

## 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:

<b>Action</b>	The identifying number of each implementing action from each element.
<b>Action Summary</b>	A brief description of the implementing action.
<b>Lead Agency</b>	The suggested Town department, board, or committee that should take responsibility for implementing the action, listed in order of responsibility.
<b>Ongoing</b>	The action is already in progress and/or should be done on a regular basis.
<b>Short Term</b>	Expected to be initiated within two years.
<b>Mid Term</b>	Expected to be initiated within three to five years.
<b>Long Term</b>	Expected to be initiated after five years.
<b>High Priority</b>	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	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
<b>Land Use</b>									
L1	Foster community gathering places, walking paths, bike paths, trails, shuttle services.	Select Board, Planning Staff, Conservation, Recreation		X				The Planning Board has approved several projects that address these actions steps. The 22 Everett Street MUMFROD Special Permit calls for shuttle services in its transportation demand management plan.	The Planning Board and staff will continue working with the developer/owner of the 22 Everett St development for a walking path to the East Street Bridge. Planning staff will continue collaborating with the Neponset Valley TMA regarding shuttle services.
L2	Support state's zoning, planning law reforms.	Planning Staff		X				In approving the MUMFROD district in 2022 and expanding it in 2024 the Board has moved to comply with the new MBTA communities zoning reform the state is carrying out	---
L4	Policies for preservation of residential and commercial center character.	Planning Board		X				The Board is considering design guidelines for our town centers (High Street, Washington Street, University Ave)	Planning Board and staff to consider design guidelines and corridor studies.
L5	Prioritize flexible density controls with performance incentives.	Planning Staff	X					Between the FMUOD and MUMFROD overlay districts the Board is addressing this on an ongoing basis.	---
L6	Review approved and completed OSRD projects and process.	Planning Staff		X				The Morgan Farm Estates and Homes @ 45 are two OSRD projects that have been approved with several modifications since approval. A full review has not taken place to date.	---
L7	Explore options for greater diversity in housing..	Planning Staff, Housing	X		X			This has been completed in part through the MUMFROD expansion article. The Housing Production Plan needs to be updated by January 2025 and this can be a consideration.	---
L9	Strengthen Town centers.	Planning Staff, Economic Development		X				The Town Planner and Vice Chair of the PB has considered a corridor study for High St and the municipal/commercial areas. This came out of discussion in the Long Term Financial Planning Committee meetings in 2023.	---

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
L10	Work with commercial property owners to upgrade.	Economic Development, Planning Staff	X					Ongoing	---
L11	Formalize & strengthen Planning Board's design review process for High & Washington Streets.	Planning Board		X				The Board is considering design guidelines for our town centers (High Street, Washington Street, University Ave)	Planning Board and staff to consider design guidelines and corridor studies.
L12	Mixed use at Glacier/Everett business area.	Planning Staff, Economic Development			X			The mixed use residential commercial buildings at 22 Everett Street were approved for 160 units and 3 retail bays in December 2023 addressing this action.	---
Town Centers									
TC1	Consider expanding FMUOD/USROD on High St. to other business properties.	Planning Board		X				This has not been addressed to date.	---
TC2	Collaborate with Select Board for Deerfield property.	Select Board, Planning Staff			X		X	This has not been addressed to date.	---
TC7	Street tree program/tree fund/recommended tree list.	Planning Staff, Public Works			X			This has not been addressed to date.	Planning Board and staff to work with Conservation Commission and staff
TC8	Expand shuttle and ride-share programs.	Planning Board			X			22 Everett Street will expand shuttle service with Neponset Valley Transportation Management Association.	Will work with Neponset Valley TMA and MassDOT for other grant opportunities.
TC9	Zoning for uses that generate foot traffic.	Planning Board		X				This has not been addressed to date.	---

