



MILFORD

Comprehensive Plan **2024**

Ad Hoc Committee Meeting #13

May 20, 2025



Agenda

Discussion of Final Plan

Adoption of Comprehensive Plan

Implementation Recommendations

Next steps



Milford Comp Plan Ad Hoc Committee

Joseph Calagione, Planning Board

Marble Mainini, Planning Board

Jose Morais, Planning Board

Paul Mazzuchelli, Select Board

Brant Hornberger, Finance Committee

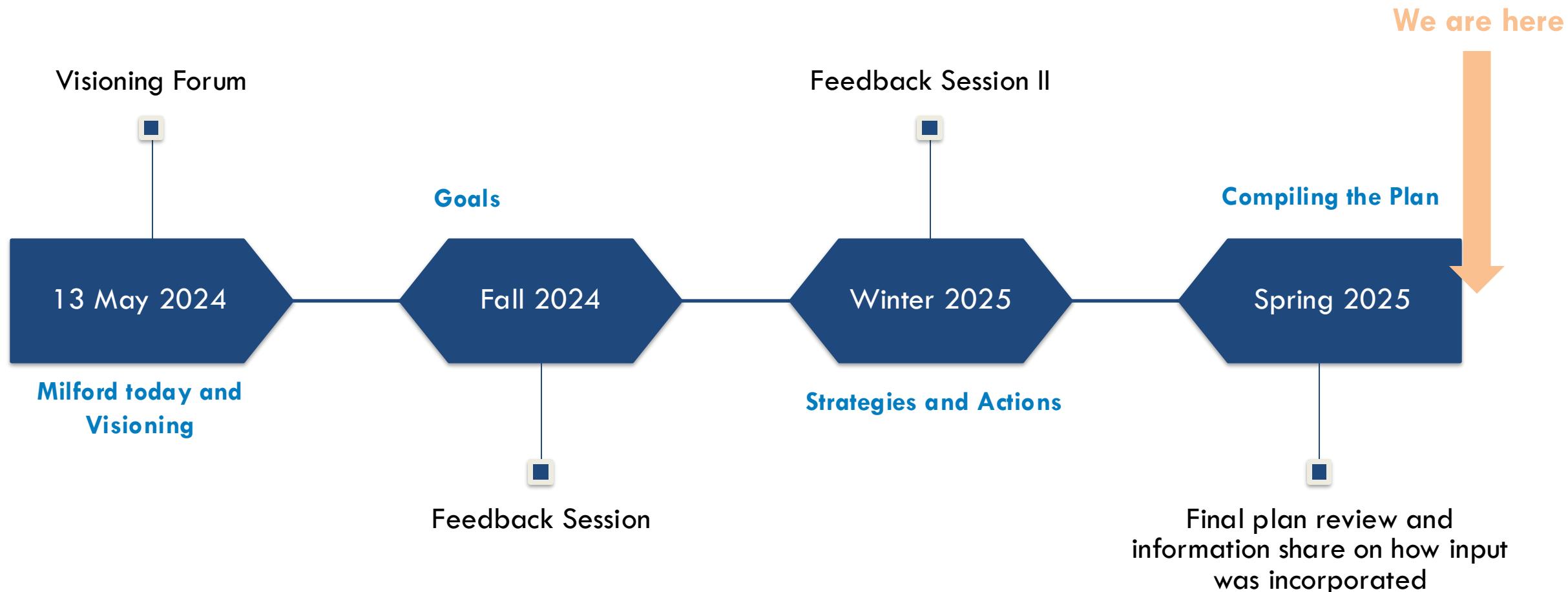
Jeffrey Frederick, Conservation Commission

Richard Villani, Town Administrator

Supported by Larry Dunkin, Town Planner



Comprehensive Plan Timeline

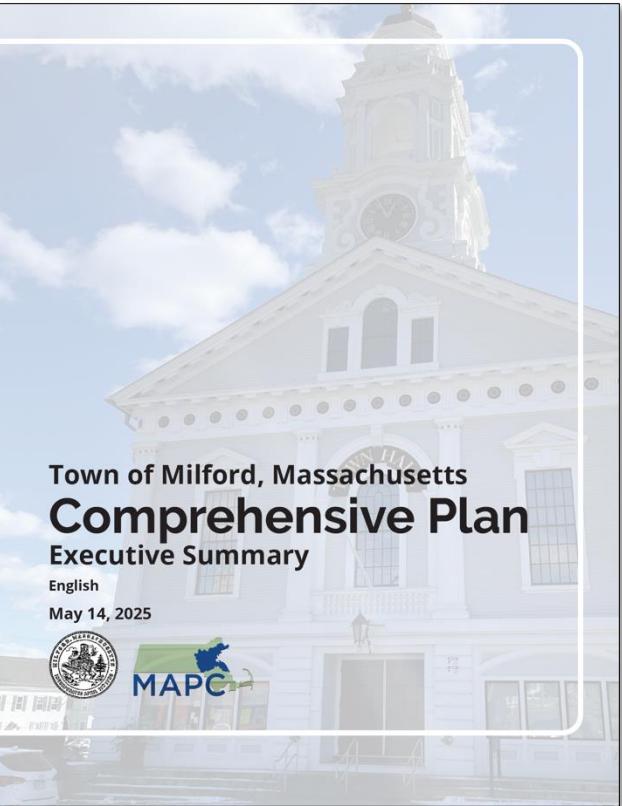




Discussion of Final Plan



Finalized Document



Overview

This dynamic, long-range planning document expresses Milford's vision for the future and provides strategic direction for decision-making and investment. It outlines clear steps to turn that vision into reality, addressing current challenges while guiding long-term growth. Required under Massachusetts General Law (MGL) Chapter 41, Section 81D, all municipalities must prepare and periodically update a Comprehensive Plan to guide their physical development. Milford last updated its Plan in 2003, and with the community having changed significantly in the past 20 years, the time was right for a comprehensive update. These plans are typically revisited every 10 years to reflect evolving needs and opportunities.

The Comprehensive Plan is geographically comprehensive, considering all areas within Milford's municipal boundaries. While some areas receive more focused recommendations, the entire Town is included in the analysis. The Comprehensive Plan was developed through community input and data analysis, including trends in population, demographics, and

development. It presents a Vision Statement, overarching themes, and actionable goals covering land use and zoning, housing, open space and recreation, natural and cultural resources, public services, and transportation.

Guided by the Milford Comprehensive Plan Ad Hoc Committee in partnership with the Planning Board, the planning process spanned monthly meetings throughout 2024 and early 2025. We hope this Plan reflects the voices of Milford residents and inspires shared ownership in implementing its vision for the future.

Process

The Town of Milford's Comprehensive Plan process began in February 2024 and concluded in spring 2025. Throughout this period, residents and stakeholders were engaged at key points through a wide range of outreach activities. The plan was shaped by community feedback, with particular attention given to themes heard from a diverse cross-section of residents.

The process began with a guided tour of Milford for the planning team and Ad Hoc Committee members to gain firsthand knowledge of the Town's geography and character. This was followed by extensive research and analysis across the Plan's topic areas to assess current conditions.

Public engagement launched with a Visioning Workshop at Town Hall in May 2024, where over 65 residents shared input on Milford's challenges and aspirations. This workshop was complemented by a community-wide survey that ran from March to August 2024, drawing 600 responses. The top challenges

identified included traffic congestion, downtown revitalization, municipal finances, and housing affordability.

Recognizing the need for more inclusive engagement, the planning team expanded outreach efforts over the summer and fall of 2024 to connect with underrepresented groups. This included a Community Organization Day with local service providers, business outreach in Downtown Milford, multilingual engagement events, and targeted sessions with the ESL program, Senior Center, Library, Youth Council, and Tri-County Regional Chamber. A tri-lingual community meeting held at St. Mary of the Assumption Church in November 2024 successfully engaged over 65 participants in Spanish, Brazilian Portuguese, and English.

A second community survey gathered feedback on the draft Vision Statement and Goals, with 25 residents providing detailed input. Collectively, the feedback from meetings, surveys, and direct outreach informed the core themes, priorities, and strategies of the Comprehensive Plan.



Collective Vision



10 years

A blueprint for the long-term physical development of Milford



Geographically comprehensive and considers all areas of the town

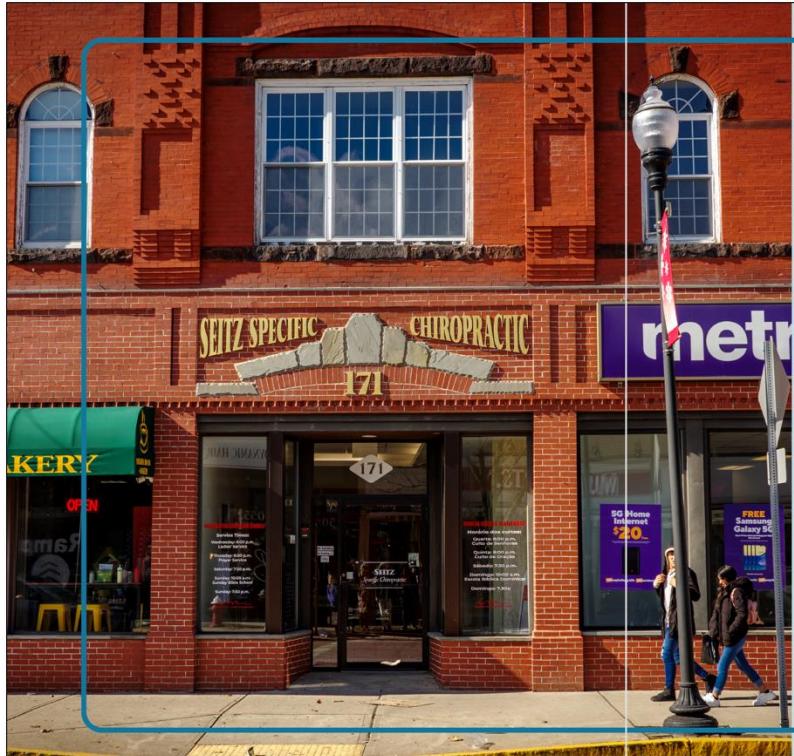


Figure 1: Spring Community Meeting



Figure 2: Fall Community Meeting

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01

Introduction

Welcome to the Town of Milford's Comprehensive Plan! The Comprehensive Plan provides a holistic assessment of where Milford is in 2024/2025, reflects on its past, and sets a vision for the future. The Comprehensive Plan process involved listening to a diverse array of community to better understand current challenges and future aspirations Town. The process also involved analyzing current data about compiling goals, strategies, and actions that will address challenges near term and build toward a strengthened long-term vision for

The Milford Comprehensive Plan has used current and relevant information, and data about the community, such as population demographics, and development patterns, to inform the community and goals for the future. In addition to a Vision Statement and themes of the plan, more specific goals are articulated. Each goal with strategies and actions to guide the Town policies, investment decision-making regarding land use and zoning, housing, open recreation, natural, cultural, and historic resources, public facilities, and transportation.

