

WESTWOOD COMPREHENSIVE PLAN



Prepared for the Westwood, Massachusetts Planning Board
By the Westwood Master Plan Steering Committee
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The Town Pound, High Street: quiet history at a major Town gateway.

THE TOWN WE WANT

This *Comprehensive Plan* is a statement of the collective intentions of those involved regarding the kind of town they would like Westwood to be in the future, and the directions they intend pursuing to help Westwood achieve that future. It combines policy and action intentions. It isn't a law or a regulation, though it has already led to some of those, and it isn't unchangeable: revisions can be expected with some frequency. What it IS is an important blueprint for directions to be taken in gaining the Town we want.

This *Comprehensive Plan* effort began with funding from the Town in Fall, 1996. It has been directed by a Master Plan Steering Committee created/appointed by the Planning Board. Initially, residents were recruited to participate in "affinity groups" structured by interests: neighborhoods of the Town, business people, large landowners, land owners, and school pupils. Critically, they spent a Saturday brainstorming.

Results of their brainstorming provided policy guidance for the work that has followed, and also immediately connected the abstractions of planning with the realities of Town decision-making. Many of the affinity groups expressed great concern about over-building before adequate plans could be formed, leading them to call for a moratorium.

Out of the dialogue that followed, participants' concern was addressed through:

- ?? crafting and adoption of a temporary growth rate control (whose limits were never reached);

- ?? establishment of a group charged with working creatively with land owners towards mutually beneficial non-development uses of land;
- ?? appropriation of Town funds for open space, confirming the Town's intent and enabling work with land owners to get started, and
- ?? adoption of sweeping new residential zoning legislation.

Later, drafting of a detailed open space and recreation plan was given priority for completion, to provide a basis for working with landowners and others towards land use goals. A year after the call for a moratorium, a key parcel previously headed towards development had been secured as open space, new zoning was in place, and a new relationship between the Town and its major landowners had been initiated.

That response effort, and later "hands on" involvement of the *Comprehensive Plan* program with school planning, affordable housing, and sub-regional planning efforts ("The Four-Town Study") consumed time and energy, extending the time required for plan preparation, but it exemplified the best in planning, which is informing and precipitating effective action. Support and formal approvals for those actions from many public agencies also confirmed what participating residents had said in their brainstorming about the kind of town Westwood citizens want.

The Westwood which people want is revealed in many ways: from the workshops and forums of the *Comprehensive Plan* process, from the decisions made at town meeting and the polls, and from the advocacy positions of community leadership when those positions then are backed with community support.

What citizens want isn't one thing: Westwood citizens have widely varied circumstances and therefore varied wants. For most, protection of the Town's character is important, involving such actions as the saving of open space and building vital town centers, and this *Plan* supports that. For some, affordable housing is a means to the end of protecting the diverse character of the Town, while for others such housing is a critical need for themselves or their family, and this *Plan* seeks to address both those interests. For some, support for business development is a means of balancing the Town's

fiscal books without undue burden on residents. For others, it is critical to their own personal livelihood. This *Plan* seeks to serve both those interests, too.

In short, Westwood citizens want a Town that continues to have the qualities it has had in the past: attractive, open to participation, and well managed. They would like their Town to continue, as it has, to seek a broadening of its social and economic diversity, and to seek to serve the full range of that diversity, and not just majority interests. This *Plan* lays out directions for achieving all of that.

Implementation began in the first half-year of the planning effort, and has continued throughout. The intention is that implementation will, as it has in the past, result in reshaping of the *Plan*. Frequent *Plan* revisions over the years will be a sign not of any weakness or failure but rather an indicator of its continuing vitality and relevance. In fact, it is important that there be a commitment of intention to such a process of active implementation and periodic reflective revisions, as discussed in the “Implementation” element.

TOWN 1/24/2001



Sandy Valley Road and the land it could serve

LAND USE

BACKGROUND

Westwood's land use pattern is fully established, with three-quarters of the Town's 6,400 acre land area now committed through development or preservation measures. The Town's land use pattern can be thought of as being largely made up of a series of radial corridors. Four of them are strongly characterized by non-residential uses:

- The High Street corridor, including the historic Town Center. It contains an open mix of business, institutional, and residential uses along its length;
- The Islington Corridor along Washington Street. It contains business and residential uses compactly developed;
- The Route 1 Corridor. It contains larger-scale business and some residential development;
- The University Avenue Corridor. It contains an inheritance of industrial development that, though largely from an earlier era, has exciting potential.

The other two corridors contain the Town's lowest density areas, being largely open, with only scattered residential development. One lies along Sandy Valley and Purgatory Brook. The second lies along the Dover and Dedham boundaries, surrounding the Noannet Pond watershed.

The remaining areas of the Town lying outside of

those corridors is suburban in structure and character, with some variation in densities, and is quite limited in remaining developable land.

That pattern serves the Town well, so there is strong support for assuring its continuation. A wide range of residential environments exists, from nearly urban to rural densities. The Town's very substantial non-residential development, providing about a quarter of the Town's tax levy¹, is located such that its impacts on the residential quality of life are small.

WESTWOOD LAND USE, 1995²

	Acres	%
DEVELOPED		
Residential	2,900	45.3
Commercial	200	3.1
Industrial	300	4.7
Public, institutions	100	1.6
Subtotal	3,500	54.7
OPEN		
Undevelopable	300	4.7
Some legal protection	1,200	18.8
Available	1,400	21.9
Subtotal	2,900	45.3
TOTAL	6,400	100.0

Projections have been made of development extending to seventy years into the future, at which point full land saturation will have been reached, based initially on current zoning and open space protection. The projections indicate an increase of about 800 dwelling units above the current level, and population peaking at about 1,000 persons above the current level. Those modest increases reflect the constraints of land and zoning, not any diminishing of demand for a Westwood location.

WESTWOOD ACTIVITY PROJECTIONS³

Year	Housing units	Residents	Jobs
1995	4,700	14,000	9,400
2015	5,130	15,000	11,700
2065	5,530	14,900	16,400

Modeling of land use alternatives was undertaken,

both as a part of this Comprehensive Plan study⁴ and as a part of a four-town regional study⁵. The results demonstrated that zoning change can have potent impact on land development qualities, but relatively small impact on ultimate population, since the Town is already within 10% of its "build-out" population under current zoning. A program of open space reservation, on the other hand, would achieve virtual population stability if an additional 350 acres were to be protected. In contrast, current zoning provides that at build-out there is potential for very large increases in jobs above current levels.

GOALS AND OBJECTIVES

Three topics have dominated land use concerns throughout this planning effort: natural and cultural resources, fiscal stability, and community character.

Every natural feature in the Town not already protected by ownership or control is at risk, since development threatens to consume every remaining acre. Protection can be gained by open space acquisition, through use of conservation restrictions, and by shaping development to provide protection as it occurs, such as through Major Residential Development. Some hold that the objective should be the protection of every possible acre, while others suggest a more modest objective of preserving an average of 35 acres per year over the next decade, bringing protected open land to 1,600 or more acres, and likely resulting in an approximately stable population.

Fiscal stability requires continuing to support economic development, and doing so in ways that are not damaging to the basic residential qualities of the community. Stability also requires assurance that the costs of services required by new development are not excessive in relation to the fiscal support that such development can provide. An achievable objective would be to have the non-residential share of the Town's assessed valuations grow from the present one-sixth of that base to one-quarter within the next twenty years.

Some elements of protecting community character are obvious, such as managing the appearance of High Street, the Town Center, and Islington; and protecting the Sandy Valley/Purgatory Brook and Noannet corridors. The character of the Town also depends upon social and economic qualities that land use may affect. For example, it is important to the character of

the Town that present residents will still find appropriate housing here as they age, and that their children will have opportunities to live here as well.

STRATEGIC APPROACH

The major land use patterns of the Town are essentially committed by existing use and infrastructure patterns, but require strengthening and protection against incompatible change. Equally important are the smaller-scale characteristics of development: not just what gets developed or how much gets developed, but also the qualities of that development, and how those smaller-scale characteristics reflect the preferences and interests of the Town. These actions are critical to success.

- Strengthen the clarity of distinction among (a) areas of the Town to be treated as "Villages," chiefly Islington and the Town Center on High Street; (b) the areas to be treated as "Countryside," epitomized by the Sandy Valley and Noannet corridors; and (c) the remaining neighborhoods.

The intention is to build real pedestrian-oriented Villages, to assure that residences are only incidental to the Town's "Countryside" where it still remains, and to maintain the sound character of other areas of the Town, whether business or suburban.

- Enhance the quality of residential development planning, so that residential development is shaped to also protect open space, serve diverse social needs, respect resource protection, and have visual compatibility with the character of Westwood.
- Develop approaches that achieve increased business development consistent with the overall objective of protecting residential quality of life.
- Aggressively seek to protect key open space resources through both acquisition and regulatory protection.

IMPLEMENTING ACTIONS

To promote village and countryside distinctions:

- L1. Explore Zoning revisions to strengthen the Village/Countryside distinction, including tailored village parking regulations, smaller village lot sizes, maximum setback requirements, side or rear parking requirements, and landscaping rules.
- L2. Revise Subdivision Regulations to reflect context, including both "Village" and "Countryside" standards for street design, open space, subdivision layout, and use of "neotraditional" configurations.
- L3. Pursue the policy objectives of the "Commercial Center Strategic Planning Project," seeking a cost-effective way of accomplishing those ends.

To promote quality of residential development:

- L4. Use flexible density-based residential controls with performance-based incentives, such as contained in the recently adopted Major Residential Development zoning, giving the Town a stronger voice in dealing with siting and environmental protection.
- L5. Promote further diversifying housing opportunities, such as through allowing small-lot elderly housing, assisted living, or even small-scale multi-family housing, and through offering density incentives for developments that serve those needs.
- L6. Explore alternatives to the present residential zoning along a major portion of Route 1, which currently invites land use conflict.

To support viable, sustainable, and compatible business development:

- L7. Continue to refine business development controls in Zoning, including possible changes to allow higher density development, such as in the ARO district or in University Avenue Park, as an alternative to business development spreading outward.
- L8. Pursue financial incentives, such as tax increment financing for service and infrastructure improvements, and a more

entrepreneurial role for the Town, illustrated by creation of off-street parking in Islington.

- L9. Support multi-jurisdictional (state agencies, neighboring towns) approaches to unlocking the potentials of the University Avenue Park, with the aim of gaining long-term fiscal benefits for the Town while protecting residential environs.

To protect key resources:

- L10. Undertake a major public/private open space acquisition program, with committed support as part of the Town's Capital Improvements Program.
- L11. Develop specific criteria for setting priorities for open space acquisition or protection.
- L12. Refine resource protection controls under Zoning, including current proposals to reflect DEP Stormwater Policies, updating Water Resource District requirements to reflect current State regulation, and moving from general criteria of Section 16A to explicit standards, perhaps to be contained in non-regulatory guidelines.

Other:

- L13. Explore how best to foster mixed-use development in the Route 1-related "Highway Mix" area, encouraging a rich but compatible integration of office uses, industrial uses, retail uses, and perhaps even residential uses.

RESOURCES

The following material is incorporated by reference.

Cecil & Rizvi, Inc., "Commercial Center Strategic Planning Project, Westwood Massachusetts," 1997.

Herr & James Associates, "Land and Growth," February 16, 1998.

L-USE 1/24/2001

END NOTES

1. For example, in FY98 non-residential (and non-open space) property paid \$7.1 million of the \$25.4 million tax levy, or 28%, as reported by MA DOR. The non-residential share of assessed valuations was much smaller, 17%, but taxed at a higher rate than residences and open space.
2. Source: Herr Associates analysis of Assessor's records of 10/97. See Herr & James, "LAND Modeling -- Technical Notes," February 16, 1998 for the Westwood Comprehensive Plan Project.
3. Source: Herr & James "Westwood Growth Printout," for the Municipal ("Four-Town") Growth Planning Study, September 9, 1998. BASE scenario.
4. Herr & James, "Land and Growth," for the Westwood Comprehensive Plan Project, February 16, 1998.
5. Herr & James, "Options at Build-Out," for the Municipal (Four Town) Growth Planning Study, January 27, 1999.



High Street across from the Town Offices.

TOWN CENTERS

BACKGROUND

The existing village centers on High Street and Washington Street are critical elements in the Town's overall planning approach. That approach importantly includes strengthening the clarity of distinction among the Town's two village centers, the remaining "countryside" areas, and the remaining areas of suburban character (see "Land Use Element"). Acting on that intent, in 1997 the Town commissioned the *Commercial Center Strategic Planning Project* (citation at **Resources** below), which explored alternative strategies for improvements for those areas. Much of the content of this element is drawn from that study.

A wide range of Town intentions converge on these Town Center locations, creating challenges. Both centers lie along critical commuter routes, and serving the growing commuter traffic of those routes is in conflict with maintaining the pedestrian scale and ease of movement the Town seeks. The Centers are the potential location for housing intended to meet needs of older citizens, but doing so may involve higher densities than are easily accepted.

The Centers contain a substantial share of the Town's present and future inventory of Town facilities. Those include Town Hall, police station, two fire stations, two Town libraries, two schools, the School Administration Building, recreation areas, and a Town cemetery (see the *Community Facilities and Services Element* for discussion of the challenges they present). Finally, the Centers are vitally important in conveying the image of the community, but the Town

has very limited means for guiding the character of new development there.

The extent of retail sales and services in the two centers is relatively modest, and projected to remain so. The Town's circulation system limits east-west accessibility, making it difficult for any single location in the Town to serve the entire Town, making large-scale retailing unlikely in either Center. Niche retailing, specialty stores, and restaurants are cited in the strategic planning study as strong prospects, along with professional services oriented to the local population. That scale of enterprise is consistent with the present character and area capacity.

