

## IMPLEMENTATION

The following tables summarize the 230+ implementing actions 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. The primary purpose is to compile recommendations and provide a sense of their timing to be used by town staff, boards, and the responsible entities. This should be used as a guide to direct efforts and as a way to annually document progress and provide comments on what, how, and when for each action item. This Plan does not allocate any specific funding or make financial commitments but serves as a policy guide for the community.

An "Ongoing" indicates the action is already in progress, underway and may have been started prior to final completion of this Plan, or that it is something that should be done on a regular basis. A "Short Term" means at least initiated within the short term within two years; "Mid-Term" means within three to five years, and "Long Term" means longer than five years given the timing involved. While the Committee feels all items are important there are some recommendation actions that take longer than others due to a regulatory process or multiple agency involvement. Thus, some of the short term items may be less time consuming and may begin relatively quickly. There is a column labeled "High Priority" that identifies the actions that respond to the major recommendations to focus efforts or in need of improvement expressed throughout this process.

The challenge of addressing this demanding agenda inevitably falls most heavily on the Select Board 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. Westwood has a strong tradition of Town organizations working closely together, and now has the staff and organizational structure to make the effort work.

These actions listing reflect not just the judgement of the Comprehensive 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. The Plan represents the collective intentions of the agencies and officials involved, as well as that of the broad array of citizen participants in the planning process.

The 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 table with a listing of actions scheduled for their efforts over the past year and the forthcoming one. Plan updating and revision is of critical importance. Planners frequently suggest that a comprehensive plan is updated every five to ten years. An update generally takes two years to complete, therefore, this plan recommends beginning the update process in seven years (2027).

Action	Action Summary	Lead Agency	Ongoing (Continuous or started)	Short Term (0-2 yrs.)	Medium Term (3-5 yrs.)	Long Term (5* yrs.)	Highest Priority
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COMPREHENSIVE PLAN IMPLEMENTATION MATRIX TABLE							
Land Use Element							
L1	Foster community gathering places, walking paths, bike paths, trails, shuttle services.	Select Board, Planning Board, Conservation Commission		X			
L2	Support state's zoning, planning law reforms.	Planning Board		X			
L3	Re-purpose municipally owned properties for town centers, housing, or open space & recreation.	Select Board		X			
L4	Polices for preservation of residential and commercial center character.	Planning Board			X		
L5	Prioritize flexible density controls with performance incentives.	Planning Board	X				
L6	Review OSRD projects and process.	Planning Board		X			
L7	Promote diversified housing opportunities.	Planning Board	X		X		

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L8	Explore provisions to expand starter home stock.	Planning Board			X		
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<b>Land Use Element</b>							
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L9	Strengthen town centers.	Planning Board		X			
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L10	Work with commercial property owners to upgrade.	Economic Development	X		X		
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L11	Formalize & strengthen Planning Board's design review process for High & Washington Streets.	Planning Board		X			
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L12	Mixed use at Glacier/Everett business area.	Planning Board			X		
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L13	Funding for open space.	Select Board			X		
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L14	Prioritize open space protections & acquisitions.	Conservation Commission			X		
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<b>Town Centers Element</b>							
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TC1	Consider expand FMUOD/USROD on High St. to other business properties.	Planning Board				X	
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TC2	Collaborate with School Dept. for Deerfield property.	Select Board / Planning Board		X			X
TC3	Storefront and façade enhancements.	Economic Development			X		

**Town Centers Element**

TC4	Community cohesion with events and activities.	Economic Development		X			
TC5	Outdoor seating, street furniture, gathering places.	Select Board, Planning Board, Economic Development Staff		X			
TC6	Pedestrian accessibility upgrades for universal design.	Public Works		X			
TC7	Street tree program/tree fund/recommended tree list.	Planning Staff/Public Works			X		
TC8	Expand shuttle and ride-share programs.	Planning Staff			X		
TC9	Zoning for active floor uses.	Planning Board		X			
TC10	Annual review of infrastructure and improvements.	Select Board, Public Works		X			