The Comprehensive Plan was guided by a Milford Comprehensive Plan Committee comprised of a dedicated group of Town leaders who met monthly in 2024 and the first half of 2025 in joint with the Planning Board to discuss the topics of the Comprehensive development of this document. For everyone involved, it is our you will see yourself in this document and can help show support momentum for implementing actions defined by Milford's Comprehensive Plan.

Accomplishments Since 2003

The Town's previous Comprehensive Plan was completed in 2003. In the twenty years since the previous plan the Town has accomplished most of the recommended action steps of that plan. The previous Comprehensive Plan was organized by topic, below is a listing of accomplishments by topic.



Land Use

The Town created an Office Residential (OR) zone to allow mixed-use development in areas that do not attract retail business. The Town oversaw the transition of existing uses in the old industrial core to business park uses there.



Economic Development

The Town continued use of Tax Increment Financing (TIF) to attract industrial businesses, including working with the hospital to develop a strategic plan for future expansions with the creation of an Institutional Zone.



Downtown

The Town reduced the CA zoning district downtown to reflect the current land use pattern of the Downtown commercial district. The Town conducted a feasibility study for additional parking facilities Downtown.



Housing

The Town has continued to encourage new affordable housing under Chapter 40B to have its affordability secured in perpetuity. It continued to facilitate the creation of additional senior housing and to allow for accessory dwelling units and encourage smaller homes. The Town has also increased participation in the Homeowner Rehabilitation Program and encouraged investment in existing homes.



Transportation

The Town conducted traffic studies at intersections, inventoried and mapped the existing pedestrian and bicycle network. The Town continued work on the Upper Charles Trail. It considered the potential expansion of the MBTA's Commuter rail service from Franklin to Milford and decided not to proceed with advocacy. The Town evaluated the downtown corridor and Dilla Street corridor and repaired the Mellen Street Bridge and explored an extension of Veteran's Memorial Drive to Depot Street.



Natural Environment and Open Space

The Town refined Water Resource regulation boundaries, minimized pollutant loads discharged into Louisa Lake and other water bodies, continued developing a stormwater management plan, developed a 35-foot no disturbance buffer for wetlands, and increased public access to Town-owned open space including Town Forest.



Cultural and Historical Resources

The Town updated the existing Milford Historic Resources database by adding new local State Historic Places as they were registered.



Community Services and Facilities

The Town updated the schools master plan, pursued Town Library grants for renovation and expansion, upgraded Police and Fire equipment, continued to improve the condition of roadways and sidewalks, and continued to upgrade the sewer system to minimize infiltration and overflow. The Town also constructed a new Senior Center and invested in the Youth Center.

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Milford's Past

Understanding the themes of the past is integral to building the future of any community. Exploring Milford's historical patterns provides valuable insights that can shape its current priorities and future ambitions. It also fosters a deeper connection between the residents and the history, ensuring that Milford's heritage is preserved for future generations. Important themes that resonate throughout Milford's history include the town as an important center of industry, commerce, and culture for immigrant communities gaining a foothold in the country.

Milford has demonstrated a longstanding commitment to preserving its historical heritage throughout the years. The establishment of the Historical Commission in 1971 was a pivotal moment, underscoring the town's dedication to its past. This Commission has been instrumental in spearheading efforts to document, preserve, and celebrate Milford's historical assets. Milford is home to six individual historic properties and two historic districts that are listed in the National Register of Historic Places.

Recognizing Milford's important historical themes as a foundation for planning and integrating historical preservation into Milford's planning is crucial for maintaining a balance between honoring history and accommodating growth and change. Milford has numerous opportunities to enrich its community by promoting cultural diversity, preserving historical heritage, and expanding its arts and culture assets. By embracing these opportunities, the town can foster a more inclusive and vibrant community environment.

Key Historical Events

1600 1700 1800 1900 2000

Year	Event	Image
1660	Quashuaumit and fellow Pocumtuck indigenous people deeded land to settlers in what is known today as Mendon and Milford	
1667	Milford is included as part of Quinshepaug Plantation	
1691	Milford is included as part of Mendon North Purchase	
1780	Milford incorporated as a town distinct from Mendon	
1815	Rosalinda Nelson and Roxanna Rossou founded the Female Charitable and Benevolent Society	
1819	First town meetinghouse built in Milford, representing a break between church and state	
1822	William Godfrey establishes a stagecoach route between Mendon and Boston with a stop in Milford	
1848	Framingham and Milford Branch of the Boston & Albany Railroad connects Milford to the major urban centers of the Northeast	
1854	Milford's current Town Hall is built based on designs by architect Thomas Silsby	
1884	Memorial Hall built as a memorial to Civil War Veterans	
1886	Hopdale's petition to become a separate town from Milford is granted	
1891	First electric streetcar line in Milford opens	
1915	Henry "Boots" Mussolini, a jazz saxophonist who became known as the "Music Man of Milford" is born	
1925	Ku Klux Klan members light a cross on fire on Bear Hill, which was put out by the Fire Department	
1932	Booker T. Washington addresses the Quinshepaug Woman's Club	
1962	Final adjustment to Milford's geographical boundaries	
1969	The segment of I-495 that runs through Milford opens to traffic	
1990	Joseph E. Murray, a pioneer in organ transplantation who grew up in Milford, receives the Nobel Prize in Medicine	
1995	Ku Klux Klan members light a cross on fire on Bear Hill, which was put out by the Fire Department	

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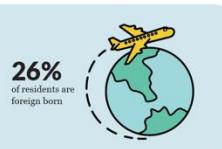


03

Milford's Present

Over the past two decades since the previous Comprehensive Plan, Milford has undergone significant changes. The town has welcomed new residents through immigration and experienced steady population growth, bringing diversity and rich cultural experiences to the community. At the rising housing costs, increased flooding and extreme weather events, the lasting effects of a global pandemic have presented new challenges to residents and businesses.

This chapter provides a snapshot of Milford today, highlighting organizations, public spaces, businesses, and institutions that shape the town's identity.

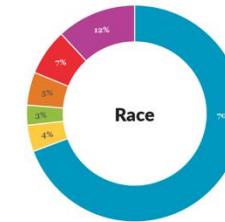


Diversity

Diversity is at the center of Milford's identity, with immigration playing a pivotal role in shaping the town's rich history. From the early influx of Irish and Italian immigrants to more recent waves from Brazil, Ecuador, Haiti and other countries, Milford has consistently been a landing place for people from all corners of the globe.

Today, approximately 26% of Milford's population is foreign-born. The downtown area and surrounding neighborhoods feature a vibrant mix of businesses and specialty shops that serve the town's Portuguese and Brazilian communities, offering goods and services that reflect their cultural heritage. Milford's diversity is also evident in the languages spoken at home.

According to the U.S. Census 2022 American Community Survey (ACS) 5-Year Estimates, more than one-third of residents (35%) speak a language other than English at home. Among them, approximately 10% speak Spanish, 22% speak an Indo-European language, and 3% speak a language outside of these categories.



Legend
● White
● Black or African American Black
● Some Other Race
● Asian
● Two or More Races
● Hispanic or Latino

Figure 15: Race and Ethnicity Composition
Source: ACS 5-year estimates, 2022



Note: At the time of data collection and analysis, the most recent U.S. Census data was the American Community Survey (ACS) 5-Year Estimate ending in year 2022. The 5-Year estimates include data aggregated from 2022, 2021, 2020, 2019, and 2018.



Households

According to the U.S. Census 2022 ACS 5-Year Estimates, Milford has 11,454 households. The town has experienced moderate growth over the past two decades, with a 7% increase in households since 2000. Family households are the most common household type, accounting for approximately 70% of all households, while non-family households make up 29%.

The average household size in Milford is 2.62 persons. Of the 11,454 households, 3,127 households have children under the age of 18 years old and approximately one third of households have one or more 65 years of age or over as a resident. Most households occupied housing units that are owner-occupied with 70.5%. The remaining households are renter occupied with 29.5%.



approx. 12,000
Housing Units



Median Household Size
2.62



Note: At the time of data collection and analysis, the most recent U.S. Census data was the American Community Survey (ACS) 5-Year Estimate ending in year 2022. The 5-Year estimates include data aggregated from 2022, 2021, 2020, 2019, and 2018.

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Milford's Future

What if we could do better? This is a basic question which is at the heart of thinking about Milford's future together. The residents who engaged throughout the Comprehensive Plan process answered this question in a variety of ways. Milford residents share a strong sense of pride common understanding of Milford's greatest assets. Planning for the future does not diminish the positive aspects of where the town shared Vision Statement and common themes articulated in the point to the aspirations of the Milford community. This chapter ambitions for a better future. The following chapters define our purpose to move toward a Milford that is constantly improving better for all residents.

Community Priorities and Engagement Themes

Throughout the comprehensive plan engagement process a recurring set of themes was noted as shared and resonant across a diverse cross section of the community. The top five themes that recurred through these conversations are summarized below and are incorporated into the vision statement.

