

Town of Milton, Massachusetts

## **REPORT OF THE MASTER PLAN IMPLEMENTATION COMMITTEE**

Submitted to the Select Board, Planning Board and Town Meeting

*October 27, 2025*

## **Committee Members**

Cheryl Tougias, Chair  
Elaine Benson  
Richard Burke  
Regina Campbell-Malone  
Taber Keally  
Meghan Haggerty

The committee wishes to thank former committee members, former members of the Department of Planning and Community Development who provided staff support and technical assistance to the committee, and other Town Boards, Committees and Departments for providing support.

## Table of Contents

Introduction .....	4
The Master Plan .....	5
Implementation .....	6
Progress Status – Top 20 Recommendations .....	6
The Committee’s Work .....	13
Progress Status - Master Plan Required Sections .....	16
Historic and Cultural Resources .....	16
Open Space and Recreation Goals .....	18
Housing & Neighborhoods .....	20
Economic Development .....	23
Circulation and Transportation .....	26
Facilities and Services .....	30
Changing Conditions .....	32
Diversity, Equity, and Inclusion .....	32
Climate Change and Sustainability .....	33
COVID-19 .....	35
Conclusion .....	36
Acknowledgements .....	37
Resources .....	38
Appendices .....	39
Committee Charge .....	
Tracking Spreadsheet .....	

## Introduction

Milton's 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 current plan was approved by the Planning Board on June 25, 2015, after a \$125,000 investment and a 2-year public process with over 500 participants led by a planning consultant team, the Master Plan Committee and the Department of Planning and Community Development.

Massachusetts General Law Chapter 41, Section 81D sets out the requirements for master plans. The plan is required to provide a basis for decision making regarding long-term physical development, and must include the following elements:

1. **Goals and policies for future growth and development.**
2. **Land use plan map.**
3. **Housing** section which identifies and analyzes existing housing and policies and strategies to enable housing opportunities for all citizens.
4. **Economic development** section which identifies policies and strategies for the expansion or stabilization of the Town's economic base and the promotion of employment opportunities.
5. **Natural and cultural resources** section which provides an inventory of significant natural, cultural and historic resource areas, and policies and strategies for the protection and management of these areas.
6. **Open space and recreation** section which provides an inventory of recreational and open space areas, and policies and strategies for the management and protection of these areas.
7. **Services and facilities** section which identifies and analyzes existing and forecasted needs for facilities and services used by the public.
8. **Circulation** section which provides an inventory of existing and proposed circulation and transportation systems.
9. **Implementation program** which defines and schedules the specific actions necessary to achieve objectives of the master plan.

Though not explicitly required by statute, other elements are often included to address community needs and goals, such as:

1. **Sustainability** – looks at the interplay between social, economic, and environmental issues.
2. **Energy** – examines energy conservation, sources and costs.
3. **Climate Change** – examines policy implications of extreme heat, catastrophic weather events, flooding, drought and sea level rise.
4. **Public Health and Social Services** – uses health trend data related to population demographics and spatial distribution to inform policies related to transportation, housing and services.

5. **Arts and Culture** – integrates arts and culture into community development, economic growth and public health initiatives.
6. **Diversity, Equity and Inclusion** – considers ways to advance equity based on race, color, national origin, gender identity, sexual orientation, ancestry, disability and language. Focus on the distribution of services, amenities and infrastructure to provide equity.

## The Master Plan

The Master Plan contains three volumes, with Volumes II and III serving as appendices to Volume I.

Volume I: Presenting the Plan

Volume II: Inventory of Existing Conditions of Town Resources

Volume III: Summary of Public Input

The plan recognizes what residents value and wishes to preserve, but importantly, also recognizes areas that need improvement. It acknowledges that it is better to plan for change than to not, noting that the needs of residents will evolve over time.

The plan includes three general themes:

1. **Preserve Milton's Character while guiding desirable change.**
  - Provide a wider range of housing types.
  - Create vibrant commercial districts.
2. **Increase and improve connections.**
  - Provide safer, more pleasant walking and biking connections.
  - Increase access to information regarding existing resources.
  - Increase opportunities for community gathering to strengthen community connections.
3. **Promote a multi-generational Milton.**
  - Provide wholesome activities for youth.
  - Take care of seniors and support their healthy aging “in place.”

These themes are further developed into **7 goals and objectives** that provide the framework for more detailed implementation strategies. These goals and objectives include:

### **Preserve Milton's Physical Character**

Includes 18 strategies to preserve and enhance natural and historic features, and the individual character of Milton's neighborhoods.

### **Promote Health & Wellness**

Includes 20 strategies to promote health and wellness through recreation, fitness and community gathering opportunities.

### **Improve Housing & Neighborhoods**

Includes 9 strategies to maintain and enhance Milton's existing housing stock, to increase and expand the range of housing types, and to do so while preserving the character of neighborhoods.

### **Promote Economic Development**

Includes 16 strategies to promote economic development opportunities town-wide and to improve existing business districts at Milton Village and Central Avenue, East Milton Square and at Northern Granite Avenue.

### **Improve Transportation & Circulation**

Includes 11 strategies to improve and maintain transportation facilities for all modes and to improve access, mobility, and safety for drivers, pedestrians, bicyclists and transit users.

### **Provide High Quality Public Facilities, Services & Infrastructure**

Includes 19 strategies to maintain and improve town facilities, to provide state-of-the-art municipal services, and to provide support to specific demographic groups in town.

### **Strengthen our Capacity to Plan**

Includes 27 strategies to encourage participation in town governance, to improve communication between town government and residents, to develop effective collaborations with area institutions, to increase capacity to be proactive and to plan for the long term, and to make decisions that ensure environmental sustainability.

## **Implementation**

The Master Plan Implementation Committee was established at the October 2014 Town Meeting. The composition, duration and charge were amended in 2024. The committee consists of seven members appointed jointly by the Planning Board and the Select Board for terms that are renewed annually. One member is a member or designee of the Planning Board, and one is a member or designee of the Select Board. Other members are to have expertise in planning, architecture, economic development, landscape architecture, real estate, sustainability and climate change, conservation, facilities management, construction, public policy and diversity, equity and inclusion, or other relevant fields.

The committee has a 10-year duration with a charge to recommend actions to the Planning Board and Select Board to implement the Master Plan, including timing, resources, and responsibilities. It is required to report to the Town Meeting annually on implementation steps accomplished within the past year, with anticipated steps to be accomplished within the next two years, and the resources necessary to complete those steps. Finally, the committee is to report to the Planning Board, the Select Board, and Town Meeting with its recommendation as to whether the Master Plan should be updated at the end of ten years.

**The Implementation Plan is the core of the Master Plan.** It is organized around Goals and Objectives and identifies 120 strategies and action steps needed to achieve those. It is the HOW to get from where the town is to where it WANTS to go in the FUTURE. The plan suggests who should lead the action and potential partners. Existing resources are listed, and actions are prioritized.

## **Progress Status – Top 20 Recommendations**

Below is a list of the **Top 20 Recommendations** (not prioritized) in the Master Plan with commentary on status of their implementation.

1. **Create a vision for each commercial district** by passing a Mixed-Use Overlay District and by developing a Traffic and Parking Management Plan for each district. *(Planning Board, Select Board)*

*Milton Village Mixed-Use PUD Overlay approved at Town Meeting in July 2020. Design Guidelines adopted by Planning Board in August 2022. Two traffic and parking analyses were completed for Milton Village with specific recommendations.*

*East Milton Square Mixed-Use Overlay Zoning submitted for Town Meeting June 2025. Traffic, loading zone, and parking utilization studies completed for East Milton Square with specific recommendations. Traffic management and pedestrian safety improvements included with highway deck project, completed in 2022.*

2. **Address non-conforming uses and dimensions** by declaring them “pre-zoning” or “grandfathered properties” and allowing them by right to expand to prescribed limits. *(Planning Board)*

*There has not been progress on the recommendation to allow expansion as of right. A zoning amendment passed the Town Meeting in 2018 that allows alterations to non-conforming single- and two-family homes by special permit from the Zoning Board of Appeals rather than by variance.*

3. **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. *(Planning Board)*

*There has not been progress on the recommendation to add small-scale commercial uses in neighborhoods except the inclusion of this at the Ice House housing project at 485-487 Blue Hills Parkway. A Planning Board initiative in 2016 to allow expansion of non-conforming commercial uses in neighborhoods as of right did not move forward to Town Meeting.*

4. **Address parking issues** especially in commercial districts. Develop a Parking Plan. Consider metered or paid parking. *(Select Board)*

*Plans have been prepared; acceptance and implementation of recommendations is required. Priority needs to be placed on addressing parking issues, as economic development goals, access to amenities and quality of life of residents depends upon adequate solutions. The recommendation to consider metered or paid parking requires further consideration. Purchase of private property by Town for parking has not been pursued. Future funding of parking enforcement is not guaranteed. Refer to the Economic Development and Transportation sections updates for further information.*

5. **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. *(Planning Board)*

*There has not been progress on the recommendation to pass town-wide inclusionary zoning, though it is included in mixed-use, multifamily, cluster zoning and the MBTA Communities sections of the bylaw. The MBTA Communities section requires 15% of units to be affordable, subject to an economic analysis being conducted in 2025.*

*The state passed legislation in 2024 that allows Accessory Dwelling Units (ADUs) as-of-right.*

6. **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. *(Planning Board, Historical Commission)*

*The Demolition Delay Bylaw was modified to extend the delay to 24 months. A Local Historic District Study Committee was formed, and it recommended designating a Local Historic District in Milton Village, which is to be considered by Town Meeting in 2026.*

7. **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. *(Planning Board)*

*Design Guidelines for the Milton Village Mixed-Use PUD Overlay zoning were completed and adopted in 2022. Design Guidelines for the East Milton Square Mixed-Use Overlay zoning were adopted by the Planning Board and the zoning approved by Town Meeting in 2025. A Design Review Board has not been discussed or established.*

8. **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. *(Planning Board)*

*Great Estates PUD zoning passed by Town Meeting in 2017, but it is limited in application. In 2020 the Planning Board proposed condominium conversion zoning revisions for homes built in 1930 and before, but it was withdrawn from consideration at the Town Meeting and no further action has been taken. Historic properties have been threatened with Chapter 40B Comprehensive Permit applications. Condominium conversion is restricted to properties of 10 acres or more currently; it is recommended that this section of the zoning bylaw be reviewed and amended so that it would apply to smaller parcels.*

9. **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. *(Planning Department, Planning Board, Conservation Commission)*

#### *Open Space & Recreation Planning Committee*

*This committee was formed, and a technical consultant engaged to update the Open Space & Recreation Plan, with completion expected in 2025. The plan will help the Town decide the best use for publicly owned land, make the town eligible for recreation and conservation grant funding, and help Town officials consider the open space needs of the Town.*

#### *Committing Land to Conservation*

*In 2023, the Town Meeting voted to put 75 acres of land into conservation in exchange for removing 2.8 acres from conservation and 4.5 acres from Parks on Gile Road for the purpose of constructing a new school.*

#### *Recreational Master Plan*

*Under the leadership of the Board of Park Commissioners, the Town is initiating a recreational master plan process, hiring a consultant who will work with all stakeholders including youth sport*

*organizations, the Milton Public Schools, and Private organizations such as Fontbonne, Milton Academy, Curry College and the Cunningham Foundation to evaluate needs and identify areas for redevelopment or growth. The plan will provide a 20-year vision and framework for decision-making regarding athletic field management, maintenance, re(design), funding, policy, land acquisition, permitting, programs, and potential partnerships.*

#### *Conservation Commission Estuary Project*

*A significant portion of the lower Neponset River tidal estuary is located in Milton off of Granite Avenue in the vicinity of Thistle and Riverside Avenues adjacent to Quincy. The Conservation Commission is leading an effort to manage, preserve and enhance the Town-owned parcels, many of which are salt marsh, and to facilitate pedestrian connections between these parcels, the Neponset Greenway and the Quincy RiverWalk in a multi-phase effort.*

#### *Pine Tree Brook Study*

*The Pine Tree Brook Neighborhood Association received CPC funds to study potential improvements to both the ecology of the stream and limit the impacts of erosion, flooding, water quality degradation, and invasive species overgrowth. Pine Tree Brook is an important cold water tributary of the Neponset River and is home to important wildlife. However, as a suburban stream, it faces numerous threats from development and stormwater that threaten the species that live there and its processes as a river.*

#### *Peverly Park Playground*

*The Peverly Park playground project is an idea brought before the Parks Department and Conservation Commission by residents proposing to re-purpose a portion of underutilized green space for recreation in the form of a neighborhood playground. A playground at Peverly Park would be the only town-owned playground serving the families on the west side of Milton. This project has received multiple rounds of CPC funding and is still in the planning stages.*

*The last four initiatives above are funded or partially funded through Community Preservation Committee (CPC) grants.*

10. **Develop a Gateway Sign Program** to define entry into town in a way that is aesthetically pleasing and compatible with Milton's character.

*Purple Heart Community signage installed.*

11. **Launch a Healthy Milton Initiative** focusing on health and wellness including promoting walking, biking, healthy and local food, healthy lifestyle choices and community gathering. (Health Department, Planning Department)

*A Community Health Assessment was prepared in 2022-2024 by the Health Department. The assessment, guided by the Community Health Assessment Advisory Group, ascertains what kinds of health challenges, inequities, and service gaps exist in Milton. The next step is to create a Community Health Improvement Plan. This process was kicked off with a public forum presenting the findings and recommendations to the public in late 2024. This meeting was both well-organized and well-attended and helped to identify priority actions. Next steps include identifying potential community*

*partnerships, conducting a Forces of Change Assessment, and then creating and implementing a Community Health Improvement Plan that addresses the priority needs, interests, opportunities, and resources for promoting community health over the coming five years.*

*The Partnership for a Healthy Milton, Inc. (PHM), a nonprofit organization which promotes and protects the health and well-being of Milton residents and the town's workforce, was established. PHM supports a variety of public health and behavioral health programming and activities. These initiatives promote healthy people in a healthy community environment, focusing on the social determinants of health and health equity, and the prevention of illness and disability.*

*PMH views an individual's health status as highly influenced by where they "live, eat, play, and pray." Another indicator of people's health and well-being is also tied to one's sense of belonging. While many residents have a strong sense of belonging, there are large swaths that do not feel that same strong sense of belonging. These include many renters, low-income residents, residents of color, and new residents (from outside the Town, state and/or country). Their focus is to help open, more effective, and inclusive communication channels. PHM received a grant from *Celebrate Milton!* to hold a Public Health Forum, co-sponsored with Connect Milton and the Equity and Justice for All Committee, to be held in November 2025.*

*Massachusetts has participated in nationwide financial settlements with several companies as part of the historic legal efforts to demand abatement of the harm caused by the opioid epidemic. The Milton Health Department currently has opioid abatement grant funds available to support local non-profit organizations and local projects that deliver services in substance use prevention/education, harm reduction, treatment services and recovery support.*

12. **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. *(Planning Board, Select Board, Department of Public Works)*

*Safe Routes to School grant funding has allowed pedestrian-oriented projects that have improved pedestrian and bicycle safety near schools.*

*A Complete Streets policy was adopted in 2018 to ensure that projects incorporate complete streets design principles that aim to provide safe and equitable access to all travel modes. Adopting this formal policy allows the Town to participate in MassDOT's Complete Streets funding program.*

*A Bicycle and Pedestrian Master Plan was adopted in September of 2023. The plan concentrates on allowing and encouraging more people in Milton to both be able to walk, bike, and roll for everyday and occasional trips. By encouraging and providing opportunities for more sustainable, equitable transportation options, the Town can work towards larger goals of decreasing traffic, decreasing emissions, and increasing public health.*

*Additional funding is required for significant progress to be made on this initiative.*

13. **Increase access to the Neponset River** and enhance the sense of "being on the water." Encourage more kayaking and canoeing. *(Select Board, Parks Commission, Neponset River Watershed Association)*

