

# Town of Westwood

## Housing Production Plan



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## *Housing Vision*

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The Town of Westwood aims to be proactive in its efforts to plan and develop a diversified housing supply that best serves the varied needs of its residents. The Town aims to advance principles of housing choice, sustainability and affordability.

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## Introduction

The Town of Westwood has developed this Housing Production Plan (HPP) in compliance with Massachusetts Department of Housing and Community Development's 760 CMR 56.03(4) [Housing Production Plans]. This Plan was developed in coordination with the Town of Westwood Housing & Zoning Division, Housing Partnership, Planning Board, Select Board, and with input from residents through a survey and community workshop.

Per DHCD guidelines, a Housing Production Plan, or HPP, is a proactive strategy for planning and developing affordable housing. It should be developed with opportunities for the community to become informed of and influence the planning process and outcome. A HPP is an important tool for municipalities to plan for affordable housing development through a diverse housing supply. Municipalities that successfully adopt this approach to development of low-income and moderate-income housing are encouraged to identify and execute implementation strategies. HPPs may be certified by DHCD when a municipality that has not yet met its statutory minima on the Subsidized Housing Inventory (SHI) instead meets an interim goal and demonstrates steady progress towards hitting the statutory minima.

Regardless of the municipality's position on the SHI, a HPP can serve as a coordinated vision and strategy for housing development, with a particular focus on affordability. Westwood hopes to continue its history of progress and success in affordable housing development and utilize this HPP as a study document and planning tool that enables it to plan for a future that both preserves the Town's assets and achieves its vision for housing choice and affordability.

## About Westwood

The Town of Westwood is an 11 square mile community in Norfolk County located 12 miles southwest of Boston. The Metropolitan Area Planning Council categorizes Westwood as an "Established Suburb", which it defines as a residential suburb with mostly single-family homes on moderately sized lots, an affluent population, and limited but still present amounts of vacant developable land, multi-family housing, and commercial development.

Westwood boasts a beautiful suburban setting that offers residents access to multimodal transportation, diverse retail and commercial selection, excellence in education and passive recreation opportunities at conservation areas and municipal facilities. It is bordered by the municipalities of Needham to the north, Medfield and Dover to the west, Dedham to the east, and Norwood and Walpole to the south.

Westwood is proud to be "Open for Business", with over five hundred businesses across town contributing to the Town's economic health and providing jobs and retail opportunity to residents. The quality of the Town's schools is recognized statewide with students consistently scoring in top

percentiles on MCAS, and the overwhelming majority of students graduating from the high school continue to pursue higher education. Westwood's residents are conveniently located to both Interstate 95 and Route 1, which both run through the town. The town contains two train stations servicing major hubs; Islington station provides MBTA Commuter Rail service to Boston and Route 128 Station, which serves as the sole regional stop for AMTRAK high speed rail service to Boston, New York City, and Washington, D.C. as well as MBTA Commuter Rail trains to Boston and Providence. MBTA bus service operates on Washington Street through Islington Center with regular service to the MBTA Subway, via the Orange Line's terminal station at Forest Hills.

The Town of Westwood is governed by the Select Board, which is made up of three members who are elected for three-year overlapping terms. The Town adopted a Home Rule Charter, which provides for the Select Board, Open Town Meeting, and Town Administrator form of government. The Town of Westwood boasts high quality municipal services, with two libraries, a senior center, Youth & Family Services, first rate police and fire departments, recreational facilities and an array of other services available at Town Hall and Carby Street Offices.

# Housing Needs Assessment

## *Summary*

The Town of Westwood is a thriving suburban community that has seen significant transition in land use over the course of its nearly 125-year history. The town's development patterns are largely characterized by its relatively stable population, scattered vacant parcels, predominant single-family home zoning, and expected new growth in the form of infill or limited redevelopment.

## *Methodology*

Sources for this needs assessment included data from the US Census Bureau from 1930 – 2010, American Community Survey from 2011 – 2017, projections from the UMASS Donohue Institute, Department of Housing and Community Development's Subsidized Housing Inventory, the Warren Group, Building Permit records, and records from the Town Assessor. Technical assistance for data synthesis and aggregation was provided by the Center for Housing Data at Massachusetts Housing Partnership.

The majority of the data presented relied on the American Community Survey, or ACS. While the US Census is known to be the most comprehensive, accurate source of information, its decennial nature does not allow for updated figures, particularly at a point in time nearing the close of the decade. The ACS is an annual, continual survey conducted by the US Census Bureau and is widely regarded as a top source of housing and demographic information. Data in the US Census Bureau is generated by survey, with 3.5 million addresses randomly selected annually to receive a survey of housing, personal and community demographic information. The US Census Bureau recommends the ACS as a premier source for public officials when engaging in planning efforts and tracking yearly changes throughout their communities.

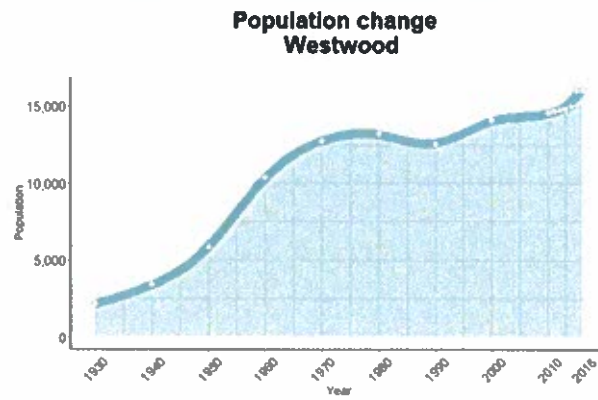
Even so, ACS data has a larger margin of error than the Census. Since the ACS is based on a sample, rather than a report of all households, the data is inherently limited in its ability to provide exact population counts in any particular category. Rather, the Census Bureau recommends that users rely on ACS data to identify estimates of the characteristics of a population, and cautions against drawing large conclusions about statistically small differences in data between two ACS estimates. This report seeks to identify general trends in Westwood's demographics: population, age, income, and housing statistics. The report uses the best data available at the time of writing and will provide a basis for the Town's analysis of 2020 Census data when it is published.

## Population & Demographic Analysis

### Total Population Changes

Westwood experienced sustained, significant growth in the period of time from 1930 and 1970, followed by a brief period of decline in the 1980s and continued growth through 2010 (Census, ACS).

### Westwood's population grew between 1930 and 1970

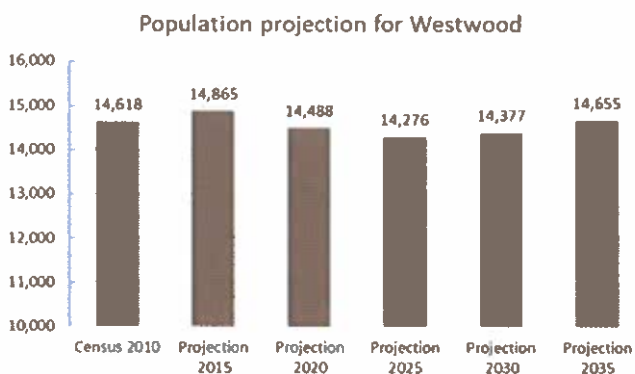


U.S. Census Bureau, Population Estimates Program



Figure 1: Population Change

### It is not expected to grow in the next 15 years



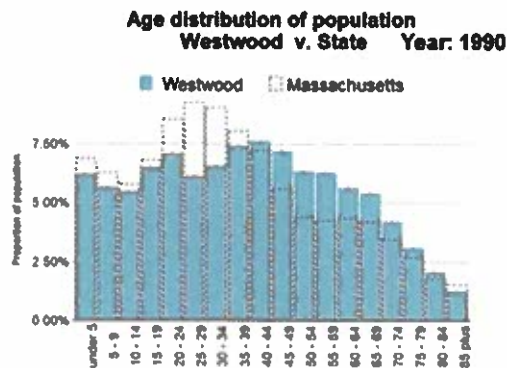
The population has remained stable since then. Using a projection model that accounts for the effects of mortality, migration, and fertility on population change, Westwood's population is not expected to grow significantly in the next 15 years (UMass Donohue Institute Population Projections). This projection does not consider the impact of local policy changes (i.e., zoning bylaw changes).

Figure 2: Population Projection

## Age

Age distribution in a community is an important consideration when evaluating housing supply and planning for future development. The presence or absence of certain age groups when compared to a statewide age distribution can yield valuable information about gaps in the current housing supply. In Westwood, the population has rapidly aged in recent decades.

**Since 1990, the percent of residents over 45 has increased**



U.S. Census Bureau, Decennial Census and American Community Survey

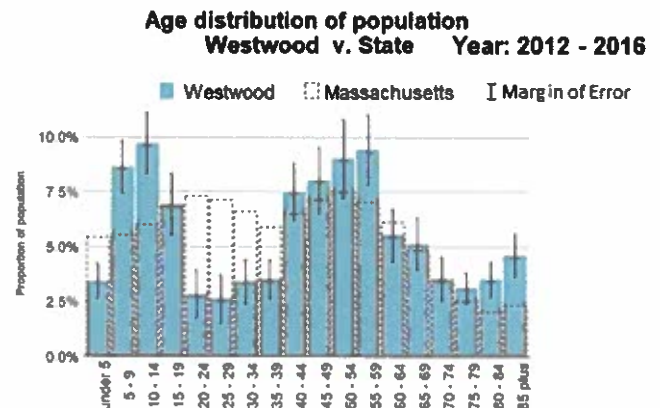
Figure 3: Age Distribution 1990

The median age increased by 4.7 years between 2000 and 2016, which outpaced the aging of the general statewide population (which only saw a 2.9-year increase).

The percentage of total residents over 45 has increased at a rate that also exceeds that of Massachusetts statewide, with a visible gap of people aged 20-39 that has grown consistently since 1990 (Census).



**Today, there are very few young adults**



U.S. Census Bureau, Decennial Census and American Community Survey

Figure 4: Age Distribution 2012-2016

What does this mean for Westwood? A healthy housing market offers a variety of housing options that meet the needs of all market groups, including affordable and flexible options for both young adults and senior citizens. If a town's housing supply does not meet that demand because it is too costly or lacks diversity of housing type, a stagnant market may result, with shifts in population that may not have occurred otherwise.

For example, according to the ACS, Westwood residents under the age of 4 have been declining; children aged 0-4 represented 7.80% of the population in 2000 and only 3.4% in 2016 (ACS). With an identified decline in the young adult (20-39) population, a decline in children aged 0-4 would seem to be an unsurprising correlated trend. The ACS data on children aged 0-4 isn't sufficient to identify either the scope of this decline or the





cause; it is possible that the ACS margin of error is responsible for inflating the decline, and certainly some of that decline may be consistent with demographic changes experienced statewide due to macro-level impacts such as the economy. Still, the trends are a useful data point when planning for residential development. Another notable observation is that Westwood has observed an increase in residents aged 65 and older. Senior citizens may be residing in their homes longer than expected for various reasons, including the 2008-2009 recession or the shortage of modest, “downsize” homes at reasonable prices. These identified trends show that Westwood must plan for meeting the housing needs of seniors by addressing overall supply, affordability, accessibility, and stability for existing residents who wish to remain in their homes.

In summary, the impact of an insufficient housing supply can ripple throughout a community, affecting not only households potentially excluded from a community but the infrastructure of the community itself as it plans for schools, programs and services.

## Race

Westwood’s population is less racially diverse than the statewide population, with 88.2% of residents identifying as white compared to 72.9% overall in Massachusetts (ACS). In Westwood, 8.8% of residents identify as Asian, which is higher than statewide figures of 6.2%. Black or African American, Hispanic or Latino, or multiracial individuals are all significantly underrepresented in Westwood compared to the general Massachusetts population.