GOALS AND OBJECTIVES

A number of goals for the Town centers were contained in the *Strategic Planning Project* report, these among them:

- Reinforce the viability of commercial and civic uses along High and Washington Streets.
- Create an improved image and identity for the two centers.
- Encourage a diverse range of retail and commercial uses.
- Improve vehicular, pedestrian, and bicycle safety within the areas.

STRATEGIC APPROACH

A set of planning alternatives was presented in the *Strategic Planning Project*. The differences among those alternatives are fundamentally choices about Town facilities, such as choice between Town Hall expansion versus relocation to a new facility, or possible relocation of the Islington Fire Station versus improvements at the present facility. Choice now among those *Project* alternatives is less important than is consistently following the basic objectives that underlie all of the alternatives, as expressed in the goals above and more fully discussed in the *Project* report.

The strategic Town Centers approach of this *Plan*, then, is to carefully design actions that will advance the qualities of Town Center vitality, compactness,

and character that will enable them to be soundly developed in the future regardless of the choices made about public facility locations and priorities.

IMPLEMENTING ACTIONS

TC1. Establish a building and site design guidance system for the village centers, building on the guidelines provided in the *Strategic Planning Project* report (Appendix I), and going beyond that to provide an institutional process for guideline application through zoning, historic district controls, an advisory board, or other means.

TC2. Even more in the Town Centers than elsewhere, it is critically important to assure that all street reconstruction projects enhance pedestrian and bicycle safety, even if doing so reduces the auto benefits otherwise obtainable.

TC3. Promote landscaping improvements on both public and private property in coordination with street improvements.

TC4. Develop true “village center” zoning, include such efforts as:

- a. Refine dimensional and other controls in the LBA and LBB districts to encourage small-scale local-serving retail and service enterprises, rather than larger region-serving ones. For example, while required lot area in those districts is small, required setbacks make building impossible on lots of anywhere near minimum allowable size.
- b. Explore means of allowing more compact forms of residential development targeted for older citizens, perhaps in the form of residential use on the same parcel with business uses.
- c. Working together with business interests, develop sign regulations that assure consistency between commercial signage and Town character.

TC5. Carry out the underground placement of utilities in village centers, as approved by Town Meeting even before completion of this *Plan*.

TC6. Designate the Planning Board as the agency responsible for assuring that the action and policy agenda for the village centers is actively pursued over time, among other things including reporting on progress in its annual report to the Town.

TC7. Explore reconciliation of spatial needs for business use and existing small parcels through such possibilities as greater depth for the LBA and LBB districts, or through facilitation of efforts to consolidate parcels.

RESOURCES

The following material is incorporated by reference.

Cecil & Rizvi, Inc., “Commercial Center Strategic Planning Project, Westwood Massachusetts,” June 30, 1997.

Herr & James Associates, “Land and Growth,” February 16, 1998.

CENTERS 1/24/2001



Housing, some affordable, at Cedar Hill Estates.

HOUSING

BACKGROUND

Westwood's land use, character, and self-image are all dominantly residential. However, growth in housing in Westwood is likely to be relatively modest in the future, as land opportunities for residential development dwindle. Land remains for only about 1,000 dwelling units to be added to the 5,000 or so currently here¹. That makes it important that the remaining housing opportunities be well guided so they can serve the broad objectives of the community.

Existing housing in Westwood is dominantly single-family dwellings occupied by their owners. In 1990, 87% of all households in Westwood lived in homes they owned, and 90% of the dwellings in Westwood were single-family². The 1998 figures are probably just a little higher for both ownership and single-family units.

Dwellings in Westwood are relatively large. In 1990 fewer than 7% of the housing units in Westwood had fewer than two bedrooms, compared with over 17% Statewide. Nearly 36% of the units in Westwood in 1990 had four or more bedrooms, twice the share that exists Statewide³. Based on building in the intervening years, the share of small units in Westwood has probably fallen, and the share of large units has probably grown.

In contrast, in 1990 more than 30% of all households in Westwood were non-family, chiefly housing older individuals living alone⁴. Such households have greatly increased Statewide and nationally since 1990, and are expected to increase greatly in the coming decades. The bulk of Westwood's existing

housing stock serves such households poorly.

Despite Westwood's image as a dominantly residential community, many more jobs are located in Westwood than there are workers residing there: about 7,000 employed residents and 9,500 local jobs, as reported by MA DET in 1997. Westwood zoning makes substantial job growth eventually possible, chiefly through infill and redevelopment of already developed land. As that occurs, the imbalance between local jobs and local labor force is likely to grow, since zoning does not allow commensurate growth in housing. The result will be increased in-commuting adding to traffic concerns unless offsetting measures are taken. From this perspective, the Town's remaining capacity for residential growth can be seen as a scarce asset for, among other things, accommodating housing which is well-suited to addressing needed balance between jobs and housing⁵.

Dwellings in Westwood are not only large by Statewide norms, they also are expensive. The median estimated value for Westwood owner-occupied units in 1990 was \$241,000, about 43% above the Statewide average. Median household income similarly was 59% above the Statewide median⁶. Housing values in Westwood tumbled in the early 1990s but have since recovered and reached new heights⁷.

Median contract rent, on the other hand, was \$509 per month in Westwood in 1990, almost exactly the Statewide average, reflecting the typically small unit size and substantial subsidies for Westwood's rental housing stock⁸. Constraints on allowable rents on many of Westwood's rental units probably mean that rents have risen much less than have house values.

Four large developments in Westwood provide subsidized housing: multifamily in Highland Glen and Westwood Glen, and single-family in Chase Estates and Cedar Hill Estates. Taken together, the units in those developments total more than 10% of all housing in Westwood⁹. Even under the State's restrictive way of counting subsidized units, subsidized housing in Westwood totals more than 8% of the 1990 total of all housing in Westwood, twice as large a share as is true for most comparable communities¹⁰. The Westwood subsidized share of housing equals that found Statewide, despite demonstrably lower need in Westwood than in the average community.

The Town has undertaken a broad array of efforts to support goals such as the above. In 1998 it adopted Major Residential Development (MRD) zoning that affords developers greater flexibility in design and programming of housing developments, and provides positive incentives for inclusion of housing the Town supports for diversification: affordable units as locally defined, and housing targeted for older citizens. For high density business development, housing "linkage" requirements have been established. Both Chase Estates and Cedar Hill Estates were endorsed by various Town agencies, facilitating their State approval.

Zoning contains a number of tools for diversifying housing, including provisions for accessory housing units, density bonuses under cluster zoning for creating "affordable" lots, and others.

Organizationally, the Town has an active Fair Housing/Housing Partnership Committee, and a Housing Authority with broad statutory capacities. A housing trust, Westwood Affordable Housing Associates, has been established as a vehicle for achieving housing development. The Trust is undertaking creation of affordable units through acquisition, rehabilitation, and affordable rental of a series of dwellings as it acquires them.

GOALS AND OBJECTIVES

With modest modifications, the housing objectives outlined in the Town's "Planning for Housing" 1991 report¹¹ continue to reflect the Town's policy intents for broadening housing opportunities in Westwood, as follows:

1. Provide housing opportunities, especially home ownership, for a diverse community, including young families, single-headed households, elderly, young singles, special needs, and Town employees. In the absence of efforts to provide otherwise, the only housing likely to be added in Westwood in coming years will be either large single-family homes on large lots, or units available only to those having incomes below a State-specified ceiling. That fails to serve those seeking smaller units, units requiring less occupant maintenance, or units affordable to those with more income than State ceilings but less than demanded in Westwood's current market.

2. Increase the racial and ethnic diversity of the community. For example, in 1990 Westwood's population was 97.5% white non-Hispanic.
3. Provide affordable units dispersed throughout the community, "fitting" within the surrounding neighborhood, avoiding development of "housing projects" with units solely for low-income residents.
4. Increase the diversity of the housing stock by increasing the proportion of rental units.
5. Accomplish the above objectives while using mechanisms appropriate to Westwood, including:
 - encouragement of private development of affordable housing through zoning incentives and cooperative negotiation of individual projects.
 - pursuit of Town-initiated development of publicly-owned land. In particular, efforts should be made to identify and make use of Town-controlled parcels for elder housing, using Westwood Glen and Highland Glen as possible models.
 - use of innovative regulatory techniques. In particular, provision of affordable housing should be linked to new residential construction through mechanisms such as the affordability incentive bonus adopted in 1998 in Major Residential Development zoning.

STRATEGIC APPROACH

In October, 1999 Westwood received a Murray Corman Leadership Award for its housing achievements, chiefly two mixed-income single family housing developments authorized using Chapter 40B, a State law permitting such development to exceed local zoning limitations. Westwood continues moving ahead, recently adopting strong "inclusionary" zoning, and making energetic efforts to broaden housing opportunities.

However, it must be recognized that maintaining community support for such initiatives requires continuing sensitivity to assuring that affordable housing is created in harmony with other Town

interests. Failure to do so could irreparably damage the fragile coalitions that have made housing progress possible. Just as the State's Chapter 40B has been a valuable tool, it also poses a threat to local support, if ever its use were to result in inappropriate development. The best way of avoiding that is a proactive housing strategy, being clear on what the Town seeks and actively pursuing exactly that.

apart from local controls was but was d by the Zoning Board of Appeals.

The strategy for achieving that might have three elements. First, there needs to be resolution of how units get "counted" in calculating the 10% "target" of Chapter 40B. When communities have subsidized housing exceeding that share Chapter 40B may no longer be used to override local disapprovals. The DHCD calculates that the Town has 375 "eligible" units¹². Town officials calculate that the Town has 492 such units, which is more than 10% of Westwood's total year-round housing based on the 1990 Census, and very close to exceeding the likely year 2000 "threshold" for closing that avenue for skirting local regulation. It is difficult to design a program given that disparity.

Second, there need to be appropriate avenues *within* local regulations to encourage developers to include affordable units in their developments and to do so within the terms of locally developed controls and incentives. The recently adopted MRD provisions are one element in such an approach. More probably are needed.

Third, any strategy should include the same spirit of working with property owners that has already proven fruitful in protecting open space in the short time since it was initiated in an earlier stage of this planning program. By assuring property owners of the Town's interest in working cooperatively with them to allow them to realize fair return on their property, the incentive to first seek out developers can be diminished, as has been demonstrated.

IMPLEMENTING ACTIONS

- H1. Aggressively pursue resolution of the Chapter 40B "counting" rules with DHCD, if necessary with action before the Housing Appeals Committee, and pursuing litigation beyond that if the outcome is inappropriate.
- H2. Working together with property owners, developers, and housing advocates, explore

what, if any, further mechanisms are appropriate for providing means within Westwood's own laws for housing affordability to be an attractive option in many developments, satisfying land owners, developers, neighbors, and those seeking housing. The potential to actually achieve that exists in Westwood.

- H3. When those mechanisms are in place, engage in dialogue with owners of parcels of scale appropriate to such efforts in seeking to assure that they understand the opportunities being provided, and that they will give them real consideration in considering the future for their holdings.
- H4. Encourage only the most beneficial use of the Town's diminishing residential land supply, guiding it towards use for the most important housing needs rather than just whatever the current market suggests (which needs no encouragement).
- H5. Explore the potential of zoning for smaller lot age-restricted single-family housing where such housing would be in context with its surroundings, and could contribute both to meeting housing objectives and to building a "village" environment.
- H6. Actively pursue community racial and ethnic diversity, using such proven techniques as networking through personal associations and institutions to make contacts assuring potential residents of the Town's interests in diversity of all kinds.
- H7. Explore innovative approaches to financing for affordability, including use of the Town's housing trust funds to leverage lower interest rates.
- H8. Explore use of "linkage fees" to oblige new businesses to contribute to serving the housing needs that their development will generate, building on a provision already contained in Westwood's zoning but not employed to date.

RESOURCES

The following material is incorporated by reference.

Westwood Comprehensive Plan Project, "Land and Growth," February 16, 1998.

Herr & James Associates, "Westwood Growth Printout," for the Municipal Growth Planning Study: Towns of Canton, Dedham, Norwood and Westwood, September 19, 1998.

HOUSE 1/24/2001

END NOTES

1. Westwood Comprehensive Plan Project, "Land and Growth," February 16, 1998, and Herr & James Associates, "Westwood Growth Printout," for the Municipal Growth Planning Study: Towns of Canton, Dedham, Norwood and Westwood, September 19, 1998.
2. US Census of Population and Housing, 1990.
3. US Census of Population and Housing, 1990.
4. US Census of Population and Housing, 1990.
5. See David J. Friend, (draft) *Municipal Growth Planning Study: Balancing Land Development and Transportation in the 4-Town Study Area*, 1998, especially page 27.
6. US Census of Housing and Population, 1990.
7. County Data Corporation, "Median Report - Westwood," various dates.
8. US Census of Population and Housing, 1990.
9. MA Department of Housing and Community Development, "Chapter 40B Subsidized Housing Inventory Through July 1, 1987."
10. See Herr associates, *Planning Review: Meadowview at Prout Farm*, "3. Housing Need," pages 5-7.
11. Philip B. Herr & Associates, *Planning for Housing*, for the Town of Westwood, August 21, 1991.
12. DHCD, *op cit*.



Retailing in an industrial complex.

ECONOMIC DEVELOPMENT

BACKGROUND

Westwood's land area for business comprises less than 10% of the Town's 6,400 acre land area, but the importance of the business sector to the Town is far greater than that. Over the last decade, the Town has made significant strides in improving its business climate and making known its intentions to be a business-friendly community. Undertaking a tax classification study in 1996, the Town subsequently worked to reduce the relative tax burden on businesses. A Business Development Task Force, formed at the time of the tax classification effort, has since become a permanent, ongoing Business Development Advisory Board. In 1997, the Town created a staff position to work with businesses and provide them with assistance in seeking locations and going through permitting processes in Westwood. Massachusetts Department of Employment and Training (DET) records indicate that between 1993 and 1997 the number of business establishments in Westwood grew by 57, a strong showing¹.