*The MPIC Milton Landing study was completed in 2018 and the Select Board, through the Milton Landing Committee, has since been pursuing improvements that will provide greater access to the Milton Landing waterfront with more kayaking and canoeing opportunities. Refer to the next section for further discussion of this topic.*

*The EPA listed Lower Neponset River on the National Priorities List in 2022. A cleanup plan for the upper portion of the designated area has been approved. The Engineering Evaluation/Cost Analysis (EE/CA) Report for the Lower Neponset Superfund Site was issued for comment in the summer of 2025. The EPA expects to issue an Action Memorandum selecting and authorizing a cleanup in the Phase I Reach of the Site this fall.*

*The Department of Recreation (DCR) initiatives for the Neponset River include ongoing efforts to improve and connect the Neponset River Greenway, with recent investments in environmental justice communities like Mattapan and Hyde Park. Projects focus on enhancing recreation and accessibility, with a specific focus on trail extensions, riverfront parks, and managing the Neponset Estuary in response to climate change impacts such as coastal flooding.*

*DCR's Neponset Esplanade Park, at 7 Brush Hill Road, has an underutilized kayak/canoe launch that could be re-activated in partnership with a new user under the Historic Curatorship program.*

14. **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. *(Select Board, Parks Commission)*

*Wildcat Den formed at Town Center targeting middle school youth. Interest has been expressed for a teen center targeting high school age youth.*

*The Milton Youth Task Force is charged with exploring expanded opportunities and safe places for teenage students ages 11-18 to socialize and be productive within the Milton community, including out-of-school time programming, and to make progress reports and recommendations to the Milton Select Board annually.*

15. **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. *(Council on Aging)*

*With nearly 7,000 residents over the age of 60, and nearly 4,000 registered members, the COA has reached capacity in its offerings given current space, parking and staffing levels. The COA offers numerous opportunities to socialize and participate in a wide variety of activities, including wellness and fitness, and offers at least one weekly event where a meal is served. Additional services provided include legal and financial consultations, notary public services, technology workshops, and curb-to-curb transportation.*

*A community Health Social Worker began in 2022 and works closely with the Council on Aging (COA) outreach worker to support the senior population.*

*In February 2025, Town Meeting passed a means-tested Senior Citizen Property Tax exemption for Milton residents who receive the state circuit breaker income tax credit.*

16. **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 use and activities. Construct a “Center Playground” as part of the Civic Center concept. (*Planning Board, Select Board*)

*MPIC completed a limited planning study with MAPC in 2020 when expansion of the central fire station was in the planning stages. Crosswalks at Walnut Street and other pedestrian improvements were suggested. A new crosswalk across Canton Ave. for improved safety to parking and the library was recommended and constructed.*

*MPIC, the Planning Department, and representatives of the library completed parking demand and utilization studies in 2021-2024. Options for adding parking for the library and public were developed, including an option that added additional uses, such as a small commercial space and affordable housing. The library trustees intend to seek support for this project from the Select Board.*

*Additional planning efforts may be warranted considering the recent completion of the fire station building project. The second floor of the historic fire station remains unfinished and presents an opportunity for the Town if funds are appropriated for its renovation.*

17. **Explore funding options** by considering various state and federal grant programs including Community Transformation Grants, MassDOT funding, and passing the Community Preservation Act. (*Select Board, Town Administrator*)

*The Town passed the Community Preservation Act in 2020 and over \$3 million in grants have been awarded for open space and recreation, historic preservation and affordable housing projects to date.*

*Compliance with the MBTA Communities Act is required for many discretionary grant programs awarded by the state, which the Town is now eligible for.*

18. **Adopt an institutional and/or healthcare overlay district** to encourage desirable uses, including commercial spin-offs related with medical and educational properties. (*Planning Board*)

*There has been no progress on this recommendation. Given the expansion of BID Milton hospital, the closing of hospitals in the region, and the potential tax revenue associated with spin-offs, it is recommended that this recommendation receive attention.*

19. **Maintain municipal buildings** by continuing to invest in preventative maintenance of all facilities by taking next steps to renovate/build new fire stations and Department of Public Works facilities. (*Select Board, Town Administrator*)

*The Consolidated Facilities Department manages preventative maintenance of most municipal facilities. The Capital Improvement Planning Committee develops a five-year capital improvement plan for all departments and reviews all capital project requests. Annually, requests far exceed available funds.*

*A study for the DPW facility was completed in 2015 but has not been acted upon any further.*

*The Fire Station Building Committee was formed and proceeded with design for renovations/additions/new fire stations. The central station by Town Hall was completed in 2025 and construction of the new East Milton station began in 2025. The Select Board is exploring options for*

*new use/sale of the existing fire station in East Milton. Design work for the historic Atherton Station is in progress.*

*The School Committee identified the need for a new school to alleviate overcrowding and Town Meeting established a School Building Committee in 2019. A parcel on Gile Road was approved for a campus that will include a new upper middle school and a pre-kindergarten facility. The project was approved by the Massachusetts School Building Authority for funding in 2024. Design and is in progress.*

*Funds were approved by the Community Preservation Committee to renovate the historic police lockup building at Milton Landing.*

**20. Form a partnership with DCR for a more mutually beneficial coordination of future planning.  
(Select Board, Parks Commission)**

*Parks and Recreation advertises various Neponset River Watershed Association and Blue Hills events but there is no formal partnership. DCR is pursuing bicycle and pedestrian access to the Blue Hills in the Paul's Bridge/Neponset Valley Parkway area.*

## The Committee's Work

The committee met monthly, hosted public forums, and organized the goals, objectives, strategies, action steps, and responsible parties into a tracking spreadsheet and assigned members to topics and parties for outreach. The spreadsheet was updated and reviewed as status updates were obtained. For each goal, appropriate committee and department representatives were invited to participate in committee meetings to discuss accomplishments, challenges, and ways in which the plan could be updated and improved. Members of the committee served on other committees related to topics in the plan.

The committee facilitated and led several important initiatives recommended in the master plan for further study:

- **Milton Landing Planning (in Top 20 Recommendations)**

Led a planning process with the Metropolitan Area Planning Council and Childs Engineering to improve public access to the Milton Landing waterfront in 2017-2018. A report was issued and delivered to the Select Board for further action. The Select Board has an active committee, the Milton Landing Committee, furthering the recommendations in the report.

*The Town entered into lease agreements for portions of the land and dock areas at the wharf with the Milton Yacht Club, Dexter Southfield and the Neponset Rowing Club.*

*Recent activities and uses have raised concerns about safety and accessibility of the waterfront for residents. Additional effort and funding are recommended to realize the vision of a welcoming, safe, attractive waterfront with public access and activities for residents of all ages. Matters to consider include establishing oversight responsibilities, designating a harbor master, evaluating flood risk and subsurface conditions at paved areas, evaluating potential of dredging to remove accumulated sediment and exploring the potential for air rights development.*

*The Town, in conjunction with the Friends of Milton Recreation and the Milton Farmers Market, were granted Community Preservation funding to hire a landscape architect to study rehabilitating Wharf Park, to gather input and to produce a final design for the improvements. The goal is to reconstruct the park for safety and accessibility purposes and to prepare the space for expanded uses. Additional funding is required to construct the improvements.*

- **Milton Village Zoning (in Top 20 Recommendations)**

Led a mixed-use overlay planning process with the Metropolitan Area Planning Council and BETA Group that included traffic and parking utilization studies, build-out analyses, and draft zoning. Reports and draft zoning were delivered to the Planning Board for further action.

*Town Meeting approved the Milton Village Mixed-Use PUD overlay zoning in 2020. Properties have changed ownership, and redevelopment projects are in the planning stages, but no applications have been filed under this overlay to date. It is recommended that an economic feasibility analysis be performed to see whether any adjustments in the zoning should be considered or other initiatives taken.*

- **Bicycle and Pedestrian Master Plan (in Top 20 Recommendations)**

Facilitated a planning process with the Metropolitan Area Planning Council to develop a bicycle and pedestrian master plan. The completed plan was delivered to and approved by the Select Board in 2022.

*Establishing a responsible party and securing funding is required to implement the recommendations in the plan. Grant opportunities may provide the best opportunity given constraints on municipal finances.*

- **Town Center Planning (in Top 20 Recommendations)**

Reviewed the fire station expansion project with respect to impacts/opportunities on potential future uses in the town center area at Town Hall and led a conceptual planning process with the Metropolitan Area Planning Council in 2020. A new crosswalk at Canton Avenue near Town Hall, suggested during the planning process, was installed through the Department of Public Works, and a sidewalk connection to the Council on Aging was installed as part of the fire station project.

*Additional planning studies in this area are recommended to fully explore the suggestions in the master plan. Library parking solutions could be combined with this effort.*

- **Library Parking (recommended in Master Plan)**

The Milton Public Library enriches the community by connecting people to the world of ideas, information, and imagination to support their work, education, personal growth, and enjoyment. As with other public libraries across the country, the library has increasingly served as a cultural center and social hub for residents of all ages. The Trustees of the Public Library and the Director of the Library indicated that the library cannot meet the demand for programming in large part due to parking limitations and requested assistance from Town departments and the MPIC.

Assisted by analyzing existing parking utilization, needs for additional parking, and suitability for added parking at multiple locations. A town-owned parcel on Canton Avenue was further analyzed through engagement with consultants for the following: wetlands mapping, property surveying, preliminary planning and engineering, and preliminary cost estimating. Co-locating parking with other uses, such as a cafe and affordable housing, was explored in a preliminary manner.

*A public/private partnership may be possible by co-locating parking with another use, and state grants may be available for parking as an infrastructure investment. The library intends to continue this initiative with the Select Board.*

Additionally, the committee supported initiatives recommended in the master plan by providing funding and guidance to efforts initiated by others:

- **Traffic Model**

An engineering firm was engaged by the Department of Public Works, with MPIC funding, in 2020 to develop a transportation model, a tool to evaluate potential transportation improvements and assess the impacts of future development projects on the transportation system. The model was intended to allow the Town to test the impacts of alternative transportation improvements and impacts of “what if” land use, development and transportation scenarios. Results of the model and analysis could then be used to consider circulation changes, traffic calming and road-diet measures to discourage cut-through traffic and reduce vehicle speeds, and zoning changes such as a mixed-use overlay district for East Milton Square. The initial town-wide scope was paired back to focus on East Milton Square as a first phase.

*The Department of Public Works has advised that the traffic model is not owned by the Town, and the department is transitioning away from the engineering firm that built and owns the model. Furthermore, traffic patterns have evolved post-pandemic, necessitating an updated model. Given the significant traffic challenges in town, the committee recommends that a priority be placed on purchasing, updating and maintaining the model so that it can be the resource that was envisioned. The effective use of this model will require staffing, training, and consistent funding.*

- **7 Brush Hill Road / Pagoda Circle Community Visioning**

In response to DCR’s Historic Curatorship program release of a Request for Expressions of Interest for 7 Brush Hill Road, residents in the area formed a working group, the Neponset Esplanade Initiative, to explore opportunities for community and commercial uses at this property. They reached out to the Planning Department and MPIC for assistance. MPIC provided funding for a community visioning process led by the Metropolitan Area Planning Council (MAPC). Community visioning for improvements to Pagoda Circle, a small municipal neighborhood park in the vicinity, was added to MAPC’s scope and a final report was delivered to the Town and committee in August of 2025.

*Both neighbor groups received Community Preservation Act funding in 2025 to explore next steps and opportunities for these initiatives.*

- **Intra-Town Shuttle Exploration (recommended in the Master Plan)**

The Partnership for a Healthy Milton approached the committee to see whether progress had been made on the recommendation to consider an intra-town transportation service as part of the goal to Improve Transportation and Circulation. Sustainable Milton, the Climate Action Planning Committee and the Milton Health Department Mass in Motion coordinator expressed interest in this as well. Given the lack of progress, a first step would entail gathering information from other communities, providers and state resources. The committee funded stipends for two graduate students in 2025 to collect data under the supervision of the Partnership, an advisory committee and town personnel.

## Progress Status - Master Plan Required Sections

### Historic and Cultural Resources

The Historical Commission, established in 1973, is charged with the preservation, protection and development of the historical or archeological assets of the Town. The Commission has led the Town in taking steps to recognize and protect historic and cultural resources and to ensure their protection. These include a town-wide historic preservation plan, a historic resource inventory, National Register Historic Districts and a Demolition Delay Bylaw.

The Master Plan describes multiple challenges and opportunities related to historic and cultural resources, including revising zoning so that the integrity of historic properties is preserved, while at the same time, allowing the Town's future housing and commercial needs to be met, and maintaining and retaining historic boulevards.

Over the past ten years limited progress has been made but there have been some successes.

#### **Successes:**

1. The Demolition Delay bylaw is intended to allow time for the town/Historical Commission to procure a buyer/user for any structures older than 75 years old. The bylaw does not permanently prevent demolition; it provides up to a period of two years for review and consideration of alternatives. This law previously allowed the Historical Commission to delay demolition for only nine months.
2. The Select Board formed a “Study Committee” to investigate and implement a Local Historic District. The proposed District is part of Milton Village around the intersection of Adams and Eliot Streets. Classification of a Local Historic District was a goal identified in the Master Plan. The purpose of a Local Historic District here would be to limit the changes to properties that are observable to the street/public. In November of 2023, the Master Plan Implementation Committee supported the concept of a Local Historic District but had concerns about specific

language of the article. Both the Warrant Committee and the Select Board declined to support this article for the May 2024 Town Meeting, suggesting further study was needed.

3. The Master Plan Implementation Committee proposed a zoning overlay district in the Milton Village area, largely the area proposed as a Local Historic District. This zoning allows mixed use of both commercial and residential. There are significant bonuses allowed for preserving historic structures, but preservation is not a requirement. This zoning passed Town Meeting in 2020. The Planning Board developed design guidelines with historic district considerations and requirements.
4. The Town also passed the Community Preservation Act (2020) which requires additional taxes (1% surcharge on property taxes) for the purpose of preserving open space, historic preservation and affordable housing. Milton now has a consistent source of funds to allow for the preservation of historic and cultural resources.
5. The MBTA Communities zoning that passed in 2025 includes design standards tailored to individual neighborhoods to encourage development that is compatible with existing built character.
6. Overlay district zoning with design guidelines was developed for East Milton Square by the Planning Board and was approved by Town Meeting in 2025.

### **Challenges:**

1. The Demolition Delay bylaw defines historic buildings as structures older than 75 years. However, the National Park Service defines Historic Structures as older than 50 Years.
2. Some historic properties, such as the former Police Lockup and Swift Hat buildings in Milton Village, have suffered from lack of maintenance and investment.
3. Time constraints on the Historical Commission are a challenge, as other Town boards seek advice on a myriad of development plans. Given Milton's convenient location adjacent to Boston and historic build-out, the residential real estate industry's source of new construction is typically renovation or demolition of an older building.
4. Milton's scenic roads are a significant draw to the Town. Not just the individual houses but the scenic views provided along Adams Street, Canton Avenue, Hillside Street and Brush Hill Road attract residents to Milton. The Master Plan suggests creating National Register Historic Districts along Brush Hill Road and Upper Canton Avenue, though these have not yet been established.
5. The Master Plan identifies large estates along these roadways as worthy of preservation. A "Great Estate" zoning by-law was approved by Town Meeting, allowing multiple residential units on a property, but it is limited in application and historic properties remain at risk.
6. Current zoning does not protect residential scale housing from institutional neighbors, treating all structures as equal within a district. Dimensional parameters, such as setbacks from property lines, should be adjusted to accommodate the differences in scale between the uses.

### **Committee Recommendations**

A town's commitment to preserving its own historic buildings sets a standard for private property owners and sends a powerful message that the community's heritage is valued. The Town should set an example

with maintenance and preservation of historic municipal buildings. Funding is available through Community Preservation Act funds and the Massachusetts Preservation Projects Fund (MPPF). The Atherton Street Fire Station and the former police lockup at Milton Landing are two examples that could benefit from historic preservation efforts.

