

Comprehensive Master Plan Implementation Guide

#	Action Item	Related Elements	Leadership
1	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.	All Elements	Planning Board
2	Establish a Capital Planning Committee.	Community Facilities & Services	Board of Selectmen
3	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.	Community Facilities & Services	Board of Selectmen
4	Establish a policy for evaluating whether the town should accept private ways that are used as public roads.	Community Facilities & Services	Board of Selectmen, Department of Public Works
5	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.	Community Facilities & Services	Board of Selectmen, Town Manager
6	Identify and secure incentives for emerging high-tech industries.	Community Facilities & Services	Economic Development Committee
7	Implement the recommendations of the Fire Services Organizational Analysis (2007).	Community Facilities & Services	Fire Department, Town Manager, Board of Selectmen
8	Periodically evaluate the town's land and building needs.	Community Facilities & Services	Land Use Priorities Committee
9	Institute energy audits and monitoring energy and water use in municipal and school buildings.	Community Facilities & Services	Town Manager
10	Require department heads to prioritize services as critical, mandated, or traditional.	Community Facilities & Services	Town Manager
11	Analyze the cost and benefits of grant funding and, if feasible, pursue a regional Grants Manager position.	Community Facilities & Services	Town Manager
12	Evaluate all opportunities for consolidating cultural and recreational services under a single town department.	Community Facilities & Services	Town Manager
13	Investigate having general government offices open one night per week to accommodate residents who work out of town during normal business hours.	Community Facilities & Services	Town Manager
14	Continue to implement the Town's Pre-Disaster Mitigation Plan through public education, prevention, and regulatory measures.	Community Facilities & Services	Town Manager
15	Continue to train, certify and prepare town departments to respond to emergencies, and annually review/update Westford's Emergency Response Plan.	Community Facilities & Services	Town Manager
16	Continue to upgrade and enhance the town's technology resources and provide sufficient staff training to make the best use of those resources.	Community Facilities & Services	Town Manager
17	Demonstrate that all town departments are Incident Command System (ICS) and National Incident Management System (NIMS) compliant.	Community Facilities & Services	Town Manager
18	Explore cost-saving and revenue enhancement opportunities.	Community Facilities & Services	Town Manager
19	Seek ways to operate as efficiently as possible through consolidations, economies of scale, and timely investments in technology.	Community Facilities & Services	Town Manager
20	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.	Community Facilities & Services	Town Manager, Applicable Town Departments, Boards and Committees
21	Study the prospect of regionalizing service delivery in partnership with other communities.	Community Facilities & Services	Town Manager, Board of Selectmen
22	Implement the Budget Development Policies recommended by the Long-Range Fiscal Policy Committee.	Community Facilities & Services	Town Manager, Board of Selectmen
23	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.	Community Facilities & Services	Town Manager, Board of Selectmen
24	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.	Community Facilities & Services	Town Manager, Capital Plan Committee, Board of Selectmen
25	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.	Community Facilities & Services	Town Manager, Department Heads
26	Consolidate municipal building maintenance under DPW if it can be shown that costs and other benefits exist.	Community Facilities & Services	Town Manager, Department of Public Works
27	Evaluate options and implement a centralized system for committees and boards to reserve meeting space.	Community Facilities & Services	Town Manager, Technology Director, School Department

28	Evaluate the needs, options, and feasibility of renovating and expanding the J.V. Fletcher Library.	Community Facilities & Services, Cultural & Historic Resources	Board of Library Trustees
29	Evaluate the needs, options, and feasibility of renovating and expanding Town Hall.	Community Facilities & Services, Cultural & Historic Resources	Board of Selectmen, Town Manager
30	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.	Community Facilities & Services, Governance	Board of Selectmen, Town Manager, School Department
31	Establish a process for identifying surplus municipal property and implement a decommissioning and reuse plan for old or abandoned town facilities.	Community Facilities & Services, Governance, Land Use	Town Manager