Community and Cultural Integration

The theme of improving community cohesion with a focus on embracing Milford's growing diversity was a recurring feature of community feedback. This discussion included the community and cultural integration of newer immigrant populations, such as Brazilian, Ecuadorian, Guatemalan, Haitian, and Egyptian residents. Community members expressed a desire for more inclusive activities, more diverse representation in town governance, better communication, and multilingual town

Economic Development and Downtown Revitalization

Support of economic development generally, and investment in the downtown specifically were a recurring theme throughout community conversations. Many residents desire additional amenities and attractions downtown and expressed a need for more retail, restaurants, and family-friendly spaces specifically. Residents expressed an interest in making downtown a cultural hub for the town and surrounding municipalities with community, arts, and cultural events adding vitality to the district. The town as a center of employment and the importance of the commercial tax base were also frequent themes.

Transportation and Traffic Safety

Traffic congestion, safety, and the lack of reliable public transportation were recurring themes and concerns highlighted frequently in community conversations. Specifically, safety concerns regarding unsafe street crossings, heavy traffic in certain areas (including downtown), the need for more sidewalks throughout the town, and the need for additional enforcement of traffic laws were discussed. There is concern that the current roadway infrastructure cannot support the town's growth and that changes to traffic management are needed. A general desire to reduce car dependency has been expressed, but how specifically to advance that remains unclear for community members.

Affordable Housing and Housing Conditions

Housing affordability and housing quality were frequently mentioned by community members as critical issues. We heard from residents throughout the process who are struggling to find rental or ownership options in the town, with some residents being forced to look outside of the town for options. Residents also highlighted concerns about an aging housing stock, poorly maintained housing, and concerns about over crowding and unsafe or unsanitary housing conditions.

Public Services and Community Resources

The importance of the availability and quality of public services, particularly for underserved groups, was also frequently discussed by community members. The Senior Center and Youth Center are both frequently highlighted as great community resources, especially for aging adults, and families, respectively. There is a growing need for resources such as afterschool programs, adult English as second language classes, and better healthcare services, including hospitals and clinics. The community also highlights concerns about homelessness, food insecurity, and poverty and support for the residents and families most at risk in Milford.

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Vision Statement

Milford of the 21st Century honors its historic roots while embracing a dynamic and inclusive future. The town supports a vibrant and welcoming resident and business community that builds connections between residents of all backgrounds and strengthens community identity and cohesion. The town's strategic location and robust transportation network position it as a hub for new industries and businesses, driving managed and sustainable economic growth and innovation. The town continues to improve transportation infrastructure to manage traffic, reduce congestion, and improve travel conditions in support of a vibrant local economy.

Milford continues to attract a diverse population by fostering a welcoming environment for families of all backgrounds and providing a range of housing options for different life stages. The town's commitment to inclusivity is reflected in supportive community services and housing policies that help meet the needs of all residents. Local shopping, entertainment, and services also attract residents and visitors to Milford. In particular, the Downtown is a central feature of the community offering a pedestrian-friendly environment which brings the community together with a variety of local shops, restaurants, parks, cultural venues, and events.

Because Milford has adopted a strategy of inclusion, the town supports housing opportunities suitable for meeting a wide range of needs. A diverse resident population is drawn together fostering a sense of shared community pride and identity. All households, from long-time residents to newcomers, share in a sense of community through enriching events, programs, and services. Civic engagement and community pride are enhanced through a strong emphasis on education and Milford Schools. The town prioritizes public safety and welfare for all residents by enforcing regulations related to high quality and healthy housing opportunities.

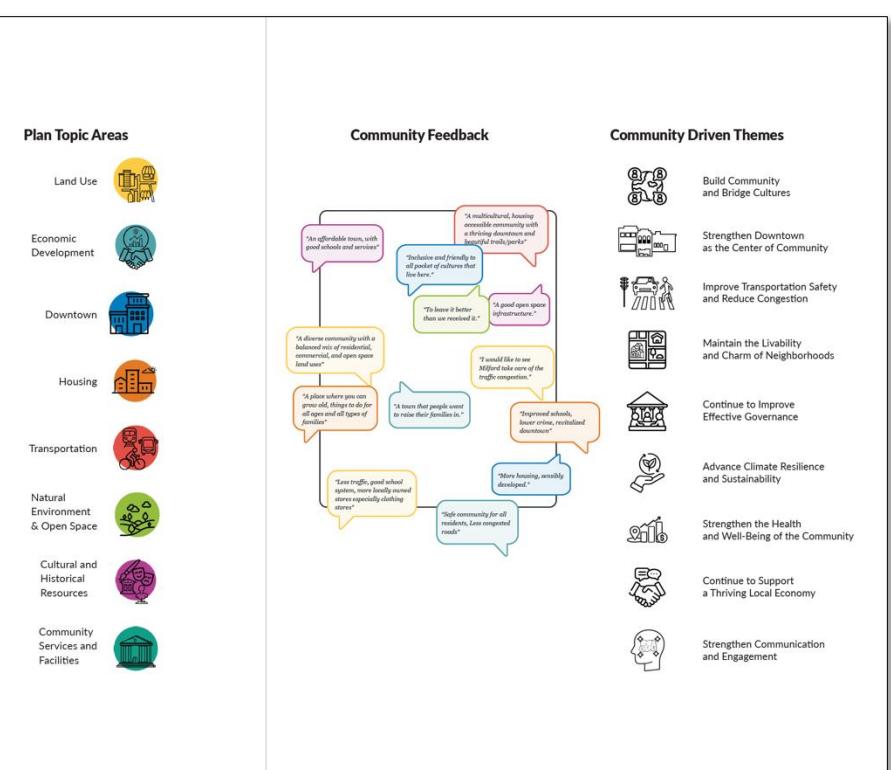
Milford encourages the continued transformation of high-tech industries, healthcare, and small businesses to support sustainable redevelopment and economic investments. The town continues to prioritize its position at the headwaters of the Charles River with a focus on preserving natural resources and protecting water supplies. The core of the community has been transformed through interconnected natural park-like settings that reflect the pride, not only of residents, but, of the business community that helped to build and maintain them. Pride in the community is strengthened through accessible parks, responsive social services, excellent natural resource management, and well-maintained infrastructure. Milford has managed its growth and evolution in a manner that allowed it to remain a community where residents share a sense of shared values and common purpose.



Introduction to Theme Chapters

The content of the Comprehensive Plan was developed sequentially moving from the general to the specific. First, the data shared in the previous chapter was gathered and analyzed. Second, the community engaged in articulating the general challenges and opportunities in Milford. Third, a draft Vision Statement and draft Comprehensive Plan goals were drafted and then reviewed and refined with the community. Fourth, more detailed and specific strategies and actions were developed for each goal to provide concrete recommendations for addressing town challenges and advancing opportunities. Finally, with this multi-layered information defined, a series of Comprehensive Plan themes were defined to organize the recommendations of this plan.

The Comprehensive Plan themes are summarized below and form the organization for the following chapters of the plan document. There are nine plan themes and nine corresponding plan chapters. Each theme has five or six nested goals, and each nested goal is from at least two different Comprehensive Plan topics.



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Summary of Plan Themes

Build community and bridge cultures

To support all residents and bring new and old residents alike to a shared and common identity, community of trust, and investment together, these goals and strategies provide a variety of approaches to build community and bridge cultural differences. The Town can do this by activating downtown, engaging with local small business owners, diversifying the housing stock to better align with more diverse housing needs, highlighting historic resources reflecting diverse narratives, and celebrating cultural diversity.

Strengthen downtown as the center of community

The Downtown district poses a place-based opportunity for Milford to achieve its vision of inclusion, economic investment, and celebrating a rich cultural history. There is opportunity for Downtown to be the center of efforts that bridge Milford's many cultural groups and to purposefully center activity and investment to emphasize the downtown as the center of community. This can be done through strategic rezoning, public art and creative placemaking, public programming, and other methods of promoting district and social cohesion.

Improve transportation safety and reduce congestion

Improving transportation safety and reducing congestion in Milford will require a multi-faceted approach. Investments to roadway networks in Milford must be accompanied by enhanced multimodal transportation.

infrastructure and service, as well as changes in land use patterns to reduce car dependence and to enable more compact development. Downtown Milford is an important activity area where many of these improvements can be targeted in the near term, but a town-wide approach is also necessary to ensure long-term sustainability and efficacy.

Maintain the livability and charm of neighborhoods

As demand for housing increases, and as Milford continues to develop economically, maintaining livability requires a balance between strategic growth, housing diversity, infrastructure improvements, and enhanced public spaces. These goals and strategies advance directing development to appropriate areas while ensuring that neighborhoods remain attractive, functional, and inclusive for all residents.

Continue to improve effective governance

The requirements of what constitutes effective governance are shifting as Milford continues to evolve. As the town continues to grow and diversify, more demands will be placed on its governance structure. Expectations for the quality and breadth of town services continue to increase, as do the costs of providing them. Additionally, the need for major capital investments will place pressure on the town's fiscally conservative approach. The goals and strategies under this theme provide the framework for continuing to provide Milford residents with a high level of service and effective governance.

Advance climate resilience and sustainability

Milford's natural environment and open space play a critical role in advancing climate resilience and sustainability. The town's existing open space network, water resources, and regulatory framework provide a strong foundation for integrating resilience measures into future planning and development. To continue to address climate-related challenges, Milford needs to take a more integrated approach, focusing on strengthening infrastructure protection, enhancing green infrastructure, expanding equitable access to open spaces, and aligning zoning regulations with sustainability goals.

Strengthen the health and well-being of the community

Support for safe and equitable access to town resources and opportunities is important to proactively strengthen the collective health and well-being of the community. Goals and strategies include engaging residents to address income disparities, addressing housing displacement and unhoused populations, improving safe walking and biking, and promoting equitable access to cultural assets, open spaces, and municipal facilities.

