



ACTION ITEMS “DOT VOTING”

We hope you'll participate in this quick, voluntary exercise:

Dot voting is used in workshops to get an understanding of audience preferences. You are invited to vote for your 12 highest priorities of the 126 Action Items from the 2009 Comprehensive Master Plan. We intend this to start discussions about the Action Items and encourage attendees to think about the Comprehensive Master Plan.

- **Read the descriptions of the Action Items, then put stickers next to the items you believe should be the Town's highest priorities.**
- Action Items are grouped by category, such as “Natural Resources” or “Transportation.” If an Item fits into more than one category, it is listed in all applicable categories, but you should vote only in the primary category.
- When an Action Item has already been completed, the voting area is grayed out. Please don't vote for completed items.
- Use all 12 stickers, but only one per Action Item.

Please remember, this is not an official poll, and the results are not scientific and will not be used to set policy.



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Comprehensive Master Plan Implementation Guide



IMPLEMENTATION ACTION ITEMS	PLACE STICKERS BELOW TO VOTE FOR YOUR TOP PRIORITIES
1 VISION CONSISTENCY OVERSIGHT: <i>Planning Board</i> Identify and charge a responsible party for oversight of all plans developed for boards and committees for consistency with the vision and goals of this Comprehensive Master Plan.	
2 CAPITAL PLANNING COMMITTEE: <i>Board of Selectmen</i> Establish a Capital Planning Committee.	<i>Action Item Completed</i>
3 BI-ANNUAL MEETING: <i>Board of Selectmen</i> Hold bi-annual town board and committee meetings to review the state of the town, goals of each board and/or committee and introduce new members.	
4 PRIVATE WAY EVALUATION: <i>Board of Selectmen, Department of Public Works</i> Establish a policy for evaluating whether the town should accept private ways that are used as public roads.	
5 DEPARTMENT OF PUBLIC WORKS: <i>Board of Selectmen, Town Manager</i> Establish a Department of Public Works that reports to the Town Manager. The Department of Public Works should include, but need not be limited to, engineering, highway, buildings and grounds maintenance, fleet maintenance, parkland and cemetery maintenance, solid waste and recycling, sewerage collection, and water.	
6 HIGH-TECH INDUSTRY: <i>Economic Development Committee</i> Identify and secure incentives for emerging high-tech industries.	
7 IMPLEMENT FIRE SERVICE RECOMMENDATIONS: <i>Fire Department, Town Manager, Board of Selectmen</i> Implement the recommendations of the Fire Services Organizational Analysis (2007).	
8 LAND & BUILDING NEED EVALUATION: <i>Land Use Priorities Committee</i> Periodically evaluate the town's land and building needs.	
9 ENERGY MONITORING: <i>Town Manager</i> Institute energy audits and monitoring energy and water use in municipal and school buildings.	
10 SERVICE PRIORITIZATION: <i>Town Manager</i> Require department heads to prioritize services as critical, mandated, or traditional.	
11 GRANT FUNDING: <i>Town Manager</i> Analyze the cost and benefits of grant funding and, if feasible, pursue a regional Grants Manager position.	
12 CULTURE & REC SERVICE CONSOLIDATION: <i>Town Manager</i> Evaluate all opportunities for consolidating cultural and recreational services under a single town department.	
13 OFFICES OPEN AT NIGHT: <i>Town Manager</i> Investigate having general government offices open one night per week to accommodate residents who work out of town during normal business hours.	
14 PRE-DISASTER MITIGATION PLAN: <i>Town Manager</i> Continue to implement the Town's Pre-Disaster Mitigation Plan through public education, prevention, and regulatory measures.	
15 EMERGENCY RESPONSE: <i>Town Manager</i> Continue to train, certify and prepare town departments to respond to emergencies, and annually review/update Westford's Emergency Response Plan.	
16 TECHNOLOGY ENHANCEMENT/TRAINING: <i>Town Manager</i> Continue to upgrade and enhance the town's technology resources and provide sufficient staff training to make the best use of those resources.	
17 ICS & NIMS COMPLIANCE: <i>Town Manager</i> Demonstrate that all town departments are Incident Command System (ICS) and National Incident Management System (NIMS) compliant.	
18 COST-SAVING/REVENUE ENHANCEMENT: <i>Town Manager</i> Explore cost-saving and revenue enhancement opportunities.	
19 EFFICIENT OPERATION: <i>Town Manager</i> Seek ways to operate as efficiently as possible through consolidations, economies of scale, and timely investments in technology.	
20 EVALUATE PUBLIC-PRIVATE PARTNERSHIPS: <i>Town Manager, Applicable Town Departments, Boards and Committees</i> Evaluate the benefits and potential drawbacks of public-private organizational relationships and determine whether they present a liability risk for the town or if their functions should be combined.	
21 EVALUATE REGIONALIZED SERVICE DELIVERY: <i>Town Manager, Board of Selectmen</i> Study the prospect of regionalizing service delivery in partnership with other communities.	
22 BUDGET DEVELOPMENT POLICIES: <i>Town Manager, Board of Selectmen</i> Implement the Budget Development Policies recommended by the Long-Range Fiscal Policy Committee.	
23 FEE FOR SERVICE EVALUATION: <i>Town Manager, Board of Selectmen</i> Continue to evaluate the adequacy of fees charged for municipal services and, where appropriate, base fees on a full cost recovery analysis. In addition, develop a policy to guide fee waiver decisions.	

