

15. PUBLIC FACILITIES AND SERVICES

15.1 Introduction

As described in **Section 7** (the Public Facilities and Services Inventory), the Town of Wayland provides a wide range of high quality municipal services and facilities for its residents and businesses ranging from schools, public safety, roadway maintenance, and water supply services to senior services, a library, and a variety of recreational and arts programs. All of these services must be properly staffed and have adequate and well-maintained public buildings and facilities from which to operate. Over time, as needs change, demand for services shifts, and facilities age, the need for new or renovated facilities and services must be constantly assessed and provided for accordingly.

A community embarks upon a capital facilities construction program for one or more of the following reasons: 1) to provide facilities for an expanding population, 2) to remedy existing facility deficiencies, space shortages and overcrowding, and/or, 3) to maintain or increase the quantity and quality of municipal services and programs demanded by and provided to its residents. In Wayland's case, the latter two reasons, primarily, have driven the Town's facility and program expansion plans since the Town's population has been growing relatively slowly in recent years. In coming years, the Town's overall rate of population growth will likely continue to be slow. However, age cohorts will shift as Wayland's population gradually ages, thereby increasing demand for services for specific population segments such as seniors.

In recent years, the Town has successfully addressed some key facilities and services needs. For example, it has constructed a new Public Safety Building in Wayland Center and has recently improved its Middle School and Elementary Schools. However, additional community services and facilities needs remain. For example, additional capital improvements will be required for the High School, salt shed, Fire Station Two, Library, Senior Center, and Highway and Parks and Recreation Garage. Within 10-12 years, the Town will also need to convert to a trash transfer facility or some other waste management scheme once its landfill reaches capacity. Also, the Town now lacks certain facilities altogether that it may want in the future, such as a community center.

Plans or feasibility studies for many of these needed improvements are already underway—including the Library, Station Two, the High School, and the salt shed—and various Town committees are proactively looking to identify other future needs. The Town has also been proactive over the years in acquiring or “landbanking” property that may be used for future municipal facilities, schools, or recreation and conservation purposes. The largest of these properties is the 140-acre Greenways on Route 27/126, which is earmarked for several uses including conservation land adjacent to the Sudbury River, 10.1 acres for active recreation, and 33.7 acres for future municipal purposes. Other acquired property includes the former Loker Conservation Area, which is used for recreation and conservation purposes.

The Town has also recognized the importance of its two Town centers and the need to strengthen them as places of civic activity, pride, and public focus. The Town's decisions to site many of its public facilities in these centers have helped reinforce their vitality and importance. For example, the newly constructed Public Safety Building has been situated in the heart of Wayland Center rather than at a more remote site, and many Town residents hope to retain the Library in Wayland Center in the future. (Facilities that do not need to be in walking availability to Wayland Center and Cochituate Village could be sited outside of the centers.)

Even though the Town owns a number of large properties, suitable sites for new or expanded facilities are considered scarce, due either to environmental constraints, the presumption that vacant Town-owned lands should only be used for conservation or recreation purposes, or the close proximity of the sites to homes or neighborhoods that could be disturbed by new activity. In addition, the process of examining facility needs and identifying and selecting sites to meet these needs currently done in an uncoordinated manner where each department addresses its own needs separately and there is little coordination across boards or departments to forge a comprehensive facilities plan, siting strategy, or long term capital funding plan. Coordinated facilities planning and site selection would be a significant benefit to the Town.

This section of the Master Plan is organized as follows: **Section 15.2** discusses overarching issues related to future facilities planning, siting, and funding in Wayland. **Sections 15.3** through **15.5** recommend actions related to specific municipal facilities under the general categories of Public Schools (**Section 15.3**), General Municipal Facilities (**Section 15.4**), and Recreation Facilities, Programs, and Civic Open Spaces (**Section 15.5**). **Section 15.6** recommends improvements to the public realm in Wayland Center and Cochituate Village. Finally, **Sections 15.7** and **15.8** discuss future policies with regard to water supply and wastewater disposal, respectively.

15.2 Capital Facilities Planning and Maintenance

Over the years, various Town boards, departments and committees in Wayland have tended to examine future facility siting, space, and programmatic needs independently. However, the space needs of the Town's various departments and the availability of new spaces or sites can be and often are integrally linked. For example, the Town Building has proven to be a flexible space resource for many different departments and has provided temporary "swing space" for departments whose facilities were being relocated or reconstructed. In the future, depending upon which departments relocate from or move into the Town Building, shifting opportunities will arise for new facilities from various departments to be relocated there—such as a new multi-generational community center, the Arts Center, or an expanded senior center.

Likewise, the Highway Department and the Parks and Recreation Department now work cooperatively to share their garage facilities and site. Yet, each is considering alternative relocation sites independently. Because of their strong cooperative relationship and because of the benefits of shared facilities for similar operations, the two garage facilities would ideally remain together, especially if the two departments were ever to be reorganized and consolidated into a unified department of public works.

In short, Wayland's better coordination of departments' and boards' various capital facilities needs and siting investigations is recommended, as is the time preparation of a unified capital needs and facilities program. At present, the Wayland Finance Committee annually prepares a five-year capital improvement program for the Town, which outlines projects and expenses necessary for the construction and reconstruction of capital assets and the acquisition of land, equipment, vehicles, and other property. For the most part, capital projects include line items such as roof repairs, window replacements, and acquisition of motor vehicles. However, *long-range* capital planning has not been the focus of the Finance Committee.