Continue to support a thriving local economy

A strong local economy maintains Milford's status as a regional urban center for jobs and amenities for residents of Milford and the surrounding towns. The town can remain agile to support local investment through close attention to zoning regulations, opportunities for reinvestment, workforce development, and support for a diverse supply of local production.

Strengthen community and engagement

Underpinning nearly all other themes and associated goals and strategies is transparent communication and engagement. This theme relates to continuing to improve effective governance and include goals and strategies that focus on resident outreach, the use of town resources, supporting effective boards and committees, continuing to engage the inclusive and equitable access to services, and continuing to engage in long-range planning to guide future



05

Build Community and Bridge Cultures

Building community and bridging cultures was a common theme heard among community members throughout the comprehensive plan process. The history of Milford is closely connected to the immigrant populations who have chosen to settle in the town. That historical pattern continues today, and the demographic data shows that the town's current wave of immigration is serving to racially and ethnically diversify the town. The challenges of bringing together a diverse and multilingual community are aggravated by a post-pandemic social context that has resulted in less civic participation, a lingering sense of isolation, and a prioritization of connection through technology.

In this challenging context, a variety of approaches will be required to bring both new and long-standing residents together in a community of trust ready to invest in a shared vision. Specifically, the Town can help do this by activating downtown Milford, engaging with local small business owners, diversifying the housing stock to better align with more diverse housing needs, highlighting historic resources reflecting diverse narratives, and celebrating cultural diversity. By building community and bridging cultures, many other aspects of the comprehensive plan may be easier to accomplish and more residents can feel they share in the promise of a high quality of life in Milford.

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Summary of Theme

The town has a strong community enriched by longtime families as well as newcomers, people born in the United States and people born abroad, and people who speak a myriad of languages. Milford has long served as a gateway for immigrants and others seeking to improve their lives and support their families.

The narrative history of the town includes immigrant stories of families from Ireland, Italy, and Portugal that have now lived in Milford for generations. More recent immigrant stories include families from Brazil, Ecuador, Haiti, Guatemala, Egypt and other countries setting roots in Milford.

Since the 2003 Comprehensive Plan, the largest racial and ethnic group, people who identify as white, has shrunk from 90% to 70%. This is a clear indication of a more diverse population in the town. U.S. Census data shows that about 26% of the population of Milford is foreign born.

Along with this multicultural context, Milford is also multilingual. About 65% of Milford residents speak only English at home. More than 35% of Milford residents speak a language other than English at home including predominantly Spanish and Brazilian Portuguese, as well as French, Haitian, and Cajun.

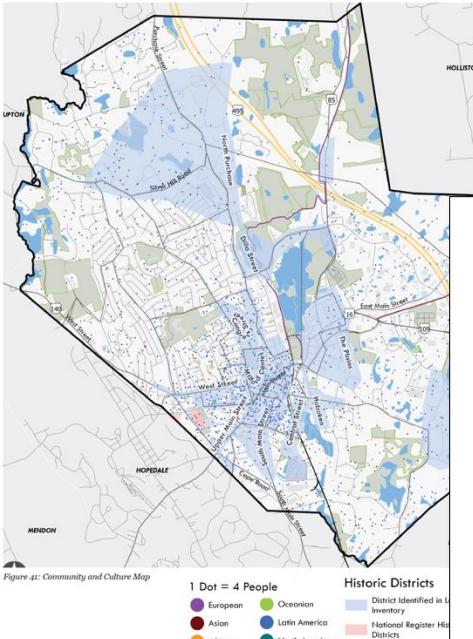
To support all residents, Milford must find ways to build community among its diverse population by bridging and bringing together multiple cultures. In the near term, the town can do this by focusing on the public spaces, places,

and events that bring people together with a specific focus on activating the downtown for this purpose.

The small businesses of downtown are a strong reflection of the Town's diversity and multicultural character. Nearly 150 businesses are located in Downtown Milford and serve a diverse cross-section of Milford residents. This existing strength supports emphasizing downtown as the center of a multi-cultural community in Milford. The town can engage with business owners and partner with them to connect with residents through events downtown.

Additionally, celebrating cultural diversity can be accomplished directly through arts, cultural, and special events in the town. Milford hosts events and festivals throughout the year that bring the community together and showcase town culture and heritage. Key events such as Celebrate Milford and the 4th of July Parade and Fireworks draw large crowds and feature various activities, including live music, food vendors, local artisan booths, and family-friendly entertainment.

Both the calendar of events and the events themselves should be considered through a multicultural lens to both showcase the diversity of the community and to attract larger audiences by being more inclusive. In the long term, diversifying the housing stock and highlighting historic resources can also serve to expand the sense of welcome, build community, and strengthen livability of the town for a variety of cultural origins.



Supporting Community Feedback

Downtown

Participants engaging in the Comprehensive Plan want Downtown to be a space where people can gather and take pride in the historic buildings, active businesses, and safe environment. When asked to rate challenges in Milford, survey respondents identified "improving the downtown" as the second highest priority. Downtown was also identified as the highest opportunity for investment and growth in the town.

Respondents noted that there used to be more events downtown and lamented the lack of restaurants and shops. Both residents and business owners are dissatisfied with the quality of buildings downtown, saying that they are not well-maintained and look run-down.

Engaging With Business Owners

In a focus group, small business owners expressed frustration that the Town does not provide enough support for them, especially businesses that are owned by and that serve Latino residents. Community-based organizations also shared a desire for greater support, such as tax incentives and Town employees who speak Spanish. Survey respondents agreed by identifying small business support as the second highest challenge related to land use.

Diversifying The Housing Stock

The top housing issue that survey respondents identified was overcrowding, which is caused by a complex web of factors, including a lack of affordable housing. Community based organizations expressed a desire to have more housing and more types of housing in Milford, including multifamily buildings, housing on upper stories above retail, and senior housing.

Highlighting Historic Resources

Survey respondents identified encouraging historic preservation as the top priority related to history, arts, and culture and the 4th out of 9 priorities related to land use. When asked what legacy they hope to leave for future generations of Milford residents, strengthening historic preservation and community pride emerged as a key theme. The small business owner focus group also noted the long history of immigration in Milford as a point of pride.

Celebrating Cultural Diversity

Community-based organizations noted an interest in having more community events and gathering spaces in Milford, such as craft fairs, community gardens, festivals, public art, and community theatre. They hope that these events and spaces would provide opportunities for long-time residents and newcomers to talk to and learn from each other. Survey respondents also hoped to leave a legacy of a strong, inclusive community.

Goals, Strategies, and Actions

The following goals, strategies, and actions are consistent with the Comprehensive Plan Vision Statement and respond to the context for building community and bridging cultures that is detailed in this chapter. Each goal and the associated strategies and actions provide specific, tangible, and actionable steps the Town can take to help strengthen an inclusive multicultural community.

Goal: Preserve and celebrate cultural diversity.

Strategy: Expand the diversity of resources protected and uplifted to include cultural histories that reflect Milford's evolving community, ensuring all stories are recognized as part of the town's shared heritage.

- Action:** Develop an inventory of significant sites and stories tied to Milford's immigrant communities, past and present, highlighting their ongoing contributions to the town's cultural fabric, capturing the stories and spaces that reflect their experiences and contributions.

Strategy: Expand Town resources to support arts and culture businesses.

- Action:** Review the Milford Cultural Council's grant making criteria to see how they align with this comprehensive plan's goals and recommendations.

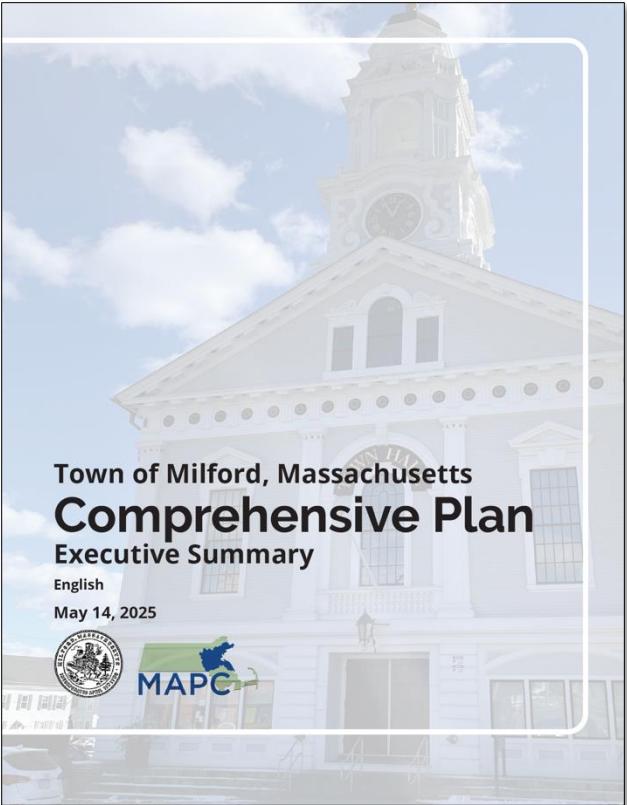
Strategy: Sustain and expand community and cultural events that appeal to a variety of Milford residents.

- Action:** Promote the use of public performing spaces (e.g., bandstand, Town Hall) for a variety of cultural programs throughout the year.

Strategy: Explore regional coordination and collaboration of arts and culture events with neighboring communities and their local cultural councils.

- Action:** Invite partnerships and collaboration between more established musicians, artists and performers in the community with new and emerging voices to both celebrate cultural diversity and to engage and expand new audiences.

Finalized Executive Summary



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The Town of Milford's Comprehensive Plan process began in February 2024 and concluded in spring 2025. Throughout this period, residents and stakeholders were engaged at key points through a wide range of outreach activities. The plan was shaped by community feedback, with particular attention given to themes heard from a diverse cross-section of residents.

The process began with a guided tour of Milford for the planning team and Ad Hoc Committee members to gain firsthand knowledge of the Town's geography and character. This was followed by extensive research and analysis across the Plan's topic areas to assess current conditions.