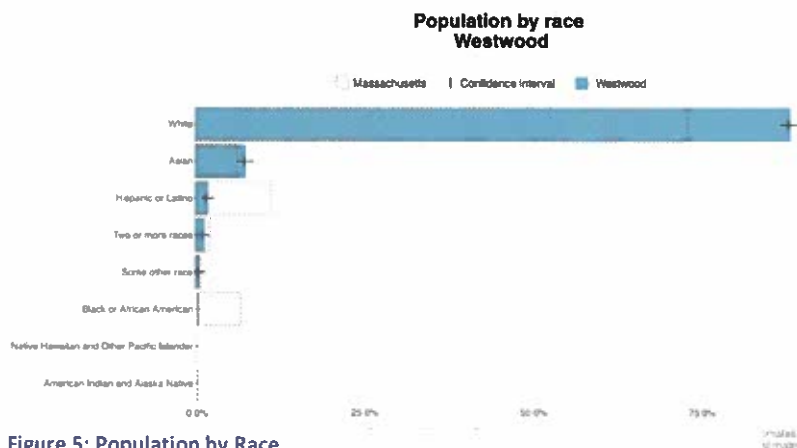


Figure 5: Population by Race

It is incumbent upon any municipality to plan for a housing supply that is inclusive to all residents regardless of race, color, national origin, gender, gender identity, sexual orientation, disability, ancestry, genetic information, marital status, veteran or active military status, age, familial status (i.e., children), and source of income (i.e., Section 8 voucher). State and federal law protect the rights of the groups against housing discrimination.

Through its town staff and Fair Housing Committee, Westwood is careful to monitor affordable housing distribution against the provisions of the Fair Housing Act and is prepared to respond as required to allegations of housing discrimination within the community and private market as required by state law. Fortunately, over the past three decades, few Fair Housing complaints have been filed in Westwood, and the Town has a history of supporting affordable housing development dating back to the mid-1970s. Regardless, decades of exclusionary lending practices by the federal government prior to the adoption of the Fair Housing Act in 1969 had lasting impacts on racial segregation in communities everywhere.

Planning for residential development and redevelopment in Westwood must seek to incorporate ways to mitigate inequities rather than perpetuate them. A housing supply that is diverse in affordability and type is most inclusive. Westwood’s early adoption of inclusionary zoning requirements, flexible multiple use overlays, and its history of affordable housing development for seniors and families are examples of its approach toward a more diverse housing stock. The Town will continue to support inclusive housing options for residents.

Income & Employment

According to ACS data, Westwood’s median household income is almost double the median income statewide, at \$140,355 in 2016. Of Westwood’s six adjacent towns, only Dover surpasses Westwood in median household income.

Westwood has a highly educated population, with educational attainment of bachelor’s degrees, graduate and professional degrees dramatically outpacing that of the state. Consequently, labor force participation is also high in Westwood, with lower unemployment rates than the state average and a greater total labor force as a percentage of population.

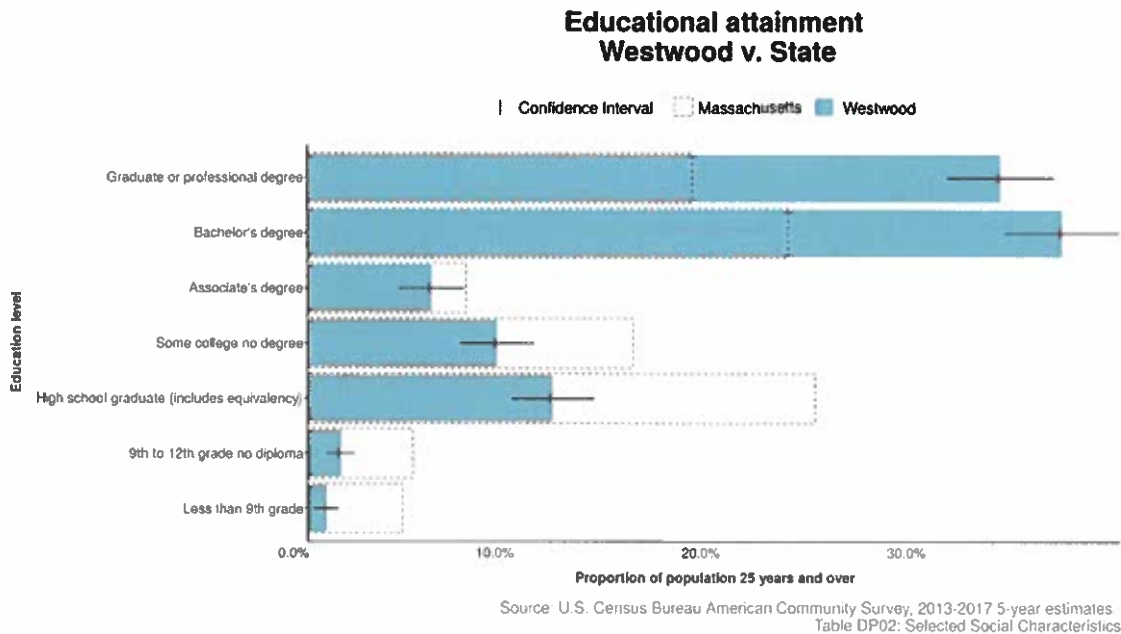


Figure 6: Educational Attainment

Despite this, a significant percentage of households in Westwood qualify as “cost burdened”, which according to the US Census Bureau, occurs when a household spends more than 30% of its income on housing costs. When a household spends more than 50% of its income on housing costs, it is designated as “severely cost burdened”. This metric is a measure of housing affordability on a household level, comparing the impacts of the overall housing market to the personal finances of the household.

In Westwood, renter households are more cost burdened (24.3%) and severely cost burdened (16%) than owner households (17.9% and 3.6%, respectively). With 21.5% of all owner households reporting some level of cost burden, these figures demonstrate that although homeownership is widely associated with increased financial stability and Westwood’s median income is high, a significant percentage of residents are not immune to the high costs of housing in Westwood.

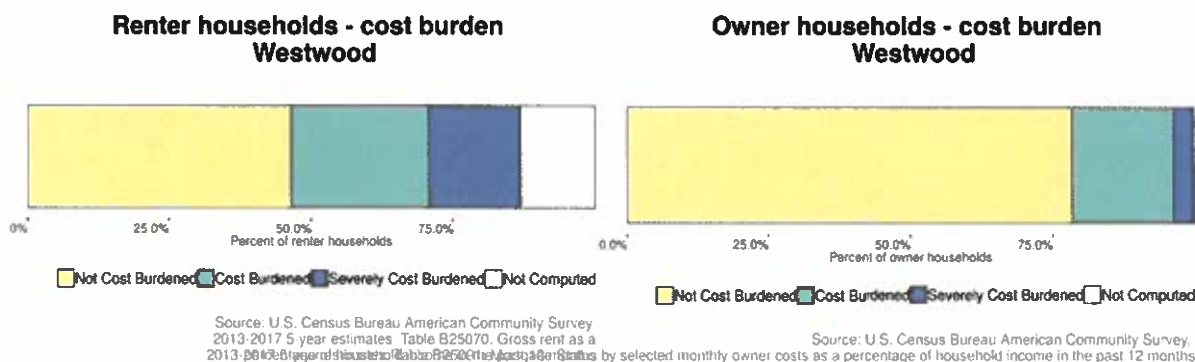


Figure 7: Cost Burden

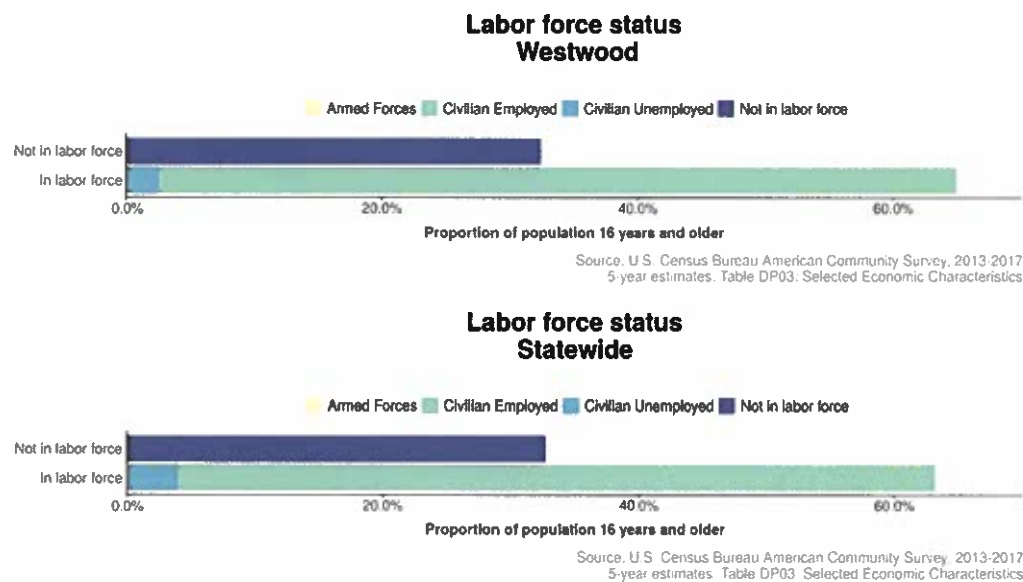


Figure 8: Labor Force Status

## Housing Supply

### Zoning

Westwood's zoning primarily supports low density residential development, although some substantial changes have been made in recent years to promote mixed use and multi-family development in certain areas of town. The town is marked in its high degree of variability between neighborhoods, which offer distinctive character and individuality. Residential zoning districts diverge significantly, from walkable, transit friendly parcels in the General Residence district, requiring 12,000 sq. ft. minimum lot sizes, to pastoral estate style properties in the Single Residence E district, requiring 80,000 sq. ft. minimum lot sizes. Seven (7) Flexible Multiple Use Overlay Districts were adopted in recent years and four (4) of these overlay districts promote mixed-use commercial and higher density residential development in locations best suited for investment and growth.

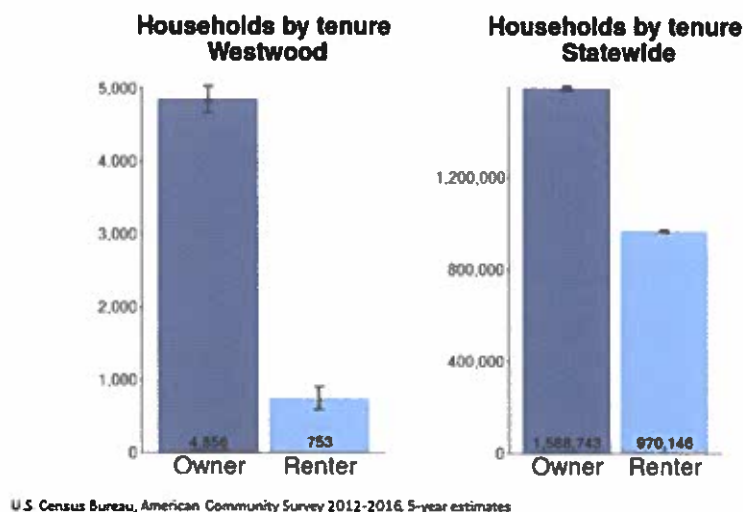
Westwood's Zoning Bylaw imposes affordability requirements on all residential developments allowed by special permit. These requirements call for 15% of the total number of new housing units to be restricted in perpetuity as affordable dwelling units eligible for listing on the SHI. This 15% requirement is designed to ensure a sufficient number of affordable units to support the new special permit development, plus additional affordable units to offset those housing units created through by-right development elsewhere in town. The University Station Mixed Use District (UAMUD) section of the Zoning Bylaw also requires the inclusion of affordable housing within any residential component of the University Station Development.

### Type

Due in large part to its traditional zoning pattern, Westwood's housing stock is predominantly comprised of single-family, owner occupied homes. Renters represent a substantially smaller

percentage of the town's population than they do statewide.

