

## IMPLEMENTATION

The following tables summarize the 230 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 to 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 to use as a guide. This may be used as an annual guide to document progress and provide comments on what, how, and when for each action item. 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 the action is expected to be initiated within two years; "Mid-Term" means the action is expected to be initiated within three to five years, and "Long Term" means the action is expected to require longer than five years given the timing involved. There is a column labeled "High Priority" that identifies the actions that are proposed to respond to the major areas of concerns or needs for improvement heard by the Committee and expressed in this Plan.

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 the responsible 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.

This list of actions reflects not only the judgement of the Comprehensive Plan Steering Committee and the Planning Board, but the concurrence of the many organizations whose efforts are required 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 boards, agencies and officials involved, as well as that of the broad array of citizen who participated in the planning process.

The responsibility for Plan adoption lies with the Planning Board. The responsibility for ongoing monitoring of progress and coordination of implementation actions also lies with the Planning Board. The present intention is that the Board will annually provide each agency cited in the Implementation table with a listing of all actions which required their efforts over the past year and all actions which will require their efforts in the forthcoming year. The Board will also provide each agency with a convenient format for that agency to update the Board on what has been done, and to explain any reasons for departures from the Plan's implementation schedule.

Regularly scheduled Plan Updates and revisions are of critical importance. Planners frequently recommend that a comprehensive plan be updated every five to ten years. An update generally

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takes two years to complete, therefore, this Plan recommends beginning the update process no later than seven years from adoption (2027).

COMPREHENSIVE PLAN IMPLEMENTATION MATRIX TABLE							
Land Use Element							
L1	Foster community gathering places, walking paths, bike paths, trails, shuttle services.	Select Board, Planning, Conservation, Recreation		X			
L2	Support state's zoning, planning law reforms.	Planning		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	X				
L6	Review OSRD projects and process.	Planning		X			
L7	Diversity housing opportunities.	Planning, Housing	X		X		

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

**Town Centers Element**

TC4	Community cohesion with events and activities.	Economic Development, Recreation		X			
TC5	Outdoor seating, street furniture, gathering places.	Select Board, Public Works		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			X		
TC9	Zoning for active floor uses.	Planning Board		X			
TC10	Annual review of infrastructure and improvements.	Select Board, Public Works		X			
TC11	Sidewalk, crosswalk, lighting enhancements to town centers.	Select Board, Public Works, Ped./Bike Com.	X				X

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TC12	Planning Board design review process.	Planning Board		X			
<b>Town Centers Element</b>							
TC13	Property owner collaboration on shared parking.	Economic Development		X			
TC14	Public art and public amenities.	Select Board, Planning Board			X		
TC15	Public gathering spaces.	Select Board Planning Board		X			
TC16	Incorporate greenery.	Select Board, Planning Board		X			
TC17	Public activities at University Station.	Economic Development, Recreation		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, Licensing		X			
<b>Housing Element</b>							
H1	Zoning changes for greater housing choices	Select Board, School Committee, Planning Board,			X		

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		Housing Partnership					
H2	Housing Production Plan compliance to increase subsidized housing inventory.	Housing Partnership, Planning Board, Housing Authority, Select Board	X				X
<b>Housing Element</b>							
H3	Affordable Housing Policy Guide.	Planning, Housing		X			
H4	Housing Authority properties on state's subsidized housing inventory.	Westwood Housing Authority, Housing		X			
H5	Fair Housing training.	Housing		X			
H6	Active Housing Partnership committee.	Housing, Housing Partnership	X				
H7	Study benefits of CPA.	Select Board, Finance			X		
H8	Upgrades to existing affordable housing stock.	Housing			X		
H9	Welcome package for new residents.	Town Administrator			X		
H10	Energy efficient and renewable energy improvements for residence.	Select Board, WEAC			X		

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H11	Supplement Aid to the Elderly & Disability Tax Fund.	Select Board, Finance			X		
<b>Economic Development</b>							
E1	Preserve small town feel.	Planning Board	X				
E2	Final phases of University Station	Town Administrator, Economic Development	X				
<b>Economic Development Element</b>							
E3	Redevelop properties on University Ave.	Economic Development, Planning	X				
E4	Encourage commercial development along Route 1.	Economic Development, Select Board, Planning			X		
E5	Examine zoning changes along Route 1	Planning Board				X	
E6	Support development of Islington Center.	Select Board, Planning, Economic Development	X				
E7	Work with High St./Lowder Brook Drive property owners.	Economic Development		X			
E8	Encourage upgrades of High Street commercial properties.	Planning, Economic Development	X				