The work of the Local Historic District Study Committee could be aided by technical consultants and regular consultation with the Planning Board, Historical Commission and Planning Department.

The zoning bylaws should be reviewed for additional amendments that would incentivize historic preservation, such as the Great Estates and condominium conversion sections.

Milton suffers from a lack of adequate space for many of our local recreational, cultural, and arts institutions. The Milton Art Center and Manning Park are good examples of public property being reused for the benefit of the town. Milton has seen the loss of space for events, such as the Hoosic Club and Milton Women's Club in recent years, leaving very few options for events to be held in the town. Some Milton businesses and services (such as a dance studio and theater company) left Milton for space in neighboring towns. Lack of space for programs that benefit the residents of Milton should be addressed as Milton plans for the future. The second floor of the Old Central Fire Station is also available for renovation and reuse. The former MDC Police Station at 7 Brush Hill Road has generated significant interest from neighbors interested in a community space for a variety of arts and cultural uses. Milton is currently building a new fire station in East Milton and will have an opportunity to re-purpose the old East Milton Fire Station.

It is recommended that the Planning Board work with the Milton Cultural Council to evaluate cultural space needs and develop a plan to address current and future needs.

## Open Space and Recreation Goals

The significant amount of open space in Milton, preserved by the State, non-profit organizations, the Town and by individuals, contributes significantly to residential property values and to the overall quality of life in the Town. Multiple opportunities for recreation exist, but demand for town-maintained recreational use exceeds available space.

In addition to the Open Space and Recreation Plan update underway, the Board of Park Commissioners initiated a Recreational Master Plan process in 2025. Refer to the Top 20 Recommendations for further information about this and other initiatives underway at the time of writing this report.

Milton's Parks and Recreation Department provides recreational programs and services for residents of all ages and maintains park facilities. The department is identified as the lead party for some goals in this section of the Master Plan. Historically, the Department has not traditionally had a strategic plan or work plan guiding project work. It has had several large projects and initiatives and continues to run regular programming, including the following:

1. Expanding youth participation and youth programming.
2. Expanding geographic reach across town and increasing awareness of program offerings.

3. Lower Gile Field design and planning.
4. Building the relationship between Parks & Recreation and Cunningham Park, a recreational resource owned and operated by a non-profit organization.
5. Participating in CPC projects and open space and recreational planning projects.

## **Successes**

The passage of the Community Preservation Act (CPA) allows Milton to levy a 1% property tax surcharge to fund projects supporting historic preservation, affordable housing, open space, and outdoor recreation. Since its passage in 2020, nearly \$4 million has been raised, with over \$1.6 million allocated specifically to Open Space and Recreation projects. Approved projects have included studies and physical improvements at multiple playgrounds, courts, playing fields, and walking trails. See the Resources section for a link to further information about these projects.

The Parks and Recreation Department, consisting of approximately three full-time staff, provides a wide range of recreational opportunities for the community. In addition to full-time staff, the Parks and Recreation Department employs roughly 50 Milton High School and college students year-round, along with several seasonal staff who assist with park maintenance during the summer.

Board of Park Commissioners - Rob Levash, Chair (2026), Theodore G. Carroll (2027), Carolyn Cahill (2028).

### **Full-Time Staff:**

- Principal Clerk, Bonnie Devore; handles administration, communication, enrollment in all-season sports, summer programming, and Wildcat Den event publicity.
- Parks Manager, Kevin Chrisom; manages the department, has significant knowledge of parks that are currently under-utilized, and makes himself readily available to the community.
- Recreation Manager, Paul DiManno; supervises, trains, and evaluates program staff, maintains rosters, coordinates payroll, and program-related records.

Parks and Recreation Department program highlights include:

1. Summer Camp at Cunningham Park – a reliable, affordable, and well-loved joint offering between the Parks and Recreation Department and the Cunningham Foundation.
2. Milton Outdoor Basketball and Sports Clinics – longstanding and popular.
3. Volleyball Program – now very popular, serving grades 3–8, and continuing to grow.
4. The Wildcat Den – managed by a teen coordinator from Curry College, serving 15–35 kids daily from 2:30–6:00 PM (as of Spring 2024), addressing a need for after school activity.
5. Outings – including trips to New York City, theater tickets, and other cultural excursions.

Other successes include the active participation of residents who have led grass roots efforts to provide improved access to passive and active recreation opportunities for residents of all ages. Examples include PTOs of the elementary schools who have led efforts and raised funds to make improvements to all the

elementary school playgrounds, and residents who have done the same for public playgrounds throughout the town. Others have led efforts to add pickle ball courts, restore parks, and to increase accessibility.

### **Challenges:**

The Parks & Recreation Department is facing several challenges:

1. Space constraints (fields and recreation areas)
2. Capital Funding
3. Getting Lower Gile Field project across the finish line
4. Maintaining/Growing community partnerships (e.g. Curry College, afterschool programs)
5. Improving focus on senior athletes and recreation (in partnership with COA)
6. Organizing a series of often-disconnected programming

The town has limited land available for organized youth sports. Management of those resources requires coordination amongst town staff, board, other property owners, and team sport organizations. The needs of these users must be balanced with the needs of other users who wish to participate in both passive and active recreational opportunities.

### **Committee Recommendations:**

Given the limited amount of municipal land and competing needs, the committee recommends the development of a comprehensive public land use strategy that proactively balances conservation of open space with other public services and amenities, such as recreation, housing, library, schools, fire stations, and other town infrastructure. The development of specific plans, such as the Open Space and Recreation Plan, should be considered in the context of this overall strategy.

The Open Space and Recreation Committee has been working on updating the Open Space and Recreation Plan for several years. Completing this update should be a priority so that the Town will be eligible for State grant programs like the PARC Grant program. The PARC Program was established to assist cities and towns in acquiring and developing land for park and outdoor recreation purposes. These grants can be used by municipalities to acquire parkland, build a new park, or renovate an existing park.

The Committee encourages the Parks Commissioners, Parks Department, and community organizers to continue to take advantage of funding opportunities available via the Community Preservation Act.

## **Housing & Neighborhoods**

To address the state's housing shortage and high costs, lawmakers passed Housing Choice legislation in 2021 to make the environment for housing development more favorable. It allows accessory dwelling units (ADUs) to be built by-right and mandates multifamily zoning by-right in communities served by the MBTA. Additionally, it reduces the vote needed to enact certain housing zoning amendments from a two-thirds supermajority to a simple majority vote.

The overall Master Plan goals related to housing are to maintain and enhance Milton's existing housing stock, increase and expand range of housing types, and preserve the character of Milton's neighborhoods. Over the past decade, the Town has taken steps to advance these goals, including zoning updates, enabling accessory dwelling units (ADUs) and senior-friendly developments, and funding the Affordable Housing Trust. Notable successes include mixed-use overlay zoning in Milton Village and East Milton Square, the development of Winter Valley, Wolcott Woods, and Woodmere, approval of a Memory Care facility, compliance with the MBTA Communities Act, and support for Town Farm, which is expected to provide 35 affordable units.

While progress has been made, challenges remain. Housing affordability continues to rise, with median single-family home prices reaching \$1 million in 2024. Opportunities exist to expand affordable, rental, and diverse housing options in ways that respect neighborhood character. Milton currently has eight approved Chapter 40B projects totaling approximately 510 units; until the town reaches the state's 10% affordable housing threshold, developers may bypass local zoning, which can limit local control. The expiration of the 2020 Housing Production Plan has also left a temporary planning gap.

Looking ahead, recommendations include updating the Housing Production Plan, monitoring and revising zoning, exploring mixed-use opportunities, leveraging state and federal incentives, enhancing public engagement, and linking housing strategies to broader policy goals such as sustainability, transportation, economic opportunity, and public health. Achieving the 10% affordable housing threshold will strengthen local control under Chapter 40B and help Milton contribute to regional housing goals.

## Successes

1. Mixed-use overlay zoning adopted in Milton Village and East Milton Square, creating opportunities for walkable, transit-accessible housing.
2. Winter Valley expansion – Zoning change approved to allow a sixth building with 36 income and age-restricted units.
3. Wolcott Woods – Approved under the Great Estates bylaw; developed into an age-restricted community of 54 homes for adults 55+, and included renovation of three historic homes.
4. Memory Care project – Zoning change adopted, and project approved for a specialized facility with up to 78 beds in 70 private and semi-private rooms.
5. Accessory Dwelling Units (ADUs) – Enabled by state legislation and adopted locally through Milton's guidelines, ADUs provide secondary housing units on existing residential properties, offering smaller, often more affordable housing choices. They support intergenerational living, residents with caregivers, young adults, aging residents, and small households. Allowing ADUs by-right simplifies the approval process and increases flexibility to meet Milton's housing needs, as recommended in the Master Plan.
6. MBTA Communities Act – Milton is now compliant, having adopted zoning in June 2025 that allows by-right multifamily housing near transit in multiple district locations. Compliance enables the Town to access a wide range of state grant programs and positions Milton to contribute to regional housing goals. The zoning supports more diverse housing options, including affordable units for developments of eight or more units, with 10–15% of units meeting state affordability requirements.

7. Affordable Housing Trust supported by CPC funding – Milton approved \$533,000 in 2023 and \$400,000 in 2024 to support affordable housing projects (e.g., Winter Valley) benefiting the Milton Affordable Housing Trust.
8. Woodmere at Brush Hill – Approved in 2015, this neighborhood of 36 non-age-restricted townhomes includes 4 affordable units and was designed as single-level homes suitable for seniors.
9. Approval of Town Farm affordable housing development (35 units), expected to be a milestone success by the time of reporting.
10. Housing Production Plan updated in 2020 (expiring early 2025, with a new update anticipated later this year).

## **Challenges**

1. Housing affordability has declined dramatically since 2015, when the Master Plan was adopted:
  - a. Between 2015 and 2025, the median price for a single-family home in Greater Boston increased by approximately 60%, from about \$600,000 to over \$960,000.
  - b. Milton's median single-family home price in 2024 was approximately \$1 million. This figure represents an 8.1% increase from the median price of \$925,000 in 2023.
2. Limited production of affordable, rental, and diverse housing types, including duplexes, small multifamily, and townhomes, leaving gaps for young families, seniors, and local workforce.
3. Community resistance to zoning changes and new projects slows implementation, particularly for developments perceived as large-scale or inconsistent with neighborhood character.
4. Reliance on Chapter 40B statute – Eight 40B projects approved, with three currently under construction, totaling approximately 510 new housing units. Because Milton has not yet met the state's 10% affordable housing threshold, developers can bypass local zoning, often resulting in projects perceived as out of scale, inconsistent with neighborhood character, and raising concerns about stormwater management, traffic, parking, and fiscal impacts.
5. Expiration of the 2020 Housing Production Plan leaves a planning gap until the 2025 update is completed.

## **Recommendations**

1. Update the Housing Production Plan and use it to inform the next set of housing recommendations, building on the previous plan's data and identified opportunities.
2. Monitor and regularly assess the effectiveness of approved zoning (including mixed-use overlays, ADUs, and MBTA Communities Act zoning) and make revisions as appropriate to support housing goals and town priorities.
3. Support ongoing communication and collaboration between Town boards and committees (e.g., Affordable Housing Trust, Planning Board) to track housing progress, identify gaps, and inform future actions.

4. Explore opportunities for mixed-use projects and assess preexisting nonconforming properties to support both tax revenue and housing supply.
5. Enhance public awareness and engagement - Provide regular updates and information about housing initiatives to keep the community informed, foster transparency, and support thoughtful participation in planning and zoning decisions.
6. Actively pursue state and federal programs, grants, and tax incentives to support the creation of affordable, rental, and mixed-use housing, maximizing resources available to the town.
7. Achieve the 10% affordable housing threshold – Prioritize policies and projects that move Milton toward compliance under Chapter 40B, increasing local control and reducing the likelihood of out-of-scale developments.
8. Link housing to broader policy goals – Housing supply and affordability are deeply connected to environmental sustainability, transportation access, economic opportunity, and public health. Effective solutions require integrated, cross-sector planning rather than isolated approaches.

## Economic Development

Milton's first Master Plan, prepared in 1958, reinforced the concept of Milton as a residential community, and the town has continued to develop in this manner, with a lack of attention to Milton's commercial districts and their potential to contribute to the tax base.

The Town continues to face significant financial constraints due to rising operational costs, limited growth, and the end of federal COVID-19 aid. The lack of a significant commercial tax base means the Town relies heavily on residential property taxes, which are capped by Proposition 2½, a state law that limits the amount a municipality can increase its property tax collection each year to 2½ percent. A \$9.5 million tax override was approved by voters in March 2025 to address a projected deficit and to prevent deep cuts to education and other town services. The Select Board reactivated the finance committee and formed a new Milton Budget Coordination Committee in 2025 to plan for future budgets and to facilitate better communication.

Commercial and industrial development occupies very little land in Milton. Only 1.3% of the land area in Milton is zoned for business uses, and only 3.1% of the total property tax revenue is generated by business uses. Commercial tax revenue as a percentage of the total property tax revenue decreased from 3.8% to 3.1% over the past 10-15 years. The largest property taxpayer is Fuller Village, a 60-acre private senior housing with 312 units. Milton's economic base includes non-profit organizations who are large landowners including Beth Israel Deaconess Hospital Milton, Curry College, and Milton Academy.

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 most cases these uses do not conform to the existing residential zoning.

More than half (53%) of Milton's employment is generated by educational institutions and health care services. Most of Milton's residents work white-collar jobs elsewhere in the region; almost half (40%) work in Boston.

### **Plan Recommendations**

The plan recommends promoting economic development to increase the commercial tax base and to provide more amenities for Milton residents. It recommends considering opportunities town-wide and revitalizing existing districts at Milton Village, Central Avenue, East Milton Square and Northern Granite Avenue. In addition, it was suggested that an Economic Development Commission be established.

### **Successes**

1. Mixed-use overlay districts were adopted for Milton Village in 2020 and East Milton Square in 2025. These overlay districts allow multifamily housing above commercial first floor uses.
2. Traffic, parking, and loading zone studies have been conducted, though implementation has been limited.
3. The Community Preservation Act was adopted in 2022.
4. The Town received a grant to develop an Economic Development Plan in 2024 and work is ongoing with the Metropolitan Area Planning Council and Town Administrator. The overarching project goals are to:
  - a) create an economic development plan for Milton's key commercial districts,
  - b) identify and recommend the goals and strategies necessary to advancing the identified plan,
  - c) share and support the Town's efforts to build support for the report's recommendations and implementation efforts.

### **Challenges**

For many years, Milton has had a reputation as not being friendly to business and new real estate development. While some may disagree with this characterization, pointing to recent residential development activity, there have been several recent attempts to diversify the tax base and add office and retail space that have run into stiff resident opposition.

- Temple Shalom attempted to sell their property on Blue Hill Avenue to a commercial developer. The proposal was met with strong and vocal opposition, and the property was eventually sold to another religious organization that maintained the tax-exempt status of the property.
- A proposal for a retail complex, including a supermarket, on Randolph Avenue similarly was met with resident opposition, and the land is now being developed into a 90-unit apartment complex permitted under the MA Chapter 40B law.
- The owners of the Ice House property on Blue Hills Parkway sought to redevelop the property into a small retail complex but were also met with resident opposition. The property was

eventually sold and redeveloped under the MA Chapter 40B law into a recently opened 52-unit residential condominium building with two small retail spaces.

- A mixed-use proposal in East Milton Square, with 58 units of housing, office and retail space was not well received, and the property is now being developed into a 92-unit apartment building under the MA Chapter 40B law with no commercial space.

For many, the last meaningful commercial development was in 1973 when the Milton Marketplace replaced an auto dealership in East Milton Square. This business generates significant incremental tax revenue and provides residents with services and amenities. In recent years Milton has seen the repurposing of some commercial properties into restaurants, coffee shops, nail and beauty salons and medical offices. While these have added amenities and revenue, they have also contributed to traffic and parking challenges.