#### Is Westwood's housing stock diverse?

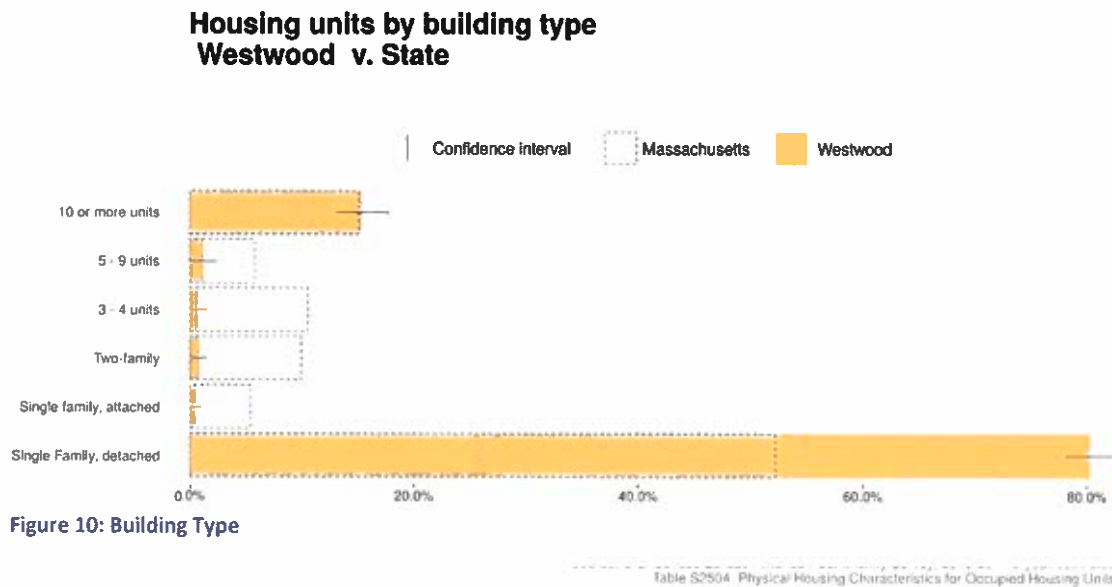


The vast majority of homes in Westwood (4,483 out of 5,816 overall housing units) are classified as single-family homes, according to Town Assessor records through December 2017. Duplexes, townhomes and multi-family buildings are a significant minority in Westwood's overall housing composition. However, the percentage of multi-family

Figure 9: Households by Tenure

units has increased significantly over the past five years, with the creation of 450 multi-family units at University Station (350 rental units plus 100 ownership units), and the recent approval of another 30 multi-family units in Islington Center (12 rental units plus 18 ownership units) and 40 age-restricted ownership townhomes at the site of the former Westwood Lodge Hospital. Each of these multi-family housing developments contains an affordable component.

## Affordable Housing & SHI



At present, Westwood currently has met one of the statutory minima criteria of Chapter 40B, with over 10% of the town's year-round housing units listed as affordable on the Subsidized Housing Inventory (SHI). A total of 598 affordable units represent 11.1% of the town's total 5,389 year-round housing units as reported on the 2010 Census. These affordable units offer a variety of housing type, bedroom size and programs. Westwood's SHI portfolio includes rental apartments, single-family ownership units, age restricted communities, Department of Developmental Services group homes, and Westwood Housing Authority duplex rentals, with bedroom counts ranging from 1-4 per unit. All of the multi-family affordable units developed over the past decade have been 1-bedroom and 2-bedroom units.

Although the Town has been motivated and proactive in its efforts to promote affordable housing production through the adoption of inclusionary provisions in its Zoning Bylaw, ongoing residential development, coupled with an expiring affordability restriction on a senior housing complex in 2016, left the Town vulnerable to challenge after many years of SHI compliance. The Town has been responsive to this challenge and is working aggressively to meet its affordable housing goals through the 2020 Census and beyond. A total of 12 new affordable units have been added to Westwood's SHI count in 2019, and 17 additional affordable SHI units have been approved for development and are pending construction and listing at the time of this writing.

## Housing Vacancy

Vacancy rates are extremely low in Westwood. According to the Massachusetts Housing Partnership, a healthy vacancy rate -- typically 7-8% for rental units and 2% for homeownership units -- is a sign that a housing market has enough supply to meet demand. Hyper vacancy occurs when vacancy rates significantly exceed those benchmarks and is a sign of blight and deterioration of a community. Adversely, extremely low vacancy rates are a sign of stagnant housing production and lead to rapid, unsustainable rises in housing costs, particularly for rental units, which can, in turn, lead to instability in the overall market. In Westwood, vacancy rates for both rental and ownership have hovered near zero for the last 5-7 years, but briefly surged shortly after the construction of multi-family development in the University Station project. Low vacancy rates can create difficulty in locating & securing housing for residents at all income levels and can create barriers to entry for first time homebuyers. Even homeowners not interested in relocation can find themselves impacted by inflated market costs through higher property valuation and taxation. This can be especially challenging for older homeowners who rely on fixed incomes.

Affordable housing, in particular, is in high demand in Westwood. A quarterly survey of Local Action and Comprehensive Permit units conducted by the Housing & Zoning Division reports a current affordable housing vacancy rate of less than 1% at the time of application. Waiting lists for affordable units of all sizes stretch to as many as 3 years in multi-family developments. In urban areas, homelessness rates also tend to rise when vacancy rates are extremely low, but homelessness has been a limited problem in Westwood.

## Housing Costs

The current median sale price for a single-family home in Westwood has been reported by the Warren Group as \$740,000. According to data released by the Warren Group in 2019, the single-family homeownership market is suffering from a lack of housing supply as well, with total YTD sales declining

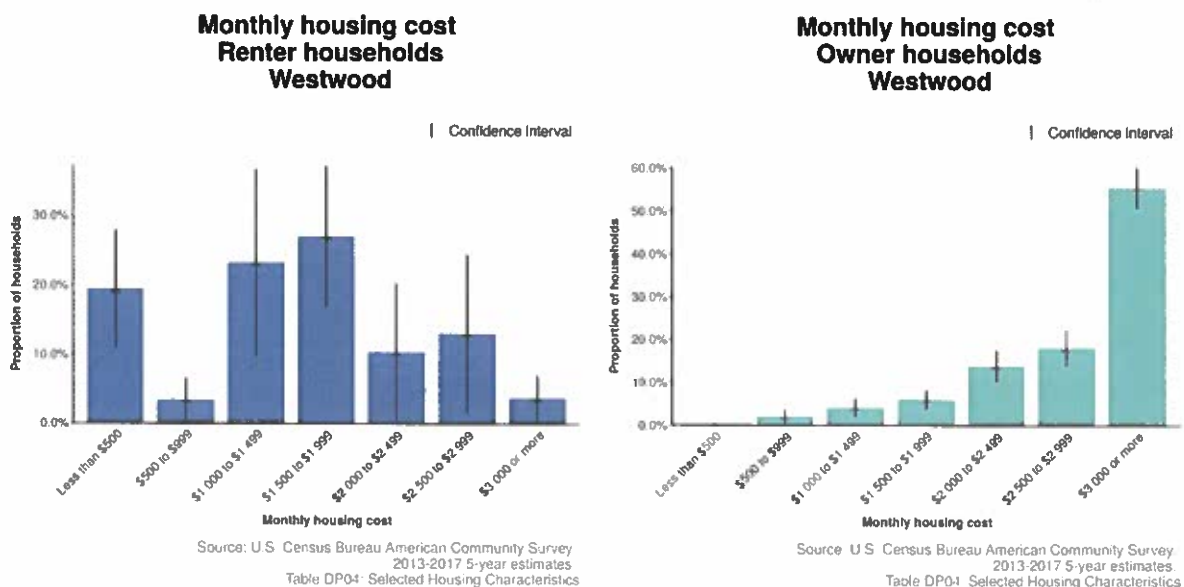


Figure 11: Monthly Housing Cost

by 12% in the last year.

Critically, the Housing Affordability Index for a single-family home in Westwood is 90, meaning that the median household income is insufficient to finance the median priced home in Westwood.

68% of Westwood owner-occupied households held a mortgage in 2017. Of these, the median monthly housing cost was \$3,165. For nearly 30% of these households, these costs represented over 30% of the households' gross monthly income (ACS). For households who rent, in 2017 the median monthly rent was \$1,575 per month. For over 45% of these households, monthly rent exceeded 30% of gross monthly income.

### *Constraints on Development*

Westwood is a maturing suburb with little remaining undeveloped land. Under current zoning requirements, new residential development would largely be expected as redevelopment of existing residential properties, especially through single-family demolition and reconstruction. There is potential for new multifamily dwellings in mixed-use developments within the four FMUOD overlay districts that permit housing.

#### Market forces

A primary constraint on development is the high cost of land in Westwood. In the last decade, market forces have increased the cost of property in Westwood and surrounding communities. Westwood's excellent public school system, proximity to transportation, and bucolic setting has made property highly desirable. Compounding these forces in the single-family market is a strong trend toward teardown activity, whereupon more affordable, modest homes are being purchased by developers and replaced with significantly more expensive homes. Teardown activity has surged in recent years, leading to an inflation of sales prices for single-family homes and reducing the Town's modest "starter home" stock. In 2017, Town Meeting voted on a series of amendments to the Zoning Bylaw which had the effect of reducing the ability of a nonconforming parcel to further impede into the setbacks. Nonetheless, teardown activity continues, and while replacement structures are now more in keeping with neighborhood setback patterns, replacement homes tend to sell at 2 to 2-1/2 times the sale price of the structures they replace. Vacancy is extremely low and the inventory of single-family homes on the market is limited.

#### Open Space and Natural Resources

Westwood has been successful in protecting a significant amount of open space land and has a long history of active protection and conservation of natural resources. Protected open space land is defined as land that has no or minimal development or potential for development due to a legal protection for such status that includes public ownership through conservation restrictions or other legal protection recorded at the Registry of Deeds through 2018. The total acreage for protected land in Westwood is 794 acres, which represents 11% of Westwood's total land area.

There is also a significant amount of recreation area in town, both privately and publicly owned. Recreation areas include parks, playgrounds, school yards, country clubs/golf courses, picnic areas, etc. Hale Reservation is a private non-profit recreation and education institution and its land is not currently protected. Hale Reservation owns approximately 475 acres of land in Westwood. Most municipally owned land in Westwood is deed restricted for conservation.

Westwood residents continue to value open space and natural resources. One of the principal themes of the 2000 Comprehensive Plan was to preserve open space and manage growth. Westwood has made great strides in this area in the years since this plan was adopted. The Westwood Land Trust was established in early 2000 and has acquired and protected 220 acres of land since its inception. In 2018,



Westwood updated the 2000 Open Space and Recreation Plan (OSRP). This update was ultimately approved in early 2019, and open space acquisition and protection continues to be a designated priority in the 2019 OSRP. Additionally, the 2019 Open Space and Recreation Plan expressed a greater emphasis on improving the management and conditions of Westwood's open space and conservation land and increasing awareness of existing open space and conservation areas. The 2019 Open Space and Recreation Plan also placed a greater emphasis on recreation goals, including structured recreation facilities such as a community center and active recreation spaces. This marked a shift from the 2000 Open Space and Recreation Plan, which was more focused on acquiring land to prevent development of high-value natural areas and to increase opportunities for passive recreation. In 2019, Westwood is also in the planning stages of updating the Comprehensive Plan and early input has found that while open space and recreation areas are considered valuable assets of the community, improving existing facilities with physical connections, more trails, more sidewalks, more landscaping and a greater emphasis on the pedestrian experience have been identified as top priorities.

Westwood's Zoning Bylaw seeks to balance preservation of open space with residential development through two main tools: An Open Space Residential Development (OSRD) and Flexible Multiple Use Overlay District (FMUOD) bylaws. The OSRD bylaw provides incentives of density increases when more open space areas are protected in a residential development. The FMUOD bylaw permits mixed-use commercial and residential development in four (4) districts overlaying commercial areas, to encourage and incentivize higher density development in those areas, including the creation of upper-story housing in each of the town's local business districts. These smart growth initiatives aim to preserve open space and maximize residential growth opportunities in higher density areas. The resulting development benefits from appropriate existing infrastructure and capacity. Westwood's plans for future residential development must continue to seek a balance between protection of its ample natural resources and its need to address the growing demand for housing.

#### Traffic & Roadway Infrastructure

Route 109, Washington Street (Route 1A), and Route 1 are three major arterials that travel through Westwood. Western commuters use these three routes as primary sources both during the morning and evening commutes, resulting in a surplus of non-local traffic along these corridors. The Town of Westwood has invested in several studies and measures in trying to assist with traffic flow during these peak time commutes; however, additional development and increasing populations in nearby towns are constant variables that are leading to more traffic. Traffic applications have also put a stress along our primary and secondary roadways, as routes recommended by these applications often take vehicles through neighborhoods which were not designed for through traffic, all in an effort to get commuters to their final destination more quickly.

