

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	Mid Term	Long Term	High Priority	2024 Updates	Future Recommendations
Land Use									
L9	Strengthen Town centers.	Planning Staff, Economic Development		X				<p>This strategy calls for the promotion of pedestrian-friendly, compact, mixed-use redevelopment, and coherent community-oriented design, featuring social gathering spaces. The Islington Center Redevelopment Project, which incorporates all of these features, was approved in 2018 and completed in 2023.</p> <p>An additional mixed-use project was approved in 2023 to convert a vacant former print shop at 436 Washington Street into a mixed-use structure with five one-bedroom apartments above two office spaces. This project was also designed with pedestrian-oriented design in mind.</p> <p>Two existing shopping strip style commercial properties on High Street – The Goode Plaza and the Michienzi Plaza -- were included in the Mixed-use Multi-family Residential Overlay District 4 (MUMFROD4) adopted by voters at the May 2024 Annual Town Meeting. This new overlay district, if approved by the Attorney General’s Office, will permit by-right mixed-use development with dwelling units above ground-floor commercial uses.</p> <p>DCED staff have recently worked with DPW and consultants on the preparation and submission of a MassWorks grant application for sidewalk and signalization improvements on Washington Street.</p>	<p>Continue efforts to encourage appropriate mixed-use redevelopment of properties along Washington and High Streets.</p> <p>Consider adoption of form-based zoning for Washington and High Street local business districts.</p>
L10	Work with commercial property owners to upgrade.	Economic Development, Planning Staff	X					<p>Since the adoption of the Comprehensive Master Plan in 2020,. several new businesses have opened (or are in active construction) including J. Crew Outlet, Ann Taylor Outlet, Bath & Body Works, The Good Feet Store, Kohler, V/O Med Spa, Poke Bros., and Birdies Hot Chicken at University Station; Aston Martin, Mazda, and Seasons Market/Mary Lou’s on Providence Highway; Orange Theory, Muffin House, Neroli’s Mercato and Ristorante, Starkweather & Shepley, Edward Jones, Lashious Co., Salon Cabelo, and Higher Ground Fitness on Washington Street; and Playa Bowls and Barcino on High Street.</p>	<p>Continue efforts to encourage renovation and reuse of commercial properties throughout town.</p>

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L12	Mixed use at Glacier/Everett business area.	Planning Staff, Economic Development			X			The Planning Board granted a MUMFROD Special Permit for the development of a new mixed-use residential/commercial project at 22 Everett Street. Upon completion, this development will contain 160 residential dwelling units and 12,000 SF of commercial space.	<p>Reevaluate the permitted uses in FMUOD3 which currently allow unrestricted residential uses of up to 50%, and age-restricted residential uses of up to 100% of FMUOD Special Permit projects in the Glacier/Everett Area.</p> <p>Continue efforts to encourage redevelopment of existing commercial properties and improved vehicular and pedestrian connections between properties in the Glacier/Everett Area.</p>
Town Centers									
TC3	Storefront and façade enhancements.	Economic Development				X		The Islington Center Redevelopment Project resulted in significant upgrades to storefronts in this section of town. Smaller scale improvements have also been made to individual properties along High Street.	<p>Continue efforts to encourage storefront improvements elsewhere along Washington Street and throughout the High Street Local Business District.</p> <p>The magnitude of most storefront and facade improvements will far exceed the capacity of a local storefront grant or loan program. Fortunately, the availability of private capital does not appear to be a deterrent to renovation. Decisions related to funding and timing of desirable improvements are particular to individual properties and their owners.</p> <p>Reevaluate the Section 6.2 of the Zoning Bylaw to ensure that allowed signage in local business districts is sufficient to meet the needs of businesses without negatively affecting the aesthetic character of those districts.</p>