The establishment of a *Public Facilities Planning and Coordinating Committee* charged with the responsibility for preparing a coordinated long-term capital facilities improvement plan for the Town could address many capital facility issues. The Committee could examine the facility needs of all departments by looking at

current facilities and future needs of all Town departments, boards, and commission. The Committee recommendations would be based on established criteria for determining facility need priorities.

Membership on the Committee could include three to seven members with specific expertise such as real estate development, construction, and finance as well as one or two at large members. Direct knowledge and experience in facilities planning and funding would be crucial. Due to the need for committee members to remain neutral to various causes it is recommended that members not serve on boards requiring capital facilities so that the committee could remain independent in its decision making. Appointments to the committee could be done jointly by the Board of Selectmen and the Finance Committee and members might serve for at least four years or longer due to the duration of most projects. This Committee could work in coordination with the Finance Committee and be provided funds to hire consultants to help them prepare the coordinated plan. The Committee's primary goal could be to recommend a Long-Range Capital Facilities Plan.

After the Committee's work is complete, reconvening every two years to monitor progress and update the plan would be appropriate. Alternatively, updates could be prepared by the Executive Secretary's or Town Administrator's office. (Wayland will consider an article to move to Town Administrator form of government in Spring 2004.)

In addition to planning for capital facilities, there is a need to coordinate the maintenance of public buildings. Currently, maintenance responsibilities for building facilities are divided among several departments, including the Parks and Recreation Department, Highway Department, School Department, and others. There is a critical need for the preparation and implementation of a coordinated Building Maintenance Plan. It is likely this process could lead to a recommendation to establish a Town Property Manager staff position.

15.3 Public School Recommendations

As discussed in **Section 7**, the Wayland School Committee and School Department operate five public schools for approximately 2,920 students: the High School, Middle School, and three elementary schools (Loker, Happy Hollow, and Claypit Hill). The School Department also operates a variety of programs in addition to its regular K through 12 programs, such as the Wayland Public School Children's Way at the Town Building, which provides full pre-school services for children aged 2½ to 5 years.

Over the years, school enrollments have risen, declined, and then risen again. School enrollment peaked at just over 4,000 in the 1970-71 school year and then declined to about 2,070 in 1990-91—a drop of 48% in that 20-year period. Enrollments have grown again over the past twelve years and in 2001-02 stood at 2,922—41% higher than in 1990-1991, but still well below the peak of 1970-71. In the last year, however, enrollments increased by the smallest amount since 1992-93 and elementary school enrollments actually declined for the first time since 1984-85.

As documented earlier in **Tables 7-2** and **7-3**, the 2001-02 combined elementary school enrollment of 1,381 students approached the combined “preferred design capacity” of 1,443 students at the three elementary schools. Over the next four years (through the 2006-07 school year), elementary school enrollments are projected to remain fairly steady at roughly 95-98% of the preferred design capacity—around 1,400 students per year.

With the recent expansion of the Middle School, there will be sufficient capacity to accommodate projected enrollments beyond the 2011-12 school year, the date of the furthest projections currently available. Forecasted High School enrollment will exceed the current facility's design capacity of 972 students by 2006-07.

In light of these projected enrollments versus capacity comparisons, the Town began by addressing the projected capacity shortfalls at the High School as described below. The elementary schools already have been expanded to their limits, so additions are not an option. In addition to possible new construction, other options might be considered, such as grade reorganizations, and alternative strategies to accommodate future growth. The School Committee needs to carefully balance the expenses of space needs and those of program needs.

Although there does not appear to be a need for an additional new school at this time, the School Committee owns several parcels of land that were originally acquired to provide sites for new schools if and when they were needed. One such property is located on Orchard Lane near North Cemetery. A second site—Alpine Field—is now used as soccer fields, but was also intended as a potential future school site. However, each site is approximately 14 acres which may be too small to accommodate the space requirements of a modern school. Each of these two sites is under the control of the School Committee and would need to be transferred to the Selectmen if other uses were contemplated.

Elementary Schools

As discussed above, elementary school capacity is not an immediate concern, but periodic monitoring in anticipation of possible future needs is important. With the potential for up to approximately 1,100 new housing units in Wayland, it is conceivable that school enrollments could rise 20% in the future if full build-out is achieved and the number of children per household remains constant (both of these factors, however, are far from certain). As need dictates in the future, a feasibility study may be appropriate.

Middle School

The Middle School now has capacity well in excess of its current needs. It can be expected to serve the Town well at least through the 2011-12 school year. If the elementary schools experience space shortages in the future, the use of some of the Middle School's excess capacity should be explored. Due to recent expansion and renovation of the Middle School, there are no recommendations for the near future.

Wayland High School

The High School's age and growing enrollment led to a Town Meeting vote to fund a feasibility study to assess the high school's space and facility requirements. This study was completed in the fall of 2002. An additional study by a group of community volunteers, named the High School Study Committee (HSSC) recently was completed and it affirms the general conclusion of the feasibility study. Hence at Town Meeting in November 2003, funding was appropriated to complete a design study for a High School expansion. A new committee was appointed, known as the High School Building Committee (HSBC) and an architectural firm recently has been selected to develop a conceptual design and implementation plan for the expansion and modernization of Wayland High School.

