

**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.

COMPREHENSIVE PLAN IMPLEMENTATION TABLE – Select Board									
Action	Action Summary	Lead Agency	Ongoing	Short Term	Mid Term	Long Term	High Priority	2024 Updates	Future Recommendations
<b>Land Use</b>									
L1	Foster community gathering places, walking paths, bike paths, trails, shuttle services.	Select Board, Planning Staff, Conservation, Recreation	X	X				<ul style="list-style-type: none"> <li>• <a href="#">Canton Street Project Working Group</a></li> <li>• <a href="#">Sidewalk improvements—Islington, High Street</a></li> <li>• <a href="#">The Select Board created an Off-Leash/Dog Park Working Group to explore an off-leash dog park</a></li> </ul>	

								<ul style="list-style-type: none"> <li>There was a great deal of community input surrounding community space (fields, gym, cafeteria) at the Pine Hill School</li> </ul>	
L3	Re-purpose municipally owned properties for Town centers, housing, or open space & recreation.	Select Board		X				<ul style="list-style-type: none"> <li>American Legion for a potential Fire Station 1.</li> <li>Wentworth Hall – currently being used for some Recreation Programming</li> <li>Facilities Study</li> <li>Continued to increase our affordable housing inventory while maintaining the Commonwealth minimum of 10% of affordable units.</li> </ul>	Move to Ongoing
L12	Funding for open space.	Select Board			X			<ul style="list-style-type: none"> <li>The Select Board worked very hard towards a deal with Hale. However, Hale decided not to partner with the Towns of Westwood and Dover. The Select Board continues to seek out opportunities to maintain open space.</li> </ul>	Move to Ongoing
L13	Prioritize open space protections & acquisitions.	Select Board, Land Trust, Conservation			X			<ul style="list-style-type: none"> <li>The Select Board worked very hard to reach a deal with Hale. However, Hale decided not to partner with the Towns of Westwood and Dover. The Select Board continues to seek opportunities to maintain open space.</li> </ul>	Move to Ongoing
<b>Town Centers</b>									
TC2	Collaborate with Select Board for Deerfield property.	Select Board, Planning Staff			X		X	<ul style="list-style-type: none"> <li>At this time, the Deerfield property is under the care, custody, and control of the School Committee.</li> </ul>	Move to Ongoing
TC5	Outdoor seating, street furniture, gathering places.	Select Board, Public Works		X				<ul style="list-style-type: none"> <li>Benches at Morrison Park (donated)</li> <li>Select Board extended allowances for outdoor seating at restaurants</li> </ul>	Move to Ongoing and Long Term
TC10	Annual review of infrastructure and improvements.	Select Board, Public Works		X				<ul style="list-style-type: none"> <li>This occurs annually as part of the town's Capital Improvement Plan and the Annual Budget Process.</li> </ul>	Move to Ongoing
TC11	Sidewalk, crosswalk, lighting enhancements to Town centers.	Select Board, Public Works, Ped./Bike Com.	X				X	<ul style="list-style-type: none"> <li>Canton Street Project Working Group</li> <li>Sidewalk improvements—Islington, High Street</li> <li>Islington Center Redevelopment traffic signalization review.</li> </ul>	
TC14	Public art and public amenities.	Select Board, Planning Board			X				
TC15	Public gathering spaces.	Select Board Planning Board		X				<ul style="list-style-type: none"> <li>Wentworth Hall</li> </ul>	Move to Ongoing
TC16	Incorporate greenery in public ways and commercial projects.	Select Board, Planning Board		X				<ul style="list-style-type: none"> <li>Homes at 45 Abbey Road - maintained the soccer field as open space</li> <li>Open space built into master plan for University Station</li> <li>Tremendous amount of open space built into the Pine Hill School project.</li> </ul>	Move to Ongoing

