

MASTER PLAN IMPLEMENTATION SCHEDULE											
		Action	Master Plan Elements(s)	Lead Entity	Support	Approximate Timeline	Town Meeting Action Required	Resources Needed	In Progress	Completed	Notes
IN PROGRESS											
ARB LEAD	1	Reduce the number of uses that require a special permit; replace some special permits with a system of uses by right subject to performance standards. (2)	LU	ARB	A-TED, BOS	Near-Term	Yes	Consultant & Existing Staff (Technical assistance funding received from EOEEA to review multifamily uses)	MAPC hired in Spring 2018 to review multifamily uses	Reconsider after multifamily amendments are considered at Spring TM	
	2	Consolidate and redefine the business zoning districts on Massachusetts Avenue. (3)	LU, ED	ARB	A-TED, BOS	Near-Term	Yes	Zoning Bylaw Working Group & Existing Staff (utilize TM appropriation)	Working with ZBWG, staff will complete	Work will be completed in 2020	
	3	Create commercial and industrial district design guidelines and incorporate them by reference in the Zoning Bylaw. (4)	LU, ED	ARB	Staff	Near-Term	Yes	Existing Staff	Guidelines created, need to incorporate into bylaw	ARB to consider updating design standards prior to incorporation	
	4	Amend the Zoning Bylaw to provide redevelopment incentives in all or selected portions of the business districts on Massachusetts Avenue, Broadway, and Medford Street (incentives may include more than zoning). (5)	LU, ED	ARB	BOS	Near-Term	Yes	Consultant & Existing Staff (Technical assistance being provided by MAPC for Arlington Heights visioning project which will include recommendations regarding redevelopment)	Recently received action plan from MAPC; Work to be completed by Spring 2019		
	5	Amend the Zoning Bylaw to strengthen bicycle parking regulations in and adjacent to business districts and multifamily developments. (14)	T, H, ED	ARB	BAC	Near-Term	Yes	Existing Staff & Volunteers	Beginning in Fall 2018	For approval at 2019 ATM	
	6	Create a comprehensive plan for the Mill Brook study area. (17)	LU, OS, ED, H, HCRA, T	ARB	CC, BOS	Near-Term	No	Existing Staff & Volunteers	Study Group is working on revising Corridor Plan	Work to be completed by Spring 2019	

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DPCD LEAD	7	Work with DHCD to determine Arlington's status under the Chapter 40B 1.5 percent land area rule. (8)	H, LU	PCD	TMgr, BOS	Near-Term	No	Existing Staff	Town's determination denied, appeal decision is expected Summer 2018	TBD	
	8	Study and consider amending set-backs, floor-area-ratios and other techniques that could address concern for neighbor impacts of new large homes constructed in existing established residential neighborhoods. (21)	H, LU	PCD	ARB, HC	Near-Term	Possibly	Existing Staff & Volunteers	Residential Study Group will be begin work Summer 2018	Work to be completed by Spring 2019	
	9	Review and strengthen demolition delay bylaw; consider bylaw amendment for procedures and administration of demolition delay. Consider technical administrative support to HC for Demolition Delay. (27)	HCRA, LU	PCD	ARB, HC	Near-Term	Yes	Existing Volunteers & Staff	Special Town Meeting referred question to Residential Study Group	Work to be completed by Spring 2019	
DPW LEAD	10	Initiate a complete, safe Sidewalks Plan town-wide, in coordination with the Safe Routes to School (SRTS) program. Prioritize improvements for new and existing sidewalks. (12)	T, PS	DPW/ PCD	APS, TAC	Near-Term	No	Existing Staff	Beginning in Fall 2018	Request for funding for mobility plan at 2019 ATM	
	11	Adopt a plan for future sidewalk paving design treatments according to density and road geometry, consistent with the Sidewalks Plan. (13)	PS, T	DPW	PCD	Near-Term	No	Existing Staff	Beginning in Fall 2018	TBD	
	12	Develop a plan for universal access to recreation facilities, parks, and trails. (20)	PS, OS	DPW, PRC	DC	Near-Term	Yes	Existing Staff & Volunteers	An ADA Self Evaluation and Transition Plan will begin spring 2019		
	13	Develop a Tree Inventory and Management Plan, to include locations for new and replacement trees, planned maintenance, and appropriate tree species selection. (22)	OS, ED, H	DPW	Tree Comm.	Near-Term	No	Existing Staff &, Volunteers	In progress	TBD	
	14	Work with MassDOT, DCR and City of Cambridge to improve the efficiency of Massachusetts Avenue/Route 16 signal in Cambridge. (57)	T	DPW	TAC	Mid-Term	No	Existing Staff and Consultants	In progress using Barr Foundation grant to implement BRT elements	Outcome of pilot to be evaluated in Fall 2018 with recommendations in early 2019	