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TC11	Sidewalk, crosswalk, lighting enhancements to town centers.	Select Board	X	X			X
TC12	Planning Board design review process.	Planning Board		X			
<b>Town Centers Element</b>							
TC13	Property owner collaboration.	Economic Development			X		
TC14	Public art and public amenities.	Planning Board			X		
TC15	Public gathering spaces.	Planning Board		X			
TC16	Incorporate greenery.	Planning Board		X			
TC17	Public activities at University Station.	Economic Development		X			
TC18	Zoning for shared parking, solar, electric car charging.	Planning Board		X			
TC19	Public-private partnerships.	Economic Development			X		
TC20	Streamline permitting process.	Economic Development		X			

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Housing Element							
H1	Zoning changes for greater housing choices.	Select Board, School Committee, Planning Board, Housing Partnership			X		
H2	Housing Production Plan compliance to increase subsidized housing inventory.	Housing Partnership, Planning Board, Housing Authority, Select Board	X	X			X
H3	Affordable Housing Policy Guide for off-site affordable housing.	Planning Board, Housing Partnership, Select Board	X	X			
H4	Housing Authority properties on state's subsidized housing inventory.	Housing Agent	X	X			X
H5	Fair Housing training.	Housing Agent		X			X
H6	Active Housing Partnership committee.	Housing Agent, Housing Partnership			X		X
H7	Study benefits of CPA.	Select Board			X		
H8	Upgrades to existing affordable housing stock.	Housing Agent	X		X		
H9	Welcome package for new residents.			X			

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H10	Energy efficient and renewable energy improvements for residence.				X		
H11	Supplement Aid to the Elderly & Disability Tax Fund.				X		

**Economic Development Element**

E1	Preserve small town feel.	Planning Board		X			
E2	Support final phases of University Station	Economic Development	X	X			
E3	Redevelop properties on University Ave.	Economic Development, Planning Board		X			
E4	Encourage commercial development along Route 1.	Economic Development, Planning Board		X			
E5	Examine zoning changes along Route 1	Planning Board			X		
E6	Support development of Islington Center.	Planning Board, Economic Development	X	X			
E7	Work with High St./Lowder Brook Drive property owners.	Economic Development		X			

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Economic Development Element							
E8	Encourage upgrades of High Street commercial properties.	Planning Board, Economic Development			X		
E9	Engage local chamber for business support.	Economic Development			X		
E10	Include green spaces, pedestrian connections, bike paths.	Planning Board	X		X		
E11	Maintain street and sidewalk program.	Pedestrian & Bike Safety Committee	X	X			
E12	Transit oriented housing opportunities.	Planning Board				X	
E13	Streamline business permitting.	Economic Development	X		X		
E14	Maintain & adjust as needed split tax rate.	Select Board	X	X			
E15	Utilize tax increment financing (TIF).	Select Board			X		
E16	Planning Board design review.	Planning Board		X			
E17	Explore business ambassador liaison.	Economic Development, Select Board				X	



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Economic Development Element							
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E18	Review & benchmark other towns.	Economic Development		X			
E19	Implement town-wide electronic permitting	Town Administrator, Economic Development	X				
E20	Improve business regulations.	Economic Development		X			

Natural & Cultural Resources							
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NC1	Work with neighboring communities and regional entities to protect quality and supply of water and habitats.	Planning staff				X	
NC2	Utilize performance based zoning and regulatory measures to protect environment & cultural resources.	Planning Board				X	
NC3	Encourage all new residential construction to be open space residential development.	Planning Board		X			
NC4	Provide connections to	Select Board, Conservation Commission				X	

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	fragmented open space.						
NC5	Compatible economic development & resource protection.	Planning & Conservation			X		
NC6	Collaborate with DWWD to prevent & reduce contamination.	Public Works			X		
NC7	Ensure water quality.	Public Works, Conservation Commission			X		
NC8	Require improvement to stormwater management systems.	Conservation Commission		X			