Housing									
H1	Zoning changes for greater housing choices	Select Board, School Com., Planning Board, Housing Partnership			X			<ul style="list-style-type: none"> <li>The Select Board continues to support increasing housing choices while supporting Warrant Articles such as MBTA Zoning.</li> </ul>	Move to Ongoing
H2	Housing Production Plan compliance to increase subsidized housing inventory.	Housing Partnership, Planning Board, Housing Authority, Select Board	X				X	<ul style="list-style-type: none"> <li>The Select Board supports increasing subsidized housing, putting forth \$150,000/yr. for five years of funding for WAHA properties that were donated and in need of repair. In addition, the Select Board and Town Administrator look at opportunities to increase the inventory and funding to increase the affordable housing stock in Westwood.</li> </ul>	
H8	Establish a Diversity or Humans Rights committee.	Select Board		X			X	<ul style="list-style-type: none"> <li>The town administrator appointed a human rights task force (HRTF), which continues to provide feedback and suggestions to the Town Administrator and the Select Board. An example is the joint diversity statement by both the Select Board and HRTF.</li> <li>A Human Rights Committee is being discussed</li> </ul>	
H9	Study benefits of CPA.	Select Board, Finance			X			<ul style="list-style-type: none"> <li>The Select Board appointed the Long-Range Financial Planning Committee (LRFPC) and, last year, researched options to present CPA as an option to voters. After significant research, the LRFPC recommended to the Select Board not to move forward, primarily because of the real estate tax increase for the new Pine Hill Elementary School and the reevaluation of real estate properties.</li> </ul>	For possible future reconsideration
H12	Explore programs for energy efficient and renewable energy improvements for residence.	Select Board, WEAC			X			<ul style="list-style-type: none"> <li>The Select Board continues to support the efforts to increase our sustainability and the great work of our Energy Manager. The town has solar panels on roofs and electric charging stations and works on solar canopies in municipal and school parking lots. Community Choice Electricity Program was launched in March 2023. The program was approved by Town Meeting in 2019 and is designed to provide competitively priced electricity supply options and more renewable energy for residents.</li> </ul>	Move to Ongoing
H13	Supplement Aid to the Elderly & Disability Tax Fund.	Select Board, Finance			X			<ul style="list-style-type: none"> <li>The Select Board did support a \$300,000 one-time payment to Aid to the Elderly as well as other opportunities to work with developers and others to contribute to this fund.</li> <li>Donation of \$7,500 from Todd Sullivan as part of the Obed Baker House modified proposal.</li> </ul>	
Economic Development									
E4	Encourage commercial development along Route 1.	Economic Development, Select Board, Planning Staff			X			<ul style="list-style-type: none"> <li>The Select Board continues to look for commercial opportunities that will enhance the town's charter and provide convenient options for residents along Route 1 and in other parts of the town.</li> </ul>	

E6	Support development of Islington Center.	Select Board, Planning Staff, Economic Development	X					<ul style="list-style-type: none"> <li>The Select Board has supported and continues to support smart development and growth in Islington Center, such as Wentworth Hall, ICC converting into a new mixed-use development, Fire Station 2, and additional development along Washington and Everett Streets.</li> </ul>	
E13	Streamline business permitting.	Select Board, Planning Board, Economic Development	X					<ul style="list-style-type: none"> <li>The Select Board continues to support the streamline permitting for both businesses and residential property. The Community and Economic Development Department has made improvements, such as online permitting, and the team members continue to work with applicants in advance to streamline the process and make the experience more efficient and effective for all involved.</li> </ul>	
E14	Maintain & adjust as needed split tax rate.	Select Board, Board of Assessors, Finance	X					<ul style="list-style-type: none"> <li>The Select Board, working with the Board of Assessors, continues to support the split tax rate for residential and commercial properties.</li> <li>Recently, the Select Board working with the Board of Assessors to raise the tax shift factor to help provide relief to residential property owners.</li> </ul>	
E15	Utilize tax increment financing (TIF).	Select Board, Finance			X			<ul style="list-style-type: none"> <li>The Select Board remains open to discussion of how a TIF would benefit the town in addition to tax revenue, including whether a project could also positively impact the hotel and meals tax accounts.</li> </ul>	
E17	Explore business ambassador liaison.	Select Board, Economic Development			X			<ul style="list-style-type: none"> <li>No action has been taken to date.</li> </ul>	
<b>Natural &amp; Cultural Resources</b>									
NC4	Provide connections to fragmented open space.	Select Board, Conservation, Land Trust				X			
NC21	Evaluate effectiveness of the Historic Structures Demolition bylaw.	Historical Commission, Select Board		X				<ul style="list-style-type: none"> <li>No action has been taken to date.</li> </ul>	
NC23	Investigate benefits of the CPA.	Select Board, Finance			X			<ul style="list-style-type: none"> <li>The Select Board appointed the Long-Range Financial Planning Committee (LRFPC) last year and researched options to present CPA as an option to voters. After significant research, the LRFPC recommended to the Select Board not to move forward at this time, primarily because of the real estate tax increase for the new Pine Hill Elementary School and the reevaluation of real estate properties.</li> </ul>	To consider reviewing options in the near future
NC25	Explore opportunities for pocket parks and parklets.	Economic Development, Select Board, Public Works, Recreation		X				<ul style="list-style-type: none"> <li>The Select Board is considering options. For example, the Off Leash-Dog Park Committee has been created and will research options.</li> </ul>	
NC27	Establish trail & sidewalk program to Blue Hills Reservation.	Ped./Bike Com., Select Board, Planning Board				X		<ul style="list-style-type: none"> <li>No action has been taken to date.</li> </ul>	
NC32	Pursue historic rehabilitation of Obed Baker House.	Select Board, Economic Development	X					<ul style="list-style-type: none"> <li>The Select Board released seven RFPs for the Obed Baker House with the intent of preserving its historic significance; however, after the new owner did a more thorough section on the property, it was determined that the Bee Hive Oven was not structurally sound, and the chimneys were a</li> </ul>	