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TC4	Community cohesion with events and activities.	Economic Development, Recreation		X				<p>Three community activities which bring residents together in the Town Centers are the Westwood Little League Parade in April, the Memorial Day Parade in May, and Westwood Day in September.</p> <p>For the past three years, the Town has also participated in a regional Restaurant Week in August, which is sponsored by the Neponset Valley Chamber of Commerce. Participation by Westwood restaurants has been more limited than participation by restaurants in surrounding towns.</p>	Staff could reach out to local businesses to gauge their interest in additional community and regional events.
TC13	Property owner collaboration on shared parking.	Economic Development		X				The Planning Board has issued Parking Space Reduction and/or Shared Parking Waivers or Special Permits for a number of properties. Recent examples include 721-745 High Street, 1056 High Street, 190 Washington Street, 384 Washington Street, and 200 University Avenue.	Continue to address parking reduction and/or shared parking needs on a case by case basis.
TC18	Public-private partnerships.	Economic Development	X					Successful recent examples of public-private partnerships include the Islington Center Redevelopment Project and the Obed Baker House Redevelopment project.	Continue to meet with owners of commercial properties throughout town to explore challenges and identify opportunities for mutually beneficial improvements.
TC19	Streamline permitting process.	Economic Development, Licensing		X				Complete	
Economic Development									
E2	Final phases of University Station	Town Administrator, Economic Development	X					The final two remaining parcels at University Station were sold in 2022 and 2023. Plans for their development are underway. The Core Retail Area is now fully occupied. The former Casa Loca property is slated for redevelopment as a Chase Bank location.	Continue to work with developers of the proposed Home2Hotel, DFCI Proton Therapy Facility, and MassGeneral Brigham's Medical Office expansion project.
E3	Redevelop properties on University Ave.	Economic Development, Planning Staff	X					All commercial properties along University Avenue, outside of University Station, are currently occupied, with the most recent addition being the 5 Tool Performance baseball training facility at 200 University Avenue.	Continue to work with property owners to facilitate Change of Use approvals as tenants turn over. Continue to explore opportunities for mixed-use redevelopment along University Avenue.

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E4	Encourage commercial development along Route 1.	Economic Development, Select Board, Planning Staff			X			<p>Recent additions to commercial properties along Providence Highway include Aston Martin, Mazda, and Seasons Market/MaryLou's.</p> <p>A number of commercial properties on Providence Highway – including the Westwood Motor Lodge, Shell Station, Salvatore Office Building, Dunkin Donuts, and Lamberts Plaza -- were included in the Mixed-use Multi-family Residential Overlay District 1 (MUMFROD1) adopted by voters at the May 2024 Annual Town Meeting. This new overlay district, if approved by the Attorney General's Office, will permit by-right residential or mixed-use redevelopment.</p>	<p>The Lamberts Plaza has recently changed ownership and the new owners are interested in long-term redevelopment of that property for commercial purposes. Explore the potential for rezoning sections of Providence Highway from Single Residence B (SRB) to Highway Business (HB) to allow for more predictable redevelopment in accordance with applicable EIDR standards.</p> <p>Reach out to owners of properties within the new MUMFROD1 Overlay District to inform them of new by-right redevelopment opportunities and to encourage mixed-use redevelopment.</p>
E6	Support development of Islington Center.	Select Board, Planning Staff, Economic Development	X					<p>The Islington Center Redevelopment Project was approved in 2018 and completed in 2023. An additional mixed-use project was approved in 2023 to convert a vacant former print shop at 436 Washington Street into a mixed-use structure with five one-bedroom apartments above two office spaces. A commercial redevelopment project was approved in 2024 for a hair salon and upper story offices at 190 Washington Street. In addition, the Planning Board approved modifications to a previously granted Special Permit and EIDR Approval to permit expanded use of commercial space at 384 Washington Street.</p>	<p>Continue to explore new and expanded commercial uses to complement the village character in Islington Center.</p>
E7	Work with High St./Lowder Brook Drive property owners.	Economic Development		X				<p>The Dental Arts building at 100 High Street is fully occupied. Interior renovations and releasing are in progress at 100-200 Lowder Brooke Drive.</p>	<p>Continue to work with commercial properties owners to identify new tenants and facilitate Change of Use Approvals as lease spaces become available.</p>
E8	Encourage upgrades of High Street commercial properties.	Planning Staff, Economic Development	X					<p>Two existing shopping strip style commercial properties on High Street – The Goode Plaza and the Michienzi Plaza -- were included in the Mixed-use Multi-family Residential Overlay District 4 (MUMFROD4) adopted by voters at the May 2024 Annual Town Meeting. This new overlay district, if approved by the Attorney General's Office, will permit by-right mixed-use development with dwelling units above ground-floor commercial uses.</p>	<p>Reach out to owners of properties within the new MUMFROD4 Overlay District to inform them of new by-right redevelopment opportunities, and encourage owners of commercial properties within MUMFROD4 or Flexible Multiple Use Overlay District 7 (FMUOD7) to pursue mixed-use redevelopment of their properties.</p>
E9	Engage local chamber for business support.	Economic Development			X			<p>All local businesses have been encouraged to participate in the Neponset Valley Chamber of Commerce.</p>	<p>Continue to foster ongoing working relationship with commercial property owners.</p>