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	15	Work with the MBTA to reduce bus bunching and improve the efficiency of bus service. (59)	T	DPW/ PCD/ TAC	N/A	Mid-Term	No	Existing Staff and Consultants	In progress using Barr Foundation grant to implement BRT elements	Outcome of pilot to be evaluated in Fall 2018 with recommendations in early 2019	
	16	Add bicycle lanes on Massachusetts Avenue from Swan Place to Pond Lane to connect lanes created by the Massachusetts Avenue Rebuild Project and the Arlington Safe Travel Project. (71)	T	BAC, TAC	Long-Term	Yes	TBD	Existing Staff and Consultants	Identified as part of the Mass Ave Concept Plan	TBD	
BOS LEAD	17	Implement the recommendations in the 2014 Arlington Center parking study. (15)	T, PS, ED	BOS	ARB, DPW	Near-Term	No	Existing Staff	In progress		
TMGR LEAD	18	Establish asset management policies and institute a regular process for evaluating need to retain Town-owned properties; institute surplus property policy. (54)	PS	TMgr	BOS, CPC	Mid-Term	No	Existing Staff & Volunteers	An internal Long-Range Land Management Committee was convened and will be recommending policies	Expected Report Fall 2018	
HC LEAD	19	Complete a comprehensive historic resources inventory and survey, including buildings, structures and landscapes. (18)	HCRA, ED	HC	PCD	Near-Term	Possibly	Consultant	Consultant has been hired to begin work in Summer 2018	Will be completed in Spring 2019	
CURRENT ONGOING ACTIVITIES											
	20	Allocate CDBG and CPA resources to meet local housing needs and work toward meeting Town's affordable housing goal of 1.5 percent land area for affordable housing (or 10 percent affordable units, if achievable sooner). (16)	H, LU	BOS	PCD	Ongoing	Yes	Existing Staff	This action is part of the Housing Production Plan.		
	21	Monitor parking trends in all commercial districts. (33)	T, ED	BOS	TAC, DPW, APS	Ongoing	No	Existing Staff	In progress		

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CURRENT ONGOING ACTIVITIES	22	Include bicycle friendly design and technology in new road projects. (58)	T	DPW	BAC, TAC	Ongoing	No	TBD	In progress through Complete Streets policy		
	23	Allow and promote development of new collaborative work spaces to attract small business ventures, innovative companies, entrepreneurs, and currently home-based businesses. (61)	ED	PCD, BOS	A-TED	Ongoing	No	Existing staff	Use is allowed, promotion occurring through staff efforts		
	24	Revisit East Arlington commercial district parking study from Larry Koff & Associates Commercial Center Revitalization Study. Identify deficiencies (if any) and develop parking management strategies. (74)	T, ED	BOS	TAC, DPW, APS	Ongoing	Possibly	Existing Staff	In progress		
	25	Adopt a policy that recognizes and conveys the importance of Arlington's arts, culture and historical significance in economic development and tourism. (90)	HCRA, ED	BOS	A-TED, PCD, HC	Ongoing	No	Existing Staff & Volunteers	Town adopted an Arts and Culture Action Plan in 2017		
	26	Address the quality and condition of aging housing stock, including financial assistance programs for homeowners and landlords, as part of Housing Production Plan. (81)	H	PCD	BOS	Ongoing	Possibly	Existing funding	This action is part of the Housing Production Plan.		
	27	Revisit the recommendations contained in the Commercial Center Revitalization Study and implement where compatible with Master Plan recommendations. (75)	ED, LU, PS	Multiple (see narrative)	Multiple	Ongoing	Yes	Existing Staff	In progress		
ANNUAL REPORTING											
NIG	28	Develop a Master Plan Implementation Plan, including measurable indicators of progress, times of completion/ milestones, responsible parties, public involvement. (35)	ALL	PCD	ARB	Annual Reporting	No	Existing Staff	In progress		
	29	Develop schedule and reporting program on Implementation progress. (36)	ALL	PCD	ARB	Annual Reporting	No	Existing Staff	MPIC reports on implementation via Town Meeting Reports		