Other economic development challenges include:

1. No applications have been filed under the Milton Village mixed-use overlay zoning since the time it was adopted.
2. Underlying commercial district zoning contains requirements that hinder business investment, such as parking requirements that cannot be met on small parcels.
3. There is limited land area for new growth.
4. Lack of retail diversity: East Milton Square has three gas stations despite its small size, and there are many hair and nail salons in three of the four districts.
5. Lack of loading zone enforcement leads to trucks parking on sidewalks or double-parking and blocking traffic flow.
6. Lax enforcement of parking time restrictions leads to a lack of turnover of curbside and municipal lot parking spaces.
7. Traffic impacts of new development.
8. The development review and approval process are viewed as difficult by the business community and a deterrent to new business.

### **Committee Recommendations**

In 2021 it was suggested that an Economic Development Plan be developed for the East Milton Square Business District. It was envisioned that a committee comprised of members of Town departments, elected officials, business owners and residents would work together to identify challenges and propose solutions. An important consideration would be reviewing loading zones and deliveries, parking policies, including the potential of curbside meters and parking enforcement, delivery services, trash collection, litter, safety and overall attractiveness as the Town's largest commercial center. This suggestion never came to fruition. It is recommended that this suggestion be implemented, and that a similar action be taken for the Milton Village and Central Avenue business districts.

Other specific recommendations include:

1. Establish an Economic Development Commission or increase capacity in the Department of Planning and Community Development to actively recruit and guide economic development opportunities and efforts with a goal to attract more diversified businesses.
  - Seek ideas from the community for the types of businesses desired.
  - Consider providing tax incentives.
  - Identify zoning challenges.
2. Develop a Parking Management Plan for each commercial district, consulting with the business community. Making parking more accessible and efficient encourages more people to visit and patronize businesses in the business districts.
3. Streamline permitting, licensing and other regulatory processes.
  - Hold a focus group with existing businesses to understand how to make specific improvements to the process.
  - Develop a process to discuss redevelopment that includes residents, business owners, and Town departments.
  - Create clear, transparent, and well communicated set of regulations.
  - Bring all departments together for an initial project application meeting.
4. Improve communications between boards and commissions to expedite approval and permit processes.
5. Explore working with Beth Israel Deaconess Hospital Milton to develop healthcare overlay zoning, perhaps include medical office (a taxable use).
6. Consider municipal shared parking in the business districts.
7. Consider a shuttle service that provides access to business districts.
8. Explore funding opportunities to implement the Bicycle and Pedestrian Master Plan.
9. Explore zoning for new neighborhood-oriented businesses.
10. Explore modifying zoning to allow expansion of existing non-conforming businesses without need of variance or special permits.
11. Consider re-zoning some Town-owned land.
12. Review business district zoning to align with economic development goals.
13. Consider re-zoning parcels that are currently non-conforming businesses in residential districts.

## Circulation and Transportation

Traffic using the local Milton roadways to avoid regional congestion has been a long-standing issue. Local roadways experience high volumes of cut-through traffic, some at high speeds, that negatively

impact the quality of life for Milton residents. Increased development in adjacent communities and the advent of apps such as Waze, which offer the quickest and fastest travel routes, have exacerbated traffic issues. At the same time, every vehicle trip that residents make, and every delivery and ride service used, such as Uber, Lyft, Door Dash, and Amazon, also contributes to the congestion.

The increased vehicle trips and resultant congestion pose quality of life, pollution, and public safety issues throughout town. In 2024 there were over 700 motor vehicle accidents in Milton, or over 13 per week on Milton roads. This is a 25% increase in incidents from 2020 according to the Mass DOT. By comparison, during the same period, Belmont had 320, Hingham had 350, and Needham had 550 accidents.

In recognition of the widespread impact on residents, the Select Board established a **Traffic Mitigation Committee** in 2018 to explore opportunities for lessening, mitigating, and calming the effects of automobile traffic on public ways located within the Town, including but not limited to the potential for regional approaches, and to make recommendations for the consideration of the Traffic Commission and the Select Board.

The committee, comprised of seven members, one of whom was a representative from the Master Plan Implementation Committee, reviewed past traffic history and patterns, offered residents an opportunity to easily, through a WIKI site maintained by the Town, voice and identify their traffic concerns, invited consultants to offer their thoughts, views and suggestions, and discussed its findings in public meetings. The Committee presented their findings and recommendations to the Select Board in January 2020.

The committee's final report dated May 12, 2020, notes that the roadway network is limited and unlikely to grow appreciably, and effective local and regional strategies will be tied to increased use of mass transportation and alternative modes of transportation.

The report recommends that the Town Administrator be responsible for implementing the detailed recommendations contained within the Report, noting that minus a responsible party, they risk getting lost in other important Town priorities. It further recommends that the Town Administrator make clear the Town's overall traffic strategy, its goals, and its expectations and the roles of the Police Department, Public Works Department, Planning Department, and Traffic Commission in furthering the goals. Finally, it recommends that policies should be adopted toward the objectives in a "Transportation Vision Statement" or Transportation Plan" that provides transparency and serves as a roadmap towards improvement.

The report's findings are broken into four categories, recognizing that some require multiple support.

- Issues that require Federal support to address
- Issues that require State support to address
- Issues that require adjacent community support and cooperation
- Issues that the Town can address directly, including resident-identified "hot spots"

Two important recommendations for the Town category included hiring a Traffic Engineer and amending the makeup and charge of the Traffic Commission to make it more proactive rather than reactive. To assist with analysis, and as a first step in the creation of a Town-wide comprehensive Transportation Plan, the Master Plan Implementation Committee requested and received funds for the development of an

electronic traffic model. This software was viewed as an important tool for the Traffic Commission and other boards and departments to more accurately assess traffic conditions and predict benefits to be expected by specific improvements.

Milton has had a **Traffic Commission**, serving in an advisory capacity to the Select Board, for decades. The commission meets approximately eight times annually; studies traffic situations and advises on ways and means to regulate traffic and increase public safety. Traffic enforcement lies with the police department.

**State roadway studies** have been conducted over the past decade to address poor safety conditions and traffic congestion and to enhance multimodal transportation. The reports detail existing conditions, assess safety and operational problems, discuss options for improvements, and make recommendations for implementing improvements. The recommendations, if implemented, would transform the roadways into more pedestrian- and bicyclist-friendly roadways, improve safety at high-crash locations, make traffic flow and operations more efficient, support the vision of connecting neighborhoods to places, such as schools and local businesses, and promote multimodal transportation.

- MassDOT Route 28 Road Safety Audit, February 2024
- MassDOT Route 28 Corridor Study, August 2024-March 2025
- The Boston Region Metropolitan Planning Organization (MPO)'s Route 28 Priority Corridor Study, August 2021.
- The Boston Region Metropolitan Planning Organization (MPO)'s Route 138 Priority Corridor Study, December 2018
- Toole Design Group/MassDOT's Granite Avenue Road Safety Audit, May 2017

## **Successes**

Over the past several years, the Town has taken steps to address congestion and safety issues by, among other things, making key improvements at important locations, the steady work of the Traffic Commission, the adoption of a Town-wide ordinance setting the default speed in the Town at 25 MPH, and through the use of speed monitors and the appointment of a full-time traffic enforcement officer. These steps show commitment to the issue and demonstrate progress.

**A Complete Streets policy** was adopted in 2018 to create an integrated transportation network that is safe and accessible for pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. The policy requires Complete Streets principles to be integrated into the planning, design, operation, and maintenance of public and private projects to improve safety, health, and quality of life. This policy allows the Town to participate in MassDOT's Complete Streets funding program.

**A Bicycle and Pedestrian Master Plan** was adopted in 2022. The plan concentrates on allowing and encouraging more people to both be able to as well as make the choice to walk, bike, and roll for everyday and occasional trips. Examples of these trips may include accessing public transit such as the commuter rail and bus lines, getting to school or work, visiting local restaurants or businesses, attending worship, visiting local parks and playgrounds, and for general fun and fitness. By encouraging and providing opportunities for more sustainable, equitable transportation options, the Town can work

towards larger goals of decreasing traffic, decreasing emissions, and increasing public health for residents and visitors.

A **Traffic Impact Mitigation** section was added to the Zoning Bylaw (§275-20) in 2018. It requires that development projects that meet certain thresholds analyze and mitigate their traffic impacts. The section empowers the Town to require a Traffic Impact Statement from a qualified traffic engineer and allows the permitting authority to impose mitigation measures. These may include Transportation Demand Management (TDM) strategies or monetary contributions to a dedicated Traffic Safety and Infrastructure Revolving Fund. The fund can be used to support improvements such as traffic signals, road widening, sidewalks, and bicycle infrastructure related to specific development impacts.

### **Ongoing Activities**

**The Milton-Chickatawbut intersection project** is a MassDOT initiative to redesign the highly dangerous intersection of Randolph Avenue (Route 28) and Chickatawbut Road. The project will replace the current intersection with a roundabout to improve safety for vehicles, pedestrians, and cyclists, reduce crashes, and ease congestion. The project also includes improving pedestrian and cyclist access, adjusting vertical curves for better sight distance, and addressing issues with existing utilities. Construction is expected in 2026.

MassDOT recommended a **Randolph Avenue Road Diet Pilot in August 2025** to reduce speed and to address safety concerns by removing two travel lanes, adding a two-way left turn lane, adding a median barrier and making signal timing changes. The Select Board approved MassDOT to implement the plan after concerns over high speeds and dangerous conditions resulting in numerous crashes. The last crash occurred prior to the change in July and resulted in three fatalities. Installation was completed in October 2025 and will be followed by evaluations in the Spring of 2026.

### **Challenges**

Residents confirm that congestion has gone from bad to worse, from occasional inconvenience and frustration to a constant and daily reality, and they are looking to town officials for solutions. Milton suffers from traffic congestion at key times every day. The situation is not unique and indeed is increasingly common in greater metropolitan Boston. While Milton has dealt with traffic issues for many decades, increases in technology, in the way people move, in the options we have and in the ways we purchase goods have combined to make the traffic we deal with today somewhat different than the “same old” traffic congestion issues.

The recommendations contained within the Report of the Traffic Mitigation Committee and the Bicycle and Pedestrian Master Plan remain largely unfulfilled and there is no active “ownership” nor adequate funding for their implementation. The traffic model is not owned by the Town as discussed in the Top 20 Recommendations section.

### **Recommendations**

As recommended in the Report of the Traffic Mitigation Committee, the Select Board should charge the Town Administrator with implementing the recommendations in the report. In addition, the Town should continue to work closely with state officials on making the regional highway system as efficient as possible, as many of the issues facing the town stem from cut-through traffic resulting from chronic

congestion on those routes. And, the Town should closely partner with the MBTA on increased use of their mass transportation options.

Locally, the Report recommended that working groups of citizens be formed to address issues in several of the key traffic hot spots. Finally, the report recommend that Town government itself become more active in this issue through:

- Adopting a formal policy statement and plan on the Town's goals with respect to traffic congestion and safety;
- The appointment of the Town's first engineer dedicated to addressing traffic and congestion issues;
- Tasking the Traffic Commission to meet on a regular basis and to forecast steps that can and should be taken to address the issues in an anticipatory manner rather than as requested as is now the case;
- Beginning a process to adopt Vision Zero as a Town-wide initiative;
- The adoption of Safety Zone Speed Limits in one or more key locations in the Town; and
- Reaching out to the young citizens of the Town to discuss traffic issues.

Recommendations in the Bicycle and Pedestrian Master Plan range from eliminating barriers to walking, biking and rolling, and aligning improvements with repaving and maintenance projects, to working with neighboring communities in creating a connected network. It is recommended that a responsible party be designated, such as the Planning Department, perhaps in conjunction with the Department of Public Works, to implement the plan, beginning with the more modest recommendations, and to engage in a community engagement process to further explore the recommendations that require significant alterations to roadways, such as road diets.

## Facilities and Services

Maintaining acceptable levels of municipal services at a reasonable cost is an important planning and fiscal objective. Additionally, it is important to predict future needs and to plan for those needs in a manner that is achievable given the Town's revenue constraints. Ultimately, the facilities owned and maintained by the Town reflect the types and levels of service that residents are willing to fund.

Milton has approximately two dozen municipally owned buildings, the majority of which were built between 1930 and 1970. The Consolidated Facilities Department is responsible for maintaining most of these buildings. The Parks and Recreation Department maintains twenty-two properties, totaling approximately 116 acres, and Milton Cemetery maintains 102 acres with over 30,000 burials, historic monuments, and a park-like landscape. The Town has 120 miles of roadways with three jurisdictions – Town, DCR and MassDOT. The Capital Improvement Planning Committee studies proposed capital projects and the need, impact, timing, cost, and effect on the financial position of the Town.

## Successes

The excellent public school system is a major reason that people move to Milton. A new upper middle school and pre-kindergarten building are needed due to overcrowding in the district, with plans for the

new facility to be built at the Milton High School campus. The Massachusetts School Building Authority (MSBA) has recommended Milton for the funding program, and the town is working through the application process for grant funding for the approximately \$173 million project. In a separate but related development, the Cunningham/Collicot School library renovation project began in 2025.

The Fire Headquarters project, completed in 2024, was the first in a \$32 million plan to update all three of the Town's fire stations. Construction is underway on a new East Milton station, and the Atherton station will be renovated as the final phase of the project. The old East Milton fire station's fate is uncertain, but the Town is actively seeking ideas for its reuse or redevelopment.

AAA Bond rating indicates sound financial management and facilitates low borrowing costs.

Milton has a broadband initiative that is a long-term effort to establish a municipally owned fiber-optic network for residents, businesses, and non-profits, with the Milton Municipal Broadband Committee exploring feasibility, costs, and public support. Supported by the community-driven Milton Municipal Fiber Initiative (MMFI), the project aims to provide a superior, more affordable, and reliable service compared to current private options.

## Challenges

- There are far more capital improvement requests than available funds on an annual basis.
- Budgets, such as for Parks & Recreation, the Library, and the Council on Aging, have remained flat while demand for programming and services has increased significantly.
- There remains a lack of dedicated space and activities for teens outside of school hours.
- Pavement management and sidewalk maintenance budgets are limited.

## Recommendations

Strategies identified to implement the objective to “Continue to Provide Milton Residents with State-of-the Art Municipal Services” remain relevant today.

- Implementing the Water Master Plan and the Infiltration/Inflow Reduction Plan and controlling the quantity and quality of stormwater runoff.
- Improving infrastructure for alternative modes of transportation.
- Improving communication between Town government and residents
- Broadening volunteer participation on boards and committees
- Focusing on sustainability measures for the environment, including energy conservation and use of alternative energy, recycling and composting.

And strategies identified to “Provide Support to Specific Demographic Groups in Town” also remain relevant:

- Support a growing elderly population wishing to “age in place.”
- Support teens in their desire for “more to do.”

- Be inclusive of residents of different backgrounds.

## Changing Conditions

### Diversity, Equity, and Inclusion

The Equity and Justice for All Committee was established in October 2020 to work with the Select Board to review policies, procedures, and budgets for advancing Diversity, Equity, and Inclusion (DEI). There were 11 members representing a wide array of interests and specialties. While there was a focus was on racial diversity and immigrant status, there was a concerted effort to touch on the myriad ways diversity exists. The committee conducted a community survey which received almost 600 responses and provided a final report to the Select Board in April 2022.

A finding of note was that there was a noticeable divide between how newer residents viewed the state of DEI issues in Milton as compared to longer-term residents. Four distinct areas of note were identified - Town Government, School, Youth and Families, Police and Fire, and Affordable Housing - and recommendations were proposed in an 86-page report. As a result of the work of the committee, the Town instituted a formal statement on DEI and created a standing DEI committee as an Advisory Committee to the Select Board.

