: MAINTAIN AND ENHANCE MILTON'S EXISTING HOUSING STOCK						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
3.1.1. Preserve existing housing stock by adopting and enforcing regulations that protect the Town character, make reuse and improving existing structures more achievable	Inventory of Historic Resources Historic Preservation Plan	<ul style="list-style-type: none"> Amend zoning bylaws to ease the requirements for improving property that is non-conforming SEE END NOTE #1 Enforce regulations that oblige landlords to bring their property up to codes for building, occupancy, fire, and zoning requirements. Consider instituting a pre-rental inspection to enforce code compliance for rental properties SEE END NOTE #2 Reduce parking requirements for multi-family residential (e.g., Hendries Building) under specific circumstances (including for historic properties and those near transit stations). 			LEAD Planning Board PARTNERS Historic Commission Planning & Community Development	1
3.1.2. Facilitate the preservation, including adaptive reuse, of the many large pre-depression era homes that could be repurposed to meet changing demographics and household characteristics.	Inventory of Historic Resources Historic Preservation Plan	<ul style="list-style-type: none"> Consider adopting a Great Estates Bylaw to preserve and reuse historic mansions SEE END NOTE #3 			LEAD Planning Board PARTNERS Historic Commission Planning and Community Development	1

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

OBJECTIVE 3.2: INCREASE AND EXPAND THE RANGE OF HOUSING TYPES

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
<p>3.2.1 . Create smaller housing units</p> <p>(to meet decreasing future household sizes, the needs of an increasing elderly population, and those of young families and others wishing to live in Milton.)</p>	Existing Accessory Apartment By-law	<ul style="list-style-type: none"> Allow conversion of large homes to multi-family, subject to particular design and performance standards. SEE END NOTE #3 Amend the Accessory Apartment bylaw SEE END NOTE #4 Encourage the production of additional market rate one and two bedroom housing units. Increase the supply of modest-mid-priced homes; consider micro-units Consider scattered-site infill housing Pass inclusionary zoning provision to help create a range of housing types for different stages in the lifecycle. SEE END NOTE #5 Allow and encourage housing above retail in commercial districts. Consider adopting a Mixed Use Overlay District by-law. SEE END NOTE #6 Explore creation of one or 	CPA if passed	 <p>Identify and encourage developers who supply this market. Possible sale of town-owned land to them, with conditions to produce desired housing.</p> <p>Work with local builders interested in producing single units.</p> <p>Such housing would be affordable to young families and attractive to seniors on a fixed income wishing to downsize</p> <p>Involve the Housing Authority in the production & management of affordable housing</p>	<p>LEAD Planning Board Board of Selectmen</p> <p>PARTNERS Affordable Housing Trust Developers Planning and Community Development</p>	2


GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

OBJECTIVE 3.2: INCREASE AND EXPAND THE RANGE OF HOUSING TYPES						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
		<p style="text-align: center;">more <i>40R/40S Districts</i> <i>SEE END NOTE #7</i></p>				
3.2.2. Increase market rate and subsidized housing for the elderly	Fuller Village Unquity House Winter Valley Milton Housing Authority housing	<ul style="list-style-type: none"> • Encourage housing that supports elderly residents by design and location SEE END NOTE #8 • Encourage the development of senior housing within walking distance of stores, restaurants, and public transportation • Explore use of Town-owned land for senior and affordable housing • Encourage two and three family housing that is affordable and multi-generational 			<p>LEAD: Planning Board</p> <p>PARTNERS: Council on Aging Affordable Housing Trust Planning and Community Development</p>	3
3.2.3. Support and encourage the creation of “affordable housing” ⁵	Housing Production Plan	<ul style="list-style-type: none"> • Implement the Housing Production Plan <ul style="list-style-type: none"> ○ Achieve goal of creating additional affordable housing ○ Improve the town’s ability to manage growth including Comprehensive Permit proposals (under Chapter 40B – SEE END NOTE #10) 	CPA if passed Affordable Housing Trust	Encourage development of a Community Development Corporation	<p>LEAD Planning Board Board of Selectmen</p> <p>PARTNERS Affordable Housing Trust</p> <p>Habitat for Humanity, Southshore</p> <p>Planning and Community Development</p>	2

⁵ DEFINITION: According to 2011 census estimates, approximately 2,835 households or about 30% of Milton’s households would currently be income-eligible for affordable housing using the 80% of area median income criterion. This is based on income estimates alone and does not take financial assets into consideration.

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

OBJECTIVE 3.2: INCREASE AND EXPAND THE RANGE OF HOUSING TYPES

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
		<ul style="list-style-type: none"> ○ Provide affordable and mixed use developments in locations that have adequate infrastructure. ○ Identify locations for such housing ● Explore opportunities for streamlining the permit approval process for affordable housing. SEE END NOTE #11 ● Use the Housing Trust (CPA funds, gifts, grants) to: <ul style="list-style-type: none"> ○ Develop affordable units on town-owned parcels ○ Purchase existing units and convert ○ Buy down market rate units and make deed restricted ○ Subsidize units to make them affordable ○ Local initiative Programs ● Work with Habitat for Humanity-South Shore to build an initial affordable home in Milton. ● Update, reorganize, and capitalize the Affordable Housing Trust 				

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

OBJECTIVE 3.2: INCREASE AND EXPAND THE RANGE OF HOUSING TYPES

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
		<ul style="list-style-type: none"> • Amend accessory apartments zoning provisions to allow them to increase the town's housing stock, possibly adding more affordable units. • Help qualified home owners access housing assistance. • Promote conversion of two-family rental houses into condominiums SEE END NOTE #12 				

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

3.3: PRESERVE THE CHARACTER OF MILTON’S NEIGHBORHOODS

Identify, preserve and enhance the principal characteristics of each of Milton’s neighborhoods

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
3.3.1. Develop neighborhood plans for individual neighborhoods.		<ul style="list-style-type: none"> Identify the core and boundaries of each neighborhood. 		See Goal # 1.3	<p>LEAD: Planning Board</p> <p>PARTNERS: Planning and Community Development</p> <p>Neighborhood Associations</p>	2
3.3.2. Ensure that new housing does not destroy historic buildings or detract from the visual qualities of scenic roadways.	Existing Cluster Development By-law	<ul style="list-style-type: none"> Define design standards and dimensional requirements including set backs Update the Cluster By-law to encourage developments to preserve open space and site housing with significant set backs from the street. 	See Goal #7: Capacity To Plan		<p>LEAD: Planning Board</p> <p>PARTNERS: Planning and Community Development</p> <p>Historical Commission</p> <p>Neighborhood Associations</p>	1
3.3.3. Create neighborhood oriented services.		<ul style="list-style-type: none"> Address issue of non-conforming commercial uses currently located in residential neighborhoods Ensure new development does not negatively impact neighborhoods; keep commercial development small (convenience stores, coffee shops, small grocer, etc.) and notify neighborhoods early in the process. Locate this development within walking distance of homes. 		Pass additional buffering safeguards required to minimize commercial impacts, such as light trespass, noise, and parking.	<p>LEAD: Planning Board</p> <p>PARTNERS: Planning and Community Development</p> <p>Neighborhood Associations</p>	2

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

3.3: PRESERVE THE CHARACTER OF MILTON’S NEIGHBORHOODS

Identify, preserve and enhance the principal characteristics of each of Milton’s neighborhoods

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
3.3.4- Support neighborhood associations		<ul style="list-style-type: none"> Support the establishment of an on-line forum for existing neighborhood associations to connect and exchange information Encourage the establishment of additional neighborhood associations where they do not currently exist Utilize Facebook groups such as Milton Neighbors and Milton Yard Sale 		Also see Goal #2.2.11.	<p>LEAD: Planning and Community Development</p> <p>PARTNERS: Neighborhood Associations</p>	3

END NOTES

1. Non-Conforming Uses. This is an important and widespread problem in Milton, caused mainly by the fact that so much of the town was developed before the adoption of zoning regulations in 1938. Such non-conforming structures should be declared “pre-zoning” or “grandfathered properties” and allowed by right to expand only to prescribed limits. Such non-conforming uses should be allowed to continue, following the state law that discontinuance for a period of 2 years means the use cannot be started up again, and must conform to existing zoning. Consider eliminating the need for variances and having a Special Permit replace the need for a variance. Additional buffering and impact mitigation measures should be imposed on “problem” properties, where the use is in conflict with surrounding conforming uses.

The approach is that non-conforming commercial uses need a special permit to change the structure or the use. To get that changed use or altered structure the special permit granting authority must find that there will not be a more detrimental effect on the neighborhood. Non-conforming one and two family residential structures can be changed within limits, without a special permit, but with a review by the building inspector. One and two family residential non-conforming structures can be altered beyond the limits imposed if a special permit is granted, again with the finding that detrimental effects on the neighborhood will not be increased. Milton could adopt the language of Lexington Zoning Bylaws, with modifications (for example the dimensional table in the Lexington Bylaw) appropriate to Milton. For example bylaws see:

EXAMPLE: Eastham: http://easthamma.virtualtownhall.net/Public_Documents/EasthamMA_ZoningBylaws/section6

EXAMPLE: Lexington: <http://ecode360.com/27630493>

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

END NOTES - CONTINUED

2. **Pre-Rental Agreement** Since the majority of complaints are repeat landlords and tenants, the Health Department could establish a small revolving fund (that is retained; does not go back to the general fund) into which landlords pay a fee that pays for pre-rental inspections. A model to consider is that of Boston where a pre-rental inspection is required every time a new tenant moves in (at a cost of \$50/inspection, the Health Department issues a pre-rental inspection certificate documenting all code compliance issues, etc.
3. **Great Estates By-Law.** The town of Ipswich and four other communities in Massachusetts have a Great Estates Bylaw to encourage appropriate development or preservation of large estate properties and to prevent the subdivision of the property into single family homes. Development may still occur, but without such a law, open space may be lost and historic houses on the property are sometimes demolished. The Ipswich Great Estates bylaw provides an alternative to the demolition and/or subdivision of the property by allowing nonresidential uses such as offices, hotels, conference centers and multi-family buildings in single family residential zones. The bylaw applies to properties that contain at least 40,000 square feet of building space and 200 acres of land. Developers must first obtain a special permit from the Planning Board. Open space and significant view corridors are usually reserved for public access.
Milton may want to adopt such a by-law to help preserve the numerous historic homes located on large parcels; these contribute significantly to the Town's character and much would be lost if they were redeveloped without care. While Milton's estates are on a different scale than those of Ipswich (they are mostly located on 8-15 acre lots), nevertheless the By-law may be useful to adapt to meet Milton's needs and conditions.

EXAMPLE: For more on the Ipswich Great Estates By-law see: <http://www.historicipswich.org/great-estates-bylaw/>

Other Massachusetts communities with a Great Estates By-law are:

- Lenox
 - North Andover
 - Stockbridge
4. **Condominium Conversion By-law.** See: Canton's Village Overlay Housing District and Arlington's Affordable Housing Requirements and Environmental Design Review sections (to better ensure high quality development) as models to use in crafting a condo conversion bylaw for Milton. A unique bylaw for Milton using principles from the Canton and Arlington bylaws should be developed. Features should include 1) mandatory inclusion of on-site no less than 10% affordable units; 2) project review and approval given to the Planning Board or the Board of Appeals; 3) Allowance in business zones and residence districts.
 5. **Accessory Apartments By-law.** Amend existing bylaw so it becomes more flexible so that these units can be used to care for elderly; amend to 1) eliminate the requirement that the occupant be a family member, 2) extend use to detached structures or separate additions, and 3) explore an amnesty program to allow illegal apartments to receive the appropriate permitting.

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END NOTES - CONTINUED

EXAMPLE: Lexington amended its Accessory Dwelling Units bylaw in 2005. Changes made included

- reducing or eliminating minimum lot size or floor area requirements
- allowing ADUs by right in homes built as recently as five years ago
- allowing ADUs by Special Permit in new construction

Why it works (according to DHCD)⁶:

- **Market Constraints** – Land for new construction in Lexington is extremely limited and demand for housing is high. The need for accessory units will increase out of necessity; the zoning bylaws allow the existing housing market to fill this demand sustainably.
- **Clarity of Bylaws** - Lexington amended its ADU bylaws in 2005 in order to improve the clarity of the provisions. The improved transparency eliminates attitudinal barriers to constructing accessory units by making the regulations clear and intuitive.
- **Flexibility** - Accessory units can be constructed by-right, by special permit, or as accessory apartments in accessory structures. The clear definition of each development option expands the number of homeowners able and willing to construct accessory units.
- **Comprehensive Planning** - Lexington's ADU provisions match the goals articulated in the city's comprehensive plan, which include increasing the supply of affordable housing and providing housing for middle-income households that are being priced out of the city's housing market.

Also see HUD Case Studies Report on Accessory Dwelling Units: <http://www.huduser.org/portal/publications/adu.pdf>. This document includes several example By-laws from around the country (including three in Massachusetts).

⁶ http://www.mass.gov/envir/smart_growth_toolkit/pages/CS-adu-lexington.html

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

END NOTES - CONTINUED

6. Inclusionary Zoning.

Inclusionary zoning requires or encourages developers to include affordable dwelling units within new developments of market rate homes. Some municipalities call it “incentive zoning” when provision of affordable units is voluntary. The affordable units are typically located on site, but some municipalities also allow off-site development under certain circumstances. Often, payments may be made to a trust fund in lieu of building housing. Housing designated as “affordable” must be restricted by deed or covenant, usually for a period of 30 or more years, to residents with low or moderate incomes. The deed restrictions also limit sales prices and rents as the units are vacated, sold, or leased to new tenants. Municipalities adopt inclusionary zoning as a mechanism to increase affordable housing, scattered across sites, in proportion to new market-rate housing. Inclusionary programs are based on an “internal subsidy”: the proceeds from the market-rate units support the affordable units.⁷

Inclusionary zoning refers to provisions that allow, or require, developers of housing and other land uses to include a given percentage of their proposed housing units to be affordable according to an agreed on definition of affordability.

- Some inclusionary zoning provisions allow equivalent **cash payments in the place of housing units**. Non-residential uses are required to make cash payments that are used for affordable housing.
- The affordable housing **units can be located on-site or off-site**. These provisions can be made mandatory, as in the case of Cambridge, Arlington and Groton, MA; or they can be made voluntary, as in the case of many cities and towns in Massachusetts.
- **Bonus incentive provisions** can be part of either voluntary or mandatory provisions in the form of expedited permitting, increased density, increased building height, and reduced setback lines and requirements for open space and parking, cost off-sets through tax breaks and fee reductions.
- **Proportions of housing units to be made affordable** usually **range from 10% to 15%**. Density bonuses can range up to 30% over the underlying zoning. Special permits are required to use the inclusionary zoning provisions so local officials and the public can get a more detailed look at projects, than would be the case for development permitted by-right under zoning.

Inclusionary zoning provisions may also include **a housing unit threshold** (such as ten units or more), identify income targets for population to be served, and identify control periods and mechanisms (for example permanent deed restrictions). These specific requirements may be covered by regulatory agreements between the town and the developer.

⁷ from Pioneer Institute for Public Policy Research www.pioneerinstitute.org

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END NOTES - CONTINUED

Inclusionary Zoning in 4 Massachusetts Towns⁸

	Arlington	Cambridge	Groton	Shrewsbury
Mandatory or voluntary	Mandatory	Mandatory	Mandatory with Special Permit projects	Voluntary, ability to build dwellings on larger lots with larger frontages as an exception
Minimum size of project that triggers by-law	6 units	10 units or 10,000 sq. ft.	2 units for Subsidized Elderly Housing; 6 in TCOD ⁹ ; 10 in subdivisions	5 lots or units
% of project that must be affordable	15%	15% of base units	50% for Subsidized Elderly Housing; 15% in TCOD; 15% in subdivisions	Varies upon zoning district: 10 – 25%
Affordability Period	Perpetuity	Life of the building	Perpetuity	Perpetuity
Maximum income of occupants (% of median income)	Rental: 70% Ownership: 80%	80% of 100% of Average Median Income	DHCD Guidelines: Low Income: 50% Moderate Income: 80%	80%
Buyout allowed?	Yes, in exceptional cases	Never, would have to prove significant hardship	No, not any more	Yes, by Special Permit with Planning Board
Incentives/offsets	Reduced parking requirements	Bonus unit and additional FAR	Incentive lots or units	Smaller lot sizes for some zoning districts
Total units created	52 units total (10 ownership, 42 rental)	767 total (194 ownership, 573 rental)	100 constructed to date 12 approved, not yet built	18 total since bylaw was adopted in 2005
Words of Advice	80% of median is too high for renters; require parking	Require affordable units rather than buy out; administer clear & predictable process	Be flexible in working with all parties	Education is key as this is confusing; Change the bylaw over time and tweak to work best for your town.

⁸ based on information provided at Workshop organized by the American Planning Association Massachusetts Chapter, Inclusionary Zoning Solutions, May 14, 2014 attended by Community Circle

⁹ TCOD=Town Center Overlay District

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	Arlington	Cambridge	Groton	Shrewsbury
Link to bylaw	http://www.arlingtonma.gov/home/showdocument?id=2786 , Section 11.08	http://www.cambridgema.gov/~media/Files/CDD/ZoningDevel/Ordinance/zo_article11_1363.ashx	http://ecode360.com/9078542	http://www.shrewsbury-ma.gov/egov/docs/1418050445_140655.pdf
Contact person	Laura Wiener, Dir. Of Housing <LWiener@town.arlington.ma.us>	Linda Prosnitz, Housing Project Planner <lprosnitz@cambridgema.gov>	Michelle Collete, Land Use Dir./Town Planner <mcollette@townofgroton.org>	Kristen Las, Principal Planner <klas@shrewsburyma.gov>

State Model Bylaw: http://www.mass.gov/envir/smart_growth_toolkit/bylaws/IZ-Bylaw.pdf

More Massachusetts Case Studies: http://www.nhc.org/media/documents/IZ_lessons_in_MA.pdf

For more information on Inclusionary Zoning, see *Smart Growth, Smart Energy Toolkit*, Commonwealth of Massachusetts, 2007 Edition.

Also see: *Creating Balanced Communities: Lessons in Affordability from Five Affluent Boston Suburbs*
<http://www.bpichicago.org/documents/CompleteBostonReport.pdf>

Mandatory Inclusionary Zoning--The Answer to Affordable Housing Problem
<http://lawdigitalcommons.bc.edu/cgi/viewcontent.cgi?article=1092&context=ealr>

INCLUSIONARY ZONING IN 3 MORE MASSACHUSETTS TOWNS: DISCUSSION ON MASSPLANNERS LIST SERVE, SEPTEMBER 2014:

Watertown¹⁰ is hoping to update the Inclusionary provisions of the Zoning Ordinance. As of today, the Ordinance requires a ten percent (10%) set aside

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END NOTES - CONTINUED

for residential projects of five (5) or more units. The hope is to increase that to 12.5%. And, there is no subsidy as far as I can tell. The developer is obligated to construct the units either on site or provide a cash contribution. Most construct the units in the same project as the market rate units (on site), and the affordable units must be of comparable size and interior finishes.

Amherst's¹¹ current zoning requires 1 affordable unit for 10-14 units, 2 units for 15-20 units, and 12% of total units for 21 units or more, for residential uses or developments that require a Special Permit for the use or development to occur (ancillary SPs for modifying dimensions or parking or whatever doesn't count). We are looking at amending those regulations. At the moment we are considering keeping the 10 or more total units as the universal threshold, extending inclusionary requirements to all residential uses or development, whether by-right or under a Special Permit, and requiring 10% of total units for single family developments, 10% of total units in residential uses or developments in our mixed-use centers, and 15% of total units in all other settings. The levels of affordability may vary as well. We have cost offsets and dimensional modifications and are looking at non-zoning tax incentives in our mixed-use centers, where the costs of development are significantly higher than in our residential zoning districts.

Arlington's¹² Inclusionary Zoning is 15% and starts at 6 units. We have not subsidized any of the units. The idea is that they make enough money off the other units to subsidize internally.

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END NOTES - CONTINUED

7. Mixed Use Overlay District.

“Most Americans now want to live in a walkable neighborhood where they can walk to shops and restaurants and parks, and many are willing to give up a large yard to do so. There is also a strong interest in having access to public transportation. These are among the major findings of the 2013 Community Preference Survey undertaken by the National Association of Realtors.”¹³

The purpose of a Mixed Use Overlay District is to foster a greater opportunity for creative development by providing guidelines which encourage a mix of uses compatible with existing and neighboring properties; to provide housing and business uses in locations where a variety of town services are available; to promote utilization of existing buildings and property, and to encourage the provision of open areas. There are examples in several Massachusetts communities including:

EXAMPLE: Winthrop: http://www.town.winthrop.ma.us/pages/WinthropMA_Planning/sdod

EXAMPLE: Reading: http://archives.huduser.org/scrc/sustainability/newsletter_013113_2.html

EXAMPLE: Wayland: http://www.wayland.ma.us/Pages/WaylandMA_Planning/muod/index

EXAMPLE: Granby: http://www.granby-ma.gov/Pages/GranbyMA_BComm/Planning/12-19-13-ZBLChanges/Granby%20Mixed%20Use%20Development%20Bylaw%20Voted%20on%2012-03-2013.pdf

8. **40R/40S Districts.** This tool was created to encourage smart growth. Under Chapter 40R communities that adopt special zoning districts allowing as-of-right higher density residential development are provided financial rewards.

