

Introduction

Arlington's Implementation Program is divided into four types of timeframes:

- ° **near-term**, or “first order of business” implementation needs;
- ° **mid-term**, or actions that either depend on the completion of near-term recommendations or require more time, planning, and policy development;
- ° **long-term**, or actions that will be needed but can be deferred, or actions requiring multiple participants, more planning work, or significant sums of money; and
- ° **ongoing**, or recurring actions.

This section of Chapter 10 provides brief comments on the actions outlined in the Implementation Summary (chart). Since the organizations that should lead these actions and the resources required for implementation are outlined in the chart, they have not been repeated here unless needed for emphasis or clarification.

A master plan or comprehensive plan usually contemplates a 10-year implementation period. Arlington may need more time, and some actions will take longer than 10 years to complete, but 10 years is a reasonable assumption for the effective period of this Implementation Plan.

Near-Term

Organizational Capacity

The most important component of any implementation program is **capacity**: people, knowledge, technology, infrastructure (political, social, and physical), and funding. As a result, the short-term phase of the Master Plan calls for two action items relating to capacity. They are:

1. Select an Implementation Committee of interested MPAC members to oversee implementation in the first year, with new members added for subsequent years; and
2. Develop measurable indicators of progress, times of completion/milestones, responsible parties, and a schedule and reporting plan for the Implementation Program.

Adequate capacity is the most important component of any implementation plan. Capacity means people, knowledge, technology, infrastructure, and funding.

COMMENTS

The initial phases of master plan implementation tend to focus on zoning, but master plans involve far more than land use regulations. Communities with a strong tradition of public involvement are more likely to succeed with master plan implementation if they have a coordinating committee to keep the implementation process moving forward. Arlington should create a Master Plan Implementation Committee, ideally with participants from the MPAC and some new faces as well, to conduct the following tasks:

1. Guide the implementation process by coordinating actions that involve more than one department or board, make reports to Town Meeting, and provide oversight, technical assistance, and advocacy;
2. Conduct public outreach and education;

Indicators provide a useful framework for measuring goals and identifying both intended and unintended consequences.

3. Support funding requests for master plan implementation; and
4. Identify areas of the plan that may need to be amended or modified, based on first-year implementation experience.

The implementation program for this Master Plan is organized by the general “phase” or timeframe within which certain actions should occur. It may be helpful to Arlington to develop a series of indicators that measure not only whether a recommended action has happened, but how effective it has been at addressing the goals of this Master Plan and the Vision 2020 goals. For example, if Arlington eventually meets one of the statutory minima under the state’s affordable housing law, Chapter 40B (the 10 percent affordable unit minimum or the 1.5 percent general land area minimum) but its economic diversity diminishes, the Town may have met one goal but not another. Indicators can be a useful way to track overall progress, institute an “early warning system” for potential conflicts, and identify areas of the Master Plan that need to be amended.

Regulatory Measures

Zoning

Most master plans begin with zoning changes – from clean-up to comprehensive overhaul, depending on the city or town. Arlington’s short-term implementation phase calls for three types of Zoning Bylaw revisions and related actions:

1. Recodify and update the Zoning Bylaw;
2. Conduct a comprehensive zoning revision to institute the land use policy recommendations of this Master Plan.
3. Create commercial and industrial district design guidelines and incorporate them by reference in the Zoning Bylaw.

COMMENTS

Arlington’s ZBL can be difficult to navigate. It is not a well-organized document, its terminology is sometimes obsolete, it is internally inconsistent, and it contains provisions that are out of sync with current statutory requirements. A zoning audit prepared in connection with this master plan can provide an initial “road map” for a consultant to help the town reorganize and update the ZBL as a first-step in the process of bringing Arlington’s ZBL in line with this Master Plan.

Following recodification, Arlington needs to conduct a comprehensive review and update of its ZBL to advance the land use, housing, environmental, and economic development goals of the Master Plan and to improve the Town’s permitting procedures. The following tasks should be emphasized during the zoning revision process.

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. Tailor **parking requirements** to actual parking need in different commercial centers.
3. Strengthen **bicycle parking regulations** in and adjacent to business districts and multifamily developments
4. Consolidate and redefine the **business zoning districts** on Massachusetts Avenue.

Arlington has a critical need for zoning recodification, which focuses on the format and structure of a Zoning Bylaw, the terms it uses, and whether its provisions comply with state law and court decisions.

5. Provide **redevelopment incentives** in all or selected portions of the business districts on Massachusetts Avenue, Broadway, and Medford Street (note: incentives may include more than zoning).
6. Clarify that **mixed-use development** is permitted along sections of Massachusetts Avenue, Broadway, and Medford Street; clarify associated regulations and procedures.
7. Allow **flexibility in dimensional requirements** and use regulations for projects that will preserve historic properties.
8. Review **open space requirements**, e.g., by providing for roof gardens and other useable open space.

Some of Arlington’s existing zoning policies will also need to be changed in order to implement the Master Plan.

Demolition Delay

Arlington also needs to review and strengthen the demolition delay bylaw. Demolition delay is a general bylaw, not zoning, but it has an impact on what the owners of historically significant buildings can do to their property – at least for a year.

COMMENTS

Demolition delay is a preservation tool that can help to preserve significant historic buildings and structures. It provides communities with the opportunity to work with property owners to try to find an alternative to demolition. For buildings on Arlington’s Inventory of Historically or Architecturally Significant Properties, a delay on the issuance of a demolition permit creates a window for the Historical Commission to work with property owners to preserve a building or find a buyer willing to preserve it. The bylaw also creates a public review process for proposed demolitions of historic structures. This ensures that important historic landmarks are not destroyed without community awareness and the ability to seek an alternative. However, a demolition delay bylaw is just that: a delay bylaw. After the one-year delay period expires, owners can proceed with demolition if they wish, though obviously the goal is a better outcome for the building.

Due to effective leadership from the Arlington Historical Commission, the Town has had some success with demolition delay, but the bylaw could be stronger. Many communities have adopted longer delay periods in an effort to encourage property owners to take preservation seriously. In addition, the Town could consider changing the bylaw’s applicability threshold. Today (2015), the only buildings that trigger demolition delay are those on the Inventory of Historically or Architecturally Significant Properties, but since Arlington lacks a comprehensive community-wide resources inventory, demolition delay does not afford review of changes to a structure that may in fact be significant even though it is not on the official Inventory. The Town should consider requiring all demolition permits to go to the AHC for review and a determination of applicability.