The affordable housing recommendations in the EJA report align with specific goals of the Master Plan. It was noted that the Master Plan's language around preserving Milton's character is often coded as exclusionary language, and the phrase "Milton's character" is often understood as opposition to multi-family and affordable housing. The process and makeup of town committees was a significant part of the EJA committee report, and it was noted that residents of color do not feel comfortable in town board and committee spaces.

A group of residents created **Connect Milton** to foster community connection centered around diversity, equity, inclusion, belonging and civic engagement. Their goal is to connect Milton residents to each other, to civic engagement opportunities, and to community resources. They host events, such Town Government 101 and Welcome to Milton gatherings, and deliver welcome information bags to new residents.

A 2025 report by the Metropolitan Area Planning Council focused on visioning in the northwest side noted that the area is the most densely populated neighborhood of the town, and includes the highest percentage of renters, lower-income residents, and People of Color. This neighborhood is also noted as a historically red-lined community within Milton and remains the area with the least investments compared to all other town precincts.

**Milton Public Schools (MPS)** is committed to fostering diversity, equity, inclusion, and belonging (DEIB) through its DEIB department and mission to create an environment that nurtures identities, promotes empathy, and cultivates respect for differences. Key initiatives include professional development for staff on culturally responsive pedagogy, addressing equity gaps for all students, promoting anti-racism and anti-bias work, and integrating DEIB principles into school curricula and climate. They also have a non-discrimination policy and an Athletics Department that follows MIAA guidelines regarding gender.

## Recommendations

Update the master plan to incorporate diversity, equity and inclusion principles into policies and processes that will aid in creating a more welcoming and inclusive environment for all residents.

Continue to support resident-led efforts and resident participation in Town government, as it offers numerous benefits for the Town, including increased civic engagement, improved social cohesion, stronger community ownership, and more responsive local government. By empowering citizens to take the lead, towns can develop more effective, relevant, and sustainable solutions to local challenges.

Encourage the Select Board to move forward with recommendations in the 86-page report that remain relevant to the well-being and belonging of residents. Key recommendation in the report include:

- Create a Town-wide DEI statement and policy. The policy would provide guidance and requirements regarding greater diversity in hiring and committee appointments; require that government entities throughout the Town (including appointed and elected committees) make their commitment to DEI clear through public-facing statements; create guidelines around procurement; and provide for a formal DEI complaints policy. In concert with the Select Board's Policy Committee, the Committee drafted such a policy, which at the time of this writing is still being considered by the Select Board.
- Engage in discussion and education about the Town's historic barriers to equitable and affordable housing opportunities and craft policies and strategies to make housing more equitable across town.
- Improve communications and allocate equitable resources across youth sports. The decentralized, volunteer nature of youth sports leads to situations where there is inconsistent communication—and inconsistent resources—around available programs.

Additional goals for consideration:

Social Equity: Ensure fair distribution of benefits and costs, equitable access to resources, and inclusive decision-making processes. Incorporate DEI accountability and responsibility into the goals of the strong town administrator. Create a full-time town-wide DEI position, a DEI Dashboard for the town website as a mechanism of communicating transparently, and a State of DEI update to the town annually.

Economic Opportunity: Create a robust and resilient local economy that promotes sustainable economic growth, supports local businesses, and utilizes resources efficiently.

Intergenerational Equity: Safeguard the well-being of future generations by preserving resources and maintaining a stable fiscal environment.

## Climate Change and Sustainability

Global warning has accelerated in the last ten years, with temperatures rising significantly, more extreme weather events, stronger storms, and rising sea levels, all driven by increased greenhouse gas emissions. Climate change threatens human well-being and planetary health and the window of opportunity to secure a livable and sustainable future is rapidly closing.

The Town is actively working to develop a climate action plan to mitigate emissions and strengthen our capacity to adapt to the effects of climate change in our community. The **Climate Action Planning Committee** is developing the plan, which builds on the work that the Planning and Engineering Departments underwent through the Community Compact program for the Town's GHG Inventory and emissions reductions analysis.

The overarching objective of the plan is to minimize the damaging impacts of climate change in Milton. It focuses on goals, strategies, and actions to significantly reduce greenhouse gas emissions and to improve the town's resilience and preparedness for climate change's likely impacts.

The committee submitted a warrant article for the Fall 2025 Special Town Meeting that sets clear, measurable greenhouse gas (GHG) emission reduction goals for our community.

- Reduce community-wide GHG emissions by at least 50% from 1990 levels by 2030
- Reduce emissions by 75% by 2040
- Achieve net-zero emissions by 2050

These targets align with Massachusetts state law (M.G.L. Chapter 21N) and provide a clear framework for tracking progress. Importantly, committing to these climate goals is an eligibility requirement for **Climate Leader Community** certification, which opens the door to generous state planning grants and million-dollar clean energy project funding.

In a nutshell, the essential strategy to eliminate greenhouse gas emissions is to replace the fossil fuels we use in our buildings, homes and vehicles with efficient, electric alternatives while transitioning the electricity supply to clean, renewable sources. This means adopting technologies like heat pumps and electric vehicles, improving energy efficiency in our buildings and homes, and expanding the use of solar, wind, nuclear and other zero-emission power sources.

**Planning and zoning** can significantly aid in the reduction of greenhouse gas (GHG) emissions by promoting denser, mixed-use development, which reduces reliance on personal vehicles by bringing people closer to daily needs like work, schools, and shops. Other strategies include eliminating parking minimums, improving public transit and active transportation infrastructure (sidewalks, bike paths), encouraging energy-efficient building design, preserving natural areas, and streamlining the siting of renewable energy. These land-use policies also aim to create more walkable and bikeable communities, thereby lowering transportation-related emissions.

**Sustainable Milton** representatives suggested that the Master Plan be more specific and expansive in the sustainability components of the plan. Specific suggestions included:

- Increase efficiency and electrification of town owned infrastructure where possible (buildings and vehicles).
- Promote efficiency and electrification of the existing housing stock by promoting Mass Save resources <https://www.masssave.com/> and informing building owners and renters of their options to update their homes. This is an important element of the Massachusetts Clean Energy and Climate Plan for 2025 and 2030 (<https://www.mass.gov/doc/clean-energy-and-climate-plan-for-2025-and-2030/download>).

*Energy efficiency: the reduction in energy usage that can be achieved through weatherization, better appliances, and lighting upgrades, many rebates for which are available through MassSave.*

*Electrification: the switch to having all home appliances powered by electricity, such as heat pumps and induction stoves.*

- Continue to offer resources to help residents reduce their contribution to climate change, e.g., promoting Community Electricity Aggregation and renewable energy options, promoting Mass Save resources for home efficiency and electrification, promoting composting at home or through Black Earth or Bootstrap Composting.
- Ensure that all residents, including those of all racial and ethnic backgrounds, those with limited incomes, language barriers, and mobility barriers, as well as elderly residents, families with young children, and residents with pets, have the resources and support they need to prepare for emergency situations. These situations include emergencies that are likely to become more commonplace with climate change (e.g., floods, heat waves, storms, and power outages).
- Consider developing climate resilience hub(s) to provide material assistance for residents in emergency situations (e.g., heat, air conditioning, electricity, phone charging, first aid, a list of local resources, and potentially shelter and food). CREW is a resource – [https://www.climatecrew.org/resilience\\_hubs](https://www.climatecrew.org/resilience_hubs).
- Improve access, mobility, and safety for pedestrians, bicyclists and transit users. It should be a realistic option for all residents to safely and easily get around Milton without a car, and to connect to surrounding communities by bike and public transportation.
- Enable greater access to public electric vehicle charging.

In 2018, the Town Meeting authorized the creation of a **Community Electricity Aggregation** program in Milton to provide new electricity supply options and more renewable energy to Milton residents and businesses. Municipal electricity aggregation is a mechanism by which a city or town can bundle the electricity supply needs of residents and businesses in their community and procure the electricity in bulk, typically for a multi-year term. Municipalities can contract with suppliers to provide a higher percentage of renewable energy than the state mandate requires. Milton has provided a "Plus" option which provides a 100% renewable energy option.

The **Shade Tree Advisory Committee** is leading efforts to expand the town's tree canopy. They discussed the broad efforts, and their request for an annual appropriation for the replacement of lost trees as a separate line item in the Town's budget.

## COVID-19

Covid-19 had an enormous global impact, disrupting ways in which we live, work and play in both Milton and the Commonwealth of Massachusetts.

The pandemic impacted settlement patterns, reversing the trend toward urbanization in the early 2000's, driving more households to the suburbs. The rise in hybrid work has altered commuting patterns, leading to more people spending work hours within Milton. As a result, peak commute times have changed on the highway system around Milton. Workday congestion is more prevalent within Milton, and ridership on the MBTA has not returned to peak-pandemic levels.

As people in Milton and other parts of Massachusetts continue to embrace hybrid work, amenities that were once more concentrated downtown are in higher demand closer to home. This includes childcare facilities, gyms, healthcare, and restaurants that allow patrons to conduct remote meetings during work hours.

The 2015 Master Plan did not anticipate the disruptions brought by Covid-19, and any future master plan for the town should address the demands that travel patterns and increased demands for housing, healthcare, retail and other resources have placed on Milton.

## Conclusion

A master plan should not be a static document but a dynamic, aspirational tool that reflects the town's evolving needs.

A master plan moves beyond a collection of independent sections to function as an interconnected system. The individual elements, by design, influence and inform one another. It is not a strategic plan for any individual department or area of the town; nor a capital improvement plan; nor a topic-specific plan such as an Open Space and Recreation Plan, Housing Production Plan, or Climate Action Plan. **A master plan is a comprehensive guide that provides the foundation for these more specific, topic-based plans.**

A master plan's effectiveness is primarily determined by how well a community integrates the plan's vision into enforceable zoning bylaws, capital improvement plans and other related plans. Implementing a master plan requires sustained effort from elected officials, appointed boards, and town employees, and without adequate staffing and political commitment, progress can be slow.

A key consideration in future success will be achieving consistency and integration with other existing plans and ongoing planning activities of the town, such as the Open Space Plan, Housing Production Plan, Climate Action Plan, School Building Committee, Capital Planning, Public Works, and so on.

An article was submitted to the Select Board by the committee for the Fall 2025 Town Meeting to establish a successor committee to continue to monitor the implementation of the 2015 Master Plan, to make recommendations to the Planning Board, Select Board and Town Meeting regarding updates to the plan, and to make recommendations regarding the scope and key focus areas of future master plans.

## Acknowledgements

- Historic and Cultural Resources  
Stephen O'Donnell, Historical Commission  
Larry Lawfer, Historic District Study Committee
- Open Space, Recreation & Natural Resources  
Winston Daley, Parks Commissioner
- Housing & Neighborhoods  
Julie Creamer, Chair of the Affordable Housing Trust
- Economic Development  
Joshua Wild, commercial property owner in Milton Village  
Joe Parlavecchio, President of the Milton Chamber of Commerce  
Department of Planning and Community Development
- Circulation and Transportation  
Mike Zullas, Chair of the Traffic Mitigation Committee
- Facilities and Services  
Chase Berkeley, Director of Public Works  
Chris Hayden, Facilities Director
- Diversity, Equity and Inclusion  
Patricia Latimore, Co-Chair of the Equity and Justice for All Committee  
Chris Hart, Co-Chair of the Equity and Justice for All Committee
- Climate Change and Sustainability  
Josh Eckert-Lee, Assistant Town Planner  
Tracy Dyke-Redmond and Tucker Smith, Sustainable Milton  
Shade Tree Advisory Committee

## Resources

Milton Master Plan: [Master-Plan-Volume-1-PDF](#)

Waterfront Recreational Access Study at Milton Landing: [Milton-Landing-Final-Summary-Report-6-1-18-PDFpdf](#)

Community Preservation Committee Grants: [CPA Projects Database | Community Preservation Coalition](#)

Milton Village Traffic Evaluation: [Milton-Village-Traffic-Evaluation-PDF](#)

Milton Village Traffic Study: [Milton Village Mixed-Use Development Alternatives](#)

Milton Village Design Guidelines: [Final-Design-Guidelines-PDF](#)

Great Estates Planned Unit Development zoning: <https://ecode360.com/38199110>

Final Report of the Traffic Mitigation Committee: [Final-Report-of-the-Traffic-Mitigation-Committee-PDF](#)

Bicycle and Pedestrian Master Plan: [Bicycle-and-Pedestrian-Master-Plan-PDF](#)

2020 Housing Production Plan: [IV](#)

Final Report of the Equity and Justice for All Committee: [Microsoft Word - FINAL DRAFT FOR SUBMISSION - EQUITY AND JUSTICE FOR ALL ADVISORY COMMITTEE REPORT- 3.23.22.docx](#)

Milton Health Department Community Health Assessment: [CHA\\_Milton\\_2025\\_update\\_FINAL](#)

A Partnership for a Healthy Milton: [PHM](#)

Milton's Community Electricity Aggregation Program: [Milton Community Electricity Aggregation](#)

Milton Public Library Parking Public Meeting: [PowerPoint Presentation](#)

Community Vision for Milton - 7 Brush Hill Road and Pagoda Circle: [MAPC---7-Brush-Hill-Road-and-Pagoda-Circle](#)

Community Preservation Committee Applications and Grants: [Community Preservation Committee \(CPC\) | Milton, MA](#)

Town of Milton Opioid Settlement Funds: [Information Page](#)

## Appendices

### Committee Charge

## **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 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 shall 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 Master Plan shall be updated under Massachusetts General Laws, Chapter 41, Section 81D;

and to act on anything thereto.

Submitted by the Planning Board and the Board of Selectmen

**RECOMMENDED that the Town 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 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 shall 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 Master Plan shall be updated under Massachusetts General Laws, Chapter 41, Section 81D.

*COMMENT: The Master Plan will be presented to the Town in the Auditorium of the High School on September 29, 2014. The Master Plan Implementation Committee (MPIC) is the next step in evolving outcomes as recommended in the Master Plan. The MPIC will report to the Board of Selectmen and Planning Board as to actions necessary to realize the directives of the Master Plan, to map out strategies for those actions, and to monitor the progress of actions taken. It will report to the Town in general at the October Town Meeting and will have a charge of ten years, with an extension of that charge into the future at the discretion of Town Meeting.*

*The Warrant Committee feels strongly that the best way to capitalize on the investment made to date (\$125,000) in the Master Plan is to pass this article.*

*We believe the proposed committee will enliven the Plan and through constant involvement prevent its slow death on a dusty shelf.*

(ii) monitor compliance of the cable operator with the franchise agreement or (iii) prepare for renewal of the franchise license; and to act on anything relating thereto.

**VOTED.** The Town voted to appropriate \$500,000 from the PEG Access Enterprise Fund for Fiscal Year 2025 cable-related purposes, consistent with the Town's franchise agreements with Comcast of Milton, Inc. and RCN Telecom Services of Massachusetts, LC, including but not limited to: (i) support of public, educational or governmental access cable television services; (ii) monitor compliance of the cable operator with the franchise agreement or (iii) prepare for renewal of the franchise license.

VOTED BY CONSENT AGENDA MAY 6, 2024

**ARTICLE 36** To see if the Town will vote to authorize the Select Board, during Fiscal Year 2025, to accept on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities; and to abandon or relocate easements acquired for any of the foregoing purposes; provided, however, that such authorization shall pertain only to easements accepted, abandoned or relocated at no cost to the Town; and to act on anything relating thereto.

**VOTED.** The Town voted to authorize the Select Board, during Fiscal Year 2025, to accept on behalf of the Town any and all easements for any of the following purposes: roads, sidewalks, vehicular and/or pedestrian access or passage, drainage and utilities; and to abandon or relocate easements acquired for any of the foregoing purposes; provided, however, that such authorization shall pertain only to easements accepted, abandoned or relocated at no cost to the Town.

VOTED BY CONSENT AGENDA MAY 6, 2024

**ARTICLE 41** To see if the Town will vote to extend the term of the Master Plan Implementation Committee from ten (10) years to eleven (11) years; revise the Master Plan Implementation Committee membership requirements to include expertise in sustainability and climate change, conservation, facilities management, construction, public policy and diversity, equity, and inclusion; and, revise the charge to include recommending targeted updates to the Town's Master Plan and to submit those recommendations to the Planning Board and Select Board for approval.

