

INTRODUCTION

In 2004, the Wayland Planning Board accepted the Master Plan as a guide to Wayland's future. The 2004 Master Plan called for an evaluation of the implementation status after five years. The Master Plan Review Advisory Committee (MPAC) was appointed to perform the evaluation after approval by Town Meeting vote. The MPAC charge, as set forth by the Planning Board, was to review the Town's 2004 Master Plan and determine progress made toward achievement of target goals. In addition, any recommendations resulting from the MPAC assessment were to be included in the final report to the Planning Board. The MPAC originally consisted of eleven citizens, each appointed as a representative of the Town's Standing Boards. The members of the committee were as follows:

MASTER PLAN REVIEW ADVISORY COMMITTEE



Committee Members from left to right:

William Sterling, Planning Board, **Robert Virzi**, Park & Recreation, **Jean Milburn**, Planning Board, **Betty Salzberg**, Conservation Commission, **Marji Ford**, Historic Commission, **Michael Lowery**, Surface Water Quality and **Molly Beard**, Town Moderator

Absent from Photo: **Betsy Connolly**, Board of Selectmen, **Steven Freundlich**, Planning Board, **Robert Lentz**, Finance Committee and **Brian Boggia**, Housing Authority,

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The MPAC has done a thorough review of the 2004 Master Plan using the format of the original Master Plan with minor exceptions. The MPAC concluded that the 2004 Master Plan is positive and dynamic with many appropriate initiatives. The committee suggests continuing the practice of updated Master Plan reviews at 5 year intervals. In addition efforts should be made to devise methods for prioritizing suggested initiatives. Of the 81 action items recommended in 2004, only 2 items failed to pass at Town Meeting and 13 others were either approved at Town Meeting or simply expedited. In addition, 25 more items have been started and are in progress.

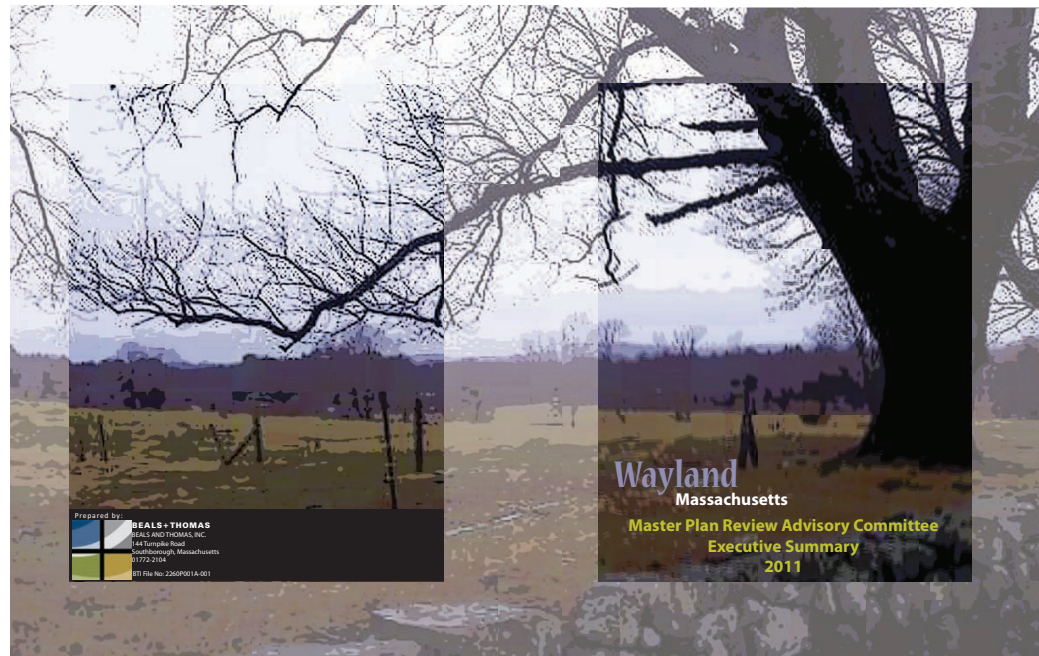


Shermans Bridge

The MPAC notes the following accomplishments that have characterized the Town's progress regarding the 2004 Master Plan:

- Promoted Wayland's financial AAA Bond Rating by balancing the demand for services, infrastructure and affordability by residents in a broad range of financial circumstances.
- Effectively used the Community Preservation Act which raises funds for affordable housing, open space protection, and historic preservation.
- Maintained and enhanced a high-quality educational system that meets the needs of all students, in order to assist young people in becoming responsible citizens.
- Approved and commenced construction of a new \$70 million dollar High School, opening in 2012.
- Approved transfer of Town Pool public/private partnership for its operation and new upgraded facility.
- Updated Town-wide Field Use Master Plan and Housing Production Plan.
- Constructed the new Baldwin Water Filtration Plant with a capacity of 1.2 mgd (million gallons per day).
- Permitted Wastewater Treatment Upgrade to properly treat effluent.
- Constructed 16 new units of affordable housing at the former Nike Missile site.
- Resolved issues concerning the development of the Town Center retail/office/housing project.
- Established Economic Development Commission.
- Formed public/private/state partnerships for recreation such as:
 - New crew team boathouse
 - New Town pool
 - Program for invasive weed control in North Pond of Lake Cochituate
- Updated Town government with a more centralized organizational structure under a Town Administrator.

