

## 12. ECONOMIC DEVELOPMENT

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Throughout the Master Plan Process, public input highlighted the Town’s scenic landscapes, historic buildings, school systems, and services as their reason for moving to the Town. Residents also stated the importance of the Town’s retail areas in contributing to the Town’s character. For this reason, the economic development policies of the Town contribute to the overall quality of the Town.

The Master Plan’s economic development goals (see **Section 9**) for the most part encourage the continuation of Wayland’s current level of business activity. Cognizant of the Town’s limited capacity to accommodate additional traffic, the goals encourage retail and service businesses that primarily serve the local market. Another key goal for the Town’s business areas is, over the long term, to improve the attractiveness and “sense of place” in Cochituate Village and Wayland Center in order to promote these locations as shopping areas with distinctive small businesses.

The economic development proposals fall into three categories. First, the Town could modify and update its business zoning framework to better reflect the types of businesses that it wishes to attract and the character it hopes to promote in the various business areas. Second, the Town could expand its economic development capacity to help encourage and even recruit desirable types of businesses, as well as promote and advocate for the interests of existing businesses. Finally, the Town could coordinate its economic development objectives with its policies on transportation, infrastructure, and Town character.

### 12.1 Business Zoning

Currently, about 145 acres (1.4%) of Wayland’s land area is zoned for business. The Master Plan does not propose any increase to the amount of business-zoned land, for two reasons. First, the current zoning pattern is consistent with the Town’s economic development goals—that is, focusing small businesses in the two Town centers and a couple of other small nodes. The Town is not interested in attracting large amounts of “strip commercial” development, which is uncharacteristic for the Town and generates large amounts of traffic. Second, since the Town’s business districts are relatively close to build-out, there are very few remaining areas that would be suitable for business development. For example, most of the lengths of the Town’s roads are already developed with houses that are part of residential neighborhoods, and/or are characterized by environmental constraints such as wetlands or floodplain. Many of the Town’s roads are also unable to accommodate much additional traffic volume or turning traffic that would come with new commercial development.

The Master Plan focuses on promoting appropriate redevelopment in existing business areas in order to encourage the highest and best use of these lands. Zoning recommendations for the Town centers are presented in **Section 10.5** and summarized briefly below, along with recommendations for the Town’s other business areas. **Table 12-1** summarizes the desired uses and approximate acreage of each of the possible business zones.

**Table 12-1**  
**Town of Wayland**  
**Possible Business Zoning**

<b>Zoning District</b>	<b>Desired Business Uses (Generalized)</b>	<b>Existing Acreage</b>	<b>Proposed Acreage</b>	<b>Notes</b>
Business A	Small and medium-sized retail, service, and office uses; mixed use development.	33	33	Intended to create business areas along the Town's major roads that are attractive and easily accessible by car or foot.
Business B	Small and medium-sized retail, service, and office uses; mixed use development.	14	17	Intended to create a pedestrian friendly "village" atmosphere with small setbacks in Cochituate.
Planned Village District	Wide range of business uses by special permit.	9	9	Intended to promote mixed-use development serving local market. This are includes the former Roadside Business District.
Limited Commercial	Wide range of business uses.	86	32	Auto-oriented business area coordinated with the abutting land in Sudbury.
Light Manufacturing	Re-zone to Business A.	4	None	Master Plan proposes to eliminate this district and incorporate uses into the Business A district.
Wayland Business Center	Planned Redevelopment Project with offices, research and development, small retail and service uses.	None	54	Master Plan proposes to create this new district.
<b>Total</b>		<b>146</b>		

Wayland Center is the Town's northern focal point, where diverse small businesses blend compatibly with public facilities and historic structures. New development should be encouraged that is consistent with the area's historic character and contributes to a coordinated and functional public infrastructure, such as street trees and sidewalks. Although it is important to create a pedestrian friendly environment here, the Town recognizes that this commercial area will be more auto-oriented than Cochituate because of its location on a wide, busy road (Route 20) and the fact that it is not located within walking distance of many densely developed neighborhoods like Cochituate. Nevertheless, it is important to focus site planning guidelines that will minimize the impact of automobiles through the use of shared access and parking as well as by locating parking to the side or rear of buildings. See **Table 10-5** for a summary of suggested use and dimensional requirements in the Business A District.