**VOTED.** The Town vote to:

- (1) extend the term of the Master Plan Implementation Committee, established by Article 13 of the 2014 October Special Town Meeting, from ten (10) years to eleven (11) years.
- (2) Insert the following sentence into the charge: "Said Committee is expected to recommend targeted updates to the Town's Master Plan and to submit those recommendations to the Planning Board and Select Board for approval."
- (3) Revise the membership requirements as follows: "Said Committee shall consist of seven members to be appointed jointly by the Planning Board and the Select Board for terms 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 Select Board or its designee. The other members shall have expertise in planning, architecture, economic development, landscape architecture, real estate, *sustainability and climate change, conservation, facilities management, construction, public policy and diversity, equity and inclusion*, or other relevant fields."

## Appendices

### Tracking Spreadsheet

Goal		Strategy	Priority	Low Hanging Fruit	MPIC Lead	Lead Party	Partners	Started	50% Progress met	Strategy Goal met	Notes
1. Preserve Milton's Physical Character	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.	2	N	Taber Keally	Partnership Task Force (new)	DCR/Blue Hills Reservation; Mass. Audubon; Friends of the Blue Hills; Neponset River Watershed Association; Milton Academy; Conservation Commission; Planning Board; The Trustees of Reservations; Historic New England; Cunningham Park; Milton Academy; Curry College; Individual owners of large, undeveloped properties	TRUE	FALSE	FALSE	Neponset River Watershed & Friends of the Blue Hills are interested in participating. Parks and Recreation advertises various NeprWA and Blue Hills events but no official partnership. DCR is pursuing bicycle and pedestrian access to the Blue Hills in the Paul's Bridge/Neponset Valley Parkway area and with a new proposed bridge across the Neponset River at Osceola Street
	1.1.2	Develop a conservation strategy for preserving open space to be endorsed and implemented by the Milton Conservation Commission.	1	Y	Taber Keally	Conservation Commission	Planning Dept., formed committee to update the Open Space and Recreation Plan, consultant group Horsley Witten Group was engaged 9/2022 with CPC funding. CPA passed, funding started in 2023. Conservation Commission received CPC funding for projects 2023-2025, including at Pope's Pond and the Neponset River Estuary. Approximately 3 acres of land was taken out of conservation in exchange for 75 acres of new conservation land in 2023 for the purpose of building a new middle school.	TRUE	FALSE	FALSE	
	1.1.3	Develop a plan to protect Milton's scenic viewsheds	1	N	Cheryl Toulias	Planning Board	Conservation Commission	TRUE	FALSE	FALSE	Great Estate PUD zoning contains provisions for viewshed protection. Design Guidelines for Milton Village overlay address viewsheds.
	1.1.4	Develop a strategy for monitoring recreation needs	1	N	Elaine Benson	Parks and Recreation	Planning Board	TRUE	TRUE	TRUE	Park and Rec has an internal tracking sheet they use to monitor numbers (e.g. sign-ups,) and project/plan for changes/needs.
	1.1.5	Continue efforts to clean up the Neponset River and other surface waters in town	2	N	Taber Keally	Neponset River Watershed Association	Conservation Commission	TRUE	TRUE	TRUE	EPA has been closer Neponset River on National Priorities List 3/2022. Cleanup plan for the upper portion of the designated area has been approved. Testing of river sediment is continuing for the lower Neponset area. Cleanup is still on schedule. No funding has been cut yet.
	1.1.6	Increase community awareness regarding the Neponset River waterfront	1	N	Taber Keally	Partnership Task Force (new-see 1.1.1)	DCR/Blue Hills Reservation; Mass. Audubon; Friends of the Blue Hills; Neponset River Watershed Assoc.; Parks and Recreation Dept.; Bicycle Advisory Committee	TRUE	TRUE	FALSE	See 1.1 above. Requesting Neponset Greenways created/lead task force. Select Board advancing improvements at Milton Landing; grant received for study of dredging and connection to Neponset Greenway Trail. Selectboard has signed new leases for the Waterfront area with Milton Yacht Club, Neponset Rowing and added a significant new tenant, Dexter Southfield School. Community members exploring response to DCR Request for Expression of Interest for 7 Brush Hill Road adjacent to Neponset River in the DCR Curatorship program. Community members worked with MPIC and MAPC in 2024-2025 and expect CPC funding to be available for 2025-2026. Parks and Recreation, Conservation Commission, and Select Board, received CorCom support of related initiatives by organizations such as MA DEP and neighborhood organizations, but no locally funded initiatives in progress. DPW assists with removal of materials.
	1.1.7	Develop a program for controlling/eradicating exotic invasive plant species.	2	N	Roxanne Musto	Local Task Force (new)	Department of Public Works; Local property owners	TRUE	FALSE	FALSE	
	1.1.8	Develop a strategy/plan for monitoring, maintaining, and re-planting trees.	2	Y	Elaine Benson	Shade Tree Committee (new)	Department of Public Works/Town Tree Warden	TRUE	TRUE	TRUE	Shade Tree Advisory Committee active, raised funds to purchase trees planted by DPW. 6/22: Shade Tree Advisory Committee concludes the Milton 360 Tree Initiative, raising money to plant 360 more shade trees. Tree protection added to zoning.
	1.1.9	Actively promote the cleanup of brownfield and hazardous waste site	2	N	Roxanne Musto	Planning Department	Conservation Commission; Potential Developers	TRUE	FALSE	FALSE	Not many Brownfield sites - Town planner would like to have a catalog of sites in Milton. There is a Brownfield site on Truman Parkway owned by a private developer, access to site is restricted.
	1.2.1	Identify/create methods of increasing stewardship of historic residential properties	1	Y	Elaine Benson	Milton Historic Preservation Trust	Historical Commission; Local banks; Property owners; Massachusetts Historical Commission	TRUE	FALSE	FALSE	Local Historic District Study Committee formed 2021; recommended a Local Historic District in Milton Village 2022. Steve O'Donnell, Chair of the Milton Historic Commission, shared an idea for an Affirmative Action Bylaw, that would require maintenance on historic properties, both residential and commercial. The Historic Commission is frequently charged with demolition applications for barns/carriages: loss diminishes the character of the town/opportunity for ADU's.
	1.2.2	Identify/create methods of increasing stewardship of historic commercial properties	1	N	Elaine Benson	Milton Historic Preservation Trust (new)	Historical Commission; Local banks/finance agencies; Property owners; Massachusetts Historical Commission	TRUE	FALSE	FALSE	*See 1.2.1.
	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	1	N	Cheryl Toulias	Design Review Board (new)		TRUE	TRUE	FALSE	Design Guidelines for Milton Village Mixed-Use PUD overlay zoning adopted 2022. Design Guidelines for East Milton Square Mixed-Use Overlay zoning expected 2025.
	1.2.4	Develop a long-range plan for managing the Town's archival materials	2	N	Roxanne Musto	Town Clerk	Historical Commission; Milton Public Library	FALSE	FALSE	FALSE	Each department is responsible for their own documents stored in the basement of Town Hall. This should be a future project with a company that does this work.
	1.3.1	Restore Milton's Boulevards	2	N	Roxanne Musto	Department of Public Works/Town Tree Warden	Neighborhood Groups; Historical Commission; Milton Bicycle Advisory Committee	TRUE	TRUE	TRUE	Shade Tree Advisory Committee raised \$90,000 for this initiative. Committee identified places for trees as well as residents put in a form to request a tree. Trees are being planted still as part of that initiative.
	1.3.2	Minimize the impact of vehicular traffic on neighborhood character	1	N	Roxanne Musto	Department of Public Works	Milton Bicycle Advisory Committee; Parks and Recreation Department	TRUE	FALSE	FALSE	Traffic Mitigation Committee formed in 2018, issued final report to SB in May 2020. On going work by Traffic Commission with focus on cut through traffic and response to neighborhood requests for traffic mitigation. Town funded an on-call traffic engineer consultant. Bicycle/Pedestrian Master Plan adopted. Complete Streets plan being implemented by DPW through grants funding. Speed bumps installed on Governor's Road as pilot.
	1.3.3	Restore Milton's playgrounds	2	N	Elaine Benson	Parks and Recreation		TRUE	TRUE	FALSE	Non-profit Milton Playground Planners formed in 2017, raised funds, re-built playgrounds. Peverly Park playground proposed by neighbors, received CPC funding 2023-2025, funding gap remains.
	1.3.4	Address blight in some neighborhoods	2	N	Roxanne Musto	Building Inspector	Neighborhood Associations	TRUE	FALSE	FALSE	Ongoing through Building Department and Board of Health. Can zoning help this?
	14.1	Create recognizable gateways at all entrances: Blue Hill Avenue, Adams Street, Granite Avenue, Randolph Avenue, Central Avenue	1	N	Roxanne Musto	Department of Public Works	Historical Commission; Design Review Board (new); Neighborhood Associations	TRUE	TRUE	FALSE	Purple Heart Community signage added at all gateway entrances.
2. Promote Health and Wellness	2.1.1	Maximize use of existing recreational and other community resources	on-going	Y	Elaine Benson	Parks and Recreation	Town Webmaster; Milton Hospital; Council on Aging	TRUE	TRUE	TRUE	Park and Rec uses existing resources as well as outsources, when needed. For example, Houghton's Pond and Milton Academy are used for both Spring and Fall sessions. They also created a Facebook page in 2016 to promote and fill programs, as well as launched a new registration platform to improve ease of use in 2022.
	2.1.1.0	Ensure that walking and biking is safe and pleasant by maintaining facilities and implementing new ones	1	Y	Dick Burke	Traffic Commission	Bicycle Advisory Committee; DPW; Police Department; DCR; Parks and Recreation Dept.; Friends of the Blue Hills; Neponset River Watershed Association	TRUE	TRUE	FALSE	Bicycle and Pedestrian Master Plan adopted in 2023. Complete Streets plan being implemented by DPW through state grant funding. Inadequate funding to fully implement master plan and repair sidewalks.
	2.1.1.1	Address impacts of airplanes	on-going	Y	Roxanne Musto	Select Board		TRUE	FALSE	FALSE	SB letter of 11/3/2021 to U.S. Dept. of Transportation pertaining to Area Navigation Runway 4R arrivals at Logan Airport. Response that the National Airspace system is being modernized to a satellite based navigation system. The options to disperse arrival are limited. Select Board voted to appeal the 4L runway decision.
	2.1.1.2	Identify and develop additional recreational facilities as needed	1	N	Elaine Benson	Parks and Recreation	Council on Aging; School Department	TRUE	FALSE	FALSE	There is a need for additional fields and update to existing fields. Location scarcity is a challenging factor. Parks & Rec expected to receive CPC funding for a recreational master plan in 2025. CPC funds were used to study locations for pickle ball courts.
	2.1.1.3	Restore, repair and maintain existing recreational facilities	2	N	Elaine Benson	Parks and Recreation	Council on Aging	TRUE	TRUE	FALSE	An on-going process, particularly in the springtime. Current priority areas include improvements at Flatley Field (mostly soccer) and a plan to re-do Andrew's Park basketball court (fall 2022) and the grass/lacrosse field. Additionally, improvements were made to Gile baseball/softball fields (2022), multi-use tennis/pickleball courts (2021/2022) and 2.4 million in funding was approved by Town Meeting (6/22) for Lower Gile Field: turf installation, seating to accommodate 500+ spectators, press box, and improved lighting/sound.
	2.1.1.4	Ensure that all neighborhoods have access to recreation	1	N	Cheryl Toulias	Planning Department; Parks and Recreation	Neighborhood Associations; Bicycle Advisory Committee	TRUE	FALSE	FALSE	Open space master plan is in progress through Planning Dept. Peverly Park playground and improvements at Pagoda Circle park sought by nearby neighborhoods through CPC funding.
	2.1.1.5	Increase enjoyment of and access to the Neponset River	1	N	Dick Burke	Neponset River Watershed Association	Parks and Recreation Dept.; Milton Yacht Club; DCR; Blue Hills Reservation	TRUE	TRUE	FALSE	MPIC study completed, recommendations sent to Select Board. SB formed committee; easement, lease, funding in progress. See responses 1.1.1 and 1.1.6.
	2.1.1.6	Launch a town-wide Healthy Milton Initiative focused on wellness (including walkability, bikeability, healthy food/eating, healthy lifestyle choices)	1	N	Taber Keally	Health Department	Wellness Committee; Milton Hospital; Council on Aging; Bicycle Advisory Committee	TRUE	TRUE	FALSE	Health Dept. completed a Community Health Assessment in 2024. The assessment identifies health challenges, inequities and service gaps. Next step is to create a Community Health Improvement Plan.
	2.1.1.7	Support school efforts to promote student health and wellness	1	Y	Elaine Benson	School Department	Health Department	TRUE	TRUE	TRUE	Health department does quarterly inspections of the school food procedures/handling and attends the 1/month MPS health and wellness meetings to support as determined. Flu clinics are hosted once per year for students and faculty.
	2.1.1.8	Increase access to local food and ensure food security for all	2	Y	Taber Keally	Health Department	Food Pantry; School Department; DCR; Health Department; COA	TRUE	FALSE	FALSE	Grant with nearby towns - 1 year grant - Fall 2022 start. Health Department has obtained funding to further coordination efforts.
2. Promote Health and Wellness	2.1.1.9	Review public facilities for code compliance, air quality, and other factors with potential to contribute to individual health and wellness	1	Y	Elaine Benson	Consolidated Facilities	Health Dept.; Tree Warden; Disability Commission	TRUE	TRUE	FALSE	Consolidated Facilities worked closely with MPS to address/improve air ventilation during the pandemic for every classroom. This included installation of air purifiers. New HQ Fire Station complete, East Milton nearing construction start.
	2.1.1.20	Create a Civic Center by better integrating existing civic core with improved pedestrian and other connections between uses/activities SEE NOTE #2	1	N	Cheryl Toulias	Planning Department	Town Hall; Library; Police Station; Council on Aging; Fire Station; Farmer's Market; Chamber of Commerce; College students for urban design plan	TRUE	FALSE	FALSE	related to 2.1.1. MPIC studied with MAPC and DPW. New crosswalks recommended, one installed on Canton Avenue.
	2.1.1.21	Expand use of existing facilities to support expanding recreational, social, educational, and other programming to residents of all ages	1	Y	Elaine Benson		School Department; Council on Aging; Library Board of Trustees; Library Building Committee; Cunningham Park	TRUE	TRUE	TRUE	Park and Rec maximizes field use by scheduling as many sports teams as they can per field, and making changes to encourage use by all ages: pickleball, new street hockey rink, adult golf clinic (2021). Wildcat den (reopening 2022), concerts at Council on Aging and Town Hall Gazebo.
	2.1.1.22	Create additional facilities for use by the community	2	N	Elaine Benson	Parks and Recreation	Council on Aging	TRUE	TRUE	FALSE	New street hockey rink at Kelly Field (2021). 5 multi-use pickleball/tennis courts at Kelly Field (2 in 2021 and 3 in 2022).
	2.1.1.23	Provide more wholesome activities for teens and pre-teens	1	Y	Elaine Benson	Parks and Recreation	Library; Senior Center; School Dept.; area churches	TRUE	FALSE	FALSE	Wildcat den created (and reopening 2022-closed due to the pandemic), ski program at Blue Hills, sports clinics (expansion to clinic lineup in summer of 2022 to include track and field), new street hockey rinks.
	2.1.1.24	Identify needs of increasing senior population	1	Y	Elaine Benson	Council on Aging	Parks and Recreation Dept.	TRUE	TRUE	TRUE	Milton Hospital initiated sale of land on Highland for assisted living. Planning Board developed zoning, zoning passed Town Meeting in 2022. A community Health Social Worker began September, 2022 and works closely with the Council on Aging (COA) outreach worker to support Milton's senior population. The COA plans many activities and trips for seniors, as well as transportation and classes. A few examples: WoSox trip, yoga, luncheons, live music, etc.

