

### Implementation Strategy – Updated 3-1-2011

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS			
Recommendation <sup>1</sup>	Responsibility	Timeframe	Resolved?
<i>Economic Development</i>			
Create Economic Development Commission or Task Force to promote economic development.	Board of Selectmen/ Business Community	Short-Term	Done – vote 9-5-06
Improve access to Hartwell Street Industrial District.	Board of Selectmen/DPW	Long-Term	
With the cooperation of the Massachusetts Highway Department, prepare Master Plan to re-develop the Route 12 Corridor as a community Gateway. This should include beautification elements, such as landscaping, pedestrian connections, and underground wiring.	Board of Selectmen/DPW/ Town Wide Planning Committee (TWPC)/ Municipal Light Dept.	Medium-Term	Done – vote 9-5-06
Implement the Route 12 Master Plan.	Board of Selectmen/DPW	Long-Term	
Identify regional economic development strengths and target sectors that are a good fit with the Town’s work force and infrastructure assets.	Economic Development Task Force (EDTF)/Board of Selectmen	Medium-Term	
Encourage small business development	EDTF	Short-Term	
Improve coordination among municipal boards and departments	Town Administrator	On-going	
Become active in regional and state economic development planning.	TWPC/EDTF	Short-Term	
Become a member of an Economic Target Area (ETA).	Board of Selectmen/EDTF	Medium-Term	
Develop a marketing program to promote West Boylston as a desirable location for business.	EDTF	Medium-Term	Done – vote 3-1-11
Develop tourism as an economic engine	EDTF	On-going	
Hold community fairs and special events.	EDTF	On-going	
Inform local employers of technical and financial resources to improve skills of local work force.	EDTF	Short-Term	
Provide lending sources and technical assistance to small businesses.	EDTF	Short-Term	

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Create non-profit Economic Development Alliance with neighboring towns.	Board of Selectmen/EDTF	Long-Term	
<i><b>Housing</b></i>			
Investigate the potential use of the land purchased near the Jail for affordable housing.	Housing Partnership/Town Administrator	Long-Term	
Seek funding to build additional rental units for low and moderate-income households.	Housing Authority/Housing Partnership/Affordable Housing Trust	Medium-Term	
Form collaborative relationships to increase the use of project-based Section 8 certificates and vouchers.	Housing Authority/ Resources for Communities and People (RCAP)	Medium-Term	
Promote additional Local Initiative Program (LIP) projects.	Housing Partnership/Board of Selectmen	Short-Term	Angell Brook project was done
Create a non-profit housing trust, or work with an existing organization, to raise funds for affordable housing activities.	Board of Selectmen/ Housing Partnership	Medium-Term	Done – vote 9-1-09
Produce a housing production plan	Housing Partnership	Medium-Term	
Adopt an Incentive Zoning Bylaw to encourage developers to provide housing for low and moderate-income households in new developments.	Planning Board	Short-Term	Done – vote 10-3-06
Increase awareness of community housing needs, educate the community on affordable housing needs, and work to assist first time home buyers	Housing Partnership	On going	
Identify land in tax delinquency that may be suitable for housing and offer to first-time homebuyers.	Housing Partnership	On-going	
Revise Zoning Bylaw requirements for multi-family housing to include standards for design, neighbor-hood compatibility, and environmental protection. Increase density to four units per acre.	Planning Board	Short Term	Done – vote 10-3-06

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Evaluate the existing building stock for opportunities to rehabilitate structures for affordable housing.	Housing Partnership	On-going	
Promote the use of accessory apartments to create units for low and moderate-income renters.	Housing Partnership/Planning Board	Short-Term	
Use a “limited development” approach to create some affordable units and preserve open space. (Cluster zoning)	Conservation Commission/ Planning Board/Open Space Committee	Medium-Term	Done – voted 3-1-11
Apply for funds to start a housing rehab program.	Town Administrator	Medium-Term	Applied for and denied
Consider adoption of the Community Preservation Act to acquire open space, protect historic resources, and create affordable housing.	Board of Selectmen/ Conservation Commission/ Housing Partnership	Medium-Term	Done – vote 9-4-07
<b><i>Open Space and Recreation</i></b>			
Provide input into decisions on future uses of DCR and county-owned land to ensure they remain open and accessible for recreational use.	Board of Selectmen/Open Space Committee/Parks Commission	On-Going	
Establish a long-range plan to ensure the preservation of lands under Chapters 61, 61A, and 61B, and support the agricultural use of DCR land.	Open Space Committee/ Board of Assessors	Medium-Term	Done – vote 9-4-07
Encourage greenway connections throughout the town, such as wildlife corridors and walking trails.	Open Space Committee/ West Boylston Land Trust	On-Going	
Extend the Rail Trail along the Quinapoxet River and up to Sterling, possibly along Pleasant Street.	Wachusett Greenways/ Open Space Committee	Short-Term	
Amend the Zoning Bylaws to include provisions for Open Space development (Cluster Zoning).	Planning Board	Short-Term	
Improve enforcement of bylaws designed to protect the environment.	Town Administrator	Short-Term	