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E9	Engage local chamber for business support.	Economic Development			X		
E10	Include green spaces, pedestrian connections, bike paths.	Planning Board	X				
E11	Maintain street and sidewalk program.	Public Works, Pedestrian & Bike Safety Committee	X				
<b>Economic Development Element</b>							
E12	Transit oriented housing opportunities.	Planning Board				X	
E13	Streamline business permitting.	Select Board, Planning Board, Economic Development	X				
E14	Maintain & adjust as needed split tax rate.	Select Board, Board of Assessors, Finance	X				
E15	Utilize tax increment financing (TIF).	Select Board, Finance			X		
E16	Planning Board design review.	Planning Board		X			
E17	Explore business ambassador liaison.	Select Board, Economic Development			X		
E18	Review & benchmark other towns.	Economic Development			X		

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E19	Implement town-wide electronic permitting	Town Administrator, Economic Development	X				
E20	Improve business regulations.	Economic Development		X			
<b>Natural &amp; Cultural Resources</b>							
NC1	Work with neighboring communities and regional entities to protect quality and supply of water and habitats.	Planning, Conservation, Public Works				X	
<b>Natural &amp; Cultural Resources Element</b>							
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		X			
NC4	Provide connections to fragmented open space.	Select Board, Conservation, Land Trust				X	
NC5	Compatible economic development &	Planning, Conservation	X				

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	resource protection.						
NC6	Collaborate with DWWD to prevent & reduce contamination.	Public Works	X				
NC7	Ensure water quality.	Public Works, Conservation			X		
NC8	Require improvement to stormwater management systems.	Planning Board, Conservation	X				
<b>Natural &amp; Cultural Resources</b>							
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 Commission, Planning Board			X		
NC12	Partner with University Station for events and activities.	Economic Development, Recreation		X			
NC13	Discourage use of invasive species.	Conservation	X				

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NC14	Adopt a tree preservation bylaw.	Planning Board, Public Works, Conservation			X		
NC15	Establish a tree fund.	Planning		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	
<b>Natural &amp; Cultural Resources</b>							
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, Select Board		X			
NC22	Explore funding opportunities for historic preservation and cultural enhancements.	Economic Development, Planning, Recreation				X	
NC23	Investigate benefits of the CPA.	Select Board, Finance			X		

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

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NC31	Partner with Westwood Cultural Council.	Economic Development			X		
NC32	Pursue historic rehabilitation of Obed Baker House.	Select Board, 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.	Select Board, Public Works		X			

**Community Facilities**

CF1	Renovation & expansion of Town Hall, accessibility improvements.	Town Administrator, Facilities Management	X			X	X
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**Community Facilities**

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
CF4	Prioritize incorporating	Select Board, School Committee		X			X

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	renewable energy at town properties.						
CF5	Conduct needs assessment for senior center.	Council on Aging, Facilities Management				X	
CF6	Optimize space for Islington branch library and multi-purpose gathering space.	Library Board of Trustees, Recreation Commission, Planning	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		X			
CF9	Develop long range plan for Fire Station I renovation or expansion.	Select Board, Fire				X	X
<b>Community Facilities</b>							
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				
CF12	Evaluate feasibility of multi-purpose	Recreation Commission, Select Board		X			

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	indoor recreation community facility.						
CF13	Implement self-evaluation and transition plan for municipal properties.	Facilities Management, Commission on Disability			X		
CF14	Involve Commission on Disability in Planning Board application review process.	Planning	X				
CF15	Incorporate meeting and multi-purpose space for new municipal construction.	Select Board,	X				
CF16	Evaluate security and safety measures at schools and public buildings.	Public Works Facilities, School Dept.	X				X
<b>Community Facilities</b>							
CF17	Evaluate opportunity for community gardens.	Select Board, Public Works			X		
CF18	Education and outreach for recycling.	Public Works		X			
CF19	Investigate metal recycling facility and reuse area.	Public Works			X		