Jobs Base

Westwood is "jobs-rich," with a ratio of about two jobs per dwelling unit - well above the regional average. As of 1997, about 9,500 jobs were located in Westwood. Over 56% of these were in retail and services sector. Interestingly, the number of manufacturing jobs in Westwood increased by 400 in the 1995-97 period, while retail, finance, insurance, and real estate jobs declined, both reversing Statewide trends. The average annual wage in Westwood in 1997 was \$42,425.²

Business Development Potential

Less than 50 acres of vacant, buildable land zoned industrial or commercial remains in Westwood. However, if all properties in the Industrial and Commercial Zones were developed to their maximum potential under 1999 zoning regulations, 23,000 jobs could be added to Westwood's existing jobs base of 9,400. More than half of this job potential lies within the Industrial District. Far fewer than 23,000 additional jobs are actually expected, however, for several reasons. Most importantly, nearly all of Westwood's industrially zoned land is already in use, typically for low-density single-story buildings that nowhere near fill the zoning envelope except for lot coverage by buildings and parking, but which inhibit more intensive development of those sites. Further, much of the town's industrial land is in environmentally sensitive zones, placing some limitations on use and raising concerns among potential occupants. Reflecting those and other reasons, LAND model projections estimate about 7,000 additional jobs over the next 65 years.

Year	Employment
1995	9,409
2015	11,625
2065	16,300 ³

Westwood's two local business districts -- Washington Street/Islington and High Street -- have potential capacity obscured by seemingly conflicting zoning rules. The invitation implied by modest lot area requirements (4,000 square feet) is overridden by setback requirements making building on such lots impossible. Our analyses show a substantial jobs potential of about 3,200 jobs in those two areas, but it can be achieved only by aggregating small parcels into big ones, the exact opposite of what would support a compact, village-style form in these areas - a goal of the recent village centers study.

Location of Businesses

Westwood's existing business areas are distinctly varied in character, context, and in the role each area carries out within Westwood's economy. As a result of recent Zoning reclassifications, there now is a close relationship between those area types and the categories of business zoning. In the comprehensive planning process, differing economic roles were identified for some of those areas:

University Avenue (Industrial District):

- To generate Town revenue;
- To provide jobs for the region;
- To provide jobs for Westwood residents.

High Street (Local Business A):

- To provide convenience services for Westwood residents;

Islington/Washington Street (Local Business B):

- To provide convenience shopping for Westwood residents;
- To provide particular shopping opportunities for a supermarket (such as provided by Roche's Market).

Route 1 (Highway Business District):

- To provide a retail shopping area for Westwood and the larger region
- To provide opportunities for mixed-use development serving multiple objectives.

High Street/128 (Administrative-Research-Office district)

- To provide for office development in a "campus" setting.

GOALS AND OBJECTIVES

Westwood's goals for economic development are to:

- Increase the Town's revenue base;
- Provide jobs for Westwood residents;
- Diversify businesses to engender economic stability;
- Foster the Town's village centers as a place to mingle, encouraging a mix of services in these areas.
- Attract "high quality" businesses - enterprises that are environmentally minded, with strong financial resources - particularly for locations on or near water supply areas.
- Pursue economic development strategies particular and appropriate to the varying contexts, character, and economic roles of the Town's distinctively different areas of business location as described above

IMPLEMENTING ACTIONS

- E1. In cooperation with residents of surrounding neighborhoods, explore the possibility of a concentrated development center at the University Avenue/rail station area, including such features as:
 - encouraging worker trips by means other than privately-owned vehicles;
 - mixed use development (business, retail, office, residential);
 - easy and safe pedestrian access, including to rail station.
- E2. Encourage land use and development adjacent to Route 1 that moves away from residential uses, such as business types listed at E3 for Route 1.
- E3. Develop outreach and marketing programs to attract appropriate businesses for the following areas:

University Avenue:

- offices;
- businesses with light environmental impact;
- businesses serving area employees and adjacent residential area;
- fewer warehouse and manufacturing firms;
- non-destination, amenity-oriented retail businesses.

Islington/Washington Street:

- specialty shops;
- small professional offices;
- multi-shop stores;
- restaurants.

High Street:

- specialty shops;
- small professional offices.

Route 1:

- destination retail stores;
- higher quality retail stores;
- higher quality restaurants.

- E4. Encourage vehicle and pedestrian environments tailored to Westwood's differing business areas, such as:

University Avenue:

- provide pedestrian access to eating and shopping amenities;
- encourage businesses to reduce single-occupancy vehicle employees trips and to provide alternatives to this mode of travel;
- Provide easy, safe access to and through the area for both commuters and Westwood residents;
- Reduce and mitigate the impact of traffic to and from Route 128.

Islington/Washington Street and High Street:

- create a pedestrian-friendly environment, including the ability to walk from store to store, and to and from parking areas;
- explore strategies to mitigate the impact of vehicles in this area.

Route 1:

- create more transit links (alternatives to cars) to other areas of Westwood;
- improve access at the Route 1/Everett Street intersection.

- E5. Encourage building and site design appropriate to the differing business locations of Westwood, such as:

Islington/Washington Street and High Street:

- village style development - small buildings located close to the street;
- encourage more village colonial-style building;
- encourage consistent design themes;
- develop a program and funding and financing sources for storefront facade improvements.

Route 1:

- Site buildings with more visibility to the road;
- Encourage new construction or significant rehabilitation of existing structures to upgrade appearance and aesthetics;
- Encourage a more cohesive signage pattern among business.

- E6. Continue the Business Development Advisory Board as an ongoing advisor to the Town in business development, encouraging quality

development, fair and efficient tax policy, and growth of a diversity of smaller businesses.

- E7. Through the Business Development Advisory Board, explore alternatives and opportunities for effective marketing of Westwood's business potential.
- E8. Encourage local businesses to participate in the regional chamber of commerce and/or form a local association.
- E9. Monitor and protect Westwood's fragile water resources while encouraging business development through:
- participating in implementing the Neponset Watershed Action Plan;
 - monitoring compliance with the Town's hazardous materials bylaw.
- E10. Pursue "brownfields" redevelopment options available through recent state legislation to facilitate redevelopment of University Avenue properties.
- E11. Support continued streamlined development permitting as an incentive for business development.
- E12. Continue program of street upgrades and improvements for University Avenue, Washington Street, and High Street. Encourage owners to upgrade and improve private roadway from Everett Street to Glacier Drive.
- E13. Continue and support the policy of adjusting the relationship of business and residential tax rates to mitigate tax impacts of major swings in real estate valuations⁴.
- E14. Explore zoning revisions for the two local business districts to encourage redevelopment opportunities more in keeping with a compact, village-style form.
- E15. Explore zoning and regulatory constraints on more intensive development in the Town's industrial areas, such as University Avenue.
- E16. Explore use of "impact fees" as a means of raising non-tax revenue for the Town to offset infrastructure costs resulting from development, but weighing also the possible

impacts on much-wanted economic development.

REFERENCED MATERIALS

The following materials were important sources for this element.

Herr & James Associates, "Land and Growth", February 16, 1998, for the Westwood master plan Project.

Herr & James Associates, "Options at Build-out", September 18, 1998, for the Four-Town Municipal Growth Planning Project.

Westwood Business Development Advisory Board, "Plan of Action", September, 1997.

ECONOMIC 1/24/2001

END NOTES

1. Massachusetts Division of Employment and Training, *Employment and Wages in Massachusetts' Cities and Towns 1988 - 1997*, December, 1998.
2. DET, *op cit*.
3. Herr & James Associates, "Land Modeling - Technical Notes," February 16, 1998.
4. See Herr Associates, "Shift-Factor Policy Choices," September 11, 1999.



First Parish Church, Clapboard Tree Road.

NATURAL AND CULTURAL RESOURCES

BACKGROUND

Natural Resources

The topography of Westwood is varied with numerous streams, wetlands and ponds, some fertile uplands, and many areas of bedrock and rock outcroppings. The Town is within the watersheds of two major rivers bordering the Town, the Charles to the north and the Neponset River to the south.

Bodies of water and wetlands occupy approximately 155 and 464 acres of the Town's area, respectively. Buckmaster Pond at 28 acres is the Town's largest body of water. Since 1885, that Pond has been available as a public water supply for the Town of Norwood. More recently it became a recreational asset. In the northeast section of Town is Rock Meadow Brook with small ponds (Lee and Storrow) and Powissett Brook draining Cedar Swamp and Storrow Pond to the Charles River.

In the southern end of Town, Bubbling Brook (defining the Town boundary with Walpole) joins Mill Brook at Pettee's Pond, flows through Willet Pond and into Ellis Pond. There they are joined by Germany Brook, which drains Buckmaster Pond and Pine Swamp. That Brook eventually reaches the Neponset River via Hawes Brook. Purgatory Brook rises in Sandy Valley and Dead Swamp, flows to Purgatory Swamp where is joined by Plantingfield Brook and South Brook, then drains to the Neponset.

The Neponset River and its environs on the eastern

border of Town are part of the Fowl Meadow and Ponkapoag Bog Area of Critical Environmental Concern (ACEC). The area was designated an ACEC by the Secretary of Environmental Affairs based on the significance of the natural resources: the river and its adjacent wetlands and floodplains, the associated aquifers and public water supplies, and the diverse wildlife habitats. The designation directs State environmental agencies to take actions to preserve, restore and enhance the resources of the ACEC, and is intended to encourage and facilitate stewardship by public and private owners.

Historic Resources

The area that today is Westwood was part of the 1636 Dedham Grant. Over the years a separate parish known as Clapboard Trees was established which later became West Dedham (with an additional area around Canton Street) and then, in 1897, was incorporated as the Town of Westwood. Early settlers were subsistence farmers who also harvested timber from the thick woodlands. Over the years, saw and grist mills were developed along the Town's brooks and ponds. Taverns on Washington and High Streets were the centers of commercial activities.

In the mid-1800s a number of blacksmith shops, an iron foundry, and other cottage industries were located along High Street. The coming of the railroad in 1849 began a shift of commercial activity to Washington Street. Through the late 1800s and early 1900s the primary local businesses were dairy farms. Many of these farms were subsequently purchased for the development of rural retreats.

The influence of the automobile on Westwood's development began in the 1930s following the demise of the two streetcar lines on Washington and High Streets. This was a period of rapid development of residential subdivisions in Islington and in the High Street area. The period following World War II was also a period of significant subdivision development and population increases.

Much of this history can still be read in the buildings and sites of Westwood. To fully document and promote preservation of the Town's history, in 1995 the Westwood Historical Commission initiated a preservation program and for the next three years, conducting a multiple-phase comprehensive survey of Westwood's cultural resources. The survey catalogs the cultural resources of the major periods of the Town's historic development from the first colonial European presence to the 1960s. In addition to this

comprehensive survey of the Town's cultural resources, the Commission prepared a narrative history of the development of Westwood referencing architectural examples that convey a sense of that development, and a list of properties eligible for listing on the National Register of Historic Places.

In February 1998 the Town filed applications for National Register nominations for two High Street districts with the Massachusetts Historical Commission (MHC). One district is called the Colburn School-High Street District and includes 48 properties. The other is the Fisher School-High Street District with 20 properties. These districts stretch along High Street from Pleasant Valley Road to Church Square (the intersection of High, Pond and Nahatan Streets).

Favorable review of these applications by the MHC and the National Park Service precedes listing in the National Register of Historic Places. A significant number of individual properties in Town are also considered eligible for National Register listing.

Special Places

Early in the process of preparing this *Plan*, Town residents participated in the development of a "special places" inventory. Residents were asked to identify those places in Town that define Westwood as a unique and special place. These could include outstanding views or landscapes, sites or buildings of historic value, or essential places in the community's life. These are places that give form to residents' internal images of the community, are identified with cherished rituals, or contribute subconsciously to everyday life. The sites listed below are among the many places identified and cataloged with photographs and narrative descriptions, plus a few additions cited by the Master Plan Steering Committee.

Open Space and Natural Features

- Gay Street - representative of the scenic roads that provide glimpses of open fields, wooded areas, and old stone walls. Provides a rural/rustic ambiance. Best example of character and identity of Westwood.
- Summer and Grove - rolling fields, beautiful old home, abandoned orchard.
- Sandy Valley Road - ancient road, stone walls and woods; a link to the past.
- Shuttleworth property - expansive woodlands, year round recreational use.

- Hale Reservation - 1,200 acres of woods, streams, ponds, and meadows (added).

Institutions

- First Parish Church
- Old Cemetery - Memorial Day ceremony, a special event.

Water Resources

- Haslam Pond - great skating pond in winter
- Buckmaster Pond - fishing derby in spring, band concerts in summer.

Commercial Areas

- University Avenue Park - central to economic health of the community; one of the first commercial parks on Route 128.
- Islington center shopping area - place to do multiple errands and meet neighbors
- Bubbling Brook Restaurant - a harbinger of spring, a staple of summer evenings.

Community

- Town Hall - central place for community life . . . reinforces essence of small town.
- School Street playground - site of old Islington School; first big play structure in town; all young families spend hours there.
- Public library - both branches; resources for education, business and pleasure, community meetings (added).

GOALS AND OBJECTIVES

Preserve historic and cultural resources to protect linkages between the Town's history and contemporary life to enhance community self-appreciation, strengthen the sense of community, and protect Westwood's special character.

Integrate historic areas into the comprehensive planning process so as to enhance the visual and architectural character and local neighborhood quality.

Extend the use of planning, zoning and other techniques as a means of furthering preservation of historical, cultural and natural resources.

STRATEGIC APPROACH

Protection of water resources requires a broad and cooperative effort among residents and businesses and various local boards and commissions. Regional intergovernmental coordination is necessary, since these resources are not confined by Town boundaries.