Smart growth districts can be in one of three locations:

- Near transit stations, including rapid transit, commuter rail, and bus and ferry terminals
- Areas of concentrated development (such as town and city centers, other existing commercial districts, etc.)
- Areas that are suitable for residential or mixed use development by virtue of their infrastructure, transportation access, and/or existing underutilized facilities

For more information on 40R/40S Districts see: www.mass.gov/envir/smart_growth_toolkit/pages/mod-40R.html

¹³ <http://plannersweb.com/2014/03/national-realtors-survey-indicates-strong-interest-walkable-mixed-use-neighborhoods/>

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

END NOTES - CONTINUED

9. **Elderly Housing by Design.** This is increasingly being encouraged as an alternative to age-restricted units. Housing units are designed to be convenient to elderly residents (one-floor concept, comfort height appliances, etc.). Also, they are located within walking distance of goods, services, and public transportation for the convenience of elderly residents. For more on this topic, see: <http://www.architects.org/architectureboston/articles/when-im-84>. It is also included in the Appendix of Volume III of this Master Plan.
9. **Definition of Chapter 40B:** 40B is a state statute that strongly encourages communities to host at least 10 percent affordable housing. Under the law, eligible developments featuring mixed-income and affordable housing can be granted comprehensive permits by a Local Zoning Board of Appeals (ZBA). Comprehensive permits streamline and consolidate the typically lengthy local permitting process.
- For a development to be eligible, it must use government housing programs or funds approved under 40B, reserve a percentage of housing for low-income households, and ensure that **at least a quarter of the planned units include long-term affordability restrictions**.
 - If a qualified development is denied a comprehensive permit by a ZBA in a community with less than 10 percent of its housing affordable, **the developer may appeal the decision to the state Housing Appeals Committee (HAC)**. The HAC reviews the case, weighing regional need for affordable housing against stringent interpretations of the development's potential impact on public health, safety, and welfare.
 - Communities with more than 10 percent of its housing affordable may still grant applications for comprehensive permits, but the local decision may not be appealed to the HAC.
 - Where a community stands relative to the 10 percent standard **is tracked in the Department of Housing and Community Development (DHCD)'s Subsidized Housing Inventory (SHI)**.
 - Which units are **"affordable"** and count towards the 10 percent standard is **defined** not by only their price relative to local or state median incomes but **by use of the state, federal, and quasi-governmental programs** approved under 40B. The state is also concerned with monitoring the process to ensure that the affordable housing units created are made available to those in need.

Definitions

HAC: Housing Appeals Committee

DHCD: Department of Housing and Community Development

SHI: Subsidized Housing Inventory

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

END NOTES - CONTINUED

**Affordable Housing defined according to percentage of median income:
2013 HUD AREA INCOME LEVELS FOR THE BOSTON AREA**

Number of Persons in Household	30% of Median Income	50% of Median Income	60% of Median Income	80% of Median Income
1	\$19,850	\$33,050	\$39,660	\$47,150
2	22,650	37,800	45,360	53,900
3	25,500	42,500	51,000	60,650
4	28,300	47,200	56,640	67,350
5	30,600	51,000	61,200	72,750
6	32,850	54,800	65,760	78,150
7	35,100	58,550	70,260	83,550
8+	37,400	62,350	74,820	88,950

HUD generally identifies units as affordable if gross rent¹⁴ is no more than 30% of a household's net adjusted income¹⁵ or if the carrying costs of purchasing a home¹⁶ is not more than typically 30% of net adjusted income.

¹⁴ (including costs of utilities borne by the tenant)

¹⁵ (with a small deduction for each dependent, for child care, for extraordinary medical expenses, etc.)

¹⁶ (mortgage, homeowners association fees, property taxes and insurance)

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

END NOTES - CONTINUED

Local Opposition. Because it establishes requirements that can be counter to local interests, 40B has often been met with local resistance. **Reasons for this opposition include claims that:**

- the comprehensive permit granted under 40B limits the ability of municipalities to plan according to sustainable development principles
- 40B forces municipalities to accept developments out of scale with established community character
- 40B had no provisions to address growing local concerns about the additional service costs of new housing developments
- While there may be housing units in the municipality that meet income affordability requirements, the State does not necessarily count these towards their goal of 10%.
- The 10% goal is a moving target as more housing continues to be built, more affordable housing needs to be created in order to keep the percentage up.

Nonetheless, 40B has been the Commonwealth's most important affordable housing production policy since its establishment, especially in suburban areas. 40B has been able to significantly increase the supply of affordable housing throughout the Commonwealth. **However, affordable units account for 10 percent or more of the housing stock in about 50 of the state's 351 communities.**

Potential mechanisms for creating affordable housing

- Allow/promote accessory units
- Promote residential located above retail
- Condominium conversion/creation
- Create smaller units on large estates
- Development of undeveloped parcels
- Existing modest dwelling units (subsidize, buy down, etc.)
- Nonconforming empty lots
- Mixed use zones around business districts

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

END NOTES - CONTINUED

Other Considerations:

- Priority to Town residents, as permissible
- Priority to Milton Town employees (regardless of where they live), as permissible
- Capacity to oversee process
- Political will
- Fiscal impacts (especially on schools)
- Impact on Town character (take appropriate measures, including design guidelines)

10. Streamline permitting approval process for affordable housing.¹⁷ It is often reported that developers are sometimes wary of developing affordable housing because of the uncertainty of the municipal processes. There are ways of making these more developer-friendly for mutually beneficial outcomes. These include:

- **Clearly articulated vision and goals.** If the Board of Selectmen and Planning Board can agree on what Milton wants in terms of where they would like this housing to occur and what they would like it to look like, then the Town could streamline the permitting timelines for projects that meet the town's preferences.
 - Involve the BOS, make sure they are on board and on the record that they support the creation of affordable housing
 - Establish credibility with developers (especially if local)
- **Rules and Regulations.** The Board of Appeals should update administrative regulations and review guidelines for comprehensive permits (The Massachusetts Housing Partnership can offer technical assistance). Having the rules and regulations clearly articulated helps both the developers and the Town boards involved in reviewing the projects understand the process and what is expected. Also important are:
 - Good relationship, coordination, and communication with Town staff
 - Work with developer, give them what they need in order to get what you need
 - Need to make the numbers work
 - Want opportunity for good publicity
 - Relieve them of the regulatory red tape of getting units approved and counted, etc.
 - Expedite process

¹⁷ a summary prepared by Community Circle after attending an all-day Affordable Housing Workshop, held on May 14, 2014, sponsored by the Massachusetts Chapter of the American Planning Association.

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

END NOTES - CONTINUED

- **Resources.** Developing Affordable Housing requires dedicated resources
 - The Town needs a Housing Coordinator, could be half-time
 - Regional cooperation may be a way
 - Regional Housing Services Organization (HSO) model of whereby municipalities pay membership dues to cover fees of service for ensuring that units count in the state’s SHI (Subsidized Housing Inventory), oversee lottery system, monitoring, etc. and works with DHCD
 - Current model: Acton, Bedford, Concord, Lexington, Sudbury, & Weston
 - Hudson & Reading are talking about regional cooperation, MAPC is helping them to share resources

- **Local Initiative Program (LIP).** The Town could reach out and partner with developers to plan an affordable housing development. There may be local developers with LIP experience and/or the Town could offer a Town-owned parcel as part of the “friendly” deal. Work well with DHCD so that units count (e.g. run ideas by them ahead of time).
 - The benefits of getting units to count in the state’s SHI include:
 - Each unit will have a deed restriction and only households who need it will get it (ensures equality of opportunity); residents are selected fairly
 - State tracks community’s progress; after the 10%, a community can evoke “safe harbor”
 - Protects units for long term (e.g. California has lost units because they do not have the SHI mechanism)

- **Pass Inclusionary Zoning Provision.**
 - Some inclusionary zoning provisions allow equivalent cash payments in the place of housing units. These can be used in turn for the creation of off-site affordable housing.
 - Bonus incentive provisions can be part of either voluntary or mandatory provisions and are often in the form of increased density or other dimensional or parking requirements, but could also be in the form of expedited permitting.
 - Be specific in inclusionary zoning by-law: define affordable housing, level of affordability
 - How many units, where on the site
 - Could require that units count on State Housing Inventory
 - Define the monitoring agent and their role to ensure that the units remain affordable over time and stay on the SHI

GOAL 3: IMPROVE HOUSING AND NEIGHBORHOODS

END NOTES - CONTINUED

- The 3-bedroom policy in some 40B subsidy programs does not apply if using inclusionary zoning
- There are no state-imposed profit limitations “local action projects”
- Units created through inclusionary zoning can be created on- or off-site and a cash equivalent accepted.

11. Conversion of two-family rental units. Milton currently has approximately 600 2-family residential buildings. Owners could be encouraged to convert these to condominiums, resulting in broadening the range of available housing types in town. The conversion of two-family rental units to condominiums has positive, negative and neutral features:

- **Negative:** Apartment renters will be displaced. They usually do not have the income to buy the condo units after conversion. They may have to move out of town to find equivalently priced rental housing. This results in removing some affordable housing from the range of available options in town. Additionally, two-family rental units are sometimes occupied by multiple generations of the same family and conversion to condominiums may negatively impact these individuals/families.
- **Positive:** The incentive for the owner to convert usually results in an improved and upgraded unit resulting in more taxes for the town. However, as noted the new owners are likely to be more affluent than the renters displaced. The only increase in affordability that can be claimed is comparing the new two-family ownership units to more expensive single-family units. This is a relative affordability measure and not likely to create units that qualify for the affordability standards under 40B or other housing programs. The taxable value of the 2-family homes is increased because each of the two units is sold separately. These units may be attractive to young families/professionals.
- **Positive:** Home ownership creates more neighborhood stability and commitment to the town. It also helps to address some of the issues created by absentee landlords.
- **Neutral:** The converted units will not be smaller. They will be the same size as they were as rental units, unless the owner wants to expand the basic structure. They could have fewer bedrooms if the owner wants to eliminate an existing bedroom to enlarge an adjoining room. This means that the units will not be smaller, nor more affordable. Again, they are more affordable only when compared to single-family houses.

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

PROMOTE ECONOMIC DEVELOPMENT

GOAL STATEMENT: TO MAKE MILTON'S BUSINESS DISTRICTS DISTINCTIVE AND ACTIVE THROUGHOUT THE DAY AND EVENING, OFFERING A VARIETY OF MERCHANDISE, SERVICES, AND EXPERIENCES TO MEET EVERY DAY NEEDS AND TO SUPPORT ADDITIONAL SOCIALIZING FOR THE COMMUNITY BY SUPPORTING THE CREATION OF MIXED USE DEVELOPMENT IN DESIRED LOCATIONS TO INCREASE TAX REVENUE AND CREATE VIBRANT CENTERS



The Central Avenue Business District has much potential for increased activity and aesthetic improvements.

“Traditionally, human settlements have developed in mixed-use patterns. However, with industrialization as well as the invention of the skyscraper, governmental zoning regulations were introduced to separate different functions, such as manufacturing, from residential areas. The heyday of separate-use zoning in the U.S. was after World War II, but since the 1990s, mixed-use zoning has once again become desirable as the benefits are recognized.”¹

¹ https://en.wikipedia.org/wiki/Mixed-use_development

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

GOAL STATEMENT: TO MAKE MILTON’S BUSINESS DISTRICTS DISTINCTIVE AND ACTIVE THROUGHOUT THE DAY AND EVENING, OFFERING A VARIETY OF MERCHANDISE, SERVICES, AND EXPERIENCES TO MEET EVERY DAY NEEDS AND TO SUPPORT ADDITIONAL SOCIALIZING FOR THE COMMUNITY BY SUPPORTING THE CREATION OF MIXED USE DEVELOPMENT IN DESIRED LOCATIONS TO INCREASE TAX REVENUE AND CREATE VIBRANT CENTERS

According to the National Association of Realtors, home buyers are willing to make tradeoffs in house size and price to live in homes that are in walkable neighborhoods. One recent survey reported that 60 percent of respondents favor a neighborhood with a mix of houses and stores and other businesses that are easy to walk to, rather than neighborhoods that require more driving time between home, work and recreation.²

Amenities of vibrant mixed-use districts can include:

- Safe routes for riding bikes to work and shopping
- Public transportation within an easy walk
- Shops or restaurants within an easy walk to house
- Places to walk or exercise for fun
- Sidewalks and connections to destinations
- Parks and playgrounds within walking distance
- Choice of housing types as well as range of prices.
- Easy walking to school, shops, and restaurants.

² National Association of Realtors, “Latest Consumer Preference Survey, from NAR’s Smart Growth Program,” <http://economistsoutlook.blogs.realtor.org/2013/12/03/latest-consumer-preference-survey-from-nar%E2%80%99s-smart-growth-program/>

- Living in a community with people at all stages in life, e.g. adults, families with children, older people, etc.

OVERVIEW OF KEY POINTS

- Milton has four commercial districts: East Milton Square, Milton Village, Central Avenue Business District, and Northern Granite Avenue.
- Each district has a slightly different set of issues; all have much potential for improvement (to become more vibrant and revenue producing, as well as becoming very attractive places to live, shop, dine, and socialize).
- All four districts are located in the more northern portion of Town, the principal shopping district being East Milton Square.
- Less than 1% of the land area in Milton is zoned for business.
- There are a number of properties that are currently occupied by commercial uses that are zoned for residential uses.
- The Town depends primarily on residential property taxes. Businesses contribute 3.8% of the Town’s tax revenue³.

³ According to FY 2014 data from the Mass. Dept. of Revenue 3.7% of Milton's property tax revenue comes from business (commercial and industrial) property. These properties account for 2.4% of the town's property values. In addition 2.4% of tax revenue and 1.6% of property value comes from personal property. The FY 2014 tax rate was \$14.99 for residential and \$22.97 for commercial, industrial and personal property. Personal property can be attributed both to residential and commercial and industrial uses. It consists of

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

- Milton has many institutions that do not pay any property tax.
- While the Town's civic buildings, including the library, Town Hall, fire station, police station and senior center are all located within walking distance of one another, the zoning does not permit food, drink and retail establishments. There is no clearly defined pedestrian network.
- Other than the Fruit Center in East Milton Square, most groceries are bought out of Town, especially on west side of Town. There are only a few convenience stores that sell groceries.
- Commercial real estate activity in the business districts is higher than in many years.
- There are existing areas of business that would not be allowed under current zoning.
- Improve signage and wayfinding including clear signage for locating and regulating parking.
- Identify potential new parking areas in business districts including at MBTA stations, including bike racks.
- Consider providing parking meters to improve turnover for businesses.
- Complete proposed East Milton Square Plan to improve circulation, access, and parking.
- Review service zone parking to determine how well it is currently working.
- Complete redevelopment projects including movie theater (East Milton Village); MassDOT park-and-ride lot on Granite Ave.; Hendrie's (at 131 Elliot Street).

OPPORTUNITIES FOR CREATING VIBRANT MIXED USE DISTRICTS

- Improved transit, walking, and biking connections between Milton's business districts would reduce reliance on autos and parking and enliven neighborhoods.
- Consider incorporating Complete Street design standards on roadways including streetscape amenities.

equipment in businesses and large personal items like boats. The source for the data is the current "At-A-Glance" Report for Milton, prepared by the Mass. Dept. of Revenue.

- Streamline the development approval process
- Encourage business investment in business zoning districts Limit neighborhood oriented services to small scale businesses
- Provide small-scale services within walking distance of residential neighborhoods.
- Coordinating with non-profit institutions could contribute to infrastructure improvement.

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

- Consider the addition of more commercial uses/sites/districts, in other sections of Town (existing districts are all at the fringes).
- Improved access to the Neponset River, for pedestrians, bicyclists, and water; users would provide expanded recreation opportunities and potential to support additional commercial development.

MILTON VOICES:

RESIDENTS' THOUGHTS REGARDING ECONOMIC DEVELOPMENT

As part of the master planning process, a number of public forums were organized asking residents their opinion on relevant issues. The following are representative quotes intended to summarize public opinion with regard to economic development in Milton.

- *“I am tired of having to go to other towns for shopping and dining and running errands. It would be great to be able to combine dropping my children off for lessons with running some errands in Milton.”*
- *“We should try to strengthen Milton’s tax base by expanding commercial development. It would also be great to have smaller, more affordable housing above the stores in the commercial districts. This housing could be for seniors or young people who want smaller, affordable, in walkable districts, near public transportation.”*
- *“Provide more retail and dining options, also for family-friendly places and children’s activities (currently go out of Town for many of these).”*

- *“Create more opportunities for people to run into one another, more places to go in Town.”*
- *“We need to take care when increasing development to protect Milton’s town character; I am in favor of more commercial activity, but am a little afraid that it might not be in keeping with the historic features and it could destroy the special feel of our town.”*
- *“We need a bed and breakfast or hotel for when relatives visit and for visitors to the institutions in Town.”*
- *“It is very important that we solve the parking problem in all the commercial districts before encouraging additional development.”*

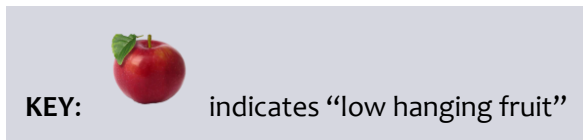
Additionally, a Town Wide Survey developed and distributed by the Planning Board in 2009 found that when residents were asked: **“If your business is not located in Milton, would you move your business to Milton if space were made available?”** 21% said yes, while 35% were not sure (implying they might consider it or needed more information before deciding).

KEY RECOMMENDATIONS

- Develop a Plan for each commercial district, including a design concept, parking and circulation plan, streetscape improvements, etc.
- Consider Mixed Use Overlay Districts to encourage housing over retail and other mixed uses.
- Consider developing transition zones going from commercial to mixed use to residential development/uses.

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

- Establish an Economic Development Commission to actively recruit and guide economic development opportunities and efforts.
- Develop a Parking Management Plan for each of the commercial districts.
- Establish a Design Review Board and develop Design Guidelines to ensure that new development and redevelopment are compatible with the context and character of Milton.
- Improve bike, walk, and transit connections between mixed-use districts and promote these as viable alternative modes of transportation
- Invest in and encourage streetscape improvements including pedestrian amenities.
- Encourage/recruit desirable businesses to locate in the business zones.
- Ensure that new commercial development does not negatively impact residential, natural and/or historic resources.
- Streamline permitting, licensing, and other regulatory functions as needed and appropriate for facilitating property improvements.



**GOAL 4: TO PROMOTE ECONOMIC DEVELOPMENT
OBJECTIVES AND STRATEGIES:**

OBJECTIVE 4.1. CONSIDER ECONOMIC DEVELOPMENT AND WAYS OF INCREASING THE TAX BASE TOWN-WIDE

- Encourage business investment in existing commercially zoned districts
- Increase capacity for identifying and attracting desirable businesses
- Make an effort to attract more diversified commercial establishments
- Address non-conforming uses
- Work with non-profits to encourage desirable spin offs
- Encourage commercial development in other parts of town
- Create a Civic Center
- Address parking issues and support alternative modes of transportation
- Consider other ways of increasing the tax base

OBJECTIVE 4.2. CREATE VIBRANT MIXED USE CENTERS IN EXISTING BUSINESS DISTRICTS

- Develop a plan for each business district
- Develop beautification strategies
- Identify and support redevelopment opportunities
- Encourage and implement streetscape improvements
- Increase opportunities for community gathering and recreation
- Improve connections
- Address parking issues



4.3. IMPROVE EAST MILTON SQUARE BUSINESS DISTRICT

4.4. IMPROVE MILTON VILLAGE BUSINESS DISTRICT

4.5. IMPROVE CENTRAL AVENUE BUSINESS DISTRICT

4.6. IMPROVE NORTHERN GRANITE AVENUE BUSINESS DISTRICT


GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

OBJECTIVE 4.1: CONSIDER ECONOMIC DEVELOPMENT AND WAYS OF INCREASING THE TAX-BASE TOWN-WIDE						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
4.1.1. Encourage business investment in commercial zoning districts	Howard/Stein Hudson East Milton Square Parking and Access Study	<ul style="list-style-type: none"> • Streamline permitting, licensing and other regulatory functions. SEE END NOTE #1 • Create a clear guide for doing business in Milton SEE END NOTE #2 	<i>Also See Goal #7: Capacity to Plan</i>	Consider creation of an Economic Development Commission	<p>LEAD Milton Chamber of Commerce</p> <p>PARTNERS Business owners Town Planner Building Department Health Department DPW</p>	1
4.1.2. Increase capacity for identifying and attracting desirable businesses	Milton Chamber of Commerce Lower Mills Merchants Association (both Milton and Dorchester businesses are members)	<ul style="list-style-type: none"> • Consider creating a Committee for each of the commercial districts • Consider establishing an Economic Development Commission. SEE END NOTE #3 • Crowd-source (at location and/or on-line) for ideas regarding what businesses and residents would like to see in specific locations. SEE END NOTE #4 • Consider increasing capacity at the Planning Department (Economic Development Officer). • Consider providing tax incentives 		 Possibly to serve as staff to a new Economic Development Commission or Redevelopment Authority 	<p>LEAD Milton Chamber of Commerce</p> <p>PARTNERS Economic Development Commission (new)</p>	2
4.1.3. Make an effort to attract more diversified commercial establishments		<ul style="list-style-type: none"> • Consider desirability and impacts of new uses (e.g. Bed & Breakfast, supermarket). SEE END NOTE #5 • Create regulations for such establishments 			<p>LEAD Milton Chamber of Commerce Economic Development Commission (new)</p> <p>PARTNERS Business owners</p>	2

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

OBJECTIVE 4.1: CONSIDER ECONOMIC DEVELOPMENT AND WAYS OF INCREASING THE TAX-BASE TOWN-WIDE						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
4.1.4. Address non-conforming uses	Existing by-law	<ul style="list-style-type: none"> • Re-zone existing non-conforming uses to enable improvements to properties and appropriate scale expansions • SEE END NOTE#6 		Study results from towns that have specific provisions to deal with non-conforming uses	LEAD Planning Board PARTNERS Board of Appeals Board of Selectmen	1
4.1.5. Work with non-profits to encourage desirable “spin offs”	Curry College Milton Academy Milton Hospital	<ul style="list-style-type: none"> • Support medical offices which may result from Hospital expansion. Consider establishing a Health Care Overlay District (see END NOTES in Goal 7) • Support Curry College efforts in providing additional on-campus housing 		<i>See Also Goal #7: Strengthen Capacity to Plan</i>	LEAD Planning Department (Economic Development Director, if hired) PARTNERS Curry College Milton Academy Milton Hospital	2
4.1.6. Encourage development of more commercial uses in other parts of town.		<ul style="list-style-type: none"> • Identify new potential areas appropriate & desirable for commercial activity. • Consider expansion of existing commercial districts 			LEAD: Planning Department Economic Development Commission (new) PARTNERS: Design Review Board (new) Business owners	2