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CF20	Upgrade to 10G to improve town's network.	IT	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.	Town Administrator, All Depts.			X		
CF25	Upgrade Public Works facilities with adequate staff facilities for disability accommodations.	Public Works		X			
<b>Community Facilities</b>							
CF26	Pursue designs to expand Westwood Cemetery.	Cemetery Commission, Public Works			X		
CF27	Effective risk management and safety program for water services.	DWWD			X		

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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		
CF34	Encourage upgrades for wireless facilities to fill communication gaps.	Planning			X		

**Open Space & Recreation**

CC1	Encourage OSRD and LID techniques for new developments to preserve and	Planning	X				
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	protect open space.						
CC2	Review scenic road regulations.	Planning Board		X			
CC3	Partner with Westwood Land Trust, Conservation Commission, Historical Commission to protect natural features and historic buildings.	Conservation, Historical Commission, Land Trust, Planning			X		X
CC4	Encourage shared parking.	Planning, Economic Development			X		
CC5	Increase usability and attractiveness of trails.	Public Works, Conservation, Recreation			X		
CC6	Educate the community on the benefits of the CPA.	Select Board, Finance, Housing Partnership, Conservation, Recreation, Historical Commission			X		
<b>Open Space &amp; Recreation</b>							
RE1	Prioritize developing a new multi-purpose indoor recreation community center.	Select Board, Recreation		X			
RE2	Identify properties that might be	Recreation		X			

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	available to serve unmet recreational needs.						
RE3	Evaluate feasibility of an indoor ice-skating facility and portable outdoor system.	Recreation, Public Works		X			
RE4	Implement use and maintenance plans.	Recreation, Public Works		X			
RE5	Expand outdoor recreation facilities by more multipurpose fields and lighting.	Recreation, Public Works		X			
RE6	Increase recreational opportunities and programs for adults and seniors.	Recreation			X		
RE7	Incorporate universal design into all recreation facilities.	Recreation, Disability Commission, Public Works			X		
OS1	Incorporate universal design at feasible locations.	Conservation, Disability Commission, Public Works		X			
<b>Open Space &amp; Recreation</b>							
OS2	Prepare management plans for conservation areas.	Conservation, Public Works			X		X

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OS3	Increase awareness of open space and conservation land.	Conservation, Land Trust			X		
OS4	Land acquisition for contiguous connectivity such as near Lyman's Pond.	Conservation, Select Board, Land Trust			X		
OS5	Collaborate with Hale to permanently protect land.	Town Administrator, Finance	X				
OS6	Encourage open space donations or conservation restrictions.	Select Board, Land Trust	X				
OS7	Pursue grants, donations, funding for open space acquisition and improvements.	Conservation		X			
<b>Transportation</b>							
T1	Promote regional transportation improvements.	Public Works, Select Board, Planning		X			
T2	Seek participation in MAPC & TRIC.	Planning, Select Board	X				
<b>Transportation</b>							
T3	Advocate for improved commuter rail service and	Select Board, Planning	X				

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	maintenance of Rte. 128 garage.						
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, Public Works	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, Ped./Bike Com.			X		
T8	Consider a bike-sharing program.	Select Board, Planning			X		
T9	Pursue contiguous trail network.	Conservation				X	
T10	Pursue implementation of shuttle bus service along High St. University Station, & Legacy Place shopping areas.	Economic Development			X		
<b>Transportation</b>							
T11	Investigate and coordinate bus and	Economic Development, Planning			X		

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	shuttle service with adjacent towns.						
T12	Increase number of bus shelters.	Select Board, Planning			X		
T13	Consider cooperative rideshare programs.	Select Board, Economic Development, Planning, Council on Aging		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		
T17	Conduct a town-wide cut-through study.	Town Administrator, Public Works,			X		
T18	Develop App to easily report road problems.	IT, Public Works		X			
T19	Participate in Safe Routes to School, encourage walking to school.	School Dept., Public Works, Ped./Bike Com.	X				
T20	Pursue underground utilities.	Town Administrator				X	

**Transportation**

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T21	Study ability of power grid to handle electric vehicles.	Town Administrator, Energy Manager			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, Public Works			X		
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			