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<p>24 PLAN INTEGRATION: <i>Town Manager, Capital Plan Committee, Board of Selectmen</i> Integrate the Parks and Recreation Master Plan, the School Department's Five-Year Capital Plan, the Fire Services Organizational Analysis, the Land Use Priorities Report, the Permanent Building Committee Report on Town Facilities, the J.V. Fletcher Library Long-Range Plan, and other appropriate reports.</p>	
<p>25 TRAIN BOARD/COMMITTEE/EMPLOYEES: <i>Town Manager, Department Heads</i> Provide timely, consistent training for employees, boards and committees in order to increase proficiency, assure the town's compliance with state and federal laws, and build rapport among local officials and staff.</p>	
<p>26 CONSOLIDATE MAINTENANCE: <i>Town Manager, Department of Public Works</i> Consolidate municipal building maintenance under DPW if it can be shown that costs and other benefits exist.</p>	
<p>27 CENTRALIZED MEETING SPACE RESERVATION: <i>Town Manager, Technology Director, School Department</i> Evaluate options and implement a centralized system for committees and boards to reserve meeting space.</p>	<i>Action Item Completed</i>
<p>28 J.V. FLETCHER LIBRARY: <i>Board of Library Trustees</i> Evaluate the needs, options, and feasibility of renovating and expanding the J.V. Fletcher Library.</p>	
<p>29 TOWN HALL: <i>Board of Selectmen, Town Manager</i> Evaluate the needs, options, and feasibility of renovating and expanding Town Hall.</p>	<i>Action Item Completed</i>
<p>30 CONSOLIDATE MUNICIPAL & SCHOOL ADMIN IN ONE LOCATION: <i>Board of Selectmen, Town Manager, School Department</i> Consolidate municipal and school administrative functions in one location, providing employees with sufficient space, equipment and training to efficiently perform work responsibilities while reducing overhead costs in utilities, infrastructure and maintenance.</p>	
<p>31 SURPLUS PROPERTY DECOMMISSION/REUSE: <i>Town Manager</i> Establish a process for identifying surplus municipal property and implement a decommissioning and reuse plan for old or abandoned town facilities.</p>	
<p>38 LIBRARY LONG-RANGE PLAN: <i>Board of Library Trustees, Library Director</i> Support the cultural goals, objectives, and annual action plans of the J. V. Fletcher Library Long-Range Plan.</p>	<i>See Cultural & Historic Resources</i>
<p>39 PART TIME PRESERVATION PLANNER: <i>Historical Commission, Planning Board</i> Consider hiring a part-time preservation-planner who could also serve as staff for the Westford Historical Commission.</p>	<i>See Cultural & Historic Resources</i>
<p>40 NEIGHBOR TOWN COLLABORATION: <i>Historical Commission, Town Manager</i> Consider collaborating with one or more neighboring towns to establish regional preservation planning capacity, including the possibility of shared staff.</p>	<i>See Cultural & Historic Resources</i>
<p>41 CONSTRUCT ARCHIVES CENTER: <i>Records & Archives Management Committee</i> Identify an appropriate location and construct Archives Center.</p>	<i>See Cultural & Historic Resources</i>
<p>59 PROCEDURAL MANUALS & TRAINING: <i>Town Manager, Town Counsel</i> Provide procedural manuals and training, as needed, for all standing boards, commissions, and committees.</p>	<i>See Governance</i>
<p>82 TRACKING: <i>Town Manager, Town Planner, GIS Coordinator</i> Improve capacity to track and report land use change, the status of protected and unprotected open space, land management, improvements to Westford's municipal property inventory, and the condition of municipal and school facilities.</p>	<i>See Land Use</i>
<p>91 PUBLIC HEALTH PROGRAMS: <i>Board of Health</i> Continue and expand multidisciplinary public health programs, including public education programs in environmental protection, environmental quality, and public health.</p>	<i>See Natural Resources & Open Space</i>
<p>92 EAST BOSTON CAMPS: <i>Conservation Commission</i> Establish East Boston Camps advisory committee to the Conservation Commission, composed of town officials and residents.</p>	<i>Action Item Completed</i>
<p>93 INCREASE CONSERVATION STAFF: <i>Conservation Commission</i> Increase conservation staff to oversee growing inventory of town-owned and town-maintained (e.g., conservation restriction trails) conservation land.</p>	<i>See Natural Resources & Open Space</i>