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

OBJECTIVE 4.1: CONSIDER ECONOMIC DEVELOPMENT AND WAYS OF INCREASING THE TAX-BASE TOWN-WIDE						
Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
4.1.7. Create a Civic Center by better integrating existing civic core with improved pedestrian and other connections between uses/ activities	Library Police Department Town Hall Senior Center Fire Station Gazebo	<ul style="list-style-type: none"> • <i>Short-term:</i> make improvements to make area feel more like a place by better connecting the various town destinations and converting this part of Milton into more of a center. SEE END NOTE #7 • <i>Long-term (Phase 3):</i> Consider re-zoning some of the municipally-owned land to mixed use 		<i>Also See GOAL #2 Promote Health & Wellness</i>	<p>LEAD Planning Board</p> <p>PARTNERS Library Police Department Town Hall Senior Center Fire Station Gazebo</p>	1
4.1.8. Address parking issues and support alternative modes of transportation.		<ul style="list-style-type: none"> • Improve pedestrian and bike infrastructure and encourage pedestrian and bicycle travel • Create and encourage opportunities for public gathering. (e.g. outdoor seating, street furniture, community events) • Consider creating “Bicycle Friendly Business Districts” SEE END NOTE #8 		<p><i>See Also GOAL #5: Transportation</i></p> 	<p>LEAD Milton Traffic Commission</p> <p>PARTNERS Bicycle Advisory Committee Merchants</p>	1


GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

OBJECTIVE 4.1: CONSIDER ECONOMIC DEVELOPMENT AND WAYS OF INCREASING THE TAX-BASE TOWN-WIDE

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
4.1.9. Consider other ways of increasing tax base		<ul style="list-style-type: none"> Identify desirable locations for multi-family housing. Explore possibility of educational and medical institutions making PILOT (Payment in Lieu of Taxes) payments to the town Use local museums and historic sites to create destination locations for visitors; these will then be a market for shops and restaurants 		Commercial development and multi-family housing both have favorable fiscal impacts	<p>LEAD Planning & Community Development Dept.</p> <p>PARTNERS Developers Area institutions</p>	1


GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

OBJECTIVE 4.2: CREATE VIBRANT MIXED USE CENTERS IN EXISTING BUSINESS DISTRICTS

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
<p>4.2.1. Develop a plan for each business district</p>	<p>Howard/Stein Hudson East Milton Square Parking and Access Study</p>	<ul style="list-style-type: none"> ● Identify boundaries for each district and identify new potential areas ● Create a vision for each district (together with existing landlords and merchants) ● Make appropriate zoning changes to support desired development (e.g. consider providing incentives for mixed use). <ul style="list-style-type: none"> ○ Consider Mixed Use Overlay Districts in strategic locations (existing business districts); provide density bonus in exchange for improvement. SEE END NOTE #9 ○ Consider rezoning select streets to expand existing districts and create transition zones from commercial to mixed use to residential. ● Consider creating a Committee for each of the commercial districts ● Encourage merchants to form a “Business Improvement District” SEE END NOTE #10 		<p>Milton Village/Central Ave. Revitalization Committee can serve as an example for the other business district organizations</p> <p>Possible involvement of an Economic Development Commission or a Redevelopment Authority</p> <p>DHCD provides technical assistance to towns wanting to better understand the potential of their commercial districts</p> 	<p>LEAD Economic Development Commission (new) Planning and Community Dev.</p> <p>PARTNERS Local merchants Residents Business Associations</p> <p>Granite Avenue Park & Ride Redevelopment Committee</p> <p>Milton Village/Central Ave. Revitalization Committee</p>	<p>1</p>

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

OBJECTIVE 4.2: CREATE VIBRANT MIXED USE CENTERS IN EXISTING BUSINESS DISTRICTS

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
4.2.2. Develop beautification strategies	Existing Signage by-law	<ul style="list-style-type: none"> Review Signage By-law; formally approve as guidelines (consider encouraging blade signs) Provide incentives to landowners/merchants to participate in beautification programs Reward landlords who improve their property with favorable publicity and awards Establish Design Review Board. SEE END NOTE #11 Develop design guidelines to ensure compatibility with context Consider ways of indicating that districts are gateways into Town (e.g. arch welcoming to, e.g. East Milton Square) 			<p>LEAD Planning and Community Development</p> <p>PARTNERS Design Review Board (new)</p>	1
4.2.3 Identify and support redevelopment opportunities		<ul style="list-style-type: none"> Encourage redevelopment opportunities in each of the districts Work closely with developers to achieve mixed use & an attractive pedestrian environment Provide incentives for the redevelopment of historic structures SEE END NOTE #12 	State funding may be available	See specific recommendations for each of the commercial districts (end of section)	<p>LEAD: Planning Board Economic Development Commission (new)</p> <p>PARTNERS: developers</p>	1

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

OBJECTIVE 4.2: CREATE VIBRANT MIXED USE CENTERS IN EXISTING BUSINESS DISTRICTS

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
4.2.4. Encourage and implement streetscape improvements		<ul style="list-style-type: none"> ● Encourage merchants to form a Business Improvement District. SEE END NOTE #10 ● Make public investment in paving, street furniture, sidewalk repairs, and other amenities (based on an overall design concept). <ul style="list-style-type: none"> ○ Add a focal point (including gateway indicators) 			LEAD: Planning Board Board of Selectmen PARTNERS: Economic Development Commission (new) merchants	2
4.2.5. Increase opportunities for community gathering and recreation	Arts Center	<ul style="list-style-type: none"> ● Support improvements including a park on expanded deck. ● Provide more street furniture along Adams Street and other locations. ● Create safe and pleasant walking loops. 			LEAD: Planning and Community Development PARTNERS: merchants	3
4.2.6 Improve connections	Howard/Stein Hudson East Milton Square Parking and Access Study	<ul style="list-style-type: none"> ● Explore ways of better connecting the two sides on either side of the Expressway (E. Milton Square) ● Improve pedestrian and bicycle amenities. landscaping, provide seating, raised crosswalks ● Improve connections to Neponset River and trail (especially between the EMS park and trail) 		See GOAL #5: <i>Transportation</i>	LEAD: Traffic Commission Milton DPW PARTNERS: Bicycle Advisory Committee	2

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

OBJECTIVE 4.2: CREATE VIBRANT MIXED USE CENTERS IN EXISTING BUSINESS DISTRICTS

Strategy	Existing Resources	Actions	Funding	Notes	Lead & Partners	Priority
4.2.7. Address parking issues	Howard/Stein Hudson East Milton Square Parking and Access Study	<ul style="list-style-type: none"> Develop a Parking Management Plan to maximize use of existing spaces. SEE END NOTE #13 Promote alternative modes of travel (non-auto) by providing safe and pleasant walking, biking & transit options 		<i>Also see GOAL #5: Transportation</i>	LEAD: Traffic Commission PARTNERS: Police Department Chamber of Commerce MAPC Bicycle Advisory Committee	1

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

The following is a presentation of strategies that in addition to the ones identified above, are specific for each of the business districts. See Maps.

IMPROVE EAST MILTON SQUARE BUSINESS DISTRICT

Assets

- Comfortable pedestrian scale along Adams Street existing retail, restaurants, and offices.
- Fruit Center complex.
- Location provides easy access from Expressway: Many people living within walking distance.
- Arts, Culture, and Civic uses (e.g. Post Office, Arts Center).

Challenges/Constraints

- Southeast Expressway cuts through and divides, creating two sides.
- Granite Avenue edge is unpleasant and unsafe for pedestrians and bicyclists.
- Traffic lights are not in optimal locations and their cycles need to be studied and adjusted.
- Vehicles backing into roadway.
- Existing square “park” is underutilized.

Opportunities/Recommendations

- Develop a design concept for East Milton Square
- Improve pedestrian and bicycle amenities
- Support reuse of the Theater as a restaurant
- Deck over more of the Southeast Expressway.
- Possibly create more parking on an expanded deck.
- Consider metered parking to increase parking space turnover for businesses; consider diagonal parking; improve pedestrian connections between parking & destination
- Consider town purchase of private property to increase parking supply and/or constructing parking structure
- Possible conversion of existing lots to other uses.
- Support improvements including a park on expanded deck
- Implement Howard Stein Hudson **Parking Study for East Milton Business District**

- Consider re-zoning Mechanic and Bassett Streets from residential to business or mixed-use
- Improve existing commercial areas on Granite Ave. (including sidewalk repairs, traffic calming, landscaping, and other structural improvements)
- Consider reusing historic fire station for community use or private development (such as a restaurant); Consider combining with adjacent parcels for larger scale development
- Explore ways of better connecting the two sides of Milton Square.
- Improve connections to Neponset River and trail (especially between the EMS park and trail)
- Provide more street furniture along Adams Street and other locations
- Create a safe and pleasant walking loop
- Work with the State to study the feasibility of changes to the southbound Expressway East Milton exit ramp to reduce traffic impact in the Square (including the possibility of a bypass lane)
- Make the park on the Expressway deck more of a focal point.
- Design and install a welcome arch/sign/gateway structure
- Develop a Parking Management Plan

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

The following is a presentation of strategies that in addition to the ones identified above, are specific to the Milton Village business district.

IMPROVE MILTON VILLAGE BUSINESS DISTRICT

Assets

- Neponset River, Milton Yacht Club, public boat ramp.
- 88 Wharf housing and restaurant development.
- Riverwalk
- Stunning views, beautiful historic architecture.
- MBTA station and parking.
- Farmer's market.
- People living in and around area including condos, artist live/work studios.
- Connection to retail and restaurants on Dorchester side of river (e.g. Lower Mills Merchants Association).

Challenges/Constraints

- Topography creates some separation and makes perpendicular connections difficult.
- Difficult parking (topography & space constraints).

Opportunities/Recommendations

- Better connections to the river, increase access and circulation including by improving boat ramp area
- Develop parcel in front of Storage facility as condominiums
- Expand commercial district to include High Street, provide incentives to connect to Milton Village.
- Better connections to Central Avenue and adjacent residential neighborhoods.
 - Build on existing Farmer's Market
 - Reuse of Verizon building in the future?
 - Preserve, restore, and find appropriate re-use for the Swift Hat factory building
- Look for additional parking areas, including at MBTA station

- Better connect Milton Village and Central Avenue along Elliot Street focusing on walking, biking, and transit connections
 - complete and extend bike path beyond the Central Avenue MBTA Station
 - Improve intersections to High Street
 - Add way-finding signs for drivers and cyclists and pedestrians on the Neponset River Greenway
 - Improve bicycle connections to the east side of town
- Explore possibility of creating a visitor center with public restrooms, water bubbler, etc.
- Develop a Parking Management Plan
- Consider forming an historic district.

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

The following is a presentation of strategies that in addition to the ones identified above, are specific to the Central Avenue business district.

IMPROVE CENTRAL AVENUE BUSINESS DISTRICT

Assets

- Existing retail and dining establishments.
- Housing located within very close walking distance.
- Recent streetscape improvements.
- Proximity to trolley.

Challenges/Constraints

- Lacks focal point/gathering space.
- Inconsistent scale (one story buildings next to 4-5 story)
- Limited possibilities within existing zoning and structures

Opportunities/Recommendations

- Create more of a cohesive sense of place (e.g. consistent paving & other streetscape amenities throughout).
- Redevelop Hendrie's building (131 Elliot Street) – commercial ground floor/housing above.
- Possible infill development
- Establish gateway into town.
- Improve connections to Milton Village and adjacent residential areas.
- Compete and extend bike path beyond the Central Avenue MBTA station
- Better connect Milton Village and Central Avenue along Elliot Street
- Increase height of existing one-story commercial buildings
- Promote blade signs on retail establishments to enhance the pedestrian experience
- Create a focal point (e.g. install ornamental clock)
- Provide more outdoor seating/places for gathering
- Increase riverfront access including improving boat ramp area
- Encourage canoe/bike rental to locate here

- Capitalize on the fact that bike riders gather here (encourage music, coffee shops, etc.)
- Look for additional parking areas, including at MBTA station
- Consider reserving Town-owned property at Hendrie's for parking in the Central Avenue area
- Consider lower parking requirements for new housing projects
- Develop a Parking Management Plan

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

The following is a presentation of strategies that in addition to the ones identified above, are specific to the Northern Granite Avenue business district.

IMPROVE NORTHERN GRANITE AVENUE BUSINESS DISTRICT

Assets

- River, nice views, and yacht club.
- Access to nature.
- Flatley Company and medical offices (at 2 Granite Ave.) Easy access from Expressway.

- Consider expanding the business district to include the DPW yard, DOT parking lot, and American Legion site so that complementary uses are developed around the office building

Challenges/Constraints

- Abutting residential neighborhoods with concerns about redevelopment.
- Expansion of business district along Granite Avenue.
- Granite Avenue is a state road.
- Lack of adequate parking plan.

Opportunities/Recommendations

- Develop a long term plan and concept for Northern Granite Avenue Business District
- Renovate, expand, rebuild, or relocate American Legion building
- DOT grant available for some improvements (sidewalk and beautification).
- Connect bike path to trail.
- Consider reuse of State DPW site, including DOT parking lot
- Increase riverfront access
- Make Granite Avenue more pedestrian and bike friendly
- Attract businesses that can serve Milton as well as Dorchester
- Consider way of indicating gateway to Town
- The Granite Ave. Park and Ride Committee made recommendations to BOS (May, 2014) regarding preferred redevelopment of the MassDOT park and ride lot.

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

END NOTES

1. Streamline permitting process. Some ideas regarding how to achieve this include:

- Improve communications between boards and commissions to expedite approval/permit processes.
- Hold Kick-off meetings with prospective businesses and develop and distribute a pre-application package.
- Bring all departments together for initial project/application meeting.
- Hold a focus group with existing businesses to understand how to make specific improvements to the process.
- Create clear, transparent, and well communicated set of regulations.
- Make processes smoother and faster with clearly communicated set of expectations from the beginning.
- Encourage the Commission on Disabilities to work with developers; help with funding, variances, and making accessibility improvements
- Develop a process to discuss redevelopment that includes residents, business owners, and the Town.

EXAMPLE: Town of Lincoln Land Use Permitting Guide: <http://www.lincolntown.org/DocumentCenter/View/6808>

EXAMPLE: Several towns set up meeting for department heads and developers with the purpose of having department heads answer questions about the permitting process, with a view to identifying ways the Town can make the process as "user-friendly" as possible⁴.

- “Burlington has a twice monthly development coordination meeting, scheduled by the planning department. Invitees are police, fire, building, conservation, board of health, engineering, and the town administrator. They have worked well to improve communication especially during busy times.
- Great Barrington holds a "Permitting Open House" on a regular basis
- Another example is the town of Walpole. Walpole holds a meeting between developers and department heads, known as the Design Review Committee (different from those municipalities that have Design Review Boards). It was established when the Town opted into 43D in 2007. “Our DRC consists of the Building Inspector, Health Agent, Conservation Agent, Community & Economic Development Director, Town Administrator, DPW Director, Town Engineer, Sewer & Water Superintendent and the Police and Fire Chiefs. We encourage most project applicants to take this pre-permitting step prior to filing any formal applications with boards and committees. A plan and any other material are provided electronically by the developer to which is distributed in advance of the DRC meeting. It gives developers a chance to ask questions (sometimes verify all permits needed) and department heads have a chance to provide feedback. Usually a summary of the meeting included any outstanding issues or questions to be addressed are provided to the developer afterwards. They are not bound to what comes out of the meeting but strongly encouraged that it will help streamline the process for when they do file (which it does!). The DRC does not have a regular meeting schedule but meets when a request is made.”⁵ (Stephanie A. Mercandetti, Community &

⁴ From MassPlanners Digest, Vol 104, Issue 46, the Mass Planners Listserve, October 20, 2014.

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

END NOTES - CONTINUED

Economic Development Director Town of Walpole)

2. Develop a clear guide for conducting business in Milton

EXAMPLE: City of Worcester:

Business Guide: <http://www.worcestermass.org/business-development/small-business-guide/10-step-start-up-guide>

Regulations Guide: <http://www.worcestermass.org/business-development/small-business-guide/regulations-licensing>

Business Development: <http://www.worcestermass.org/business-development>

A Developer's guide: <http://www.mass.gov/hed/docs/permitting/chapter43d/worcester-guidebook-final.pdf>

3. Consider establishing Economic Development Commission.

In order to increase the capacity of the Town to focus on issues relating to economic development, Milton should establish such a Commission charged with a mission to promote and develop business and industry for the purpose of strengthening the local economy, providing jobs, and expanding the City's tax base. For example see Town of Newton:

<http://www.newtonma.gov/gov/planning/lrplan/econdev/commission.asp> and Town of Hudson:

http://www.townofhudson.org/Public_Documents/HudsonMA_BComm/ecdev

4. Crowd sourcing for ideas regarding desired uses.

Crowdsourcing is “distributed problem solving.” Residents can be asked for their thoughts regarding what would make the commercial districts more vibrant. This can be done on-line (using tools such as Survey Monkey or MindMixer) or by installing temporary bulletin board in strategic locations and asking passersby to participate in brainstorming. See case studies of successful crowdsourcing: <http://weburbanist.com/2014/03/05/crowdsourced-city-14-citizen-directed-urban-projects/>

- At public forums conducted as part of the master planning process, the uses most frequently mentioned as being desirable include:
 - Grocery store (Trader Joe's)
 - More restaurants (sandwich/salad shop, outdoor seating, interesting restaurants)
 - More “unique” shops
 - Bakery

Also consider the following summary of what residents think, according to one member of the Master Plan Committee: “Early on the MP

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

END NOTES - CONTINUED

Committee seemed to agree that ‘exciting’ business district uses contributed substantially to the vibrancy of the community. Examples cited The Plate, Steel and Rye, Milton Hardware, The Farmers Market, 88 Wharf, Galatea, Mr. Chan's, Fitness Unlimited, Abbey Park, and Milton Market Place. Unexciting are thought to be law offices, insurance and real estate brokerages on the first floor in retail areas." It may also be worth considering passing a **bylaw to prohibit big box retail** in Milton. Some residents seem to be in favor of such a regulation.

5. **Bed and Breakfast.** Milton has several significant educational institutions with students coming to attend from outside Milton. When parents visit there is currently no hotel or other such place for them to stay. The Town’s location close to the convention center and easy access to the Red Line (T) to Boston may also make it a good location for such establishments. Additionally, they could provide a place for visiting relatives to stay. The Town currently has no regulations or rules regarding such establishments. If this is deemed a desirable use, then appropriate regulations must be put in place.

EXAMPLE: Bed and Breakfast Facility, Amesbury, MA⁶: A single-family residence, with one or more rooms for the use of one or more individuals not living as a single household unit and not having cooking facilities. The bed and breakfast facility shall be accessory to the principle use as a permanent, owner- occupied residence. The number of rooms for rent shall be determined by the Planning Board based on off-street parking availability, vehicular access and egress, and shall not exceed 25% of the gross living space in the principle structure.

6. **Non-conforming uses and structures.** There are currently a number of small convenient stores, etc. located in residential neighborhoods that do not meet current zoning and therefore owners must undergo a cumbersome Special Permit process in order to undertake improvements to their properties. Possible ways of addressing this issue include:
- Create overlay district(s) in areas where both commercial and housing are deteriorated to encourage investment and improvement.
 - Consider eliminating the need for variances and having a Special Permit replace the need for a variance. Additional buffering and impact mitigation measures should be imposed on “problem” properties, where the use is in conflict with surrounding conforming uses.

⁶ From: <http://www.amesburyma.gov/files/filesystem/Zoning%20Bylaws%202012.pdf>

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

END NOTES – CONTINUED

Some examples of how other towns have dealt with non-conforming uses and structures are listed below. The approach is that non-conforming commercial uses need a special permit to change the structure or the use. To get that changed use or altered structure the special permit granting authority must find that there will not be a more detrimental effect on the neighborhood. **EXAMPLE:** Lexington: Section 135-8.0: [http://www.lexingtonma.gov/Zoning%20Bylaw%20w%20Italics%20\(3-20-2013\).pdf](http://www.lexingtonma.gov/Zoning%20Bylaw%20w%20Italics%20(3-20-2013).pdf) (<http://ecode360.com/27630493>)

EXAMPLE: Eastham: http://easthamma.virtualtownhall.net/Public_Documents/EasthamMA_ZoningBylaws/section6

EXAMPLE: Westford: [Westford Zoning Bylaw](#) (page 11)

- 7. Create A Civic Center.** Better connect and create more of a sense of place in the area of town with a concentration of municipal uses including the Library, Town Hall, Senior Center, Police Department, Fire Station, etc. Some ideas include:
- Explore ways of encouraging eating/retail to support uses.
 - Test concept by creating a “pop up plaza” with food trucks, etc.
 - Address parking capacity issues.
 - Improve walking/biking connections
 - Consider creating a “center playground” near Town Hall.
 - Consider expanding Senior Center for use by all ages.

Long-term recommendation: Once some Improvements (parking, sidewalks, bike amenities, crosswalks) have been made, then consider re-zoning some of the municipally-owned land for business so as to permit possible commercial activities.

SEE GOAL #2: Promote Health & Wellness for more ideas

- 8. Bicycle Friendly Business District.** Providing bike amenities such as bike racks and water refilling stations in commercial districts helps to encourage residents to arrive by bicycle. Bicycle friendly districts also promote biking by providing a discount for those appearing in shops with a bicycle helmet.