Increased traffic flow will be something the Town of Westwood has to be constantly looking at and trying to improve. Hand in hand with the volume and speed of traffic, the Town must consider pedestrian safety. Any approvals for additional development must include appropriate pedestrian accommodations, such as safer, more compliant sidewalks, bicycle lanes, and improvements to existing and potential crossing locations. It is imperative that similar pedestrian safety considerations are also

taken with respect to development in abutting communities whose residents and commuters will utilize stretches of the Town's roadway and infrastructure daily.

### Education & School Capacity

Westwood currently has a grade configuration of: K-5, 6-8, and 9-12, with Pre-K housed at the high school. The District has five elementary schools, one middle school and one high school. Between 2000 and 2010, the Downey and Martha Jones elementary schools underwent renovation and expansion; and a new high school was fully constructed. As part of assessment and planning over the past decade, the District has determined that the Deerfield, Hanlon, and Sheehan elementary schools have facility needs including improved compliance with the Americans with Disabilities Act, and replacement of aging plumbing and heating components. In some respects, these elementary schools also lack suitable space for 21st century instruction that must be addressed. Similar needs have been raised at the middle school.

A capacity analysis completed in 2018 indicates that the District can comfortably accommodate 1,518 elementary students. Currently, the District's elementary enrollment is only 1,286 students. Forecasts project a gradual increase through the 2027-2028 academic year to 1,470 students.

While there is currently ample capacity for elementary-age students in the District, the distribution of students among our five elementary schools can be impacted by residential developments. In 2018, the District created a "buffer zone" for residents of University Station to address increasing enrollment at Downey School. Families that newly enroll students are currently assigned to Deerfield, Downey, or Hanlon, depending upon which school can best accommodate additional students within a particular grade while remaining within the School Committee's class size guidelines. This practice has been effective and financially viable for the placement of a small number of students at a time when elementary enrollment is relatively low. However, as elementary enrollment rises throughout the District, it may be difficult to employ a similar strategy. An influx of students within one elementary school could instead result in a need to redistrict.

The District is working with the Massachusetts School Building Authority (MSBA) to receive funding to address needs in its older elementary school facilities. In February 2019, the Westwood Public Schools was voted into the MSBA's Feasibility Study where a plan for the size, scope, and cost of an elementary building project is formalized. Community input will be used to form the criteria important to future school buildings. This vision will be used to develop a cost-effective, educationally appropriate solution. The current timeline would have building designs completed in 2020, construction beginning in 2021, and a completed project in 2023.

Westwood Public Schools are committed to providing a quality education that challenges and supports every student residing in Westwood.

## Split Tax Rate & Municipal Finance

Given rapidly increasing property values in Westwood, real estate tax valuation by the Town has also been affected. FY19 was a full revaluation year, and the value of residential real estate in Westwood increased 5.5% from FY18. As property assessments must reflect market conditions and sales activity, residents are sensitive to property taxes and increasing costs of living.

To partially alleviate concerns over rising residential tax rates, Westwood currently utilizes a split tax rate, allowing the Town to charge a higher tax rate for commercial properties than it does for residential properties. Given the considerable impact of commercial value to overall municipal finances, the town continually strives to strengthen its commercial property base. The multi-phase, mixed-use development at University Station has led to a significant increase in commercial value as a percentage of total value from 12.5% in 2015 when University Station opened to 15.97% in 2019. Commercial property in Westwood currently pays 26.7% of taxes, saving the average homeowner \$1,370 or 15% of their tax bill.

Development efforts to expand Westwood's commercial tax base allow Westwood to preserve and expand its commercial value, reducing the financial strain on residential households. This applies pressure on redevelopment efforts in favor of commercial activity. Over the last 5 years, due to successful commercial redevelopment, particularly at University Station, Westwood has incrementally lowered the residential tax rate from \$15.24 to 14.65 per thousand dollars of residential value, and the commercial tax rate has lowered slightly from \$28.79 to \$28.24 per thousand.

## Other Municipal Infrastructure

Westwood's Sewer Department is the major functioning utility owned, operated, and maintained by the Town. There are assessments done regarding potential impacts to the system whenever any newly proposed development or housing comes before the community. Capacity and flow rates are the primary concerns the Sewer Engineer must assess to ensure that neither will become an issue based on the potential increases associated with development. If there is a concern or a reason to address a potential problem, the Sewer Commissioners will require (based on the scale of the project) a form of mitigation by the developer to ensure that the existing infrastructure is not compromised.

The newly active MS-4 Storm-water permit requires extensive tracking and monitoring by the community. Run off and outfall testing could constrain development depending upon the nature of a proposed development plan. Projected numbers account for typical concerns based on amounts of infiltration entering the Town's system along with impacts to accounting and monitoring activities.

## Public Safety: Fire

The Westwood Fire Department utilizes a resource allocation model that adds additional staffing during peak time frames to handle incident volume. The model is called Peak Level & Surge staffing, which increases our minimum staffing from 7 to 9 personnel between the hours of 8 am and 3 pm. During this

time frame, the Fire Department also has additional administrative staffing that can surge, by adjusting daily duties from Admin to Suppression as need demands.

The Fire Department has traditionally observed a trend that for every 100 new residential units, the Fire Department observes an increase in incident volume of 12%, inclusive of EMS and Fire related incidents. However, the Department has recently observed a greater increase in calls overall (2018 total calls were 3472, up from 2017 at 3124) so this number will fluctuate over time. The Department has been receiving a greater increase in calls to for assistance to residents that are 55 years old or older. The Department strives to adjust to meet changing needs and relies on decisions based on incident data and response times. The Department is constantly watching for changes in trends and makes resource deployment changes based on those trends, in an effort to ensure the quickest response times. For example, in April 2019 the department upgraded Engine 2 to an Advanced Life Support unit, which means that the personnel assigned to that vehicle are able to function as paramedics and initiate medical aid faster and even before the ambulance arrives. This change came about because data showed that the Department had the appropriate staffing and incident volume to support purchasing the additional equipment to enable Engine 2 to be reclassified as an Advanced Life Support unit.

The Westwood Fire Department can sufficiently adjust capacity to meet the demands of residential and commercial growth in Westwood.

#### Public Safety: Police

The Westwood Police Department examines resource allocation by calls for service and committed patrol time to develop staffing needs. Because it does not add personnel incrementally during peak times on an overtime basis, the Police Department monitors what services it can absorb before it needs to increase staffing levels. Minimum staffing, while highly undesirable from an administration perspective, is 3 patrol officers for two weekday shifts (7am-3pm and 11pm-7am) and 4 patrol officers on the same shifts during weekends or select holidays. Night staffing (3pm-11pm) is 4 officers on both weekdays and weekends.

The Police Department has traditionally observed the same trend as the Fire Department, that for every 100 new residential units, the Fire Department observes an increase in incident volume of 12%, inclusive of EMS and Fire related incidents. The Police Department responds to all Fire Department calls in addition to Police Department calls, so as demand for the Fire Department increases, demand for the Police Department increases concurrently. In addition, total calls for service for the Police Department have elevated to over 31,000 calls per year. As such, the Police Department is constantly watching for changes in trends and makes resource deployment assessments and alterations, as needed, based on those trends to provide the safest and most efficient response.

The Westwood Police Department can sufficiently meet the demands of residential and commercial growth in Westwood at this time, and continues to monitor changes that require staff increase or realignment.

## Community Engagement Strategy

Community engagement is an important component of the Housing Production Plan. The Housing Partnership's goal for community input was to provide a variety of formats and media through which the public could participate. The two tools selected by the Housing Partnership for community engagement were a survey and a community visioning workshop. Additionally, two public hearings were advertised and held by the Planning Board as it considered adoption of the Housing Production Plan, and the Select Board also held an open meeting to consider adoption. Public input was encouraged throughout the process and accepted by the Housing Division, which holds full time business hours.

### Survey

The survey, titled "A Survey of Housing Needs in Westwood" was published on October 15, 2018 and was open for three weeks, closing on November 5. The survey was available to respondents both online and in paper format. The Housing Partnership pursued a wide-reaching marketing strategy to notify the public, with advertisements distributed via the town website, official social media pages (Facebook pages for Planning Board and the Town, Town Twitter), the town's emailed monthly newsletter Westwood Wire, the town's weekly Schools Bulletin, Westwood Press and Hometown Weekly newspapers for two consecutive weeks, posters at Town Hall, Carby Street Municipal Building, Westwood Youth & Family Services, Westwood Council on Aging Senior Center, Westwood Library, and twice via town-wide email listserv. The digital survey platform, Responster, was chosen for its ability to adapt easily to mobile phones and tablets in addition to desktop format, in the hopes that ease of use would expand participation. The platform allowed an option to restrict surveys to one submission per device, which was enabled to control for integrity of results while still preserving the anonymous nature of the survey. A total of 206 responses to the survey were received and aggregated into digital format.

The survey was divided into three basic sections. The first section was comprised of basic demographic information that sought to compare survey respondents to the overall population of Westwood. Survey respondents answered questions including housing type, years in current home, annual income, and monthly gross housing costs. The second section contained questions about the individual respondent's current and future housing needs. Questions in this section included whether the respondent was concerned about his/her current housing situation, and if so, why; whether there were intentions of moving, and if so, to where; and narrative options for respondents to share personal experiences with housing choice or affordability. The third and final question sought to identify opinions about the current housing inventory and potential development. It gave respondents a chance to identify which housing types were "not enough" or "too many", to identify ideal locations for future development, to select qualities for residential development, and to provide narrative feedback on housing in Westwood.

### Community Visioning Workshop

A Community Visioning Workshop was held at the Downey Elementary School Cafeteria on November 13, 2018 at 7 pm. The location was selected for accessibility, capacity, and suitability respective to AV needs and parking. The workshop was open to the public and was advertised using a diverse marketing

strategy to notify the public, with advertisements distributed via the town website, official social media pages (Facebook pages for Planning Board and the Town, Town Twitter), the town's emailed monthly newsletter Westwood Wire, the town's weekly Schools Bulletin, Westwood Press and Hometown Weekly newspapers for two consecutive weeks, posters at Town Hall, Carby Street Municipal Building, Westwood Youth & Family Services, Westwood Council on Aging Senior Center, Westwood Library, and twice via town-wide email listserv.

About 25 participants attended the Community Visioning Workshop. The workshop opened with a welcome from the Chairperson of the Housing Partnership and a presentation by the Housing & Zoning Agent on preliminary highlights of the Needs Assessment, survey responses, and a general overview of Chapter 40B. Attendees then participated in a series of small group discussion exercises led by the Housing & Zoning Agent. Group exercises were designed to foster collaborative discussion of the town's vision for diversity of housing choice and its strategy for affordable housing production. Small groups were selected at random upon participants' arrival at the workshop, and the groups were led by members of the Housing Partnership and volunteers from the Planning Board and Comprehensive Plan Steering Committee. During each exercise, a discussion prompt was introduced by the Housing & Zoning Agent and then group leaders were tasked with facilitating and recording input on paperboards or maps provided for each question. Group leaders diligently worked to ensure inclusive conversation, where each participant was given the opportunity to share thoughts. At the close of the assigned time, groups shared brief summaries of their work with the larger group. The six exercises included the following discussions:

1. Introductions: Name, Neighborhood, What brought you to Westwood? Why have you stayed?
2. Perfect World: What does a successful housing market in 2035 look like?
3. Obstacles: Difficulties and challenges to the "perfect world" described previously
4. Strategies: Drawing on best practices, what ideas could serve Westwood's unique needs?
5. Strategic Zoning: Mapping the town for strategic regulatory changes that encourage affordable housing
6. Parcel Mapping: Mapping the town to identify parcels for Comprehensive Permits

#### Housing Webpage

Throughout the drafting of this plan, a page was maintained on the town's website to provide ongoing updates on the Housing Production Plan. Meeting materials and recordings were uploaded to the page and feedback was openly solicited via the office of the Housing & Zoning Agent.

## Community Engagement Outcomes

Community engagement efforts served to increase opportunities for the public to share input and feedback with the Housing Partnership. Consistent themes throughout the various forms of community engagement showed support for increased affordable housing production and overall housing affordability.

### Summary of Survey Outcomes

Although the survey was intended to serve as a tool for public participation, and not a statistically significant representation of the entire community, basic demographic points measured in the survey were consistent with the needs assessment data.