Facilities, Services & Infrastructure

An important function of any master plan is to identify existing and future needs for services and facilities as a community’s population grows and changes. Most but not all of the responsibility for these actions will fall on the Department of Public Works (DPW) – the department universally recognized as Arlington’s most constrained and least well-staffed relative to the demands already placed

Compared with other towns, Arlington has done fairly well with its Demolition Delay bylaw. However, the bylaw could be a stronger, more effective tool to control “mansions” and reduce the loss of historic resources that still need to be documented.

Arlington needs to restore and increase the capacity of its Department of Public Works (DPW). Without more DPW resources, the Town will not be able to implement all of the recommendations of this Master Plan.

Zoning changes are not enough.

upon it. Since Arlington’s Master Plan calls for several near-term actions to improve facilities and services, the Town must address the DPW’s personnel shortage as a “first step” toward implementation.

The proposed actions include:

1. Create a **Facilities Manager** position; transfer the maintenance budget and building maintenance personnel from the School Department to Facilities Manager.
2. Establish a **Planned Preventive Maintenance (PPM)** program for all Town-owned buildings and infrastructure.
3. Study and develop a plan for addressing Arlington’s **long-term cemetery needs**.
4. Identify options for, and resolve, the Town’s land needs for **snow storage** and other emergency needs.
5. Consider **additional staffing and funding** to **maintain the Town’s outdoor facilities**: parks, recreational, and open spaces.
6. Develop a plan for **universal access** to recreation facilities, parks, and trails.
7. Address ADA requirements, improved lighting, signs and signalization at street crossings, for the **Minuteman Bikeway** to give more visibility to pedestrians and bicyclists and control traffic speeds.
8. Develop a **Tree Inventory and Management Plan**, to include locations for new and replacement trees, planned maintenance, and appropriate tree species selection.

COMMENTS

Arlington needs a process for systematically evaluating its public facilities. A consolidated facilities planning process would help the Town manage its facilities more efficiently and productively. It would enhance Arlington’s ability to engage in meaningful planning for maintenance, long-term repairs or improvements, and energy efficiency. In addition, coordinated long-term facilities planning should help Arlington make the most efficient use of its financial and human resources.

Toward these ends, Arlington should consolidate all facilities management functions by creating a full-time facilities manager position in the Public Works Department. This position would benefit Arlington by having a centralized, professional expert overseeing all aspects of facilities management: custodial care, routine inspection, routine maintenance, repair and improvement projects, improvements to make facilities accessible to people with disabilities, energy use, budgeting, and planning. In addition to preparing a periodic assessment of and budget for these needs, the responsibilities of a facilities manager would include maintaining an inventory of the services provided in each facility. Currently, the town divides building maintenance functions in an awkward arrangement with management in Public Works and maintenance crews in the School Department. In a town of Arlington’s size and complexity, and especially because it has so many older, significant properties to care for, there is a critical need for centralized, professional oversight of the Town’s capital assets. There are also compliance issues to consider. The absence of ADA-compliant facilities – buildings, parks, and open spaces – creates a significant liability for Arlington.

There should also be a long-term asset management plan with a process for identifying facility elements to be replaced and a plan for advanced funding (like a capital reserve) to the extent allowed by law. This process is known as Planned Preventative Maintenance (PPM). Advance funding through special capital reserve accounts should be based on the predictable useful life of each facility or component thereof and coordinated with Arlington's efforts to incorporate "green building" principles in public facilities.

Finally, the DPW should oversee the process of developing a Tree Inventory and Management Plan, similar to a tree inventory project completed in the City of Cambridge in 2011. A tree inventory is usually prepared in order to understand the health and composition of a community's trees and to conduct more effective urban forestry programs. The Cambridge inventory identifies the number of trees and empty tree wells, tree size, species, recent plantings, and vulnerability to invasives, and the data are available in the City's GIS system. Arlington could consider hiring a student intern to assist with developing the inventory (as Cambridge did), and the Town may also need to purchase special software to maintain the inventory over time.

Mobility and Quality of Life

It is not surprising that every phase of master plan implementation in Arlington involves actions to improve traffic and circulation systems, including parking. From the very beginning of the master plan process, residents named traffic congestion and parking as major "quality of life" impediments in Arlington. The near-term implementation phase includes several actions to address circulation and parking:

1. Adopt a "complete streets" policy to accommodate all street users when improving public streets and sidewalks.
2. 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.
3. Identify intersections with pedestrian safety issues and prioritize improvements for problem intersections.
4. Adopt a plan for future sidewalk paving design treatments according to density and road geometry, consistent with the Sidewalks Plan.
5. Implement the recommendations in the 2014 Arlington Center parking study.
6. Monitor parking trends in all commercial districts.
7. Consider a Parking Management Study for Arlington Heights.

COMMENTS

Arlington has already embraced a "complete streets" approach in the Massachusetts Avenue-East Arlington Rebuild project, which is designed to make Massachusetts Avenue more efficient and safer for everyone by reconstructing the road, building new and better sidewalks, providing bike lanes, and improving traffic signals. The Master Plan calls for adopting this type of approach as official local policy, i.e., to guide all major roadway improvement projects in the future.

One of the most frequently cited advantages of living in Arlington is the town's walkability. However, while this applies in many neighborhoods, there are parts

Arlington's tree canopy is one of its most important character traits. To protect the trees that make Arlington the beautiful town that it is, the DPW needs more information - and more efficient access to information - about the existing tree inventory.

Arlington needs a Sidewalks Plan and a sustained commitment to sidewalk improvements. The Town also needs to resolve disputes about appropriate sidewalk treatments in historically significant areas.

Lack of universal access is a civil rights issue.

Arlington has done more than most towns to create and preserve affordable housing. The state should do more to recognize the efforts of towns like Arlington: maturely developed, close-in suburbs with little vacant land, yet an effective non-profit partner like the Housing Corporation of Arlington.

of Arlington with limited or missing sidewalks. Even where sidewalks do exist, they are not always in good condition or designed to accommodate people with disabilities. In addition, there are conflicts in Arlington over appropriate sidewalk treatments, especially in areas considered historically significant. The Town needs to resolve these conflicts; first, deteriorating sidewalks benefit no one, and second, sidewalks that cannot be used by people with mobility impairments place the town at risk of civil rights complaints.