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Cultural & Historical Resources

IMPLEMENTATION ACTION ITEMS	PLACE STICKERS BELOW TO VOTE FOR YOUR TOP PRIORITIES
8 J.V. FLETCHER LIBRARY: <i>Board of Library Trustees</i> Evaluate the needs, options, and feasibility of renovating and expanding the J.V. Fletcher Library.	<i>See Community Facilities & Services</i>
29 TOWN HALL: <i>Board of Selectmen, Town Manager</i> Evaluate the needs, options, and feasibility of renovating and expanding Town Hall.	<i>Action Item Completed</i>
32 CULTURAL RESOURCE INVENTORY: <i>Historical Commission</i> Complete a comprehensive cultural resource inventory.	
33 DEMOLITION DELAY BYLAW: <i>Historical Commission</i> Make the demolition delay bylaw more effective.	
34 INVENTORY HISTORIC BUILDINGS: <i>Historical Commission</i> Inventory historic homes and other buildings that may not lie within current National Register districts.	
35 ENCOURAGE HISTORIC PRIDE: <i>Historical Commission</i> Work with neighborhood groups to encourage pride in ownership of historical property.	
36 RECORDKEEPING TRAINING: <i>Town Manager</i> Train staff in accessioning, storing, and preserving of permanent historical records.	
37 INVESTIGATE FUNDING & GRANTS: <i>Town Manager</i> Continue investigating available state matching grant programs for historic preservation from the MHC as well as local CPA funds.	
38 LIBRARY LONG-RANGE PLAN: <i>Board of Library Trustees, Library Director</i> Support the cultural goals, objectives, and annual action plans of the J. V. Fletcher Library Long-Range Plan.	
39 PART TIME PRESERVATION PLANNER: <i>Historical Commission, Planning Board</i> Consider hiring a part-time preservation-planner who could also serve as staff for the Westford Historical Commission.	
40 NEIGHBOR TOWN COLLABORATION: <i>Historical Commission, Town Manager</i> Consider collaborating with one or more neighboring towns to establish regional preservation planning capacity, including the possibility of shared staff.	
41 CONSTRUCT ARCHIVES CENTER: <i>Records & Archives Management Committee</i> Identify an appropriate location and construct Archives Center.	
42 EXPAND HISTORICAL COMMISSION ROLE: <i>Historical Commission, Planning Board</i> Expand the Westford Historical Commission's role in town planning.	
43 CREATE PRESERVATION INCENTIVES: <i>Historical Commission, Planning Board</i> Create incentives for maintenance and/or improvements to historical structures.	
44 ROADWAY DESIGN: <i>Planning Board, Department of Public Works</i> Adopt design criteria relating to roadway improvements and alterations; coordinate procedures between the Highway Department, Board of Selectmen and the Planning Board.	
45 SCENIC ROADS INVENTORY: <i>Planning Board, Historical Commission, Tree Warden</i> Complete scenic roads inventory, including descriptions and photo documentation of scenic roads.	<i>Action Item Completed</i>