The School Committee might explore the possibility of relocating the Wayland Public School administrative offices to an expanded Wayland High School facility during the upcoming conceptual design phase. By

moving the administrative offices, considerable space would be made available at the Town Building for a variety of new potential uses, which would give the Town much more flexibility to plan for other departments' space need.

The HSSC recommended that a new gymnasium be built at WHS. This would help to relieve the pressures for gymnasium space in the Town.

The Children's Way Pre-School

The School Department operates a successful pre-school program at the Town Building. The operation of the pre-school has caused noise disturbance to the administrative offices located below. Therefore, it may be appropriate to investigate the potential for a new pre-school center site, perhaps as part of a system-wide site selection process for a new elementary school.

15.4 General Municipal Facilities Recommendations

The following discussion of municipal facilities is divided into five categories: Town government buildings, public safety facilities, social and cultural facilities, public works, and other Town facilities.

With regard to all municipal facilities, it is important to encourage the utilization of environmentally sound and energy-efficient products and designs in new construction and major renovations in order to enhance environmental quality, save money for operating expenses, improve public health, and provide an example of sustainable development practices that can be emulated throughout Wayland and elsewhere.

15.4.1 Town Government

Town Building (41 Cochituate Road)

The Town Building in Wayland Center hosts the Town's general government functions, meeting space, the Council on Aging/Senior Center, the School Department's administrative offices, The Children's Way, a gymnasium operated by the Parks and Recreation Department.

The Town Building works relatively well for the various governmental and recreational functions it provides. There is, at times, insufficient meeting space to accommodate all the various Town committees, boards, and commissions. There is also a general shortage of storage space. Because there are multiple functions housed at the Town Building, use conflicts have arisen as well. For example, when The Children's Way exercise classes are in session on the second level, the noise is disruptive to the office occupants below.

There is discussion of relocating the School Department's administrative offices to the expanded High School should that project be approved. If this relocation were to occur, then additional space would become available at the Town Building for other uses. For instance, this space could become available to other administrative offices, which in turn may free up additional space that could be available for new uses such as a multi-generation community center for which residents have expressed interest (see **Section 15.5.5** below). Because so much additional space may become available at the Town Building in the future, this may represent a major opportunity to reconsider the space and expansion needs of various departments. This again emphasizes the usefulness of a Public Facilities Planning and Coordinating Committee that would conduct a Space Needs and Assessment Study of the Town Building and various departmental space needs to resolve these deficiencies and capitalize on new opportunities.

Public Safety Building/Police and Fire Departments (Route 20 at Route 27/126)

A new Public Safety Building for the Police and Fire Departments and EMS ambulance services was completed in June 2003 at the site of the old Public Safety Building on Route 20, diagonally across the street from the Town Building.

Cochituate Village Fire Station Two/Arts Center (145 Main Street)

Station Two, a satellite fire station, is located in Cochituate Village and provides emergency coverage to the southern portion of Town. An Arts Center annex operated by the Parks and Recreation Department is also located at Station Two.

In 2003, the Station Two Committee completed a needs assessment and design investigation to expand and improve the facility in order to reinforce its presence as a strong civic anchor in Cochituate Village. As part of this study, the Station Two Committee explored several options, including options to add an office for the auxiliary police and an office and bike storage space for the police bicycle patrol, providing additional needed public meeting space, and possibly providing a Library book drop or remote computer stations linked to the main library. It should be noted that the Library Trustees do not support these recommendations unless additional personnel is available to support these services.

It is recommended that the Arts Center remain and be expanded as a part of any Station Two facility expansion. However, if space should become available at the Town Building for a new Community Center, it may be more appropriate for the Arts Center to be integrated into a Community Center since it would be immediately proximate to the Senior Center and various youth and children's programs, which serve the same groups who are primary users of the Arts Center. Relocation of the Arts Center could provide more space at Station Two to be used for meeting space, which could be used by Fire Department staff during the day and the public in the evenings.

Siting and Feasibility Study for New Satellite Fire Station in North Wayland

The new centrally located Public Safety Building, together with Station Two in Cochituate, will provide three-minute emergency response times by the Fire Department to most parts of Town. However, certain remote northern and eastern portions of the Town may have response times as long as 5 to 7 minutes. (National standards recommend a maximum 4 to 5 minute response time.) Wayland maintains mutual aid agreements with the Fire Departments of surrounding Towns. Under these agreements, the Lincoln Fire Department to the north would be the first Fire Department able to respond to emergencies in the northern part of Town. Therefore, Wayland is currently dependent on its mutual aid agreements to provide adequate response times to all parts of Town.

As the northern section of Town continues to grow in the future (much of the remaining buildable land in Wayland is located here), a new satellite fire station may be needed. However, there are efficiencies in dispatching the proper type of vehicle to a fire or EMS call from a fully-staffed central facility. Therefore, a siting and feasibility study could analyze: 1) the need for a satellite facility; 2) the potential improvements in

response times; and 3) site(s) that the Town owns or could acquire where such a satellite station might be located if necessary in the future.