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ANNUAL REPORT	30	Integrate master plan implementation within the Board of Selectmen/Town Manager annual goal-setting process. (76)	ALL	TMgr	BOS	Annual Reporting	No	Existing Staff	Occurred in 2016, 2017, 2018 goal-setting processes		
	31	Work with appropriate town committees to assist with an annual process of evaluating master plan implementation and identifying potential amendments to the plan, as appropriate. (77)	ALL	TMgr, PCD	BOS, ARB, Vision 2020	Annual Reporting	No	Existing Volunteers & Staff	In progress		
	32	Integrate master plan recommendations and implementation actions with the goals, objectives, and action plan of the Town's current Open Space and Recreation Plan. (78)	OS, PS	OSC	CC, PCD	Annual Reporting	No	Existing Volunteers & Staff	In progress		
NEEDS TO BE ASSIGNED/REASSESSED											
ARB LEAD	33	Consider mechanisms to ensure a balance of housing and a significant business component in future mixed use buildings. (7)	LU, ED	ARB	Staff	Near-Term	Yes	To be discussed	TBD		
	34	Consider Zoning Bylaw amendments to allow flexibility in dimensional requirements and use regulations for projects that will preserve historic properties. (28)	LU, HCRA	ARB	Staff	Near-Term	Yes	Consultant	TBD		
	35	Review open space requirements in Zoning Bylaw. Consider roof gardens and other usable open space. (38)	LU, OS	ARB	ZBA	Near-Term	Yes	Existing Staff & Volunteers	Revisions to open space requirements for multi-family and mixed use being considered at 2019 ATM		
	36	Evaluate amending the Zoning Bylaw to allow Transfer of Development Rights (TDR), identifying both sending areas and receiving areas. (50)	LU, H, OS	ARB	CC, PCD	Mid-Term	Yes	Consultants	TBD		
	37	Consider establishing Neighborhood Conservation Districts with design review standards for architecture, mature trees and landscaping, open space, walkways, and other features. (43)	LU, NR, HCRA	ARB, HC	Staff	Mid-Term	Yes	Consultant	TBD		

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	38	Pursue strategies to protect vacant land in the southeast corner of Arlington near Alewife Station and Thorndike Field. (52)	LU, OS	ARB	CC, OS	Mid-Term	Yes	Consultant	TBD		
	39	Update Industrial district zoning to reflect current needs of today's industrial and innovation uses and markets. (60)	ED, LU	ARB	ED	Mid-Term	Yes	TBD	TBD		
	40	Identify and implement priority development areas and priority preservation areas. (66)	LU	ARB	PCD	Mid-Term	Yes	Consultant	TBD		
DPCD LEAD	41	Use more native and natural choices for landscaping on Town-owned properties; consider replacement of some grass areas with native groundcovers; consider a bylaw to require more native landscaping for new developments. (40)	OS, PS	PCD	CC, DPW	Mid-Term	Yes	Existing Staff & Volunteers	TBD		
	42	Identify and promote locations suitable for high-quality office buildings or an innovation park, and amend the Zoning Bylaw as necessary to encourage them. (45)	ED, LU	PCD	ARB	Mid-Term	Yes	Existing Staff, Consultant	TBD		
	43	Work with a non-profit entity to function as a TDR land bank. (51)	LU, H, OS	PCD	CC, OSC	Mid-Term	Possibly	Consultant, Existing Staff	TBD		
	44	Develop long-term capital improvement and maintenance plans for town-owned historic buildings, structures, parks, cemeteries, and monuments. (53)	HCRA, CPC, PS	PCD	HC, BOS, PCD, DPW	Mid-Term	Yes	Consultant	TBD		
	45	Install wayfinding signage for public parking lots, including maps and parking limits. Post regulations and policies on Town's website. (80)	T, ED	PCD	DPW	Ongoing	Yes	TBD	TBD		
	46	Act on 2000 and 2001 Town Meeting votes to acquire the Mugar Land. (93)	LU, OS, PS	PCD	OSC, BOS	Ongoing	Yes	Existing Staff, Volunteers; Funding	TBD		
	47	Address ADA requirements, improved lighting, signs and signalization at street crossings, for the Minuteman Bikeway to give more visibility to pedestrians and bicyclists, and speed control to drivers. (23)	T, OS, PS	DPW	DC, BAC	Near-Term	Yes	Consultant	An ADA Self Evaluation and Transition Plan will begin spring 2019		
	48	Identify intersections with pedestrian safety issues and prioritize improvements for problem intersections. (29)	T	DPW	TAC	Near-Term	Yes	TBD	TBD		