Comprehensive Master Plan Implementation Guide

Economic Development

IMPLEMENTATION ACTION ITEMS	PLACE STICKERS BELOW TO VOTE FOR YOUR TOP PRIORITIES
46 ECONOMIC DEVELOPMENT COMMITTEE: <i>Board of Selectmen</i> Establish an Economic Development Committee.	
47 INVESTMENT ALONG 110 & 40: <i>Economic Development Committee</i> Encourage commercial investment along Routes 110 and 40.	
48 REUSE GRANITE QUARRIES: <i>Economic Development Committee, Town Planner</i> Examine potential reuse of the granite quarries along Route 40.	
49 STREAMLINE PERMITTING: <i>Planning Board</i> Work with NMCOG to streamline the local permitting process.	
50 BUSINESS POINT-OF-CONTACT: <i>Town Manager</i> Designate and publicize a point-of-contact for business development at Town Hall.	
51 ROUTE 40 MASTER PLAN: <i>Planning Board</i> Prepare a Development Master Plan for the Route 40 area based on the evaluation of available resources and a review of current zoning.	
52 43D PRIORITY DEVELOPMENT SITE: <i>Planning Board, Board of Selectmen</i> Designate a specific area within the Industrial Highway District as a Chapter 43D Priority Development Site, access planning funds through the Interagency Permitting Board.	
53 GREEN INDUSTRY: <i>Economic Development Committee</i> Attract "green" (environmentally responsible and emerging) industries and institute design guidelines.	
73 RURAL RESIDENTIAL DISTRICT: <i>Planning Board</i> Establish a Rural Residential District.	See Land Use
74 EXPLORE NEW ZONING: <i>Planning Board</i> Explore new zoning to protect important parcels such as a Transfer of Development Rights bylaw, with designated sending and receiving zones.	See Land Use
75 SIMPLIFY FLEXIBLE DEVELOPMENT: <i>Planning Board</i> Reorganize, update, simplify and clarify the Flexible Development bylaw, integrate the OSRD bylaw within Flexible Development; clarify and improve upon existing bylaw definitions.	See Land Use

Governance

30 CONSOLIDATE MUNICIPAL & SCHOOL ADMIN IN ONE LOCATION: <i>Board of Selectmen, Town Manager, School Department</i> Consolidate municipal and school administrative functions in one location, providing employees with sufficient space, equipment and training to efficiently perform work responsibilities while reducing overhead costs in utilities, infrastructure and maintenance.	See Community Facilities & Services
31 SURPLUS PROPERTY DECOMMISSION/REUSE: <i>Town Manager</i> Establish a process for identifying surplus municipal property and implement a decommissioning and reuse plan for old or abandoned town facilities.	See Community Facilities & Services
54 REVIEW SPECIAL ACT CHARTER: <i>Board of Selectmen</i> Establish and conduct periodic reviews of Westford's Special Act Charter.	
55 ANNUAL ALL-BOARDS MEETING: <i>Board of Selectmen</i> Have an annual all-boards meeting for all board members and not just the chairs to introduce new board members, review each board's goals and the "state of the town."	
56 REVIEW & REORGANIZE COMMITTEES: <i>Board of Selectmen</i> Westford should review the status, need and charge of all appointed committees, including those with ongoing responsibilities. Committees that have completed their charge should be discharged. Other committees may be reorganized or merged.	
57 IMPLEMENT STUDY RECOMMENDATIONS: <i>Board of Selectmen</i> Where feasible, implement the recommendations of board- and committee- commissioned studies.	
58 WIDEN REPRESENTATION: <i>Board of Selectmen, Town Moderator</i> The current policy regarding appointment of citizens to committees should be reviewed with the intention of increase participation by a wider representation of residents.	
59 PROCEDURAL MANUALS & TRAINING: <i>Town Manager, Town Counsel</i> Provide procedural manuals and training, as needed, for all standing boards, commissions, and committees.	
126 POST PERMITTING TRAFFIC MONITORING: <i>Planning Board</i> Adopt a policy that requires traffic monitoring of developments after opening.	See Transportation

Source: Westford Comprehensive Master Plan, Final Report. Chapter 11, Implementation Guide. April 2009.