Public engagement launched with a Visioning Workshop at Town Hall in May 2024, where over 65 residents shared input on Milford's challenges and aspirations. This workshop was complemented by a community-wide survey that ran from March to August 2024, drawing 600 responses. The top challenges

identified included traffic congestion, downtown revitalization, municipal finances, and housing affordability.

Recognizing the need for more inclusive engagement, the planning team expanded outreach efforts over the summer and fall of 2024 to connect with underrepresented groups. This included a Community Organization Day with local service providers, business outreach in Downtown Milford, multilingual engagement events, and targeted sessions with the ESL program, Senior Center, Library, Youth Council, and Tri-County Regional Chamber. A tri-lingual community meeting held at St. Mary of the Assumption Church in November 2024 successfully engaged over 65 participants in Spanish, Brazilian Portuguese, and English.

A second community survey gathered feedback on the draft Vision Statement and Goals, with 25 residents providing detailed input. Collectively, the feedback from meetings, surveys, and direct outreach informed the core themes, priorities, and strategies of the Comprehensive Plan.



Collective Vision



A blueprint for the long-term physical development of Milford



Geographically comprehensive and considers all areas of the town



Figure 1: Spring Community Meeting



Figure 2: Fall Community Meeting

Finalized Executive Summary

Vision Statement

Milford of the 21st Century honors its historic roots while embracing a dynamic and inclusive future. The town supports a vibrant and welcoming resident and business community that builds connections between residents of all backgrounds and strengthens community identity and cohesion. The town's strategic location and robust transportation network position it as a hub for new industries and businesses, driving managed and sustainable economic growth and innovation. The town continues to improve transportation infrastructure to manage traffic, reduce congestion, and improve travel conditions in support of a vibrant local economy.



Milford continues to attract a diverse population by fostering a welcoming environment for families of all backgrounds and providing a range of housing options for different life stages. The town's commitment to inclusivity is reflected in supportive community services and housing policies that help meet the needs of all residents. Local shopping, entertainment, and services also attract residents and visitors to Milford. In particular, the Downtown is a central feature of the community offering a pedestrian-friendly environment which brings the community together with a variety of local shops, restaurants, parks, cultural venues, and events.

Because Milford has adopted a strategy of inclusion, the town supports housing opportunities suitable for meeting a wide range of needs. A diverse resident population is drawn together fostering a sense of shared community pride and identity. All households, from long-time residents to newcomers, share in a sense of community through enriching events, programs, and services. Civic engagement and community pride are enhanced through a strong emphasis on education and Milford Schools. The core of the community has been transformed through interconnected natural park-like settings that reflect the pride, not only of residents, but of the business community that helped to build and maintain them. Pride in the community is strengthened through accessible parks, responsive social services, excellent municipal management, and well-maintained infrastructure. Milford has managed its growth and evolution in a manner that allowed it to remain a community where residents share a sense of shared values and common purpose.

Milford encourages the continued transformation of high-tech industries, healthcare, and small businesses to support sustainable redevelopment and economic investments. The town continues to prioritize its position at the headwaters of the Charles River with a focus on preserving natural resources and protecting water supplies. The core of the community has been transformed through interconnected natural park-like settings that reflect the pride, not only of residents, but of the business community that helped to build and maintain them. Pride in the community is strengthened through accessible parks, responsive social services, excellent municipal management, and well-maintained infrastructure. Milford has managed its growth and evolution in a manner that allowed it to remain a community where residents share a sense of shared values and common purpose.

Comprehensive Plan Themes and Implementation

The Comprehensive Plan has defined 9 overarching themes that include 52 goals. The goals are further defined by 170 strategies and 323 actions. This comprehensive approach provides the town with specific actions to advance a wide variety of topics that may become a priority over the next 10 years.

This large number of actions can also become a barrier to implementation. An Implementation Action Plan distills the comprehensive goals, strategies, and actions to a smaller set of high priority items that would directly advance the town toward its shared vision and create momentum for the implementation of a larger number of goals, strategies, and actions. Nonetheless, it is important to note that it is unlikely that the Town will be able to implement all the recommendations of this plan over the next 10 years. It is important for the Town to make progress and build momentum for getting the most important actions done. As implementation of this plan will be a dynamic and ongoing process, it is important to have a steward of the process. The most effective model for this stewardship is the creation of a Comprehensive Plan Implementation Committee. Many parties will be involved in the implementation, but no single staff member, department, board, commission, or committee could take responsibility for advancing all comprehensive plan actions. This is where much of the risk of inaction originates. It is important to establish a Committee that is responsible for advancing and tracking implementation of the plan. The Implementation Action Plan highlights 20 goals with 20 strategies, and 20 actions.

Community Driven Themes

-  Build Community and Bridge Cultures
-  Strengthen Downtown as the Center of Community
-  Improve Transportation Safety and Reduce Congestion
-  Maintain the Livability and Charm of Neighborhoods
-  Continue to Improve Effective Governance
-  Advance Climate Resilience and Sustainability
-  Strengthen the Health and Well-Being of the Community
-  Continue to Support a Thriving Local Economy
-  Strengthen Communication and Engagement

Theme: Build community and bridge cultures

To support all residents and bring new and old residents alike to a shared and common identity, community of trust, and investment together, these goals and strategies provide a variety of approaches to build community and bridge cultural differences. The Town can do this by activating downtown, engaging with local small business owners, diversifying the housing stock to better align with more diverse housing needs, highlighting historic resources reflecting diverse narratives, and celebrating cultural diversity.

Goal: Preserve and celebrate cultural diversity.

Strategy: Sustain and expand community and cultural events that appeal to a variety of Milford residents.

- Action:** Inventory existing community events and organizers to improve communication and coordination of cultural events including the Milford Cultural Council, the Milford Public Library, Milford Senior Center, and other community-based organizations.

Goal: Add capacity for business engagement and new business development.

Strategy: Define the type of business support that would be most helpful in partnership with Spanish and Brazilian small businesses, particularly in the Downtown, to support the goals of a strong business environment, cultural cohesion, and downtown placemaking

- Action:** Hire a Business Liaison who speaks Spanish and Brazilian Portuguese to engage with and support businesses. Specific duties may entail building property owner relationships, business recruitment to help fill vacancies, improving the look and feel of the Downtown, connecting existing or potential new business tenants with property owners, connecting technical assistance and funding opportunities with small business owners, such as Small Business Administration loan support, in languages spoken by business owners, and acquiring economic development funding opportunities for the Town.

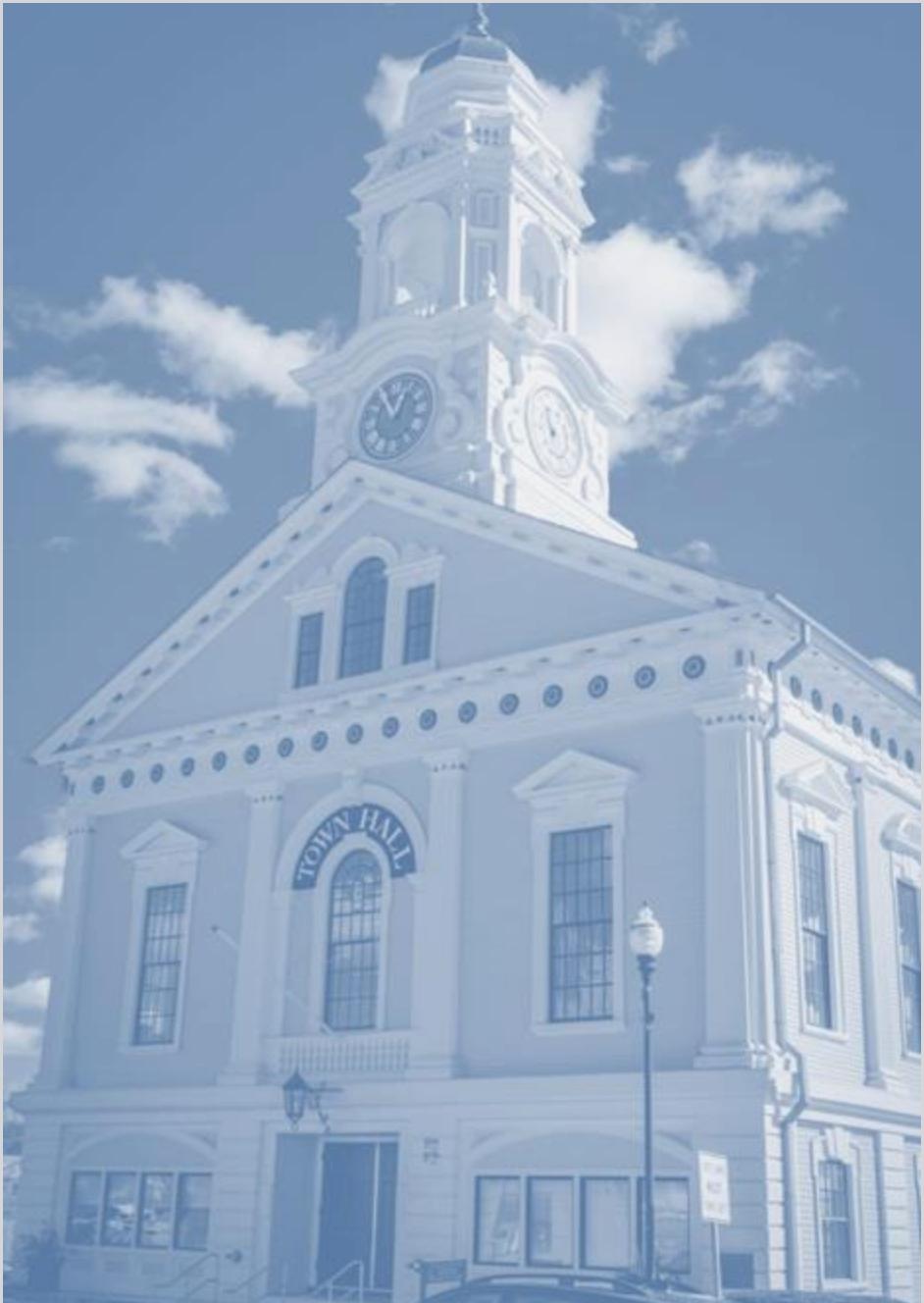


8 Milford, Massachusetts Comprehensive Plan

Executive Summary

9

Milford Comprehensive Plan
Ad Hoc Committee Meeting May 20, 2025



Adoption of Comprehensive Plan





Implementation Recommendations



Finalized Document



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Implementation Action Plan

The Town of Milford's Comprehensive Plan provides a holistic assessment of where Milford is in 2024/2025, reflects on its past, and sets a vision for the future. The plan defines a comprehensive set of goals that are detailed with strategies and actions to guide the Town's policies, investments, and decision-making regarding land use and zoning, housing, open recreation, natural, cultural, and historic resources, public facilities, services, and transportation. The plan has defined 9 overarching themes that include 52 goals. The goals are further defined by 170 strategies and 323 actions. This comprehensive approach provides the town with actions to advance a wide variety of topics that may become a priority over the next 10 years.