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DPW LEAD	49	Study and develop a plan for addressing Arlington's long-term cemetery needs. (32)	PS	DPW	BOS	Near-Term	Yes	TBD	TBD		
	50	Consider additional staffing and funding to maintain the Town's outdoor facilities: parks, recreational, and open spaces. (44)	OS, PS	DPW	PRC, OSC	Mid-Term	Yes	Funding	Assistant Recreation Director has been hired.		
	51	Identify options for, and resolve, the Town's land needs for snow storage and other emergency needs. (48)	PS	DPW	BOS	Mid-Term	Yes	Consultant	TBD		
	52	Provide safe connections between the Minuteman Bikeway and the three main commercial centers. Equip corridors with wayfinding signage to direct path users between the path and the commercial centers, including a map directory of local businesses along the path. (55)	T, OS, ED	DPW	TAC, TMgr	Mid-Term	Yes	Consultant, construction spending	TBD		
	53	Develop a plan to review the condition of private ways and work with residents for a program to improve condition of private ways. (56)	T, PS	DPW	CPC	Mid-Term	Yes	TBD	TBD		
	54	Consider establishing an open space, parks, and recreation facilities maintenance manager position. (65)	OS, PS	DPW	CC, PRC, PCD	Mid-Term	Yes	Funding (New Position)	TBD		
	55	Address street tree problems, including the replacement of trees lost due to age, storms and the failed survival of many newly planted trees. Coordinate tree care between the Town and property owners. (83)	PS, OS	DPW	BOS	Ongoing	Yes	Additional Funding	TBD		
	56	Develop a plan and schedule to reduce unnecessary roadway pavement in Town street intersections. (84)	PS	DPW	PCD	Ongoing	No	Existing Staff	TBD		
HC LEAD	57	Study the benefits of Certified Local Government (CLG) designation for the Arlington Historical Commission. (30)	HCRA	HC	BOS	Near-Term	No	Existing Staff & Volunteers	TBD		
	58	Place preservation restrictions on town-owned historic properties not already protected. (64)	HCRA, PS	HC, BOS	PCD	Mid-Term	Yes	TBD	TBD		
	59	Consider designating single-building historic districts. (62)	HCRA	HC	HDC	Mid-Term	Yes	TBD	TBD		

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	60	Develop and install identifying and educational signage for historic structures and locations. (87)	HCRA	HC, HDC, A-TED	BOS	Ongoing	Yes	Consultant	TBD		
BOS LEAD	61	Consider a Parking Management Study for Arlington Heights. (34)	T, ED	BOS	TAC, DPW	Near-Term	Yes	Consultant	TBD		
	62	Adopt a plan to reduce congestion on north/south roads connecting to Route 2, including consideration of new technology and business models. (67)	T	BOS	TAC, PCD	Mid-Term	No	Existing Staff & Volunteers	TBD		
	63	Promote policies that support Arlington's magnet businesses, which boost the overall health of the business districts. (82)	ED	BOS	A-TED	Ongoing	Possibly	Existing Staff & Volunteers	TBD		
	64	Develop regional cooperative relationships to support the maintenance and care of Arlington's water resources, most of which are shared with neighboring communities. (88)	OS	BOS, TMgr	CC, ABC/ FG	Ongoing	No	Existing Volunteers	TBD		
	65	Adopt a policy to employ recognized preservation standards when maintaining and repairing the Town's historic properties. (92)	HCRA, ED, PS	BOS, TMgr	DPW, ARB, HHS	Ongoing	No	Existing Staff & Volunteers	TBD		
	66	Identify actions to further reduce Combined Sewer Overflows into Alewife Brook. (94)	OS	BOS, TMgr.	DPW, BOH	Ongoing	Possibly	Existing Staff & Consultant	TBD		
TMGR LEAD	67	Establish a Planned Preventive Maintenance (PPM) program for all Town-owned buildings and infrastructure, including energy efficiency. (31)	PS	TMgr	DPW, BMC	Near-Term	Yes	Consultant, Existing and New Staff	TBD		
	68	Perform a space needs analysis for Town-owned buildings, including the schools. (68)	PS	TMgr	PCD	Mid-Term	Yes	Consultant & Existing Staff	TBD		
	69	Increase budgets for outdoor facilities maintenance. (85)	PS, OS	TMgr	DPW	Ongoing	Yes	Additional Funding	TBD		
	70	Develop and strengthen relationship with Arlington's neighboring communities to address projects with regional impacts. (89)	OS	TMgr, BoS	PCD	Ongoing	No	Existing Staff & Volunteers	TBD		
OSC LEAD	71	Identify and study small parcels of open space that could be acquired with Community Preservation Act funds. (41)	NR, OS	OSC	Staff	Mid-Term	Yes	Existing staff & volunteers	TBD		
TAC LEAD	72	Conduct a parking study of residential neighborhoods, starting in East Arlington, of both unregulated all day parking and overnight parking. (47)	H, LU, T	TAC	Staff	Mid-Term	Yes	Consultant	TBD		