June 23, 2011

Westford Strategic Planning Retreat

Comprehensive Master Plan Implementation Guide

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43 CREATE PRESERVATION INCENTIVES: <i>Historical Commission, Planning Board</i> Create incentives for maintenance and/or improvements to historical structures.	See Cultural & Historical Resources
44 ROADWAY DESIGN: <i>Planning Board, Department of Public Works</i> Adopt design criteria relating to roadway improvements and alterations; coordinate procedures between the Highway Department, Board of Selectmen and the Planning Board.	See Cultural & Historical Resources
45 SCENIC ROADS INVENTORY: <i>Planning Board, Historical Commission, Tree Warden</i> Complete scenic roads inventory, including descriptions and photo documentation of scenic roads.	See Cultural & Historical Resources
51 SITE MANAGEMENT PLANS: <i>Conservation Commission</i> Prepare a Development Master Plan for the Route 40 area based on the evaluation of available resources and a review of current zoning.	See Economic Development
52 43D PRIORITY DEVELOPMENT SITE: <i>Planning Board, Board of Selectmen</i> Designate a specific area within the Industrial Highway District as a Chapter 43D Priority Development Site, access planning funds through the Interagency Permitting Board.	See Economic Development
53 OPEN SPACE INCENTIVES: <i>Planning Board</i> Attract "green" (environmentally responsible and emerging) industries and institute design guidelines.	See Economic Development
70 10% AFFORDABLE HOUSING: <i>Housing Partnership, Zoning Board of Appeals</i> Continue to work toward meeting the 10% affordable housing or 1.5% land area minimum.	See Housing & Neighborhoods
71 UPPER-STORY DWELLINGS IN B AND BL: <i>Planning Board</i> Allow upper-story dwelling units in the B and BL Districts.	
72 REDUCE MINIMUM LOT AREA IN B: <i>Planning Board</i> Reduce the minimum lot area and minimum frontage in the B District in order to reduce the number of non-conforming lots and structures.	
73 COMMERCIAL DESIGN GUIDELINES & REVIEW: <i>Planning Board</i> Establish design guidelines and a Design Review Committee to improve the appearance of commercial and industrial districts.	
74 IMPROVE DEVELOPMENT REVIEW COMMUNICATION: <i>Planning Board, Conservation Commission, Board of Health, ZBA, Historical Commission</i> Improve coordination and communication between town boards and officials with development review responsibilities.	
75 COMMERCIAL HIGHWAY MIXED USE: <i>Planning Board</i> Allow vertical and horizontal mixed-use development in the CH District.	
76 POCKET PARKS: <i>Parks and Recreation Department</i> Identify existing town-owned parcels that may be suitable for development as small pocket or neighborhood parks.	
77 RURAL RESIDENTIAL DISTRICT: <i>Planning Board</i> Establish a Rural Residential District.	
78 EXPLORE NEW ZONING: <i>Planning Board</i> Explore new zoning to protect important parcels such as a Transfer of Development Rights bylaw, with designated sending and receiving zones.	
79 SIMPLIFY FLEXIBLE DEVELOPMENT: <i>Planning Board</i> Reorganize, update, simplify and clarify the Flexible Development bylaw, integrate the OSRD bylaw within Flexible Development; clarify and improve upon existing bylaw definitions.	
80 GROWTH/INFRASTRUCTURE: <i>Planning Board</i> Review zoning to encourage growth in areas where existing infrastructure can support it rather than develop existing open space.	
81 LANDSCAPING: <i>Conservation Commission</i> Adopt landscaping techniques to protect natural resources.	
82 TRACKING: <i>Town Manager, Town Planner, GIS Coordinator</i> Improve capacity to track and report land use change, the status of protected and unprotected open space, land management, improvements to Westford's municipal property inventory, and the condition of municipal and school facilities.	
83 MIXED-USE: <i>Planning Board</i> Encourage development of villages or mixed-use overlays to promote pedestrian, rather than vehicular, accessibility to services and resources.	
90 OPEN SPACE INCENTIVES: <i>Planning Board</i> Provide incentives for developers to contribute to the town's open space goals.	See Natural Resources & Open Space
94 CLARIFY BYLAWS: <i>Conservation Commission</i> Clarify and strengthen conservation-related bylaws under the purview of the Conservation Commission.	See Natural Resources & Open Space



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Land Use, Cont'd

IMPLEMENTATION ACTION ITEMS	PLACE STICKERS BELOW TO VOTE FOR YOUR TOP PRIORITIES
95 REASSESS PRIORITIES: <i>Conservation Commission</i> Continually reassess Westford's priorities for acquiring or otherwise protecting additional conservation land.	See Natural Resources & Open Space
96 SENSITIVE AREAS: <i>Conservation Commission, Planning Board</i> Identify and establish standards for areas that are environmentally sensitive to development, e.g. water supply, habitat preservation.	See Natural Resources & Open Space
97 NPDES REQUIREMENTS: <i>Department of Public Works</i> Continue to implement National Pollution Discharge Elimination System (NPDES) Phase II requirements and DEP Stormwater Management Policy.	See Natural Resources & Open Space
98 REVIEW LID BYLAW: <i>Planning Board, Conservation Commission, Department of Public Works</i> Monitor the effectiveness of stormwater/low impact development (LID) bylaw; review for consistency with DEP Stormwater Management Handbook and regulations.	See Natural Resources & Open Space
126 POST PERMITTING TRAFFIC MONITORING: <i>Planning Board</i> Adopt a policy that requires traffic monitoring of developments after opening.	See Transportation