32	Complete a comprehensive cultural resource inventory.	Cultural & Historic Resources	Historical Commission
33	Make the demolition delay bylaw more effective.	Cultural & Historic Resources	Historical Commission
34	Inventory historic homes and other buildings that may not lie within current National Register districts.	Cultural & Historic Resources	Historical Commission
35	Work with neighborhood groups to encourage pride in ownership of historical property.	Cultural & Historic Resources	Historical Commission
36	Train staff in accessioning, storing, and preserving of permanent historical records.	Cultural & Historic Resources	Town Manager
37	Continue investigating available state matching grant programs for historic preservation from the MHC as well as local CPA funds.	Cultural & Historic Resources	Town Manager
38	Support the cultural goals, objectives, and annual action plans of the J. V. Fletcher Library Long-Range Plan.	Cultural & Historic Resources, Community Facilities & Services	Board of Library Trustees, Library Director
39	Consider hiring a part-time preservation-planner who could also serve as staff for the Westford Historical Commission.	Cultural & Historic Resources, Community Facilities & Services	Historical Commission, Planning Board
40	Consider collaborating with one or more neighboring towns to establish regional preservation planning capacity, including the possibility of shared staff.	Cultural & Historic Resources, Community Facilities & Services	Historical Commission, Town Manager
41	Identify an appropriate location and construct Archives Center.	Cultural & Historic Resources, Community Facilities & Services	Records & Archives Management Committee
42	Expand the Westford Historical Commission's role in town planning.	Cultural & Historic Resources, Land Use	Historical Commission, Planning Board
43	Create incentives for maintenance and/or improvements to historical structures.	Cultural & Historic Resources, Land Use	Historical Commission, Planning Board
44	Adopt design criteria relating to roadway improvements and alterations; coordinate procedures between the Highway Department, Board of Selectment and the Planning Board.	Cultural & Historic Resources, Transportation, Land Use	Planning Board, Department of Public Works
45	Complete scenic roads inventory, including descriptions and photo documentation of scenic roads.	Cultural & Historic Resources, Transportation, Land Use	Planning Board, Historical Commission, Tree Warden
46	Establish an Economic Development Committee.	Economic Development	Board of Selectmen
47	Encourage commercial investment along Routes 110 and 40.	Economic Development	Economic Development Committee
48	Examine potential reuse of the granite quarries along Route 40.	Economic Development	Economic Development Committee, Town Planner
49	Work with NMCOG to streamline the local permitting process.	Economic Development	Planning Board
50	Designate and publicize a point-of-contact for business development at Town Hall.	Economic Development	Town Manager
51	Prepare a Development Master Plan for the Route 40 area based on the evaluation of available resources and a review of current zoning.	Economic Development, Land Use	Planning Board
52	Designate a specific area within the Industrial Highway District as a Chapter 43D Priority Development Site, access planning funds through the Interagency Permitting Board.	Economic Development, Land Use	Planning Board, Board of Selectmen
53	Attract "green" (environmentally responsible and emerging) industries and institute design guidelines.	Economic Development, Natural Resources, Land Use	Economic Development Committee
54	Establish and conduct periodic reviews of Westford's Special Act Charter.	Governance	Board of Selectmen
55	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."	Governance	Board of Selectmen
56	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.	Governance	Board of Selectmen
57	Where feasible, implement the recommendations of board- and committee- commissioned studies.	Governance	Board of Selectmen
58	The current policy regarding appointment of citizens to committees should be reviewed with the intention of increase participation by a wider representation of residents.	Governance	Board of Selectmen, Town Moderator
59	Provide procedural manuals and training, as needed, for all standing boards, commissions, and committees.	Governance, Community Facilities & Services	Town Manager, Town Counsel

60	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.	Housing	Board of Selectmen, Housing Partnership
61	Invest in sidewalk improvements within the villages and connecting the villages to adjacent neighborhoods.	Housing	Department of Public Works
62	Consider Neighborhood Conservation Districts in Westford's villages.	Housing	Historical Commission