EXAMPLE: <http://ladotbikeblog.wordpress.com/2014/02/12/las-first-bicycle-friendly-business-district-is-coming-to-northeast-los-angeles/>

- 9. Mixed Use Overlay District.** Zoning should be considered to encourage the redevelopment of business districts so that they can potentially be expanded to include a greater geographic area as well as a wider range of uses including retail on the ground floor and housing on upper stories.

END NOTES – CONTINUED

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

EXAMPLE: Town of Winthrop: http://www.town.winthrop.ma.us/pages/WinthropMA_Planning/sdod

EXAMPLE: Cambridge: <http://www.cambridgema.gov/cdd/zoninganddevelopment/zoning/maps.aspx> Design guidelines should be developed with both flexibility and structure, identifying the physical features that are important to the physical character of commercial areas. **See END NOTES in Goal 1: Preserving Town’s Physical Character for additional information.**

EXAMPLE: Belchertown, Design guidelines for commercial areas (clear with lots of visual examples): http://www.belchertown.org/departments/planning/docs/Commercial_design_guidelines.pdf

EXAMPLE: Bedford: Design guidelines for Commercial and mixed-use development (good with visual examples) <http://www.bedfordma.gov/sites/bedfordma/files/file/file/plan-architecturaldesignreviewguidelines.pdf>

10. **“Business Improvement District.”** Creating an association among a district’s merchants for the purpose of making improvements and creating a more cohesive sense of place, important for making a district more of a destination, has been successfully applied in a number of communities. For more information on Business Improvement Districts SEE: <http://www.mass.gov/hed/community/planning/massachusetts-downtown-initiative-mdi.html>
11. **Design Review.** Establish a Design Review Board to oversee implementation of Design Guidelines. Projects should be reviewed for their compatibility with the context. Each of Milton’s neighborhoods and commercial districts has a distinct and different character; new development should respond and respect this. When reviewing commercial uses in the neighborhoods, consider:
 - Limit neighborhood oriented services to small-scale businesses.
 - Locate neighborhood services within walking distance of residential areas.
 - Ensure that new commercial development does not negatively impact residential, natural, and/or cultural historic resources.
 - Consider access for all neighborhoods to convenience stores, etc., especially in southwestern part of Town (e.g. along Blue Hill Ave.).
12. **Incentives for Redevelopment of historic structures.** Review tools used by other communities to encourage reuse of historic buildings. Also Work with Disability Commission to help with compliance issues/historic structures. See Boston and Cambridge, MA as examples of Commission on Disability that helps small businesses with making accessibility improvements (including securing funding).

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

Parking Management Plan. A Parking Management Plan begins with developing an inventory of existing spaces and developing strategies for maximizing their utilization (e.g. by assigning spaces time limits according to their location so that employees are encouraged to park further away from commercial establishments and patrons must turn over parking spaces near shops more quickly; paid parking is a key feature of these strategies).

The **Goals** of the Parking Management Plan should include:

- Create a mix of payment options and availability to encourage patrons to commercial districts
- Move long-term parking users out of the high-demand locations
- Promote Milton as a place that is accessible and accommodating to all modes of travel
- Increase parking capacity and circulation in lots and nearby streets
- Improve signage, parking information, and incentives for using alternative modes of transportation

Also:

- Enforce parking regulations through police department.
- Explore opportunities to implement shared parking for adjacent mixed land uses to reduce the need to construct new parking supply
- Explore potential for providing designated shared-vehicle parking space, e.g. Zip Car
- Develop a town-wide parking policing program to regulate parking locations, types, times, enforcements, and potential revenue
- Develop a Community Policing Program to help enforce parking regulations
- Use parking on deck-park to connect the two sides of the East Milton Square.
- Consider installing parking meters to increase parking space turnover for businesses.
- Consider town purchase of private property to provide new off-street parking in commercial areas. Mechanic Street is one potential area in East Milton Square.
- Consider constructing parking structure.
- Improve pedestrian connections between parking and destination

GOAL 4: PROMOTE ECONOMIC DEVELOPMENT

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GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

IMPROVE TRANSPORTATION AND CIRCULATION

GOAL STATEMENT: TO MAKE NEEDED IMPROVEMENTS TO THE ROADWAY NETWORK AND PROVIDE ALTERNATIVE TRANSPORTATION OPTIONS FOR TRAVELING IN AND AROUND MILTON, INCLUDING A CONNECTED SYSTEM OF PATHS, TRAILS AND SIDEWALKS AND BETER ACCESS TO TRANSIT.



Developing a traffic management and parking plan will be critical for the future of each of the commercial districts.

“From trucks, to cars, to bicycles, to feet, a community’s street system accommodates many modes of transportation. Each street within the system has many functions and is designed to carry out these functions as effectively as possible.”¹

¹ Dan Burden, Streets and Sidewalks, People and Cars, April 2000

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

GOAL STATEMENT: TO MAKE NEEDED IMPROVEMENTS TO THE ROADWAY NETWORK AND PROVIDE ALTERNATIVE TRANSPORTATION OPTIONS FOR TRAVELING IN AND AROUND MILTON, INCLUDING A CONNECTED SYSTEM OF PATHS, TRAILS AND SIDEWALKS AND BETTER ACCESS TO TRANSIT.

An efficient transportation system is one that provides well maintained facilities for all of its users. While most towns have relied on an auto-centric transportation system beginning in the early 20th century, there has been a recent shift to provide a better balance between automobile travel and non-auto travel alternatives including walking, bicycling, transit, and ridesharing. Walking and biking facilities promote more social interaction in the community, provide opportunities for exercise for the entire population, and have less of a negative impact on the environment. An efficient transportation system will serve the following users:

- Commuters who must drive to their jobs
- Residents who travel to town to shop, get services, and eat
- Mothers with young children
- School children
- Teenagers
- The elderly
- Residents without vehicles
- Businesses
- Tourists and visitors
- Through-traffic including trucks
- Emergency services
- Travel for recreation

OVERVIEW OF KEY POINTS

Milton's transportation system is generally adequate to accommodate the needs of residents, employees, visitors, and Town services. However, many major roadways experience vehicle congestion, delay, and queuing during peak weekday commute periods. This leads to driver frustration and motorists seeking alternative routes by using local roadways at cut-throughs. A major portion of the cut-through traffic is due to the inadequacies of I-93/Southeast Expressway / Route 3 (Braintree Split). Because of Expressway backups, drivers look for potentially shorter routes during peak periods. This places higher traffic volumes on residential roadways at speeds that are not compatible with the adjacent residential land use. While it is not possible to eliminate all traffic congestion at peak times, the Town can pursue measures to better manage the system to help reduce delay and congestion and improve safety.

In recent years, communities such as Milton have expressed a desire to put emphasis on and improve non-automobile travel facilities and connections. These include pedestrian sidewalks, walking paths, trails, bicycle accommodations, and parking, and better transit services and walking and bike access.

Currently many Milton residents need to use an automobile to drive to services in adjacent communities. Milton residents have identified a desire for more services (shopping, restaurants, commercial) to be located within walking distance of their homes. This would reduce the need to travel to adjacent communities via automobile and reduce vehicle miles traveled and air pollutants.

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION



Milton residents have expressed a strong desire to make walking and biking safer and more pleasant in and around Town.

- 68% of Milton households have 2+ vehicles compared with state average 52%. 7% of households have no vehicle and are therefore transit dependent. 73% of Milton commuters drive alone and 22% use other modes. **The number of carpoolers and bicycle trips has increased and walk and transit trips have decreased since 2000.**
- Many local roadways experience congestion and local streets are used as cut-throughs. GPS devices direct motorists to short-cuts. Traffic calming measures have only had minor impact and are

implemented individually. **Congestion, speeding, and cut-through traffic affect quality of life for residents.**

- While the Town's civic buildings, including the library, town hall, fire station, police station and senior center are all located within walking distance of one another, **they lack a safe pedestrian network connecting them to one another.**
- The Milton Traffic Commission was formed recently and has improved the process of implementing transportation improvements.
- There is no dedicated traffic unit within the Milton Police Department.
- A New Pavement Management System was implemented in 2012 by DPW to manage roadway maintenance for the long term. **Additional funding is needed to maintain the condition of roadways.**
- Total Town-wide vehicle crashes decreased by 23% between 2008 & 2010. Several locations experienced pedestrian crashes between 2008 and 2010. **New sidewalks and pedestrian safety improvements are needed in some areas including schools.**
- Milton Elementary schools are active participants in the state's Safe Routes to School program. There is traffic and safety issues associated with drops-offs at schools.
- Overnight on-street parking is generally prohibited, and is allowed only on select streets. Parking shortages or parking located too far

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

from shops is perceived in business areas. Many residents do not support paid parking in commercial areas. **A review of parking policies/signage is needed.**

- The E. Milton Square project is needed to improve access and circulation for all users and make parking more efficient.
- Bicycle lanes, shared lanes and bicycle accommodations are provided on some streets. **Additional bicycle facilities are planned in the future.**
- The MBTA provides the Mattapan Trolley Service with four stations and four fixed bus routes in Milton. **A lack of cross town transit service has been identified.**
- The schedule for roadway and utility infrastructure projects needs to be coordinated. There is a need for coordination with DCR and MassDOT to implement safety and operations improvements.

“A majority felt the town should implement pedestrian and bicycle improvements to improve access to public transit.”²

- **The transportation impacts of potential future development in Milton need to be identified.** Development projects should be required to provide mitigation measures to offset their impacts, particularly at schools.

OPPORTUNITIES FOR IMPROVING MOBILITY AND SAFETY

- Implement the East Milton Square project to improve circulation, safety, and parking. This provides an opportunity for the Town to review existing parking policies and regulations Town-wide including considering measures such as parking management in commercial areas.
- Complete the Milton Bicycle Master Plan to identify specific bicycle improvements, schedule and funding.
- Develop a Town-wide traffic calming approach to reduce cut-through traffic and speeding.
- Identify improvements needed at critical intersections (include signal optimization and coordination) to optimize capacity and reduce need for cut-throughs.
- Apply a Complete Streets approach to roadways to accommodate all modes.
- Identify gaps in the pedestrian system and funding measures to make improvements.
- Improve access to the Neponset River for pedestrians, bicyclists, and water users would provide expanded recreation opportunities.
- Improved pedestrian and other connections within the buildings of the civic core (library, Town Hall, police station, fire station, senior center), would provide a safer, more amenable environment for Milton residents.
- Develop enforcement method for clearing snow from sidewalks.
- Develop strategies to provide additional retail and services in commercial districts to reduce auto travel.
- Opportunities for mitigation for potential future developments including redevelopment of MassDOT Park & Ride Lot on Granite Avenue.

² Milton Planning Board: 2009 Town Wide Survey, Executive Summary

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

- Coordinate with MassDOT and Central Transportation Planning Staff (CTPS) to evaluate the traffic congestion at I-93/Southeast Expressway/Route 3 (Braintree Split).

MILTON VOICES:

RESIDENTS' THOUGHTS REGARDING TRANSPORTATION

As part of the master planning process, a number of public forums were organized asking residents their opinion on relevant issues. The following are representative quotes presented here in order to summarize public opinion with regard to transportation in Milton.

“More Pedestrian Crossings”.

“Finally get state approval for walk lights at Tucker School on Blue Hills Ave and Blue Hills Parkway.”

“No Paid Parking.”

“Add Bike lanes and reduce vehicle lane width where possible – Central Avenue, Blue Hill Pkwy, etc.”

“Repaving roads shortfall needs to be addressed, can't continue to underfund this!”

“We need to invest more in pavement management.”

“Traffic enforcement for speed + stop sign, Canton Ave, Brush Hill Rd.”

“Create a physical barrier between bike lanes and main roads (Reedsdale, Pleasant, and Edgehill). It is hard to encourage your children to ride their bike to school when they constantly report cars veering in bike lane.”

“ Secure bike cage at Mattapan Station.”

“Add bike racks at playgrounds.”

“Increase bike accessibility.”

“There are no sidewalks on Smith Road.”

“We need Sidewalks.”

“Sidewalk – one side or other on Upper Canton Ave for Safety.”

“Snow shoveling is critical to pedestrians and bikes.”

“Consider implementing paid on-street parking in business districts. HOWEVER without active enforcement = all for naught.”

“No meters. If you want to really kill small businesses with scant parking – add marking meters – and we will all go to the malls and Trader Joe's and stores with no meters.”

“Bicycle parking is 10X more space efficient than car parking.”

“Need parking in E. Milton.”

“Municipal garage in E. Milton low level.”

“Town wide parking study/plan.”

“Improve/increase parking at MBTA stations.”

“MBTA trolley is big town service/selling point. Support resident riders.”

“Yes! Traffic calming! More pedestrian crossings in middle of blocks.”

Additionally, a Town-wide survey developed and distributed by the Planning Board in 2009, found that “Respondents were **somewhat satisfied with road maintenance.**”

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

“A majority felt the Town should implement pedestrian and bicycle improvements to improve access to public transit.”

“The factors that are most discouraging for bicycling **are riding in traffic and the lack of bike lanes.**”

“A majority of respondents believed that the **existing business districts in East Milton, Central Avenue, and Milton Village are not adequate to serve the town**, and that the need to shop for certain items and other communities does adversely affect Milton's residents.” This results in more and longer vehicle trips being made by Milton residents.

“The majority of residents felt that **on street parking and new parking lots should be permitted in nearby residential zones.** Most would also allow the parking of small commercial vehicles.”



Parking operations can be improved in residential areas.

KEY RECOMMENDATIONS

MANAGE TRAFFIC TO REDUCE CONGESTION AND IMPROVE SAFETY AND IMPROVE NON-AUTO MOBILITY AND SAFETY

- Provide additional funding for pavement and sidewalk management.
- Develop a system to coordinate roadway and utility infrastructure projects to reduce construction impacts to roadway users.
- Coordinate with MassDOT and CTPS to evaluate and develop measures to improve the weave configuration at I-93/Southeast Expressway/Route 3 (Braintree Split).

- Identify capacity and safety improvements needed at critical intersections and coordinate with MassDOT and DCR to fund projects on state-owned roadways.
- Provide additional funding for Police Department for traffic unit staff.

“Danish statistics show that every 6 miles biked instead of driven saves 31/2 pounds of carbon dioxide emissions and 9 cents in health care costs. But many cite happiness among the chief benefits of bicycle commuting.”³

³ “In Denmark, Pedaling to Work on a Superhighway,
<http://mobile.nytimes.com/article;jsessionid=7FEACA11E0FC99C7669719E64D8BC20E?a=949100&f=19>

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

- Identify funding for Traffic Commission to expedite data collection and study efforts.
- Support the Bicycle Committee in its efforts to complete the Bicycle Master Plan to guide improvements and scheduling. Coordinate with DPW and the Traffic Commission.
- Develop Complete Streets and Traffic Calming guidelines and a comprehensive approach that can be implemented when roadways are reconstructed.
- Review existing parking supply in commercial areas and identify need for additional off-street parking. Update on-street parking regulations including considering a service zone parking system in the commercial areas. **SEE ENDS NOTE #1 and #7.**
- Identify transportation need and gaps in planned development areas and identify potential mitigation measures.
- Inventory existing pedestrian and bicycle facilities and assess their conditions. Identify gaps in the system and opportunities for providing new connections. These include:
 - increasing public access to the transit services and the Neponset River
 - providing bike racks in all public places including schools, town buildings, athletic fields and at the commercial districts
- supporting the work of DCR and the Neponset River Watershed Association to expand the Neponset River Bike Trail/Greenway
- improving pedestrian access and connection in civic core
- pursuing development of the “Milton Brook Walk” project.
- Identify schedule and funding.
- Evaluate the need for a new transit service (including town-owned and operated) to provide cross-town connections between commercial areas.

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

GOAL 5: TO IMPROVE TRANSPORTATION AND CIRCULATION OBJECTIVES AND STRATEGIES:

OBJECTIVE 5.1. IMPROVE AND MAINTAIN TRANSPORTATION FACILITIES FOR ALL MODES

- Provide additional funding for pavement and sidewalk management.
- Develop a system to coordinate roadway and utility infrastructure projects to reduce construction impacts to roadway users.
- Identify capacity and safety improvements needed at critical intersections and coordinate with MassDOT and DCR to fund projects on state-owned roadways.
- Coordinate with MassDOT and CTPS to evaluate and develop measures to improve the weave configuration at I-93/Southeast Expressway/Route 3 (Braintree Split).
- Provide additional funding for Police Department for traffic unit staff.
- Identify funding for Traffic Commission to expedite data collection and study efforts.
- Identify mitigation measures for proposed developments.

OBJECTIVE 5.2. IMPROVE GETTING AROUND TOWN FOR PEDESTRIANS, BICYCLISTS AND TRANSIT USERS

- Improve and develop new walking and biking facilities.
- Support the Bicycle Committee in its efforts to complete the Bicycle Master Plan to guide improvements and scheduling.
- Develop Traffic Calming and Complete Streets Guidelines.
- Improve transit and service connections and identify need for a new shuttle bus.
- Inventory current parking conditions and develop a Parking Management Plan.



KEY:

indicates “low hanging fruit”


GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

OBJECTIVE 5.1: IMPROVE AND MAINTAIN TRANSPORTATION FACILITIES FOR ALL MODES

Manage Traffic to Reduce Congestion and Minimize Safety

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
5.1.1. Identify a strategy for funding roadway and sidewalk maintenance improvements that can be implemented annually.	State Chapter 90 Funds Milton Pavement Management System	<ul style="list-style-type: none"> Identify roadway and sidewalk projects SEE END NOTE #2 Identify funding needs over time 	Local and state		LEAD: DPW PARTNERS: Traffic Commission Board of Selectmen Town Meeting	1
5.1.2. Develop a system to coordinate roadway and utility infrastructure projects to reduce construction impacts to roadway users.	DPW project lists and schedules	<ul style="list-style-type: none"> DPW to develop a system to coordinate with utility companies 		DPW currently coordinates with utility companies to the extent possible. However, utility companies do not always provide advance schedule information to town	LEAD: DPW	2
5.1.3. Identify capacity and safety improvements needed at critical intersections and coordinate with MassDOT and DCR to fund projects on state-owned roadways in Milton.	Existing studies and analysis Central Transportation Planning Staff (CTPS) MassDOT DCR	<ul style="list-style-type: none"> Identify and fund improvements to reduce congestion and improve safety at critical roadways and intersections SEE END NOTE #3 	MassDOT PWED and CMAQ Grants CTPS traffic study		LEAD: DPW PARTNERS: Traffic Commission Neighborhood Association Representatives MassDOT CTPS	1
5.1.4. Provide additional funding for Police Department for traffic unit staff.	State grants	<ul style="list-style-type: none"> Explore providing additional funding for traffic unit staff within the Milton Police Department 	Local		LEAD: Police Department PARTNERS: Traffic Commission	2

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

OBJECTIVE 5.1: IMPROVE AND MAINTAIN TRANSPORTATION FACILITIES FOR ALL MODES						
Manage Traffic to Reduce Congestion and Minimize Safety						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
					Board of Selectmen Town Meeting	
5.1.5. Identify funding for Traffic Commission to expedite data collection and study efforts.	Town	<ul style="list-style-type: none"> Identify small amount of annual funding to be used at discretion of Traffic Commission Consider adding a member of Bicycle Advisory Committee to the Traffic Commission 	Local	 This action will help speed implementation of improvements by reducing the need to obtain small funding amounts from town departments	LEAD: Traffic Commission PARTNERS: Board of Selectmen Town Meeting Bicycle Advisory Committee	1
5.1.6. Identify transportation need and gaps in planned development areas and identify potential mitigation measures.		<ul style="list-style-type: none"> Evaluate transportation conditions in areas of planned developments and identify existing deficiencies and potential mitigation measures to be implemented by developers 	Developers		LEAD: Planning Department PARTNERS: Traffic Commission	

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

OBJECTIVE 5.2: IMPROVE GETTING AROUND TOWN FOR PEDESTRIANS, BICYCLISTS, AND TRANSIT USERS
 Improve Access, Mobility and Safety Pedestrians, Bicyclists, and Transit

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
5.2.1. Improve pedestrian and bicycle facilities and ensure walking and biking are viable and safe options for getting around town.	Bicycle Advisory Committee's Draft Plan Milton Brook Walk Proposal DPW Sidewalk Improvement Plan Neponset River Bike Trail/Greenway DCR Blue Hills Safe Routes to School	<ul style="list-style-type: none"> Identify conditions of existing facilities and gaps in the current system. Prioritize improvements Support the work of DCR and the Neponset River Watershed Association to maintain and expand the Neponset River Bike Trail/Greenway Improve walking/biking connections especially along Canton Avenue and between the Town Hall and the Library. Review need for improvements on Brush Hill Road and Granite Avenue. Focus on convenient access to community parks, trails, transit and services; make it a goal to connect the bodies of water in town Support efforts to develop a "Milton Brook Walk" SEE END 		Locations to consider include Upper Canton Avenue, Paul's Bridge, Brush Hill Road, Blue Hill Avenue, Blue Hills Parkway, Truman Highway, Reedsdale Road, Randolph Avenue, schools.	LEAD: Traffic Commission PARTNER(S): DPW Bicycle Advisory Committee Schools Police Department Neighborhood Association Representatives	1

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION


OBJECTIVE 5.2: IMPROVE GETTING AROUND TOWN FOR PEDESTRIANS, BICYCLISTS, AND TRANSIT USERS

Improve Access, Mobility and Safety Pedestrians, Bicyclists, and Transit

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<p>NOTE #4</p> <ul style="list-style-type: none"> • Identify opportunities to extend walking and hiking trails to adjacent communities • Identify locations where crosswalks are needed, especially around schools • Improve safe walk and bike access to MBTA trolley and buses • Enforce requirements for snow clearance from sidewalks, and brush trimming, to maintain pedestrian environment • Apply different design standards for sidewalk and bike enhancements according to the character of each area • Maintain Safe Routes to School program 		<ul style="list-style-type: none"> • Design review and input from neighborhood associations should be sought when considering sidewalk & other improvements 		