								structural concern. The proposed project calls for a replication of some historic portions of the chimneys above the roof line.	
NC34	Sidewalks to be designed with natural environment.	Select Board, Public Works		X				<ul style="list-style-type: none"> <li>Efforts have been made with High Street, Downey Street, and the studies of Gay Street, and the current study of Canton Street.</li> </ul>	
<b>Community Facilities</b>									
CF4	Prioritize incorporating renewable energy at town properties.	Select Board, School Committee		X			X	<ul style="list-style-type: none"> <li>The Select Board continues to support the efforts to increase our sustainability and the great work of our Energy Manager. The town has solar panels on roofs and electric charging stations and is working to create solar canopies in municipal and school parking lots.</li> </ul>	
CF7	Investigate parking expansion options at main library.	Select Board, Library Board of Trustees			X			<ul style="list-style-type: none"> <li>On-going.</li> </ul>	
CF9	Develop long range plan for Fire Station I renovation or expansion.	Select Board, Fire				X	X	<ul style="list-style-type: none"> <li>In January 2024, STM appropriated funds for design/bid. The Town procured Dore &amp; Whitter's services. The Town Administrator has convened a working group with D &amp; W comprised of residents, staff members, and representatives from the fire department. The goal is to make a recommendation to Town Meeting for construction funding.</li> </ul>	Move to Short Term.
CF10	Expand electric charging stations at municipal properties.	Public Works, Select Board		X			X	<ul style="list-style-type: none"> <li>The Select Board, through the town's Energy Manager, has expanded the EV charging stations to include Wentworth Hall, the Police Station, and Pine Hill Elementary School.</li> </ul>	
CF12	Evaluate feasibility of multi-purpose indoor recreation community facility.	Recreation Commission, Select Board		X				<ul style="list-style-type: none"> <li>A facilities study is underway---looking for town-owned land that can accommodate such a facility.</li> </ul>	Move to Ongoing
CF15	Incorporate meeting and multi-purpose space for new municipal construction.	Select Board,	X					<ul style="list-style-type: none"> <li>A facilities study is underway.</li> <li>An example of new meeting space: Pine Hill School gymnasium, cafeteria/stage</li> </ul>	Move to Ongoing
CF17	Evaluate opportunity for community gardens.	Select Board, Public Works			X			<ul style="list-style-type: none"> <li>No action has been taken; however, will be evaluated after the completion of the facilities study.</li> </ul>	
CF21	Implement electronic permitting for all departments.	Town Administrator, All Depts.	X					<ul style="list-style-type: none"> <li>This has taken place for our land use departments but has not been fully incorporated throughout the town (e.g., sign permits, school closures, etc.)</li> <li>To consider using electronic permitting to streamline the road closure permit (construction work) and street closing permit (block parties, neighborhood events) process. There is no fee for road closure permits, block party permits.</li> </ul>	
CF23	Expand Westwood Media contract to cover more public meetings.	Select Board			X			<ul style="list-style-type: none"> <li>Select Board, at their July 10, 2024 meeting, extended the agreement through February 1, 2025.</li> <li>Discussions of a new agreement are ongoing.</li> </ul>	Move to Short-Term