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E13	Streamline business permitting.	Select Board, Planning Board, Economic Development	X					This implementation strategy was fully completed in 2019.	No additional recommended actions.
E17	Explore business ambassador liaison.	Select Board, Economic Development			X			No direct action taken to date.	Seek out examples of other towns that have employed similar positions and evaluate value added.
E18	Review & benchmark other towns.	Economic Development			X			No direct action taken to date.	Continue to engage in collaborative discourse with counterparts in other communities. Compare and contrast methods of operation and of measurements of economic success.
E19	Implement Town-wide electronic permitting	Town Administrator, Economic Development	X					This implementation strategy was fully completed in 2019.	No additional recommended actions.
E20	Seek to improve business regulations.	Economic Development		X				All DCED actions are examined through lens of efficient and effective service without over-regulation. Simultaneous review meetings, both within Westwood and in combination with adjacent towns, are held whenever possible.	No additional recommended actions.
Natural & Cultural Resources									
NC9	Explore creating incentives for historic property preservation (potential Historic Preservation Fund).	Historical Commission, Economic Development, Planning Staff				X		Due to recent resignations, the Historical Commission is currently short on members. The Historical Commission met 9 times in 2022, 5 times in 2022 and 3 times in 2023, and 0 times in 2024. It has made no progress to date on this implementation action.	The first priority is the identification and appointment of new Historic Commission members. If interested, a newly reconstituted Historical Commission could decide if it wished to sponsor a Town Meeting warrant article to create a Historic Preservation Fund.
NC12	Partner with University Station for events and activities.	Economic Development, Recreation		X				No direct action taken to date.	Connect community organizations with University Station management to facilitate opportunities for appropriate events and activities.
NC22	Explore funding opportunities for historic preservation and cultural enhancements.	Economic Development, Planning Staff, Recreation				X		No direct action taken to date.	Research private, federal and state grant programs.