**Natural & Cultural Resources**

NC9	Provide incentives for historic property preservation (Historic Preservation Fund).	Historical Commission, Economic Development, Planning			X		
NC10	Establish Washington & High Street design criteria.	Planning Board		X			
NC11	Zoning relief or other incentives to preserve historic resources.	Historical, Planning Board			X		

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NC12	Partner with University Station for events and activities.	Economic Development		X			
NC13	Discourage use of invasive species.	Conservation Commission	X				
NC14	Adopt a tree preservation bylaw.	Planning Board			X		
NC15	Establish a tree fund.	Planning staff		X			
NC16	Install scenic road signage.	Public works			X		
NC17	Historic plaque program.	Historical Commission			X		
NC18	Perform survey for National Historic Register listing.	Historical Commission			X		
NC19	Revise scenic road regulations.	Planning Board		X			
NC20	Consider adding new streets as designated scenic roads.	Planning Board				X	
NC21	Evaluate effectiveness of the Historic Structures Demolition bylaw.	Historical Commission		X			
<b>Natural &amp; Cultural Resources</b>							
NC22	Explore funding opportunities for historic preservation and	Economic Development, Planning staff			X		

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	cultural enhancements.						
NC23	Investigate benefits of the CPA.	Select Board			X		
NC24	Develop master calendar listing of events & activities.	Select Board, Economic Development			X		
NC25	Explore opportunities for pocket parks and parklets.	Economic Development, Select Board		X			
NC26	Utilize Westwood Community trails program.	Pedestrian & Bike Safety Committee		X			
NC27	Establish trail & sidewalk program to Blue Hills Reservation.	Pedestrian & Bike Safety Committee, Select Board, Planning Board				X	
NC28	Develop promotional material to promote trails & historic sites.	Conservation/IT Department			X		
NC29	Improve opportunities for use at Neponset River.	Conservation				X	
<b>Natural &amp; Cultural Resources</b>							
NC30	Recycling public education campaign.	Public Works		X			

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NC31	Partner with Westwood Cultural Council.	Economic Development			X		
NC32	Pursue historic rehabilitation of Obed Baker House.	Economic Development		X			
NC33	Promote use of Fischer School	Historical Commission		X			
NC34	Explore feasibility of recreating Blue Hart Tavern.	Historical Commission		X			
NC35	Sidewalks to be designed with natural environment.	Public Works		X			

**Community Facilities**

CF1	Renovation & expansion of Town Hall, accessibility improvements.	Select Board			X		X
CF2	Complete the elementary school building project.	School Committee		X			X
CF3	Address facility needs at High School, Middle school, Martha Jones and Downey.	School Committee			X		X

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Community Facilities							
CF4	Prioritize incorporating renewable energy at town properties.	Select Board, School Committee		X			X
CF5	Conduct needs assessment for senior center.	Council on Aging, Facilities				X	
CF6	Optimize space for Islington branch library and multi-purpose gathering space.	Library Board of Trustees, Recreation Commission, Youth & Family Services	X				X
CF7	Investigate parking expansion options at main library.	Select Board, Library Board of Trustees			X		
CF8	Address deficiencies at Fire Station I for temporary storage.	Fire Dept.		X			
CF9	Develop long range plan for Fire Station I renovation or expansion.	Select Board, Fire Dept.				X	
CF10	Expand electric charging stations at municipal properties.	Public Works, Select Board		X			X
CF11	Prioritize pedestrian improvements through Sidewalk Prioritization Plan.	Pedestrian & Bike Safety Committee, Public Works		X			