CF24	Devote staff to website updates and communications.	Town Administrator, All Depts.			X			<ul style="list-style-type: none"> <li>The website has been updated and continues to be reviewed. The town distributes an electronic notification called "The Wire" monthly and a newsletter called the "Westwood Word" is mailed to each household three times a year, and has made significant outreach improvements via social media.</li> </ul>	
CF29	Require municipal redevelopment to incorporate sustainable practices and maximize energy efficiency.	Select Board		X			X	<ul style="list-style-type: none"> <li>This is done via the Stretch Energy Code that was adopted by the Town of Westwood.</li> </ul>	
CF31	Design municipal facilities to represent local history and compatible with surroundings.	Select Board		X				<ul style="list-style-type: none"> <li>This is an ongoing effort with positive results for the Main Library, Police Station, and Wentworth Hall. The FS1 working group has also discussed this action item.</li> </ul>	
CF32	Establish municipal facilities staff committee.	Select Board			X			<ul style="list-style-type: none"> <li>The Town has a Director of Facilities who works directly with department heads and the Town Administrator regarding facility needs. The Director is also the staff liaison to the architect hired to conduct the town's facility study.</li> </ul>	
CF34	Mentor and recruit new members to boards and commissions with emphasis on currently underrepresented populations.	Select Board	X	X				<ul style="list-style-type: none"> <li>The Select Board has a newer process for posting vacancies, and the Chair also announces vacancies and encourages residents to apply. Interviews are conducted, and a recommendation is made to the Select Board for their appointments.</li> </ul>	Move to Ongoing
<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			<ul style="list-style-type: none"> <li>This was done through the Long-Range Financial Planning Committee that recently reviewed the CPA; however, at that time, it was not recommended to the Select Board.</li> </ul>	
RE1	Prioritize developing a new multi-purpose indoor recreation community center.	Select Board, Recreation		X				<ul style="list-style-type: none"> <li>A facilities study is underway---looking for town-owned land that can accommodate such a facility.</li> </ul>	
OS4	Land acquisition for contiguous connectivity such as near Lyman's Pond.	Conservation, Select Board, Land Trust			X			<ul style="list-style-type: none"> <li>The Select Board continues to look at opportunities to acquire land in a fiscal, responsible, and sustainable way.</li> </ul>	
OS6	Encourage open space donations or conservation restrictions.	Select Board, Land Trust	X					<ul style="list-style-type: none"> <li>The Select Board continues to look at opportunities, and most recently, Todd Sullivan, who purchased the Obed Baker property, has offered to donate some wetlands back to the town after he invested funds to clean up said wetlands.</li> </ul>	
<b>Transportation</b>									
T1	Promote regional transportation improvements.	Public Works, Select Board, Planning Staff		X				<ul style="list-style-type: none"> <li>Continue to review opportunities.</li> </ul>	
T2	Seek participation in MAPC & TRIC.	Planning Staff, Select Board	X					<ul style="list-style-type: none"> <li>Both MAPC and TRIC have representatives from the town.</li> </ul>	