63	Maintain five-year updates of Westford's Affordable Housing Plan so that it continues to qualify for approval under the Housing Production Plan program.	Housing	Housing Partnership
64	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.	Housing	Housing Partnership, Board of Selectmen
65	Seek opportunities to use CPA funds for projects that preserve historic homes and also create permanently affordable housing units.	Housing	Housing Partnership, Historical Commission, Community Preservation Committee
66	Provide more ways to develop both affordable units and market-rate units that meet the needs of a variety of households.	Housing	Planning Board
67	Remove the existing affordable housing requirement from the Flexible Development bylaw and establish a new inclusionary zoning bylaw.	Housing	Planning Board
68	Seek opportunities to create small pocket parks in neighborhoods inadequately served by open space or recreation areas.	Housing	Planning Board, Parks and Recreation Commission
69	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.	Housing	Zoning Board of Appeals
70	Continue to work toward meeting the 10% affordable housing or 1.5% land area minimum.	Housing, Land Use	Housing Partnership, Zoning Board of Appeals
71	Allow upper-story dwelling units in the B and BL Districts.	Land Use	Planning Board
72	Reduce the minimum lot area and minimum frontage in the B District in order to reduce the number of non-conforming lots and structures.	Land Use	Planning Board
73	Establish design guidelines and a Design Review Committee to improve the appearance of commercial and industrial districts.	Land Use, Economic Development	Planning Board
74	Improve coordination and communication between town boards and officials with development review responsibilities.	Land Use, Economic Development	Planning Board, Conservation Commission, Board of Health, ZBA, Historical Commission
75	Allow vertical and horizontal mixed-use development in the CH District.	Land Use, Housing, Economic Development	Planning Board
76	Identify existing town-owned parcels that may be suitable for development as small pocket or neighborhood parks.	Land Use, Natural Resources	Parks and Recreation Department
77	Establish a Rural Residential District.	Land Use, Natural Resources	Planning Board
78	Explore new zoning to protect important parcels such as a Transfer of Development Rights bylaw, with designated sending and receiving zones.	Land Use, Natural Resources	Planning Board
79	Reorganize, update, simplify and clarify the Flexible Development bylaw, integrate the OSRD bylaw within Flexible Development; clarify and improve upon existing bylaw definitions.	Land Use, Natural Resources	Planning Board
80	Review zoning to encourage growth in areas where existing infrastructure can support it rather than develop existing open space.	Land Use, Natural Resources	Planning Board
81	Adopt landscaping techniques to protect natural resources.	Land Use, Natural Resources	Planning Board, Conservation Commission
82	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.	Land Use, Natural Resources, Community Facilities & Services, Land Use	Town Manager, Town Planner, GIS Coordinator
83	Encourage development of villages or mixed-use overlays to promote pedestrian, rather than vehicular, accessibility to services and resources.	Land Use, Natural Resources, Transportation	Planning Board
84	Set standards commensurate with state standards on water quality and determine methods to achieve mitigation of problem areas.	Natural Resources	Board of Health
85	Expand water quality monitoring program to include monitoring of Great Ponds and other water bodies.	Natural Resources	Board of Health, Conservation Commission
86	Review Water Resource Protection Overlay District, amend to include more specific performance standards.	Natural Resources	Board of Health, Planning Board
87	Develop formal policy for notifying interested parties when land is being removed from Chapter 61 status	Natural Resources	Board of Selectmen, Conservation Commission
88	Prepare site-specific management plans for town-owned conservation lands, including town forest land.	Natural Resources	Conservation Commission

89	Establish policies for tree protection, tree maintenance, tree replacement on town owned land and new subdivision and site plan proposals. Review local regulations.	Natural Resources	Tree Warden, Planning Board,
90	Provide incentives for developers to contribute to the town's open space goals.	Natural Resources, Land Use	Planning Board
91	Continue and expand multidisciplinary public health programs, including public education programs in environmental protection, environmental quality, and public health.	Natural Resources, Community Facilities & Services	Board of Health
92	Establish East Boston Camps advisory committee to the Conservation Commission, composed of town officials and residents.	Natural Resources, Community Facilities & Services	Conservation Commission
