

	<b>Action Item</b>	<u>Natural Resources &amp; Open Space</u>	<u>Cultural &amp; Historic Resources</u>	<u>Land Use &amp; Zoning</u>	<u>Housing &amp; Neighborhoods</u>	<u>Economic Development</u>	<u>Transportation &amp; Pedestrian Circulation</u>	<u>Community Facilities &amp; Services</u>	<u>Governance</u>
1	Evaluate the needs, options, and feasibility of renovating and expanding Town Hall.		<b>x</b>					<b>x</b>	
2	Establish an Economic Development Committee.					<b>x</b>			
3	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.	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>
4	Establish design guidelines and a Design Review Committee to improve the appearance of commercial and industrial districts.			<b>x</b>		<b>x</b>			

5	Expand water quality monitoring program to include monitoring of Great Ponds and other water bodies.	x							
6	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.	x		x				x	
7	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							x	

	<p>maintenance, parkland and cemetery maintenance, solid waste and recycling, sewerage collection, and water.</p>								
8	<p>Establish a Capital Planning Committee.</p>							<b>x</b>	
9	<p>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.</p>						<b>x</b>		
10	<p>Expand the Westford Historical Commission's role in town planning.</p>		<b>x</b>	<b>x</b>					
11	<p>Adopt a policy that requires traffic monitoring of</p>			<b>x</b>			<b>x</b>		<b>x</b>

	developments after opening.								
12	Evaluate the needs, options, and feasibility of renovating and expanding the J.V. Fletcher Library.		<b>x</b>					<b>x</b>	
13	Institute energy audits and monitoring energy and water use in municipal and school buildings.							<b>x</b>	
14	Complete a comprehensive cultural resource inventory.		<b>x</b>						
15	Train staff in accessioning, storing, and preserving of permanent historical records.		<b>x</b>						
16	Identify an appropriate location and construct Archives Center.		<b>x</b>					<b>x</b>	
17	Support the cultural goals, objectives, and annual action plans of the J. V.		<b>x</b>					<b>x</b>	



23	Invest in sidewalk improvements within the villages and connecting the villages to adjacent neighborhoods.				<b>x</b>				
24	Make the demolition delay bylaw more effective.		<b>x</b>						
25	Allow vertical and horizontal mixed-use development in the CH District.			<b>x</b>	<b>x</b>	<b>x</b>			
26	Establish a Rural Residential District.	<b>x</b>		<b>x</b>					
27	Improve coordination and communication between town boards and officials with development review responsibilities.			<b>x</b>		<b>x</b>			
28	Adopt landscaping techniques to protect natural resources.	<b>x</b>		<b>x</b>					
29	Explore new zoning to protect important parcels such as a Transfer of	<b>x</b>		<b>x</b>					

	Development Rights bylaw, with designated sending and receiving zones.								
30	Reorganize, update, simplify and clarify the Flexible Development bylaw, integrate the OSRD bylaw within Flexible Development; clarify and improve upon existing bylaw definitions.	<b>x</b>		<b>x</b>					
31	Review zoning to encourage growth in areas where existing infrastructure can support it rather than develop existing open space.	<b>x</b>		<b>x</b>					
32	Encourage development of villages or mixed-use overlays to promote pedestrian, rather than vehicular, accessibility to services and resources.	<b>x</b>		<b>x</b>			<b>x</b>		

33	Establish policies for tree protection, tree maintenance, tree replacement on town owned land and new subdivision and site plan proposals. Review local regulations.	x							
34	Review Water Resource Protection Overlay District, amend to include more specific performance standards.	x							
35	Provide incentives for developers to contribute to the town's open space goals.	x		x					
36	Increase conservation staff to oversee growing inventory of town-owned and town-maintained (e.g., conservation restriction trails) conservation land.	x						x	
37	Clarify and strengthen conservation-related	x		x					



	bylaws under the purview of the Conservation Commission.								
38	Continue to implement National Pollution Discharge Elimination System (NPDES) Phase II requirements and DEP Stormwater Management Policy.	<b>x</b>		<b>x</b>					
39	Adopt a policy to provide on-road bicycle accommodation on the major thoroughfares by increasing shoulder widths when roadways are reconstructed.						<b>x</b>		
40	Adopt the Massachusetts Safe Routes to Schools Program.						<b>x</b>		
41	Identify deficiencies and improve the geometry, roadway width and pavement surfaces of main travel corridors in						<b>x</b>		