This large number of actions can also become a barrier to implementation. This chapter distills the comprehensive goals, strategies, and actions into a smaller set of high priority items that would directly advance toward the Town's shared vision and create momentum for the implementation of the plan. While the plan outlines a large number of goals, strategies, and actions. Nonetheless, it is important to note that it is unlikely that the Town will be able to implement all recommendations of this plan over the next 10 years. It is important for the Town to make progress and build momentum for getting the most important actions done.

This Implementation Action Plan highlights 20 goals with 20 actions.

Implementation

A Comprehensive Plan is only effective if there is a shared commitment to implementation. Implementation will rely on leadership and collaboration among Town staff, Boards, Commissions, and Committees, community-based organizations, and Milford residents. While every action outlined in this plan cannot be undertaken at the same time, it is important to begin momentum on implementation efforts. It is also important to make progress across the 9 themes of the Comprehensive Plan. The Implementation Action Plan outlined in the following pages highlights the goals, strategies, and actions that are most important in each theme to get the momentum started. These items are either focused on capacity building or catalyzing an important change. It is hoped that accomplishments among these initial items will build momentum for completion of other items defined in the plan.

The 9 themes across the Milford Comprehensive Plan include:

- Building community and bridge cultures
- Strengthen downtown as the center of community
- Improve transportation safety and reduce congestion
- Maintain the livability and charm of neighborhoods
- Continue to improve effective governance
- Advance climate resilience and sustainability
- Strengthening the health and well-being of the community
- Continue to support a thriving local economy
- Strengthening communication and engagement

Progress in each of the themes is important to build toward the shared community vision expressed in Chapter 4 of the Comprehensive Plan. The focus of the implementation action plan is over the next 1 to 5 years. As work is accomplished, additional actions from the Comprehensive Plan should be undertaken and should be made easier by the progress already made. It is important to view the Comprehensive Plan as a dynamic and ongoing process. The plan documents the community vision, goals, strategies, and actions in 2024/25 but as progress is made, the specific actions may shift, or new strategies may emerge. It is important to track progress against this plan, but not to place it as an obstacle to new approaches.

Comprehensive Plan Implementation Committee

As implementation of this plan will be a dynamic and ongoing process, it is important to have a steward of the process. The most effective model for this stewardship is the creation of a Comprehensive Plan Implementation Committee. Many parties will be involved in the implementation, but a single staff member, department, board, commission, or committee could take responsibility for advancing all comprehensive plan actions. This is where much of the risk of inaction originates. It is important to establish a Committee that is responsible for advancing and tracking implementation of the plan.

Other towns have successfully used the model of a Comprehensive Plan Implementation Committee. Some are formed as a subcommittee of the Planning Board, an Ad Hoc Committee with representation from multiple boards, or formed by vote at Town Meeting authorizing the Select Board and Planning Board to appoint the Committee. Regardless, of the type of formation and authorization it is important to include diverse perspectives across several boards and committees and to include resident participation. Committees are often required to report to the Planning Board and Select Board at least twice annually and to Town Meeting at least annually. The reporting includes implementation actions accomplished within the past year, anticipated steps to be accomplished within the next year or two years, and resources, including Town Meeting appropriations or

other actions, necessary to complete those steps. Other Implementation Committees have a set term for members typically about three years. The committee typically continues for about ten years and such term may be extended by vote of Town Meeting if that was how the committee originated. One feature that is very helpful for the success of the committee is to provide it with a town budget line item to fund follow up work and studies.

Implementation Action Plan

The Comprehensive Plan Implementation Action Plan that follows is organized by the 9 themes. One page for each theme. It highlights priority actions that will advance the strategies, goals, and vision articulated in the Milford Comprehensive Plan. Initial priorities have been selected based on the feedback received during the Comprehensive Plan process and comments and prioritization feedback received during the comment period for the draft plan document.

All the actions are not possible with the existing resources of the Town. Several highlighted actions provide recommendations to help expand the resources and capacity of the Town to support implementation. Other highlighted actions may require decisions to be made about how to prioritize the resources that are available.

In addition to listing the actions, the Action Plan pages list responsibility, both groups that have been identified to lead and support an action. The Action Plan pages also define the timeframe that would be most helpful for the

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action to be completed within, or for progress to be underway, so that other actions may follow. The Action Plan pages also identify potential resources that would help support undertaking the action.

Four categories of timeframe are used to define and prioritize the actions of the master plan. In some cases, the actions are a continuation of an effort that may be underway or require continuous attention and action. The timeframe for these actions is described as "continuous and ongoing." The three other timeframe categories are expressed in years from the completion of the Comprehensive Plan and include near-term (1 to 3 years from the conclusion of the Comprehensive Plan), mid-term (4 to 6 years from the conclusion of the

Comprehensive Plan), and long-term (7 to 9 years from the conclusion of the Comprehensive Plan). The timeframes are intended to describe when the action should be initiated. An action may take longer to be completed than the described timeframe. The action plans are purposefully focused on near-term actions.

For some actions, there are potential resources that could be used to support the recommendation. The resources may include potential funding sources, particularly external funding sources that may be available to the Town for a particular activity. The resources also include additional reference or guidance documents that are provided through links to websites.

Lastly, the full list of responsible parties suggested in the Implementation Action Plan are repeated below in alphabetical order:

- Building & Inspections Department
- Conservation Commission
- Downtown Revitalization Committee
- Economic Development Commission
- Fair Housing Committee
- Finance Committee
- Fire Department
- Health Department
- Highway Department
- HR Department
- IT Department
- Library
- Milford Cultural Council
- Milford Public Schools Facilities
- Parks Commission
- Parks Department
- Planning Board
- Planning & Engineering Department
- Police Department
- Senior Center
- Town Administrator
- Town Accountant
- Tri-County Regional Chamber
- Youth Center

Priority recommendations for each theme



Build community and bridge cultures



Goal: Preserve and celebrate cultural diversity.

Strategy: Sustain and expand community and cultural events that appeal to all Milford residents.

- **Action:** Inventory existing community and cultural events that appeal to all Milford residents.

Commentary

An inventory of existing community events and organizers would visibility and opportunities for collaboration. Integrate the inventory into the online Milford Town Calendar.

Type

Communication and coordination

Responsibility (Lead)

Milford Cultural Council

Support

Library

Timeframe

Continuous and ongoing

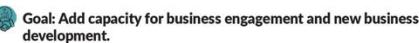
Potential Resources

Mass Cultural Council Grant funding

Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.



Build community and bridge cultures



Goal: Add capacity for business engagement and new business development.

Strategy: Define the type of business support that would be most helpful in partnership with Spanish and Brazilian small businesses, particularly in the Downtown, to support the goals of a strong business environment, cultural cohesion, and downtown placemaking.

- **Action:** Hire a Business Liaison who speaks Spanish and Brazilian Portuguese to engage with and support businesses. Specific duties may entail building property owner relationships, business recruitment to help fill vacancies, improving the look and feel of the Downtown, connecting existing or potential new business tenants with property owners, connecting technical assistance and funding opportunities with small business owners, such as Small Business Administration loan support, in languages spoken by business owners, and acquiring economic development funding opportunities for the Town.

Commentary

This could be integrated with an Economic Development staff position.

Type

Capacity building

Responsibility (Lead)

Town Administrator

Support

HR Department

Timeframe

Near-term (1 to 3 years)

Potential Resources

Town budget, Chamber support, examples of other successful downtown management entities such as Hudson Downtown Business Improvement District (BID), Downtown Framingham Inc. non-profit, Beverly Main Streets (main street district) and Beverly Arts District (BAD)

Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.



Strengthen downtown as the center of community



Goal: Activate downtown as a district of community and culture with support for local small businesses, public art, and events.

Strategy: Establish a downtown district management entity (Business Improvement District, Cultural District, Main Street Organization, or other type of nonprofit).

- **Action:** Convene business owners, property owners, and stakeholders of downtown to determine the shared goals, interests, and objectives that could be supported by a downtown district management.

Commentary

Building support with downtown business owners is critical to establishing a successful management entity. A formal entity will provide a partner that is missing from downtown.

Type

Capacity building

Responsibility (Lead)

Downtown Revitalization Committee

Support

Economic Development Commission, Tri-County Regional Chamber

Timeframe

Near-term (1 to 3 years)

Potential Resources

Town budget, Chamber support, examples of other successful downtown management entities such as Hudson Downtown Business Improvement District (BID), Downtown Framingham Inc. non-profit, Beverly Main Streets (main street district) and Beverly Arts District (BAD)

Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.

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Strengthen downtown as the center of community

Goal: Encourage mixed-use redevelopment opportunities consistent with the historical scale of downtown and better utilization of upper floor spaces to strengthen downtown as a cultural and business destination.