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Acquire open land by purchase or gift, and work with landowners to preserve sensitive resources through conservation restrictions.	West Boylston Land Trust	On-Going	
Acquire easements from landowners to link open space via natural corridors for hiking and wildlife routes.	West Boylston Land Trust	On-Going	
Protect privately owned wetlands by encouraging certification of vernal pools, utilizing students and volunteers such as Scouts.	Conservation Commission/ School Department	On-Going	
Coordinate open space preservation with historical preservation efforts.	Town Administrator/Open Space Committee/Historical Commission	On-Going	
Investigate the use of state grants to preserve historic and treasured landscapes.	Open Space Committee/ Historical Commission	On-Going	
Consider adoption of the Community Preservation Act to acquire open space, protect historic resources, and create affordable housing.	Board of Selectmen/ Conservation Commission/ Housing Partnership	Medium-Term	Done – vote 9-4-07
Take action to reduce the amount of unaccounted-for-water loss and increase water conservation.	Water District	On-Going	
Expand active recreational facilities and obtain additional land for recreation.	Parks Commission	Medium-Term	
Increase opportunities for passive recreation for seniors.	Parks Commission	Medium-Term	
Review all town recreation facilities for compliance with the Americans with Disabilities Act.	Parks Commission	Short-Term	
Prepare and implement a public education program to promote the wise use of the Town's open space and recreation facilities.	Open Space Committee/Parks Commission	On-Going	
Publicize the availability of the public composting area and expand hours of operation.	Superintendent of Streets and Parks	On-going	Improvements noted: 6-10-08
Assess interest in formation of community gardens and look for an appropriate site.	Parks Commission	Short-Term	
Construct sanitary facilities at high use public areas, e.g. Goodale	Parks Commission	Medium-Term	

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Park, Woodland Park and the Rail Trail.			
Provide adequate buffers between parks used for active recreation and residential zones.	Parks Commission/Planning Board	Short-Term	
Provide maps showing availability and location of recreational facilities.	Parks Commission/Open Space Committee	Short-Term	
Develop and implement rules/regulations and fees for use of Park facilities.	Parks Commission	Short-Term	Done – vote 6-10-08
Develop Operation and Maintenance Plans for active recreation areas to keep facilities in good condition.	Parks Commission/DPW	Short-Term	
Seek additional recreational access on DCR land.	Parks Commission	On-Going	
Seek long-term leases for town athletic fields that are located on DCR land.	Parks Commission	Medium-Term	
Improve pedestrian facilities, especially to commercial areas, including the installation of sidewalks along the southern part of Route 12.	Board of Selectmen	Long-Term	
Improve walking trails for the disabled and senior citizens.	Parks Commission	Medium-Term	
Expand the availability of infant and toddler facilities at Pride Park and Woodland Park.	Parks Commission	Medium-Term	Pride Park Done – vote 6-10-08
Develop historic/interpretive side trails along the Rail Trail.	Wachusett Greenways/Open Space Committee	Medium-Term	
Retain and maintain the scenic pine grove in Goodale Park.	Parks Commission	On-Going	
Provide a safe public swimming area for residents.	Parks Commission	Long-Term	
Provide information to town officials and citizens about tax and other benefits of open space.	West Boylston Land Trust	Short-Term	
Provide training to local officials dealing with open space, recreation, and water, so that laws relating to land use are consistently enforced.	Town Administrator	Short-Term	Done – vote 9-4-07