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

OBJECTIVE 5.2: IMPROVE GETTING AROUND TOWN FOR PEDESTRIANS, BICYCLISTS, AND TRANSIT USERS
 Improve Access, Mobility and Safety Pedestrians, Bicyclists, and Transit

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
5-2.2. Continue efforts to support bicycling for recreation, transportation and commuting SEE END NOTE #5	<i>Bicycle Advisory Committee's Draft Plan</i>	<ul style="list-style-type: none"> Expand on Bicycle Advisory Committee's Plan to develop a full Bicycle Master Plan Expand the existing network of bike lanes with improved lane markings and signage Complete and extend the bike path beyond the Central Avenue trolley station Focus on convenient access to community parks, trails, transit and services Identify areas & funding for new bike racks or other bike storage systems at MBTA stops, schools, recreational facilities and civic center & commercial districts Encourage offering coupons for use of bike helmets (e.g. as currently done at Farmer's Market) 	Healthy Transportation Promotion Initiative funding may be available from CHNA	 The Bicycle Advisory Committee has created a draft report that outlines issues and recommendations	LEAD: DPW PARTNER(S): Traffic Commission Bicycle Advisory Committee	1

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

OBJECTIVE 5.2: IMPROVE GETTING AROUND TOWN FOR PEDESTRIANS, BICYCLISTS, AND TRANSIT USERS

Improve Access, Mobility and Safety Pedestrians, Bicyclists, and Transit

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
<p>5-2.3. Develop traffic calming and complete streets guidelines to reduce vehicle speeds, discourage cut-throughs, and provide greater safety for pedestrians, bicyclists, and motorists</p>	<p>Existing traffic calming devices on selected roadways</p>	<ul style="list-style-type: none"> • Develop a Town-wide Traffic Calming Plan to reduce cut through traffic and speed. SEE END NOTE #6 • Test temporary traffic calming (e.g. by using portable rubber speed devices) before making more permanent decisions regarding location and/or strategy/device • Enforce speed limits • Review one-way street designations for effectiveness. • Review crosswalks and sidewalks on State-owned roads and explore ways of improving and providing additional crossings as is feasible • Develop techniques to better manage student drop-offs at Collicot and Cunningham Schools 	<p>State Complete Streets funding</p>		<p>LEAD: Traffic Commission</p> <p>PARTNER(S): Police Department Fire Department Planning Department Board of Selectmen</p>	<p>2</p>

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

OBJECTIVE 5.2: IMPROVE GETTING AROUND TOWN FOR PEDESTRIANS, BICYCLISTS, AND TRANSIT USERS
 Improve Access, Mobility and Safety Pedestrians, Bicyclists, and Transit

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
5.2.4. Improve transit service and connections	MBTA bus service	<ul style="list-style-type: none"> Identify feasible routes for a new shuttle bus to provide service between various areas Review THE RIDE MBTA service for adequacy of providing service for seniors including trips to the hospital Review MBTA routes, service and stops Improve walk and bike connections to MBTA trolley and bus stops 	Local and state		LEAD: Traffic Commission PARTNER(S): Planning Department Board of Selectmen MBTA Council on Aging	3
5.2.5. Inventory current parking conditions in commercial areas and review current parking policies	<i>East Milton Square Parking and Access Study</i>	<ul style="list-style-type: none"> Develop a Parking Management Plan to evaluate parking supply, demand and utilization in commercial areas and at trolley stations and develop strategies to improve operations and reduce impacts on local residential streets. SEE END NOTES #1 and 7 Implement the recommendations of the <i>East Milton Square Parking and Access Study</i> to improve 	Local, State (CTPS, CBDG)	<i>Also see Goal #4: Economic Development, END NOTES</i>	LEAD: Board of Selectmen PARTNER(S): Planning Department Traffic Commission Chamber of Commerce Redevelopment Board	1

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

OBJECTIVE 5.2: IMPROVE GETTING AROUND TOWN FOR PEDESTRIANS, BICYCLISTS, AND TRANSIT USERS

Improve Access, Mobility and Safety Pedestrians, Bicyclists, and Transit

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<p>parking operations</p> <ul style="list-style-type: none"> • Review current on-street and off-street parking regulations and policies and revise to meet development strategies • Replace/remove/install new parking signs as needed • Consider providing additional off-street parking in commercial areas (e.g. Mechanic Street in E. Milton Square) • Consider designating some off-street spaces for shared-use (church lots) and shared vehicle (Zip Car) use • Consider implementing a service zone parking system in commercial areas to increase vehicle turnover and equitability for users. SEE END NOTE #1 • Make parking 		<p><i>Central pay machines & meters should be considered.</i></p> <p><i>A new parking oversight authority could be considered</i></p>		

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

OBJECTIVE 5.2: IMPROVE GETTING AROUND TOWN FOR PEDESTRIANS, BICYCLISTS, AND TRANSIT USERS
 Improve Access, Mobility and Safety Pedestrians, Bicyclists, and Transit

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
		improvements in specific locations, e.g. <ul style="list-style-type: none"> ○ Improve unsafe back out angle parking on Granite Ave. in E. Milton Square. ○ Evaluate need to provide additional parking at Library 				

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

END NOTES

1. **Parking Management.** Paid parking is one component of managing parking operations that also includes policies and restrictions; supply, demand, and utilization; short-term and long-term parking; signage; and enforcement.
2. **Sidewalks.** New sidewalks should be added in context and compatible to the surroundings and adjacent land use. Items such as material type, curb type, dimensions, and alignment should be reviewed for each specific location.
3. **Evaluate critical roadways and intersections** including:
 - Rt. 28 Randolph Avenue/Chickatawbut Road
 - Milton Street/Rt. 138 (Blue Hill Avenue)/ Brush Hill Road
 - Brush Hill Road/Neponset Valley Parkway
 - Randolph Avenue/Reedsdale Road
 - Adequate crosswalks and signals need consideration on a number of streets including, but not limited to, Reedsdale Road, Randolph Avenue, and Brook Road.

All recommendations with regard to specific streets should be reviewed by the Traffic Commission with input from neighborhood associations before being implemented.

- Intersection improvements may include optimizing and coordinating signalized intersections.
 - Care should be taken especially where students are crossing to go to the schools.
 - It will also be important to address the traffic problems caused by the Interstate 93 off ramp that sends traffic through E. Milton Square. The Town should seek State support (through CTPS) to study this issue and to come up with possible solutions, including possibly closing or changing the location of the off-ramp.
4. **Milton Brook Walk.** This is a proposal made by a Milton resident to create a system of paths connecting the various water bodies in town. “The Milton Brook Walk could begin at the Skating Rink on the edge of the Blue Hills. It would link Pope’s Pond and Turner’s Pond via Pine Tree Brook

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

END NOTES - CONTINUED

and would wind up at the Neponset River at Central Ave., linking up with the Neponset River Greenway trail.” See Appendix in Volume III of this Plan for a full description.

5. **Improvements to Bicycle facilities.** A recent article lists seven reasons to invest in bicycle facilities⁴:
 1. **Bikeways make places more valuable.** A 2006 study found that in Minneapolis, median home values rose \$510 for every quarter-mile they were located closer to an off-street bikeway. In Washington D.C., 85% of nearby residents say the 15th Street bike lane is a valuable community asset. By mapping real estate transactions, researchers have been able to show that bike facilities can have positive, statistically significant impacts on home values. A study of home values near the Monon Trail in Indianapolis, Ind. measured the impact of the trail on property values. Given two identical houses, with the same number of square feet, bathrooms, bedrooms, and comparable garages and porches – one within a half mile of the Monon Trail and another further away – the home closer to the Monon Trail would sell for an average of 11 percent more.
 2. **Bikeways help companies attract talent.** Several recent studies have shown that younger people are increasingly disenchanted with driving. The percentage of people age 16 to 24 with driver’s license is lower than at any point since 1963. And among people 16 to 34, bike trips have increased 24 percent.
 3. **Bike commuters are healthier and more productive.** According to a 2003 study by the U.S. Department of Health and Human Services, “workplace physical activity programs can reduce short-term sick leave by six to 32 percent, reduce health care costs by 20 to 55 percent, and increase productivity by 2 to 52 percent.” While we don’t know how much of those effects are due to biking, the benefits of integrating physical activity into daily routines are indisputable. A study of 30,604 people in Copenhagen showed that people who commuted to work by bike had 40 percent lower risk of dying over the course of the study period than those who didn’t and bike commuters average a day fewer absences due to illness each year than non-bike commuters.
 4. **Bike facilities increase retail stores’ visibility and sales.** There’s plenty of evidence that bike infrastructure gives retail businesses a boost. According to a San Francisco State University study, 66 percent of shops on San Francisco’s Valencia Street reported business improved after the city reduced the width for cars, and widened sidewalk and added bike infrastructure. A 2008 Australian study showed that per square foot, bike parking produced more than three times the revenue for businesses than car parking in an hour.
 5. **Bicycling saves a city money.** Researcher Todd Litman of the Victoria Transport Policy Institute has attempted to quantify the benefits of switching from driving to bicycling. He looked at the benefits of congestion reduction, roadway cost savings, vehicle cost savings, parking cost

⁴ taken from: <http://sustainablecitiescollective.com/bloomingrock/268971/7-reasons-fund-bicycle-infrastructure>

GOAL 5: IMPROVE TRANSPORTATION AND CIRCULATION

END NOTES - CONTINUED

savings, air pollution reduction, energy conservation, and traffic safety improvements. Litman estimated that replacing a car trip with a bike trip saves individuals and society \$2.73 per mile.

6. It reduces congestion and therefore reduces the need for more freeways. According to the Texas Transportation Institute, “Gridlock costs the average peak period traveler almost 40 hours a year in travel delay, and costs the United States more than \$78 billion each year... **traffic jams** are wasting 2.9 billion gallons of gas every year.” There is reason to believe, however, based on the recent decline in driving, that a relatively small shift from cars to other modes could have an outsized impact on congestion. According to the Federal Highway Administration, there was a 3 percent drop in traffic on “urban interstates” from 2007 to 2008. This has translated to a nearly 30 percent reduction in peak hour congestion, indicating that “when a road network is at capacity, adding or subtracting even a single vehicle has disproportionate effects for the network. And in urban areas, where cars and bicyclists travel at similar speeds, bike lanes can accommodate 7 to 12 times as many people per meter of lane per hour than car lanes and bicycles cause less wear on the pavement.

7. Bicycling saves in health related costs. There are many different ways to estimate the health cost savings of bicycling. The values vary depending on study design, medical conditions attributed to inactivity, cost data availability, and other variables, but all studies show positive outcomes. The health savings resulting from physical activity, measured in 10 different studies, range up to \$1,175 per person, per year. The median annual per capita value of the ten studies was \$128.

6. Traffic Calming. There are numerous roadways in Milton that experience heavy cut-through traffic including, but not limited to, Randolph Avenue, Blue Hill Avenue, Canton Avenue, and Central Avenue. Measures need to be taken to make these roadways as safe as possible for pedestrians and bicyclists, as well as for motorists. Reasonable measures to limit or discourage cut-through traffic should be developed.

7. Parking Management Plan. The Goals of the Parking Management Plan should include:

- Create a mix of payment options and availability to encourage patrons to commercial districts
- Move long-term parking users out of the high-demand locations
- Promote Milton as a place that is accessible and accommodating to all modes of travel
- Increase parking capacity and circulation in lots and nearby streets
- Improve signage, parking information, and incentives for using alternative modes of transportation

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

GOAL STATEMENT: TO MAINTAIN AND IMPROVE TOWN-OWNED FACILITIES, AS WELL AS SERVICES THE TOWN PROVIDES, AND TO MEET CURRENT AND FUTURE NEEDS, INCLUDING THAT OF CONTINUING TO BECOME MORE EFFICIENT AND EFFECTIVE.



Milton Fire Station (headquarters).

“Planning is bringing the future into the present so you can do something about it now.”

– Alan Lakein

¹ <http://www.themhedajournal.org/2012/10/14/planning-is-bringing-the-future-into-the-present/>

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

GOAL STATEMENT: TO MAINTAIN AND IMPROVE TOWN-OWNED FACILITIES, AS WELL AS SERVICES THE TOWN PROVIDES, AND TO MEET CURRENT AND FUTURE NEEDS, INCLUDING THAT OF CONTINUING TO BECOME MORE EFFICIENT AND EFFECTIVE.

The main thrust of this goal is to meet the needs of Milton's residents in a manner that is consistent with resident expectations regarding the town's facilities, services, and infrastructure. Additionally it is important to predict any future needs and thus to identify any changes and/or need for upgrades and updates, and to phase these in a manner that is reasonable given the Town's revenues.

Maintaining acceptable levels of municipal services at a reasonable cost is an important planning and fiscal objective. Facilities planning and management can help meet this objective. To a large degree, the need for public facilities is directly related to the size of a community, that is, the larger the population, the more children there will be in the school system and the more demand there will be for libraries, recreation, and public safety services. The availability and capacity limits of some services, such as water and sewer can affect the degree and even the actual location of growth.

- Ultimately the facilities owned and maintained by a municipality reflect the types and levels of service that local residents are willing to fund, given available resources, and the type of town that residents want to be.
- Facilities management is a way to proactively identify facility needs and to balance the demands of growth and use with the financial resources of the community.

- All municipalities must invest in preventive maintenance, repair, and updating of their facilities.
- As municipalities experience changes, for example, in population, investment in public facilities and services must be balanced with changing needs and financial resources.

OVERVIEW OF KEY POINTS

Milton has approximately two dozen municipally-owned buildings, the majority of which were built between 1930 and 1970. Almost all of these have been since renovated with the exception of the Fire Stations and the DPW facilities.

In an effort to be responsive and responsible to the need for long-term facilities management (important for protecting building investment and managing the town's capital budget), Milton created the **Consolidated Facilities Department**, responsible for maintaining twenty-two (22) Town/school buildings. The Department implemented a web-based preventive maintenance and work order system to help maintain all buildings, equipment, and HVAC systems and recently completed a Building Conditions Assessment of 16 of the Town-owned properties; the **Fire Department and DPW facilities** were identified as number one priority for renovation/new construction².

² Conditions Assessment for School & Public Buildings, Town of Milton, MA, Drummey Rosane Anderson, Inc., Aug. 3, 2012.

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

The excellent public school system is a major reason that people move to Milton. The recent investment in the school construction project that resulted in brand new or renovated **schools** throughout the town must be protected with a careful preventive maintenance program. Additionally, since all six schools were renovated at the same time, it is reasonable to expect that they will need repairs, replacements, and system upgrades at approximately the same time in the future.

Additionally, while the **population** of Milton is not projected to increase significantly, over the next couple of decades the makeup of the population is expected to change dramatically, especially with regard to a very large rise in the number of **seniors**. Additionally, the population is expected to continue to become more **diverse**, racially, ethnically as well as socio-economically. These demographic changes will necessarily affect the demand and need for the amount and type of facilities and services.

Additionally, an increasing awareness regarding healthy living has resulted in more people interested in making **fitness** a part of everyday life. This results in a higher demand for **recreation**, both passive and active, for all ages, and therefore, there will be an increased need to fund such facilities as well as programs. Related to this trend is an increase in the number of people that would like to **walk and bike** both for recreation as well as a means of transportation. The Town will need to find ways of improving these connections, especially between public buildings, schools, recreational areas, and other sites of interest.

Looking forward, it is important that Milton consider **changes in technology**, but also **changes in the concepts underlying some traditional public facilities**. Specifically, as a result of changes in both habits and attitudes, it is becoming a trend for the Library and the Senior Center to be reinvented to become more lively, multi-faceted,



Younger participants at a master plan public forum

multi-generational places for the entire community to enjoy. As the baby boomers age, their expectations of **“senior services”** are moving away from the traditional Senior Center model and more towards wellness, fitness, socializing, and cultural activities enjoyed alongside the rest of the Town’s residents, and not segregated in a “seniors-only” building. The **Library** will increasingly become more of a Community Center as the traditional paper books move out and make more space for electronic books, movies, and programming of all sorts.

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE



Milton Public Library, like most town libraries, will become more and more of a community center.

Additionally, the more our lives connect us in virtual ways, the more it becomes evident that we need real, actual, live connections. Providing places and opportunities for **community interaction and gathering** is becoming increasingly important.

Related to the need for connection is the **need for information** regarding opportunities that exist. It is recommended that a **Town calendar** be created, centralizing information regarding existing facilities and services, as well as events and other opportunities. Also, the **Town website** should be improved, with more information and links added.

The Town is well positioned in terms of having a number of plans in place for its facility maintenance and infrastructure improvements; these include:

- Building Conditions Assessment
- Storm Water System Improvement Plan
- Sewage Infiltration/Inflow Reduction Plan
- Water Master Plan
- Fire Station Needs Study Report
- DPW Renovation Plan
- Library Master Plan

In order to accomplish some of the objectives of the plan, some of the recommendations in this section suggest more **collaboration** between Town departments as well as in some cases, **regional cooperation** between towns.

Financing. There are several ways of financing improvements and expansion of public facilities and services; these include:

- Reserve funds
- Grant and loan programs
- Construction and Bonding Requirements
- Impact Fees
- Special Assessments
- Tax Increment Financing

It is recommended that Milton explore ways of increasing the cost effectiveness and funding of facilities and services including:

- Develop an awareness campaign to pass the **Community Preservation Act**
- Explore **regional approaches** for cost savings

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

- This implementation section should be used in conjunction with the Capital Improvement Plan.

MILTON VOICES: RESIDENTS THOUGHTS REGARDING PUBLIC FACILITIES & SERVICES

As part of the master planning process, a number of public forums were organized asking residents their opinion on relevant issues. The following summarizes public opinions with regard to municipal facilities and services.

In general residents seem satisfied with the level and quality of services they receive from the town. Participants offered suggestions for improvements. Some representative comments are listed below.

- *“More and improved communication between the town and its citizenry.”*
- *“The schools are a very important town asset.”*
- *“We need to better reflect community’s citizenry on Boards and Committees”* (also one of top concerns of the Phase I web poll)
 - *Increase diversity; Outreach and invite younger people*
- *“Continue to maintain our recently renovated school facilities”*
- *“Replace and update town playgrounds; consider creating a center playground near town Hall”*
- *“Support the library in its role as a community center for all ages”*
- *“Support alternative modes of transportation and improvement of town infrastructure”*
- *“Explore options for improved fire stations”*
- *“Expand senior center and consider the option of creating a Community Center shared by all ages.”*
- *“Let’s not limit families in our town. Let’s have diversity. If more schools are needed, build them. We all got free education.”*

- *“Reduce class sizes”*
- *“Need for more recreational facilities for all ages; provide greater financial support to the Parks and Recreation Department for hiring staff and developing new programs.”*
- *“Let’s have a Swap Center at the DPW recycling center.”*
- *“There are not enough activities/place for teens .”*

Additionally, a Town Wide Survey developed and distributed by the Planning Board in 2009, found that respondents were VERY SATISFIED with Milton:

- as a place to live
- as a place to raise children
- community pride and friendliness
- protected open space
- the reputation of the public schools
- the overall appeal of the community

Respondents were VERY SATISFIED with:

- The public schools
- Law enforcement
- Fire protection and prevention
- The library

Respondents were SATISFIED with:

- Street lighting
- Yard waste pickup
- Trash pickup
- The senior center
- Parks and Recreation

Respondents were SATISFIED with Milton’s:

- Buildings and places of historic character
- Passive recreation facilities
- Small-town rural New England character

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

Respondents were SOMEWHAT SATISFIED with road maintenance.

Also, a MAJORITY of the survey respondents were “in favor of renovating or replacing the three existing **firehouses** in town and renovating or replacing the existing town **DPW yard and offices.** “

A MAJORITY of respondents considered the “**historic character** of the town to be an important factor to consider in any new improvement of facilities and services to be used by the public.”



More could be made of the Town Hall Park.