Strategy: Explore new mixed-use zoning opportunities for downtown that would allow redevelopment consistent with historical structures (up to 4-stories, nearly full lot coverage, minimal setbacks, and reduced parking requirements). Integrate historic preservation protections for historical downtown structures.

- Action:** Initiate a community-based rezoning process for downtown (portions of CB and CA districts) with the purpose of identifying zoning modifications that would encourage mixed-use redevelopment opportunities to capture land value of under-utilized properties downtown.

Commentary	The rezoning should be focused on encouraging mixed-use redevelopment investment in underutilized or auto-centric properties in downtown. To develop the zoning concepts a community planning process should be used to document a shared district vision and build support.
Type	Regulatory change
Responsibility (Lead)	Planning Board
Support	Planning & Engineering Department, Downtown Revitalization Committee
Timeframe	Near-term (1 to 3 years)
Potential Resources	MAPC Technical Assistance, One-Stop Grant, EEA Planning Grant

Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.

Strengthen downtown as the center of community

Goal: Manage downtown traffic safety and provide parking wayfinding downtown.

Strategy: Relieve street parking pressures downtown.

- Action:** Develop a parking management plan to increase the utilization of supply that is available in the downtown.

Commentary	A parking management plan should comprehensively organize downtown parking resources to improve efficiency and utilization and include private parking resources, on-street and off-street resources, rationing of parking fees and enforcement to create turnover in the demand locations, encourage long term parking in appropriate locations, increase the best use of parking that is available. Downtown should be a district where patrons park once and walk to multiple destinations.
Type	Regulatory change
Responsibility (Lead)	Planning & Engineering Department
Support	Highway Department, Planning Board, Downtown Revitalization Committee
Timeframe	Near-term (1 to 3 years)
Potential Resources	Town budget, MAPC Technical Assistance

Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.

Improve transportation safety and reduce congestion

Goal: Explore opportunities to address congestion by changing roadway configurations and improving traffic signalization.

Strategy: Modernize traffic signals and address congestion bottlenecks on local roadways to improve traffic flow.

- Action:** Pursue funding through MassDOT's Local Bottleneck Reduction program for improvements to local roadways.

Commentary	Application can be joint with the regional transit authority and will be ranked higher if on a fixed transit route. The solution does not need to be submitted as part of the application.
Type	Capacity building
Responsibility (Lead)	Highway Department
Support	Planning & Engineering Department
Timeframe	Near-term (1 to 3 years)
Potential Resources	Staff time

Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.

Improve transportation safety and reduce congestion

Goal: Expand and improve walking, biking, and rolling connections and infrastructure throughout the Town to provide non-motor vehicle transportation options and reduce congestion.

Strategy: Develop a Town-wide multimodal transportation plan.

- Action:** Update the Town's existing Complete Streets Prioritization Plan to provide a comprehensive vision and listing of projects to advance a town-wide multimodal transportation network.

Commentary	Developing a comprehensive Town-wide multimodal transportation plan that prioritizes expanding the multimodal network and filling gaps in the existing system should inform updating the Complete Streets Prioritization Plan. Multimodal connections to downtown, primary open spaces, and existing multimodal trails, such as the Upper Charles Trail, should be prioritized.
Type	Planning
Responsibility (Lead)	Planning & Engineering Department
Support	Highway Department
Timeframe	Near-term (1 to 3 years)
Potential Resources	Town budget (if assisted by external consultant), staff time

Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.

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<p> Maintain the livability and charm of neighborhoods</p> <p> Goal: Increase the share of Affordable Housing through zoning and housing policies.</p> <p>Strategy: Build local capacity to support Affordable Housing Development.</p> <p>Action: Build support for local adoption of the Community Preservation Act (CPA), a local property tax surcharge of not more than 3%, and leverage funds to support the Affordable Housing Trust.</p> <p>Commentary The Community Preservation Act is a state law passed in 2000 that allows Massachusetts communities to conduct a referendum to add a small surcharge to local property taxes unlocking matching funds from the statewide Community Preservation Trust Fund. Funds may be used to support recreation, protect open space, support local affordable housing, and preserve historic buildings and resources.</p> <p>Type Capacity building</p> <p>Responsibility (Lead) Parks Department</p> <p>Support Parks Commission, Conservation Commission, Fair Housing Committee, or other allied advocates</p> <p>Timeframe Near-term (1 to 3 years)</p> <p>Potential Resources Community Preservation Coalition CPA adoption resources (online)</p> <p><i>Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.</i></p>	<p> Maintain the livability and charm of neighborhoods</p> <p> Goal: Enhance multimodal access to open space and recreation assets and strategically expand the network of multimodal connections to the Upper Charles Trail.</p> <p>Strategy: Develop a pilot approach to incrementally increasing safe multi-routes from underserved neighbor-specific open space destinations and based on usage patterns and feedback.</p> <p>Action: Identify the roadways with the most potential to connect residents to open space. Consider low cost on-street or off-street reconfigurations to provide safe, pedestrian and bicycle travel.</p> <p>Commentary Test temporary configurations to increase bike and pedestrian safety.</p> <p>Type Planning</p> <p>Responsibility (Lead) Planning & Engineering Department</p> <p>Support Highway Department</p> <p>Timeframe Near-term (1 to 3 years)</p> <p>Potential Resources Town budget (if assisted by external consultant), staff time</p> <p><i>Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.</i></p>	<p> Continue to improve effective governance</p> <p> Goal: Improve and update capital improvement process and practices.</p> <p>Strategy: Establish and share clear project priorities for ranking capital improvements, including metrics which evaluate equity-centered impacts. For example, asking who benefits from the improvement? And who may be harmed by the improvement?</p> <p>Action: Define a decision framework based on project priorities and score and rank capital improvements based on the framework.</p> <p>Commentary Expand on existing systems and develop efficient ways to share this information with the community. Report out approved projects, intended impacts, and metrics for measuring outcomes on completion.</p> <p>Type Communication and coordination</p> <p>Responsibility (Lead) Finance Committee</p> <p>Support Town Accountant</p> <p>Timeframe Continuous and ongoing</p> <p>Potential Resources Staff time, examples from other municipalities such as Brewster's Citizens Guide to Municipal Finance and use of "capital stories" in capital improvement plan including use of online tools such as opengov.com</p> <p><i>Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.</i></p>	<p> Continue to improve effective governance</p> <p> Goal: Continue to evaluate department structures and organization for efficient delivery of services.</p> <p>Strategy: Identify and explore continued centralization of shared resources and functions that may be duplicated across multiple departments.</p> <p>Action: Many departments are dependent on volunteers, explore whether a centralized volunteer coordination system would be effective for multiple departments. For example, sharing a system between the Library, Senior Center, and Youth Center.</p> <p>Commentary A variety of software platforms exist for this purpose. A single platform should be shared to serve multiple needs across the town. If one platform is in use today it should be tested for use by others and then developed to expand and coordinate resident involvement.</p> <p>Type Communication and coordination</p> <p>Responsibility (Lead) Town Administrator and IT Department</p> <p>Support HR Department, Library, Senior Center, Youth Center, and others</p> <p>Timeframe Near-term (1 to 3 years)</p> <p>Potential Resources Staff time, town budget to support platform</p> <p><i>Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.</i></p>
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<p> Advance climate resilience and sustainability</p> <p> Goal: Continue to protect watersheds, groundwater, and improve water quality.</p> <p>Strategy: Incorporate Low Impact Development (LID) principles into land use regulations, encouraging developers to integrate green infrastructure such as green roofs, bioswales, and permeable pavements.</p> <ul style="list-style-type: none"> Action: Update the town's subdivision regulations to require stormwater best management practices, reduce impervious surface coverage, and protect natural features and open space. <table border="1"> <tr> <td>Commentary</td> <td>The regulations could be updated to increase sustainable development and encourage compact lots. This effort could be combined with complementary zoning modifications to Open Space Residential Development and Planned Residential developments.</td> </tr> <tr> <td>Type</td> <td>Regulatory change</td> </tr> <tr> <td>Responsibility (Lead)</td> <td>Planning Board</td> </tr> <tr> <td>Support</td> <td>Planning & Engineering Department</td> </tr> <tr> <td>Timeframe</td> <td>Near-term (1 to 3 years)</td> </tr> <tr> <td>Potential Resources</td> <td>Town budget, staff time, MAPC Technical Assistance, Mass Audubon LID & Climate-Smart, Nature-Based Solutions Bylaw Review Tool</td> </tr> </table> <p><i>Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.</i></p>	Commentary	The regulations could be updated to increase sustainable development and encourage compact lots. This effort could be combined with complementary zoning modifications to Open Space Residential Development and Planned Residential developments.	Type	Regulatory change	Responsibility (Lead)	Planning Board	Support	Planning & Engineering Department	Timeframe	Near-term (1 to 3 years)	Potential Resources	Town budget, staff time, MAPC Technical Assistance, Mass Audubon LID & Climate-Smart, Nature-Based Solutions Bylaw Review Tool	<p> Advance climate resilience and sustainability</p> <p> Goal: Continue to improve environmental sustainability and resiliency for Town facilities, services and residents.</p> <p>Strategy: Pursue becoming qualified for financial and technical support for reduced municipal energy use, sustainability improvements, and climate-related investments.</p> <ul style="list-style-type: none"> Action: Become a Designated Green Community to cut municipal energy costs, access grants for clean and energy projects, reduce greenhouse emissions, promote energy-efficient construction, foster renewable energy, and become a clean energy leader. <table border="1"> <tr> <td>Commentary</td> <td>The MA Green Community Designation and Grant Program provides a map along with financial and technical support.</td> </tr> <tr> <td>Type</td> <td>Capacity building</td> </tr> <tr> <td>Responsibility (Lead)</td> <td>Facilities Department</td> </tr> <tr> <td>Support</td> <td>Milford Public Schools</td> </tr> <tr> <td>Timeframe</td> <td>Near-term (1 to 3 years)</td> </tr> <tr> <td>Potential Resources</td> <td>Staff time</td> </tr> </table> <p><i>Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.</i></p>	Commentary	The MA Green Community Designation and Grant Program provides a map along with financial and technical support.	Type	Capacity building	Responsibility (Lead)	Facilities Department	Support	Milford Public Schools	Timeframe	Near-term (1 to 3 years)	Potential Resources	Staff time	<p> Strengthening the health and well-being of the community</p> <p> Goal: Continue to address overcrowding while preventing displacement.</p> <p>Strategy: Increase near-term prevention of overcrowding.</p> <ul style="list-style-type: none"> Action: Provide residents with tenants' rights information based on legal rights of renters in Massachusetts with contact information for tenant advocacy organizations, such as City Life/Vida Urbana. <table border="1"> <tr> <td>Commentary</td> <td>Circulate in neighborhoods reporting overcrowding.</td> </tr> <tr> <td>Type</td> <td>Communication and coordination</td> </tr> <tr> <td>Responsibility (Lead)</td> <td>Health Department</td> </tr> <tr> <td>Support</td> <td>Building & Inspections Department, Fire Department, Police Department</td> </tr> <tr> <td>Timeframe</td> <td>Continuous and ongoing</td> </tr> <tr> <td>Potential Resources</td> <td>Staff time</td> </tr> </table> <p> Goal: Promote equitable access to cultural assets.</p> <p>Strategy: Expand communication that highlights community pride, culture, history, and historical resources.</p> <ul style="list-style-type: none"> Action: Newsletter highlighting important town information, news of the day, "today in Milford history." Make newsletter available in English, Spanish, Brazilian Portuguese. <table border="1"> <tr> <td>Commentary</td> <td>A common and central touchpoint to bring the community together and share important information.</td> </tr> <tr> <td>Type</td> <td>Communication and coordination</td> </tr> <tr> <td>Responsibility (Lead)</td> <td>Town Administrator</td> </tr> <tr> <td>Support</td> <td>All department (news contributions)</td> </tr> <tr> <td>Timeframe</td> <td>Continuous and ongoing</td> </tr> <tr> <td>Potential Resources</td> <td>Staff time</td> </tr> </table> <p><i>Note: The implementation recommendations are intended to provide a reasonable starting point. If an alternative approach is found to be more advantageous or expedient then it should be pursued.</i></p>	Commentary	Circulate in neighborhoods reporting overcrowding.	Type	Communication and coordination	Responsibility (Lead)	Health Department	Support	Building & Inspections Department, Fire Department, Police Department	Timeframe	Continuous and ongoing	Potential Resources	Staff time	Commentary	A common and central touchpoint to bring the community together and share important information.	Type	Communication and coordination	Responsibility (Lead)	Town Administrator	Support	All department (news contributions)	Timeframe	Continuous and ongoing	Potential Resources	Staff time	<p> Strengthening the health and well-being of the community</p> <p> Goal: Maintain and improve existing resources, recreational facilities, and programs strengthening amenity, accessibility and inclusiveness.</p> <p>Strategy: Foster parks that are both physically and culturally inclusive, ensuring they are accessible, welcoming, and reflective of the diverse needs and identities of the community.</p> <ul style="list-style-type: none"> Action: Ensure inclusive and equitable enforcement of park rules so that all community members feel welcome and able to use park spaces. <table border="1"> <tr> <td>Commentary</td> <td>Provide clear rules and expectations for the use of parks, but ensure they are enforced uniformly across a diverse population.</td> </tr> <tr> <td>Type</td> <td>Communication and coordination</td> </tr> <tr> <td>Responsibility (Lead)</td> <td>Parks Department</td> </tr> <tr> <td>Support</td> <td>Police Department</td> </tr> <tr> <td>Timeframe</td> <td>Continuous and ongoing</td> </tr> <tr> <td>Potential Resources</td> <td>Staff time</td> </tr> </table> <p><i>Note: The implementation recommendations are intended to provide a reasonable starting point. 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Finalized Document