The summary of the MPAC's findings is as follows:



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The summary of the MPAC's findings is as follows:

Land Use and Growth Management

The Land Use and Growth Management section includes recommendations for the Town to maintain its semi-rural character with regard to the use of land and the management of new development. The Zoning Board's By-Laws, the subdivision rules administered by the Planning Board, and monitoring by the Board of Health are all important tools in regulating land management and development. However, little progress has been made to improve these tools over the past five years. The following are recommendations for the Planning Board to strengthen the Town's ability to manage growth and comply with the intent of the original Master Plan:

- Clarify the original definition of "semi-rural".
- Use a Village Overlay concept for all of the business districts, which would allow the Planning Board to regulate design and site planning more consistently.
- Encourage esthetic and ecological design by adopting bylaws regarding building materials, lighting, and signage in order to manage development.
- Implement incentives for development designs that meet the goals of the Master Plan.

The most pressing tasks over the next five years include facilitating Town Center approvals, passing a Planned Redevlopment By-Law, passing the Village Overlay District By-Law for both Coochituate and commercial properties along Rte. 20, and preparing a "highest and best use study" of all Wayland-owned property.



Housing

The Master Plan housing objectives focus on providing a variety of housing options to meet the needs of Wayland's various demographic groups. These include younger families, older residents seeking to age in place or downsize while remaining in town, and others needing affordable housing. Several challenges stand in the way of meeting these goals. Although Wayland has a mix of moderate and high-priced homes, many smaller houses have been replaced with larger dwellings. Wayland's 2011 housing stock is one of the more expensive in the Boston region and housing consists mainly of large single-family houses that meet the needs of only a portion of the Town's residents. Our committee recommends the following steps be taken to reach the Town's Master Plan housing goals:

- Implement Smart Growth strategies to provide a variety of housing options to meet the needs of Wayland's different demographic groups. Strategies should include making zoning changes that permit mixed uses, promote housing diversity, directing development to areas already served by infrastructure, and manage development of affordable housing through the Chapter 40B process.
- Examine existing zoning bylaws for ways to improve the regulations and encourage a broad range of affordable housing development. The Inclusionary Zoning By-Law has proven to be a significant tool for the Town to increase the amount of affordable housing and other opportunities that exist.

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Housing

The Town has several boards and committees working to advance affordable housing and through their efforts, many vehicles have come into existence to aid in its development since 2004:

- Town acceptance of the Community Preservation Act, which provides funding for affordable housing as well as historic preservation and open space.
- Membership in the WestMetro H.O.M.E. Consortium (as of 2009), which will provide a small amount of funding beginning in 2012.

The Wayland Housing Partnership and the Wayland Housing Authority should work closely with Town Boards to develop and implement a comprehensive housing strategy to fully utilize these new tools.

Economic Development

The objective of the Economic Development section is to illustrate various methods for the Town to promote economic development while maintaining its semi-rural character. A very significant strategy in the 2004 Master Plan was to form an Economic Development Commission, which was formed in 2010. Over the last five years, Wayland has focused most of its economic development energies on negotiating terms for the development of the Town Center. The most pressing tasks to take on in the next five years will be:

- Encourage full build-out of current commercially zoned property.
- Redefine the existing zoning framework.
- Establish an advisory design review board to assist the Planning Board and Zoning Board. The purpose of such a committee will be to promote overall attractiveness of commercial districts in accordance with published design review guidelines.
- Reaffirm a Land Use Guide Plan that will incorporate "green design principles" to facilitate reasonable development in the Town while clearly defining design guidelines in keeping with the Town's historic and semi-rural character.
- Follow the progress of Town Center Development to assure it conforms to Town goals.

Transportation

The objective of the Transportation section is to illustrate means and methods for the Town to enhance transportation alternatives and improve traffic flow while maintaining its semi-rural character. The most significant strategy is to reduce traffic through Wayland by increasing rapid transit usage and availability in Wayland and surrounding towns. Significant progress toward this goal has been made in the last 5 years. Wayland has joined the Metro West Regional Transit Authority (MWRTA) and created a park and ride lot in Coochituate that allows residents to drive to the lot and link by shuttle to the T stop in Natick. The most pressing tasks to take on in the next five years will be:

- Improve MWRTA access for commuters and for seniors.
- Introduce ways to reduce traffic at Wayland Center on Rtes 20/27&126.
- Create a share a ride parking lot.
- Continue to study other possibilities for public transit on the Route 20 corridor.