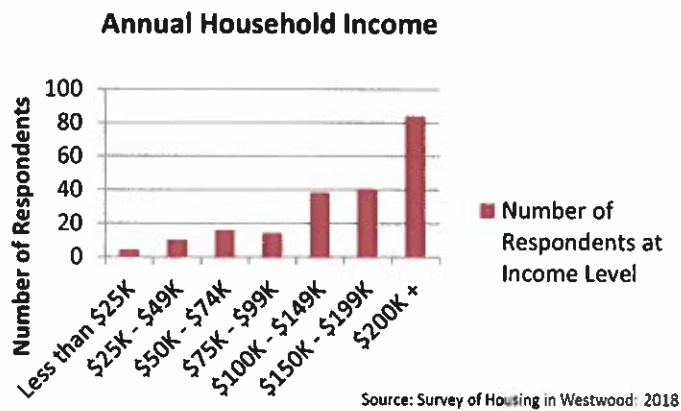
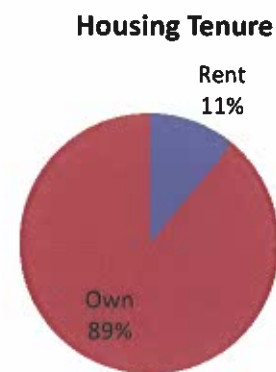


Figure 13: Survey Household Income

Survey respondents skewed heavily toward higher household incomes as well, mirroring statistical analysis for the general population found in the needs assessment.

Despite what might be considered as measures of relative housing stability (high household income and single-family home ownership), a significant percentage of survey respondents (33%) indicated that they were concerned about their household's ability to maintain its current housing, with affordability a leading cause, followed by the ability to pay for maintenance and improvements, the ability to locate their next housing, and the ability to live independently due to health/mobility issues.

Of the 206 respondents to the survey, an overwhelming majority (91%) resided in single-family homes, and 89% owned their homes, which is representative of the total population, with ACS data showing over 80% of Westwood's housing stock populated by detached single-family homes and a rental rate of 13.4% (US Census Bureau, 2012-2016 5 Year Estimates).



Source: Survey of Housing in Westwood: 2018

Figure 12: Survey Housing Tenure

In this area, survey responses supported and were supported by needs assessment data showing that despite relatively high economic factors such as household income and homeownership, a high percentage (21.5%) of owner households are either cost burdened, spending over 30% of income on housing costs, or severely cost burdened, spending over 50% on housing costs.

When asked to assess the current housing supply, survey respondents indicated preference for affordability and increased housing type diversity.

Survey respondents demonstrated strong support in favor of affordable single-family homes, with 74% of respondents indicating that there are not enough “starter homes” in Westwood today. 71% felt there are too many luxury single-family homes. Moderate but still significant groups (40%-57%) felt there are not enough duplex/3 family homes, condos, apartments, affordable homes, and senior housing.

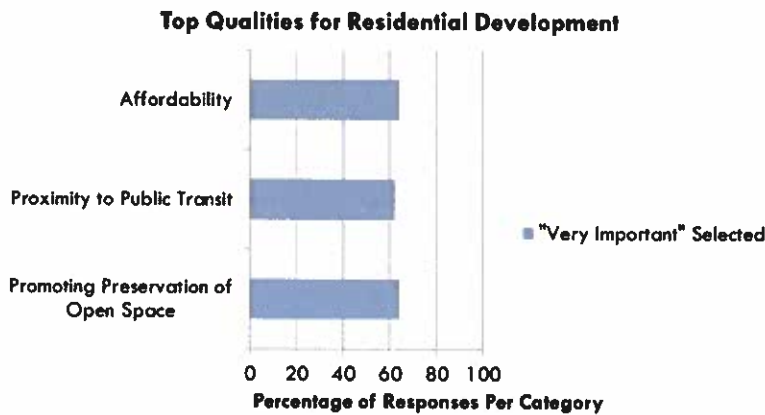


Figure 15: Survey Qualities for Residential Development

When considering top qualities for residential development, three attributes receiving top marks as “Very Important” were Affordability, Proximity to Public Transit, and Preservation of Open Space.

In a series of questions about housing stability measures, respondents were asked to weigh in on how the Town should prioritize funds and initiatives that aimed to help keep people housed

in their current homes and/or in Westwood generally. Outcomes showed survey respondents favored accessory apartments and affordable housing production as high priority measures. Westwood currently has an accessory apartment program that allows such units by special permit, up to 2% of the total number of single-family and two-family dwelling units in Westwood ).

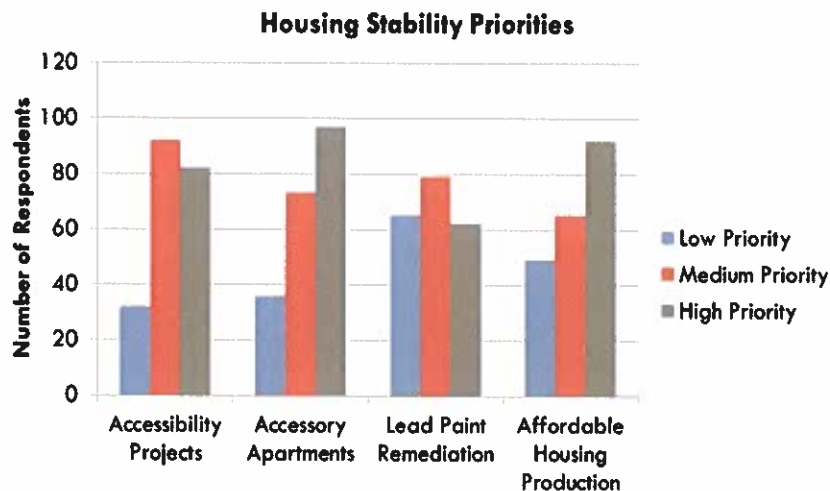


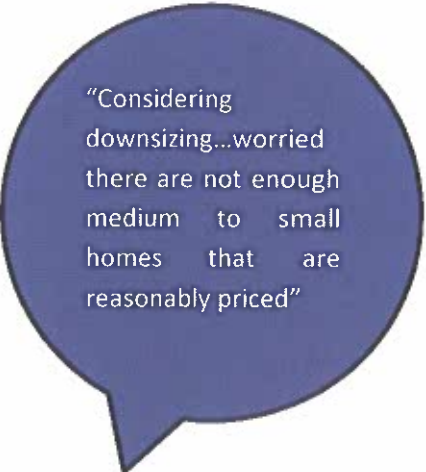
Figure 16: Survey Housing Stability Priorities




## Narrative Feedback

The survey offered opportunity for respondents to provide their thoughts on housing needs in narrative format. Generally, the comments submitted by respondents provided a thoughtful, provocative view on the current state of Westwood's housing supply and anticipated personal housing related needs.

Many people expressed concern about their continued ability to pay for housing in Westwood, stating that a retiree's income was insufficient to keep up with property taxes or that there were limited opportunities to downsize while still staying in the community. Some seniors expressed that their children were unable to afford to live here with their families. Some comments addressed the difficulty of residing in Westwood on a single income, as a result of divorce or other personal circumstances.




"Considering downsizing...worried there are not enough medium to small homes that are reasonably priced"



"[My] disabled son...needs a group home with supports"

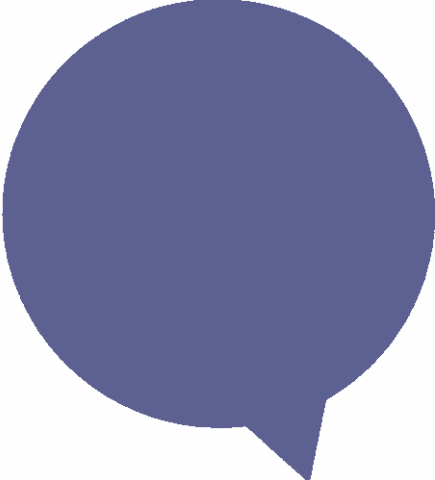
Multiple respondents discussed the need for increased supportive housing in the community, describing the needs of their children with disabilities and their own concerns about their children being cared for in perpetuity. Group home development was supported in several comments.

Still others expressed their views on a lack of affordability for young families. Respondents discussed the strength of the school system as a draw but shared that there were limited options for families to move out of their starter homes to houses that fit their growing families. Others described an environment where young families could not afford to make the jump from renting to purchasing their first homes.



"Home prices are too high for most younger people"

Respondents used this space to reflect on the ways their personal values informed their opinions on housing development; multiple respondents expressed an interest in development that increased economic and racial diversity, and that took into account access to public transportation, overall sustainable construction, and preservation of green space.



"My son and his wife would like to live in Westwood but housing prices are too high"

"We will be sad to leave"

"We are dismayed by the large number of tear-downs, removing affordable sized houses"

"Divorcing parents are struggling to keep their children in district"

"Affordability is a deterrent"

"I love this town"

"We have enjoyed the community and appreciate commitment to schools...we may be priced out of our home"

## Concerns about Residential Development

The narrative comment section also offered a glimpse at the concerns that many residents may have regarding housing development and its potential impact on the Town. Comments from residents expressed the following issues and questions:

- Interest in increased transparency and public involvement/participation regarding land use decisions
- Concern about higher taxes
- Concern about increased demand on infrastructure and public safety services
- Impact on schools
- Demonstrated lack of public knowledge about MGL Chapter 40B
- Debates over appropriate areas of town for higher density housing
- Fear of worsening traffic
- Concerns about potential for fraud and need for increased oversight in affordable housing programs
- Fear of losing pastoral quality, open space
- Fear of decreased safety

Although these concerns are not exclusive to residents of Westwood, and may not represent the totality of Westwood residents' opinions on housing development, the Town must anticipate and address these concerns throughout all stages of its affordable housing development strategy. Continued engagement with the community to better educate residents on the need for affordable housing and how it operates, to inform abutters about mitigation efforts for particular projects, and to increase public participation in planning efforts can be expected to yield more positive outcomes that both address residents' concerns and achieve the Town's goals for housing production.

## Summary of Visioning Workshop Outcomes

The Community Visioning Workshop was an opportunity for participation by residents, and attendees took advantage through robust small group discussion and brainstorming. Attendees were divided into three groups at random and a group leader captured each group's discussions. Although the groups had ideas and visions as unique as the individuals within them, there were strong reoccurring themes throughout the workshop.

When envisioning a successful Westwood housing market in the future, the groups spoke often about intergenerational living. Participants imagined a Westwood where residents at all stages of life could find a home, both young and old, and where residents could return to the Westwood they grew up in as children. Their "Perfect Westwood" included ample open space and preservation of existing resources, where neighborhoods were highly walkable and strongly defined. Groups envisioned vibrant communities where people could both work and live and where diversity thrived and was honored as a community value. Groups found consensus in imagining a Westwood where the sense of community was strong. Groups envisioned neighborhoods made stronger through increased density and smaller lot sizes for starter family homes.

The groups transitioned to a discussion of obstacles and challenges relative to their housing visions. All expressed concern about market forces driving what they considered to be undesirable market activity, driving up housing costs and pricing residents out of the community. All identified teardown activity as both a consequence and cause of concern when thinking about the community as a whole. Groups wondered if private developers had enough incentive to construct the styles of housing they thought Westwood needed, and some expressed concern that the town's Zoning Bylaws did not sufficiently allow or incentivize residential development that would meet their housing goals. The need to increase the commercial tax base was a discussion point of groups as well, and groups also identified such challenges as public resistance to density, government commitment, drive-through traffic from other towns, and racism and discrimination as obstacles to meeting their housing goals.

The groups reached consensus on a variety of strategies and tools to combat these obstacles. Each thought the Zoning Bylaw would be a useful tool for expanding and incentivizing the kind of housing they thought Westwood needed: starter homes, low rises, duplexes, age restricted housing, and cluster development. Groups discussed innovation in the procurement and use of funding sources to construct affordable housing, such as the Community Preservation Act, permitting incentives and fees, nonprofit developers and public/private partnerships, tax incentives and land trusts. Participants debated an array of strategies to discourage teardown activity that ranged from complete prohibition to time delay regulation or fees.

The groups identified sections of town that they believed to be appropriate for their ideas, including many of the existing overlay districts along 1A and Route 1, the former Westwood Lodge parcel, the 22 Everett Street parcel, and more.