Finally, Arlington recently (2014) completed a parking study in Arlington Center. The Board of Selectmen has adopted the study's recommendations, and it is time to implement them. A similar study may be in order for Arlington Heights and East Arlington, which the Town should consider funding. In general, parking supply and demand should be monitored in all of Arlington's business areas so the Town has a good baseline for future planning. Arlington could design a parking data collection and GIS analysis project to be conducted by student interns, which would help to bring some additional capacity (personnel) to this task.

Community & Economic Development

The Master Plan's near-term implementation phase calls for four planning-related tasks, three of which relate to Chapter 40B, the state's comprehensive permit law:

1. Create a comprehensive plan for the Mill Brook Study Area.
2. Create an Affordable Housing Plan (Housing Production Plan) and submit to DHCD for approval under Chapter 40B.
3. 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).
4. Work with DHCD and the Town's state representatives and senator to determine Arlington's status under the Chapter 40B 1.5 percent land area rule.
5. 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.

COMMENTS

Revitalizing former industrial sites along the Mill Brook could bring significant benefits to Arlington: economic, environmental, flood control, recreation, transportation, and historic preservation. In July 2014, the Arlington Redevelopment Board voted to define a Mill Brook Study Area. What Arlington needs now is an area (or district) plan for the Study Area, most likely to include peripheral areas of influence. Toward this end, the Town will need to appropriate funds (or secure grants) for an area planning process, ideally to be led by a landscape architect.

Arlington's Planning and Community Development (PCD) staff believe the Town is close to meeting a standard under Chapter 40B known as the 1.5 percent general land area minimum – an alternative to having affordable housing units equal to or greater than 10 percent of a community's year-round housing stock. As this Master Plan approached completion, the Mass. Department of Housing and Community Development (DHCD) was paying considerable attention to the 1.5 percent "rule" because several Massachusetts towns had hired a consul-

tant to prove they met the threshold. The consultant's methodology was under review by the Housing Appeals Committee (HAC), and it is not clear how the matter will be resolved. Until Arlington knows what methodology the state will actually accept, e.g., how much of a town's total land area and how much land with affordable housing units can be included in the 1.5 percent formula, the Town should keep its options open and continue to work on creating more units and tracking affordable housing land use.

In both cases, the Town's actions should be guided by an Affordable Housing Plan that addresses, as closely as possible, DHCD's Housing Production Plan requirements. Having a DHCD-approved HPP would at least position Arlington to deny large, unwanted comprehensive permits if the Town approved enough new affordable units in one year (99) to qualify for temporary relief under state regulations.

Conservation & Resource Protection

There are four near-term actions involving conservation and resource protection, three pertaining to historic preservation and one to the Community Preservation Act (CPA):

1. Complete a comprehensive historic resources inventory and survey, including buildings, structures, and landscapes.
2. Study the benefits of Certified Local Government (CLG) designation for the Arlington Historical Commission.
3. Seek preservation funding from available grant sources such as MHC's Survey and Planning Grant Program.
4. Implement the Community Preservation Act funding process.

Arlington needs a comprehensive historic resources inventory in order to protect and preserve its historic resources. Historic resource inventories provide a foundation for good preservation planning at the local level. A comprehensive inventory documents the historical and architectural significance of resources found throughout a community, including historic buildings, objects, structures, and archaeological sites, landscape features, and industrial resources. Arlington's existing historic resources inventory has little if any information about the significance of objects, structures, and landscapes. Moreover, Arlington's existing inventory does not include all types of historic resources or historic resources found throughout neighborhoods.

Completing a comprehensive historic resource survey requires professional assistance. The documentation that meets MHC standards usually exceeds the capacity of volunteers. Survey and Planning Grants can be used for this purpose. They are awarded each year on a competitive basis to fund preservation planning activities such as a historic resource survey, preservation plans, educational activities, and in some instances, staff support. It is important to note that Survey and Planning Grants are matching reimbursement grants, so the Town must appropriate the entire amount necessary to complete the inventory and will ultimately be responsible for funding a portion of the survey costs. CPA and, in some cases, CDBG funds can be used for this purpose.

In addition, Arlington should seek Certified Local Government (CLG) designation for the Arlington Historical Commission, CLG status is granted by the Na-

A Housing Production Plan could help Arlington discourage large or otherwise incompatible comprehensive permits. It also could focus attention on housing choices as a key element of making Arlington a sustainable community.

A comprehensive inventory documents the historical and architectural significance of resources found throughout a community, including historic buildings, objects, structures, and archaeological sites, landscape features, and industrial resources ...Arlington's existing inventory does not include all types of resources.

Certified Local Government (CLG) status for the Arlington Historical Commission could help the Town garner more resources for historic preservation.

tional Park Service through the Massachusetts Historical Commission (MHC). Arlington can apply for CLG designation because the town has a local historic district bylaw. The Commission should consult with MHC to determine other requirements, if any, that would need to be met. CLG designation would benefit Arlington because 10 percent of MHC’s annual Survey and Planning Grant funds have to be distributed to CLGs. MHC funds cities and towns through annual matching grants, distributed on a competitive basis.

Toward the end of the Master Plan process (November 2014), Arlington residents voted to adopt the Community Preservation Act (CPA). By passing Question 5 on the November state election ballot, Arlington voters agreed to impose a 1.5 percent surcharge on property tax bills in order to have dedicated revenue for projects involving historic preservation, open space and recreation, and affordable housing. Some taxpayers will be exempt, e.g., people with low or moderate incomes and owners of commercial property. CPA communities receive matching funds from the state, which collects revenue for the statewide CPA trust fund through fees on real estate transfers. The actual amount of each year’s match depends on funds available in the CPA trust fund and the number of communities participating in CPA. At least 30 percent of a community’s annual CPA revenue must be divided equally among the three statutory purposes: 10 percent for open space and recreation, 10 percent for housing, and 10 percent for historic preservation. The remaining 70 percent can be expended for any CPA purpose as long as the local CPC recommends it and Town Meeting appropriates the funds.

Arlington needs to create a Community Preservation Committee (CPC) and the CPC needs to develop a community preservation plan. The CPC can consider using a portion of its CPA funds to hire a consultant to help with the plan and setting up a process for inviting, considering, and selecting funding requests.

Mid-Term

Regulatory

Mid-term implementation includes two regulatory measures:

1. Update Industrial district zoning to reflect current needs of today’s industrial and innovation uses and markets.
2. Evaluate amending the ZBL to allow Transfer of Development Rights (TDR), identifying both sending areas and receiving areas.