IMPLEMENTING ACTIONS

- NC1. Continue working cooperatively with neighboring municipalities, Dedham-Westwood Water District, and regional groups such as the Neponset River Watershed Association and Charles River Watershed Association to protect the quality and supply of ground and surface waters and related habitat.
- NC2. Utilize the provisions of the Major Residential Development and Environmental Impact and Design Review sections of the Zoning Bylaw and the Subdivision Regulations to achieve site design that is protective of environmental and cultural resources by:
- steering development away from sensitive areas such as steep slopes, wetlands and scenic areas;
 - by minimizing cut and fill, the area over which vegetation is disturbed; and
 - minimizing the amount of impervious surfaces.
- NC3. Recognize the natural values served by unfragmented open spaces and seek to ensure, through the various means available, that contiguous areas of undeveloped land are maintained.
- NC4. Encourage economic development that is compatible with sound resource protection and management.

- NC5. Work with the Dedham-Westwood Water District, the Massachusetts Water Resources Authority, and watershed associations to identify and implement ways to reduce per capita water consumption.
- NC6. Ensure that present and future sources of storm water pollution do not degrade water quality.
- NC7. Address existing stormwater problems through improvement to stormwater management systems when sites are redeveloped.
- NC8. Support the nomination of the two High Street National Register historic districts proposed by the Historical Commission. Consider establishment of other historic districts or the nominations of other properties for National Register listing as recommended by Historical Commission.
- NC9. Explore how to move forward with a design review process, such as discussed in the Town Centers report.
- NC10. Explore Zoning revisions to encourage owners of large commercial properties to upgrade stormwater systems when conducting improvements or expansions.
- NC11. Adopt strong erosion and sedimentation control provisions in the Town's zoning bylaw, subdivision regulations, and wetlands bylaw.
- NC12. In concert with appropriate groups, develop outreach strategies, such as public education and technical assistance, to promote water conservation and wetlands protection and restoration.
- NC13. Continue high level participation in the planning and decision-making for regional facilities affecting the Town's water and wetlands resources.

REFERENCED MATERIALS

The following materials were important sources for this element.

Fenerty, Marjory R., "West Dedham and Westwood: 300 Years," April 2, 1972.

Massachusetts Executive Office of Environmental Affairs (EOEA), Wetlands Restoration & Banking Program, "Neponset River Watershed Wetlands Restoration Plan (draft)," December 1998.

Neponset River Watershed Association and Mass. EOE, "Neponset River Watershed Basin Wide Action Plan," March 1997.

Metropolitan Area Planning Council, "Urban Stormwater Management Demonstration Project for the Neponset River Basin," September 1997.

Schuler, Gretchen G., "Westwood Historic Resource Survey: Methodology Statement," undated.
Town of Westwood, "Open Space and Recreation Plan," November 1998.

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Senior Center, built 1998.

COMMUNITY FACILITIES

BACKGROUND

The balance between increased demand for public services and Town residents' desire to keep taxes from increasing is a delicate one, presenting challenges to local officials and policy makers in finding ever more creative means to provide more with less. Deferral of expenditures for upgrading or replacing or expanding facilities, as needed, commonly proves short sighted. Accordingly, Westwood has in recent years been carefully framing long-range facilities plans and devising means of financing their implementation. Schools, water and wastewater, Town offices, police, fire, library, and public works are discussed here, while transportation, recreation, and open space are discussed in separate elements.

School Facilities

Westwood has been engaged in extensive planning and assessing of its school facilities and needs for the past several years. The *1995 Westwood Services & Facilities Study* included a detailed assessment of all school buildings, their condition and capacity. In 1997, a School Space Needs Study was completed by the School Department, including enrollment projections and the outlining of a wide range of options for school facility development¹.

In September, 1998 new enrollment projections were prepared by the Superintendent of Schools², and in January, 1999 new facilities recommendations were made to the School Committee by him³. Careful studies were made as part of this Comprehensive

Plan process to determine the relationship between those school enrollment projections and the building projections being made for this plan⁴. We found that the largest influence on future enrollment change in Westwood is likely to be change in the number of pupils per dwelling unit in existing homes resulting from turnover. New development also contributes, but to a lesser amount because of dwindling land supplies.

On that basis, it was found that the new enrollment projections can be reconciled with development projections over the next decade, but the rate of growth the School Department projects clearly cannot be expected to continue beyond the ten years of their projection.

A revised version of our land-based projections shows enrollments growing at a steadily declining rate until reaching between 3,600-3,800 pupils some 40 years hence, then modestly declining (see Data Appendix item 20). That revision to figures higher than in the earlier projection is the result of new historical data and model re-calibration to conform to the Department's short-term projections. None of that required unreasonable adjustments, indicating an acceptable level of consistency between the two very different approaches.

School Department projections show enrollments at between 3,100 and 3,500 in just a decade, with no projections beyond that. The Department's facilities proposals would produce a system capacity designed for 3,300 pupils. All of that is reasonably consistent.

This *Plan* indicates a community intention to preserve 35 acres of land per year on average over the next decade or so, and to make no sweeping changes in permitted residential densities. Our projections have been predicated on implementation of that intention. An even more aggressive action, using a combination of increasing that rate of land preservation and zoning changes to cut remaining residential development potential in half still falls within the range of School Department projections. It reduces enrollments by only about 200 pupils, compared with the 500-pupil range of uncertainty in the School Department figures. Land use policy and action cannot eliminate the need for school capacity expansion in the near term.

The Department's facilities proposals call for renovations and expansion to five existing elementary schools, and renovations to the High School. The

program begins with Downey School renovation and expansion, to be completed in the fall of 2000.

A variety of school space modifications have been undertaken to respond to enrollment growth over the past five years. In 1995, the Deerfield School was reopened, as a direct result of the 1994 space needs study. Two portable classrooms are being used at the Deerfield School to accommodate a K-2 growth "bulge." Additional classroom space and a new gymnasium have been added to the Thurston Middle School. Planning and design funding for the work at the Downey School was approved at the Spring, 1998 Annual Town Meeting, and a vote for a debt exclusion for construction is anticipated in the near future.

The School Department is presently studying the change in type and configuration of class space that is required given the changing methods and delivery of class instruction that has occurred over the past 40 years, and what the spatial implications of these are for school facilities designed for teaching methods of the 1950s. Included in these is the spatial impact of computer technology. The system will be shifting to a K-5 primary configuration with five elementary schools in 2001, moving the age of initial enrollment to being 5 at September 1. High school renovation or replacement is also under consideration. Other concerns include the continued removal of asbestos and other hazardous materials from school buildings, and the need for compliance with ADA requirements.

Water Supply and Use

Westwood's water is supplied through the Dedham-Westwood Water District. The average daily water demand in 1998 of both communities was about 4.26 million gallons; Westwood's use made up about 37%, or 1.58 million gallons, of this District total. Residential water use comprised an estimated 52% of total Westwood water use. Detailed projections of water and sewage demand carried out during the comprehensive planning process indicate that the Town's average day water demand at maximum development potential will still be less than 2 million gallons per day (gpd), assuming no change in per resident or per job water consumption.

In 1994, the Dedham-Westwood Water District commissioned a study of the two-town water system⁵. The study estimated that peak day water demand in the year 2010, just over 7 million gpd, would exceed the projected groundwater supply - about 6 million

gpd - by about 1.2 million gpd. The Study recommended that an additional well at Fowl Meadow be constructed to meet the projected water deficit; this well was constructed and placed on line in August, 1997. This additional well is expected to meet the projected 2010 water demand, but with no surplus supply. The Dedham-Westwood Water District is presently working to improve its pumping facilities and is taking water conservation measures in an effort to meet demand. District concerns about the adequacy of future water supply include the management of seasonal demands, difficulty in securing new supply sources, and the impact of increasing regulatory restrictions on suppliers.

Wastewater Use and Facilities

LAND computer modeling estimates that about 1.65 million gpd of wastewater was collected from Westwood in 1995, and that just under 2 million gpd will be generated in the Town at the time of maximum development potential, assuming per capita and per job usage rates continue⁶. It is estimated that about three-quarters of Westwood residences and 80% of non-residential uses are served by public sewerage as of 1998. Also as of 1998, \$3 million in new sewage facilities are being installed along nine Town streets - High Street, Croft Regis Road, Fox Hill Street, Hartford Street, Burgess Avenue, Mill Brook Road, Elm Street, Meadowbrook Road, and East Street, implementing the Town's Sewer Master Plan. The Westwood Public Works Director estimates that 90% of the Town will be served by public sewerage following the completion of this work, and, after completion of one more sewer work phase, 95% of the Town will then be served.

Solid Waste

In 1989, the Town of Westwood entered into a 20-year contract with a private disposal company to handle the Town's solid waste, up to a 7,500 tons per year ceiling. Trash is picked up curbside by a private collection contractor. As of Spring, 1998, the total solid waste hauled from Westwood was 5,530 tons, including recycling, according to the Public Works Director. This amount has been declining since 1996, as illustrated in the following table:

Westwood Solid Waste: 1993 - 1998

Year	Tons
1998	5,530
1997	5,710
1996	6,080
1995	5,610
1993	5,590

Source: Westwood Public Works

Curbside recycling was initiated in Westwood in 1997. MA DEP credits the Town with an "A" for its recycling record, indicating that in 1998 32% of its solid waste was recycled, up from 22% in 1996. For the past 8 years, the Town has organized a hazardous waste collection day, where residents can bring hazardous household materials for recycling to the Town Highway Department for collection and appropriate disposal. The amount of hazardous materials so collected has remained at about the same level over the eight-year time period.

Fire Facilities

Westwood's Fire Department operates from two stations - its main headquarters on High Street, and the Islington Station on Washington Street. The Fire Department, which is on duty twenty-four hours per day, employs 31 full-time personnel and one part-time mechanic. No personnel work on a volunteer basis. As described by the Fire Chief, the Department is expanding into an "all-risk mitigation service," responsible for fire prevention and suppression as well as emergency medical services, hazardous materials containment, and specialized rescue.

The Department's equipment includes four fire engines, one ladder truck, one brush fire truck, three command vehicles, and one ambulance. Key space modification needs for the Fire Department are: a) compliance with ADA (Americans with Disabilities Act) requirements; b) accommodation of female employees; and c) increased administrative equipment use (computers, copy and fax machines, etc.).

While many of the building deficiencies noted in the *1995 Westwood Services and Facilities Study* by Archetype Architects, Inc. have been addressed, the Department continues to have serious concerns over space and accommodations in the fire stations that it believes merit short-range attention. A particular concern for the Islington Station is the lack of a curb

between the apparatus floor and living spaces. Raising the floor would necessitate numerous additional building modifications.

While the present location of the Islington Station allows easy access to emergency locations on the east side of the Town, the *1997 Town Centers Study* carried out by Cecil & Rizvi recommended the possible relocation of the Station so as to create a more cohesive, pedestrian-safe village center at Islington. Considerations of alternate but still central locations may be appropriate given the need for significant spatial modifications at the present Islington site.

Police Facilities

The Westwood Police Department operates from its 30-year-old headquarters building on High Street. Built to accommodate a force of fifteen officers, the station now houses 28 officers and seven additional staff. During 1993-1995, the Department undertook an initiative to bring the existing Station building into compliance with national law enforcement accreditation standards. At present, all available space is being used within the building, which is not anticipated to be able to accommodate either staff increases, additional equipment, or an increased proportion of female staff persons. Over the past two years, the Department has experienced a 25% increase (3,000 additional calls) for police assistance, and expects that service needs will continue to increase. Considerations presently include the possibility of adding an additional floor to the existing Station building.

Public Library

Westwood's Public Library consists of the Main Library on High Street, and a branch library in Islington. The Library offers an extensive and varied set of programs for children and adults, often partnering with other Town agencies and organizations in offering programs. The Library facilities are used frequently for these programs as well as for other community activities and meetings. In FY94, the Library's circulation was over 200,000 books borrowed per year, or 15.05 per capita - considerably higher than the State average of 9.10 books per capita. According to surveys, over 80% of Westwood children have library cards and use them on a continuing basis. Westwood Library is one of 37 members of the Minuteman Library Network in metropolitan Boston, allowing Town residents access

to the collections of all 37 libraries. The Library staff includes 28 persons -- five full-time and 23 part-time employees. An extensive volunteer program donates about 1,900 service hours per year.

In 1997, the Westwood Library Planning Committee completed a long-range planning study both to comply with Massachusetts Board of Library Commissioner requirements and to provide a planning strategy for the next 3 to 5 years. This strategy includes expanding the Library's collection of audio-visual materials, continuing to develop technology-based services, and expanding its present weekly schedule to meet public demand. Both library buildings have been renovated in the last five years. A two-year effort to construct a new HVAC system in the Main Library will begin in FY99. It is anticipated that, over the next 10 years, the Main Library will need to expand, and parking will need to be increased. Possible areas for expansion include the Colburn School.

Town Offices

Westwood's Town Hall, located on High Street, is a 7,900 squarefoot building built in the early 1900s. It houses Town administrative departments and a variety of human service agencies. The *1995 Westwood Services and Facilities Study* conducted an in-depth spatial assessment of Town Hall, and identified needs for an additional 5,500 sq.ft. Since that time, nine additional personnel and an estimated 200% increase in equipment have added to that space need, according to an internal departmental survey carried out in May, 1998. Both the 1995 and 1998 studies provide detailed descriptions of the types of needs and modifications identified. A working group of department heads was convened in Spring, 1998 to work toward a solution for departmental space needs.

Senior Center

Construction of a new Senior Center of approximately 5,000 squarefeet, located between the Westwood Middle and High Schools, was completed in 1998. This accomplishment culminated several years of research and planning, beginning with the *1995 Services and Facilities Study*. The Westwood Council on Aging, who spearheaded the initiative to develop the Senior Center, completed in 1998 a five-year Long Range Plan to assist with the growing elder population in Westwood and to develop and adopt goals and policies for the future use of the Senior Center.