Housing & Neighborhoods

60 REDUCED TAXES FOR AFFORDABLE RENTALS: <i>Board of Selectmen, Housing Partnership</i> When feasible, pursue special legislation that would allow the town to "forgive" or reduce property taxes for property owners who rent units to low- or moderate-income families at monthly rents that comply with DHCD requirements.	
61 SIDEWALK IMPROVEMENTS: <i>Department of Public Works</i> Invest in sidewalk improvements within the villages and connecting the villages to adjacent neighborhoods.	
62 NEIGHBORHOOD CONSERVATION DISTRICTS: <i>Historical Commission</i> Consider Neighborhood Conservation Districts in Westford's villages.	
63 AFFORDABLE HOUSING PLAN UPDATES: <i>Housing Partnership</i> Maintain five-year updates of Westford's Affordable Housing Plan so that it continues to qualify for approval under the Housing Production Plan program.	
64 AFFORDABLE HOUSING SPONSORSHIP: <i>Housing Partnership, Board of Selectmen</i> Support direct sponsorship of affordable housing construction where appropriate, and partner with the Department of Housing and Community Development (DHCD) where feasible for assistance with such initiatives.	
65 SEEK OPPORTUNITIES FOR CPA FUNDS: <i>Housing Partnership, Historical Commission, Community Preservation Committee</i> Seek opportunities to use CPA funds for projects that preserve historic homes and also create permanently affordable housing units.	
66 MORE WAYS TO DEVELOP ALL KINDS OF UNITS: <i>Planning Board</i> Provide more ways to develop both affordable units and market-rate units that meet the needs of a variety of households.	
67 NEW INCLUSIONARY ZONING: <i>Planning Board</i> Remove the existing affordable housing requirement from the Flexible Development bylaw and establish a new inclusionary zoning bylaw.	
68 POCKET PARKS: <i>Planning Board, Parks and Recreation Commission</i> Seek opportunities to create small pocket parks in neighborhoods inadequately served by open space or recreation areas.	
69 STREAMLINE DENSE AFFORDABLE PERMITTING: <i>Zoning Board of Appeals</i> Provide a streamlined comprehensive permit review process for developers proposing more than the minimum required number of affordable units in areas identified by the town as appropriate for higher-density housing.	
70 10% AFFORDABLE HOUSING: <i>Housing Partnership, Zoning Board of Appeals</i> Continue to work toward meeting the 10% affordable housing or 1.5% land area minimum.	
75 COMMERCIAL HIGHWAY MIXED USE: <i>Planning Board</i> Allow vertical and horizontal mixed-use development in the CH District.	See Land Use