KEY RECOMMENDATIONS

6.1. MAINTAIN AND IMPROVE TOWN FACILITIES

- Repair and renovate Town administrative office buildings as needed
- Ensure that school buildings continue to be well maintained
- Provide adequate facilities to accommodate Public Safety functions, specifically Fire and Police Departments
- Support the Department of Public Works in their effort to update outdated DPW facilities
- Support the Library in its effort to expand its role as a Community Center
- Provide adequate recreational facilities accessible to all parts of town and for all ages
- Support Milton Cemetery efforts to provide adequate space and service to Town residents as well as its use as a community space
- Maximize use of existing facilities
- Create additional facilities for use by the community

6.2. CONTINUE TO PROVIDE MILTON RESIDENTS WITH STATE-OF-THE-ART MUNICIPAL SERVICES

- Ensure an adequate water supply both in terms of quality and quantity
- Continue to improve the efficiency of the Town’s sewer system
- Improve infrastructure to support non-automotive modes of transportation
- Control the quality and quantity of Stormwater runoff
- Improve communication between town government and Milton residents

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

- Broaden volunteer participation on municipal boards and committees
- Continue to focus on implementing sustainability measures

6.3. PROVIDE SUPPORT TO SPECIFIC DEMOGRAPHIC GROUPS IN TOWN

- Support a growing elderly population wishing to “age in place”
- Support teenagers in their expressed desire for “more to do”
- Be inclusive of residents of different backgrounds

KEY:



indicates “low hanging fruit”

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES, AND INFRASTRUCTURE

OBJECTIVES AND STRATEGIES:

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GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

OBJECTIVE 6.1: MAINTAIN AND IMPROVE TOWN FACILITIES						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
6.1.1. Repair and renovate Town administrative offices as needed	Building Conditions Assessment Report	<ul style="list-style-type: none"> • Plan repairs and system upgrades to Town Hall, including ADA code compliance <ul style="list-style-type: none"> ○ Some uses, such as Consolidated Facilities, may require additional space 	Capital		LEAD: Consolidated Facilities PARTNER(S): Capital Improvements Planning Committee	2
6.1.2. Ensure that school buildings continue to be well maintained	All six public schools were renovated less than 10 years ago	<ul style="list-style-type: none"> • Continue to invest in preventive maintenance and replace building systems when needed so as to protect recent investment in school construction 	Capital		LEAD: Consolidated Facilities PARTNER(S): School Department	On-going
6.1.3. Provide adequate facilities to accommodate Public Safety functions, specifically Fire and Police Departments	Fire Station Space Needs Committee Report	<ul style="list-style-type: none"> • Hire consultants to conduct feasibility study in order to evaluate the recommendations of the Fire Space Needs Committee Report SEE END NOTE#1 • Support the Police Department in their efforts to combat crime and manage traffic <ul style="list-style-type: none"> ○ Consider the need for additional and more diverse staff ○ Explore funding a traffic unit with MPD 	Capital	Town Meeting (Spring 2014) heard the Fire Department's report on its facility needs and recommendations for addressing these	LEAD: Consolidated Facilities PARTNER(S): Fire Department Police Department	1
6.1.4. Support the Department of Public Works in their effort to update outdated facilities	DPW Facilities Plan	<ul style="list-style-type: none"> • Support DPW in completing their Facilities Plan 	Funds approved by Town Meeting, Spring 2014	Identified as Priority #1 in Consolidated Facilities Building Assessment Study	LEAD: DPW PARTNER(S): Consolidated Facilities	1

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

OBJECTIVE 6.1: MAINTAIN AND IMPROVE TOWN FACILITIES						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
			to further study needs			
6.1.5. Support the Library in its effort to expand its role as a Community Center	Existing café space Trend of increased utilization Keys Room Friends of the Milton Public Library	<ul style="list-style-type: none"> Address parking limitations Improve pedestrian and bike connections and street crossings Expand café space with additional outdoor seating Support increased programming especially teens and seniors Consider holding Town concerts and expand on art exhibit program 		Also see Goal #2: <i>Healthy Milton</i>	LEAD: Consolidated Facilities PARTNER(S): Library	1
6.1.6. Provide adequate recreational facilities accessible to all parts of town and for all ages	Existing public playgrounds, trails, and open spaces	<ul style="list-style-type: none"> Disseminate information regarding existing resources Identify ways of increasing utilization of Cunningham Park Renovate/replace playgrounds throughout the town Consider developing a “center playground” Improve access to Riverfront 		 Also see Goal #2: <i>Healthy Milton</i>	LEAD: Parks and Recreation Dept. PARTNER(S): School Department Council on Aging	1
6.1.7. Support Milton Cemetery efforts to provide adequate space and service to Town residents	Friends of the Milton Cemetery	<ul style="list-style-type: none"> Support the Cemetery in its effort to keep up with the need for additional space by identifying potential expansion on contiguous 	Copeland Foundation		LEAD: Milton Cemetery Dept. PARTNER(S): Planning Department Recreation Department	2

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

OBJECTIVE 6.1: MAINTAIN AND IMPROVE TOWN FACILITIES						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<p>sites</p> <ul style="list-style-type: none"> Support the Cemetery in its efforts to provide opportunities for community gathering, recreation, and cultural activities and to preserve its historic character 				
6.1.8. Maximize use of existing community facilities		<ul style="list-style-type: none"> Increase awareness of existing facilities, hours of operation, availability, etc. <ul style="list-style-type: none"> Improve information available on Town website Increase use of existing public facilities, such as school auditoriums and the Senior Center, for use by the community Explore additional sharing of resources with area institutions (e.g. Milton Academy, Curry College, Cunningham Park) 		 <p>Also see Goal #2: Healthy Milton and Goal 7: Strengthen Capacity To Plan, Objective 7.2</p>	<p>LEAD: Planning Department PARTNER(S): Capital Improvements Planning Committee Council on Aging Parks and Recreation Dept. Milton Academy Curry College</p>	On-going
6.1.9. Create additional facilities for use by the community		<ul style="list-style-type: none"> Consider re-using the historic fire station (if rebuilt in a different location) or expanding the senior center for use as a Community Center with the front yard converted to a community gathering space. SEE END NOTE #2 	Capital	Also see Goal #2: Healthy Milton	<p>LEAD: Planning Department PARTNER(S): Capital Improvements Planning Committee Council on Aging Parks and Recreation Dept.</p>	2



GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

OBJECTIVE 6.2: CONTINUE TO PROVIDE MILTON RESIDENTS WITH STATE-OF-THE-ART MUNICIPAL SERVICES						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
6.2.1. Ensure an adequate water supply both in terms of quality and quantity	<i>Water Master Plan</i>	<ul style="list-style-type: none"> Implement the recommendations of the Water Master Plan that identifies ways of increasing the system's efficiency including through the replacement of water mains, improvements to the three water tanks and replacement of water meters Develop plan for servicing possible large housing developments Consider publishing a schedule of Water System Development Charges applicable to new or expanded uses (SEE END NOTE #3) 			LEAD: DPW PARTNER(S): Developers Residents	On-going
6.2.2. Continue to improve the efficiency of the town's sewer system	<i>Sewage System Infiltration/Inflow Reduction Plan</i>	<ul style="list-style-type: none"> Implement the Infiltration/Inflow Reduction Plan which identifies ways to rehabilitate the system for cost savings 			LEAD: DPW PARTNER(S):	On-going

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

OBJECTIVE 6.2: CONTINUE TO PROVIDE MILTON RESIDENTS WITH STATE-OF-THE-ART MUNICIPAL SERVICES						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
6.2.3. Improve infrastructure to support alternative modes of transportation	Pavement Management System	<ul style="list-style-type: none"> Provide additional funding to implement the Pavement Management Plan, including sidewalk improvements Improve pedestrian and bicycle connections and facilities Consider instituting a town shuttle bus service 		<i>Also see Goal 5: Transportation</i>	LEAD: DPW PARTNER(S): Traffic Commission Bicycle Advisory Committee	1
6.2.4. Control the quality and quantity of stormwater runoff	Storm Water System Improvement Plan <i>Plan to create stormwater utility</i>	<ul style="list-style-type: none"> Continue to implement the action steps outlined in the Storm Water System Improvement Plan Continue efforts to create a stormwater utility (regional collaborative). SEE END NOTE #4 Coordinate with area institutions in order to update maps to clearly identify buildings Plan to eventually connect to other drainage systems in town (including DRC, Mass DOT, and the Expressway) 	DPW recently received grant for creation of stormwater Utility		LEAD: DPW PARTNER(S): DCR Mass DOT Expressway Curry College Milton Academy	1

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE


OBJECTIVE 6.2: CONTINUE TO PROVIDE MILTON RESIDENTS WITH STATE-OF-THE-ART MUNICIPAL SERVICES						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
6.2.5. Improve communication between Town government and Milton residents		<ul style="list-style-type: none"> Develop town Calendar Improve town website 		 Also see Goal 7: Capacity To Plan	LEAD: Information Technology Department PARTNER(S): Planning and Community Dev.	On-going
6.2.6. Broaden volunteer participation on municipal boards and committees		<ul style="list-style-type: none"> Recruit volunteers from all parts of town and all demographics (including youth, minorities, etc.) Recognize volunteer contributions 		 Also see Goal 7: Capacity To Plan	LEAD: BOS PARTNER(S): Residents Neighborhood Associations	On-going
6.2.7. Continue to focus on implementing sustainability measures for the environment, including energy conservation and use of alternative sources of energy, recycling, and kitchen waste collection.		<ul style="list-style-type: none"> Follow Smart Growth Principles when possible (SEE END NOTE #5) 		Also see Goal 7: Capacity To Plan (7.5.6) for specific action steps	LEAD: Building Inspector DPW PARTNER(S): Sustainable Milton Alternative Energy Committee	On-going

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

OBJECTIVE 6.3: PROVIDE SUPPORT TO SPECIFIC DEMOGRAPHIC GROUPS IN TOWN

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
<p>6.3.1. Support a growing elderly population wishing to “age in place”</p>		<ul style="list-style-type: none"> • Increase programming for socializing and wellness as the number of YES (“Young Energetic Seniors”) rises as baby-boomers come of age • Provide and/or give incentives for business owners to provide infrastructure such as benches in strategic locations • Look for ways to provide additional opportunities for life long learning <ul style="list-style-type: none"> ○ Support Milton Public Library’s efforts ○ Explore possibility of partnering with Curry College 	<p>Capital and operating</p>	<p>See Also Goal 2: Promote Health & Wellness</p>	<p>LEAD: Council on Aging</p> <p>PARTNER(S): Parks and Recreation Dept. Library Health Department Housing Authority School Department Curry College</p>	<p>On-going</p>

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

<p>6.3.2. Support teens in their expressed desire for “more to do”</p>	<p>Existing public and private facilities</p>	<ul style="list-style-type: none"> • Provide more wholesome activities for teenagers <ul style="list-style-type: none"> ○ Make better use of Cunningham Park/Hall for children and teens (e.g. bowling) ○ Consider a Town shuttle • Identify ways of including youth in the planning and implementation of this objective 		<p><i>Also see Goal 2: Promote a Healthy Milton, Objective 2.2.</i></p>	<p>LEAD: Parks and Recreation Dept.</p> <p>PARTNER(S): School Department Library</p>	<p>On-going</p>
<p>6.3.3. Be inclusive of residents of different backgrounds</p>	<p>No Place for Hate Interfaith Clergy We Are Milton ;Celebrate Milton!</p>	<ul style="list-style-type: none"> • Invite residents of different backgrounds to share celebrations, food and other events • Consider bilingual outreach to invite residents of different backgrounds to participate in town affairs 		 <p><i>Also see Goal 2: Promote a Healthy Milton, Objective 2.2.</i></p>	<p>LEAD:</p> <p>PARTNER(S): No Place for Hate Interfaith Clergy We Are Milton ;Celebrate Milton!</p>	<p>On-going</p>

END NOTES

1. **Fire Station Study.** The Fire Station Space Needs Study Committee and the Consolidated Facilities Facilities Evaluation have determined that all three of Milton’s fire stations are inadequate and in need of repair, renovation, or new buildings. There are a number of alternatives being considered (and a feasibility study will determine which to select). Depending on which alternative is selected (e.g. renovation of existing or building new stations) potentially provide reuse opportunities at each location; these include:
 - a. **Headquarters Station.** If a new building is built (possibility of doing so behind the existing station), then the existing building becomes available for reuse as a community center, a place for snacks and coffee, or other use.

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

END NOTES - CONTINUED

- b. **Blue Hill Station.** If a new building is built, the existing station could be used for the Auxiliary Fire Department and for temporary accommodation for the Art Center.
- c. **East Milton Station.** If the existing station is vacated, the traffic controls located beneath the building could remain in Town control and among other uses the Arts Center could move here and/or Town archives could be stored in the building. Some have suggested the building be converted into a community center or reused as a restaurant.

2. Community Center. Creating a community center for all ages by re-using the Fire Station or expanding the existing Senior Center would fulfill two key objectives simultaneously:

- It will provide the needed additional space for the expected rising senior population (baby boomer seniors in general would prefer to have some programming dedicated to their age cohort, but also multi-generational activities)
- It would provide a place for pre-teens and teens “to go”

Sometimes the facility has separate spaces and entrances exclusively designated to each demographic and/or have independent use of the space through scheduling. Sharing the facility however, has a number of benefits including being more efficient and cost-effective for the community as well as providing for more natural inter-generational opportunities for interaction.

“Intergenerational-shared sites are programs where children, youth, and older adults receive services at the same location. Both generations interact during regularly scheduled activities. The use of shared spaces by multiple generations also can be an important solution in helping communities and organizations stretch their scarce resources, while benefiting all.”³

Examples of Shared Youth/Senior Centers:

EXAMPLE: Stafford Springs, CT: <http://www.staffordct.org/commcenter.php>

Medfield, MA Senior center may also be a model.

Also see Goals #2: Promote Health and Wellness

³ <http://www.giaging.org/resources/gia-toolkit/children-youth-and-families-and-aging/shared-sites/>

GOAL 6: PROVIDE HIGH QUALITY PUBLIC FACILITIES, SERVICES AND INFRASTRUCTURE

END NOTES - CONTINUED

This is also well located as it would become part of the proposed Civic Center (See Goal #2: Promote Health and Wellness) whereby it is proposed that the existing municipal uses (including the Police Station, The Fire Station, Library, Town Hall, Senior Center, among others) are better connected and become more of a “place,” a sort of town center.

3. Schedule of Water System Development Charges. Many communities publish their System Development Charges (SDCs), also known as impact fees, that provide revenue to utilities from new user hook ups to recover costs of existing and future capacity enhancing capital improvements. New customers’ use of the existing water system infrastructure reduces existing capacity and may also lead to the need for construction of new facilities. A common objective of SDCs is to have “growth pay for growth.” From an economic perspective this is true, but unfortunately in the case of construction of new facilities, the burden of paying for new facilities falls mainly on the existing ratepayers in the short term as new customers join the utility gradually over the life of those new facilities.

- SDCs are one-time charges paid by customers when they apply for a new water connection (or increase the size of an existing connection). By charging SDCs for new or larger connections to the system, the Department assigns the costs of capital improvements, at least in part, to those who may potentially cause an increase in demand rather than to existing customers through higher user charge rates. Money collected through SDCs from new customers for their share of the costs of capacity is more equitable than raising rates on all customers to pay for capital improvements that are needed primarily just to serve the new or increased demand. Although debt financing pushes repayment into the future, the repayment is still usually from user rates⁴.

4. Stormwater Utility. DPW was recently awarded a grant to create a regional stormwater collaborative for more effective management. The Department is interested in becoming a pilot community and is currently working with MAPC to start this process. The goal of the project is “to build upon existing partnerships to establish a more formalized, long term alliance among the communities, as well as to complete key early action items required in the EPA’s draft permits that lent themselves to regional implementation.”⁵ There are currently only two other such collaborations in the State.

5. Smart Growth Principles. Efficient land use patterns, or smart growth practices can help to keep a town’s operating costs down. If additional growth is directed towards areas of town that can absorb additional density, e.g. business districts (either by expanding them or by encouraging housing above retail by adopting a zoning amendment), then the marginal cost of additional public services is reduced as existing services are utilized and cost efficiencies are realized as a result.

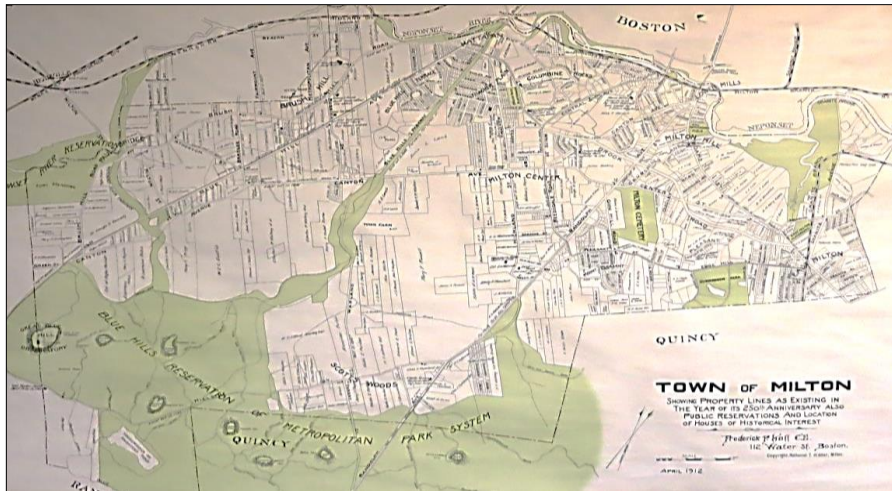
⁴ <http://www.portlandoregon.gov/WATER/article/271667>

⁵ From proposal for Community Innovation Challenge Grant to develop a Neponset Valley Regional Stormwater Collaborative

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

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GOAL STATEMENT: TO STRENGTHEN OUR CAPACITY TO PLAN FOR THE FUTURE SO THAT MILTON IS RESILIENT, ADAPTIVE, AND SUSTAINABLE; MILTON'S RESIDENTS, BUSINESS AND CIVIC AND SOCIAL LEADERS NEED TO WORK TOGETHER IN ORDER TO BE EFFECTIVE IN MOVING FORWARD ACHIEVING THE DESIRED VISION.



A master plan is like a map in that it illustrates both the “big picture” and the details.

“We all know that thinking ahead is the only way to succeed in life. But a ton of new research shows that the more you think about future goals and events, the more mistakes you're likely to make. So how can you make forward-looking plans in a way that maximizes your chances of winning out?”

According to the latest research, humans have a few problems when we think about our future goals. First of all, we tend to overestimate how much we'll be able to get done in a particular time period. Second, we overstate how much our willpower will help us achieve our goals, because we think our will is all powerful when it comes to the future. And finally, the further we think into the future, the less we think concretely. All three of these things can lead to failure. However, there are some work-arounds that may make you more likely to make realistic plans.”¹

¹ “The Wrong Way to Plan for the Future,” <http://io9.com/5912199/the-wrong-way-to-plan-for-the-future>

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

GOAL STATEMENT: TO STRENGTHEN OUR CAPACITY TO PLAN FOR THE FUTURE SO THAT MILTON IS RESILIENT, ADAPTIVE, AND SUSTAINABLE; MILTON'S RESIDENTS, BUSINESS AND CIVIC AND SOCIAL LEADERS NEED TO WORK TOGETHER IN ORDER TO BE EFFECTIVE IN MOVING FORWARD ACHIEVING THE DESIRED VISION.

Coming to consensus about a desired future and then being proactive and assembling useful tools for the implementation of the identified action steps are critical for the viability of the master plan.

Harvard University Professor Gilbert says:

“I think the concreteness of the plan matters a lot. The idea from the implementation intentions literature is to set up if-thens, so that you have concrete action plans to enact when, as you say, unexpected contingencies creep up. It's also an attempt to take the thinking out of the whole procedure — if you can just ‘automatize’ what you will do in response to distractions or temptations, then you don't even have to rely upon willpower to keep you focused on the goal.”

Cornell University Psychology Professor David Pizarro says:

“We seem to think of events that are close-in-time very differently than those that are further away. In short, things that are close in time (or physical space) are seen as more concrete, and we tend to focus more on the details rather than on the ‘big picture’. Things that are further away are viewed as more abstract, and we focus more on the generalities involved.”

OVERVIEW OF KEY POINTS

- Milton has a population of approximately 27,000, a figure that has remained relatively stable over the past century. **The population is aging with a continued increase expected in the number of seniors.** With this shift in population will come a need for increased services targeted to this population.
- The population is becoming increasingly **diverse**, a fact that is not reflected in the demographic of those volunteering on boards, committees and commissions, nor in the participation of forums held for the development of this Master Plan.
- In terms of capital improvements, the Town recently created the Department of Consolidated Facilities that is responsible for maintaining the twenty-two (22) town/school buildings. A number of Town departments have developed long-term plans for their specific department (these include Water, Sewer, Fire, Library and School Departments). It is important that these plans and department priorities be communicated on a regular basis to the Master Plan Implementation Committee.
- Milton is a community that is aware of the need to take measures to **protect the environment** for future generations and has undertaken a number of efforts in this regard. Milton's overall recycling rate is almost 55%, the second highest in the State and Solid waste (trash) is “pay-as-you-throw,” collected curbside, and has been consistently decreasing (in terms of tonnage) over the last 10 years (in direct proportion to an increase in recycling).

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

- The Town’s zoning and other by-laws will need tweaking in order to ensure that they align with the Master Plan’s goals.
- New tools will need to be adopted to bring Milton up-to-date with the expressed desires of its residents (as articulated in the Master Plan Vision and Goals).
- The Town has the opportunity to explore sharing resources with surrounding communities and area institutions in order to increase cost efficiency.
- There may be ways of improving Town governance to help improve effectiveness and efficiency, including better communication with town residents (through an improved website among other things) and prospective investors (by streamlining permitting processes).
- A variety of funding sources will need to be explored in order to pay for desired improvements. The Community Preservation Act is one of these.
- Increasing the Town’s capacity to meet some of the goals will require additional staff in some cases, additional volunteers in others.

MILTON VOICES:

RESIDENTS’ THOUGHTS REGARDING MILTON’S CAPACITY TO PLAN

As part of the master planning process, a number of public forums were organized asking residents their opinion on relevant issues. The following are some public comments about planning for the future.

“A lot of what people like about the character of Milton isn’t allowed under current zoning.”

“We need to revise our zoning by-laws to encourage the type of development we want – a wider range of housing and more vibrant business districts”

“The lack of diversity in town government is a problem”

“Review and if need be, update our bylaws”

“Streamline permitting processes”

“Establish planning districts to focus objectives to the specific needs of specific areas.”

“Develop an informational campaign to pass the Community Preservation Act”

“Nurture relationships between the Town and private institutions to ensure coordinated efforts are made to create a safe and welcoming town.”

“There is potential to further reduce solid waste, and now food waste, from the trash stream. There are cost and environmental benefits.”

“Continue discussions with private educational institutions regarding ways of sharing resources, especially with regard to recreation and meeting facilities.”

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

“There is no Planet B”

“Encourage greater use of public transit, make walkable paths to stations and Safe Routes to Schools; these lower Green House Gases”



Additionally, a **Town Wide Survey** developed and distributed by the Planning Board in 2009, indicated that many respondents believed that the Town should consider rezoning Milton Hospital as a **new healthcare district**.

Many respondents felt that Milton’s **current zoning** has impeded development with adverse consequences and has created an obstacle to the Town in raising sufficient funds for its needed real estate property tax.

Many respondents believed that a **Design Review Board** should be established to help with the review of business development proposals.