Each group's written materials have been included in the Appendices section of this report.

## Housing Vision

The Town of Westwood holds firm in its commitment to such guiding principles as housing choice, sustainability and affordability. It seeks to sustain its long history of compliance with MGL Chapter 40B through dynamic development that best meets the needs of the Town and region.

Through this Housing Production Plan, the Town envisions a collaborative effort that engages all stakeholders to meet its affordable housing goals: residents, elected officials, property and business owners, and municipal staff will plan and develop a diversified housing supply that provides housing of choice for all residents regardless of age, ancestry, color, disability, family status, genetic information, marital status, national origin, race, gender identity, or sexual orientation. This collaboration is demonstrated in the wide scope of support it has already received, through the efforts of the Housing Partnership, a dedicated group of residents appointed by the Select Board, through adoption by the Select and Planning Boards, and through the involvement and input of the community who contributed to this Plan through the Housing Survey and Community Visioning Workshop.

The Housing Production Plan proposes to build upon existing successes to reach such goals as increased diversity, preservation of open space, and expanded housing of choice for first time homebuyers, low-income and moderate-income households, seniors, and the disabled. The Plan gives priority to those strategies that support regional planning efforts of housing production and land/water conservation, as well as the sustainability principles set forth by DHCD. The implementation strategy set forth in this Plan leverages existing regulatory controls, studies potential zoning changes to allow for increase residential development of affordable housing, and utilizes an inventory of both municipally owned and private parcels to encourage opportunities for affordable housing. Together, these strategies support the overall vision for affordable housing production in Westwood.

### Housing Production Plan Goals

1. Encourage single-family home development/preservation for first time and low/moderate income homebuyers
2. Develop supportive housing for people with disabilities
3. Promote housing stability initiatives for seniors
4. Increase the number of affordable rental and ownership units for seniors
5. Encourage housing development in ways that protect open space and conservation land
6. Seek equitable distribution of affordable units throughout Town that seeks to mitigate discriminatory housing development patterns
7. Maintain and exceed Subsidized Housing Inventory statutory minimum by 1%
8. Pursue initiatives that support regional needs and planning collaborations
9. Preserve and expand existing deed restricted affordable housing units

## Housing Production Implementation Plan

At the time of this writing, the Town of Westwood has currently met its statutory minima obligation under MGL Chapter 40B. 11.1% of the town's year-round housing units are currently deed-restricted as affordable. Its portfolio of affordable housing is wide-ranging in tenure and type. Units designated as rental, ownership, family, elderly/disabled, group home, public and privately-owned are represented on Westwood's Subsidized Housing Inventory.

When the 2020 Census is released, Westwood anticipates that the total year-round housing units will increase due to market development over the last ten years. Westwood currently has a number of affordable projects in progress, with a number of units already permitted or in the permitting process and anticipated to come online in the next 2 years. The Town's current goal is to maintain its compliance and stay above 10% after the 2020 Census is published. However, a preliminary review of building permit activity over the last decade shows that even if Westwood falls below 10%, the intermediate goals published by DHCD (27 added units of affordable housing, representing a .5% increase or 54 added units, a 1.0% increase) would be well above the threshold necessary to achieve full compliance with Chapter 40B requirements.

This Housing Production Plan sets forth a strategy to maintain its compliance with 40B, but it is also intended to serve as a comprehensive strategy for overall housing affordability, accessibility, and community development. Westwood's history of success in compliance with Chapter 40B already includes such progressive and dynamic approaches as inclusionary zoning, an active Housing Partnership and Housing Authority, public/private partnerships for development, an Open Space Residential Development bylaw, mixed-use zoning, and an accessory dwelling unit bylaw. This Housing Production Plan seeks to expand upon these practices to meet its housing goals.

Goal	Objective	Responsible Entities	Completion Date
Goal 1: Encourage single-family home development/preservation for first time and low/moderate income homebuyers between 80% - 120% AMI	Study feasibility of zoning amendments to discourage teardown of existing “starter homes”; include all zoning districts/overlays in study	Planning Board, Select Board	May, 2021
	Study feasibility of zoning amendments that reduce lot sizes to encourage construction of modestly priced and sized single-family homes in zoning districts SRB, SRC and SRE	Planning Board, Select Board	May, 2021
	Study feasibility of zoning amendments to expand by right construction of low rise development; include all zoning districts/overlays in study	Planning Board, Select Board	May, 2021
	Study feasibility of zoning amendments to expand by right construction of two-family and three-family home development; include all zoning districts/overlays in study	Planning Board, Select Board, Housing Partnership	May, 2021
	Advise and study a future Community Preservation Act campaign to grow funds for housing development, historic preservation and open space preservation	Select Board, Housing Partnership, Historical Commission, Land Trust	May, 2025
	Promote first-time homebuyer resources, including educational opportunities and financial assistance programs for interested buyers. Provide technical assistance for residents in need of assistance/advocacy	Housing Partnership	Ongoing
	Assess sustainability and maximize energy efficiency of new deed restricted affordable units; whenever possible, encourage installation of energy efficient appliances, high efficiency heating and cooling systems, and rooftop solar PV to support long-term sustainable and affordable properties. Promote state and federal rebates/incentives to control costs.	Westwood Housing Authority, Housing Partnership	Ongoing

Goal 2: Develop supportive housing for people with disabilities	Partner with DDS providers to secure land and deed restrict for supportive housing and group homes	Housing Partnership, Select Board, Westwood Housing Authority	Ongoing
	Engage with Lifeworks, an existing DDS provider located in Westwood, to secure a parcel associated with the former Westwood Lodge property at 45 Clapboardtree Street to construct supportive housing	Select Board	May, 2020
Goal 3: Promote housing stability initiatives for seniors	Consider expanding capacity for accessory apartment production in all zoning districts. Study options such as lifting 2% cap, potential for by right accessory units with conditions, and incentive programs for affordable deed restrictions (grants/loans for construction, reduced/waived permitting fees, reduced dimensional requirements, etc.)	Planning Board, Select Board	May, 2025
	Pursue CDBG funds for housing stability programs to include accessibility grants/loans for income qualified seniors and similar initiatives	Housing Partnership	Ongoing
Goal 4: Increase number of affordable rental and ownership units for seniors	Consider expanding capacity for accessory apartment production in all zoning districts. Study options such as lifting 2% cap, potential for by right accessory units with conditions, and incentive programs for affordable deed restrictions (grants/loans for construction, reduced/waived permitting fees, reduced dimensional requirements, etc.)	Planning Board, Select Board	May, 2025
	Create partnerships with nonprofit developers to invest in creatively financed projects that serve households at not more than 50% AMI	Housing Partnership	Ongoing



Goal 5: Encourage housing development in ways that protect open space and conservation land	Consider expanding capacity for accessory apartment production in all zoning districts. Study options such as lifting 2% cap, potential for by right accessory units with conditions, and incentive programs for affordable deed restrictions (grants/loans for construction, reduced/waived permitting fees, reduced dimensional requirements, etc.)	Planning Board, Select Board	May, 2025
	Consider expanding existing Open Space Residential Development bylaw to encourage increased use, affordable production, and land preservation by considering reducing minimum lot size and land area requirements, etc. Conduct case study of successful bylaw initiatives in other municipalities and review applicability of Best Practices to Westwood's OSRD bylaw.	Planning Board, Select Board	May, 2021
	Study zoning amendments to expand by right construction of low rise development (expanded height restrictions and/or higher density residential units) in additional districts/overlays	Planning Board, Select Board	May, 2021
	Study zoning amendments to expand by right construction of two-family and three-family home development in additional districts/overlays	Planning Board, Select Board	May, 2021
	Advise and study a future Community Preservation Act campaign to grow funds for housing development, historic preservation and open space preservation	Select Board, Housing Partnership, Historical Commission, Land Trust	May, 2025
Goal 6: Seek equitable distribution of affordable units throughout Town that seeks to mitigate discriminatory housing development patterns	Consider expanding inclusionary zoning requirements in all zoning districts	Planning Board, Select Board	May, 2021

	Work with WHA/WAHA to implement compliant marketing plans that allow for full inclusion of units on the SHI	Housing Partnership	Ongoing
	Establish an incentive program for developing deed-restricted affordable housing for selected parcels (22 Everett St, 21 Westwood Glen Road)	Housing Partnership	May, 2025
	Conduct Fair Housing training for Select Board, ZBA, and Planning Board to inform land use decisions that abide by the Fair Housing Act	Housing Partnership	Ongoing
	Promote first-time homebuyer resources, including educational opportunities and financial assistance programs for interested buyers. Provide technical assistance for residents in need of assistance/advocacy	Housing Partnership	Ongoing
Goal 7: Maintain and exceed Subsidized Housing Inventory statutory minimum by 1%	Study option for deed restriction of affordable accessory apartments. Research feasibility and conduct cost analysis of incentive programs for affordable deed restrictions (grants/loans for construction, reduced/waived permitting fees, reduced dimensional requirements, etc.).	Planning Board, Select Board, Housing Partnership	May, 2021
	Partner with WAHA/WHA to develop affordable rentals for family households below 30% AMI and 80% AMI	Housing Partnership	Ongoing
	Work with WHA/WAHA to implement compliant marketing plans that allow for full inclusion of affordable units on the SHI	Housing Partnership	May, 2025
	Study feasibility for residential development and create strategy for issuing RFPs to develop deed restricted affordable housing on two municipally owned parcels, located at Twin Post Road and Wildwood Drive.	Select Board, Housing Partnership	Ongoing
	Establish an incentive program for encouraging filing of Comprehensive Permit applications for selected parcels, including 22 Everett St, 21 Westwood Glen Road	Planning Board, Housing Partnership	Ongoing

Goal 8: Pursue initiatives that support regional needs and planning collaborations	Continue to participate in regional planning efforts that address housing development, such as Three Rivers Interlocal Council and Metropolitan Area Planning Council	Housing Partnership, Planning Board	Ongoing
	Partner with neighboring communities to provide training opportunities for land use boards	Housing Partnership, Select Board	Ongoing
Goal 9: Preserve and expand existing deed restricted affordable housing units	Work with WHA/WAHA to explore additional funding streams and grants for small housing authority capital projects and operating expenditures	Housing Partnership	Ongoing
	Pursue CDBG funds for housing stability programs to include financial assistance for income qualified affordable homeowners to perform capital repairs	Housing Partnership	2020
	Assess sustainability and maximize energy efficiency of new deed restricted affordable units; whenever possible, encourage installation of energy efficient appliances, high efficiency heating and cooling systems, and rooftop solar PV to support long-term sustainable and affordable properties. Promote state and federal rebates/incentives to control costs.	Westwood Housing Authority, Housing Partnership	Ongoing

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Zoning Map

(See Attached)

