

**IMPLEMENTATION**

The following Implementation Table summarizes the over 230 implementing actions of the various Plan elements. Listed is a summary of each action from each Plan element, the suggested lead agency to implement the action, and the time period when the action is expected to be initiated. The primary purpose of the table is to provide an easy reference list and a sense of the timing to be used by Town staff, boards, and the responsible entities. This may be used as an annual guide to document progress in implementing the Plan. After reviewing and adopting this Plan, the Planning Board agreed to review the status and execution of these implementing actions, beginning each May and continuing through the summer months as needed depending on timing and workflow.

The columns of the Implementation Table are as follows:

- Action** The identifying number of each implementing action from each element.
- Action Summary** A brief description of the implementing action.
- Lead Agency** The suggested Town department, board, or committee that should take responsibility for implementing the action, listed in order of responsibility.
- Ongoing** The action is already in progress and/or should be done on a regular basis.
- Short Term** Expected to be initiated within two years.
- Mid Term** Expected to be initiated within three to five years.
- Long Term** Expected to be initiated after five years.
- High Priority** A major area of concern that needs implementation as soon as possible.

The challenge of addressing this demanding agenda inevitably falls most heavily on the Select Board and Planning Board and the Planning Division, but others also are called upon to do a great deal. Keeping up with the schedule 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 that effort work.

This list of actions reflects not only the judgement of the Comprehensive Plan Steering Committee and the Planning Board, but also the concurrence of the many organizations who 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 the broad array of citizens who participated.

The responsibility for Plan adoption lies with the Planning Board. The intention is that the Board will annually review the Implementation Table to help guide efforts over the forthcoming year. The Board will also provide each agency with a convenient format to update its progress, and to explain any departures from the implementation schedule. After the current coronavirus pandemic is stabilized the Town and Board will review and evaluate any necessary changes and re-examine priorities as needed.

Regularly plan to set aside time and resources for updates are of critical importance and are recommended for every seven to ten years. An update generally takes two years to complete, therefore, this Plan recommends beginning the update process no later than seven years from adoption or 2027. As noted in the introduction, this plan was finalized during a period of extraordinary disruption and uncertainty about future conditions due to the COVID-19 pandemic. If certain changes brought about by the pandemic become long-term trends, it is possible that the Planning Board will want to revisit some of these measures in a couple years within a shorter timeframe.

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term (2)	Mid Term (3-5)	Long Term (5+)	High Priority	2024 Updates	Future Recommendations
<b>Land Use</b>									

**COMPREHENSIVE PLAN IMPLEMENTATION TABLE**

Action	Action Summary	Lead Agency	Ongoing	Short Term (2)	Mid Term (3-5)	Long Term (5+)	High Priority	2024 Updates	Future Recommendations
L7	Explore options for greater diversity in housing..	Planning Staff, Housing	X		X			<p>In 2023, the first units to be limited to 60% AMI were approved and currently undergoing the Local Action Unit (LAU) application process with the Housing and Land Use Planner. This year, the first entirely affordable mixed-use development at 436 Washington Street will be ready for tenants. These are also the first affordable efficiency-sized units, which allows the rent to be lower and has been requested by residents. Demonstrating the success of our mix of affordable rental and ownership, we've recently had a family start in an affordable rental, transition to an affordable ownership condo, and go on to buy a market-rate home in Westwood. While this doesn't happen to everyone, it shows the importance of our diverse housing options.</p> <p>Lastly, the Housing Partnership &amp; Fair Housing Committee will begin their final review of the Housing Production Plan (HPP) this summer. The Town will need to approve a new HPP in 2025, as they must be updated every five years. Housing diversity is a key consideration in the current HPP and will likely be in the update as well.</p>	It's impossible to separate our progress from the ongoing housing crisis, which was not nearly as severe when the Comprehensive Plan was drafted. The demand on housing in Greater Boston is continuing to place immense pressure on systems. While Westwood continues to make significant efforts in increasing housing diversity, housing options are increasingly not serving the needs of low- and moderate-income households because of the high rent limits for 80% AMI housing. Waitlists for affordable housing range from several months to five years and many tenants have to supplement their rent further with a housing voucher. The challenge with vouchers is that the wait is on average five to 20 years depending on the program.
<b>Housing</b>									
H1	Zoning changes for greater housing choices	Select Board, School Com., Planning Board, Housing Partnership			X			<p>The creation of the Mixed-use Multiple Family Residential Overlay District (MUMFROD) in 2023 and the subsequent expansion in 2024 were a pivotal step in reducing barriers to housing construction. Developers are more interested in by-right projects in order to minimize costs. By minimizing costs, the Town has greater leverage to encourage reasonable rents.</p>	Further zoning changes could promote greater housing choice.