Many respondents believed that zoning bylaws for the existing business districts should be reviewed and revised to maximize business development in those existing business districts and many believed that the Town should explore expanding those districts into some of the surrounding residential neighborhoods.”

KEY RECOMMENDATIONS

7.1 ENCOURAGE A HIGH LEVEL OF PARTICIPATION IN COMMUNITY GOVERNANCE AND MANAGEMENT AND IMPROVE COMMUNICATION BETWEEN TOWN GOVERNMENT AND RESIDENTS

- Recruit more residents to participate on boards and committees
- Ensure that planning and management processes are transparent and welcoming
- Improve communication between Town government and residents

7.2 DEVELOP EFFECTIVE COLLABORATIONS WITH THE CULTURAL, EDUCATIONAL, RELIGIOUS, AND MEDICAL INSTITUTIONS IN TOWN

- Develop effective collaborations
- Develop agreements regarding sharing resources

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

- Explore PILOT options

7.3 WORK WITH SURROUNDING COMMUNITIES TO DEVELOP A REGIONAL APPROACH WHEN MUTUALLY BENEFICIAL

- Identify grant opportunities
- Identify opportunities for cooperation with surrounding communities
- Identify opportunities for improving connections to adjacent communities

7.4 DEVELOP CAPACITY TO BE PROACTIVE AND PLAN FOR THE LONG TERM FUTURE

- Support the implementation of the master plan goals
- Adopt new tools that help to achieve goals
- Explore funding alternatives
- Continue to identify ways of becoming more efficient and cost effective
- Improve project review process
- Consider establishment of planning districts to help focus and direct improvements and policies that are neighborhood-oriented

7.5. CONTINUE TO MAKE DECISIONS REGARDING THE FUTURE THAT ENSURE ENVIRONMENTAL SUSTAINABILITY

- Continue efforts to implement sustainability measures to protect the environment

- Continue to increase awareness regarding the need to protect the environment
- Explore ways of using alternative sources of energy
- Support local food production
- Continue efforts to improve waste disposal practices
- Develop a Brownfields Redevelopment Plan

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVES AND STRATEGIES:

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(continued)

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- Explore ways of using alternative sources of energy
- Support local food production
- Continue efforts to improve waste disposal practices
- Consider amendment of the Brownfields Planned Unit Development zoning.

KEY:





indicates “low hanging fruit”

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.1: ENCOURAGE A HIGH LEVEL OF PARTICIPATION IN TOWN GOVERNANCE AND MANAGEMENT AND IMPROVE COMMUNICATION BETWEEN TOWN GOVERNMENT AND RESIDENTS:

Recruit a wider diversity of volunteers, ensure that planning process is transparent and welcoming, and improve Town management.

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
<p>7.1.1. Encourage broader participation in Town government</p>		<p>Recruit more residents to participate on boards and committees. SEE END NOTE #1</p> <ul style="list-style-type: none"> • Ensure that volunteers represent the more diverse composition of the Town’s population <ul style="list-style-type: none"> ○ Actively recruit younger residents, lower income, and minority residents to get involved ○ Increase awareness of Town Meeting to new residents (e.g. what it is, how to run, participate) • Involve youth in Cable TV, social media, and in creating a teen calendar of events 			<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Town Clerk</p>	<p>1</p>
<p>7.1.2. Ensure that the planning and management processes are open, inclusive, respectful, and welcoming</p>		<ul style="list-style-type: none"> • Create forums for public input that are transparent and inclusive • Create a clear process for formalized review of plans using a technical review process • Ensure that information is clear, in layman’s language; also consider bilingual summaries • Make rules and roles of Town Government clear and disseminate such information • Publish emails sent to 			<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Planning Department Building Department</p>	<p>1</p>

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.1: ENCOURAGE A HIGH LEVEL OF PARTICIPATION IN TOWN GOVERNANCE AND MANAGEMENT AND IMPROVE COMMUNICATION BETWEEN TOWN GOVERNMENT AND RESIDENTS:


Recruit a wider diversity of volunteers, ensure that planning process is transparent and welcoming, and improve Town management.

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<p>SEE END NOTE #2</p> <ul style="list-style-type: none"> • Create a Town Calendar of Events 				
<p>7.1.4. Improve Town Management</p>	<p>Government Study Committee Report</p> <p>Financial Management Review, MA Department of Revenue Report, September, 2013</p>	<ul style="list-style-type: none"> • Improve Town Meeting SEE END NOTE #3 • Improve function of Boards and Committees <ul style="list-style-type: none"> ○ Consider adding more members to boards and committees ○ Set term limits for Boards • Consider further refinements to the job description of the Town Administrator so that he/she can act as a Town Manager so that he/she can better oversee and coordinate the Town Departments. SEE END NOTE #4 • Review department operations and Identify additional ways of increasing efficiency and cost effectiveness 			<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Town Government Study Committee Cable TV Consolidated Facilities Dept.</p>	<p>2</p>
<p>7.1.5. Ensure adequate storage of Town archives</p>		<ul style="list-style-type: none"> • Explore feasibility of alternative locations for physical storage of archives SEE END NOTE#5 				

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.2: DEVELOP EFFECTIVE COLLABORATIONS WITH THE CULTURAL, EDUCATIONAL, RELIGIOUS AND MEDICAL INSTITUTIONS IN TOWN


Improve and increase opportunities for collaboration, cooperation and mutually beneficial planning for the future; explore PILOT options

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
7.2.1. Develop effective collaborations with area institutions	Milton Academy Curry College Milton Hospital Interfaith Clergy Assoc. Delphi Academy Fontbonne Montessori School St. Agatha's St. Elizabeth's St. Mary's St. Pius Laboure College First Congregational East Congregational Parkway United Methodist Temple Beth Shalom St. Michael's Church of Our Saviour Concord Baptist	<ul style="list-style-type: none"> Explore how other municipalities develop such collaborative relationships with similar institutions in their towns Convene a Town Gown Conference Develop agreements so that institutions share their future plans (e.g. master plans) with the Town so that there can be communication regarding goals and potential for joint effort to meet these goals Prepare to purchase land put on the market by large town institutions (if desirable) 		 <p>Milton Academy and Milton Hospital will both complete their institutional master plans in the coming year (2015)</p>	<p>LEAD: Town Administrator</p> <p>PARTNERS: PILOT Committee Curry College Milton Academy Milton Hospital</p>	1
7.2.2. Work with institutions to mitigate impacts on the Town and residents	Neighborhood Association is currently working with Curry College on reducing noise and light pollution from college athletic field	<ul style="list-style-type: none"> Consider creating <i>Institutional Overlay Districts</i> (with specific zoning requirements) for Curry College, Milton Academy, Milton Hospital, houses of worship, and other non-profits in order to improve control over expansion of facilities. SEE END NOTE #6 Track fiscal impacts of these institutions on town services to the degree 			<p>LEAD: Planning Department Board of Selectmen</p> <p>PARTNERS: PILOT Committee DPW Curry College Milton Academy Milton Hospital</p>	1

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.2: DEVELOP EFFECTIVE COLLABORATIONS WITH THE CULTURAL, EDUCATIONAL, RELIGIOUS AND MEDICAL INSTITUTIONS IN TOWN

Improve and increase opportunities for collaboration, cooperation and mutually beneficial planning for the future; explore PILOT options

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
		<p>possible</p> <ul style="list-style-type: none"> • Develop a process for impact assessment, review and mitigation • Coordinate with area institutions in order to update maps to clearly identify buildings 				
7.2.3. Develop agreements regarding sharing resources and having town access to institution facilities	Curry College Milton Academy Fontbonne St. Agatha's St. Mary's Delphi Academy Laboure College	<ul style="list-style-type: none"> • Consider shared facilities, such as: <ul style="list-style-type: none"> ○ Recreational facilities ○ Artist space ○ Meeting space ○ Space for cultural activities (including performance and celebration space) ○ parking 			LEAD: Town Administrator PARTNERS: PILOT Committee Curry College Milton Academy Milton Hospital	2
7.2.4. Explore PILOT (Payment-in-Lieu-of-Taxes) options	PILOT Committee has been formed to explore issues	<ul style="list-style-type: none"> • Initiate discussions with area institutions • Research comparable communities to learn from their agreements with institutions SEE END NOTE #7 			LEAD: PILOT Committee PARTNERS: Town Administrator Curry College Milton Academy Milton Hospital	1
7.2.5. Better coordinate with institutions' plans for expansion, etc.	Curry College Milton Academy Milton Hospital	<ul style="list-style-type: none"> • Consider amending the Site Plan Review by-law to specifically strengthen the Town's authority over changes to institutions SEE END NOTE #8 			LEAD Planning Board Board of Selectmen PARTNERS Religious institutions	1
7.2.6. Develop a partnership with area religious institutions for mutually beneficial	St. Pius X, St. Mary's, St. Agatha's, St. Elizabeth's First Parish in Milton First Congregational, East	<ul style="list-style-type: none"> • Invite religious institutions to a discussion regarding ways of working together to serve the community 			LEAD Planning and Community Development PARTNERS	2


GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.2: DEVELOP EFFECTIVE COLLABORATIONS WITH THE CULTURAL, EDUCATIONAL, RELIGIOUS AND MEDICAL INSTITUTIONS IN TOWN						
Improve and increase opportunities for collaboration, cooperation and mutually beneficial planning for the future; explore PILOT options						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
collaboration	Congregational Parkway United Methodist Temple Beth Shalom St. Michael's, Church of Our Saviour Concord Baptist	(e.g. caring for the needy, providing youth activities, etc.) <ul style="list-style-type: none"> Develop a protocol for communicating plans for expansion/change of use/location, etc. Form a partnership, find out what the institutions needs are, help them to find suitable locations if relevant and share information in order to better work together 			Religious institutions	
7.2.7. Partner with DCR and Neponset River Watershed Association to better incorporate their properties into the community		<ul style="list-style-type: none"> Develop a long range plan for carrying out the partnership 		See also Goal #1.1.1.		2

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.3: WORK WITH SURROUNDING COMMUNITIES TO DEVELOP A REGIONAL APPROACH WHEN MUTUALLY BENEFICIAL						
Identify opportunities for regional collaborations						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRORITY
7.3.1. Identify opportunities for cooperation with surrounding communities		<ul style="list-style-type: none"> Work together on traffic/transportation systems (e.g. Governor’s Road) Explore opportunities for regional cooperation with regard to such efforts such as Conservation Agent and Housing Coordinator SEE END NOTE #9 	Identify opportunities for State support for regional collaboration		LEAD: Town Administrator PARTNERS: BOS Planning and Community Development Neighborhood Associations	
7.3.2. Identify opportunities for improving connections to adjacent communities	Canton, Quincy, Dorchester bike paths, Neponset River Trail Boston	<ul style="list-style-type: none"> Identify opportunities for extending walking and biking trails and connecting to adjacent communities Support the I-95/I-93 wetlands mitigation project that would add trails connecting Milton, Canton, Dedham, Westwood, with access to Rt. 128 Station and new residences and shopping. 			LEAD: Planning Department PARTNERS: Canton Quincy Boston	

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.4: DEVELOP CAPACITY TO BE PROACTIVE AND PLAN FOR THE LONG TERM FUTURE						
Support the implementation of the master plan goals, adopt new tools and explore funding and ways of increasing efficiencies and cost savings						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
7.4.1. Support the implementation of the master plan goals		<ul style="list-style-type: none"> • Hire needed staff, including <ul style="list-style-type: none"> ○ Assistant Planner ○ Conservation Agent • Create necessary committees including: <ul style="list-style-type: none"> ○ Implementation Committee ○ Design Review Board • Develop a proactive planning environment and set of attitudes 		New Boards and Committee  Additional Staff	LEAD: Board of Selectmen PARTNERS: Master Plan Implementation Committee Planning Department	1
7.4.2. Adopt new tools that help to achieve goals	Existing Zoning By-law	<ul style="list-style-type: none"> • Review, update, and revise Town by-laws so that they reflect the Master Plan Vision and Goals SEE END NOTE #10 <ul style="list-style-type: none"> ○ As an intermediate step, current site-specific articles should be organized into an appendix • Consider Institutional Overlay Districts to help guide institutional expansion SEE END NOTE #6 • Consider adopting Inclusionary Zoning (SEE END NOTE #11) provisions to create a range of housing types including more affordable housing • Revise by-law regarding addressing non- 			LEAD: Planning Board PARTNERS: Planning Department Housing Authority Medical/Educational Institutions	1

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.4: DEVELOP CAPACITY TO BE PROACTIVE AND PLAN FOR THE LONG TERM FUTURE
 Support the implementation of the master plan goals, adopt new tools and explore funding and ways of increasing efficiencies and cost savings

STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<p>conforming uses so that it does not pose as much hardship to property owners</p> <ul style="list-style-type: none"> • Consider developing Mixed Use Overlay Districts extending into the currently residential areas adjacent to commercial areas, thus expanding the existing business districts (See Goal 4: Promote Economic Development) • Consider adopting a Great Estates by-law (see Goal #3: Housing). • Develop design guidelines for commercial and historic districts. SEE Goal 1: Preserve Town Character • Consider revising provisions for accessory apartments as a way of expanding housing options (especially for elderly) See Goal 3: Housing • Consider limiting size of retail stores to prevent “big box” establishments • Consider Open Space Residential Design (OSRD) as an option for new development 				

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.4: DEVELOP CAPACITY TO BE PROACTIVE AND PLAN FOR THE LONG TERM FUTURE						
Support the implementation of the master plan goals, adopt new tools and explore funding and ways of increasing efficiencies and cost savings						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
7.4.3- Explore funding alternatives		<ul style="list-style-type: none"> Hire a Town Grant Writer who would also keep information regarding grants in a centralized location and circulate these among Town departments. Adopt the Community Preservation Act (CPA) SEE END NOTE #12 Develop an information campaign to inform residents of the benefits of passing the CPA 			LEAD: Board of Selectmen PARTNERS: Town Administrator Master Plan Implementation Committee	2
7.4.4- Continue to identify ways of becoming more efficient and cost effective		<ul style="list-style-type: none"> Explore regional approaches Support Consolidated Facilities Department in their efforts to implement preventive maintenance measures Continue to explore ways of sharing resources across Departments 			LEAD: Town Administrator PARTNERS: Consolidate Facilities Town Department Heads Neighboring communities	On-going
7.4.5- Sharpen existing tools		<ul style="list-style-type: none"> Improve project review <ul style="list-style-type: none"> Include all relevant Town department heads in preliminary meeting of new proposed projects Review and redraft Site Plan Approval process to make more effective/efficient 		<i>See also Goal #4: Promote Economic Development</i>	LEAD: Planning Board, DPW PARTNERS: Private developers Home owners	1


GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.4: DEVELOP CAPACITY TO BE PROACTIVE AND PLAN FOR THE LONG TERM FUTURE						
Support the implementation of the master plan goals, adopt new tools and explore funding and ways of increasing efficiencies and cost savings						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		<ul style="list-style-type: none"> • Streamline permitting process <ul style="list-style-type: none"> ○ Make submission requirements more explicit so as to expedite process 				
7.4.6. Develop planning districts to help focus and direct improvements and policies that are neighborhood-oriented	Census Tract data (see Housing and Neighborhoods Inventory chapter)	<ul style="list-style-type: none"> • Develop neighborhood plans for the distinct and different areas of Town. <ul style="list-style-type: none"> ○ Define neighborhood boundaries ○ Identify assets and challenges ○ Develop recommendations 		<i>See also Goal #3: Improve Housing and Neighborhoods</i>	LEAD: Planning Board PARTNERS: Neighborhood Associations	2


GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.5: CONTINUE TO MAKE DECISIONS REGARDING THE FUTURE THAT ENSURES ENVIRONMENTAL SUSTAINABILITY						
Explore alternative energy sources, support local food production, increase recycling, and provide incentives and information regarding grants						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
7.5.1. Continue to implement sustainability measures to protect the environment		<ul style="list-style-type: none"> Continue to apply for the Green Communities grant opportunities and lead by example by continuing efforts to update municipal buildings so they are increasingly energy efficient. Provide incentives to private residents and business owners so that they reduce their energy consumption, invest in enhanced water and energy conservation measures, among other ways of incorporating sustainability measures (including lawn reduction, food growing, native planting) The Town should maintain a database of grants available to support private business energy efficiency upgrades (e.g. through utilities). Encourage Consolidated Facilities and School Department to make use of these. Encourage greater use of public transit, walking and biking (See Goal 5 for more) Help fund solar options at 		<p>Also see Goal 5: Improve Transportation</p>	<p>LEAD: Consolidated Facilities, DPW</p> <p>PARTNERS: Alternative Energy Committee</p>	On-going

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.5: CONTINUE TO MAKE DECISIONS REGARDING THE FUTURE THAT ENSURES ENVIRONMENTAL SUSTAINABILITY						
Explore alternative energy sources, support local food production, increase recycling, and provide incentives and information regarding grants						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		senior housing (which would also result in lower heating/electricity costs)				
7.5.2. Review zoning and other Town bylaws for their sustainability and energy efficiency features.		<ul style="list-style-type: none"> Facilitate the preservation, including adaptive reuse, of the many large older homes that could be repurposed and made more energy efficient. Consider allowing conversion of large homes to multi-family developments, subject to “smart growth” design and performance standards. Promote “green” new housing incentives and promote use of solar energy. Keep Stretch Code up to date SEE END NOTE #13 			LEAD: Alternative Energy Committee PARTNERS: Planning Board	1
7.5.3. Explore ways of using alternative sources of energy	Alternative Energy Committee Report on Greenhouse Gases Solar panels currently on four schools and Town Hall Milton Energy Reduction Plan SEE END NOTE #14	<ul style="list-style-type: none"> Expand existing lease agreements on solar panels to include additional municipal buildings Provide information to home owners regarding how they can convert to solar energy Revisit the use of wind turbines 			LEAD: DPW PARTNERS: Consolidated Facilities Dept. Alternative Energy Committee Wind Energy Committee	On-going

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.5: CONTINUE TO MAKE DECISIONS REGARDING THE FUTURE THAT ENSURES ENVIRONMENTAL SUSTAINABILITY						
Explore alternative energy sources, support local food production, increase recycling, and provide incentives and information regarding grants						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		recycling center capacity by increasing the range of recyclable materials accepted at the recycling center to include wood and other land debris; fabric; paints and other hazardous waste <ul style="list-style-type: none"> • Create a community composting site • Consider creating an industrial scale kitchen waste collection system to remove organics from the waste stream • Expand recycling center hours • Increase hazardous waste collection to prevent dumping • Consider starting a tradition of a Community Flea Market to encourage re-use. SEE END NOTE #15 				
7-5-7. Develop a Brownfields Redevelopment Plan		<ul style="list-style-type: none"> • Start a Municipal Brownfields Program • Foster Public/Private 			LEAD: Planning Department	2

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

OBJECTIVE 7.5: CONTINUE TO MAKE DECISIONS REGARDING THE FUTURE THAT ENSURES ENVIRONMENTAL SUSTAINABILITY						
Explore alternative energy sources, support local food production, increase recycling, and provide incentives and information regarding grants						
STRATEGY	EXISTING RESOURCES	ACTIONS	FUNDING NEED	NOTES	LEAD & PARTNERS	PRIORITY
		Partnerships • Perform a Brownfields Site Inventory • Review and update zoning SEE END NOTE #16			PARTNERS: DPW Sustainable Milton	

END NOTES

1. **Recruit more residents to serve on Town Boards and Committees.** Milton shares a similar issue with other Massachusetts towns, that of having a dedicated group of individuals who volunteer and help run the Town, but who do not represent all segments of the Town’s population (those mainly missing are young families and minority [ethnic and racial] populations). Involving more residents benefits the system of governance in a number of ways. First of all, it spreads the work around, helping to avoid volunteer burn out. It also provides an opportunity to increase awareness regarding town issues among a broader population base thus contributing to a more educated citizenry and potentially to a stronger consensus around these issues.

2. **Town Website.** Ideas regarding how to improve the town’s website from public forums include:
 - Make notices about upcoming meetings easier to find (e.g. calendar of meetings for whole town)
 - Present current issues affecting the town (e.g. separate pages with documents and information organized by topic, such as “airplane noise,” 40B proposals, etc.

3. **Improve Town Meeting.** Suggestions from the public include:
 - a. Enforce attendance of Town Meeting members
 - b. Publish Town Meeting attendance
 - c. Decrease size of Town Meeting
 - d. Allow residents to call in comments when watching Town Meeting on Cable TV
 - e. Insert a step in the electoral process that allows reaching out to candidates and explaining what it means to be a Town Meeting member and how to run, etc.
 - f. Keep Town Meeting discussions concise and relevant

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES – CONTINUED

4. **Town Manager/Town Administrator.** “In Massachusetts local government there are many different forms of government that have been established. The vast majority of these forms are based on certain fundamental principals but have variations based on the needs of the community. These needs could be based on politics, economic needs or needs simply based on the size of the community. In short, no one form of government is established as a ‘one size fits all.’ The Town Manager Form of government is the strongest of all town forms of government in terms of the level of central authority vested in one person. The Town Administrator is the next strongest form though it must be noted that some Town Administrator Forms may be equally as strong, or stronger than some Town Manager forms. The most important elements of a charter to determine the strength of a position are contained in the following sections: Division of Powers, the Town Manager/Town Administrator Qualifications; Powers and Duties and Appointing Authority” For more specifics, see:
http://www.massmanagers.org/sites/mmma/files/file/file/charter_basics.pdf

5. **Storage of Town Archives.** The State’s guidelines for physical storage and access of the town’s archives should be reviewed, see:
<http://www.sec.state.ma.us/arc/arcrmu/rmuidx.htm> **Resources Records Storage Areas** (RTF)
 If the Fire Station in East Milton Square is vacated by the Fire Department, reusing the building for the storage of town archival materials should be explored.