15.4.2 Social and Cultural Facilities

Wayland Public Library (Route 126)

The Wayland Public Library is the only space in Town that functions as a meeting place for all. Thus, maintaining an attractive anchor that draws people to the center is important.

As described in **Section 7.3.3**, there are currently a variety of space shortages at the Library due to the growing demand for services. There is also significant scheduling demand by many committees, groups and organizations for use of the Library's only meeting room. To address these shortages and deficiencies, the Board of Library Trustees recently undertook an assessment of Library program and space needs.

Based on this assessment, the Library Trustees are currently overseeing a Library Building Feasibility Study, which is being funded by \$40,000 appropriated by Town Meeting in 2002. A variety of expansion options are being explored, including a second-story addition over the 1988 wing, expansion on library land or adjacent property, or the construction of an entirely new library at another site. The entire process of examining options, funding the expansion (in 2006 Wayland will again be eligible to apply for a state library construction grant), selecting final designers, and constructing the project is likely to take four or five years.

Although the recommendations of the Library Feasibility Study are not finalized, from a Town-wide planning perspective, there is a strong preference for retaining an expanded library in Wayland Center, if feasible, in order to strengthen and reinforce the center as a place of key civic importance. Potential impediments to expansion at the current site include wetlands, impervious surfaces, lot size, and parking needs. Some of the environmental constraints could prevent a necessary expansion of the Library's septic system. However, this single constraint may be overcome by connecting the Library to the sewer system and wastewater treatment plant in Wayland Center. The Wastewater Management District Commission (WMDC) is currently considering allowing some additional users to connect to the system because the Town is only using about 55% of its 20,000 gallon per day sewage treatment allotment. Top priority must be given to the Library to connect to the system. However, the bylaw governing the WMDC requires that in order for new construction to be connected to the system, the project proponent must demonstrate the ability to construct a Title 5 system. This may present a challenge for the Library site and may require reconsideration of the WMDC bylaw in order to meet the goals of ground water and drinking water protection. If the feasibility study's conclusion is that the present site is not adequate, the Town may have to consider other Town-owned land or the acquisition of land for new construction. A comprehensive facilities plan or *Public Facilities Planning and Coordinating Committee* would be an important vehicle in such a case.

Senior Center/Council on Aging (Town Building)

The Senior Center and Council on Aging (COA) offices, located at the Town Building, offer a variety of programs as discussed in **Section 7.3.3**. The COA also makes use of several off-site locations for some of its other programs as well.

The Senior Center's size is generally adequate for the programmed services provided today, although there is a shortage of storage space. In the future, however, the Town's elderly population is expected to increase

significantly, as shown in **Table A-6** in **Appendix A**. In addition, as the well-educated and relatively healthy “baby-boom” generation enters their senior years, they are likely to express interest in educational programs, classes, computer stations, and lectures. There will also be increased demand for transportation services, particularly for medical appointments.

Once more the need for a *Public Facilities Planning and Coordinating Committee* is recommended to complete a Needs Assessment Study to investigate whether the existing Senior Center would be spatially adequate to meet the increased demand for services anticipated in the future. In addition, the study could examine whether staffing is adequate to meet rising expectations and needs for new services. If certain departments now at the Town Building, such as the School Administrative offices or The Children’s Way, eventually relocate from the Town Building to new facilities, there then may be adequate space at the Town Building to accommodate an expanded Senior Center/COA office if that should prove necessary.

15.4.3 Highway Department

The Highway Department primarily operates from its garage and yard on Main Street immediately adjacent to the Middle School and just north of Cochituate Village, and shares the site and some facilities with the Parks and Recreation Department. The Highway Department’s enclosed salt storage shed and sand pile are located adjacent to the landfill because that site is more centrally located. Also, the Department maintains a seven-acre parcel located west of the entrance road to the landfill where pavement materials are processed and stockpiled along with other road construction materials for use in upcoming projects.

Highway Department Garage, Offices and Yard (Main Street)

The Highway Department Garage is in generally good condition, and there have been some recent improvements such as the installation of a modern vehicle exhaust system. However, a number of significant deficiencies and space shortages exist, as discussed in **Section 7.3.4**.

To remedy some of these deficiencies, the department will be undertaking a study to look at space needs and siting options for either an expanded garage at the present site or an entirely new location. Options range from the expansion of facilities on-site (e.g., a new mechanic’s bay with lift, expanded employee multipurpose room that would include bunk bed space, etc.), and sharing of certain facilities with the adjacent Parks and Recreation Department, to the construction of entirely new facilities located elsewhere in Town. Expansion of the Highway Department facilities at the current site could prove problematic because the site lies within an aquifer protection area, is located on a former landfill, and adjoins residences and a school that may be disturbed by expanded operations. To ease some existing space congestion at the Garage and Yard, an option has been suggested to move the Highway Department administrative offices to the Town Building, thereby freeing space at the garage for other purposes.

It is recommended that a *Public Facilities Planning and Coordinating Committee* explore the Highway Department’s space needs and siting options in conjunction with the Parks and Recreation Department since their functions are similar to some degree, and there are efficiencies to be gained by sharing common facilities and staff.