COMMENTS

Design guidelines could help Arlington promote high-quality, generally acceptable outcomes in redevelopment projects in the commercial centers on Massachusetts Avenue and Broadway. The guidelines will play an important role in supporting the additional height required to encourage redevelopment and reuse. Design guidelines vary significantly in Massachusetts cities and towns, so Arlington should spend some time exploring what the guidelines should focus on and what the desired outcomes are before hiring a consultant. Design guidelines can take the form of photographs, computer-generated graphics or diagrams, hand-drawn sketches, and illustrations. The scope of the guidelines and how they will communicate Arlington’s preferences will largely determine

Design guidelines could help to communicate what the Town wants to see in redevelopment projects in the commercial and industrial districts.

the budget for this project. In addition, Arlington's commercial centers are quite different, so the design guidelines should be tailored to each area by highlighting their unique qualities. Once adopted, the guidelines should be published on the Arlington's website and made available through the PCD and Building Department.

Arlington's Industrial district zoning is obsolete and it needs to be overhauled. Work on this would be best handled as a separate task from the comprehensive zoning update contemplated for the near-term implementation phase. Industrial users have different needs in 2015 than they did thirty years ago, both in terms of space needs and configuration as well as supporting business uses. Arlington should consider hiring an economic development consultant to evaluate the industrial areas and make recommendations to address contemporary use, dimensional, parking, landscaping, and site development practices.

In addition, Arlington needs to consider adding a Transfer of Development Rights (TDR) provision to the ZBL. Under a TDR bylaw, developers can "transfer" the development rights of one parcel – land the Town would like to save – to another parcel that is suitable for development or redevelopment at a higher density. Though not often used in Massachusetts, TDR has been a very effective tool for land conservation and sustainable development in other parts of the country. Since Arlington has so little vacant land left and some of that land has important natural resources value, the Town could benefit from having TDR available as an alternative to spending public funds to acquire open space. Effective TDR requires a framework with zoning and non-zoning components, so to make TDR succeed, the Town will also need a land bank (see below).

Facilities, Services & Infrastructure

Mid-term implementation will involve several actions that concern Arlington's public buildings and other facilities. They include:

1. Perform a space needs analysis for Town-owned buildings, including the schools.
2. Prepare a feasibility study for an updated Community Center/Senior Center
3. Develop long-term capital improvement and maintenance plans for town-owned historic buildings, structures, parks, recreational facilities, cemeteries, and monuments
4. Establish asset management policies and institute a regular process for evaluating need to retain Town-owned properties; institute a surplus property policy.

The Town owns and occupies many buildings, many (if not most) of which are historically significant. Arlington residents clearly value their historic properties, but the Town needs to be open to the possibility of disposing of surplus assets, even if the answer is usually "no." A quantitative and qualitative analysis of all town buildings would help to prevent over- or under-utilization of space and a poor alignment between allocated resources and departmental needs. A town buildings study could help Arlington identify potential needs for space for current or projected uses and inefficiencies that might affect the operations of a department. In addition to looking at the physical layout of space, an assessment of the environmental quality, such as daylight and the availability of fresh air, should be considered.

TDR has been a very effective tool for land conservation and sustainable development in other parts of the country. It could be an invaluable tool for helping Arlington protect key land parcels by "sending" development rights to priority development areas.

A good example of a beautiful historic building that may not be appropriate for its current use is the Central School, which houses the Senior Center and other services. The existing space is inadequate to serve Arlington’s growing senior population. In addition, Council on Aging (COA) social service programs have to comply with privacy rules under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), and this is very difficult to do in the layout of the Central School. Furthermore, Arlington provides other human services that are housed in other town buildings, yet consolidation would probably benefit most program participants and staff.

Asset management policies could help guide the Town through the difficult process of making surplus property determinations - if and when the Town needs to make those choices in the future.

Arlington should have policies for disposing of surplus land and buildings, investing the proceeds in future capital improvements, and deciding when disposition should be carried out for some type of public benefit purpose. Even though service needs change over time, communities often retain obsolete or unused property in their assets inventory. These properties, while sometimes perceived as a burden, can also present opportunities to towns looking to achieve certain development objectives. By disposing of surplus properties for reuse, municipalities can guide redevelopment to meet a particular public benefit either through reuse of the property itself or through use of proceeds from a sale. Ideally, the Town Manager would lead a process for developing property disposition policies in consultant with town department heads and seek consensus from the Board of Selectmen.

Mobility and Quality of Life

Mid-term traffic and circulation actions consist of the following:

1. Include bicycle-friendly design and technology in new road projects.
2. Work with the MBTA to reduce bus bunching and improve the efficiency of bus service.
3. Work with MassDOT, DCR and City of Cambridge to improve the efficiency of Massachusetts Avenue/Route 16 signal in Cambridge.
4. Develop a plan to review the condition of private ways and work with residents for a program to improve condition of them.
5. Conduct a parking study of residential neighborhoods, starting in East Arlington, of both unregulated all day parking and overnight parking.
6. Adopt a plan to reduce congestion on north/south roads connecting to Route 2, including consideration of new technology and business models.

COMMENTS

As Arlington continues to pursue a complete streets policy, the Town will need to determine the most cost effective, key pieces of bicycle infrastructure needed on a community-wide and neighborhood- or area-level basis. Bicycle-friendly engineering design can range from bike lanes in reconstruction of an existing street to a “bike boulevard” approach, i.e., a street design that intentionally gives bicyclists priority access to the road, as well as technology that helps bicyclists communicate with traffic signals as effectively as cars. Making a community bike-friendly also requires attention to public education and enforcement, too. Through efforts of the Transportation Advisory Committee (TAC) and PCD/DPW staff, Arlington can become a more bike-friendly town just as it works toward improving walkability.

For public safety reasons, the condition of private ways (privately owned streets) needs to be evaluated, and the Town needs to work with the owners to make needed improvements.

Arlington has approximately 24 miles of unaccepted streets, also known as private ways. An unaccepted street is owned by those who use it to access their properties and the Town has neither fee ownership nor easement rights in the way. Private ways can be private by choice of the owners, but sometimes they remain unaccepted because they do not meet local standards for roadway construction. Arlington plows these ways during the winter for public safety reasons, but the owners are ultimately responsible for road maintenance. Many of the roads are deteriorated and need to be upgraded.

Arlington needs to continue working with the MBTA and MassDOT to address local traffic circulation and congestion problems that stem from non-local causes. These include the reliability of bus service schedules and traffic congestion both in Arlington Center and at the Arlington/Cambridge line. The Town also needs safe connections between the Minuteman Bikeway and the three main commercial centers. Wayfinding signage and map kiosks along the path would help to make these connections efficient and safe, and also benefit local businesses.