	Westford in order to reduce traffic through residential neighborhoods.								
42	Provide emergency vehicle detection at all existing and proposed traffic signals in Westford.						<b>x</b>		
43	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.						<b>x</b>		
44	Update and implement the Route 110 Master Plan and use it as a framework for regulating all development within the corridor.						<b>x</b>		







	members, review each board's goals and the "state of the town."								
59	Seek opportunities to use CPA funds for projects that preserve historic homes and also create permanently affordable housing units.				<b>x</b>				
60	Develop formal policy for notifying interested parties when land is being removed from Chapter 61 status	<b>x</b>							
61	Set standards commensurate with state standards on water quality and determine methods to achieve mitigation of problem areas.	<b>x</b>							
62	Establish East Boston Camps advisory committee to the Conservation Commission, composed of town	<b>x</b>						<b>x</b>	

	officials and residents.								
63	Monitor the effectiveness of stormwater/low impact development (LID) bylaw; review for consistency with DEP Stormwater Management Handbook and regulations.	<b>x</b>		<b>x</b>					
64	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.						<b>x</b>		
65	Develop and implement a Pedestrian and Bicycle Circulation Plan.						<b>x</b>		
66	Encourage employers to provide subsidies to employees to encourage ridership.						<b>x</b>		





	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.								
72	Upgrade traffic signage in the town to conform to current state and federal standards.						<b>x</b>		
73	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.				<b>x</b>				
74	Inventory historic homes and other buildings that may		<b>x</b>						

	not lie within current National Register districts.									
75	Encourage employers to offer flexible work hours.							<b>x</b>		
76	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.							<b>x</b>		
77	Analyze the cost and benefits of grant funding and, if feasible, pursue a regional Grants Manager position.								<b>x</b>	
78	Consolidate municipal and school administrative functions in one location, providing employees with sufficient space, equipment and training to efficiently perform work								<b>x</b>	<b>x</b>



	each board and/or committee and introduce new members.								
83	Implement the recommendations of the Fire Services Organizational Analysis (2007).							<b>x</b>	
84	Investigate having general government offices open one night per week to accommodate residents who work out of town during normal business hours.							<b>x</b>	
85	Establish a process for identifying surplus municipal property and implement a decommissioning and reuse plan for old or abandoned town facilities.			<b>x</b>				<b>x</b>	<b>x</b>
86	Work with neighborhood groups to encourage pride in ownership		<b>x</b>						



	including those with ongoing responsibilities. Committees that have completed their charge should be discharged. Other committees may be reorganized or merged.								
92	Where feasible, implement the recommendations of board- and committee-commissioned studies.								<b>x</b>
93	Consider Neighborhood Conservation Districts in Westford's villages.				<b>x</b>				
94	Provide a streamlined comprehensive permit review process for developers proposing more than the minimum required number of				<b>x</b>				

	affordable units in areas identified by the town as appropriate for higher-density housing.								
95	Provide more ways to develop both affordable units and market-rate units that meet the needs of a variety of households.				<b>x</b>				
96	Remove the existing affordable housing requirement from the Flexible Development bylaw and establish a new inclusionary zoning bylaw.				<b>x</b>				
97	Seek opportunities to create small pocket parks in neighborhoods inadequately served by open space or recreation areas.				<b>x</b>				
98	Support direct sponsorship of affordable housing construction where appropriate, and				<b>x</b>				

	partner with the Department of Housing and Community Development (DHCD) where feasible for assistance with such initiatives.								
99	Allow upper-story dwelling units in the B and BL Districts.			<b>x</b>					
100	Reduce the minimum lot area and minimum frontage in the B District in order to reduce the number of non-conforming lots and structures.			<b>x</b>					
101	Identify existing town-owned parcels that may be suitable for development as small pocket or neighborhood parks.	<b>x</b>		<b>x</b>					
102	Prepare site-specific management plans for town-owned conservation lands, including town forest land.	<b>x</b>							



103	Continually reassess Westford's priorities for acquiring or otherwise protecting additional conservation land.	x		x					
104	Adopt a policy to enforce and monitor the implementation of TDM measures to effectively reduce peak hour trips on the affected roadways.						x		
105	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.						x		
106	Encourage use of private shuttle bus services by employers						x		
107	Enhance and publicize the town's existing pedestrian trail network;						x		

	provide signage along the trails.								
108	Establish Traffic Management Associations (TMAs).						<b>x</b>		
109	Form a permanent sidewalk committee to develop and implement an updated sidewalk plan.						<b>x</b>		
110	Provide directional and informational signs to improve circulation in Westford Center.						<b>x</b>		
111	Study and implement improvements at Plain Road and Depot Street intersection.						<b>x</b>		
112	Continue investigating available state matching grant programs for historic preservation from the MHC as well as local CPA funds.		<b>x</b>						

113	Continue and expand multidisciplinary public health programs, including public education programs in environmental protection, environmental quality, and public health.	x						x	
114	Implement the Budget Development Policies recommended by the Long-Range Fiscal Policy Committee.							x	
115	Continue existing policy requiring construction of sidewalks in new subdivisions.						x		
116	Integrate the Parks and Recreation Master Plan, the School Department's Five-Year Capital Plan, the Fire Services Organizational							x	

	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.								
117	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.								X
118	Continue to work toward meeting the 10% affordable housing or 1.5% land area minimum.			X	X				
119	Continue to implement the Town's Pre-Disaster Mitigation Plan through public education,								X