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Improve coordination among boards whose decisions affect open space and ensure that the Planning Board gets input from other officials during the site plan review and subdivision review process.	Town Administrator	Short-Term	
Preserve the current amount of town-owned open space, especially that around the Mixter Building.	Parks Commission	On-Going	
Assess town-owned property that is unusable (i.e. steep slopes and wetlands), and invite DCR to swap such properties for flat usable areas.	Town Administrator/Parks Commission/Conservation Commission	Medium Term	
Establish a policy of notifying the Conservation Commission when land under Chapter 61, 61A, or 61B is being considered for removal.	Town Administrator/ Board of Assessors	Short-Term	Done – vote 9-4-07
<p><i>Specific Recreation Projects:</i></p> <p>Develop new football field.</p> <p>Rebuild bleachers at All Purpose Field.</p> <p>Acquire landfill property from Selectmen and develop plans for recreational use.</p> <p>Renovate Town Pool.</p> <p>Obtain additional practice fields e.g. a parcel of DCR land north of Edwards School, and athletic fields adjacent to John Augustus Hall on Beaman Street.</p> <p>New dugouts, safety fence on Goodale Street, and add lights at Softball Field.</p> <p>Construct dugouts at A and B fields.</p> <p>Construct additional parking areas at Goodale Park.</p> <p>Re-grade and extend irrigation, construct dugouts, and add lights at baseball field.</p> <p>Repair or re-construct tennis and basketball courts at Goodale Park.</p> <p>Install bathroom facilities at Goodale Park and Woodland Park.</p> <p>Continue to investigate additional land to acquire for parks and</p>	Parks Commission	On-Going	<p>A field complete: vote 6-10-08</p>

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recreation.			
Update the 5-Year Open Space and Recreation Plan upon its expiration to keep the Town eligible for state and federal funds.	Open Space Committee	Medium-Range	
<b><i>Transportation</i></b>			
Create a Transportation Committee to study needs and implement targeted improvements, i.e. the Route 12 Corridor reconstruction, sidewalk and trail projects, and remedies at high crash locations.	Board of Selectmen	Short-Term	Done – vote 9-5-06
With the cooperation of the Massachusetts Highway Department, prepare Master Plan to re-develop the Route 12 Corridor as a community Gateway. This should include beautification elements, such as landscaping, pedestrian connections, and underground wiring.	Board of Selectmen/DPW/ Town Wide Planning Committee (TWPC)	Medium-Term	Done – vote 9-5-06
Implement the Route 12 Master Plan.	Board of Selectmen/DPW	Long-Term	
Adopt a Pavement Management Program to insure the continuing upkeep of streets and walkways.	DPW	Medium Term	
Develop a plan to improve and construct sidewalks and promote bicycling activity through expansion of the trail system. Improve walking systems near schools and construct sidewalks along Route 12 to insure pedestrian safety along this busy roadway.	Board of Selectmen/DPW/ Planning Board	Medium Term	
Implement recommendations in other plans to enhance local and regional trail systems.	Open Space Committee	On-Going	
Review Subdivision street width standards to determine if narrower streets are feasible without compromising public safety.	Planning Board	Short-Term	Done – vote 12-4-07
Review Subdivision Regulations to improve street connectivity.	Planning Board	Short-Term	Done – vote 12-4-07
At high accident locations, undertake analysis of traffic patterns and design improvements to reduce accident rates.	DPW	On-going	

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Participate in regional transportation planning activities, especially the Transportation Committee of the CMRPC and the Metropolitan Planning Organization (MPO) to keep abreast of regional projects that may affect the Town and insure that Town projects are advanced.	Board of Selectmen/Town Administrator/Planning Board	On-going	
Participate in planning studies that consider a new I-190 interchange at Malden St. in Holden to represent the Town's opposition to the proposal.	Board of Selectmen/Town Administrator/TWPC	Long-Term	
Improve access to Hartwell Street Industrial District.	Board of Selectmen/DPW	Long-Term	
Install curb ramps to provide barrier-free access to community facilities.	Board of Selectmen/DPW	Long-Term	
Open a dialogue with the WRTA to seek improved transit services for West Boylston.	Board of Selectmen	Short-Term	
<b><i>Land Use</i></b>			
Adopt a new Zoning Map with Assessors parcels as the base.	Planning Board	Short-Term	Reviewed: no action recommended – 12-4-07
Investigate the feasibility of creating Village zoning districts for Oakdale, Pinecroft and the Town Center to insure future development is compatible with the village character of each area.	Planning Board	Medium-Term	
Revise the Schedule of Use Regulations to insure appropriate land uses are allowed in each district.	Planning Board	Short-Term	
Adopt a cluster development bylaw to preserve open space, preserve natural resource functions, and allow for a more compact development form.	Planning Board	Short-Term	
Increase the permitted density of multiple family developments in the GR district now that sewers are available. (From 2 to 4 units per acre)	Planning Board/Housing Partnership	Medium-Term	Done vote 10-3-06
Study the feasibility of allowing Mixed Use projects, especially	Planning Board	Medium-Term	