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NC24	Consider developing master calendar listing of events & activities.	Town Administrator, Economic Development, Recreation		X				The Town currently posts meetings and other calendar events on its website and in two regular publications – the electronic Westwood Wire, and the magazine-style Westwood Word.	The Town Administrator and Human Resource Director could explore the possibility of establishing a calendar management/social engagement role as an added responsibility for an existing or new staff member.
NC25	Explore opportunities for pocket parks and parklets.	Economic Development, Select Board, Public Works, Recreation		X				Pocket Parks were considered in the design of both University Station and the Islington Center Redevelopment Project. Greenspace was incorporated into each project by other means.	Pocket Parks are most effective in densely populated areas with one or more small underutilized areas that can be re-established as park areas between other uses. No opportunity has yet been identified for a pocket park in Westwood.
NC31	Partner with Westwood Cultural Council.	Economic Development			X			No direct action taken to date.	Reach out to Westwood Cultural Council representative to establish dialog.
NC32	Pursue historic rehabilitation of Obed Baker House.	Select Board, Economic Development	X					The Town issued a Request for Proposals (RFP) in September 2021. Proposals were accepted in November 2021 and a developer was designated by the Select Board in January 2022. Town Meeting granted authorization for the land disposition and rezoning of parcels in May 2022. Planning Board and Conservation Commission approvals were issued in April and May 2023. The property was transferred to the Designated Developer in December 2023. The developer has recently requested a modification of the Select Board approval and a modification of the Planning Board FMUOD special permit to address some changes in the planned redevelopment project. If granted, the developer will proceed with restoration and expansion of Obed Baker House for residential use, and with construction of a commercial structure on adjacent land. Construction is currently expected to begin in 2024 and extend into 2026.	Continue to facilitate the redevelopment approval process and ensure recording of required Historic Preservation Covenants.
Community Facilities									
CF21	Implement electronic permitting for all departments.	Town Administrator, All Depts.	X					This implementation strategy was fully completed in 2019.	No additional recommended actions.
CF24	Devote staff to website updates and communications.	Town Administrator, All Depts.			X			Staff regularly perform updates to the website, as needed.	No additional recommended actions.

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Open Space & Recreation									
CC4	Encourage shared parking.	Planning Staff, Economic Development			X			The Planning Board has issued Parking Space Reduction and/or Shared Parking Waivers or Special Permits for a number of properties. Recent examples include 721-745 High Street, 1056 High Street, 190 Washington Street, 384 Washington Street, and 200 University Avenue.	Continue to address parking reduction and/or shared parking needs on a case by case basis.
Transportation									
T10	Explore opportunities for shuttle bus service along High St. University Station, & Legacy Place shopping areas.	Economic Development			X			DCED staff recently collaborated with the Neponset Valley Regional Transportation Management Association and the neighboring towns of Dedham, Norwood, and Canton, to solicit grant funding for a proposed inter-town shuttle service. Unfortunately, the grant application was unsuccessful.	Research additional opportunities for funding.
T11	Investigate and coordinate bus and shuttle service with adjacent towns.	Economic Development, Planning Staff			X			DCED staff recently collaborated with the Neponset Valley Regional Transportation Management Association and the neighboring towns of Dedham, Norwood, and Canton, to solicit grant funding for a proposed inter-town shuttle service. Unfortunately, the grant application was unsuccessful.	Research additional opportunities for funding.
T13	Consider cooperative rideshare programs.	Select Board, Economic Development, Planning Staff, Council on Aging		X				No direct action taken to date.	The Ride program and the Council on Aging Shuttle Bus program provide convenient low-cost transportation options for eligible riders. Staff could evaluate whether additional reduced cost rideshare options are needed, and if so, what funding might be available to support additional programs.
T36	Continue implementation of village zoning.	Planning Board, Economic Dev.		X				Sidewalk improvements were made along Washington Street as part of the Islington Center Redevelopment Project. DCED staff have recently worked with DPW and consultants on the preparation and submission of a MassWorks grant application for sidewalk and signalization improvements on Washington Street.	Investigate funding for additional pedestrian and landscape improvements in the High Street local business district, and between High Street and nearby school properties and Senior Center.

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T37	Pursue mixed-use concept for Route 1.	Planning Board, Economic Development			X			A number of commercial properties on Providence Highway – including the Westwood Motor Lodge, Shell Station, Salvatore Office Building, Dunkin Donuts, and Lamberts Plaza -- were included in the Mixed-use Multi-family Residential Overlay District 1 (MUMFROD1) adopted by voters at the May 2024 Annual Town Meeting. This new overlay district, if approved by the Attorney General's Office, will permit by-right residential or mixed-use redevelopment.	Reach out to owners of properties within the new MUMFROD1 Overlay District to inform them of new by-right redevelopment opportunities and to encourage mixed-use redevelopment.