6. **Institutional Overlay District.**
 The Dover Amendment refers to Massachusetts General Law (MGL) Chapter 40A, Section 3². This law exempts certain agricultural, religious, and educational institutions from certain zoning restrictions. It allows a facility used by such an organization for its tax-exempt purpose to avoid application of some, but not all, zoning provisions.

² Considered by many to be overly broad, the exemption granted by the Dover Amendment has been narrowed by court decisions. For example, while a corporation must merely be nonprofit and legally able to engage in educational activities to be considered a "nonprofit educational corporation," the actual use of a particular facility must have education as the “primary or dominant purpose” to qualify for Dover protection. See *Whitinsville Retirement Society, Inc. v. Northbridge*, 394 Mass. 757, 760 (1985) (http://en.wikipedia.org/wiki/Dover_Amendment)

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES - CONTINUED

Creating a special zoning district to allow and facilitate renovation, expansion, and potentially encourage ancillary uses of the medical and educational institutions located in Milton may help to improve the process and the partnership between institutions covered by the Dover Amendment and the Town. An institutional overlay district promotes cultural, educational, and medical institutions, and enhances their benefit to the community while protecting adjacent property. Adopting such a provision would allow the Town to work with a number of medical and educational institutions located in Milton.

Some towns have such an Institutional Overlay District.

EXAMPLE BY-LAW See Town of Middleton: <http://ecode360.com/10440631>

See also *Health Care Overlay Districts (below)*

It may be desirable to adopt an overlay district specifically for Milton Hospital. Some towns call this a **Healthcare Overlay District or a Medical Overlay District**. This encourages the hospital to expand and for desirable spin-off uses to locate here both providing needed services and adding to the tax base. For example, the Town of Needham has a Medical Overlay District in which the following uses are allowed by right:

- Community Hospital
- Medical Clinic
- Medical Services Building
- Any of the following, but only if ancillary to and contained within a common structure with a community hospital: (a) Health Care Facility (b) Medical Laboratory (c) Pharmacy
- All uses allowed by right in the underlying zoning district at that location.
- Buildings and uses accessory to 1-5 above, such as parking garage, gift shop, cafeteria, and day care facilities.

EXAMPLE BY-LAW: Winchester Health Services Overlay District By-Law

- Defines purpose of special zoning overlay district
- Defines allowed and prohibited uses
- Defines site layout, maximum gross square footage, maximum building heights, set backs, open space, allowable parking spaces, design style, etc. – the “shrink wrap” package
- Requires Planning Board approval of Area Comprehensive Plan • Planning Board conducts public hearings
- Approval requires a majority vote of Planning Board
- Requires Zoning Board of Appeals approval of Special Permit and Site Plan review for each phase
- ZBA conducts public hearings
- Approval requires a unanimous vote of the ZBA

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES - CONTINUED

For an outline of steps to take to adopt a Healthcare Overlay District, see those taken by Winchester:

<http://www.winchester.us/ArchiveCenter/ViewFile/Item/52>

EXAMPLE BY-LAW: See Town of Needham, page 75: <http://www.needhamma.gov/DocumentCenter/Home/View/4336>

EXAMPLE BY-LAW: Also see Town of Leominster, page 60: <http://www.leominster-ma.gov/pdf/zoning-13/leominster-zoning-ordinance.pdf>

EXAMPLE BY-LAW: Town of Provincetown: <http://www.provincetown-ma.gov/DocumentCenter/View/762>

EXAMPLE BY-LAW: Town of Maynard: http://www.townofmaynard-ma.gov/wp-content/uploads/2010/07/maynard-zoning-by-law-20111026_rev2.pdf

EXAMPLE BY-LAW Town of Amesbury, Section XIII: Health Care Overlay District:

<http://www.amesburyma.gov/files/filesystem/Zoning%20Bylaws%202012.pdf>

7. Research Comparable Communities to Learn from their agreements with institutions.

PILOT (payment in lieu of taxes) and other Contributions

While Milton Hospital and Milton Academy both pay taxes on some properties assessed at full and fair market value (office building for the hospital and housing for the academy), they currently do not make PILOT payments on all their real property. Curry College also makes some in lieu of taxes payments. Many educational and medical institutions in other communities pay monetary contributions in lieu of taxes in addition to their community benefits programs.

EXAMPLE: Wellesley College in the Town of Wellesley, MA³.

“Each year, Wellesley College makes direct and indirect contributions to the town of Wellesley, ranging from payment of property taxes to the purchases made at local businesses by students and employees. Since 1928, when the town of Wellesley and the College entered into an agreement related to the tax status of property owned by the College, Wellesley has paid property taxes on a portion of its holdings. In 2012, Wellesley College paid \$856,400 in property taxes, making it the town’s fifth largest taxpayer. The College also paid \$13,005 in fees for various permits, inspections, and licenses from the town.

³ from Letter from the President, “The College is deeply committed to our shared community,” Supporting the Town of Wellesley.

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES - CONTINUED

The College works in close partnership with many municipal departments, most notably on issues of public safety and energy. For example, this past year the College committed \$150,000 to the Wellesley Fire Department toward the purchase of a new \$855,000 ladder truck. This past spring, the College agreed to purchase 5 percent of its electricity from the town's renewable energy sources, helping Wellesley become the first EPA 'Green Power Community' in Massachusetts."

Another example is Boston College and the City of Newton, See:

<http://www.bc.edu/content/dam/files/sites/imp/pdf/FINAL%202101%20Comm%20Ave%20IMP%20FOR%20POSTING.pdf>

Often part of becoming part of an Institutional Overlay District, the institutions agree to become more formal about reporting their future plans on a regular basis. EXAMPLE: CAMBRIDGE, MA Among the recommendations of the 1991 Mayor of Cambridge's Report on University-Community Relationships⁴ is that the Planning Board conduct an "annual joint review of university and community needs and plans." This review takes two forms.

Every year each school that is a signatory to the report first submits a Town Gown Annual Report to the Community Development Department; this report is followed by a presentation to the Cambridge Planning Board, usually in early February of the following year. In recent times, formal reporting has frequently been supplemented by updates from the schools at Planning Board meetings, whenever plans for growth and change develop mid-year, and as a result, there is a need for informing the community before the formal annual review.

EXAMPLE: The City of Boston created Institutional Master Plan (IMP) Review⁵ in order to ensure that the expansion of a hospital or university enhances the institution's public service and economic development role in the surrounding community and city.

An Institutional Master Plan is a comprehensive development plan that describes an institution's existing facilities, long-range planning goals, and proposed projects. IMPs also identify potential impacts on surrounding communities, and outline proposed community benefits.

Generally, IMPs are renewed every ten years and reviewed under the BRA's Article 80 process. In addition, an institution must update, renew, and amend its Institutional Master Plan whenever it adds or changes any project over a minimum threshold. Each of these planned projects will go through its own Article 80 review.

⁴ https://www.cambridgema.gov/~media/Files/CDD/Planning/TownGown/towngown_report_1991.ashx

⁵ <http://www.bostonredevelopmentauthority.org/planning/institutional-planning/institutional-planning>

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES - CONTINUED

Project managers at the Boston Redevelopment Authority act as a liaison between institutions and their surrounding communities by facilitating public meetings, dialogues, and task forces related to institutional development.

EXAMPLE: Cambridge Institutional Growth Management Plan:

http://www.cambridgema.gov/~media/Files/CDD/Planning/TownGown/institutional_growth_mgmt_1981.ashx

Additionally, the members of the Town-Gown Committee in Cambridge, MA⁶, agreed that “Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion.”⁷ Information asked for includes the following.

STRATEGIC AND LONG TERM PLANNING (e.g. “describe your institution’s current and future physical plans”):

- Employ a future planning horizon of ten years;
- Describe campus development efforts over the past five years to provide context;
- Summarize the needs and strategic goals stated in institutional plans;
- Review your institution’s specific planning objectives for the coming ten year period;
- Address how your campus will evolve to address your institution’s strategic goals and objectives, providing specific information on projects and plans where available;
- Include in your discussion:
 - Sustainability planning efforts, as they relate to physical planning, building design, and infrastructure;
 - A description of existing facilities for housing your students, faculty and staff and any plans for increasing such housing;
 - A review of the relationship between planned and projected institutional development and adjacent residential and commercial districts within Cambridge and any impacts that might result from that development (e. g., use of open space, parking and transportation impacts; etc.);
 - A review of the relationship between planned and projected institutional investment portfolio development and adjacent retail and commercial districts within Cambridge and any impacts that might result from that development (e g., loss or relocation of retail space, conflicting uses, etc.); and
 - Expected changes in student enrollment, including undergraduate, graduate and non-degree students, and expected changes in the number of post-doctoral positions. Include effects on housing needs and institutional plans for housing these individuals.

⁶ For More Information about the Annual Town Gown Reports contact Cliff Cook at 617/349-4656 or ccook@cambridgema.gov

⁷ 1991 Report of the Cambridge Mayor’s Committee on University-Community Relationships, page 12

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES - CONTINUED

EXAMPLE: Boston College and the City of Newton, See:

<http://www.bc.edu/content/dam/files/sites/imp/pdf/FINAL%202101%20Comm%20Ave%20IMPINF%20FOR%20POSTING.pdf>

EXAMPLE: LESLEY UNIVERSITY https://www.cambridgema.gov/~media/Files/CDD/Planning/TownGown/tg2013/town_gown_2013_lesley.ashx

Ideas from public comments include:

- extreme discount rate for Milton residents for summer/sport camps or continuing education
- use of facilities to host concerts
- use of indoor swimming pool and other recreational facilities
- an indoor play area for children
- ability to take classes

8. Site Plan Review. Another tool that might help the Town in its effort to have more oversight over the activities of the medical and educational institutions that are located in Milton, is a Site Plan Review provision specifically geared to such uses. Westford amended its Site Plan Review bylaw⁸ in 2011 to specifically address so-called Dover Amendment uses; this language could be a good model (and was approved by the Attorney General) to enhance the town's authority over changes to educational and religious institutions. Given restrictions on town authority, though, a cooperative approach to get better insight into each institution's longer term plans is probably a good way to go initially. Also consider evaluating proposals and identify mitigation measures to address infrastructure and other impacts (including the review of “green” aspects).

⁸ from Westford Bylaw, page 107,

http://www.westfordma.gov/pages/government/towndepartments/boardsandcommittees/WestfordMA_planning/documents/zoning/2014%20Official%20Zoning%20Bylaw.pdf

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES - CONTINUED

EXAMPLE: Site Plan Review for Religious, Educational, & Child Care Uses

Westford Review Standards for Religious, Educational and Child Care Uses. The Planning Board may impose reasonable conditions, at the expense of the applicant, to ensure that the following conditions have been satisfied. In reviewing the site plan submittal for an exempt USE under 9.4.2, the Planning Board shall consider the following:

1. Relationship of the bulk and height of structures and adequacy of open spaces to the natural landscape, existing buildings and other community assets in the areas, which includes, but is not limited to, building coverage requirements, yard sizes, lot areas and setbacks;
2. Physical layout of the plan as it relates to convenience and safety of vehicular and pedestrian movement within the site, the location of driveway openings in relation to traffic or to adjacent streets and, when necessary, compliance with other regulations for the handicapped, minors and the elderly;
3. Adequacy of the arrangement of parking and loading spaces and safety of proposed access and egress in relation to the proposed uses of the premises

9. **Housing Coordinator.** In order to facilitate the development of affordable housing, it is important to have an individual who coordinates and supervises these activities. Some communities share their Housing Coordinator (and therefore, have one half time). Another model is that of a Regional Housing Services Organization (HSO) whereby municipalities pay membership dues to cover fees of service for ensuring that units count in the state's SHI (Subsidized Housing Inventory), oversee lottery system, monitoring, etc. and works with DHCD.
 - Current model: Acton, Bedford, Concord, Lexington, Sudbury, and Weston
 - Hudson and Reading are talking about regional cooperation, MAPC is helping them to share resources
10. **Review, update and revise bylaws to reflect Master Plan Vision and Goals.** In addition to the specific provisions recommended in this section, a number of other changes are suggested. These include:
 - Require more open space as part of parking regulations
 - Add a zoning incentive for the protection of views
 - Amend the existing Demolition Bylaw so that it applies to structures of built prior to 1938 for a period of nine months.
 - Revise and develop **outdoor lighting and noise bylaws**
 - **Revise the Cluster Zoning bylaw** to include Transfer of Development Rights
 - Consider development of a **Town Center Zoning District**
 - Review and revise **sign bylaws**

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES - CONTINUED

- Develop **Water Protection and Zone II bylaw**

The bylaw could also benefit from the addition of several tables including a permitted use by zoning district table, a table of required lot/setback/height dimensions, a parking requirements table, and a table listing reduced dimensions that apply to non-conforming one and two family residential uses. Presently these provisions are described narratively in the text (with the exception of a non-conforming use reduced dimension table).

11. Inclusionary Zoning. Inclusionary zoning refers to provisions that allow, or require, developers of housing and other land uses to include a given percentage of their proposed housing units to be affordable according to an agreed on definition of affordability.

- Some inclusionary zoning provisions allow equivalent **cash payments in the place of housing units**. Non-residential uses are required to make cash payments which will be used for affordable housing.
- The affordable housing **units can be located on-site or off-site**. These provisions can be made mandatory, as in the case of Cambridge, Arlington, and Groton, MA; or they can be made voluntary, as in the case of many cities and towns in Massachusetts.
- **Bonus incentive provisions** can be part of either voluntary or mandatory provisions in the form of expedited permitting, increased density, increased building height, and reduced setback lines and requirements for open space and parking, cost off-sets through tax breaks, and fee reductions.
- **Proportions of housing units to be made affordable** usually **range from 10% to 15%**. Density bonuses can range up to 30% over the underlying zoning. Special permits are required for use of inclusionary zoning provisions so local officials and the public can get a more detailed look at projects, than would be the case for development permitted by-right under zoning.
- Inclusionary zoning provisions may also include **a housing unit threshold** (such as ten units or more), identify income targets for population to be served, and identify control periods and mechanisms (for example permanent deed restrictions). These specific requirements may be covered by regulatory agreements between the town and the developer.

For more information see [Smart Growth, Smart Energy Toolkit](#), Commonwealth of Massachusetts, 2007 Edition and http://en.wikipedia.org/wiki/Inclusionary_zoning **See Goal 3 END NOTES** for more information on inclusionary zoning ordinances in use in Massachusetts municipalities.

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES - CONTINUED

12. Community Preservation Act. “The **Community Preservation Act** (CPA)⁹ is a Massachusetts state law (M.G.L. Chapter 44B) passed in 2000. It enables adopting communities to raise funds to create a local dedicated fund for open space preservation, preservation of historic resources, development of affordable housing¹⁰, and the acquisition and development of outdoor recreational facilities.

Funds are raised locally for these purposes through imposition of a voter-authorized surcharge on local property tax bills of up to 3%. Several exemptions to the CPA surcharge can also be authorized by voters at the time of adoption. Local adoption of CPA by a community triggers annual distributions from the state’s Community Preservation Trust Fund, a statewide fund held by the Massachusetts Department of Revenue, which the law also establishes. Deed recording fees charged by the state’s Registries of Deeds are the funding source for the statewide Community Preservation Trust Fund. Revenues from these two sources—the local CPA property tax surcharge and annual distributions from the state’s Community Preservation Trust Fund—combine to form a city or town’s Community Preservation Fund.”

As a way of taking into consideration recent overrides and other tax burdens, in 2008 the Milton Community Preservation Act Committee made the following recommendation: “The CPASC recommends that the Town enact the CPA and impose a property tax surcharge of 1.5 percent, which is half of the 3-percent maximum allowed by the statute. In addition, the CPASC recommends that the Town provide exemptions for low-income residents, for the first \$100,000 of assessed residential value, and for commercial property. Implementing the CPASC recommendations would generate an estimated \$295,000 in FY 2008 from the local surcharge and another \$200,000 in FY 2008 attributable to the state match (assuming conservatively a 67 percent match), for a total FY 2008 benefit of nearly \$500,000. The impact to the average homeowner in the Town would be to add \$69 to the \$4,577 tax bill in FY 2008.”

See END NOTES to the INTRODUCTION to this document for a more comprehensive definition and discussion of this issue. It should be noted that CPA funds are limited and that they can only be used for programs and projects related to open space, affordable housing and historic preservation, all relevant to the master plan goals and objectives, but this funding mechanism would not cover all the various proposals. Additionally, passing the CPA will require a public information campaign and will take time.

13. Stretch Code. The Stretch Energy Code was added to the building code on July 24, 2009 and is located in the code as Appendix 115 AA. It uses provisions of the International Energy Conservation Code 2009 (IECC 2009) but provides a more energy efficient alternative to the standard energy provisions of the code that a municipality may adopt. For more information, see: <http://www.mass.gov/eopss/consumer-prot-and-bus-lic/license-type/csl/stretch-energy-code-information.html>

14. Milton Energy Reduction Plan. From the Milton Alternate Energy Committee’s findings, we know that close to 56% of Milton’s

⁹ https://en.wikipedia.org/wiki/Community_Preservation_Act

¹⁰ affordable to those with a median household income

GOAL 7: STRENGTHEN OUR CAPACITY TO PLAN

END NOTES - CONTINUED

greenhouse gases come from homes, 30% from vehicles, and 12% from the commercial / institutional sectors. By comparison, just over 2.5 % of the Town's energy is used by the Town government and schools, who have been making significant improvements regarding how they manage their energy use.

- The Town's **Energy Reduction Plan** was completed in 2014.

“This 5 year plan to target energy use reduction by 20% was adopted by the Town Administration and School Committee back in 2010, using 2008 as the baseline year. The balance of the \$157,000 award from the DOER Green Communities Division will be paid to the Town in the coming weeks. A full report on the progress of the 122 other Commonwealth communities participating in the DOER program is due out this summer. While many towns are still in the process of completing their 5 year efforts (given a range of baseline and start dates) preliminary data shows that Milton is setting the pace with its 35% energy reduction, helped in great measure by the modernization and reduced energy use in the Town's new fleet of school buildings. Our Regional Coordinator at the DOER, Joanne Bissetta reports that only two other towns so far, who have completed their 5 year effort, have exceeded the 20% reduction target.”¹¹

- The Town's **Alternative Energy Study** found that the average Milton home used the same amount of energy in 2014 as it used in 2008. More information and incentives are needed to reduce energy usage.

“Our town's municipal progress is a great example for the 80% residential and smaller 17.5% commercial parts of the building footprint in Milton, including the rest of what makes up our carbon footprints: vehicles, travel, and garbage. Our Alternate Energy Study shows that the average home in Milton uses about 73 KBTU/ SF/YR, unchanged from a similar study performed in 2008. In those ensuing six years, the federal and state incentives as well as technical tools for efficiency and renewables have made great strides, for homes that comprise almost a 1/4 (22%) of our national energy pie.”¹²

15. Community Flea Market. Milton could host a recurring flea market on certain Sundays of the year. In addition to promoting reuse and thus sustainable practices, finding new uses for old items, this would also provide an opportunity for community gathering and for getting to know one's neighbors. This could become a regional draw and provide added vitality. Precedent: The Beltline area of Calgary, Alberta is considering instituting this tradition. See: <http://blog.mindmixer.com/idea-of-the-week/community-flea-market-encourage-reuse>

16. Develop a Brownfields Redevelopment Plan. For a step-by-step guide on how to develop a Brownfields Redevelopment Plan, see: Massachusetts Smart Growth Toolkit: http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-brownfields.html

¹¹ Memo titled “Green Home Fair's Environmental Options,” from Henry MacLean, Chair, Alternative Energy Committee, April 18, 2014

¹² Ibid.

Milton Master Plan Committee
Implementation Committee Article

Passed at October Town Meeting: October 27, 2014

Article 13: Establish a Master Plan Implementation Committee

To see if the Town will vote to authorize the Board of Selectmen and the Planning Board to appoint a Master Plan Implementation Committee for the purpose of reviewing the implementation plan within the Town's Master Plan, established under Massachusetts General Laws, Chapter 41, Section 81D, at least twice annually, and to recommend to the Planning Board and the Board of Selectmen the actions necessary to implement such plan, including timing, resources, and responsibilities. Said Committee is expected to report to the Planning Board and the Board of Selectmen at least twice annually.

Said Committee will report to Town Meeting at least annually, at the Town Meeting regularly scheduled in October, or, if no such meeting is held, the next Annual Town Meeting. The report will contain the following information:

- (a) implementation steps accomplished within the past year;
- (b) anticipated steps to be accomplished within the next two years; and
- (c) resources, including Town Meeting appropriations or other actions, necessary to complete those steps.

Said Committee shall consist of five members to be appointed jointly by the Planning Board and the Board of Selectmen for terms of that are renewed annually. One member shall be a member of the Planning Board or its designee and a second member shall be a member of the Board of Selectmen or its designee. The other members may have expertise in planning, architecture, economic development, landscape architecture, real estate, or other relevant fields.

The Master Plan Implementation Committee will exist for ten years from the date of establishment by Town Meeting. Such term may be extended by vote of Town Meeting. At the end of ten years, said Committee shall report to the Planning Board, the Board of Selectmen, and Town Meeting its recommendation as to whether the Mater Plan shall be updated under Massachusetts General Laws, Chapter 41, Section 81D; and to act on anything thereto.

- *Submitted by the Planning Board and Board of Selectmen*

RECOMMENDED that the Town will vote to authorize the Board of Selectmen and the Planning Board to appoint a Master Plan Implementation Committee for the purpose of reviewing the implementation plan within the Town's Master Plan, established under Massachusetts General Laws, Chapter 41, Section 81D, at least twice annually, and to recommend to the Planning Board and the Board of

MASTER PLAN COMMITTEE IMPLEMENTATION COMMITTEE ARTICLE

Selectmen the actions necessary to implement such plan, including timing, resources, and responsibilities. Said Committee is expected to report to the Planning Board and the Board of Selectmen at least twice annually.

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