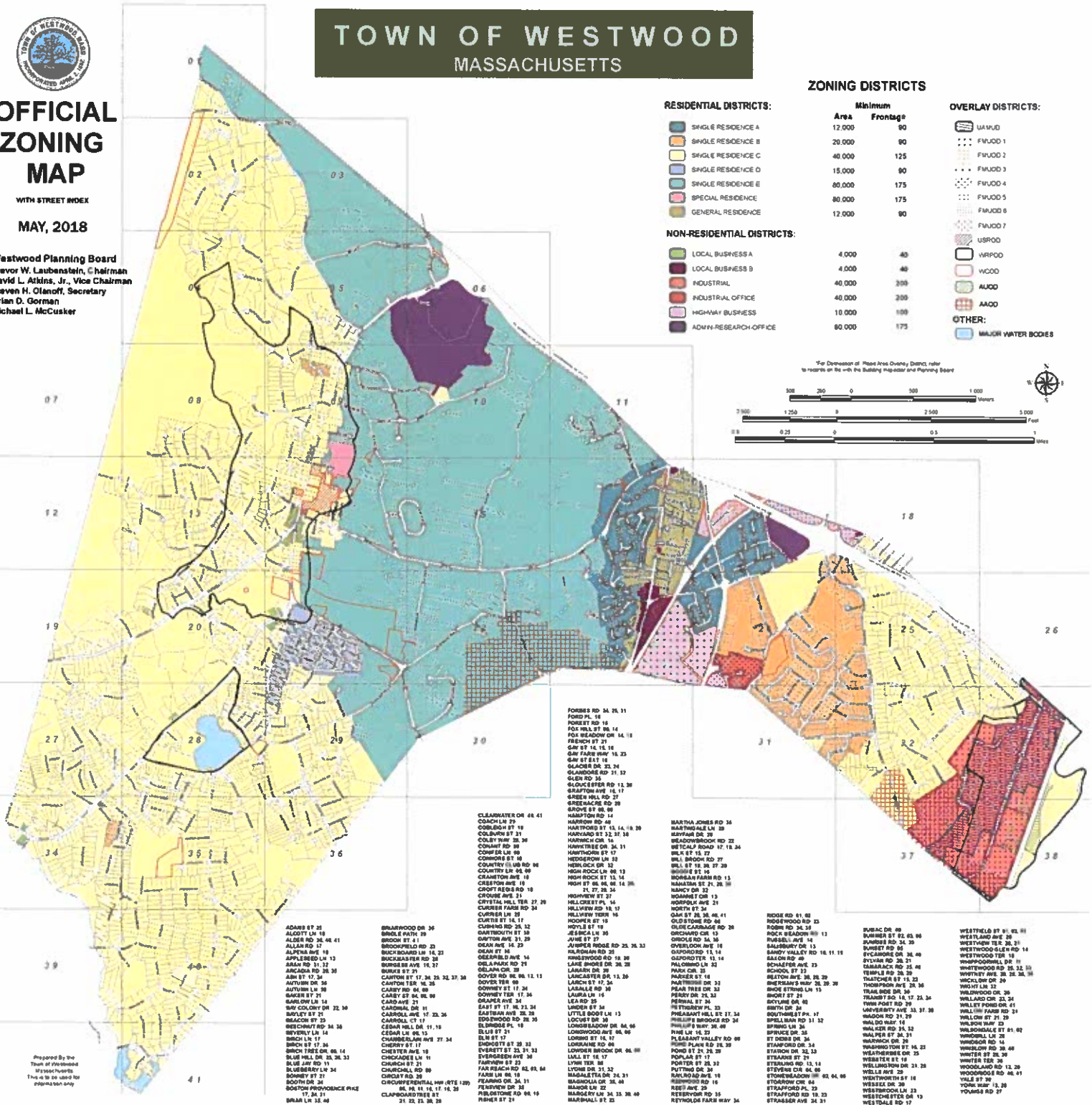
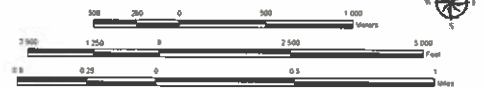




## MAY, 2018

## ZONING DISTRICTS

For Determination of Flood Area Overlay District, refer to records on file with the Building Inspector and Planning Board.



5.2 TABLE OF DIMENSIONAL REQUIREMENTS<sup>1</sup>

DISTRICTS	DIMENSIONAL REQUIREMENTS									
	Minimum Lot Area (sq ft)	Minimum Lot Frontage (feet)	Minimum Lot Width (feet)	Minimum Nonwetland Area <sup>2</sup> (sq ft)	Minimum Front Setback <sup>3</sup> (feet)	Minimum Side Yard Setback <sup>4</sup> (feet)	Minimum Rear Yard Setback <sup>4</sup> (feet)	Maximum Building Coverage (%)	Maximum Impervious Surface (%)	
5.2.1 SRA	12,000	90	90	12,000	25	15 <sup>5</sup>	30 <sup>6</sup>	25	50	
5.2.2 SRB <sup>13</sup>	20,000	90	90	15,000	25	15 <sup>5</sup>	30 <sup>6</sup>	25	50	
5.2.3 SRC <sup>13</sup>	40,000	125	125	30,000	40	20 <sup>7</sup>	30 <sup>8</sup>	25	50	
5.2.4 SRD	15,000	90	90	12,000	25	15 <sup>5</sup>	30 <sup>6</sup>	25	50	
5.2.5 SRE <sup>13</sup>	80,000	175	175	60,000	40	20 <sup>7</sup>	30 <sup>8</sup>	25	50	
5.2.6 GR	12,000	90	90	12,000	25	15 <sup>5</sup>	30 <sup>6</sup>	25	50	
5.2.7 SR	80,000	175	175	60,000	40	20 <sup>7</sup>	30 <sup>8</sup>	25	50	
5.2.8 LBA	4,000	40	40	4,000	10	15 <sup>9</sup>	15	25	80	

5.2.9	LBB	4,000	40	40	4,000	0	15 <sup>9</sup>	15	25	80
5.2.10	HB	10,000	100	100	10,000	50	15	15	50	80
5.2.11	I	40,000	200	200	12,000	50	15 <sup>10</sup>	15 <sup>11</sup>	50	80
5.2.12	IO	40,000	200	200	12,000	50	15 <sup>10</sup>	15 <sup>11</sup>	50	80
5.2.13	ARO	80,000	175	175	60,000	50	30 <sup>12</sup>	30	30	50



### 5.3 NOTES FOR TABLE OF DIMENSIONAL REQUIREMENTS

<sup>1</sup> Shall not apply to sewage pumping stations operated by the Town.

<sup>2</sup> The term "Nonwetland Area" shall mean land other than the fresh water wetland as that term is defined in M.G.L. Chapter 131, Section 40. The Minimum Nonwetland Area shall be measured in contiguous square feet. The Minimum Nonwetland Area requirement of 12,000 square feet in all Residential Districts shall apply to all lots created prior to the date of adoption of this provision. M.G.L. Chapter 40A, Section 6 may also limit the requirements for certain other lots.

<sup>3</sup> The minimum front setback distance shall be measured from the nearest street line; provided, however, that where the street has a right-of-way width of less than forty (40) feet, the setback distance shall be measured from a line on the lot twenty (20) feet from and parallel to the center line of said street.

<sup>4</sup> The minimum side yard and rear yard setbacks shall be the minimum horizontal distance from the lot line to the nearest point of a building or structure.

<sup>5</sup> Except that a portion of any building or structure not exceeding fifteen (15) feet in height shall be set back a minimum of ten (10) feet from the side lines of its lot, and a detached accessory building or structure having a height of less than fifteen (15) feet and a front setback of at least seventy-five (75) feet shall be set back a minimum of three (3) feet from the side lines of its lot.

<sup>6</sup> Except that a detached accessory building or structure having a height of less than fifteen (15) feet shall be set back a minimum of three (3) feet from the rear line of its lot.

<sup>7</sup> Except that a portion of any building or structure not exceeding fifteen (15) feet in height shall be set back a minimum of fifteen (15) feet from the side lines of its lot, and a detached accessory building or structure having a height of less than fifteen (15) feet and a front setback of at least one hundred (100) feet shall be set back a minimum of six (6) feet from the side lines of its lot.

<sup>8</sup> Except that a detached accessory building or structure having a height of less than fifteen (15) feet shall be set back a minimum of six (6) feet from the rear line of its lot.

<sup>9</sup> Unless the wall facing a side lot line is either a party wall or, if adjoining another lot in the same district, a wall with its outer face coincident with such line. The space between buildings or structures, if any, shall not be reduced to less than fifteen (15) feet.

<sup>10</sup> Except that if the side yard abuts a railroad right-of-way, there shall be no minimum side yard setback.

<sup>11</sup> Except that if the rear yard abuts a railroad right-of-way, there shall be no minimum rear yard setback.

<sup>12</sup> Each side yard setback shall be increased by one (1) foot for each foot that the height of the building exceeds fifteen (15) feet; provided always that the side yards shall total not less than forty (40) percent of the lot width.

<sup>13</sup> See Section 8.3 OPEN SPACE RESIDENTIAL DEVELOPMENT for density and dimensional requirements for OSRD.

## Community Visioning Session Materials: Introductions

## Exercise 1: Introductions

Group 1

From  
Norwood  
Dedham  
Mittford

Proximity to Boston  
inertia

all kinds of housing

Disabilities Committee

Apartments & houses

Neighborhood

maybe a ramp?

● Schools \*\*\*

Active Older Population

Zero net energy home

Proximity to  
Oceanside Mountains

initially an investment

Westwood Environmental  
Action Committee

IEB

Accommodations

Back & forth about  
staying or going.

Community

Public Schools

great neighbors

● Convenience to museums/City  
Hospitals.

## Exercise 1: Introductions

Group 5

731

6 people

Zoning Board

single family house

Schools 31 yrs ago

close to 128

good rep, poli:

location

neighborly, safe

Jack W

SF  
apartment in past

grew up here and stayed

Steve

42 years here

apt in Allston; looking and built house in WW

no reason to leave

convenient to 128; work

Dave - all diff for past 30 years - open space, land built town-remains of fall

Avi

2003 in IL, then

from Israel rent Newton looked after

School system 4 kids

apartments in Israel, none also

Baltimore rental

kids are now dispersed

house too big; expensive transition

Lyne

1992 from Norwood

for schools; want public school

kids like to stay but hard to find space, to downsize

would like a smaller house

finding the space

Exercise 1: Introductions

Group 3

Tom  
From RI

→ \*Islington off - Craft Regis  
apts / single family home  
1992 schools

Retired would  
like to stay  
not a house you  
could live in  
\$ price + not available  
great community

→ Elaine  
grew up in NJ  
rented Belmont +  
Hartford St  
moved to W W for schools  
good investment  
will retire here  
great community

→ Al Furo  
grew up in Boston  
3 family home<sup>2 family</sup>  
high schooler  
came for schools  
\*Islington  
single family

→ Cheryl  
single family home  
Brookline / Quincy  
schools → getting married  
convenient  
done with college

\*Islington → great size to retire  
convenient / highway  
great area to walk

May Ann Carty  
1980s Willard  
police officer  
good schools

\* kids / done or almost  
done

\* schools

\* location

housing  
types Duplex  
from W Rox  
affordability great neighbors

\*Islington  
grew up in  
Dedham / W Rox

## Community Visioning Session Materials: Perfect World

## Exercise 2: Perfect World

Group 1

- ☐ Diversity  
Socioeconomic
- ☐ Neighborhood Communities  
Remain Strong.
- ☐ WHA Transparency  
& more formal  
Structure  
— State  
Recognized  
Housing Authority
- ☐ Helpful
- ☐ Integrated Ages in  
neighbourhoods (kids)
- ☐ Kids to be able  
to live here
- ☐ Lower taxes to  
create affordability  
to keep Seniors  
here.
- ☐ Settings that  
create community  
without isolating
- ☐ More community  
Centers →  
A Community  
Center.  
(post-graduation)
- ☐ Walkability.
- ☐ Smaller lots w/ more  
open space
- ☐ maintain/increase  
green space/trees.
- ☐ Enable privately  
held 40B apartments



## Exercise 2: Perfect World

## Group 3

### Success 2035

#### Housing Vision

- diversity of types of Housing / seniors first time buyers / downsizing
- entry level

Price ranges

- Sense of community

- people who grew up here or can afford to stay here including people who serve the town

Mixed types of

Diversity of Housing

- manage the look

- Downsize affordably and stay in Westwood

- sense of community meets the needs of all age groups with → diff demographics

- \$ price range

Balance open space with needs for diverse housing

could not afford Needham

Open space element depending on where you live - community

### Core elements

Balance open space needs and provide Diversity of types of Housing

pretty community → young families to be able to afford

→ people who grew up here can't stay

→ service to town can't afford it.

land preservation

## Exercise 2: Perfect World

Group 5

2035 <sup>core</sup> elements of perfect world

7/6

bike lanes

sidewalks

(in-habitat)

mixture

+ small housing

concern about big houses displacing - not <sup>to be</sup> healthy or healthy

smaller and more compact options w/o maintenance

+ a better mix for younger and older people

accessibility

55+ in town reasonable prices single story, shed space

+ affordable for police, fire, other people

open space



### Exercise 3: Obstacles

### Group 1

- ☐ Taxes & Tax Rate inflexibility (defer tax until sale)
- ☐ Housing Authority is lacking in resources (not state funded) to meet the needs of economically diverse residents.
- ☐ Town does not have its own services - electric, cable (economies of scale)
- ☐ Services not scalable for "rapid" growth - ~~rapid~~
- ☐ residents resistance to change
- ☐ Intentions of Developers to make money vs. Building what the town needs/wants.
- ☐ Community Awareness of upcoming ~~the~~ issues/opportunities/advantages/Education
- ☐ Economics
- ☐ What is buildable.
- ☐ By laws which allow huge rebuilds.
- ☐ City Sprawl(?)
- ☐ Road planning for drive thru traffic from Franklin. (Traffic)
- ☐ Look at set backs.
- ☐ Developers vs. existing home owners.