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H2	Housing Production Plan compliance to increase subsidized housing inventory.	Housing Partnership, Planning Board, Housing Authority, Select Board	X				X	<p>Westwood has continued to exceed the 10% threshold on our Subsidized Housing Inventory (SHI). The 2024 SHI report from the Executive Office of Housing and Livable Communities (EOHLC) indicated 10.59% (610) of the 5,760 total housing units as of the 2020 census are subsidized. However, they are missing existing 12 units, in addition to the five at 436 Washington Street and 24 at 22 Everett Street. EOHLC does not have record of these missing units that were submitted previously by former staff. Once the Housing and Land Use Planner completes the Add Unit forms for the missing 12 units and the recently approved five units, we will be at 10.9% (627) units. 22 Everett Street will further increase our SHI once approved by EOHLC.</p> <p>The 2020 census impacted all community's thresholds. A 0.5% (29 units) increase certifies Safe Harbor for one year and a 1% (58) increase certifies for two years. We've already exceeded the 0.5% threshold with the Planning Board approvals of 436 Washington Street and 22 Everett Street. However, we are above 10% threshold anyway, so we have Safe Harbor regardless.</p>	
H3	Affordable Housing Policy Guide.	Planning Staff, Housing		X				Due to staffing vacancies, this was not completed in the short term. However, this will be updated in the	
H4	Housing Authority properties on state's subsidized housing inventory.	Westwood Housing Authority, Housing		X				The Westwood Housing Authority's independent, private nonprofit arm Westwood Affordable Housing Associates (WAHA) has 14 affordable units. All, except the most recently approved one, has been added to our SHI. The Housing and Land Use Planner is currently working on adding the last one.	
H5	Fair Housing training.	Housing		X				The Housing and Land Use Planner will be holding a training for the Housing Partnership and Fair Housing Committee in June (date TBD). In addition, the Housing and Land Use Planner has made efforts to provide supplemental information about Fair Housing in recent Planning Board approvals for the Planning Board's edification.	Adding Fair Housing training as a requirement for the Planning Board and ZBA would further ensure we are promoting fair housing and complying with housing laws.
H6	Active Housing Partnership committee.	Housing, Housing Partnership	X					The Housing Partnership has met more times this year than in previous years between meetings of their own and participating in Planning Board meetings. The Housing Partnership will be meeting at an even greater frequency starting summer 2024 as they begin developing the 2025 Housing Production Plan.	

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H7	Promote first time home buying programs and provide assistance. Examine establishing a non-profit to assist under-represented populations.	Housing staff, Planning staff			✗	✗		There have been brief initial discussions with the Town Administrator about the benefits of forming an Affordable Housing Trust, which would be able to offer funding for construction, repairs, mortgages, and more. With the Housing Production Plan update due and staffing vacancies in recent years, a long-term timeline is more realistic.	To ensure the program aligns with the Town's Comprehensive Plan and Housing Production Plan goals, I advise that this should be a public municipal entity instead of a private nonprofit.
H10	Upgrades to existing affordable housing stock.	Housing			X			<p>Private property owners of affordable housing have continued to update their properties with time. This is the benefit of mixed-income housing, as there is the added pressure of keeping up with trends in market-rate housing. Gables, for example, has been replacing the flooring in each unit and added additional amenities. The Highland Glen Apartments (Beacon Communities, buildings 1-3), have had the greatest maintenance challenges as the oldest affordable property. They have made improvements though, utilizing Low Income Housing Tax Credits (LIHTC) and other funding sources to alleviate the financial burden.</p> <p>The Town website has been updated with affordable home improvement and maintenance programs - including grants, suppliers, and lenders - for both affordable ownership owners and rental tenants. A municipal Affordable Housing Trust could fund maintenance and improvements too. The Housing and Land Use Planner has also been working with affordable homeowners having a difficult time funding necessary improvements.</p> <p>The Health Division has been essential in conducting inspections and mediating with the property owner when tenants in Westwood have come to the Town for health and safety concerns.</p>	Since the Health Division is the only entity that can issue a violation for substandard conditions, they should be included in this goal.

**Community Facilities**

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term (2)	Mid Term (3-5)	Long Term (5+)	High Priority	2024 Updates	Future Recommendations
CF24	Devote staff to website updates and communications.	Town Administrator, All Depts.	X		X		X	<p>The Housing Division page and its subpages have been dramatically improved over the last year. A year ago, it listed affordable opportunities and had a handful of FAQs. Now it also includes dozens of FAQs; links to find affordable housing in the Greater Boston area; vouchers; subsidies for other living expenses; repair and maintenance programs; shelter and supportive services; program income and asset limits; public housing applications; and a guide for property managers. When the Housing Division receives a new question, the information is added to the website. This has streamlined providing support to those facing a housing crisis or instability since the Division can now send them a link to the Housing Division page and people don't have to talk to a staff person when it's time-sensitive and staff is not available. It also empowers people to have access to information when they are not comfortable discussing it with someone.</p> <p>The Housing Division and Youth and Family Services are co-leading a Social Justice Task Force of Town staff to further improve support we can offer those in need. As new information comes from this, it will be added to the website.</p>	<p>The Library is developing LibGuides on a variety of topics. This approach would be useful for all Town departments.</p> <p>This action step could be considered ongoing and high priority given that information – particularly in housing – is constantly changing and better equips people in housing stabilization.</p>
<b>Sustainability &amp; Resiliency</b>									
S2	Consider climate change in all Town decisions.	Town Administrator, Select Board, All Departments	X				X	The developing Climate Action, Resiliency, and Sustainability Plan includes housing goals that benefit the community and the environment and align with the Comprehensive Plan and Housing Production Plan. The future Housing Policy Guide will also include climate considerations.	
<b>Open Space &amp; Recreation</b>									
CC6	Educate the community on the benefits of the CPA.	Select Board, Finance, Housing Partnership, Conservation, Recreation, Historical Commission			X			The Long Range Financial Planning committee has been considering ways to enact CPA in Westwood.	