Westford Strategic Planning Retreat



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84 STANDARDS & MITIGATION: <i>Board of Health</i> Set standards commensurate with state standards on water quality and determine methods to achieve mitigation of problem areas.	
85 EXPAND H₂O MONITORING: <i>Board of Health, Conservation Commission</i> Expand water quality monitoring program to include monitoring of Great Ponds and other water bodies.	
86 REVIEW WRPOD: <i>Board of Health, Planning Board</i> Review Water Resource Protection Overlay District, amend to include more specific performance standards.	
87 CHAPTER 61 NOTIFICATION POLICY: <i>Board of Selectmen, Conservation Commission</i> Develop formal policy for notifying interested parties when land is being removed from Chapter 61 status.	
88 SITE MANAGEMENT PLANS: <i>Conservation Commission</i> Prepare site-specific management plans for town-owned conservation lands, including town forest land.	
89 TREES: <i>Tree Warden, Planning Board</i> Establish policies for tree protection, tree maintenance, tree replacement on town owned land and new subdivision and site plan proposals.	
90 OPEN SPACE INCENTIVES: <i>Planning Board</i> Provide incentives for developers to contribute to the town's open space goals.	
91 PUBLIC HEALTH PROGRAMS: <i>Board of Health</i> Continue and expand multidisciplinary public health programs, including public education programs in environmental protection, environmental quality, and public health.	
92 EAST BOSTON CAMPS: <i>Conservation Commission</i> Establish East Boston Camps advisory committee to the Conservation Commission, composed of town officials and residents.	<i>Action Item Completed</i>
93 INCREASE CONSERVATION STAFF: <i>Conservation Commission</i> Increase conservation staff to oversee growing inventory of town-owned and town-maintained (e.g., conservation restriction trails) conservation land.	
94 CLARIFY BYLAWS: <i>Conservation Commission</i> Clarify and strengthen conservation-related bylaws under the purview of the Conservation Commission.	
95 REASSESS PRIORITIES: <i>Conservation Commission</i> Continually reassess Westford's priorities for acquiring or otherwise protecting additional conservation land.	<i>Action Item Completed</i>
96 SENSITIVE AREAS: <i>Conservation Commission, Planning Board</i> Identify and establish standards for areas that are environmentally sensitive to development, e.g. water supply, habitat preservation.	
97 NPDES REQUIREMENTS: <i>Department of Public Works</i> Continue to implement National Pollution Discharge Elimination System (NPDES) Phase II requirements and DEP Stormwater Management Policy.	
98 REVIEW LID BYLAW: <i>Planning Board, Conservation Commission, Department of Public Works</i> Monitor the effectiveness of stormwater/low impact development (LID) bylaw; review for consistency with DEP Stormwater Management Handbook and regulations.	
53 GREEN INDUSTRY: <i>Economic Development Committee</i> Attract "green" (environmentally responsible and emerging) industries and institute design guidelines.	<i>See Economic Development</i>
76 POCKET PARKS: <i>Parks and Recreation Department</i> Identify existing town-owned parcels that may be suitable for development as small pocket or neighborhood parks.	<i>See Land Use</i>
77 RURAL RESIDENTIAL DISTRICT: <i>Planning Board</i> Establish a Rural Residential District.	<i>See Land Use</i>
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80 GROWTH/INFRASTRUCTURE: <i>Planning Board</i> Review zoning to encourage growth in areas where existing infrastructure can support it rather than develop existing open space.	<i>See Land Use</i>
81 LANDSCAPING: <i>Conservation Commission</i> Adopt landscaping techniques to protect natural resources.	<i>See Land Use</i>
82 TRACKING: <i>Town Manager, Town Planner, GIS Coordinator</i> Improve capacity to track and report land use change, the status of protected and unprotected open space, land management, improvements to Westford's municipal property inventory, and the condition of municipal and school facilities.	<i>See Land Use</i>
83 MIXED-USE: <i>Planning Board</i> Encourage development of villages or mixed-use overlays to promote pedestrian, rather than vehicular, accessibility to services and resources.	<i>See Land Use</i>

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Transportation & Pedestrian Circulation

Source: Westford Comprehensive Plan, Final Report. Chap. 11, Implementation. April 2009.