	2.2.6 Consider the creation of a community dog park	3	Y	Elaine Benson	Parks and Recreation	Dog owners	FALSE	FALSE	FALSE	Challenge to find adequate space, though there is a need. Cunningham Park is a dog park, though privately owned. Park and Rec will not put one next to a playground. <i>No movement on this one.</i>
	2.2.7 Increase and broaden community events to include all residents	1	N	Taber Keally		Council on Aging; Parks and Recreation Dept.; School Department; Church groups; WE ARE Milton	TRUE	TRUE	TRUE	Parks Dept. currently runs the Angler Education Program every June with the Massachusetts Division of Fisheries & Wildlife at Turners Pond. They are always looking for additional programs. Summer concerts at gazebo.
	2.2.8 Create an atmosphere of inclusivity that crosses more invisible boundaries, drawing in less-connected groups	on-going	N	Roxanne Musto	Select Board	Neighborhood Associations; Cable TV; "No Place For Hate" "We Are Milton"	TRUE	FALSE	FALSE	Advisory Committee on Equity and Justice recommended a town-wide policy on diversity, equity, and inclusion. KL Scott continues to work on this & is looking for funding the Select Board & will continue their next steps. Planning Department working with MAPC on language access improvements.
	2.2.9 Support Neighborhood Associations	2	Y	Roxanne Musto	Select Board	Neighborhood Associations; Cable TV	TRUE	FALSE	FALSE	Broadband initiative approved for \$700,000 in ARPA funding.
3. Improve Housing and Neighborhoods *Maintain and enhance Milton's existing housing stock *Increase and expand range of housing types *Preserve the character of Milton's neighborhoods	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	1	Y	Cheryl Toulias	Planning Board	Historic Commission; Planning & Community Development	TRUE	TRUE	FALSE	2018 Fall TM passed Art. 4: amendment to Sect. IV allowing alterations to non-conforming single and 2-family homes by Special Permit from ZBA rather than variance. Milton Village PUD zoning in 2020 reduces parking requirements for multi-family near transit.
	3.1.2 Facilitate the preservation, including adaptive reuse, of the many mid-20th-century era homes that could be repurposed to meet changing demographics and household characteristics	1	N	Cheryl Toulias	Planning Board	Historic Commission; Planning & Community Development	TRUE	TRUE	FALSE	2017: TM passed Great Estates PUD zoning. 2020: PB proposed Condominium Conversion bylaw revisions for homes built 1930 & before, PB withdrew for further study. No further action taken.
	3.2.1 Create smaller housing units (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.)	2	Y	Cheryl Toulias	Planning Board and Board of Selectmen	Affordable Housing Trust; Developers; Planning and Community Development	TRUE	FALSE	FALSE	2020: Approved Milton Village Mixed-Use PUD that allows housing above commercial and 12% affordable; East Milton Square Mixed-Use Overlay zoning proposed 2025, ADU bylaw proposed in 2021-22, TM sent back to PB for further study. State legislature 2024 makes ADU's a protected use and allowed as-of-right.
	3.2.2 Increase market rate and subsidized housing for the elderly	3	N	Cheryl Toulias	Planning Board	Council on Aging; Affordable Housing Trust; Planning and Community Development	TRUE	TRUE	FALSE	2020 Housing Production Plan updated; expired in 2025. 2021 TM passed amendment to zoning allowing 36 additional affordable age-restricted units at Winter Valley. 2022 TM approved memory care zoning. 2025 memory care project approved by PB.
	3.2.3 Support and encourage the creation of "affordable housing"	2	Y	Cheryl Toulias	Planning Board Board of Selectmen	Affordable Housing Trust; Habitat for Humanity; Southshore Planning and Community Development	TRUE	TRUE	FALSE	2020 CPA passed; Housing Production Plan updated; MPIC studied town-owned parcels in 2021 for housing use potential; PD working with Affordable Housing Trust; 2022: ZBA set to approve (7) 40B projects with XX units total, and 136 affordable units total. Inclusionary zoning discussed at Housing Committee. Affordable Housing Trust awarded funds from the Community Preservation Committee for 33% of the FY23 funding to support their work. Trustees of Governor Stoughton Trust issued RFP for 35 units of affordable housing at Town Farm in 2023.
	3.3.1 Develop neighborhood plans for individual neighborhoods	2	N	Cheryl Toulias	Planning Board	Planning and Community Development; Neighborhood Associations	FALSE	FALSE	FALSE	
	3.3.2 Ensure that new housing does not destroy historic buildings or detract from the visual qualities of scenic roadways.	2	N	Cheryl Toulias	Planning Board	Planning and Community Development; Historic Commission; Neighborhood Associations	TRUE	TRUE	TRUE	Cluster bylaw was updated; nonconforming uses needs to be addressed.
	3.3.3 Create neighborhood oriented services	2	N	Cheryl Toulias	Planning Board	Planning and Community Development; Neighborhood Associations	TRUE	FALSE	FALSE	2016: PB member studied zoning amendment, PB did not move it forward. Pre-existing non-conforming businesses in residential districts could help with this. Blue Hills Pwy 40B includes small commercial space
	3.3.4 Support neighborhood associations	3	N	Cheryl Toulias	Planning Department	Neighborhood Associations	TRUE	TRUE	FALSE	Coalition of Neighborhood Associations was formed to keep neighborhoods apprised of issues within each other's neighborhoods. Planning and Community Development to update and maintain their directory of Neighborhood Associations on the Town of Milton Website.
	4.1.1 Encourage business investment in commercial zoning districts	1	N	Dick Burke	Milton Chamber of Commerce	Business owners; Town Planner; Building Department; Health Department; DPW	FALSE	FALSE	FALSE	Chamber meetings, EMS merchants concerns. Coordinated permit process needed. Commercial zoning should be reviewed to facilitate rather than hinder investment.
4. Promote Economic Development *Consider economic development town-wide opportunities *Revitalize existing districts: - Improve Milton Village and Central Avenue - Improve East Milton Square - Improve Northern Granite Avenue	4.1.2 Increase capacity for identifying and attracting desirable businesses	2	Y	Dick Burke	Milton Chamber of Commerce	Economic Development Commission (new)	TRUE	FALSE	FALSE	Planning Dept. received grant for economic development study, work in progress 2024-2025.
	4.1.3 Make an effort to attract more diversified commercial establishments	2	N	Dick Burke	Milton Chamber of Commerce; Economic Development Commission (new)	Business owners	FALSE	FALSE	FALSE	Planning Dept. received grant for economic development study, work in progress 2024-2025.
	4.1.4 Address non-conforming uses	1	N	Cheryl Toulias	Planning Board	Board of Appeals; Board of Selectmen	TRUE	FALSE	FALSE	2016: PB members studied zoning amendment, PB did not move it forward
	4.1.5 Work with non-profits to encourage desirable "spin offs"	2	N	Cheryl Toulias	Planning Department (Economic Development Director, if hired)	Curry College; Milton Academy; Milton Hospital	TRUE	FALSE	FALSE	Milton Hospital selling land for memory care facility. Planning Board proposed memory care zoning, passed Town Meeting 2022. Health Care Overlay District has not been studied. Curry College has built on-campus housing.
	4.1.6 Encourage development of more commercial uses in other parts of town	2	N	Cheryl Toulias	Planning Department Economic Development Commission (new)	Design Review Board (new) Business owners	TRUE	FALSE	FALSE	Planning Dept. initiating planning work in western part of Milton; unclear whether commercial will be included. State land on Granite Ave was studied for commercial use in 2014; lack of community support; state backed away from land sale.
	4.1.7 Create a Civic Center by better integrating existing civic core with improved pedestrian and other connections between uses/activities	1	N	Cheryl Toulias	Planning Board	Library; Police Department; Town Hall; Senior Center; Fire Station; Gazebo	TRUE	FALSE	FALSE	MPIC studied some in 2020 associated with Central Fire Station expansion; further study warranted. Library has need for additional parking. MPIC studied options with Library trustees and director. New crosswalk added on Canton Ave. connecting the library and Town Hall.
	4.1.8 Address parking issues and support alternative modes of transportation.	1	Y	Dick Burke	Traffic Commission	Bicycle Advisory Committee; Merchants	TRUE	TRUE	FALSE	2022: Bicycle/Pedestrian master plan by MAPC. Complete Streets plan being implemented by DPW through grant funding.
	4.1.9 Consider other ways of increasing tax base	1	N	Cheryl Toulias	Planning Department	Developers; Area institutions	TRUE	FALSE	FALSE	Mixed-use overlay districts unlock economic development potential in business districts. 2020 Milton Village and 2025 East Milton Square.
	4.2.1 Develop a plan for each business district	1	Y	Cheryl Toulias	Economic Development Commission (new); Planning Department	Local merchants; Residents; Business Associations; Granite Avenue Park & Ride Redevelopment Committee; Milton Village/Central Ave. Revitalization Committee	TRUE	TRUE	FALSE	2020 TM passed Milton Village Mixed-Use PUD; PB proposing East Milton Square Mixed-Use Overlay zoning 2025.
	4.2.2 Develop beautification strategies	1	Y	Cheryl Toulias	Planning Department	Design Review Board (new)	TRUE	FALSE	FALSE	2022: PB approved Design Guidelines for Milton Village overlay. Design Guidelines prepared for East Milton Square Mixed-Use Overlay zoning 2025.
5. Improve Transportation and Circulation *Improve and maintain transportation facilities for all modes *Improve access, mobility, and safety for pedestrians, bicyclists and transit	4.2.3 Identify and support redevelopment opportunities	1	N	Cheryl Toulias	Planning Board Economic Development Commission (new)	Developers	TRUE	FALSE	FALSE	Planning Dept. working with developers on an air rights project over the Milton station parking lot to support TOD.
	4.2.4 Encourage and implement streetscape improvement	2	N	Cheryl Toulias	Planning Board; Board of Selectmen	Economic Development Commission (new); merchants	TRUE	FALSE	FALSE	Complete Streets adopted, being implemented by DPW through grant funding. MassWorks grant at Central Ave. business district. 2022: Milton Village Mixed-Use PUD Overlay zoning includes a density bonus for public realm improvements. Design Guidelines for Milton Village and East Milton Square overlay districts include Streetscape.
	4.2.5 Increase opportunities for community gathering and recreation	3	N	Cheryl Toulias	Planning Department	Merchants	TRUE	FALSE	FALSE	2022: EMS deck project complete, including green space, ped and bike safety improvements. Open space master plan in progress through Planning Dept. 2025. Community organizations have applied for several open space and recreation projects from the CPC for trail connections and active recreation improvements.
	4.2.6 Improve connections	2	N	Dick Burke	Traffic Commission; DPW	Bicycle Advisory Committee	TRUE	TRUE	FALSE	2022: Bicycle/Pedestrian master plan by MAPC. 2022: EMS deck project complete with ped and bike safety improvements
	4.2.7 Address parking issues	1	N	Dick Burke	Traffic Commission	Police Department; Chamber of Commerce; MAPC; Bicycle Advisory Committee	TRUE	FALSE	FALSE	2019-2020: Parking utilization study for Milton Village. Planning Dept secured parking management plan and loading zone recommendations for EMS 2022.
	5.1.1 Identify a strategy for funding roadway and sidewalk maintenance improvements that can be implemented annually.	1	N	Roxanne Musto	Department of Public Works	Traffic Commission; Board of Selectmen; Town Meeting	TRUE	TRUE	TRUE	DPW utilizes grants & receives Chapter 90 funding. DPW also receives money through the Capital committee.
	5.1.2 Develop a system to coordinate roadway and utility infrastructure projects to reduce conflicts and impacts to roadway users.	2	N	Roxanne Musto	Department of Public Works		TRUE	TRUE	TRUE	Town engineer & staff meet with utility companies several times a year to align their roadway plans
	5.1.3 Identify separate safety improvements needed at critical intersections and coordinate with MassDOT and DCR to fund projects on state-owned roadways in Milton	1	N	Roxanne Musto	Department of Public Works	Traffic Commission; Neighborhood Association Representatives; MassDOT; CTPS	TRUE	FALSE	FALSE	Route 28/Cheatawauk intersection planning in conjunction with appropriate state agencies is ongoing. State has completed studies for improvements to Route 138 (Blue Hill Ave, Routs 28 (Randolph Ave) and Granite Avenue).
5. Improve Transportation and Circulation *Improve and maintain transportation facilities for all modes *Improve access, mobility, and safety for pedestrians, bicyclists and transit	5.1.4 Provide additional funding for Police Department for traffic unit staff	2	N	Dick Burke	Police Department	Traffic Commission	TRUE	TRUE	FALSE	One staff member added at Police Dept 2022; Routes 28 and 138 funding from state for enforcement
	5.1.5 Identify funding for Traffic Commission to expedite data collection and study efforts	1	Y	Dick Burke	Traffic Commission	Board of Selectmen; Town Meeting; Bicycle Advisory Committee	TRUE	FALSE	FALSE	Member from Bicycle Advisory Committee added to Traffic Commission; Traffic Mitigation Committee recommends adding a traffic engineer to DPW; consulting engineer under contract.
	5.1.6 Identify transportation need and gaps in planned development areas and identify potential mitigation measures	?	N	Cheryl Toulias	Planning Department	Traffic Commission	TRUE	TRUE	FALSE	Bicycle/Pedestrian master plan by MAPC 2022. Traffic data base and model developed by engineering firm BETA in 2020: Traffic Mitigation Committee report issued in 2020: TM passed Traffic Mitigation zoning.
	5.2.1 Improve pedestrian and bicycle facilities and ensure walking and biking are viable and safe options for getting around town	1	N	Dick Burke	Traffic Commission	DPW; Bicycle Advisory Committee; Schools; Police Department; Neighborhood Association Representatives	TRUE	FALSE	FALSE	2022: Bicycle/Pedestrian master plan from MAPC. Additional funding needed for implementation.