<p> Continue to support a thriving local economy</p> <p> Goal: Create more opportunities for multifamily housing to attract new investments and support the local workforce.</p> <p>Strategy: Encourage multifamily development by defining locations where it is an allowed zoning use, either by-right with site plan review or by special permit.</p> <ul style="list-style-type: none">Action: Explore adding multifamily development by right with site plan review in existing residential zones adjacent to the downtown, for example the current General Residential (RA) zoning district. <table border="1"><tr><td>Commentary</td><td>Increasing and diversifying the housing supply will support a thriving local economy. Finding locations to allow multifamily development by right would be a major shift for the town's zoning regulations. 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Define a consistent format and information to be included in each resident feedback invitation, such as the topic, what type of feedback is most useful at that moment, how the feedback will be used, and if additional opportunities for feedback will occur, and what the timeline is for the specific issue or item that is inviting feedback. <table border="1"><tr><td>Commentary</td><td>This should likely be both an online and paper form that is available at meetings. The creation of the form should be supported with an intake process to record, compile, and direct feedback to the appropriate town departments, staff, boards, and committees. 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Next steps



Project website

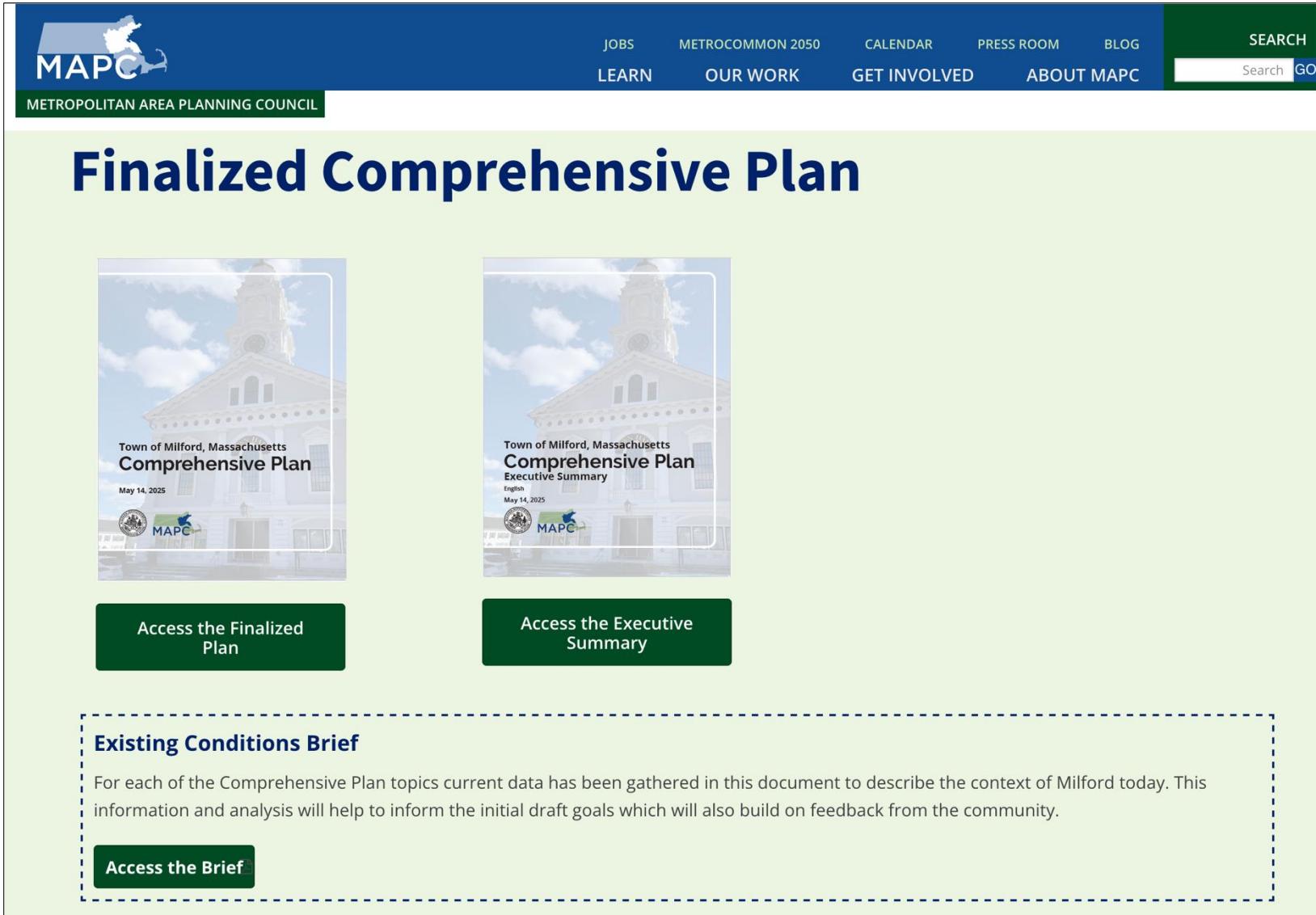
Learn more!

Visit the **plan website**:

<https://mapc.ma/MilfordCompPlan>



Project website



The screenshot shows the MAPC website with a blue header. The header includes the MAPC logo, a search bar, and navigation links for JOBS, METROCOMMON 2050, CALENDAR, PRESS ROOM, BLOG, LEARN, OUR WORK, GET INVOLVED, and ABOUT MAPC.

Finalized Comprehensive Plan

Town of Milford, Massachusetts Comprehensive Plan
May 14, 2025

Town of Milford, Massachusetts Comprehensive Plan Executive Summary
English
May 14, 2025

Access the Finalized Plan **Access the Executive Summary**

Existing Conditions Brief

For each of the Comprehensive Plan topics current data has been gathered in this document to describe the context of Milford today. This information and analysis will help to inform the initial draft goals which will also build on feedback from the community.

Access the Brief



Next steps

- Printing final plan
- Announcing on Town website
- Final email to list with final plan
- Preparing for implementation



MILFORD

Comprehensive Plan **2024**

Ad Hoc Committee Meeting #13

May 20, 2025