## Exercise 3: Obstacles

## Group 3

Main Obstacles

- ①. Too Nice of town → demand → because we are desirable prices increase  
 • Victims of Market Forces - Housing Crunch  
 Because of schools  
 • schools →
- ②. Canabalizing small houses into "McMansions" → special permits  
 • "Incentive For Homeowners Benefit to seller" → Builders Tax  
 - Housing preservation  
 • need to overpaying for property  
 • goal in town → trying to increase commercial tax revenue & create diverse affordable housing at times those forces seem at odds → heavy emphasis on commercial
- ③. Town to <sup>truly</sup> commit to put this vision of diverse housing in place

## Exercise 3: Obstacles

Group 5

803pm

suburban mentality of big house w/ yard + garage + pool

builders build for biggest profit

housing production industry no incentive to build a 1200 sf house

not enough buildable land

Zoning to encourage smaller houses - current zoning is 2 acre lots

- if we added 2000 units concern that home prices would drop; town would explode

could we use land more efficiently?

- public resistance to density

resistance to different people moving to westwood



☐ Incentivize potential lots for Affordability

## Exercise 4: Strategies

Group 1

☐ more two-families  
(that looks good)

☐ Starter Home District  
1

☐ accessory dwellings

★ ☐ Tax Credit Programs  
(set more non-profit developers.)

☐ A more involved

Town with Sections  
40 B

★ ☐ Age Restricted Development.  
Clusters, Ranch homes  
near each other &  
common space -  
new development

★ ☐ Using CPC funds  
for community  
housing.

☐ Non-apocalyptic  
thinking around  
Two Family housing

☐ Family Restricted for  
40 B also.

☐ Needs Based Cluster  
- dogs?  
- condos?

★ ☐ Flipping @ a  
highly elevated \$  
But slow.... keeps  
flippers away.

☐ Town deems Regime  
offset w/ benefits  
elsewhere in town.

☐ Faster permitting  
w/ a kind of "toll"

☐ By laws prohibiting  
"Flipping"

→ incentivize it to  
fill another need  
of the town.

☐ Tax the heck  
out of two  
houses where there  
once was one.  
\$ one that could have  
been two at sale.

☐ Historical houses,  
keep in the town.



## Exercise 4: Strategies

Group 3

Strategies: ~~\*~~ Town owned school land

→ multifamily houses → for the town to purchase for affordable housing

Proactively ~~prop~~ Solicit current owners to see if they have an interest in selling to affordable housing

if sprinkling in isn't possible → make affordable housing neighborhoods

→ starter areas - small homes, small plots

→ downsizing areas

→ multipurpose areas

[Deed Restrictions]

go to Land Trust → land/diverse partnership which is devoted to → housing

creating a

CPC →

→

55+ Housing, townhouses & condos

\* asking folks who are running for office to commit to affordable/diverse housing

\* Senior Housing as a priority  
Development → By Regulations Zoning

\* Tasteful house

## Exercise 4: Strategies

Group 5

Public Private partnerships +

Historic property - if consolidation what happens to the property?

closed school property to become affordable housing

allow low rise 4-6 stories for addit housing, mixed use

~~allow~~

allow rental apartments in a specially zoned district - where?

modular homes for families town partners with developer

Zoning to limit expansion of homes based on floor ratios

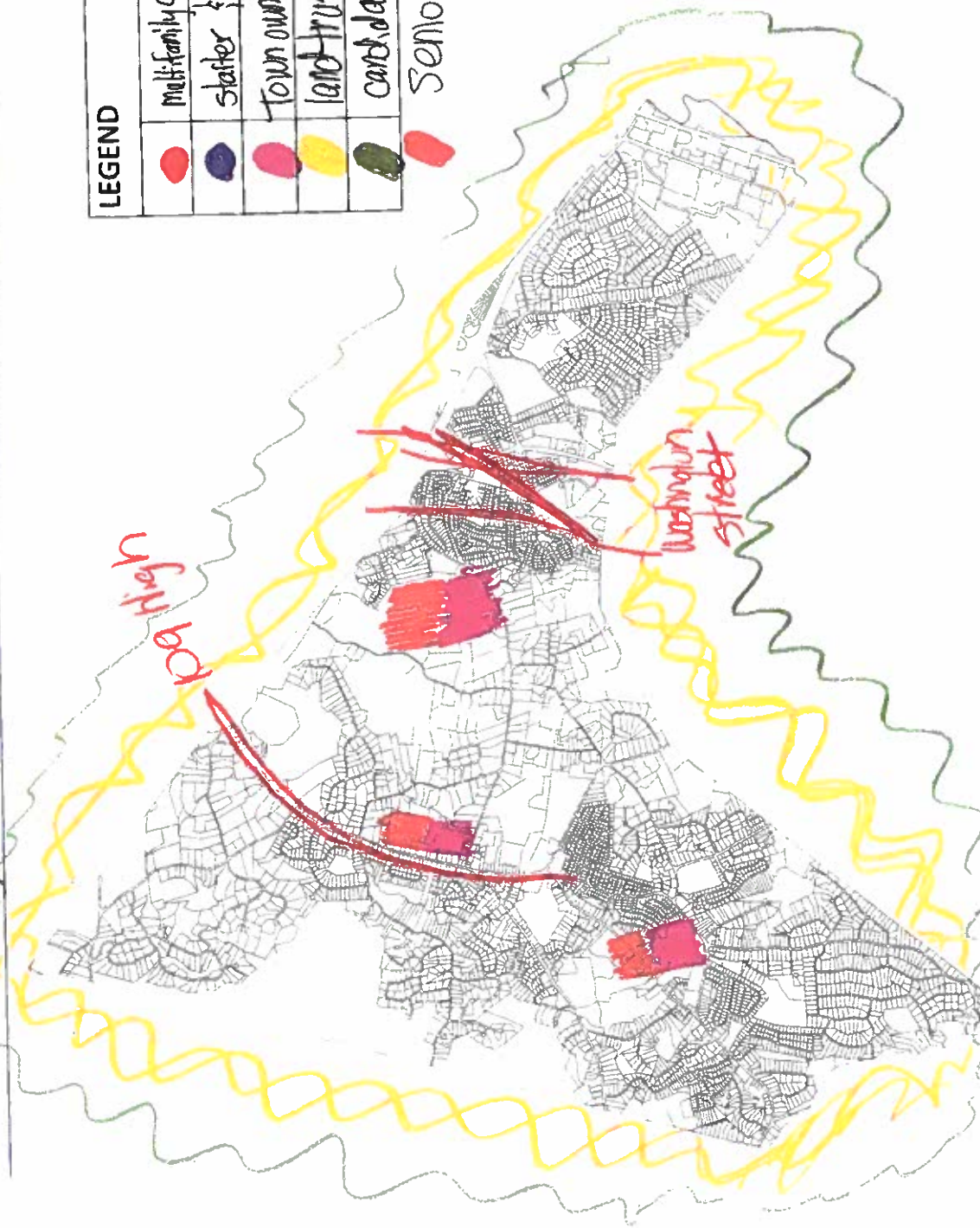
**Community Visioning Session Materials: Strategic Zoning**



LEGEND	
●	<del>Former</del> (Westwood Lodge) <del>Age Restricted</del>
●	Multi Use Overlay
●	Multi Family Dwelling

# Group 3

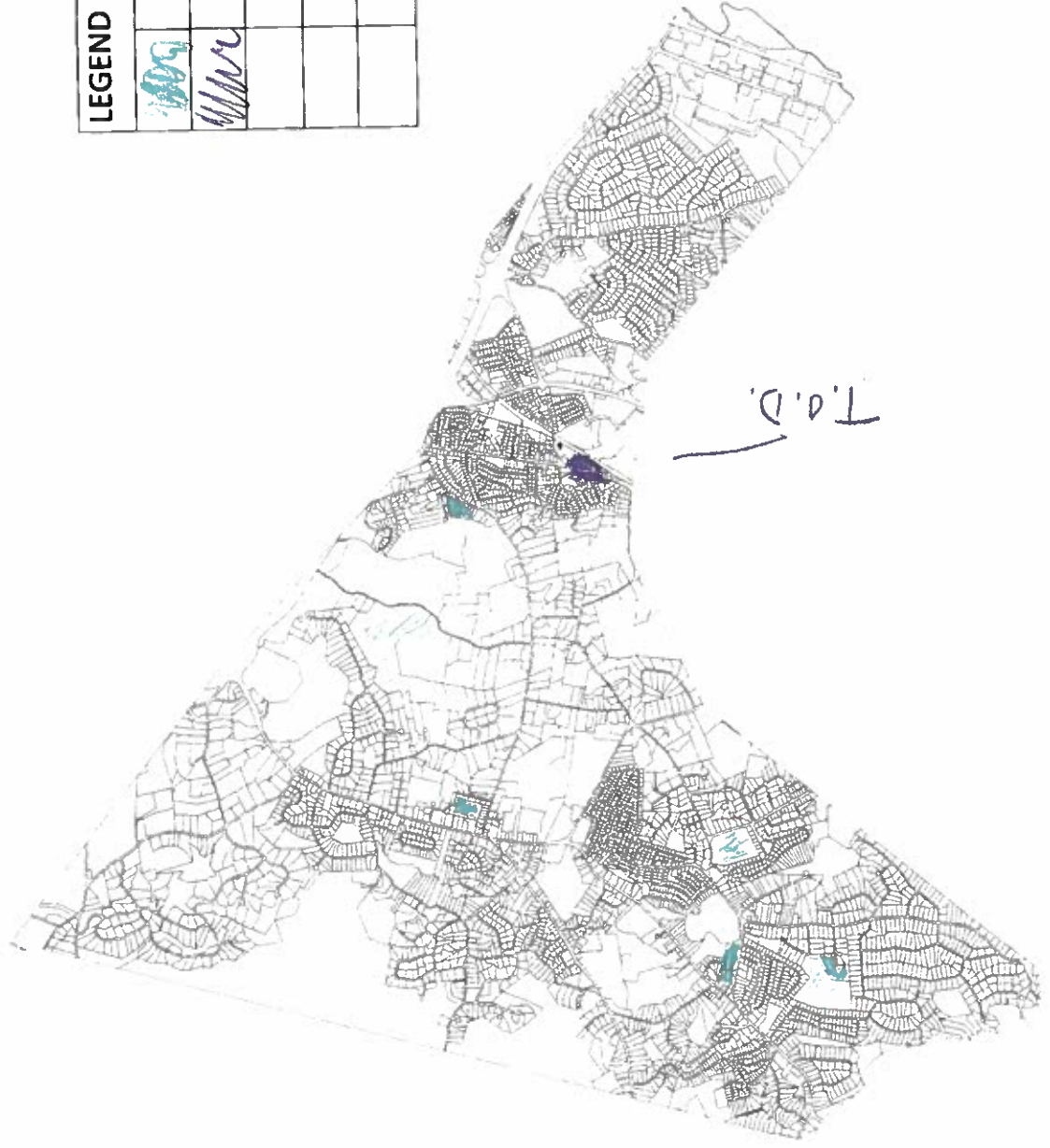
## Exercise 5: Strategic Zoning



LEGEND	
<span style="color: red;">●</span>	Multi-family cluster housing
<span style="color: blue;">●</span>	starter & downsizing
<span style="color: pink;">●</span>	Town owned school land
<span style="color: yellow;">●</span>	land trust / land bank
<span style="color: green;">●</span>	condos / cohousing
<span style="color: red;">●</span>	Senior Housing



Exercise 5: Strategic Zoning



LEGEND	
	Schools to Homes
	Transit Oriented Dev

**Community Visioning Session Materials: Parcel Mapping**

June

# Exercise 6: Parcel Mapping

## Group 3



### LEGEND

●	Schools
●	Everett Street (fun bus)
●	florist / pt / cleaners pg
●	Mixed use + bar/bakery
●	tail-end of Washington Street
●	Education*





LEGEND	
●	Affordable / comm Pent

**Survey Results**

1

2

3

4