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
TC12	Consider formalizing Planning Board design review process.	Planning Board		X				The Board is considering design guidelines for our town centers (High Street, Washington Street, University Ave)	Planning Board and staff to consider design guidelines and corridor studies.
TC14	Public art and public amenities.	Select Board, Planning Board			X			This has not been addressed to date.	The Board may want to consider a Cultural/Arts District in or around one of the Town Centers.
TC15	Public gathering spaces.	Select Board Planning Board		X				This has not been addressed to date.	---
TC16	Incorporate greenery in public ways and commercial projects.	Select Board, Planning Board		X				This has been addressed with the various EIDR and SP permit applications over the last 4 years.	---
TC17	Zoning for shared parking, solar, electric car charging.	Planning Board		X				This was addressed with the sustainability measures in the 2023 Town Meeting amendments (Section 6.1.23 Motor Vehicle Charging Stations)	---
Housing									
H1	Zoning changes for greater housing choices	Select Board, School Com., Planning Board, Housing Partnership			X			This has been partially addressed with the creation of the MUMFROD district in 2022 and the expansion in 2024	TBD
H2	Housing Production Plan compliance to increase subsidized housing inventory.	Housing Partnership, Planning Board, Housing Authority, Select Board	X				X	The HPP update will begin this year as it reaches its expiration in January 2025	---

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
H3	Affordable Housing Policy Guide.	Planning Staff, Housing		X				Some soft policy initiatives have been taken up, but there is still a need for a policy guide.	---
H7	Promote first time home buying programs and provide assistance. Examine establishing a non-profit to assist under-represented populations.	Housing staff, Planning staff			X			This has not been addressed to date.	---
Economic Development									
E1	Preserve small town feel.	Planning Board	X					Ongoing	Adopting CPA legislation can aid with this.
E3	Redevelop properties on University Ave.	Economic Development, Planning Staff	X					Ongoing	---
E4	Encourage commercial development along Route 1.	Economic Development, Select Board, Planning Staff			X			There is a new property owner of the Lambert's Plaza (216-310 Providence Hwy) which may lead to some revitalization.	---
E5	Examine zoning changes along Route 1	Planning Board				X		This has not been addressed to date.	---
E6	Support development of Islington Center.	Select Board, Planning Staff, Economic Development	X					Ongoing	---
E8	Encourage upgrades of High Street commercial properties.	Planning Staff, Economic Development	X					Ongoing	The inclusion of Goode Plaza and Michienzi Plaza along High St into the MUMFROD zoning expansion will hopefully spur some upgrades.
E9	Engage local chamber for business support.	Economic Development			X			We engaged the local chamber in applying for a MassDOT grant this past winter and will look to keep communication open.	---

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
E10	Include green spaces, pedestrian connections, bike paths.	Planning Board	X					Ongoing	---
E12	Transit oriented housing opportunities.	Planning Board				X		22 Everett Street development is considered TOD	---
E13	Streamline business permitting.	Select Board, Planning Board, Economic Development	X					Ongoing	
E16	Consider formalizing Planning Board design review.	Planning Board		X				The Board is considering design guidelines for our town centers (High Street, Washington Street, University Ave)	Planning Board and staff to consider design guidelines and corridor studies.
Natural & Cultural Resources									
NC1	Work with neighboring communities and regional entities to protect quality and supply of water and habitats.	Planning Staff, Conservation, Public Works				X		The Board and staff regularly engage with the Neponset and Charles River watershed associations and TRIC	---
NC2	Utilize performance based zoning and regulatory measures to protect environment & cultural resources.	Planning Board	X					Ongoing	---
NC3	Encourage all new residential construction to be open space residential development.	Planning Staff		X				This has not been addressed to date.	---