### **12.1.1 Cochituate Village**

Both of the business nodes along Route 27 in Cochituate could be re-zoned from Business A to Business B. This revised zoning category may include generally the same uses as the Business A District, but may differ in its dimensional and site planning requirements. A slightly higher overall density could be allowed, and a maximum front setback could be established to encourage the relocation of buildings close to the street.

Similar to the Business A District, shared access and parking could be encouraged and parking could be located to the side or, preferably, the rear of buildings.

### **12.1.2 Wayland Center**

The proposed Business A District in Wayland Center encompasses the entirety of the existing Business A, Business B, and Light Manufacturing Districts in this area. By re-zoning the Light Manufacturing District to Business A, the Town would not be trying to force out the existing “heavier” uses in the small area north of Route 20 and south of the rail right-of-way. These uses could be allowed to remain as pre-existing nonconforming uses, and could also be allowed to expand subject to a special permit procedure. However, over time, this land may become more valuable for other land uses. If this happens, the Town would like to promote uses consistent with the remainder of the Business A District—retail, service, office, and mixed-use development. Over time, the small “rear” parcels abutting the rail right-of-way could be combined with the small parcels that front on Route 20 to create more valuable deeper parcels that could attract higher-value commercial or mixed-use developments. If the rail right-of-way becomes a regional recreation trail, this could also create a market for businesses serving cyclists and other trail users, as has occurred along the Minuteman Bikeway in Arlington and Lexington.

### **12.1.3 Wayland Business Center**

As discussed above, the Wayland Business Center site remains the only location in Town where there is the potential for large-scale business activities, significant commercial tax revenue generation, and large-scale redevelopment. The recommended zoning for this site (see **Section 10.5.1**) would allow higher density mixed-use development as part of a Planned Redevelopment Project under which a comprehensive redevelopment plan for the site would be created and could be approved upon issuance of a special permit.

### **12.1.4 Limited Commercial District at Sudbury Town Line**

The Limited Commercial zoning District at the Wayland/Sudbury Town line is recommended to be amended as part of the auto-oriented business node that extends into Sudbury. The goals for this area are to encourage a mix of mainly auto-oriented business uses that provide the Town with goods, and services, jobs, and tax revenue. It is recommended that the Town of Wayland work with the Town of Sudbury to develop a cohesive zoning district that incorporates the businesses within the two sections of the Town. However, the proximity to the Sudbury River and wetlands must be considered in all recommendations.

Through collaboration, the two Towns may be able to guide development in a cohesive fashion to address vehicular issues such as access management, adequate signage, and landscaping. In the process of revising the Limited Commercial zoning, the Wayland Planning Board and Sudbury Planning Board could meet jointly to discuss land use goals for Route 20 and help to create a more unified zoning approach to this area.

### **12.1.5 Planned Village District**

The Planned Village District is recommended on Route 20 near the intersection with Pine Brook Road. This district could replace the existing Roadside Business District along this section of Route 20 to promote a village style development that incorporates a business component that serves the village area and surrounding neighborhood. The residential component of this district could be clustered to create a sense of community and neighborhood while the commercial component could be designed to serve and blend with the fabric of a planned residential development and the surrounding neighborhood. Further, the Planned Village District would contain a series of site and architectural design guidelines to ensure the following principles:

1. Pedestrian oriented design and amenities
2. Modest commercial uses at a scale appropriate for a neighborhood setting
3. Small, well designed parking lots and on street parking
4. Landscaping and street trees
5. Durable materials and construction
6. Compatible neighborhood scale

New buildings within the Planned Village District would have varied, interesting facades with frequent doors, windows, and architectural styles. Buildings would be grouped into ‘neighborhoods’ or clusters that incorporate on-street parking pedestrian paths, and natural design.