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CC LEAD	73	Create a bylaw to prevent the use of identified invasive species of trees, shrubs, and other plants on Town property and streetscapes. (63)	OS	CC	BOS, DPW	Mid-Term	Yes	TBD	TBD		
PRC LEAD	74	Develop a feasible plan for acquiring the state-owned Ed Burns arena. (73)	PS	PRC	BOS	Long-Term	Yes	TBD	TBD		
APS LEAD	75	Continue to support and expand the Safe Routes to School program to encourage more biking and walking to school. (79)	T	APS	BOS, TAC	Ongoing	Yes	TBD	TBD		
MULTIPLE LEAD	76	Prepare maintenance and management plan to support preservation of civic buildings and historic resources (i.e., art, documents, sculpture, historic objects); promote a sense of place for historic districts and landscapes. (86)	HCRA	HC, DPW, CPC	BOS	Ongoing	Yes	Consultant	TBD		
ON HOLD INDEFINITELY											
ON HOLD INDEFINITELY	77	Advocate to further extend the MBTA Green Line Extension to Mystic Valley Parkway. (72)	T, ED	BOS	ARB, TAC	On Hold Indefinitely	No	TBD	Current terminus is to College Ave	Unlikely that further GLX will occur until after 2023	
	78	Expand the storefront and sign enhancement program. (91)	ED, LU	PCD	BOS	On Hold Indefinitely	No	Existing Staff	CDBG funds will be eliminated in upcoming program year. No current plan for continuing Town support of program.		
ACTIONS COMPLETED											
	79	Recodify and update the Zoning Bylaw. (1)	LU, OS	Bylaw recodification completed at February 12, 2018 Special Town Meeting. AG approved on June 12, 2018 and it is posted online.							
	80	6. Amend the Zoning Bylaw to clarify that mixed-use development is permitted along sections of Massachusetts Avenue, Broadway, and Medford Street, and clarify regulations and procedures. (6)	LU, ED, H	Mixed-use zoning adopted at Spring 2016 Annual Town Meeting.							
	81	Study and plan for increasing the supply of smaller, "over-55" active senior market-rate housing and for affordable or subsidized housing to meet Arlington's population trends. (9)	H	Housing Production Plan includes strategies to create smaller housing units for priority populations, including seniors, as part of locally-adopted and DHCD-approved plan.							
	82	Create a Facilities Manager position; transfer the maintenance budget and building maintenance personnel from the School Department to Facilities Manager. (10)	PS	Town created Facilities Director position and hired first director in 2017.							

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Actions Completed	83	Create an Affordable Housing Plan (Housing Production Plan) and submit to DHCD for approval under Chapter 40B. (11)	LU, H			Housing Production Plan locally-adopted and DHCD-approved November, 2016.					
	84	Seek Massachusetts Survey and Planning Grant funds to complete historic resources survey. (19)	HCRA			Inventory update has been submitted to Massachusetts Historical Commission.					
	85	Implement the Community Preservation Act funding process. (24)	OS, H, HCRA, PS			CPA funding process established by Town Meeting in 2016.					
	86	Determine "right size" parking requirements based on actual parking need for different commercial centers. (25)	T, LU, H, ED			Zoning parking reduction adopted for high-density residential, business, and industrial districts.					
	87	Amend the Zoning Bylaw to update parking requirements. (26)	H, PS, T			Parking requirements updates at Spring 2016 and Spring 2017 Town Meetings.					
	88	Select an Implementation Committee of interested MPAC members to oversee implementation in first year, with new members added for subsequent years. (37)	ALL			MPIC formed in Fall 2015.					
	89	Adopt a complete streets policy to accommodate all street users when improving public streets and sidewalks. (39)	LU, T, PS, ED			Complete Streets Policy and 5-Year Prioritization Plan adopted in 2016.					
	90	Study methods of regulating the removal of mature trees on private property; research and consider methods used in other communities. (42)	LU, NR, OS			Tree Bylaw approved at Spring 2016 Annual Town Meeting.					
	91	Update Arlington's sustainability action plan and address Arlington's concerns about flooding and climate change adaptation. (46)	OS			MVP Planning Grant is complete; Summary of Findings issued in May 2018 and MVP Action Grant received to implement actions.					
	92	Evaluate aging-in-place needs as part of Housing Plan. (49)	H			Complete					
	93	Prepare a feasibility study for an updated Community Center/Senior Center. (69)	PS			Complete					
	94	Review the extension of the regional bikeshare program into Arlington. (70)	T			Launched June 2018					