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Community Facilities							
CF12	Evaluate feasibility of multi-purpose indoor recreation community facility.	Recreation Commission, Select Board		X			
CF13	Implement self-evaluation and transition plan for municipal properties.	Facilities, Commission on Disability			X		
CF14	Involve Commission on Disability in Planning Board application review process.	Planning Board	X				
CF15	Incorporate meeting and multi-purpose space for new municipal construction.	Select Board, Planning Board	X				
CF16	Evaluate security and safety measures at schools and public buildings.	Public Works Facilities, School Dept.	X		X		
CF17	Evaluate opportunity for community gardens.	Select Board			X		

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Community Facilities							
CF18	Education and outreach for recycling.	Public Works		X			
CF19	Investigate metal recycling facility and reuse area.	Public Works			X		
CF20	Upgrade to 10G to improve town's network.	IT	X	X			
CF21	Implement electronic permitting for all departments.	Town Administrator/All Depts.	X				
CF22	Develop practices for digital and accessible material for all public boards and committees.	IT			X		
CF23	Expand Westwood Media contract to cover more public meetings.	Select Board			X		
CF24	Devote staff to website updates and communications.	All Depts.			X		
CF25	Upgrade Public Works facilities with adequate staff facilities for disability accommodations.	Public Works		X			



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Community Facilities							
CF26	Pursue designs to expand Westwood Cemetery.	Public Works			X		
CF27	Effective risk management and safety program for water services.	DWWD			X		
CF28	Maintain water rate structure.	DWWD	X				
CF29	Complete DWWD Comprehensive Planning Study.	DWWD	X				
CF30	Require municipal redevelopment to incorporate sustainable practices and maximize energy efficiency.	Select Board		X			X
CF31	Regularly update long term operation maintenance plans for town facilities.	Public Works		X			
CF32	Design municipal facilities to represent local history and compatible with surroundings.	Select Board		X			
CF33	Establish municipal facilities committee.	Select Board			X		

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CF34	Encourage upgrades for wireless facilities to fill communication gaps.	Planning Board			X		
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<b>Open Space &amp; Recreation</b>							
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CC1	Encourage OSRD and LID techniques for new developments to preserve and protect open space.	Planning Board	X				
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CC2	Review scenic road regulations.	Planning Board		X			
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CC3	Partner with Westwood Land Trust, Conservation Commission, Historical Commission to protect natural features and historic buildings.	Conservation Commission, Historical Commission, Land Trust, Planning Board			X		
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CC4	Encourage shared parking.	Planning Board			X		
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CC5	Increase usability and attractiveness of trails.	Conservation Commission			X		
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CC6	Educate the community on the benefits of the CPA.	Select Board			X		
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Open Space & Recreation							
RE1	Prioritize developing a new multi-purpose indoor recreation community center.	Recreation Commission		X			
RE2	Identify properties that might be available to serve unmet recreational needs.	Recreation Commission		X			
RE3	Evaluate feasibility of an indoor ice-skating facility and portable outdoor system.	Recreation		X			
RE4	Implement use and maintenance plans.	Recreation		X			
RE5	Expand outdoor recreation facilities by more multipurpose fields and lighting.	Recreation		X			
RE6	Increase recreational opportunities and programs for adults and seniors.	Recreation			X		

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Open & Space Recreation							
RE7	Incorporate universal design into all recreation facilities.	Recreation			X		
OS1	Incorporate universal design at feasible locations.	Conservation, Disability Comm.		X			
OS2	Prepare management plans for conservation areas.	Conservation Commission			X		
OS3	Increase awareness of open space and conservation land.	Conservation Commission			X		
OS4	Land acquisition for contiguous connectivity such as near Lyman's Pond.	Conservation, Select Board			X		
OS5	Collaborate with Hale to permanently protect land.	Select Board		X			
OS6	Encourage open space donations or conservation restrictions.	Land Trust	X				
OS7	Pursue grants, donations, funding for open space acquisition and improvements.	Conservation		X			