A variety of programs are offered to Westwood seniors. These include food and nutrition programs, arts/crafts, trips and recreation activities, health programs and transportation. The Senior Center is also available for Town department evening meetings.

The Council on Aging projects an 18% increase in Westwood's elder population over the next five years.

Elder needs identified over this time period include a) more home and living assistance needed; b) professional expertise to assist support groups for care givers and bereaved elders; c) transportation; and d) finding funding alternatives in the face of decreasing federal and state human service resources; e) tax relief for elders.

Street Improvements

In 1998 the Town contracted with a private engineering firm to update the master plan for Town street improvements. Recent and current street improvements, funded primarily through the federal ISTEA program and state Chapter 90 funds, include University Avenue, Route 1A & Washington Street, Pond Street, Winter Street, Oak Street, and High Street/Route 109 between Route 128 and Hartford Street.

Carby Street Public Works Facility

The Department of Public Works, the Town Engineer, the Sewer Commission, and the Highway Department are currently located in a house and trailer facility comprising 2,760 squarefeet of space on Carby Street. The DPW complex consist of these buildings as well as a salt shed, a vehicle repair garage, a vehicle storage garage, and a recycling shed. The trailer was instituted as a temporary means of providing additional needed space around 1992; however, the trailer is still in use. The 1994 Services and Facilities Study recommended that these departments be consolidated in one facility so as to share common programs, equipment, restrooms, storage, supplies and a meeting room. In 1997, a design for a new municipal facilities building was presented and turned down at Town Meeting.

Cemeteries

An expansion plan for Town cemeteries was completed in 1994. According to the Public Works Director, the cemetery capacity for the Town is

currently adequate.

Information Technology

Just as sanitary facilities were once instrumental in community economic development and a high resident quality of life, information technology now is a critical infrastructure element, chiefly provided privately, but usually with a large measure of public involvement (witness the “joint enterprise” communications tower at the High Street Fire Station.

Assuring access to affordable and appropriate technology is now an important public service function.

GOALS AND OBJECTIVES

The primary goal for community facilities planning in Westwood is to keep pace with emerging needs so as to assure that:

- Public safety and health needs are addressed;
- Capital facility planning is consistent with the Town's comprehensive planning and is based upon the Town's growth intentions as expressed in the Comprehensive Plan;
- The fiscal burden of capital facilities is reasonably managed over time, consistent with the ability of the Town and its people to pay, and for reasonable stability or at least predictability over time.

IMPLEMENTING ACTIONS

CF1. Proceed with modifications to fire, police, school, and Town office facilities to provide accommodations for ADA access requirements and, where appropriate, use by staff of both genders.

CF2. Explore alternative but still centrally-located sites for the Islington Fire Station so as to provide upgraded, accessible station needs and also rebuild a pedestrian-oriented Islington village center.

CF3. Consider a possible second floor addition to the Police Station building on High Street.

CF4. Continue modifications to upgrade and

modernize school facilities.

CF5. Continue modifications to upgrade and modernize the Main Library, as well as assessing the most appropriate form and location for future expansion.

CF6. Continue to support the needs of the growing elder population in Westwood through expanded service provision.

CF7. Support efforts of the Dedham-Westwood Water District to conserve water and improve the pumping and distribution system.

CF8. Raise local awareness about the importance of conserving water, and consider restrictions on non-essential water use such as lawn irrigation, pools, etc., if necessary.

CF9. Explore solutions to the work space deficiencies at Town Hall, relocating appropriate agencies, securing additional office space where possible, and attending to environmental, ADA, and maintenance concerns.

CF10. Explore solutions to the space needs of public facilities agencies, consolidating and relocating offices where appropriate, and moving to replace the temporary trailer and converted space with permanent, appropriate work space.

CF11. Work through public education, incentives, or fees to increase the percentage of Westwood's solid waste that is recycled, with a goal of rising from the present 32% to 40% by 2004.

CF12. Explore mechanisms for broadening participation in the process of multi-year capital improvements planning.

CF13. Explore means of assuring affordable and appropriate access to information technology for both homes and businesses in Westwood.

REFERENCED MATERIALS

The following material is incorporated by reference.

Town Centers Study, Cecil & Rizvi, Fall, 1997.

Westwood Services & Facilities Plan, Archetype Architecture, Inc., January, 1995.

Westwood Public Library Long Range Planning Guide, 1997.

Westwood Council on Aging Long Range Plan: 1998-2003.

FACILITY 1/24/2001

END NOTES

1. Strelakovsky & Hoit, Inc., *School Space Needs Study*, Final Report, November 18, 1997.
2. Ash, Paul B., "Five and Ten-Year Enrollment Forecasts," September 17, 1998.
3. Ash, Paul B., "Elementary and High School Facilities Recommendations," January 14, 1999.
4. Herr & James Associates, "School Enrollment Revisited," for the Westwood Master Plan Project, March 9, 1999.
5. Weston & Sampson Engineers, Inc., *Dedham-Westwood Water System Study*, March, 1994.
6. Herr & James Associates, "Utilities & Land," for the Westwood Master Plan Project, January 28, 1998,



Morrison Park in Islington.

OPEN SPACE AND RECREATION

BACKGROUND

OPEN SPACE

Approximately 1,300 acres of land in Westwood can be characterized as “open space,” making up 19 percent of the Town's total land inventory, as shown in the table “Westwood Open Space, 1998” (source: *1999 Westwood Open Space and Recreation Plan*).

WESTWOOD OPEN SPACE, 1998

	Acres	%
PROTECTED		
Conservation	410.8	6.1
Water District	17.2	0.2
Subtotal	428.0	6.3
UNPROTECTED		
Schools & Playgrounds	96.9	1.4
Multi-Purpose Town-owned	184.0	2.7
Private, Non-Profit	416.9	6.1
Agricultural	46.1	0.7
Forestry	29.5	0.4
Private Recreation	106.0	1.6
Subtotal	879.4	13.0
TOTAL	1,307.4	19.3

“Open space” for these purposes isn't just land not developed, but rather is land committed to some degree to an open use. “Protected” open space is that which is held by the Conservation Commission or the Water District. “Unprotected” open space is held by the Town for various purposes, including recreation, or by non-profit organizations, or is being taxed based on agricultural, forestry, or recreation value, rather than development value, in return for a revocable commitment to such use.

It is important to note that much of the Town's open space inventory is classified as unprotected, which means that there is no guarantee that it will remain undeveloped in the future.

The largest concentrations of contiguous open space are located in the Sandy Valley/Purgatory Brook and Noannet corridors; the remaining pockets are much smaller and randomly scattered throughout the Town. The Grimm and Mulvehill conservation areas and the newly purchased Lowell Woods parcel constitute the largest contiguous area of protected open space, with over 190 acres. The 1,200-acre Hale Reservation, located in both Westwood and Dover, is the largest tract of land in the unprotected open space category, with approximately 400 acres located in Westwood. A detailed inventory of the Town's open space is listed in the “Town of Westwood Open Space and Recreation Plan (draft, 1998).”

The Town has undertaken a number of recent initiatives in support of open space acquisition and protection. In 1997, the Town received conditional approval of its first Open Space and Recreation Plan in over 20 years, which includes a detailed five-year plan to achieve the stated goals. The establishment of a \$100,000 fund to acquire options on undeveloped land was approved by Town Meeting and was immediately used toward the successful acquisition of the 68-acre Lowell Woods parcel.

The Organization for the Preservation of the Environment and Nature (O.P.E.N.) was established by the Board of Selectmen to work on behalf of the Board of Selectmen and the Town on open space issues, including acquisition, public outreach and education, fundraising, and resource use. The innovative Major Residential Development (MRD) zoning bylaw adopted in 1998 provides for greater flexibility and creativity in subdivision design, with the intention to provide for more open space and natural resource protection.

RECREATION

In Westwood, recreation management responsibilities are shared between two departments: the Recreation Department has primary responsibility for programmatic activities while recreational facility maintenance is the responsibility of the School Department. An inventory of Westwood recreational facilities is as follows:

INVENTORY OF RECREATIONAL FACILITIES, 1999

Facility type	Number
Baseball (60' Diamond)	4
Baseball (90' Diamond)	1
Basketball Courts	2
Field Hockey	Overlap
Football	2
Lacrosse	0
Playground structures	9
Soccer (full)	3
Soccer (half)	7
Softball (full)	2
Softball (small)	6
Swimming Pool (indoor)	1
Tennis Courts	6

The number of participants in organized recreational facilities exceeds the capacity of the existing recreational facilities to accommodate them with a high level of service. In 1996, there were approximately 26,000 participants in organized recreational activities, taking part in 423 programs and special events. Swimming activities were the most popular, with over 11,000 participants in 1996. Soccer was a distant second, with over 1,800 participants in the youth travel teams.

The need for additional recreation facilities — in particular the need for additional athletic field space - - to adequately meet programmatic needs has been extensively documented. A community facilities study conducted in 1995¹ indicated that, at a minimum, 11½ new fields would need to be constructed to adequately meet current demand. Those results were generally, though not specifically, supported by careful reassessments undertaken in 1997 and again in 1999. It is clear that there is need for substantial additional field space. The Recreation Commission’s highest goal is to increase the number of suitable and appropriate fields. Present demands

make it nearly impossible to remove fields from current use for reconstruction or simple “resting” for recuperation. As a result, field conditions are seriously substandard.

In 1998, the Board of Selectmen took the first step to address the demands for improved maintenance on *existing* playfields by appropriating funds to substantially upgrade Morrison Park, the only athletic facility lighted for evening programming. The Selectmen also commissioned a consultant study to develop a comprehensive field restoration and maintenance plan. Based on the recommendations of this study, the 1998 Town Meeting appropriated \$100,000 to upgrade the Martha Jones School fields and purchase specialized maintenance equipment. The second year of the plan recommends an additional \$280,000 in maintenance and field reconstruction improvements.

In 1998, the Board of Selectmen took the first step to address the demands for improved maintenance on existing playfields by commissioning a consultant study to develop a comprehensive field restoration and maintenance plan. Based on the recommendations of this study, the 1998 Town Meeting appropriated \$100,000 in FY99 to upgrade the Martha Jones School fields. The 1999 Town Meeting added an additional \$100,000 in FY00 to upgrade the Sheehan school fields, purchase specialized maintenance equipment and hire additional maintenance personnel. An additional \$72,000 was also added to the field maintenance budget. The third year (FY01) of the plan recommends additional monies to reconstruct the fields at Deerfield School.

There have been innovative efforts to bridge this widening gap between programmatic demands and existing facilities, most notably through the use of “borrowed” recreation facilities and field space. Recreational activities have taken place intermittently since the 1970s on facilities owned by Hale Reservation, Polaroid Corporation, Xaverian School and even on space outside the Town’s boundaries. As participation in recreational activities continues to increase — coupled with increased maintenance costs and the continued loss of informal recreation space to development — the prospects of meeting increased needs by sharing facilities becomes less likely.

GOALS AND OBJECTIVES

The Town's goals and objectives for open space and recreation focus on the balance between protecting natural resources and community character and providing adequate facilities for organized, active recreation purposes. When asked to define community character, the vast majority of residents will point to many of the same open space areas in Town as indicative of its rural, historical nature. The fact that many of these sites are now being developed or are under severe development pressure has heightened the sensitivity of this link between open space and community character and bringing open space acquisition to the forefront of the Town's goals.

Natural resource protection is also an important consideration in the Town's efforts to expand its inventory of open space. The development of subdivisions, in particular, on random parcels throughout Town fragments and displaces wildlife habitats, and is a continuing threat to water quality. Much attention is focused on acquiring land that is contiguous to existing open space so as to provide as much habitat value and protection as possible.

Many cite an ancillary benefit of open space protection, in the form of reduced infrastructure demands, reduced service demands, and as a result, lessened fiscal strains on the Town.

The protection of 35 acres per year over the next ten years is predicted to be an achievable policy objective, resulting in protected land growing from the current 1,300 acres to at least 1,600 acres, or 25 percent of the Town's total land area. Of course, an even more aggressive program could be pursued and yield commensurately greater benefits.

For successful implementation, the Town must establish a process by which to prioritize its acquisition choices and develop a varied "toolbox" of mechanisms to respond in both the long and short term to acquisition opportunities, including use of conservation restrictions and negotiation for limited development as alternatives to full fee acquisition.

The Town's recreation goals focus on the substantial upgrade of *existing* facilities — combined with a continuous maintenance program — and the expansion of the number of *new* facilities to accommodate the explosive growth in organized recreational activities. The Town has already made strides in upgrading its existing facilities, and will

request additional funds at future Town Meetings to continue this important effort.

Increasing the number of new facilities will rely on finding suitable land for these active uses that will not be detrimental to nearby residential properties, and will not pose excessive environmental costs. New acquisition is the least cost-effective means of accomplishing that objective. A key policy issue to resolve is whether to concentrate new facilities on one site or scatter them on different parcels throughout the Town.

STRATEGIC APPROACH

The Town's needs for open space protection and recreational facilities exceeds its ability to pay, unless approached creatively, as was done with Lowell Woods. Any action involving Town money for land is difficult, made less so for open space since potential neighbors will likely support it, and made more difficult for recreational facilities because of the likelihood of potential neighbor's likely concern about impact on the vicinity.

Accordingly, a strategy sensitive to fortuitous opportunities seems appropriate, at this point focusing investments on physical improvements to existing recreation facilities, achievable in the near term, and on seizing critical open space before it disappears, also achievable in the near term, but not losing sight of the long-term need for more land for recreational activities.