#### **12.1.6 Other Business Nodes on Routes 20 and 30**

Besides the business areas already discussed, Wayland has additional business nodes: the Business A area at the intersection of Route 20 and Old Connecticut Path (abutting Weston) and on Route 30 at East Plain and School Streets. These areas are now zoned Business A, and the Master Plan recommends keeping their zoning designation. However, as discussed above, some changes are suggested to the Business A zoning framework in order to encourage development that is accessible to automobiles and pedestrians alike, and that enhances the appearance of the road with street trees, attractive building facades, and parking located in inconspicuous locations.

#### **12.1.7 Home Occupations**

Home occupations can be an important source of employment and income for residents as well as a low-impact form of economic development. Although no statistics are available on home occupations, with its well-educated labor force, high-speed internet infrastructure, and proximity to large business centers, Wayland is well-situated to hosting various consulting, professional service, and computer home businesses. Wayland currently allows home occupations by right (i.e., no special permit required) if there are no employees and the business is made up of a sole practitioner. In addition, the regulation allows home businesses with employees by special permit.

In recognizing an increasing trend in outsourcing of employment and telecommuting, the Town may want to consider expanding the home occupations provisions in the Zoning Bylaw. Such an expansion could consist of allowing limited numbers of employees to work at a residence provided that no indication of a business activity is provided. An example may be computer programming, engineering, accounting, or other professional services or consulting where customers do not visit the home where the activity is occurring. This expansion of the home occupation would require one employee who resides at the location of the business and such an activity does not change the principal use of the property as residential. In addition, the size of the space used by a home occupation could be increased to 30% of the dwelling or 1000 square feet, whichever is less.

### **12.2 Other Zoning Recommendations**

#### **12.2.1 Parking Regulations**

In suburban areas where private automobiles are the main means of transport, parking requirements are often the limiting factor in determining how much development can be accommodated on a site. Thus, excessive parking requirements not only harm the environment by creating needless pavement and runoff; they also

hinder business development and the expansion of commercial tax base. Some of Wayland's parking requirements may be considered excessive based on accepted national standards as well as actual usage data. There is a proposed amendment to be considered at the Annual Town Meeting in May 2004 to improve the aesthetics of parking lots. The amendment requires one space per 140 square feet of gross floor area and 10% landscaping within the parking lot.

Additional parking revisions are recommended. The Town may consider consolidating all of the parking requirements in a single section or table of the Zoning Bylaw so they are easier to understand. In addition, the Town may consider providing special permit parking requirements or parking waivers for any site within one of the Town centers, as delineated on **Figure 10-2**. In these locations, requiring the full amount of parking on every lot would hinder the creation of a pedestrian friendly village atmosphere. Parking requirements may be modified by reducing the requirement for certain businesses that can demonstrate less of a need, or allowing some of the required parking to be located in off-site lots, shared lots, or on-street parking. These improved parking requirements would allow for more flexible site planning that would help promote the type of village atmosphere that residents desire in the Town centers.

An overall reduction in the number of parking spaces should be balanced with better site development. For this reason any additional changes in parking requirements could be accompanied by improved landscaping, access, and sidewalks. The proposed amendment for the 2004 Annual Town Meeting was written to address these concerns in part.

### **12.3 Economic Development Commission**

The Town is not fully capitalizing on the many ways that the business community could help meet local goals such as revitalizing Wayland Center and Cochituate Village. For these reasons, the Master Plan recommends establishing an Economic Development Commission (EDC), which would be a Town committee appointed by the Board of Selectmen and consisting of members including local business owners and representatives from Town government, a wastewater representative, and possibly others. The newly formed committee would be encouraged to work with the Wayland Business Association (WBA), which is a local private organization that has more than 100 Wayland businesses as members.

The EDC would serve a few functions in Town government. First and most important, it would function as a business advocacy voice, working to improve communication between the business community and Town government. Second, it would serve an economic development role, seeking to attract desirable businesses such as restaurants in the Town centers or a large employer at the Wayland Business Center site. Examples in which the EDC may participate include:

- Work with the Town to implement the economic development recommendations in the Master Plan.
- Work with local boards to prepare a Wayland development handbook explaining the various permits that a prospective business must obtain, and how to permit a new business as expeditiously as possible.