5. Provide High Quality Public Facilities, Services and Infrastructure	5.2.2	Continue efforts to support bicycling for recreation, transportation and commuting SEE END NOTE #5	1	Y	Roxanne Musto	Department of Public Works	Traffic Commission; Bicycle Advisory Committee	TRUE	FALSE	FALSE	Bicycle/Pedestrian master plan by MAPC adopted in 2023. MBTA is working on a Mattapan Line Transformation project that includes updating stations and will include additional bicycle infrastructure, both for track crossings and connections to the Neponset Greenway as well as bike storage at stations.
	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	2	N	Dick Burke	Traffic Commission	Police Department; Fire Department; Planning Department; Board of Selectmen	TRUE	FALSE	FALSE	2020: Traffic Mitigation Committee report finalized with recommendations. Town Administrator responsible for implementation.
	5.2.4	Improve transit service and connections	3	N	Dick Burke	Traffic Commission	Planning Department; Board of Selectmen; Milton Police Department	TRUE	FALSE	FALSE	See answer 5.2.2. MBTA bus route schedule in 2022 impacted service in Milton. Partnership for a Healthy Milton sought MPIC assistance in studying shuttle service in Milton in 2025.
	5.2.5	Inventory current parking conditions in commercial areas and review current parking policies	1	N	Roxanne Musto	Select Board	Planning Department; Traffic Commission; Chamber of Commerce; Redevelopment Board	TRUE	TRUE	FALSE	Planning Dept- parking management study for East Milton and turnover analysis in Milton Village and regulation streamlining at Central Avenue. MPIC studied parking at Town Center & library. BETA did parking utilization analysis in Milton Village.
	6.1.1	Repair and renovate Town administrative offices as needed	2	N	Elaine Benson	Consolidated Facilities	Capital Improvements Planning Committee	TRUE	TRUE	TRUE	The Director of Consolidated Facilities oversees the maintenance of Town offices. Their design, plan, and complete projects >\$25,000, depending on available funds. Project \$60,000 and submitted to the Capital Planning Committee. Some current projects: new chiller (ARPA Grant)-FY24, new stair treads & light fixture shades-FY24, 2nd floor hallway wall construction-FY25, new water bubbler-FY25, upgrades to staff dining room-FY25, new exterior windows-FY26, new front entrance doors-FY25, hallway flooring-FY26, HVAC/circular pumps upgrade-FY27, ventilation/dehumidification upgrades-FY28
	6.1.2	Ensure that school buildings continue to be well maintained	On-going	N	Elaine Benson	Consolidated Facilities	School Department	TRUE	TRUE	TRUE	Repair requests are submitted to the Capital Improvement Planning Committee yearly. Upcoming proposed projects include many district-wide improvements (e.g., masonry repairs, playground equipment upgrades, a new maintenance work van,) and individual school improvements (e.g., bi-directional attorney upgrades for Pierot and the Milton High School, fire alarm panel replacement, HVAC system upgrades, etc.)
	6.1.3	Provide adequate facilities to accommodate Public Safety functions, specifically Fire and Police Departments	1	N	Elaine Benson	Consolidated Facilities	Fire Department; Police Department	TRUE	FALSE	FALSE	Due to the pricing and supply chain impact on bidding out large, long term building projects, the Fire Station Building Committee decided to not bid out all three fire stations at once. Currently, the Headquarters station construction is complete. The East Milton Station was out for bid 2024.
	6.1.4	Support the Department of Public Works in their effort to update outdated facilities	1	N	Roxanne Musto	Department of Public Works	Consolidated Facilities	TRUE	FALSE	FALSE	Through ARPA funding SB request for Norfolk County approval of funds for Harland Street Culvert and Drainage Assessment, and one million dollars awarded under Treasury ARPA funding to Milton for Waterman Improvements.
	6.1.5	Support the Library in its effort to expand its role as a Community Center	1	N	Elaine Benson	Consolidated Facilities	Library	TRUE	FALSE	FALSE	Milton Moves initiated in 2021 (physical literacy initiative that offers programs on health, wellness and nutrition), Milton Grows coming in 2023 (centered around gardening, sustainability, and climate change), outreach to pre-school, public schools and seniors on a regular basis--senior outreach has the opportunity to be larger with more staff--and the Library offers community spaces for seniors to use in rooms that are back to pre-covid levels and at capacity. Increase in parking space would allow for more community engagement.
	6.1.6	Provide adequate recreational facilities accessible to all parts of town and for all ages	1	Y	Elaine Benson	Parks and Recreation	School Department; Council on Aging	TRUE	TRUE	FALSE	Street hocket at Kelly Field (new in 2021) and Cunningham. Basketball at Andrews Park and Milton High School, 5 multi-use pickleball/ternnis courts at Kelly Field and 2 at Andrews's Park. CPC has funding proposal for a playground in the west park of town, at Peverly Park, currently lacking a playground.
6. Provide High Quality Public Facilities, Services and Infrastructure	6.1.7	Support Milton Cemetery efforts to provide adequate space and service to Town residents	2	N	Elaine Benson	Milton Cemetery Dept.	Planning Department; Recreation Department	TRUE	TRUE	FALSE	Acquired adjacent parcel of land that the Trustees of the Cemetery plan to create a meditation garden with a walking path through it. House on property being renovated (90% complete) and will be rented out for additional revenue. Currently fundraising for two projects: one to rebuild historic stone wall at the Cemetery property and the other to create a Veterans Memorial site at the Garden of Honor. Lisa Ahern stated needed financial support for the Veterans Memorial and to help the Cemetery remove old, dead, trees requiring a crane. They will soon work with the Conservation Commission, and a qualified company, to remediate invasive species issue in their pond. Other capital projects in the cue include new trucks/paving.
	6.1.8	Maximize use of existing community facilities	On-going	Y	Cheryl Tougas	Planning Department	Capital Improvements Planning Committee; Council on Aging; Parks and Recreation Dept.; Milton Academy; Curry College	TRUE	TRUE	FALSE	Library is used as a community center, Council on Aging hosts meetings, schools rent space out on weekends.
	6.1.9	Create additional facilities for use by the community	2	N	Cheryl Tougas	Planning Department	Capital Improvements Planning Committee; Council on Aging; Parks and Recreation Dept	TRUE	TRUE	FALSE	Former HQ fire station renovated on first floor for meeting space; second floor remains unrenovated. East Milton fire station to be repurposed/leased/sold when new fire station complete.
	6.2.1	Ensure an adequate water supply both in terms of quality and quantity	On-going	N	Roxanne Musto	Department of Public Works	Developers; Residents	TRUE	FALSE	FALSE	Local pipeline assistance through MWRA , no interest loans.
	6.2.2	Continue to improve the efficiency of the town's sewer system	On-going	N	Roxanne Musto	Department of Public Works		TRUE	FALSE	FALSE	DPW using cameras in lines & replacing lines.
	6.2.3	Improve infrastructure to support alternative modes of transportation	1	N	Roxanne Musto	Department of Public Works	Traffic Commission; Bicycle Advisory Committee	TRUE	FALSE	FALSE	Bicycle and Pedestrian Master Plan adopted 2023, additional funding needed for implementation.
	6.2.4	Control the quality and quantity of stormwater runoff	1	N	Roxanne Musto	Department of Public Works	DCR; Mass DOT; Expressway; Curry College, Milton Academy	TRUE	FALSE	FALSE	Stormwater mitigation management by DPW and Conservation Commission orders of condition where Notices of Intent are issued.
	6.2.5	Improve communication between Town government and Milton residents	On-going	Y	Roxanne Musto	Information Technology	Planning and Community Dev.	TRUE	FALSE	FALSE	Email alert sign-ups available on Town website. Town Meeting member emails available. Hybrid meetings allow broader participation. Additional community engagement tools should be explored beyond public meetings, meeting postings and forums.
	6.2.6	Broaden volunteer participation on municipal boards and committees	On-going	Y	Roxanne Musto	Select Board	Residents; Neighborhood Associations	TRUE	FALSE	FALSE	Advocate & outreach for openings, subcommittee of Select Board to review committees & consolidate/retire committees if possible.
	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.	On-going	N	Roxanne Musto	Building Inspector; DPW	Sustainable Milton; Alternative Energy Committee	TRUE	FALSE	FALSE	Launch of Community Electricity Aggregation Program in coordination with Good Energy and an expected enrollment participation to eligible accounts in Milton to range between 80-85%. Specialized Stretch Energy Code adopted in 2024. Climate Action Planning Committee established in 2023, report expected in 2025. Compost pickup service available through Black Earth Compost.
7. Strengthen Capacity to Plan	6.3.1	Support a growing elderly population wishing to "age in place"	On-going	N	Roxanne Musto	Council on Aging	Parks and Recreation Dept.; Library; Health Department; Housing Authority; School Department; Curry College	TRUE	TRUE	FALSE	Programming at library bringing books to elders, programs with Nursing students at Curry College, Council on Aging programs & transportation. State legislation allowing accessory dwelling units (ADUs) as-of-right in 2024.
	6.3.2	Support teens in their expressed desire for "more to do"	On-going	N	Elaine Benson	Parks and Recreation	School Dept.; Library	TRUE	TRUE	FALSE	Wildcat den reopened, ski program at Blue Hills, Milton High School drama club, sports clinics (expansion to clinic lineup in summer of 2022 to include track and field), new street hockey rink.
	6.3.3	Be inclusive of residents of different backgrounds	On-going	Y	Roxanne Musto		No Place for Hate; Interfaith Clergy; We Are Milton; ;Celebrate Milton!	TRUE	FALSE	FALSE	See 2.28 Multi-lingual newsletters at Tucker School. Planning Dept. working with MAPC to improve language access.
	7.1.1	Encourage broader participation in Town government	1	Y	Roxanne Musto	Select Board	Town Clerk	TRUE	FALSE	FALSE	Town clerk list openings on website, deadlines for submitting signatures. Subcommittee of SB looking at committees & outreach. Resident group formed Connect Milton to foster connection, DEI, belonging and civic engagement.
	7.1.2	Ensure that the planning and management processes are open, inclusive, respectful, and welcoming	1	Y	Roxanne Musto	Select Board	Planning Department; Building Department	TRUE	FALSE	FALSE	Open Meeting Law Compliance. Hybrid and recorded meetings broader access.
	7.1.3	Improve communication between Town government and residents	1	Y	Roxanne Musto	Select Board	Cable TV; News media	TRUE	FALSE	FALSE	Updates to Town of Milton site and upgrading recommended.
	7.1.4	Improve Town Management	2	N	Roxanne Musto	Select Board	Town Government Study Committee; Cable TV; Consolidated Facilities; Dept.	TRUE	FALSE??	FALSE	See Broadband in #8. Town Government Study Committee completed its work. ASL translators would help to provide greater access. Can be requested at <a href="https://www.mass.gov/how-to-request-an-asl-interpreter-or-capt-provider">https://www.mass.gov/how-to-request-an-asl-interpreter-or-capt-provider</a>
	7.1.5	Ensure adequate storage of Town archives		N	Roxanne Musto			FALSE	FALSE	FALSE	Incorporate into #108 (?)
	7.2.1	Develop effective collaborations with area institutions	1	Y	Taber Keally	Town Administrator	PILOT Committee; Curry College; Milton Academy; Milton Hospital	TRUE	FALSE	FALSE	Outreach and planning but Town Administrator may have alternate plan. Town PILOT Committee meets infrequently. Payments are subject to institutional finances and ability to pay varies annually.
	7.2.2	Work with institutions to mitigate impacts on the Town and residents	1	N	Roxanne Musto	Planning Department Board of Selectmen	PILOT Committee; DPW; Curry College; Milton Academy; Milton Hospital	TRUE	FALSE	FALSE	Received PILOT payments from Milton Academy and Curry College for current fiscal year. No action taken on institutional or educational master plans by Town.
	7.2.3	Develop agreements regarding sharing resources and having town access to institution facilities	2	N	Taber Keally	Town Administrator	PILOT Committee; Curry College; Milton Academy; Milton Hospital	FALSE	FALSE	FALSE	Ongoing but a delay in further implementation.
	7.2.4	Explore PILOT (Payment-In-Lieu-of-Taxes) options	1	Y	Roxanne Musto	PILOT Committee	Town Administrator; Curry College; Milton Academy; Milton Hospital	TRUE	FALSE	FALSE	PILOT payments received from Milton Academy and Curry College for current fiscal year.
7. Strengthen Capacity to Plan	7.2.5	Better coordinate with institutions' plans for expansion, etc.	1	N	Cheryl Tougas	Planning Board; Board of Selectmen	Religious institutions	TRUE	FALSE	FALSE	Milton Hospital expansion approved by ZBA 2024-2025, no PB review. The proposed memory care facility on Highland approved by PB 2024.
	7.2.6	Develop a partnership with area religious institutions for mutually beneficial collaboration	2	N	Cheryl Tougas	Planning Department	Religious institutions	TRUE	FALSE	FALSE	Some discussions with East Congregational Church in East Milton and Fontbonne about potential surplus land or change in use.
	7.2.7	Partner with DCR and Neponset River Watershed Association to better incorporate their properties into the community	2	N	Taber Keally			FALSE	FALSE	FALSE	DCR & NeprWA are cooperating through Greenways Program. Parks Dept should be partner
	7.3.1	Identify opportunities for cooperation with surrounding communities		N	Taber Keally	Town Administrator	BOS; Planning and Community Development; Neighborhood Associations	TRUE	FALSE	FALSE	Planning Department notifies, and also receives notifications from, surrounding communities.
7. Strengthen Capacity to Plan	7.3.2	Identify opportunities for improving connections to adjacent communities		N	Cheryl Tougas	Planning Department	Canton; Quincy; Boston; Neponset Watershed Association	TRUE	FALSE	FALSE	Bicycle and Pedestrian Master Plan addresses connections to adjacent communities; Mass Trails grant at Milton Landing

<p>*Develop effective collaborations with area institutions *Increase capacity to be proactive and plan for the long term *Make decisions that ensure environmental sustainability</p>	7.4.1	Support the implementation of the master plan goals	1	Y	Roxanne Musto	Select Board	Master Plan Implementation Committee; Planning Department	TRUE	TRUE	FALSE	MPIC membership increased from 5 to 7; Assistant Town Planner position created and staffed; active MPIC.
	7.4.2	Adopt new tools that help to achieve goals	1	N	Cheryl Toulias	Planning Board	Planning Department; Housing Authority; Medical/Educational Institutions	TRUE	TRUE	FALSE	Institutional overlays, and inclusionary zoning need to be addressed; mixed-use and accessory dwelling proposed; recodification of zoning bylaw in process; Planning Board advancing zoning amendments; Planning Dept. advancing planning goals
	7.4.3	Explore funding alternatives	2	N	Roxanne Musto	Select Board	Town Administrator; Master Plan Implementation Committee	TRUE	TRUE	FALSE	DPW director looks at grant opportunities, Town Planner looks at grants as well. Compliance with MBTA Communities Act
	7.4.4	Continue to identify ways of becoming more efficient and cost effective	On-going	N	Roxanne Musto	Town Administrator	Consolidate Facilities; Town Department Heads; Neighboring communities	TRUE	TRUE	FALSE	This is on-going with Consolidated Facilities, Department heads.
	7.4.5	Sharpen existing tools	1	N	Cheryl Toulias	Planning Board; DPW	Private developers; Home owners	TRUE	FALSE	Coordinated staff review implemented; staff checklists; improvements to Planning Board Rules & Regs and review and approval procedures still need to be addressed;	
	7.4.6	Develop planning districts to help focus and direct improvements and policies that are neighborhood-oriented	2	N	Cheryl Toulias	Planning Board	Neighborhood Associations	FALSE	FALSE	FALSE	
	7.5.1	Continue to implement sustainability measures to protect the environment	On-going	N	Elaine Benson	Consolidated Facilities; DPW	Alternative Energy Committee	TRUE	TRUE	FALSE	The group Sustainable Milton is in process of working with the Town (Planning and Select Board) to work to implement a Climate Action Plan. Climate Action Planning Committee appointed in 2023 with report expected in 2025. Town Planning and the DPW have added resources to the Town website.
	7.5.2	Review zoning and other Town bylaws for their sustainability and energy efficiency features	1	N	Cheryl Toulias	Alternative Energy Committee	Planning Board	TRUE	FALSE	FALSE	This work begun in coordination with DPW, tabled with staff changes; Specialized Stretch Code Community
	7.5.3	Explore ways of using alternative sources of energy	On-going	Y	Roxanne Musto	Department of Public Works	Consolidated Facilities Dept.; Alternative Energy Committee; Wind Energy Committee	TRUE	FALSE	FALSE	Facilities Department working on getting more electric charging stations, Town trying to buy electric vehicles when possible
	7.5.4	Support local food production	On-going	N	Cheryl Toulias	Planning Department	Residents; Schools; CSA farm; Farmer's Market; BNAN/Trustees of Reservations; Mary M.B. Wakefield Estate; Cunningham Park	TRUE	TRUE	FALSE	Milton Farmer's Market; outdoor classrooms at schools, Brookwood Farm, Cunningham Park community gardens Board of Health looking at food security in Community Health Assessment.
	7.5.5	Continue to increase awareness regarding the need to protect the environment	On-going	Y	Taber Keally	Alternative Energy Committee	School Department	TRUE	FALSE	FALSE	Sustainable Milton working with elementary schools
	7.5.6	Continue efforts to improve waste disposal practices	On-going	Y	Roxanne Musto	Department of Public Works	Residents; Municipal buildings; Schools	TRUE	FALSE	FALSE	DPW has trash cans that are the correct size & are a yearly fee for residents, encourage recycling, have recycling days.
	7.5.7	Develop a Brownfields Redevelopment Plan	2	N	Cheryl Toulias	Planning Department	DPW- Sustainable Milton	TRUE	TRUE	FALSE	Brownfield zoning in place