Community & Economic Development

Mid-term planning strategies encompass include:

1. Identify and implement priority development areas and priority preservation areas.
2. Work with a non-profit entity to function as a TDR land bank.
3. Pursue strategies to protect the Mugar land in the southeast corner of Arlington near Alewife Station and Thorndike Field.
4. Allow and promote development of new collaborative work spaces to attract small business ventures, innovative companies, entrepreneurs, and currently home-based businesses.
5. Evaluate aging-in-place needs as part of the Housing Production Plan.
6. Identify and promote locations suitable for high-quality office buildings or an innovation park, and amend the Zoning Bylaw as necessary to encourage them.

COMMENTS

Of these five mid-term implementation proposals, the first three relate to the Master Plan's recommendation that Arlington adopt a TDR bylaw. The most difficult part of implementing TDR usually involves resolving disagreements about priority preservation and development areas, or in the language of TDR, sending and receiving areas. The Town should spend some time on this aspect of TDR planning because without it, the program is unlikely to work. Hiring a landscape architect with TDR experience will be one of the best investments Arlington could make in creating a successful TDR program. In addition, the Town needs a non-profit partner to hold the development rights for sending areas in case an owner decides to sell before a developer can purchase the rights for a receiving area project.

Collaborative work spaces (co-work spaces), incubators, and accelerators have become important "in vogue" economic development strategies in cities throughout the U.S., especially in the northeast and California. Though different in terms of focus and financial structure, these facilities provide relatively

Identifying priority development and conservation areas and establishing a land bank are important steps toward instituting an effective TDR program.

affordable spaces for entrepreneurs and start-ups to develop their businesses. Co-work spaces of different types can be found in Cambridge and Boston, and Arlington seems poised to attract a share of the region's growing demand for part-time and full-time co-work facilities. The Town should continue to consult with successful co-work space and accelerator facilities in the region to determine market need and identify potential sponsors.

Conservation & Resource Protection

The mid-term implementation phase involves four actions that relate to conservation and historic preservation:

1. 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.
2. Consider designating single-building historic districts
3. Place preservation restrictions on town-owned historic properties not already protected.
4. Consider establishing an open space, parks, and outdoor recreation facilities maintenance manager position.
5. Identify and study small parcels of open space that could be acquired with Community Preservation Act (CPA) funds.

COMMENTS

Early on, the MPAC identified invasives control as an important sustainability issue for this Master Plan. The Town could adopt a general bylaw prohibiting invasive plants on Town-owned property or simply adopt a management policy directing the DPW to plant only native trees, shrubs, and ground cover. Perhaps after placing limits on plantings on public property, the Town will want to consider stronger measures in the future, e.g., making all projects that require Environmental Design Review to provide landscaping plans with native species only, as some other Massachusetts towns have done.

Other mid-term conservation measures include exploring the benefits and drawbacks (if any) of single-property historic districts, which could help the Historic District Commissions protect individual resources in areas where a larger district may take more time to document or is simply not feasible. Placing preservation restrictions under G.L. c. 181, §§ 31-33, on historically significant Town-owned buildings should be considered as a long-term strategy to protect them, particularly if some of these buildings were to be sold in the future. A model preservation restriction is available from MHC.

Finally, as part of a longer-range effort to restore and expand capacity in the DPW, the Town should consider creating a parks manager position that would be responsible for managing and maintaining (or coordinating the maintenance of) Arlington's open space, parks, and outdoor recreation facilities.

Prohibiting the use of invasive tree and shrub species on Town property would be a good step toward sustainability and set an example for private property owners.

Single-property historic districts can be an important preservation tool for significant buildings that are isolated from other resources. Somerville has several hundred single-property districts; Arlington should investigate this as well.

Long-Term

Facilities, Services & Infrastructure

There is one long-term facilities action that matters to many Arlington residents: develop a feasible plan for acquiring the state-owned **Ed Burns arena**.

COMMENTS

The Ed Burns Arena, home to the Arlington Recreation Department, is owned by the Commonwealth. The Town leases it under an agreement with the Massachusetts Department of Conservation and Recreation (DCR). Built in 1971 as a seasonal skating rink, the Ed Burns Arena is now a year-round, multi-sport facility used for Town recreation programs and a variety of youth sports organizations. The Town should work through its state representatives and senator to arrive at a plan to acquire the property, given that Arlington is the only tenant and the Town has exclusive responsibility for facility maintenance.

Mobility & Quality of Life

These longer-term actions will all require additional planning, engineering, and political advocacy work by the Town:

1. Review the extension of the regional bikeshare program into Arlington.
2. 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.
3. Advocate to further extend the MBTA Green Line Extension to Mystic Valley Parkway in Medford.

Continuing to add bicycle lanes to Massachusetts Avenue will help to make Arlington a safer, more accessible town and address the desire to make Arlington a sustainable community.

Ongoing

The “ongoing” actions to implement the Master Plan are either in place and should continue, or they are in the planning stages and will be ready to proceed to implementation in the near future. These actions will require sustained or frequent attention from the Town and cannot be assigned to any particular phase of the implementation program.

Organizational Capacity

1. 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.
2. Integrate master plan implementation within the Board of Selectmen/Town Manager annual goal-setting process.

Continue to ...

Build capacity

Integrate master plan implementation in other town goals and programs

Facilities, Services & Infrastructure

1. Increase budgets for outdoor facilities maintenance
2. Prepare a 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.
3. Develop and install identifying and educational signage for historic structures and locations;

Maintain parks and recreation facilities

Continue to ...

Support Safe Routes to School

Implement the Commercial Center Revitalization Study by Larry Koff & Associates

Recognize the importance of arts, history, and culture to the health of Arlington's economy

Think locally, work regionally

Do something to protect the Mugar land, whether through open space acquisition or a TDR strategy, or other means

Mobility & Quality of Life

1. Continue to support and expand the Safe Routes to School program to encourage more biking and walking to school.
2. Install wayfinding signage for public parking lots, including maps and parking limits. Post regulations and policies on the Town's website.
3. Develop a plan and schedule to reduce unnecessary roadway pavement in Town street intersections
4. Revisit East Arlington commercial district parking study from the Larry Koff & Associates Commercial Center Revitalization Study. Identify deficiencies (if any), and develop parking management strategies.