Salt Storage Shed

The Salt Storage Shed at the landfill site needs to be relocated and replaced because it is in need of repair and because concentrations of salt are detectable in the runoff at its present site. Accordingly, the Town undertook

a Facility Siting Study to investigate siting options and salt shed design options. After initially investigating eleven short-listed parcels of Town-owned land, the Town's siting and design consultant recommended as the preferred site the 14-acre Town-owned DiCarlo property adjacent to the landfill and accessible from either the landfill or River Road. The new design proposes an enclosed shed able to accommodate 3,500 tons of salt and sand.

15.4.4 Other Town Facilities and Properties

Landfill/Trash Recycling Station (Boston Post Road)

The Town's trash is disposed of or recycled at the local landfill and recycling station, which is operated by the Board of Health. The landfill consists of six sections. An old section is capped, three sections are closed, and two sections remain active. It is estimated that there remains sufficient landfill capacity to last only until the year 2012. When capacity is reached, the landfill will be capped and the facility will likely convert to a waste transfer station. A private contractor then would need to haul the trash from the transfer station to a private incineration facility. Increased operational costs beginning in 2012 can be anticipated by the Town and should be incorporated into the annual operating budget.

Across Route 20 from the existing landfill is the location of the Town's former landfill, which was closed in the 1970's. The site is currently used for storage of municipal equipment. It is recommended that the Town investigate cleaning up the site and reuse the property for municipal purposes if possible or let the property remain as open space. It has also been mentioned that a park-and-ride facility could be located at the old landfill if in the future should there be viable public transportation passing through Wayland Center.

Cemeteries

The Town's three cemeteries are described in Section 7.3.5. Even though burial capacity in Wayland will be available for at least for the next 25 years, a long term plan is necessary to identify future sites for expansion. Possible sites include property already owned by the Town and earmarked for future municipal purposes. An example would be the Orchard Lane property that is under the jurisdiction of the School Department. In the future, if it is deemed inadequate for the construction of a school, it may be joined to the present cemetery land.

Cable TV

The Cable Committee and the Selectmen have been working to facilitate the Town's takeover of the Wayland Channel and studio from Comcast Cable. A new non-profit organization known as Wayland Community Access and Media, Inc. has been formed to manage the studio and the Wayland Channel. The studio is currently located in the Wayland High School. However, given future growth at the high school as well as plans for the renovation and or reconstruction of the facility, the Cable TV studio may need to relocate if space cannot be provided at the present or future high school.

1881 Vintage Railroad Freight Shed

The future use of the 1881 Railroad Freight Shed and its adequacy to serve its current purposes in the future will be evaluated as part of the Railroad Interpretive Plan and the Library Expansion Feasibility Study which are being completed concurrently. Its present use for library storage may not be needed if the Library expands or relocates. In the future, there may be a more appropriate use and location for the freight shed.

15.5 Recreation Facilities, Programs, and Civic Open Spaces

The Parks and Recreation Department operates a wide variety of recreational programs described earlier and also provides a variety of related services including maintenance of the Town's recreational properties, public building grounds, parks and cemeteries. The Department maintains a cooperative relationship with the School Department and the two commonly share use of almost all sports fields, gymnasias, and recreational properties, whether located at Town parks or at school sites. The Department also maintains a cooperative relationship with the Highway Department and shares a common site for its garage with the Highway Department's garage facility.

Wayland offers a ratio of approximately 2.5 acres of parks and open space per 1,000 residents, which meets national standards. However, this ratio is considerably exceeded if publicly available school grounds are included. In general, then, the Department's recreational facilities are adequate, as measured against national standards, to serve most current needs. On a more specific local basis, however, demand for recreational facilities by organized leagues, sports programs, and the schools continues to grow, and demand for scheduled use of the Town's gymnasias at the Town Building, the High School, Middle School, and elementary schools exceeds capacity.

15.5.1 Recreation Fields and Parks

In addition to sports fields available at Wayland's schools, the Town has other recreational fields at Alpine Field, Riverview Field, Cochituate Field, Town Building Field, Hannah Williams Playground, and Center School Park. As demand for recreational fields and sports fields continue to grow, the Town has sufficient space at properties it owns to provide such new fields. New recreation fields can be provided at:

- **Greenways/Property:** 10.1 acres of the 140-acre Paine property has been specifically designated for active recreational use.
- **Loker Conservation Area:** The Conservation Commission and Parks and Recreation Department have prepared a master plan study to use this site for both active and passive recreational purposes. The final concept plan was publicly reviewed and accepted by both boards in 2003.

15.5.2 Water-Based Recreation

Wayland provides water-based recreation facilities at the Town Pool, Town Beach/Lake Cochituate, and Mill Pond. The Town Beach, located on Lake Cochituate, offers public beach space for residents and is manned during the summer by lifeguards. Lake Cochituate also offers other recreational activities such as boating and canoeing. The Wayland High School Crew team also uses Lake Cochituate for practices.

Improvements have been recently undertaken at the Pool Building, funded by a \$500,000 appropriation from the Town. The Parks and Recreation Department assesses user fees and hopes to make the pool operation fiscally self-sustaining. Eventually, a replacement for the Town Pool may be desired. However, given the recent investment in renovating the current facility, the current facility may remain in use for some time to come. As noted earlier, Mill Pond provides a place for ice skating in the winter.