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Transportation							
T1	Promote regional transportation improvements.	Public Works, Select Board, Planning Board		X			
T2	Seek participation in MAPC & TRIC.	Planning Board, Select Board	X				
T3	Advocate for improved commuter rail service and maintenance of Rte. 128 garage.	Select Board, Planning Board		X			
T4	Follow and implement complete streets policy.	Public Works, Select Board	X				
T5	Use the complete streets prioritization plan for replacement and maintenance.	Select Board, Planning Board	X				
T6	Provide sidewalk on Gay Street.	Select Board, Public Works	X				X
T7	Implement recommendations of the Dedham-Westwood Pedestrian Connection Plan.	Select Board, Public Works			X		

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Transportation							
T8	Consider a bike-sharing program.	Select Board, Planning Board		X			
T9	Pursue contiguous trail network.	Conservation Commission				X	
T10	Pursue implementation of shuttle bus service along High St. University Station, & Legacy Place shopping areas.	Economic Development Staff			X		
T11	Investigate and coordinate bus and shuttle service with adjacent towns.	Economic Development Staff			X		
T12	Increase number of bus shelters.	Select Board			X		
T13	Consider cooperative rideshare programs.	Economic Development, Select Board		X			
T14	Implement crosswalk improvements.	Public Works	X				X
T15	Pursue adaptive signalization program on route 109.	Public Works		X			
T16	Review existing traffic calming measures for effectiveness.	Public Works			X		

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Transportation							
T17	Conduct a town-wide cut-through study.	Public Works, Select Board			X		
T18	Develop App to easily report road problems.	IT/Public Works		X			
T19	Participate in Safe Routes to School, encourage walking to school.	Facilities, School Dept.			X		
T20	Pursue underground utilities.	Select Board				X	
T21	Study ability of power grid to handle electric vehicles.	Select Board			X		
T22	Use the Pedestrian & Bike Safety Committee as forum for residents to evaluate traffic concerns.	Pedestrian & Bike Safety Com.	X				
T23	All projects to include sidewalk or sidewalk/path contribution funds.	Planning Board	X				
T24	Establish street acceptance policies.	Select Board			X		

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Transportation							
T25	Require appropriate mitigation measures for projects that increase transportation demand.	Planning Board, Select Board	X				
T26	Review and update zoning bylaws, regulations for complete streets, sustainability, and accessibility.	Planning Board		X			
T27	Refine and implement context sensitive design standards and pedestrian accommodations.	Planning Board		X			
T28	Revise subdivision regulations to promote street and path connectivity.	Planning Board			X		
T29	Use Transportation Demand Measures for all projects.	Planning Board		X			
T30	Review parking regulations.	Planning Board			X		



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Transportation							
T31	Review and strengthen traffic mitigation measures in zoning bylaw.	Planning Board			X		
T32	Simplify and expand earth movement bylaw and establish truck routes.	Planning Board, Public Works			X		
T33	Assure that all public roadway projects include sidewalks, bike lanes, paths, tree buffer strips.	Select Board, Public Works, Planning Board				X	
T34	Consider traffic calming measures to address speeding and safety.	Select Board, Ped/Bike Com., Public Works, Police	X				
T35	Apply engineering, education, enforcement, evaluation, encouragement for safety improvements.	Select Board				X	
T36	Continue implementation of village zoning.	Planning Board, Economic Dev.		X			