Community & Economic Development

1. Revisit the recommendations contained in the Larry Koff & Associates Commercial Center Revitalization Study and implement where compatible with Master Plan recommendations
2. Address the quality and condition of aging housing stock, including financial assistance programs for homeowners and landlords, as part of Housing Production Plan
3. Promote policies that support Arlington's magnet businesses, which boost the overall health of the business districts.
4. Adopt a policy that recognizes and conveys the importance of Arlington's arts, culture and historical significance in economic development and tourism
5. Expand storefront and sign enhancement program

Conservation and Resource Protection

1. 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.
2. Develop regional cooperative relationships to support the maintenance and care of Arlington's water resources, most of which are shared with neighboring communities.
3. Update Arlington's Open Space and Recreation Plan and integrate, as appropriate, the recommendations of this Master Plan with the goals, objectives, and action plan of the Open Space and Recreation Plan.
4. Adopt a policy to employ recognized preservation standards when maintaining and repairing the Town's historic properties.
5. Act on 2000 and 2001 Town Meeting votes to acquire the Mugar land in East Arlington.
6. Identify actions to further reduce Combined Sewer Overflows into Alewife Brook

IMPLEMENTATION PROGRAM: SUMMARY						
Action	Elements(s)	Lead Entity	Support	Approximate Timeline	Town Meeting Action Required	Resources Needed
1. Recodify and update the Zoning Bylaw.	LU, OS	ARB	ZBA	Near-Term	Yes	Consultant
2. 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.	LU	ARB	A-TED, BOS	Near-Term	Yes	Consultant
3. Consolidate and redefine the business zoning districts on Massachusetts Avenue.	LU, ED	ARB	A-TED, BOS	Near-Term	Yes	Consultant
4. Create commercial and industrial district design guidelines and incorporate them by reference in the Zoning Bylaw.	LU, ED	ARB	Staff	Near-Term	Yes	Consultant
5. 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)	LU, ED	ARB	BOS	Near-Term	Yes	Consultant
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	LU, ED, H	ARB	Staff	Near-Term	Yes	Consultant
7. Consider mechanisms to ensure a balance of housing and a significant business component in future mixed use buildings.	LU, ED	ARB	Staff	Near-Term	Yes	Consultant
8. Work with DHCD to determine Arlington's status under the Chapter 40B 1.5 percent land area rule.	H, LU	PCD	TMgr, BOS	Near-Term	No	Existing Staff
9. 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.	H	PCD	HCA	Near-Term	Possibly	Existing Staff and Volunteers; Possibly Consultant

KEY TO BOARD, COMMISSION, AND DEPARTMENT ACRONYMS: APS – Arlington Public Schools; ABC/FG – Tri-Town Flooding Group; ARB – Arlington Redevelopment Board; A-TED – Arlington Tourism & Economic Development Committee; BAC – Bicycle Advisory Committee; CC – Conservation Commission; CPC – Capital Planning Committee; DPW – Public Works; ED – Economic Development; H – Housing And Neighborhood Development; HC – Historical Commission; HCRA – Historical And Cultural Resource Area; HHS – Health & Human Services; LU – Land Use; MPAC– Master Plan Advisory Committee; OS – Open Space And Natural Resources; PCD – Dept. of Planning and Community Development; OSC – Open Space Committee; PRC – Park & Recreation Commission; PS – Public Services And Facilities; T – Transportation; TAC – Transportation Advisory Committee; TMgr – Town Manager; HCA - Housing Corporation of Arlington; CPC – Community Preservation Committee..

KEY TO MASTER PLAN ELEMENTS: LU, Land Use; OS, Open Space; ED, Economic Development; H, Housing; NR, Natural Resources; PS, Public Facilities & Services; T, Transportation.

IMPLEMENTATION PROGRAM: SUMMARY						
Action	Elements(s)	Lead Entity	Support	Approximate Timeline	Town Meeting Action Required	Resources Needed
10. Create a Facilities Manager position; transfer the maintenance budget and building maintenance personnel from the School Department to Facilities Manager.	PS	TM	BOS, APS, DPW	Near-Term	Yes	New Staff
11. Create an Affordable Housing Plan (Housing Production Plan) and submit to DHCD for approval under Chapter 40B.	LU, H	ARB	PCD	Near-Term	No	Consultant
12. 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.	T, PS	DPW	APS, TAC	Near-Term	No	Existing Staff Consultant
13. Adopt a plan for future sidewalk paving design treatments according to density and road geometry, consistent with the Sidewalks Plan.	PS, T	DPW	PCD	Near-Term	No	Existing Staff
14. Amend the Zoning Bylaw to strengthen bicycle parking regulations in and adjacent to business districts and multifamily developments	T, H, ED	ARB	BAC	Near-Term	Yes	Consultant
15. Implement the recommendations in the 2014 Arlington Center parking study.	T, PS, ED	BOS	ARB, DPW	Near-Term	No	TBD
16. 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).	H, LU	BOS	PCD	Near-Term	Yes	Existing Staff
17. Create a comprehensive plan for the Mill Brook study area.	LU, OS, ED, H, HCRA, T	ARB	CC, BOS	Near-Term	Yes	Consultant
18. Complete a comprehensive historic resources inventory and survey, including buildings, structures and landscapes	HCRA, ED	HC	PCD	Near-Term	Possibly	Consultant
19. Seek Massachusetts Survey and Planning Grant funds to complete historic resources survey	HCRA	HC	PCD	Near-Term	No (unless local match is required)	Existing Staff & Volunteers; Consultant
20. Develop a plan for universal access to recreation facilities, parks, and trails.	PS, OS	DPW, PRC	DC	Near-Term	Yes	Existing Staff & Volunteers; Consultant
21. Study and consider amending setbacks, floor-area-ratios and other techniques that could address concern for neighbor impacts of new large homes constructed in existing established residential neighborhoods.	H, LU	PCD	ARB, HC	Near-Term	Possibly	Existing Staff