93	Increase conservation staff to oversee growing inventory of town-owned and town-maintained (e.g., conservation restriction trails) conservation land.	Natural Resources, Facilities & Services	Conservation Commission
94	Clarify and strengthen conservation-related bylaws under the purview of the Conservation Commission.	Natural Resources, Land Use	Conservation Commission
95	Continually reassess Westford's priorities for acquiring or otherwise protecting additional conservation land.	Natural Resources, Land Use	Conservation Commission
96	Identify and establish standards for areas that are environmentally sensitive to development, e.g. water supply, habitat preservation.	Natural Resources, Land Use	Conservation Commission, Planning Board
97	Continue to implement National Pollution Discharge Elimination System (NPDES) Phase II requirements and DEP Stormwater Management Policy.	Natural Resources, Land Use	Department of Public Works
98	Monitor the effectiveness of stormwater/low impact development (LID) bylaw; review for consistency with DEP Stormwater Management Handbook and regulations.	Natural Resources, Land Use	Planning Board, Conservation Commission, Department of Public Works
99	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.	Transportation	Board of Selectmen
100	Form a permanent sidewalk committee to develop and implement an updated sidewalk plan.	Transportation	Board of Selectmen
101	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.	Transportation	Board of Selectmen, Department of Public Works
102	Provide emergency vehicle detection at all existing and proposed traffic signals in Westford.	Transportation	Board of Selectmen, Department of Public Works
103	Provide safety and operational improvements at the Route 40 intersections with Oak Hill Road, and provide pedestrian and bicycle accommodation with any proposed improvements.	Transportation	Board of Selectmen, Department of Public Works
104	Study and implement improvements at Plain Road and Depot Street intersection.	Transportation	Board of Selectmen, Department of Public Works
105	Update and implement the Route 110 Master Plan and use it as a framework for regulating all development within the corridor.	Transportation	Board of Selectmen, Planning Board
106	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.	Transportation	Board of Selectmen, Planning Board
107	Enhance and publicize the town's existing pedestrian trail network; provide signage along the trails.	Transportation	Conservation Commission
108	Develop and implement a Pedestrian and Bicycle Circulation Plan.	Transportation	Department of Public Works
109	Adopt a policy to provide on-road bicycle accommodation on the major thoroughfares by increasing shoulder widths when roadways are reconstructed.	Transportation	Department of Public Works
110	Implement the sidewalks recommendations contained in the Route 110 Master Plan.	Transportation	Department of Public Works
111	Prioritize sidewalk construction based on a set of criteria that reflect the importance of an area to the overall town's pedestrian network.	Transportation	Department of Public Works
112	Upgrade traffic signage in the town to conform to current state and federal standards.	Transportation	Department of Public Works
113	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.	Transportation	Department of Public Works
114	Provide directional and informational signs to improve circulation in Westford Center.	Transportation	Department of Public Works
115	Encourage employers to provide subsidies to employees to encourage ridership.	Transportation	Economic Development Committee
116	Encourage use of private shuttle bus services by employers	Transportation	Economic Development Committee
117	Establish Traffic Management Associations (TMAs).	Transportation	Economic Development Committee

118	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.	Transportation	Planning Board
119	Provide pedestrian connections between offices and retail areas.	Transportation	Planning Board
120	Review existing zoning requirements for minimum parking for possible reduction in the number of required parking spaces.	Transportation	Planning Board
121	Adopt a policy to enforce and monitor the implementation of TDM measures to effectively reduce peak hour trips on the affected roadways.	Transportation	Planning Board
122	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.	Transportation	Planning Board
123	Continue existing policy requiring construction of sidewalks in new subdivisions.	Transportation	Planning Board
124	Adopt the Massachusetts Safe Routes to Schools Program.	Transportation	School Committee
125	Encourage employers to offer flexible work hours.	Transportation	Town Manager
126	Adopt a policy that requires traffic monitoring of developments after opening.	Transportation, Land Use, Governance	Planning Board