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T37	Pursue mixed-use concept for Route 1.	Planning Board			X		
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<b>Sustainability</b>							
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S1	All town boards, committee, departments commit to reducing carbon footprint.	Town Administration, Select Board, All	X				X
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S2	Pursue photovoltaics at municipal properties.	Select Board, School Com.	X	X			X
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S3	Conduct town-wide CO2 use energy inventory audit.	Select Board, Energy Manager	X				X
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S4	Develop Climate Action & Resiliency Plan.	Select Board		X			X
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S5	Create a sustainability manager position or expand energy manager position.	Select Board			X		
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<b>Sustainability &amp; Resiliency</b>							
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S6	Support energy conservation and use of renewable energy in Town facilities and fleet.	Select Board, WEAC, Public Works		X			X
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S7	Establish approval criteria for ground mounted solar.	Planning Board		X			X
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S8	Expand purview of EIDR for planning board projects.	Planning Board					X
S9	Evaluate Town decision-making through sustainability lens.	Select Board, Energy Manager		X			X
S10	Promote and incentivize sustainability and renewable energy to residents.	Energy Manager, Select Board		X			X
S11	Build awareness of urgency to combat climate change.	WEAC, School Dept., Energy Manager		X			X
S12	Establish high energy efficiency standards to new Town buildings.	Select Board, WEAC, Energy Manager			X		X
S13	Use WEAC or other entity to advise and increase public awareness of sustainability for municipal construction.	Energy Manager		X			X
S14	Consider requiring solar power be evaluated for new town buildings.	Select Board		X			X

Action	Action Summary	Lead Agency	Ongoing (Continuous or started)	Short Term (0-2 yrs.)	Medium Term (3-5 yrs.)	Long Term (5* yrs.)	Highest Priority
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Sustainability							
S15	Install electric vehicle stations for public use throughout town.	Select Board, Facilities		X			X
S16	Incentivize transition to electricity to phase out oil and natural gas hookups.	WEAC, Select Board, Planning Board, Staff			X		
S17	Review the cost benefit of the Town's single-stream recycling.	Public Works		X			
S18	Partner with schools and extracurricular programs for children and resident healthy lifestyles.	Board of Health, School Dept., Youth & Family Services		X			
S19	Pursue Green Communities grant programs.	Energy Manager	X	X			X
S20	Provide incentives for walking and carpooling to work and school.	Town Administration, School Dept.		X			X
S21	Promote water conservation measures.	DWWD			X		

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Sustainability & Resiliency							
R1	Develop Climate Action Resiliency Plan	Select Board, WEAC		X			
R2	Complete process to become a certified MVP community.	Public Works		X			
R3	Conduct hydrologic study to identify flooding areas.	Public Works			X		
R4	Develop updated flood maps.	FEMA, IT, Conservation		X			
R5	Pursue MVP action grants.	Public Works			X		
R6	Strengthen and explain the Emergency Planning Committee.	Town Administration		X			
R7	Review Town's emergency operations and communications systems.	Police, Fire	X	X			
R8	Replace power lines surrounding Maratha Jones School.	Select Board, Public Works			X		
R9	Educate, engage, and communicate importance of resiliency planning.	Town Administration		X			X

Action	Action Summary	Lead Agency	Ongoing (Continuous or started)	Short Term (0-2 yrs.)	Medium Term (3-5 yrs.)	Long Term (5* yrs.)	Highest Priority
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Sustainability & Resiliency							
R10	Identify local businesses and community partner entities for emergency situations.	Town Administration		X			
R11	Remove barriers that interfere with providing immediate care in emergencies	Town Administration		X			
R12	Enhance ability to share patient information.					X	
R13	Improve community engagement skills of Health, Police, and Fire.			X			
R14	Build broad stakeholder networks including social, behavioral health, community orgs, health.			X			
R15	Engage individuals with potential vulnerabilities and assist programs to serve at-risk individuals.			X			
R16	Develop a list of local volunteers to			X			

Action	Action Summary	Lead Agency	Ongoing (Continuous or started)	Short Term (0-2 yrs.)	Medium Term (3-5 yrs.)	Long Term (5* yrs.)	Highest Priority
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	assist in emergencies.						
<b>Sustainability &amp; Resiliency</b>							
R17	Aid for disaster shelter in place kit.				X		
R18	Facilitate “neighbors helping neighbors” groups.				X		
R19	Promote cooperation with nearby towns.				X		
R20	Proactively reach out to residences, vulnerable populations.		X	X			
R21	Conduct semi-annual catch basin cleaning.	Public Works		X			
R22	Promote and strengthen public health and social services.	Health Dept., Human Service Town Depts., Council on Aging		X			