IMPLEMENTING ACTIONS

OPEN SPACE ACQUISITION

O1. Establish a comprehensive evaluation process to prioritize the acquisition of land for open space and recreation purposes, and continue an active acquisition program. Appropriate evaluation criteria includes the following:

- contiguous to existing protected lands;
- high natural resource and habitat value;
- scenic or community-defining vistas;
- threat of development;
- in areas of Town which determined to have a shortage of open space and passive and active recreational areas.

- O2. Aggressively pursue the acquisition of additional land in the Sandy Valley/Purgatory Brook and Noannet corridors, contiguous to the Mulvehill, Grimm and newly acquired Lowell Woods conservation areas, to provide protection of critical land and water resources, outstanding wildlife habitat and enhanced recreational and educational opportunities.
- O3. Establish a formalized procedure to quickly respond to opportunities to acquire open space parcels identified as priority acquisitions. Systematic funding of an open space options fund should be an integral part of this procedure, in order to purchase short-term options, conduct appraisals or provide other needed information on a timely basis.
- O4. Create a non-profit conservation land trust to facilitate the acquisition and protection of open space lands through such tools as conservation restrictions, creative project structuring to enhance tax benefits and the solicitation of tax-deductible donations. A successful land trust will also promote the sound, private stewardship of key parcels and establish relationships that may lead to gifts of land or other assets.

PROTECTION OF THE NATURAL ENVIRONMENT

- O5. Undertake a comprehensive review of local regulations, rules and bylaws to assure that they reflect the current state and federal standards relating to stormwater management, flood control and water resource protection.
- O6. In collaboration with the Conservation Commission, develop a stewardship program to engage volunteers in the preservation and maintenance of the Town's conservation lands. Volunteer opportunities include guided tours, trail maintenance, brochure development and distribution, signage installation, and biodiversity assessment.

QUALITY RECREATIONAL OPPORTUNITIES

- O7. Explore options to increase the inventory of non-structural recreational opportunities. A recent comprehensive evaluation by the Conservation Commission of conservation lands of possibly limited habitat value found none suitable for possible conversion to active

recreational use at this time. However, opportunities on other properties should be explored.

- O8. Enhance passive recreational opportunities for all population groups by developing a network of pedestrian, bicycle and cross-country ski trails throughout Town.
- O9. Pursue recommendations of the "Westwood Athletic Facilities Renovation & Maintenance Plan", which provided a series of recommendations for each existing facility, which, in most cases, require reconstruction followed by an annual maintenance and rotation program. Appropriate levels of funding should be appropriated to assure successful implementation.
- O10. Continue the process to transfer the School Department's recreation field maintenance responsibilities to the Town, to provide for stronger coordination of programmatic and maintenance activities.
- O11. Develop a contingency plan for recreational activities when existing fields are unavailable because of reconstruction or other reasons.
- O12. Resolve the jurisdictional uncertainty regarding six sites ambiguously listed in the Town-owned land open space inventory.

OPEN SPACE/RECREATION INTEGRATION

- O13. Hold a series of forums designed to reach resolution about priorities among active recreation, passive recreation, and resource preservation in uses for green space.

RESOURCE MATERIALS

The following material is incorporated by reference.

Westwood Athletic Facilities Renovation & Maintenance Plan, Prescription Turf Services, Inc., February 1998.

Westwood Open Space and Recreation Plan, November 15, 1999.

Westwood Services & Facilities Plan, Archetype Architecture, Inc., January, 1995.

END NOTES

1. Archetype Architecture, Inc., *Westwood Services and Facilities Plan*, January 28, 1998.



Reconstructed Rosemont Road in University Avenue Park.

TRANSPORTATION

BACKGROUND

Westwood enjoys excellent regional access, with the Route 128 and 95 expressways conveniently at its boundaries, nearby commuter rail, bus and shuttle-bus service, and a well-developed arterial road system. At the same time, transportation is one of the Town's most intractable problems. Congestion plagues the southwest segment of Route 128, High Street is seriously congested many hours each day, and the residential quality of life is damaged on many local streets by traffic noise, congestion, and hazard. Local transportation alternatives are limited: Brush Hill buses twice daily each way along Route 109, a shuttle loop making five trips morning and evening serving the Route 128 Station, no local taxicabs (see "Public Transportation Map").

Further, the dispersed pattern of places where people live and go for schools, shopping, and personal visits, coupled with limited local public transportation, makes "transport dependents" of the large share of the population which is too young or old or otherwise unable to drive themselves. Finally, while the local road pattern serves trips radial to Boston very well, travel across the Town the other way is poorly served, virtually isolating some parts of the Town from others, making the development of a "one community" function and character difficult to achieve (see "Street Classification Map").

A broad array of efforts to address those problems are planned or are under way (see "Street Improvements Map"). Major street projects are

planned on High Street through the center of the Town, on Washington Street the full length of the Town, and on University Avenue and the side streets off of it. Major expansion is proposed for Route 128 through this area. A new multi-modal transportation center is under development at the Route 128 rail station, and major road improvements are proposed throughout the vicinity to serve it.

Those efforts will provide relief, but they also impose costs in disturbance while under construction, and in the attraction the improvements make, inducing more traffic to come, eroding the gains. The design and configuration of those projects pose both threat and opportunity: threat of damage to environment, character, and non-automotive mobility, and promise for enhancements for each of those concerns.

In considering approaches to improving mobility, it is important to understand how fundamentally Westwood is structured around the automobile. In 1990, the most recent for which good data is available, 84% of the people living in Westwood got to work driving by car alone, another 6% of them car-pooling, which means 90% commuted by car. Only 6% commuted by rail despite the proximity to commuter rail stations. 87% of the workers commuting into Westwood got there by driving alone, with another 11% car-pooling. Only 1% reported walking to work¹. For non-work trips other than going to and from school, the auto is and will continue to be even more dominant than for work trips.

To provide a sense of magnitudes, it is estimated that about 90,000 auto trips begin or end in Westwood in the average day, up from about 50,000 in 1970. That is projected to grow to 130,000 trips in 70 years from now even if growth is no more than the modest amounts projected, and auto trips per dwelling unit and per job remain about as they are. On the other hand, by reducing trips per day by less than one half percent per dwelling unit and per job each year over that same period, Westwood trip generation in 2065 would be barely more than 100,000 per day, a manageable 10% increase above current levels².

For further scale comparison, these are the 1995 average morning peak hour traffic volumes on three roads (vehicles per hour, counting both directions)³:

Highway or street AM vehicles per hour (vph)

Route 128 north of I-95:	3,150 vph
Route 1 south of Route 128:	3,710 vph
Route 1A @ Dedham line:	2,400 vph
Route 109 north of Route 128:	1,600 vph
University Ave. s. of T station:	1,140 vph.

An important share of Westwood transportation concerns result from growth outside of the Town producing traffic that passes through it. That is especially true of the Route 109 corridor. Between 1990 and 1997, growth in the six towns southwest of Westwood served by Route 109 grew 10% in population and 20% in jobs⁴, both of which exacerbated traffic in Westwood both on Route 109 and on streets that serve as alternatives to it.

GOALS AND OBJECTIVES

Our basic transportation goals are to enable Westwood residents to meet their mobility needs at moderate cost to themselves and the community, to promote safety in travel within the Town, and to minimize negative impacts of traffic on the Town.

Mobility needs and costs are strongly related to land use, being smaller if the locations people seek to move between are conveniently located. Accordingly, one objective is to manage land use so as to enable people to meet their mobility needs with less auto travel, using devices such as compact mixed use development, which facilitates both walking and use of shared transport, whether car pools or shuttle buses.

The costs of improving roads and highways and of providing public transportation are enormous, so a second objective is to find sources of support for those improvements without reliance on the limited local tax base. In particular, that might use means such as requirements placed upon those doing development which creates the needs for improvements.

A third objective is to develop assurances that the transportation impacts of development will be mitigated in ways that are consistent with the resources and character of the community, for example, minimizing road widenings that damage mature trees and other visual resources.

STRATEGIC APPROACH

Given the capacities of the Town, an appropriate strategic approach is one that includes three major directions. First is to use to the fullest the tools the Town already has for guiding development so that development contributes as much to solution of mobility needs as it does to their creation. Zoning and subdivision regulations have large potential for helping to address these issues. Second is to continue efforts to assure that the actions by regional, State, and Federal agencies are supportive of the needs of the Town, including extending available rail transit westward, providing relief for local roads. Third is to undertake efforts to provide attractive alternatives to driving alone, getting local people out of their cars.

IMPLEMENTING ACTIONS

To support regional initiatives towards transportation improvement:

- T1. Continue leadership efforts for the four-town region (Canton, Dedham, Norwood, Westwood) in pursuit of transportation solutions and mitigation.
- T2. Seek consistent participation in the Three Rivers Interlocal Council⁵ by both Selectmen and Planning Board members.

To coordinate local transportation policy and action:

- T3. Seek agreement among Town agencies on street design policies, including design and construction standards for subdivision streets, public street reconstruction, and street acceptance. It should define what constitutes adequate access for development to be allowed at various levels of trip density, and should articulate expectations regarding appropriate mitigation to be made by development that increases transportation demands. In doing this, the Town's earlier adopted "Traffic Impact Guidelines" (1992) should be revisited, and if appropriate, revised.
- T4. Once framed, policy should then be translated into coordinated guidelines in zoning, subdivision regulations, street acceptance bylaws, and DPW regulations, each of which should reflect both differences in context, such

as “village” versus “wooded,” and differences between reconstruction and new construction.

- T5. Once such coordinated guidelines are in place, there should be Planning Board participation in review of designs for street reconstruction, just as there now is DPW participation in designs for new street development.

To bring local regulations into harmony with transportation objectives:

- T6. Assure that all private development projects include pedestrian improvements in their mitigation: either sidewalks or, where that is inappropriate, equivalent effort towards on- or off-site off-road paths or trails.
- T7. Revise Subdivision Regulations to require construction of or contribution towards off-street paths rather than sidewalks in circumstances where that is appropriate, such as in “countryside” areas.
- T8. Create design standards that are “context sensitive,” differing in village locations versus elsewhere regarding such things as traveled way width, centerline radii, maximum grades, and stormwater system approaches.
- T9. Revise Subdivision Regulations to promote street connections and continuity, rather than widely permitting cul-de-sacs. Regulations should encourage street continuity and compact designs in village areas, as the “New Urbanist” approach suggests, while allowing only short cul-de-sacs in other areas.
- T10. The parking requirements under zoning should be reviewed to consider:
- establishing maximum amounts of parking allowed as well as minimum requirements, both in relation to usual demand standards, and as overall limits on parking facility size;
 - rules supportive of Transportation Demand Management, such as requiring preferential parking locations for car poolers; and
 - bicycle parking.

- T11. Review the traffic mitigation requirements of

the Zoning Bylaw, to consider making those requirements applicable to a larger share of all projects.

To use publicly-funded projects for advancing the Town's mobility objectives.

- T12. Aggressively pursue completion of presently programmed efforts: Washington Street reconstruction, High Street reconstruction, University Avenue and University Park Avenue improvements, and shuttle bus continuation.
- T13. Aggressively pursue implementation of the recommendations of the “University Avenue/ I-95/I-93 Regional Traffic Study” prepared for MassHighway by CTPS⁶, and extension of the Needham rail commuter line.
- T14. Assure that all public roadway projects include pedestrian or bicycle improvements: either sidewalks or, where that is inappropriate, equivalent effort towards off-road paths or trails.
- T15. “Traffic calming” devices should be carried out by the Town, or authorized for developments, or required for all road construction, in order to address speeding and safety issues⁷.
- T16. Encourage public education, exhortation, improved signage, and firm and consistent traffic enforcement to improve both vehicular and pedestrian safety.
- T17. Pursue development of planning for and implementation of the trail network proposed in the Open Space and Recreation Plan⁸.

To manage land use consistent with transportation objectives:

- T18. Pursue the “Village Zoning” approach included in the Land Use Element (L1).
- T19. Pursue the mixed-use proposals made for the Route 1-related area in the Land Use Element (L13).

RESOURCE MATERIALS

The following material is incorporated by reference.

Westwood Comprehensive Plan Project, "Land and Growth," February 16, 1998.

Herr & James Associates, "Westwood Growth Printout," for the Municipal Growth Planning Study: Towns of Canton, Dedham, Norwood and Westwood, September 19, 1998.

Herr Associates, "Traffic Impact Policy and Guidelines," May 21, 1992.

TRANSP 1/24/2001

END NOTES

1. US Census, 1990, as reported in David J. Friend, *Municipal Growth Planning Study*, for the Four-Town Study, December, 1998.
2. See Herr & James, *Options at Build-Out*, for the Four-Town Study, revised January 27, 1999.
3. Drawn from various sources, including David Friend, *op cit* and telephone conversations with MA DOT.
4. Population 1990 from US Census; population 1997 from MISER estimates; employment in 1990 and 1997 from Massachusetts DET; analysis by Herr & James.
5. A 12-town sub-region of the MAPC stretching from Milton to Foxborough.
6. Central Transportation Planning Staff, "University Avenue/I-95/I-93 Regional Traffic Study," prepared for MassHighway, 1998.
7. See David Friend, *op cit*, Appendix E, for proposed policy language.
8. Town of Westwood, *Open Space and Recreation Plan (draft)*, November 10, 1998, page 63.



Town Offices, High Street.

IMPLEMENTATION

The following tables summarize the eighty or so action proposals taken from the various *Plan* elements. Listed is a brief statement of each proposal, the *Plan* element from which it is taken, the suggested lead agency, and the period in which the action is scheduled be undertaken. "Done" indicates actions essentially completed between the time they were suggested as part of this process and the time of preparation of this draft. "Now," means at least initiated during FY00; "Soon," means within two or three years, and "Later," means after the next three years or so. The first table sorts those actions by type, such as regulatory or financial. The second sorts the same actions by the lead agency responsible. A Glossary following this element will help decode the abbreviations and terms used.