IMPLEMENTATION PROGRAM: SUMMARY						
Action	Elements(s)	Lead Entity	Support	Approximate Timeline	Town Meeting Action Required	Resources Needed
22. Develop a Tree Inventory and Management Plan, to include locations for new and replacement trees, planned maintenance, and appropriate tree species selection.	OS, ED, H	DPW	Tree Comm.	Near-Term	No	Existing Staff &, Volunteers
23. 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.	T, OS, PS	DPW	DC, BAC	Near-Term	Yes	Consultant
24. Implement the Community Preservation Act funding process.	OS, H, HCRA, PS	BOS	HC, OS, AHC	Near-Term	Yes	Existing Staff, Technical Assistance from CPA Coalition
25. Determine “right size” parking requirements based on actual parking need for different commercial centers.	T, LU, H, ED	TAC	Staff	Near-Term	Yes	Consultant
26. Amend the Zoning Bylaw to update parking requirements.	H, PS, T	BOS	TAC	Near-Term	Yes	TBD
27. 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.	HCRA, LU	HC, ARB	Staff	Near-Term	Yes	Existing Volunteers & Staff; possibly Consultant or Technical Assistance from MHC
28. Consider Zoning Bylaw amendments to allow flexibility in dimensional requirements and use regulations for projects that will preserve historic properties.	LU, HCRA	ARB	Staff	Near-Term	Yes	Consultant
29. Identify intersections with pedestrian safety issues and prioritize improvements for problem intersections.	T	DPW	TAC	Near-Term	Yes	TBD
30. Study the benefits of Certified Local Government (CLG) designation for the Arlington Historical Commission.	HCRA	HC	BOS	Near-Term	No	Existing Staff & Volunteers
31. Establish a Planned Preventive Maintenance (PPM) program for all Town-owned buildings and infrastructure, including energy efficiency.	PS	TMgr	DPW, BMC	Near-Term	Yes	Consultant, Existing and New Staff
32. Study and develop a plan for addressing Arlington's long-term cemetery needs.	PS	DPW	BOS	Near-Term	Yes	TBD
33. Monitor parking trends in all commercial districts.	T, ED	BOS	TAC, DPW, APS	Near-Term	No	Existing Staff

IMPLEMENTATION PROGRAM: SUMMARY						
Action	Elements(s)	Lead Entity	Support	Approximate Timeline	Town Meeting Action Required	Resources Needed
34. Consider a Parking Management Study for Arlington Heights.	T, ED	BOS	TAC, DPW	Near-Term	Yes	Consultant
35. Develop a Master Plan Implementation Plan, including measurable indicators of progress, times of completion/ milestones, responsible parties, public involvement	ALL	PCD	ARB	Near-Term	No	Existing Staff
36. Develop schedule and reporting program on Implementation progress	ALL	PCD	ARB	Near-Term	No	Existing Staff
37. Select an Implementation Committee of interested MPAC members to oversee implementation in first year, with new members added for subsequent years	ALL	TMgr, MPAC	ARB, BOS	Near-Term	No	Existing & New Volunteers
38. Review open space requirements in Zoning Bylaw. Consider roof gardens and other usable open space.	LU, OS	ARB	ZBA	Near-Term	Yes	Existing Staff & Volunteers
39. Adopt a complete streets policy to accommodate all street users when improving public streets and sidewalks.	LU, T, PS, ED	BOS	TAC, DPW	Near-Term	Yes	Existing Staff, Consultant (possibly)
40. 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.	OS, PS	PCD	CC, DPW	Mid-Term	Yes	Existing Staff & Volunteers
41. Identify and study small parcels of open space that could be acquired with Community Preservation Act funds	NR, OS	OSC	Staff	Mid-Term	Yes	
42. Study methods of regulating the removal of mature trees on private property; research and consider methods used in other communities.	LU, NR, OS	ARB, CC	Staff, CPC	Mid-Term	Yes	Consultant
43. Consider establishing Neighborhood Conservation Districts with design review standards for architecture, mature trees and landscaping, open space, walkways, and other features.	LU, NR, HCRA	ARB, HC	Staff	Mid-Term	Yes	Consultant
44. Consider additional staffing and funding to maintain the Town's outdoor facilities: parks, recreational, and open spaces.	OS, PS	DPW	PRC, OSC	Mid-Term	Yes	Funding
45. Identify and promote locations suitable for high-quality office buildings or an innovation park, and amend the Zoning Bylaw as necessary to encourage them.	ED, LU	PCD	ARB	Mid-Term	Yes	Existing Staff, Consultant

IMPLEMENTATION PROGRAM: SUMMARY						
Action	Elements(s)	Lead Entity	Support	Approximate Timeline	Town Meeting Action Required	Resources Needed
46. Update Arlington's sustainability action plan and address Arlington's concerns about flooding and climate change adaptation.	OS	SA	LEMA	Mid-Term	Yes	Existing Volunteers & Staff
47. Conduct a parking study of residential neighborhoods, starting in East Arlington, of both unregulated all day parking and overnight parking.	H, LU, T	TAC	Staff	Mid-Term	Yes	Consultant
48. Identify options for, and resolve, the Town's land needs for snow storage and other emergency needs.	PS	DPW	BOS	Mid-Term	Yes	Consultant
49. Evaluate aging-in-place needs as part of Housing Plan.	H	CoA	PCD, AHA	Mid-Term	No	Consultant & Existing Staff
50. Evaluate amending the Zoning Bylaw to allow Transfer of Development Rights (TDR), identifying both sending areas and receiving areas.	LU, H, OS	ARB	CC, PCD	Mid-Term	Yes	Consultants
51. Work with a non-profit entity to function as a TDR land bank.	LU, H, OS	PCD	CC, OSC	Mid-Term	Possibly	Consultant, Existing Staff
52. Pursue strategies to protect vacant land in the southeast corner of Arlington near Alewife Station and Thorndike Field.	LU, OS	ARB	CC, OS	Mid-Term	Yes	Consultant
53. Develop long-term capital improvement and maintenance plans for town-owned historic buildings, structures, parks, cemeteries, and monuments	HCRA, CPC, PS	PCD	HC, BOS, PCD, DPW	Mid-Term	Yes	Consultant
54. Establish asset management policies and institute a regular process for evaluating need to retain Town-owned properties; institute surplus property policy.	PS	TMgr	BOS, CPC	Mid-Term	No	Existing Staff & Volunteers
55. 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.	T, OS, ED	DPW	TAC, TMgr	Mid-Term	Yes	Consultant, construction spending
56. Develop a plan to review the condition of private ways and work with residents for a program to improve condition of private ways.	T, PS	DPW	CPC	Mid-Term	Yes	TBD
57. Work with MassDOT, DCR and City of Cambridge to improve the efficiency of Massachusetts Avenue/Route 16 signal in Cambridge.	T	DPW	TAC	Mid-Term	No	TBD
58. Include bicycle friendly design and technology in new road projects.	T	DPW	BAC, TAC	Mid-Term	No	TBD