Natural, Historic, and Cultural Resources

Wayland's struggle to balance the need for economic growth and tax relief with the care and preservation of the Town's remaining open spaces and its historic landscapes, historic sites and buildings is at a critical tipping point. The 2004 Master Plan underscored the importance of maintaining the Town's character and aesthetic and included four recommendations to help preserve the Town's cultural and historic resources. To date, none of the recommendations has been implemented. Therefore, the following actions are recommended:

- United effort by the Historic District Commission, the Historical Commission, and the Planning Board to raise the awareness of Wayland residents to the positive effects of passing a Demolition Delay ByLaw.
- Modify the 2004 Master Plan's recommendations to implement a Planned Village Overlay District on the eastern end of Route 20 near the Weston town line.
- Establish a Village Overlay District in Coochituate Center.

Open Space and Recreation

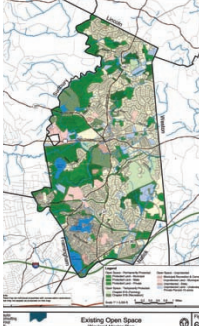
The Open Space Committee report of 1995 identifies Open Space parcels recommended for protection. Progress has been made toward the protection of natural resources and open spaces: since 2004, four properties totaling 25+ acres of open space were preserved, primarily through CPA funding and acquisition of unbuildable space requested by the Conservation Commission. The following recommendations shall improve our ability to protect natural resources and open spaces:

- Reevaluate and update the 1995 Open Space Plan to assist the Conservation Commission and the Planning Board in evaluating development and/or preservation of our Town's remaining open acreage.
- Develop a Maintenance Plan to address trail maintenance and take steps to inform the public about the conservation areas.
- Evaluate and follow-up on the updated Field Use Master Plan that was presented to the Town in 2010.

Public Facilities and Services

The Town's roads, landfill and water activities are now united in a Board of Public Works infrastructure with a Department of Public Works Director.

A Town Facilities Director was hired to oversee short and long term Town facilities maintenance and improvements. The Director's mission is to remedy existing facility deficiencies as they relate to overcrowding and to maintain and increase quality and quantity of municipal services and programs provided to Town residents. The Director understands that the position involves the development of a capital improvement plan to address flooding conditions that have occurred in Town public buildings.



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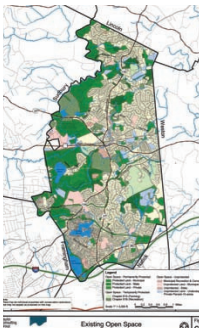
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Public Facilities and Services

The schools have taken a proactive effort to reorganize the use of school buildings to address the need to reduce costs given the current slow student growth environment and some declines in school enrollment.

Since 2004, the state has tightened regulations over water usage and quality and the Town has been reacting. As a result, residents' awareness of the challenges to the Town's water resources has increased, and more water related initiatives are being considered.

The current economic environment is significantly different than the more prosperous time of 2004 and this is putting pressure on Town departments' budgets and forcing difficult choices. Financial concerns will most likely continue into the foreseeable future. The recommendation is to adopt a long-range capital facilities plan and reevaluate establishment of a Public Facilities Planning and Coordinating Committee, as recommended in the 2004 Master Plan.

Emerging Issues

The MPAC believes that the Planning Board, Finance Committee, Board of Public Works and Board of Selectmen need to take more of a leadership role to determine which investments will be prioritized, how they tie in with Town owned land availability/requirements, and how new or expanded public facilities and services will be paid for in the future. The following issues and opportunities are ahead of us:

- Updated Open Space Plan
- Zoning re-codification
- Dudley Pond study
- Senior community activity & library building
- New DPW building
- Bike trail development
- Village Overlay Districts established and transportation corridors improved
- Preservation and conservation restriction of Wayland's historic agrarian sites, including Mainstone Farm (approximately 218 acres) and Lee's Farm (9.57 acres)
- Additional regionalization- shared resources with other towns
- Consideration of the establishment of an Affordable Housing Trust. These programs make resources and funds available to the Town to support significant progress in housing. Renewed efforts will be required.
- Encouragement of more public/private/state partnerships
- Annual updates of a 5 year Operating Plan with detailed sources and uses of funds.



This concludes the Executive Summary. A more detailed description of our findings is contained in the Implementation Plan Assessment Report that includes three parts:

- Part A: Review of master plan goals, comments and recommendations
- Part B: Major master plan recommendations, current plan status, and comments
- Part C: Positive and negative factors affecting the Town's progress toward meeting the Master Plan goals

The full MPAC report including the Implementation Plan Assessment Report and final tally of recommended action items may be viewed at the Town website.

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