The challenge of addressing this demanding agenda inevitably falls most heavily on the Selectmen and Planning Board, but others also are called upon to do a great deal. Keeping up with the schedule as laid out will call for careful priority setting and coordination among groups.

To assure sound implementation of this broad agenda, ongoing coordination and direction will be needed. Fortunately, Westwood has a strong tradition of Town organizations working closely together, and now has the staff and organizational structure to make the effort work.

This actions listing reflects not just the judgement of the Master Plan Steering Committee or the Planning Board, but the concurrence of the many organizations whose efforts would be involved and who have reviewed and made suggestions on this *Plan*. Gaining that concurrence took some time, but was worth pursuing. It can now be fairly said that the *Plan* really represents the collective intentions of the agencies and officials involved, as well as that of the broad array of citizen participants in the planning.

Just as responsibility for *Plan* adoption lies with the Planning Board, responsibility for ongoing monitoring of progress and providing coordination also lies with the Planning Board. The present intention is that the Board will annually provide Town agencies and others listed in the Implementation tables with a listing of actions scheduled for their efforts over the past year and the forthcoming one. The Board will also provide them with a convenient format for agency updating on what has actually been done, and an explanation for the reasons for departures from the listed priorities.

With those responses in hand, the Board will then convene a group composed much like the Master Plan Steering Committee to review them, and to consider what steps the results suggest. The results of that review will then be reported back to the Selectmen for their consideration and action.

Plan updating and revision is of critical importance. Planners frequently suggest that the "half life" of a comprehensive plan is on the order of five years, but except when updating with that frequency is mandated it seldom occurs. Some plans are virtually never updated, others are so commonly updated that they lose their value as a stable policy base. The five-year cycle is a sound one to pursue. The effort for this *Plan* began during FY97, seeking an FY98 appropriation. Accordingly, in only about two years it may be time to begin the process of plan updating and revision again.

IMPLMENT 1/24/2001

COMPREHENSIVE PLAN IMPLEMENTATION								#####
Action		Plan Element	Lead Agency	T i m i n g				
				Done	Ongoing	Now	Soon	Later
SORTED BY ACTION TYPE								
STUDIES AND PLANS								
L11	Develop specific criteria for open space priorities.	Land use.	O.P.E.N.			X		
H1	Aggressively pursue resolution of Ch. 40B "counting" rules.	Housing	Selectmen			X		
H2	Explore appropriate mechanisms to make affordability attractive.	Housing	Planning Bd.				X	
O7	Explore options to increase non-structural recreation opportunities.	Open Space	Rec. Comm.	X (part)		X		
CF9	Explore solutions to Town Hall work space deficiencies.	Comm. Facil.	Selectmen			X		
CF10	Explore solutions for Public Works, other public facilities space needs.	Comm. Facil.	Selectmen			X		
T3	Seek agreement on street standards and access standards.	Transport.	Planning Bd.					X
E1	Explore a "Concentrated Development Ctr" at Univ Ave. & RR Sta.	Ec Develop.	Planning Bd.				X	
E7	Explore alternatives for effective marketing of Westwood potential.	Ec. Develop.	B.D.A.B.				X	
O11	Develop contingency plan re recreation fields out of use.	Open Space	Rec. Comm.		X			
O12	Resolve jurisdiction re six parcels in Open Space inventory.	Open Space	Selectmen		X			
O13	Hold forums re active & passive rec, resource protection priorities.	Open Space	Selectmen			X		
ORGANIZATION & FINANCE								
L8	Pursue financial incentives for business.	Land use.	B.D.A.B.			X		
L9	Support multi-jurisdictional efforts re University Ave. opportunities.	Land use.	B.D.A.B.		X			
TC6	Provide initiative for pursuing village centers agenda.	Town Centers	Planning Bd.		X			
H7	Explore innovative housing finance.	Housing	Hse. Partners			X		
H8	Explore "linkage fees" on business for housing.	Housing	Hse. Partners			X		
O1	Establish open space prioritization process.	Open Space	O.P.E.N.			X		
O3	Establish quick-response acquisition program.	Open Space	O.P.E.N.			X		
O4	Create non-profit land trust.	Open Space	O.P.E.N.			X		
O6	Establish stewardship program for volunteers.	Open Space	Cons. Comm.					X
CF12	Explore mechanisms for broadening CIP participation.	Comm. Facil.	Exec. Secretary					X
E6	Continue Business Development Advisory Board	Ec. Develop.	B.D.A.B.		X			
E8	Encourage local business participation in Chamber of Commerce.	Ec. Develop.	B.D.A.B.		X			
E13	Continue and support refining split tax rate policy.	Ec. Develop.	Selectmen		X			
E16	Explore use of "impact fees" to pay for infrastructure.	Ec. Develop.	B.D.A.B.		X			
NC9	Explore how to move Town Center Study design processes forward.	Nat. & Cultural	Selectmen			X		

COMPREHENSIVE PLAN IMPLEMENTATION									#####
Action		Plan Element	Lead Agency	T i m i n g					
				Done	Ongoing	Now	Soon	Later	
FACILITIES & SPENDING PROPOSALS									
L10	Undertake major public/private open space acquisition program.	Land Use.	Cons. Comm.		X				
TC5	Explore means of village utilities undergrounding.	Town Centers	Selectmen	X					
O2	Aggressively pursue Sandy Valley & Noannet open space.	Open Space	Cons. Comm.		X				
CF1	Continue facilities ADA modifications, etc.	Comm. Facil.	Exec. Secretary		X				
CF2	Explore alternative Islington Fire Station sites.	Comm. Facil.	Selectmen					X	
CF3	Consider second floor addition to Police Station.	Comm. Facil.	Selectmen					X	
CF4	Continue School program of upgrading & expansion.	Comm. Facil.	School Comm.		X				
CF5	Continue Library modifications & upgrades.	Comm. Facil.	Library Trust		X				
CF6	Expand senior services provisions.	Comm. Facil.	C.O.A.		X				
T12	Aggressively pursue programmed transport improvements.	Transport	Selectmen		X				
T15	Undertake "traffic calming" efforts.	Transport	Selectmen		X				
T17	Pursue implementation of the Open Space Plan trail system.	Transport	O.P.E.N.		X				
E12	Continue street upgrades: University Ave, Washington St, High St.	Ec. Develop.	Selectmen		X				

COMPREHENSIVE PLAN IMPLEMENTATION									#####
Action		Plan Element	Lead Agency	T i m i n g					
				Done	Ongoing	Now	Soon	Later	
ZONING & OTHER REGULATION									
L1,T18	Explore Zoning revisions for strong Village/Countryside distinction.	Land Use	Planning Bd.				X		
L2,T8	Revise Subdivision Regs to reflect context.	Land Use	Planning Bd.			X			
L3	Pursue Center report policy objectives.	Land use	Planning Bd.		X				
L4	Use flexible density-based residential controls.	Land use	Planning Bd.		X				
L5	Promote further diversifying housing opportunities.	Land use	Planning Bd.				X		
L6	Explore alternatives for Route 1 residential zoning.	Land use	Planning Bd.				X		
E2	Encourage Route 1 land use away from residential.	Ec. Develop.	Planning Bd.				X		
L7	Continue refinement of business controls.	Land use	B.D.A.B.		X				
L12	Refine resource protection controls under Zoning.	Land use	Planning Bd.					X	
L13,T19	Explore mixed use development in "Highway Mix" area.	Land use	Planning Bd.				X		
TC1	Establish building and site design guidance system.	Town Centers	Planning Bd.				X		
TC4	Develop true "village center" zoning.	Town Centers	Planning Bd.				X		
TC7	Reconcile Town Center small-lot spatial problem: rezone?	Town Centers	B.D.A.B.			X			
H5	Explore small-lot age-restricted single-family housing.	Housing	Planning Bd.				X		
O5	Review all rules re water resource protection, etc.	Open space	Cons. Comm.					X	
CF8	Raise awareness, consider water use restrictions if necessary.	Comm. Facil.	Selectmen					X	
T4	Reflect uniform street standards in all regulations.	Transport	Planning Bd.					X	
T6	Assure that pedestrian improvements are part of project mitigations.	Transport	Planning Bd.		X				
T7	Revise Subdivision Regs to require off-street paths if appropriate.	Transport	Planning Bd.			X			
T9	Revise Subdivision Regulations to promote street interconnectedness.	Transport	Planning Bd.				X		
T10	Revise Zoning parking regs for maximums, bikes, TDM.	Transport	Planning Bd.				X		
T11	Consider lower threshold for traffic mitigation rules in zoning.	Transport	Planning Bd.			X			
E11	Pursue streamlined permitting for economic development.	Ec. Develop.	B.D.A.B.			X			
E14	Revise local business district setback regs to allow compactness.	Ec. Develop.	Planning Bd.				X		
E15	Explore zoning, other regulatory constraints on industrial areas.	Ec. Develop.	B.D.A.B.			X			
NC10	Explore Zoning for stormwater upgrades when expanding bldgs.	Nat. & Cultural	Planning Bd.			X			
NC11	Adopt erosion & sedimentation controls in Zoning, subregs, etc.	Nat. & Cultural	Planning Bd.			X			

COMPREHENSIVE PLAN IMPLEMENTATION								#####
Action		Plan Element	Lead Agency	T i m i n g				
				Done	Ongoing	Now	Soon	Later
CONTINUING EFFORTS								
TC2	Assure street reconstruction in Centers serves pedestrians & bikes.	Town Centers	Selectmen		X			
TC3	Promote landscaping improvements with village street improvements.	Town Centers	Selectmen		X			
H3	Engage parcel owners in constructive alternatives dialogue.	Housing	Selectmen		X			
H4	Encourage only most beneficial use of short residential land supply.	Housing	Planning Bd.		X			
H6	Actively network for racial and ethnic diversity.	Housing	Hse. Partners		X			
O8	Develop network of pedestrian, bike and ski trails	Open Space	O.P.E.N.		X			
O9	Pursue the Athletic Facilities Maintenance Plan recommendations.	Open Space	Selectmen		X			
O10	Continue transfer of fields maintenance to DPW	Open Space	Selectmen		X			
CF7	Support Water District water conservation & upgrade efforts.	Comm. Facil.	Selectmen		X			
CF8	Raise awareness of water conservation needs	Comm. Facil.	Selectmen		X			
CF11	Increase percentage of solid waste recycled to 40%.	Comm. Facil.	Selectmen		X			
CF13	Explore assuring affordable & appropriate information technology.	Comm. Facil.	Selectmen		X			
T1	Continue 4-Town leadership re transport & growth.	Transport	Exec. Secretary		X			
T2	Continue senior-level participation in TRIC.	Transport	Exec. Secretary		X			
T5	Planning Board to participate in street reconstruction designs.	Transport	Planning Bd.		X			
T13	Pursue implementation of University Ave/I93/I95 improvements.	Transport	Selectmen		X			
T14	Assure that all roadway improvements include pedestrians & bikes.	Transport	Selectmen		X			
T16	Encourage public education, signage, enforcement for safety.	Transport	Selectmen		X			
E3	Develop selective outreach and marketing program for business areas.	Ec. Develop.	B.D.A.B.		X			
E4	Vehicle and pedestrian environments appropriate to business areas.	Ec. Develop.	Selectmen		X			
E5	Encourage building and site design appropriate to business areas.	Ec. Develop.	Planning Bd.		X			
E9	Monitor and protect water resources re business impacts	Ec. Develop.	B.D.A.B.		X			
E10	Pursue brownfields redevelopment options for University Avenue.	Ec. Develop.	B.D.A.B.		X			
NC1	Work with neighbors, regional groups protecting waters.	Nat. & Cultural	Selectmen		X			
NC2	Use MRD and Zoning EIR to achieve resource-protective designs.	Nat. & Cultural	Planning Bd.		X			
NC3	Seek to maintain unfragmented open spaces.	Nat. & Cultural	Cons. Comm.		X			
NC4	Encourage resource-compatible economic development.	Nat. & Cultural	B.D.A.B.		X			
NC5	Seek to reduce water consumption.	Nat. & Cultural	D.P.W.		X			
NC6	Assure that stormwater doesn't degrade water quality.	Nat. & Cultural	Cons. Comm.		X			
NC7	Address existing stormwater problems during redevelopment.	Nat. & Cultural	Cons. Comm.		X			
NC8	Seek National Register listing of High Street districts, other resources.	Nat. & Cultural	Hist. Comm.		X			
NC12	Develop strategies promoting water conservation, wetlands protection.	Nat. & Cultural	Cons. Comm.		X			
NC13	Continue high-level roles re facilities impacting water, wetlands.	Nat. & Cultural	Selectmen		X			