- Develop a strategy to retain and expand the business base in the Town centers. This effort could include, for example, organizing seasonal festivals or events showcasing local merchants and their product and services; providing direct outreach and business assistance to existing and prospective businesses; or developing a collaborative advertising strategy that promotes the Town centers as shopping destinations.
- Maintain relationships with existing employers and commercial property owners in Wayland and work with them to address needs and concerns.
- Work with regional economic development organizations to help direct target businesses to appropriate sites in Wayland. (This strategy would be most applicable to the Wayland Business Center site.)
- Serve as the Town's point of contact with the state and neighboring communities in matters related to economic development.
- Provide business-related policy recommendations to the Board of Selectmen and other Town bodies.
- Work with the Town and property owners to pursue outside funding support for local economic development initiatives.

## 12.4 Infrastructure and Public Realm

Infrastructure systems and the public realm (roads, sidewalks, lighting, landscaping, parks, etc.) are critical to economic development. Systems such as roads, utilities, and sidewalks can encourage new development, provide access to jobs and workers, and help businesses succeed by attracting and retaining customers. The Master Plan includes the following infrastructure recommendations, which are discussed more fully in **Section 15**:

- **Water Supply:** Wayland already provides public water service to its business districts. However, water demand currently exceeds the pumping limits of the public water system, and the Water Department is working to stretch limited resources further by reducing the amount of unaccounted for water and implementing aggressive water conservation policies and initiatives. With regard to economic development, attracting businesses that have low to moderate water demand is important. Fortunately, this is consistent with the Town's zoning and its economic development goals, which encourage smaller-scale and low-impact businesses. In areas where larger businesses are desired (such as the Wayland Business Center site), water usage should be a consideration in zoning and permitting.
- **Wastewater Management:** With the exception of the Wayland Business Center site and some surrounding properties in Wayland Center, almost all of the Town's businesses rely on septic systems for their wastewater management. This can be an impediment to economic development, especially in areas with small lots (such as Cochituate) or environmental constraints (such as parts of Wayland Center). Septic constraints may prevent businesses from expanding or may discourage redevelopment of properties with higher value uses. Even where development or redevelopment can occur, necessary septic and leaching field locations in suitable soils may limit the siting of a building. For these reasons, the Town, through its Wastewater Management District Commission seeks to facilitate the expansion of wastewater treatment options in both Wayland Center and Cochituate. See **Section 15.8** for further discussion.

- **Transportation:** Roadways are integral to the local economy. Roads connect people to places of employment, shopping, and entertainment. Roads also connect businesses to suppliers, customers, and markets. Therefore the condition of roads, the functioning of the road systems, and the safety of roadways are important for the vitality of a local economy. In addition to the Town’s roadway system, public transportation can enhance an economic district by providing alternative means of providing access to an area and encourage pedestrian movements within a business area.

The Town of Wayland could conduct a transportation study of the business areas to look for opportunities for improving access and safety through traffic calming, access management, intersection improvements and public transportation.

- **Streetscape:** During the Master Plan process, many residents expressed a desire to impart more of a “sense of place” on Cochituate Village and Wayland Center. Doing so would give the Town more pride in its centers and make these areas attractive places where shoppers want to linger. Recommended aspects of a streetscape enhancement program for the Town centers include attractive and uniform sidewalks (mainly an issue in Wayland Center), landscaping, street furniture, attractive street lights, removal of overhead wires, and unique touches such as a outdoor artwork or sculpture and interpretive plaques. These improvements would need to be made over a period of years, and are appropriate both on public and private property (improvements on private property could be included as part of site design as parcels of land are redeveloped in the future). The Town could pursue grants and state transportation funding to help fund these projects. In addition, the Town has a provision requiring all new developments to bury utilities. This requirement contributes greatly to enhancing streetscapes both in commercial and residential areas.