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
NC5	Compatible economic development & resource protection.	Planning Staff, Conservation	X					Ongoing	---
NC8	Adopt practices that require improvement to stormwater management systems.	Planning Board, Conservation	X					Ongoing	Board and Staff continue to work with Conservation & DPW on Stormwater updates
NC9	Explore creating incentives for historic property preservation (potential Historic Preservation Fund).	Historical Commission, Economic Development, Planning Staff				X		This has not been addressed to date.	Adopting CPA legislation can aid with this.
NC10	Establish Washington & High Street design criteria.	Planning Board		X				The Board is considering design guidelines for our town centers (High Street, Washington Street, University Ave)	Planning Board and staff to consider design guidelines and corridor studies.
NC11	Zoning relief or other incentives to preserve historic resources.	Historical Commission, Planning Board			X			This has not been addressed to date.	Adopting CPA legislation can aid with this.
NC14	Adopt a tree preservation bylaw.	Planning Board, Public Works, Conservation			X			This has not been addressed to date.	Board and staff to work with Conservation Commission and staff on such a bylaw.
NC15	Explore establishment of a tree fund.	Planning Staff		X				This has not been addressed to date.	Board and staff to work with Conservation Commission and staff on such a bylaw.
NC19	Revise scenic road regulations.	Planning Board		X				Rules and Regulations had clerical and administrative updates in 2024.	---
NC20	Consider adding new streets as designated scenic roads.	Planning Board		X				This has not been addressed to date.	---

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
NC22	Explore funding opportunities for historic preservation and cultural enhancements.	Economic Development, Planning Staff, Recreation				X		This has not been addressed to date.	Board and staff to consider supporting adoption of CPA legislation and establishing Cultural/Arts Districts
NC27	Establish trail & sidewalk program to Blue Hills Reservation.	Ped./Bike Com., Select Board, Planning Board				X		This has not been addressed to date.	---
Community Facilities									
CF6	Optimize space for Islington branch library and multi-purpose gathering space.	Library Board of Trustees, Recreation Commission, Planning Staff	X				X	This has not been addressed to date.	---
CF14	Involve Commission on Disability in Planning Board application review process.	Planning Staff	X					The Commission has the opportunity to comment on all applications requiring a public hearing such as Special Permits and EIDRs	---
CF21	Implement electronic permitting for all departments.	Town Administrator, All Depts.	X					All Planning Division permit applications are electronic.	This is complete
CF24	Devote staff to website updates and communications.	Town Administrator, All Depts.			X			Staff perform this as part of their regular duties.	This is complete
CF33	Encourage upgrades for wireless facilities to fill communication gaps.	Planning Staff			X			The Planning Board proposed zoning changes to expand the WCOD district approved at the 2024 Town Meeting. This will improve service in University Station and allow for upgrades to emergency service communications.	---



COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
<b>Open Space &amp; Recreation</b>									
CC1	Encourage OSRD and LID techniques for new developments to preserve and protect open space.	Planning Staff	X					Ongoing	Board and staff to work with Conservation Commission and staff on such a bylaw.
CC2	Review scenic road regulations.	Planning Board		X				Rules and Regulations had clerical and administrative updates in 2024.	---
CC3	Partner with Westwood Land Trust, Conservation Commission, Historical Commission to protect natural features and historic buildings.	Conservation, Historical Commission, Land Trust, Planning Staff			X		X	This has not been addressed to date.	---
CC4	Encourage shared parking.	Planning Staff, Economic Development			X			This has not been addressed to date.	---
<b>Transportation</b>									

**COMPREHENSIVE PLAN IMPLEMENTATION TABLE**

<b>Action</b>	<b>Action Summary</b>	<b>Lead Agency</b>	<b>Ongoing</b>	<b>Short Term</b>	<b>Mid Term</b>	<b>Long Term</b>	<b>High Priority</b>	<b>2024 Updates</b>	<b>Future Updates</b>
T1	Promote regional transportation improvements.	Public Works, Select Board, Planning Staff		X				The Planning Board sought to do this with the Towns of Dedham, Norwood and Canton with VIA and the Neponset Valley TMA to provide “last mile” services to those using public transit and travelling to various commercial and public amenities. We were unsuccessful with a very competitive applicant pool. The total amount requested by applicants was 3x the amount available for funding.	---
T2	Seek participation in MAPC & TRIC.	Planning Staff, Select Board	X					Ongoing	---
T3	Advocate for improved commuter rail service and maintenance of Rte. 128 garage.	Select Board, Planning Staff	X					Ongoing	---
T8	Consider a bike-sharing program.	Select Board, Planning Staff			X			This has not been addressed to date.	---
T11	Investigate and coordinate bus and shuttle service with adjacent towns.	Economic Development, Planning Staff			X			The Planning Board sought to do this with the Towns of Dedham, Norwood and Canton with VIA and the Neponset Valley TMA to provide “last mile” services to those using public transit and travelling to various commercial and public amenities. We were unsuccessful with a very competitive applicant pool. The total amount requested by applicants was 3x the amount available for funding.	---
T12	Consider increasing number of bus shelters.	Select Board, Planning Staff			X			This has not been addressed to date.	---
T13	Consider cooperative rideshare programs.	Select Board, Economic Development, Planning Staff, Council on Aging		X				See T11	---