COMPREHENSIVE PLAN IMPLEMENTATION								#####
Action		Plan Element	Lead Agency	T i m i n g				
				Done	Ongoing	Now	Soon	Later
SORTED BY LEAD AGENCY								
E10	Pursue brownfields redevelopment options for University Avenue.	Ec. Develop.	B.D.A.B.		X			
E11	Pursue streamlined permitting for economic development.	Ec. Develop.	B.D.A.B.			X		
E3	Develop selective outreach and marketing program for business areas.	Ec. Develop.	B.D.A.B.		X			
E6	Continue Business Development Advisory Board	Ec. Develop.	B.D.A.B.		X			
E7	Explore alternatives for effective marketing of Westwood potential.	Ec. Develop.	B.D.A.B.				X	
E8	Encourage local business participation in Chamber of Commerce.	Ec. Develop.	B.D.A.B.		X			
E9	Monitor and protect water resources re business impacts	Ec. Develop.	B.D.A.B.		X			
E15	Explore zoning, other regulatory constraints on industrial areas.	Ec. Develop.	B.D.A.B.			X		
E16	Explore use of "impact fees" to pay for infrastructure.	Ec. Develop.	B.D.A.B.		X			
L7	Continue refinement of business controls.	Land use	B.D.A.B.		X			
L8	Pursue financial incentives for business.	Land use.	B.D.A.B.			X		
L9	Support multi-jurisdictional efforts re University Ave. opportunities.	Land use.	B.D.A.B.		X			
NC4	Encourage resource-compatible economic development.	Nat. & Cultural	B.D.A.B.		X			
TC7	Reconcile Town Center small-lot spatial problem: rezone?	Town Centers	B.D.A.B.			X		
CF6	Expand senior services provisions.	Comm. Facil.	C.O.A.		X			
L10	Undertake major public/private open space acquisition program.	Land Use.	Cons. Comm.		X			
NC12	Develop strategies promoting water conservation, wetlands protection.	Nat. & Cultural	Cons. Comm.		X			
NC3	Seek to maintain unfragmented open spaces.	Nat. & Cultural	Cons. Comm.		X			
NC6	Assure that stormwater doesn't degrade water quality.	Nat. & Cultural	Cons. Comm.		X			
NC7	Address existing stormwater problems during redevelopment.	Nat. & Cultural	Cons. Comm.		X			
O2	Aggressively pursue Sandy Valley & Noanet open space.	Open Space	Cons. Comm.		X			
O5	Review all rules re water resource protection, etc.	Open space	Cons. Comm.					X
O6	Establish stewardship program for volunteers.	Open Space	Cons. Comm.					X
NC5	Seek to reduce water consumption.	Nat. & Cultural	D.P.W.		X			
CF1	Continue facilities ADA modifications, etc.	Comm. Facil.	Exec. Secretary		X			
CF12	Explore mechanisms for broadening CIP participation.	Comm. Facil.	Exec. Secretary					X
T1	Continue 4-Town leadership re transport & growth.	Transport	Exec. Secretary		X			
T2	Continue senior-level participation in TRIC.	Transport	Exec. Secretary		X			
NC8	Seek National Register listing of High Street districts, other resources.	Nat. & Cultural	Hist. Comm.		X			
H6	Actively network for racial and ethnic diversity.	Housing	Hse. Partners		X			
H7	Explore innovative housing finance.	Housing	Hse. Partners			X		
H8	Explore "linkage fees" on business for housing.	Housing	Hse. Partners			X		
CF5	Continue Library modifications & upgrades.	Comm. Facil.	Library Trust		X			
L11	Develop specific criteria for open space priorities.	Land use.	O.P.E.N.			X		

COMPREHENSIVE PLAN IMPLEMENTATION									#####
Action		Plan Element	Lead Agency	T i m i n g					
				Done	Ongoing	Now	Soon	Later	
O1	Establish open space prioritization process.	Open Space	O.P.E.N.			X			
O3	Establish quick-response acquisition program.	Open Space	O.P.E.N.			X			
O4	Create non-profit land trust.	Open Space	O.P.E.N.			X			
O8	Develop network of pedestrian, bike and ski trails	Open Space	O.P.E.N.		X				
T17	Pursue implementation of the Open Space Plan trail system.	Transport	O.P.E.N.		X				
E1	Explore a "Concentrated Development Ctr" at Univ Ave. & RR Sta.	Ec Develop.	Planning Bd.				X		
E14	Revise local business district setback regs to allow compactness.	Ec. Develop.	Planning Bd.				X		
E2	Encourage Route 1 land use away from residential.	Ec. Develop.	Planning Bd.				X		
E5	Encourage building and site design appropriate to business areas.	Ec. Develop.	Planning Bd.		X				
H2	Explore appropriate mechanisms to make affordability attractive.	Housing	Planning Bd.				X		
H4	Encourage only most beneficial use of short residential land supply.	Housing	Planning Bd.		X				
H5	Explore small-lot age-restricted single-family housing.	Housing	Planning Bd.				X		
L1,T18	Explore Zoning revisions for strong Village/Countryside distinction.	Land Use	Planning Bd.				X		
L12	Refine resource protection controls under Zoning.	Land use	Planning Bd.					X	
L13,T19	Explore mixed use development in "Highway Mix" area.	Land use	Planning Bd.				X		
L2,T8	Revise Subdivision Regs to reflect context.	Land Use	Planning Bd.			X			
L3	Pursue Center report policy objectives.	Land use	Planning Bd.		X				
L4	Use flexible density-based residential controls.	Land use	Planning Bd.		X				
L5	Promote further diversifying housing opportunities.	Land use	Planning Bd.				X		
L6	Explore alternatives for Route 1 residential zoning.	Land use	Planning Bd.				X		
NC10	Explore Zoning for stormwater upgrades when expanding bldgs.	Nat. & Cultural	Planning Bd.			X			
NC11	Adopt erosion & sedimentation controls in Zoning, subregs, etc.	Nat. & Cultural	Planning Bd.			X			
NC2	Use MRD and Zoning EIR to achieve resource-protective designs.	Nat. & Cultural	Planning Bd.		X				
T10	Revise Zoning parking regs for maximums, bikes, TDM.	Transport	Planning Bd.				X		
T11	Consider lower threshold for traffic mitigation rules in zoning.	Transport	Planning Bd.			X			
T3	Seek agreement on street standards and access standards.	Transport.	Planning Bd.					X	
T4	Reflect uniform street standards in all regulations.	Transport	Planning Bd.					X	
T5	Planning Board to participate in street reconstruction designs.	Transport	Planning Bd.		X				
T6	Assure that pedestrian improvements are part of project mitigations.	Transport	Planning Bd.		X				
T7	Revise Subdivision Regs to require off-street paths if appropriate.	Transport	Planning Bd.			X			
T9	Revise Subdivision Regulations to promote street interconnectedness.	Transport	Planning Bd.				X		
TC1	Establish building and site design guidance system.	Town Centers	Planning Bd.				X		
TC4	Develop true "village center" zoning.	Town Centers	Planning Bd.				X		
TC6	Provide initiative for pursuing village centers agenda.	Town Centers	Planning Bd.		X				
O7	Explore options to increase non-structural recreation opportunities.	Open Space	Rec. Comm.	X (Part)		X			
O11	Develop contingency plan re recreation fields out of use.	Open Space	Rec. Comm.		X				

COMPREHENSIVE PLAN IMPLEMENTATION									#####
Action		Plan Element	Lead Agency	T i m i n g					
				Done	Ongoing	Now	Soon	Later	
CF4	Continue School program of upgrading & expansion.	Comm. Facil.	School Comm.		X				
CF10	Explore solutions for Public Works, other public facilities space needs.	Comm. Facil.	Selectmen			X			
CF11	Increase percentage of solid waste recycled to 40%.	Comm. Facil.	Selectmen		X				
CF2	Explore alternative Islington Fire Station sites.	Comm. Facil.	Selectmen					X	
CF3	Consider second floor addition to Police Station.	Comm. Facil.	Selectmen					X	
CF7	Support Water District water conservation & upgrade efforts.	Comm. Facil.	Selectmen		X				
CF8	Raise awareness, consider water use restrictions if necessary.	Comm. Facil.	Selectmen					X	
CF8	Raise awareness of water conservation needs	Comm. Facil.	Selectmen		X				
CF9	Explore solutions to Town Hall work space deficiencies.	Comm. Facil.	Selectmen			X			
E12	Continue street upgrades: University Ave, Washington St, High St.	Ec. Develop.	Selectmen		X				
E13	Continue and support refining split tax rate policy.	Ec. Develop.	Selectmen		X				
E4	Vehicle and pedestrian environments appropriate to business areas.	Ec. Develop.	Selectmen		X				
H1	Aggressively pursue resolution of Ch. 40B "counting" rules.	Housing	Selectmen			X			
H3	Engage parcel owners in constructive alternatives dialogue.	Housing	Selectmen		X				
NC1	Work with neighbors, regional groups protecting waters.	Nat. & Cultural	Selectmen		X				
NC13	Continue high-level roles re facilities impacting water, wetlands.	Nat. & Cultural	Selectmen		X				
NC9	Explore how to move Town Center Study design processes forward.	Nat. & Cultural	Selectmen			X			
O10	Continue transfer of fields maintenance to DPW	Open Space	Selectmen		X				
O12	Resolve jurisdiction re six parcels in Open Space inventory.	Open Space	Selectmen		X				
O13	Hold forums re active & passive rec, resource protection priorities.	Open Space	Selectmen			X			
O9	Pursue the Athletic Facilities Maintenance Plan recommendations.	Open Space	Selectmen		X				
T12	Aggressively pursue programmed transport improvements.	Transport	Selectmen		X				
T13	Pursue implementation of University Ave/I93/I95 improvements.	Transport	Selectmen		X				
T14	Assure that all roadway improvements include pedestrians & bikes.	Transport	Selectmen		X				
T15	Undertake "traffic calming" efforts.	Transport	Selectmen		X				
T16	Encourage public education, signage, enforcement for safety.	Transport	Selectmen		X				
TC2	Assure street reconstruction in Centers serves pedestrians & bikes.	Town Centers	Selectmen		X				
TC3	Promote landscaping improvements with village street improvements.	Town Centers	Selectmen		X				
TC5	Explore means of village utilities undergrounding.	Town Centers	Selectmen	X					
IMPLEM.XLS									



Guiding words....

GLOSSARY

The following abbreviations and terms are used in this *Plan*.

ADA: Americans with Disabilities Act.

BDAB: Business Development Advisory Board.

Brownfields: areas developed in the past for uses likely to have left contaminant residues.

Ch. 40B: the Massachusetts "Anti-Snob Zoning Act."

Ch. 61, 61-A, and 61-B: Massachusetts legislation authorizing taxation based in certain cases on current rather than potential use for forest lands, farmlands, and recreation lands, respectively.

CIP: Capital Improvement Program.

COA: Council on Aging.

Comm. Facil.: the Community Facilities element.

Concentrated Development Center: compact mixed-use development at relatively high density, including ones recognized as such by the Metropolitan Area Planning Council, gaining grant priority.

CTPS: (Boston Regional) Center for Transportation Planning Studies.

DEP: Massachusetts Department of Environmental Protection.

DET: Massachusetts Department of Employment and Training.

DHCD: Massachusetts Department of Housing and Community Development.

DPW: Westwood Department of Public Works.

Ec. Develop.: Economic Development element.

Exec. Secretary: Westwood Executive Secretary, appointed by Selectmen.

FY99: Fiscal Year 99, ending June 30, 1999.

Hse. Partners: Westwood Housing Partnership.

ISTEA: Intermodal Surface Transportation Efficiency Act: federal legislation for funding transportation and enhancements. Succeeded in 1998 by TEA-21.

LAND model: a spreadsheet model for projecting development and its impacts based on land and zoning.

MAPC: Metropolitan Area Planning Council

Neotraditional: in town planning, a return to patterns of the past, including grid street patterns, compact development, mixed uses.

New Urbanist: a design movement embracing neotraditional concepts.

O.P.E.N: Organization for the Protection of Environment and Nature.

Rec. Comm.: Recreation Commission.

Tax levy: funds to be raised through taxation in a given fiscal year.

TDM: transportation demand management.

Three Rivers Inter-local Council: a subregional organization made up of representatives of 12 communities from Milton to Foxborough, chiefly in the Neponset and Charles River basins.

Traffic calming: reducing traffic speed through traffic engineering devices such as street narrowing.

TRIC: Three Rivers Interlocal Council.

GLOSS 1/24/2001

DATA APPENDIX

Item	Title	Comments
1	Regional Change: Jobs & Growth	Prepared for transportation analysis.
2	Summary Impacts of Policy Alternatives	Early LAND model outputs from "Land and Growth," February 16, 1998.
3	1995 Land Use	Early LAND model outputs from "Land and Growth," February 16, 1998.
4	Land Use by Zoning District	Early LAND model outputs from "Land and Growth," February 16, 1998.
5	Housing - Town of Westwood	Early LAND model outputs from "Land and Growth," February 16, 1998.
6	Daily Auto Trip Ends - Westwood	Trips beginning or ending in Westwood. Early LAND model outputs from "Land and Growth," February 16, 1998.
7	Population to 2020 - Westwood	"Model" is the basic LAND projection, "# Rate" and "% Rate" simple extrapolations, "MAPC" and "MISER" projections by regional and State agencies, illustrating major base data disparity between local and other sources. From "Land and Growth."
8	Population to 2065 - Westwood	Three scenarios projected by LAND model: "Current" extrapolates status quo zoning & open space, "Rate-2" adds a growth rate control, "Open-2" illustrates aggressive open space program. From "Land and Growth."
9	Water Supply and Demand	From "Land and Growth." Note that demand is average day, supply is peak capacity.
10	Wastewater Collected.	From "Land & Growth." "I & I" is leakage into the system.
11	Housing Growth 1980 - 1998.	Dwelling units authorized on building permits as % of existing housing. Updated from material in "School Enrollment Revisited," March 9, 1999.
12	Westwood Growth Statistics	Updated from material in "School Enrollment Revisited," March 9, 1999.
13	Westwood School Enrollment Projections	From "School Enrollment Revisited," March 9, 1999. "Base" is from the "status quo" LAND projection, while "TEST" reflects a 50% reduction in development capacity through open space acquisition and zoning.
14	Resulting Pupils Per Housing Unit	Ditto above.

Item	Title	Comments
15	School Enrollments	From "School Enrollment Revisited," March 9, 1999. "Base" is from the "status quo" LAND projection, while "TEST" reflects a 50% reduction in development capacity through open space acquisition and zoning.
16	Pupils Per Housing Unit	Ditto above.
17	Westwood Building and School Children	From "School Enrollment Revisited," March 9, 1999.
18	School-Age Year of Birth	From "School Enrollment Revisited," March 9, 1999.
19	New housing and Pupils.	From "School Enrollment Revisited," March 9, 1999.
20	Enrollment Projections.	From "School Enrollment Revisited," March 9, 1999.
21	Westwood Fields Inventory	Updated from "Open Space and Recreation Plan."