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44 ROADWAY DESIGN: <i>Planning Board, Department of Public Works</i> Adopt design criteria relating to roadway improvements and alterations; coordinate procedures between the Highway Department, Board of Selectmen and the Planning Board.	See Cultural & Historical Resources
45 SCENIC ROADS INVENTORY: <i>Planning Board, Historical Commission, Tree Warden</i> Complete scenic roads inventory, including descriptions and photo documentation of scenic roads.	See Cultural & Historical Resources
83 MIXED-USE: <i>Planning Board</i> Encourage development of villages or mixed-use overlays to promote pedestrian, rather than vehicular, accessibility to services and resources.	See Land Use
99 EXTEND BUS SERVICE: <i>Board of Selectmen</i> Support public transportation by extending the existing LRTA fixed route bus service from Chelmsford into Westford on Route 110, and investigate the feasibility of extending bus service to other areas if supported by density and ridership.	Action Item Completed
100 SIDEWALK COMMITTEE: <i>Board of Selectmen</i> Form a permanent sidewalk committee to develop and implement an updated sidewalk plan.	
101 IMPROVE ARTERIALS: <i>Board of Selectmen, Department of Public Works</i> Identify deficiencies and improve the geometry, roadway width and pavement surfaces of main travel corridors in Westford in order to reduce traffic through residential neighborhoods.	
102 EMERGENCY VEHICLE DETECTION: <i>Board of Selectmen, Department of Public Works</i> Provide emergency vehicle detection at all existing and proposed traffic signals in Westford.	
103 RT 40 & OAK HILL RD: <i>Board of Selectmen, Department of Public Works</i> Provide safety and operational improvements at the Route 40 intersections with Oak Hill Road, and provide pedestrian and bicycle accommodation with any proposed improvements.	
104 PLAIN & DEPOT: <i>Board of Selectmen, Department of Public Works</i> Study and implement improvements at Plain Road and Depot Street intersection.	
105 UPDATE/IMPLEMENT RT. 110 MASTER PLAN: <i>Board of Selectmen, Planning Board</i> Update and implement the Route 110 Master Plan and use it as a framework for regulating all development within the corridor.	
106 RT 110 & TADMUCK: <i>Board of Selectmen, Planning Board</i> Add through and turning lanes and the installation of traffic signals at Route 110/Tadmuck Road. Require developers to construct some of the improvements as part of traffic mitigation.	
107 PUBLICIZE TRAILS: <i>Conservation Commission</i> Enhance and publicize the town's existing pedestrian trail network; provide signage along the trails.	
108 PED/CYCLE CIRCULATION PLAN: <i>Department of Public Works</i> Develop and implement a Pedestrian and Bicycle Circulation Plan.	
109 INCREASE SHOULDER WIDTH: <i>Department of Public Works</i> Adopt a policy to provide on-road bicycle accommodation on the major thoroughfares by increasing shoulder widths when roadways are reconstructed.	
110 ROUTE 110 SIDEWALKS: <i>Department of Public Works</i> Implement the sidewalks recommendations contained in the Route 110 Master Plan.	
111 SIDEWALK PRIORITY LIST: <i>Department of Public Works</i> Prioritize sidewalk construction based on a set of criteria that reflect the importance of an area to the overall town's pedestrian network.	
112 UPGRADE TRAFFIC SIGNAGE: <i>Department of Public Works</i> Upgrade traffic signage in the town to conform to current state and federal standards.	
113 PARK AND RIDE: <i>Department of Public Works</i> Investigate the feasibility and benefits of establishing a park-and-ride facility in Westford near the I-495 ramps or on Route 40 near Route 3.	
114 WESTFORD CENTER SIGNAGE: <i>Department of Public Works</i> Provide directional and informational signs to improve circulation in Westford Center.	
115 EMPLOYER RIDERSHIP SUBSIDIES: <i>Economic Development Committee</i> Encourage employers to provide subsidies to employees to encourage ridership.	
116 EMPLOYER SHUTTLE BUSES: <i>Economic Development Committee</i> Encourage use of private shuttle bus services by employers.	
117 TRAFFIC MANAGEMENT ASSOCIATIONS: <i>Economic Development Committee</i> Establish Traffic Management Associations (TMAs).	
118 FORMALIZE TRAFFIC DESIGN REVIEW: <i>Planning Board</i> Establish a formal process for roadway and traffic-related design review that would require sign-off by the Town Engineer and the Highway, Police and Fire Departments. This should be integrated into the Planning Board's procedures for site plan review and special permits.	

Comprehensive Master Plan Implementation Guide

Transportation & Pedestrian Circulation

IMPLEMENTATION ACTION ITEMS	PLACE STICKERS BELOW TO VOTE FOR YOUR TOP PRIORITIES
119 PEDESTRIAN CONNECTIONS: <i>Planning Board</i> Provide pedestrian connections between offices and retail areas.	
120 REDUCE REQUIRED PARKING: <i>Planning Board</i> Review existing zoning requirements for minimum parking for possible reduction in the number of required parking spaces.	
121 TDM MEASURES: <i>Planning Board</i> Adopt a policy to enforce and monitor the implementation of TDM measures to effectively reduce peak hour trips on the affected roadways.	
122 STORM WATER DRAINAGE REVIEW: <i>Planning Board</i> Consult with Town Counsel about options to integrate a review of potential roadway and storm water drainage impacts within the endorsement process for ANR lots.	
123 NEW SUBDIVISION SIDEWALKS: <i>Planning Board</i> Continue existing policy requiring construction of sidewalks in new subdivisions.	
124 SAFE ROUTES TO SCHOOLS: <i>School Committee</i> Adopt the Massachusetts Safe Routes to Schools Program.	
125 FLEXIBLE WORK HOURS: <i>Town Manager</i> Encourage employers to offer flexible work hours.	
126 POST PERMITTING TRAFFIC MONITORING: <i>Planning Board</i> Adopt a policy that requires traffic monitoring of developments after opening.	