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Transportation							
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		
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				
Transportation							
T35	Apply engineering, education, enforcement,	Select Board				X	

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	evaluation, encouragement for safety improvements.						
T36	Continue implementation of village zoning.	Planning Board, Economic Dev.		X			
T37	Pursue mixed-use concept for Route 1.	Planning Board, Economic Development			X		
<b>Sustainability</b>							
S1	Develop Climate Action & Resiliency Plan.	Town Administrator, Public Works, Fire, Police, Conservation, Planning		X			X
S2	All town boards, committee, departments commit to reducing carbon footprint.	Town Administrator, Select Board, All Departments	X				X
S3	Install solar panels at municipal properties.	Select Board, School Com., Energy Manager, Facilities Management	X				X
S4	Conduct town-wide CO2 use energy inventory audit.	Select Board, Energy Manager	X				X
S5	Create a sustainability manager position or expand energy manager position.	Town Administrator			X		

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Sustainability & Resiliency							
S6	Energy conservation and use of renewable energy in Town facilities and fleet.	Select Board, WEAC, Public Works		X			X
S7	Establish approval criteria requirements for ground mounted solar.	Planning Board		X			X
S8	Strengthen purview of EIDR for planning board projects.	Planning Board			X		X
S9	Evaluate Town decision-making through sustainability lens.	Select Board, Energy Manager		X			X
S11	Promote and incentivize sustainability and renewable energy to residents.	Energy Manager, Select Board, WEAC		X			X
S12	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	Energy Manager, Select Board		X			X

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	sustainability for municipal construction.						
<b>Sustainability &amp; Resiliency</b>							
S14	Promote residential solar use.	Energy Manager, WEAC		X			X
S15	Install electric vehicle stations for public use throughout town.	Town Administrator Facilities Management		X			X
S16	Incentivize transition to electricity to phase out oil and natural gas hookups.	Select Board, Planning Board			X		
S17	Perform outreach and 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.	Health, School Dept., Youth & Family Services, Recreation		X			
S19	Pursue Green Communities grant programs.	Energy Manager, Public Works, Planning	X	X			X
S20	Encourage walking and carpooling to work and school.	Town Administrator, School Dept.		X			X
S21	Partner with DWWD to promote	DWWD, WEAC			X		

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	water conservation measures.						
<b>Sustainability &amp; Resiliency</b>							
R1	Develop Climate Action Resiliency Plan	Select Board, Fire, Health, Public Works, Conservation, 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	Expand the Emergency Planning Committee.	Town Administrator, Fire, Health		X			
R7	Review Town's emergency operations and communications systems.	Police, Fire, Health, Public Works	X	X			
R8	Replace power lines to prevent storm-related power outages.	Select Board, Public Works			X		
R9	Educate, engage, and communicate	Town Administrator		X			X

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	importance of resiliency planning.						
<b>Sustainability &amp; Resiliency</b>							
R10	Identify local businesses and community partner entities for emergency situations.	Town Administrator		X			
R11	Remove barriers that interfere with providing immediate care in emergencies	Town Administrator, Police, Fire, Health, Disability Commission		X			
R12	Enhance ability to share patient information.	Fire, Health				X	
R13	Improve community engagement skills of Health, Police, and Fire.	Town Administrator, Fire, Police, Health		X			
R14	Build broad stakeholder networks including social, behavioral health, community orgs, health.	Town Administrator, Fire, Police, Health		X			
R15	Engage individuals with potential vulnerabilities and assist programs to serve at-risk individuals.	Health, Disability Commission, Council on Aging		X			
R16	Develop a list of local volunteers to	Health		X			

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	assist in emergencies.						
<b>Sustainability &amp; Resiliency</b>							
R17	Aid for disaster shelter in place kit.	Health			X		
R18	Facilitate “neighbors helping neighbors” groups.	Town Administrator, Health			X		
R19	Promote cooperation with nearby towns.	Town Administrator			X		
R20	Proactively reach out to residences, vulnerable populations.	Health, Disability Commission, Council on Aging	X	X			
R21	Conduct semi-annual catch basin cleaning.	Public Works		X			
R22	Promote and strengthen public health and social services.	Health, Human Service Town Depts., Council on Aging		X			