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in existing villages.			
Consider prohibiting single-family homes in Business districts to minimize conflicts between incompatible land uses.	Planning Board	Short-Term	Reviewed: no action recommended – 12-4-07
Develop a water and sewer policy that manages growth.	Planning Board/DPW/West Boylston Water District	Medium-Term	Sewer done – vote 6-10-08
Reduce the minimum lot size in Industrial districts from 5 acres to 2 acres.	Planning Board	Short-Term	Done vote 10-3-06
Insure adequate resources are allocated for zoning enforcement.	Board of Selectmen	On-Going	Done – vote 9-4-07
Undertake a thorough revision of the Zoning Bylaw to insure consistency with the Plan.	Planning Board/Board of Selectmen/ZBA	Short-Term	
<b><i>Municipal Facilities</i></b>			
Public Safety Building: Combine Police, Fire and Dispatch departments at the Shepard Building.	Board of Selectmen	Medium-Term	
Streets and Parks Building: Construct a new building on former County land; combine with Municipal Light Plant building.	Board of Selectmen/DPW/Light Department	Medium-Term	
Town Hall: Convert Bancroft Building to town office building.	Board of Selectmen	Medium-Term	
Senior Center: Demolish Mixer Building and find a new home for the Senior/Community Center with a large function room. This will make room for new playing fields and future building use.	Board of Selectmen/Council on Aging	Long-Term	
<i>Other Needs:</i>  Build new light plant building with cost borne out of revenues. Reuse the existing light plant building by school department or other town offices. Purchase land near the Library for parking purposes. Construct an addition to Edwards School.	Town Meeting/Board of Selectmen and:  Light Department  School Department  Library Commission	Schedule to be determined	

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Repair or replace the Town Pool. Build new playing fields. Acquire land for cemetery. Construct permanent toilets for parks.	School Department Parks Commission Parks Commission Cemetery Commission Parks Commission		
Investigate a centralized maintenance system responsible for maintaining all Town buildings and facilities.	Town Administrator	Long-Term	
<b><i>Municipal Finance</i></b>			
Initiate a budget process that is open to public scrutiny and involves all boards and departments. Present budget recommendations in layman's terms and identify impacts on citizens and Town programs.	Board of Selectmen/ Finance Committee/ Town Administrator	On-Going	
Include capital improvement funds in all yearly budgets. Insure building and facility maintenance costs are properly accounted for each year.	Finance Committee	On-Going	
Implement the municipal building plan contained in this Master Plan as soon as finances allow.	Board of Selectmen Town Administrator	Long-Term	
Form a permanent Capital Planning Committee to assist the Town in planning for, administering, and prioritizing capital improvement needs.	Board of Selectmen	Short-Term	Done – vote 9-5-06
Improve relations with the DCR and seek their financial or technical support to achieve Town goals.	Board of Selectmen	On-Going	
Continue working for higher PILOT funds (Payment In Lieu Of Taxes) from State-owned lands.	Board of Selectmen	On-Going	
Open a dialogue with the new Sheriff to negotiate for payments to offset the Town's costs incurred by hosting the Jail.	Town Administrator	Short-Term	
Allocate Town funds, and/or apply for State grants, to help increase the Town's tax base.	Board of Selectmen Town Administrator	On-Going	
Explore new ways of providing Town services. (See Chapter 10.)	Town Administrator	On-Going	

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Seek to comply with State regulations to increase the Town's eligibility for grants and other payments.	Town Administrator	On-Going	
Communicate openly and work cooperatively with State agencies to insure the Town's interests are represented in State decision-making processes.	Board of Selectmen/ Town Administrator	On-Going	
Keep required planning efforts, such as the Open Space and Recreation Plan and the Housing Plan, up-to-date and meet any other requirements that make the Town eligible for State funds.	All Departments	On-Going	
Identify potential cost savings through regional service and purchasing proposals and work to gain the public's trust and support.	Board of Selectmen Town Administrator	On-Going	
Develop fiscal policies for the Town	Town Administrator/Finance Committee	On-going	

Note: If a task is completed and accepted by the Town Wide Planning Committee at one of their posted meetings, it shall be indicated under the column titled RESOLVED?