15.5.3 Other Recreation Facilities

Station Two Arts Center

The Art Center at Station Two is operated by the Parks and Recreation Department and used by a variety of groups including the Council on Aging for art classes. The Station Two Committee has recommended that the Arts Center remain at Station Two and that its operations be expanded there. Keeping the Arts Center in Cochituate would ensure that Wayland's cultural and recreational amenities are more evenly spaced throughout Town. In addition the Station Two Arts Center is in walking distance of a large elderly population, which is an important positive feature.

New Gymnasium/Indoor Recreational Facilities

The Parks and Recreation Department operates the gymnasium at the Town Building for a wide variety of children's, youth and adult programs. The facility is also used on occasion by the Senior Center and by children in the pre-school program at the Town Building. There are also gymnasia at the Middle School, High School, and elementary schools. Since demand for scheduled use of the Town's gymnasia exceeds capacity, there appears to be a need for an additional field house or gymnasium in Town. The possibility of providing such a facility at the High School is being explored as part of the conceptual design phase of an expanded and modernized Wayland High School. In 2003, the High School Study Committee recommended that a new gymnasium be built at the Wayland High School.

15.5.4 Parks and Recreation Department Garage and Yard

The Parks and Recreation Department is located on Main Street near Cochituate Village on a site it shares with the Highway Department Garage and offices. As discussed in **Section 7.4.4**, there are currently shortages of space for both staff and vehicles.

It is highly recommended that a *Public Facilities Planning and Coordinating Committee* be formed immediately and that it explore the Parks and Recreation Department's space needs and siting options in conjunction with the Highway Department since the two departments have similar needs for vehicle storage and maintenance.

15.5.5 Multi-Generational Community Center

Some Wayland residents have expressed interest in a multi-generational community center, which the Town now lacks. An opportunity may arise to provide such a facility at the Town Building. If the School Department offices on the upper floor were to move from the Town Building to an expanded High School, then space would become available at the Town Building for new uses. The Town's several land use departments, now located on the lower level, could move to the top floor. Then, the vacated ground floor space could be made available for the new multi-generational community recreation center. Such a center would work well at the Town Building because of the adjacency of the gymnasium and the Senior Center already located in the same building.

15.6 Town Centers Improvements

Wayland residents would like to improve the character, image, beauty, and vitality of the Town's two centers. **Section 10.5** identifies guiding principles for the centers and proposes zoning changes to direct future development and redevelopment in Wayland Center and Cochituate. While these changes are very important,

improvements are recommended to also be made to the public realm in these centers. The recommendations presented here are in many cases a synthesis of previous studies, discussions, and proposals.

15.6.1 Wayland Center Improvements

The Master Plan proposes the following improvements in Wayland Center. See **Figure 15-1** for an illustration of where these improvements could occur.

Box 15-1: Possible Wayland Center Improvements

The following improvements to the public realm in Wayland Center are recommended:

| Improvement | Description/Rationale | Priority/Timeframe |
|--|---|------------------------------|
| Improve sidewalks | Many of the sidewalks in Wayland Center are in poor condition and uncomfortable to walk on. Whenever the right-of-way width allows, sidewalks should be buffered from the road by a landscaped area. Pedestrian crosswalks should also be improved. | High priority, short term |
| Enhance open spaces | The Sanctuary in front of the Town Building, the Mellen Law Office Green, and Blacksmith Green could all be improved and beautified to encourage their use and enjoyment. Overgrown vegetation in the Sanctuary, which is a wetland resource area, could be cleared, under the guidance of the Conservation Commission jurisdiction of the Wetlands Protection Bylaw, to make way for pathways and seating areas along both sides of the waterways. | High priority, short term |
| Establish unified streetscape | A unified streetscape should include regularly spaced street trees and attractive lighting. This program should be pursued within the Route 20 right-of-way and on adjacent private property. | High priority, middle term |
| Redesign and consolidate parking and curb cuts | Work to narrow, consolidate, and close excessive curb cuts through a short-term Town initiative plus site planning as land is redeveloped. Allow shared and interconnected parking areas located to the rear of buildings as part of any major redevelopment project. | High priority, middle term |
| Bury overhead utility lines | Eliminating the visual blight of overhead power lines would significantly improve the beauty of Wayland Center. | Medium priority, middle term |
| Construct ring road (if appropriate) | If feasibility studies support it, construct the ring road shown in Figure 15-1 (to be inserted). | Lower priority, long term |

The Wayland Business Center property is in transition now. New owners may request zoning changes. The Town Center Committee has been exploring new uses for the site and has recommended that a new road be built connecting Rt. 27 and Rt. 20 using the existing entrances to the property from each roadway. In addition there have been discussions about an interest in having retail and restaurant uses, perhaps some Town uses, such as a new Library, Town offices or Community Center. Because of the site's proximity to Wayland Center, its redevelopment could reinforce the center as a public and civic focus. The Town could work with the site's developer to achieve Town goals on the site. A suggested zoning framework for achieving this is presented in **Section 10.5.2**.

15.6.2 Cochituate Village Improvements

Residents have expressed interest in maintaining Cochituate's green spaces as civic and community focal points in this village center area.