IMPLEMENTATION PROGRAM: SUMMARY						
Action	Elements(s)	Lead Entity	Support	Approximate Timeline	Town Meeting Action Required	Resources Needed
59. Work with the MBTA to reduce bus bunching and improve the efficiency of bus service.	T	TAC	N/A	Mid-Term	No	TBD
60. Update Industrial district zoning to reflect current needs of today's industrial and innovation uses and markets.	ED, LU	ARB	ED	Mid-Term	Yes	Consultant
61. Allow and promote development of new collaborative work spaces to attract small business ventures, innovative companies, entrepreneurs, and currently home-based businesses.	ED	PCD, BOS	A-TED	Mid-Term	No	TBD
62. Consider designating single-building historic districts	HCRA	HC	HDC	Mid-Term	Yes	Consultant, Existing Staff
63. Create a bylaw to prevent the use of identified invasive species of trees, shrubs, and other plants on Town property and streetscapes.	OS	CC	BOS, DPW	Mid-Term	Yes	Technical Assistance
64. Place preservation restrictions on town-owned historic properties not already protected.	HCRA, PS	HC, BOS	PCD	Mid-Term	Yes	TBD
65. Consider establishing an open space, parks, and recreation facilities maintenance manager position.	OS, PS	DPW	CC, PRC, PCD	Mid-Term	Yes	Funding (New Position)
66. Identify and implement priority development areas and priority preservation areas.	LU	ARB	PCD	Mid-Term	Yes	Existing Staff & Volunteers
67. Adopt a plan to reduce congestion on north/south roads connecting to Route 2, including consideration of new technology and business models.	T	BOS	TAC, PCD	Mid-Term	No	Existing Staff & Volunteers
68. Perform a space needs analysis for Town-owned buildings, including the schools.	PS	TMgr	PCD	Mid-Term	Yes	Consultant & Existing Staff
69. Prepare a feasibility study for an updated Community Center/Senior Center.	PS	PCD	HHS	Mid-Term	Yes	Consultant
70. Review the extension of the regional bikeshare program into Arlington.	T	BOS	BAC	Long-Term	No	TBD
71. 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.	T	BOS, DPW	BAC, TAC	Long-Term	Yes	TBD
72. Advocate to further extend the MBTA Green Line Extension to Mystic Valley Parkway.	T, ED	BOS	ARB, TAC	Long-Term	No	TBD
73. Develop a feasible plan for acquiring the state-owned Ed Burns arena	PS	PRC	BOS	Long-Term	Yes	Funding

IMPLEMENTATION PROGRAM: SUMMARY						
Action	Elements(s)	Lead Entity	Support	Approximate Timeline	Town Meeting Action Required	Resources Needed
74. Revisit East Arlington commercial district parking study from Larry Koff & Associates Commercial Center Revitalization Study. Identify deficiencies (if any) and develop parking management strategies.	T, ED	BOS	TAC, DPW, APS	Ongoing	Possibly	Consultant & Existing Staff
75. Revisit the recommendations contained in the Commercial Center Revitalization Study and implement where compatible with Master Plan recommendations.	ED, LU, PS	Multiple (see narrative)	Multiple	Ongoing	Yes	TBD
76. Integrate master plan implementation within the Board of Selectmen/Town Manager annual goal-setting process.	ALL	TMgr	BOS	Ongoing	No	Existing Staff
77. 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.	ALL	TMgr, PCD	BOS, ARB, Vision 2020	Ongoing	No	Existing Volunteers
78. Integrate master plan recommendations and implementation actions with the goals, objectives, and action plan of the Town's current Open Space and Recreation Plan	OS, PS	OSC	CC, PCD	Ongoing	No	Existing Volunteers & Staff
79. Continue to support and expand the Safe Routes to School program to encourage more biking and walking to school.	T	APS	BOS, TAC	Ongoing	Yes	TBD
80. Install wayfinding signage for public parking lots, including maps and parking limits. Post regulations and policies on Town's website.	T, ED	PCD	DPW	Ongoing	Yes	TBD
81. Address the quality and condition of aging housing stock, including financial assistance programs for homeowners and landlords, as part of Housing Production Plan	H	PCD	BOS	Ongoing	Possibly	CDBG, HOME
82. Promote policies that support Arlington's magnet businesses, which boost the overall health of the business districts.	ED	BOS	A-TED	Ongoing	Possibly	Existing Staff & Volunteers
83. 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.	PS, OS	DPW	BOS	Ongoing	Yes	Funding
84. Develop a plan and schedule to reduce unnecessary roadway pavement in Town street intersections	PS	DPW	PCD	Ongoing	No	Existing Staff

IMPLEMENTATION PROGRAM: SUMMARY						
Action	Elements(s)	Lead Entity	Support	Approximate Timeline	Town Meeting Action Required	Resources Needed
85. Increase budgets for outdoor facilities maintenance.	PS, OS	TMgr	DPW	Ongoing	Yes	Additional Funding
86. 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.	HCRA	HC, DPW, CPC	BOS	Ongoing	Yes	Preservation Architect, Consultant
87. Develop and install identifying and educational signage for historic structures and locations;	HCRA	HC, HDC, A-TED	BOS	Ongoing	Yes	Consultant
88. Develop regional cooperative relationships to support the maintenance and care of Arlington's water resources, most of which are shared with neighboring communities.	OS	BOS, TMgr	CC, ABC/FG	Ongoing	No	Existing Volunteers
89. Develop and strengthen relationship with Arlington's neighboring communities to address projects with regional impacts.	OS	TMgr, BoS	PCD	Ongoing	No	Existing Staff & Volunteers
90. Adopt a policy that recognizes and conveys the importance of Arlington's arts, culture and historical significance in economic development and tourism	HCRA, ED	BOS	A-TED, PCD, HC	Ongoing	No	Existing Staff & Volunteers
91. Expand the storefront and sign enhancement program.	ED, LU	PCD	BOS	Ongoing	No	Existing Staff
92. Adopt a policy to employ recognized preservation standards when maintaining and repairing the Town's historic properties.	HCRA, ED, PS	BOS, TMg	DPW, ARB, HHS	Ongoing	No	Existing Staff & Volunteers
93. Act on 2000 and 2001 Town Meeting votes to acquire the Mugar Land.	LU, OS, PS	PCD	OSC, BOS	Ongoing	Yes	Existing Staff, Volunteers; Funding
94. Identify actions to further reduce Combined Sewer Overflows into Alewife Brook	OS	BOS, TMgr.	DPW, BOH	Ongoing	Possibly	Existing Staff & Consultant