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
T23	Incorporate pedestrian and bicycle accommodations in projects or sidewalk/path contribution funds.	Planning Board	X					22 Everett Street's MUMFORD SP approval addresses some enhancements along Everett Street with lighting and sidewalk upgrades.	---
T25	Require appropriate mitigation measures for projects that increase transportation demand.	Planning Board, Select Board	X					Ongoing	---
T26	Review and update zoning bylaws, regulations for complete streets, sustainability, and accessibility.	Planning Board		X				The CRS Plan addresses some of these action items.	---
T27	Refine and implement context sensitive design standards and pedestrian accommodations.	Planning Board		X				This has not been addressed to date.	---
T28	Revise subdivision regulations to promote street and path connectivity.	Planning Board			X			This has not been addressed to date.	---
T29	Use Transportation Demand Measures for all projects.	Planning Board		X				All permits subject to EIDR rules and regs are required to provide this information.	---
T30	Review parking regulations.	Planning Board			X			This has not been addressed to date.	---

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
T31	Review and strengthen traffic mitigation measures in zoning bylaw.	Planning Board			X			This has not been addressed to date.	---
T32	Simplify and expand earth movement bylaw and establish truck routes.	Planning Board, Public Works			X			The EMM permit was simplified from the hearing process to administrative in the 2023 Town Meeting. All decisions indicate major roads and prevent access to non-arterial roadways.	We will consider guidelines establishing truck routes
T33	Incorporate sidewalks, bike lanes, paths, trees in public roadway projects	Select Board, Public Works, Planning Board				X		The Canton Street Working Group had a Planning Board liaison to advise in the Canton Street Sidewalk project.	---
T36	Continue implementation of village zoning.	Planning Board, Economic Dev.		X				This has not been addressed to date.	---
T37	Pursue mixed-use concept for Route 1.	Planning Board, Economic Development			X			The 2024 Town Meeting voted MUMFROD expansion includes parcels along Rt 1 such as the Budget Inn and the MassDOT property near the MBTA Islington Station.	---
Sustainability & Resiliency									
S1	Develop Climate Action & Resiliency Plan.	Town Administrator, Public Works, Fire, Police, Conservation, Planning Staff		X			X	This Plan started in June 2023 and a draft is being reviewed for public comment. The goal is to have this before the Board most likely at the August or September meeting.	CRS Plan to have various action steps and recommendations.
S2	Consider climate change in all Town decisions.	Town Administrator, Select Board, All Departments	X				X	Incorporated into the CRS plan	---
S7	Explore zoning amendments for the review of solar special permits.	Planning Board		X			X	Solar Design review (Section 7.7) zoning amendments were made at the 2022 Town Meeting.	---

COMPREHENSIVE PLAN IMPLEMENTATION TABLE									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Updates
S8	Consider revising zoning for incentives for sustainable buildings.	Planning Board			X		X	Incorporating into the CRS plan	---
S9	Strengthen EIDR to promote sustainability.	Planning Board			X		X	This has not been addressed to date.	---
S17	Incentivize transition to electricity to phase out fossil fuel use.	Select Board, Planning Board		X				Incorporating into the CRS plan	---
S20	Pursue Green Communities grant programs.	Energy Manager, Public Works, Planning Staff	X	X			X	Ongoing	---