The intersection at Routes 30 and 27 have long been identified as deficient and warranting improvements. In response, the 2000 Annual Town Meeting created the Route 30 Intersections Committee. The Committee was charged to retain the services of a professional engineering firm for the design of improvements at the intersection of Routes 30 and 27 in Cochituate Village. The theme of the project's design development was *"to create intersection design plans that substantially improve pedestrian safety, vehicular safety, and that contribute to the enhancement of the village."* The Committee hired Camp Dresser & McKee (CDM) to work with the Committee to develop an intersection improvement plan.

An article was submitted to the 2003 Annual Town Meeting, which requested funding to pursue engineering design for improvements to the Route 30/27 Intersection. Recommended improvements included post-mounted locations for signal heads, upgrading the pre-timed signal controller to a modern, fully actuated, closed loop, traffic responsive signal system with loop detection, pedestrian signals and fire pre-emption on all movements, and adding an exclusive left turn for all approaches and operating the left turn movement as protected/permissive. Signal equipment would either be ornamental or painted black to avoid standing out in the village.

The article was not approved by Town Meeting and is currently being reviewed by the Board of Road Commissioners for reintroduction at a future date.

The Master Plan recommends the following additional improvements in Cochituate Village:

Box 15-2: Possible Cochituate Improvements

The following improvements to the public realm in Wayland Center are recommended:

| Improvement | Description/Rationale | Priority/Timeframe |
|---|--|----------------------------|
| Establish unified streetscape | Extend the design themes established at Hannah Williams Park into the nearby commercial area to draw people from the park to the business area and vice versa. Improvements could include lighting, landscaping, and street furniture. Additional street trees on Main Street would help enhance the area's character. | High priority, short term |
| Investigate wastewater disposal options | See Section 15.8 . Some form of centralized wastewater management in Cochituate is essential for allowing the type of tight-knit village development pattern that residents' desire. | High priority, short term |
| Provide and improve public gathering spaces | Cochituate Field already serves as a gathering spot for sports activities. However, few amenities exist beyond the ball fields and basketball courts. Add amenities such as a lighting, landscaping, and street furniture. | High priority, middle term |
| Redesign and consolidate parking | Allow shared and interconnected parking areas located to the rear of buildings as part of any major redevelopment project. | High priority, middle term |
| Bury overhead utility lines | Eliminating the visual blight of overhead power lines would significantly improve the charm of the area. | High priority, middle term |

15.7 Water Supply Infrastructure

Wayland's public water system supplies the Town with an average of about 2.00 million gallons per day (mg/d) of potable water from eight wells located within the Town. Since this demand exceeds the Town's permitted withdrawal limit of 1.66 mg/d, the Water Department has been working aggressively to encourage water conservation and reduce usage. A Water Conservation Bylaw includes a variety of restrictive water use measures such as limitations and prohibitions on outdoor watering and filling swimming pools. In addition, efforts are underway to reduce municipal water consumption. Most recently, the Water Department significantly increased the unit rate for water service in order to encourage conservation. While these efforts have been somewhat effective, additional measures must be considered given the limited nature of Wayland's water supply. The following measures are recommended:

1. Commission a thorough study of Wayland's unaccounted for water usage to identify sources of leakage so that they may be repaired. As of 2000, 34% of Wayland's total water usage was unaccounted for, up from 24% in 1998. This is much higher than the maximum recommended by the Department of Environmental Protection of 10%. If Wayland reduced its percentage of unaccounted for water from 34% to 15%, total water demand would drop from 2.00 mg/d to 1.55 mg/d. A further reduction to 10% unaccounted for water would reduce total demand to 1.46 mg/d—200,000 gallons per day *below* the Town's permitted withdrawal amount. As these examples show, finding and eliminating unaccounted for water is extremely important, and of the highest priority.
2. Consider expanding water conservation measures such as education, water bans, and limitations on in-ground sprinkler systems. The site planning guidelines to encourage the retention of natural vegetation and limit lawn area on residential properties (see **Box 13-3**) would also help reduce future irrigation water demands. Wayland's current water usage for residential properties is about 87 gallons per capita per day. This exceeds the target set for other water-stressed areas in Massachusetts of 65-75 gallons per capita per day—a important target for Wayland to strive to attain.
3. Consider restricting private irrigation wells. Even though private wells do not take water from the public system, they draw water from the same aquifer that feeds the public wells.
4. Promote sustainable plantings including grass, shrubs and trees with low water needs.

A final long-term initiative with regard to the Town's water supply system would be to evaluate and possibly replace major portions of the water distribution system: i.e., water mains and pipes. Much of the Town's water distribution system is quite old—some of it more than 100 years old. A study of the distribution system could be undertaken in conjunction with the evaluation of Wayland's unaccounted for water.

15.8 Wastewater Disposal

Wastewater disposal is an important issue for Wayland's future for two reasons. First, failing septic systems pose environmental and health threats to the welfare of the community. Second, reliance on on-site wastewater disposal systems generally precludes the type of higher-density pedestrian-oriented development patterns that the Town desires for the Wayland Center and Cochituate business districts. Without some form of centralized wastewater collection and treatment system, development densities must remain low enough to comply with the rigorous septic system siting and design regulations of the state's Title 5 regulations as well as the Wayland Board of Health. For these reasons, the Master Plan recommends that the Town consider the expansion of the availability of centralized wastewater disposal facilities in key sections of Town. The means by which this could be accomplished would require additional study; several possible options are discussed below.