T3	Advocate for improved commuter rail service and maintenance of Rte. 128 garage.	Select Board, Planning Staff	X						<ul style="list-style-type: none"> <li>Efforts continue.</li> </ul>	
T4	Strive to implement complete streets policy.	Public Works, Select Board	X						<ul style="list-style-type: none"> <li>Our Public Works Department continues to seek grant funding to improve our roadways while also looking to connect the High Street side of Town with the Washington Street and Canton Street sides of town.</li> </ul>	
T5	Use the complete streets prioritization plan for replacement and maintenance.	Select Board, Public Works	X						<ul style="list-style-type: none"> <li>This has been done with Downey Street and the work to secure funding through the Commonwealth for a Canton Street shared-use path.</li> </ul>	
T6	Continue efforts to design and construct path or sidewalk on Gay Street.	Select Board, Public Works	X				X		<ul style="list-style-type: none"> <li>A plan was created in 2019; however, it should be revisited with updated costs. The Town may also consider a grant through the Commonwealth.</li> </ul>	
T7	Work towards implementing recommendations of the Dedham-Westwood Pedestrian Connection Plan.	Select Board, Public Works, Ped./Bike Com.			X				<ul style="list-style-type: none"> <li>No action has been taken to date</li> </ul>	
T8	Consider a bike-sharing program.	Select Board, Planning Staff			X				<ul style="list-style-type: none"> <li>No action has been taken to date</li> </ul>	
T12	Consider increasing number of bus shelters.	Select Board, Planning Staff			X					
T13	Consider cooperative rideshare programs.	Select Board, Economic Development, Planning Staff, Council on Aging		X						
T24	Establish street acceptance policies.	Select Board, Public Works			X				<ul style="list-style-type: none"> <li>The Town at the May 2024 ATM accepted three streets, and that process has become the new practice for future street acceptances.</li> </ul>	
T25	Require appropriate mitigation measures for projects that increase transportation demand.	Planning Board, Select Board	X							
T33	Incorporate sidewalks, bike lanes, paths, trees in public roadway projects	Select Board, Public Works, Planning Board				X			<ul style="list-style-type: none"> <li>The Canton Street project is an excellent example of the Town working to achieve this goal.</li> </ul>	
T34	Consider traffic calming measures to address speeding and safety.	Select Board, Ped/Bike Com., Public Works, Police	X						<ul style="list-style-type: none"> <li>Traffic calming measures have been implemented where appropriate throughout the town. The Canton Street Project Working Group has also discussed traffic calming measures as part of their work.</li> <li>Traffic calming measures have already been incorporated on some roads in town, share examples.</li> <li>Forbes Road—Speed Humps</li> <li>Pond Street—additional speed limit signs.</li> <li>Clapboardtree Street—digital speed indicator</li> </ul>	
T35	Apply engineering, education, enforcement, evaluation,	Select Board				X				

	encouragement for safety improvements.								
<b>Sustainability &amp; Resiliency</b>									
S2	Consider climate change in all Town decisions.	Town Administrator, Select Board, All Departments	X				X	<ul style="list-style-type: none"> <li>The town, through the Community and Economic Development Department, has created a Climate Action group, and their work is ongoing.</li> </ul>	
S3	Continue installation of roof solar and add solar carports on municipal properties.	Select Board, School Com., Energy Manager, Facilities Management	X				X	<ul style="list-style-type: none"> <li>This has been done at the Downey, Thurston High School, and the new Pine Hill Elementary School and the town will continue to look at sustainable building options.</li> </ul>	
S4	Conduct Town-wide CO <sub>2</sub> energy use audit & report.	Select Board, Energy Manager	X				X		
S6	Energy conservation and use or renewable energy in Town facilities and fleet.	Select Board, WEAC, Public Works	X	X			X	<ul style="list-style-type: none"> <li>The town continues to consider energy-efficient vehicles for its fleet. The Police, Community and Economic development, and Human Services Departments all have plug-in vehicles, while other departments, like the Select Board, have purchased fuel-efficient hybrid vehicles.</li> </ul>	
S12	Explore programs to promote and incentivize sustainability and renewable energy to residents.	Energy Manager, Select Board, WEAC		X			X	<ul style="list-style-type: none"> <li>Through the Pine Hill Elementary project, the town purchased a sustainable renewable energy system for future sustainable energy.</li> </ul>	
S14	Engage WEAC or other groups to increase public awareness of sustainability for municipal construction.	Energy Manager, Select Board		X			X	<ul style="list-style-type: none"> <li>This has been done both with WEAC and our Public Works Department through public service announcements (videos) to educate residents on recyclable items and items that need to be put in the refuse stream.</li> </ul>	
S17	Incentivize transition to electricity to phase out fossil fuel use.	Select Board, Planning Board		X					
R1	Develop Climate Action Resiliency Plan	Select Board, Fire, Health, Public Works, Conservation, WEAC		X			X	<ul style="list-style-type: none"> <li>This is being worked on through the Climate Action working group.</li> <li>Through the Stormwater Asset Management Plan (funded by the 2024 Annual Town Meeting), the DPW will be reviewing the town's drainage infrastructure and inspection of culverts.</li> </ul>	
R7	Place power lines underground to prevent storm-related outages.	Select Board, Public Works			X			<ul style="list-style-type: none"> <li>Given the town doesn't own the power lines or the utility poles to which the power lines are connected—the town does communicate with Eversource to encourage them to move lines underground.</li> </ul>	Move to long-term

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.