One option is to utilize the existing wastewater treatment plant at the Wayland Business Center site and possibly build one or more additional small public or quasi-public treatment facilities in sections of the Town where they are needed to remediate existing problems or accommodate desired forms of development. The treatment plant in Wayland Center is managed under the auspices of the WMDC. The legislation establishing the WMDC stipulates that wastewater facilities in Wayland Center must not allow more development than could occur under conventional on-site septic systems in full compliance with local and state regulations. However, this provision is counterproductive to the goal of creating tight-knit Town centers, and could be modified so as to allow public and quasi-public wastewater facilities under the WMDC's jurisdiction to allow

higher-density development within the Business A, Business B, and Wayland Business Center zoning districts only.

Of the wastewater treatment plant's 65,000 gallon per day (gpd) capacity, 45,000 gpd are allocated to the owner of the Wayland Business Center site while 20,000 gpd are allocated to the Town. As of 2003, 11,000 gpd of the Town's 20,000 gpd capacity were being used. The WMDC is considering allowing some additional users to hook into the system to utilize the remaining capacity. Potential additional users include the Library, Town Building, First Parish Church, and the Winthrop Terrace neighborhood.¹ If these connections are made, the WMDC expects that there will be no remaining capacity for future development in Wayland Center. The consideration of options for freeing up additional capacity in the treatment plant for Town use, either by renegotiating the contractual arrangement with the owner of the Wayland Business Center site or by expanding the treatment facility is important. This capacity could then be made available to property owners within the Business A zoning districts, as well as municipal buildings, such as the Library, to encourage desirable development and redevelopment.

Beyond the treatment plant at the Wayland Business Center site, the Town could study the possibility of building additional small public treatment system(s) in the Cochituate business district and at Dudley Pond. While both of these options have been mentioned in the past, they merit a more serious investigation in light of the goals of this Master Plan. In the Cochituate business district, a centralized wastewater treatment solution is extremely desirable because it would allow greater density and site planning flexibility—both of which are essential to creating the type of tight-knit, vibrant, walkable center that residents' desire. A similar neighborhood type of system could be considered for the area around Dudley Pond, where small lots have led to septic problems. In the long run, this could be a more cost-effective approach for homeowners than piecemeal upgrading of individual properties, many of which would probably require expensive and visually intrusive mounded systems.² An alternative for Dudley Pond would be a shared leaching field with a sand recirculating filter. With these types of large public septic systems or small treatment plants, users typically pay an annual fee plus a rate based on metered usage to the management authority, just as though they were connected to a municipal or regional sewer system. The management authority then takes care of all maintenance, management, and capital upgrades, such that these issues and costs are “invisible” to the property owner. It should be noted that if the town pursues the creation of neighborhood septic systems, the Master Plan recommends that the zoning bylaw be amended to maintain existing density of these residential areas.

The third option is for the Town to consider petitioning the Massachusetts Water Resources Authority (MWRA) to hook in the business areas of Cochituate to the MWRA sewer system, which already services adjacent areas of Natick and Framingham. Sewering would be most beneficial within the Business A and B districts. Sewering may also be appropriate in portions of the adjacent residential districts with appropriate zoning changes to maintain the existing residential densities. The advantages of sewerage this area are significant: it would address environmental problems at Dudley Pond, allow desired development patterns in

¹ If additional sewage treatment capacity is made available, the Library should be given top priority to connect to the system. Having sewer service will increase the chance that the Library will be able to meet its expansion needs at its current site rather than needing to move to a new site. The Town Building is a paying customer with reserved capacity; however, the actual hook-up has not yet occurred.

² The legislation establishing the Wastewater Management District Commission poses a constraint by stating that any system that the WMDC manages must be made available on a voluntary basis only. At Dudley pond, it would make more sense for any public system to require a mandatory hook-up for properties in the service area that fail a Title 5 inspection (homeowners with a working system should be allowed to defer tying into and paying for the public system until they actually need it). By requiring connection to the system for properties with failed on-site systems, the Town could take a more pro-active and coordinated approach toward improving water quality in Dudley Pond.

Cochituate village, and carry less administrative responsibility than the second option (small Town-run public treatment systems). There are a few potential disadvantages to sewerage the area. The first is cost, which is likely to be higher than the other options, at least in the short term. The second is the potential for the sewer to allow additional undesirable growth. Therefore, the Town would need to first change the zoning to manage the growth that could become possible due to expansion of the MWRA system. Zoning changes such as those recommended in this plan, such as maximum floor-area ratios in the Residence zones, coupled with new restrictions on the redevelopment of nonconforming lots in sewerage areas, may address concerns of increased rates of growth. A final concern about sewerage is that it would reduce groundwater infiltration by exporting water from local aquifers directly to the Atlantic Ocean by way of the sewer system. The validity of this concern and must be evaluated as part of any study to extend sewers to Cochituate.

Initially, investigations of the wastewater management options discussed above could be undertaken by the volunteer Wayland Wastewater Management District Commission, perhaps with assistance from the Board of Health and/or a consultant. However, wastewater disposal is a large, important issue for the Town's future, and in the long term, the Town might consider hiring staff whose primary responsibility is to address this issue.