

**PACKET**

**January 9<sup>th</sup>, 2023**

**7:00pm**



JOHN BUGBEE  
ACTING TOWN MANAGER  
TEL. (508) 358-3620  
www.wayland.ma.us

# TOWN OF WAYLAND

41 COCHITUATE ROAD  
WAYLAND, MASSACHUSETTS 01778

## SELECT BOARD

THOMAS J. FAY  
ADAM G. GUTBEZAHN  
CHERRY C. KARLSON  
CAROL B. MARTIN  
DAVID V. WATKINS

## SELECT BOARD

**Monday, January 9, 2023**

**7:00 p.m.**

**HYBRID**

**Wayland Town Building, Council on Aging  
41 Cochituate Road, Wayland, MA**

### Agenda

*Note: Items may not be discussed in the order listed or at the specific time estimated. Times are approximate. All topics may be subject to deliberation and vote*

One may watch or may participate remotely with the meeting link that can be found at <https://www.wayland.ma.us/public-body-meeting-information-virtual-inperson-and-hybrid>.

Pursuant to Chapter 107 of the Acts of 2022, this meeting will be conducted in person and via remote means, in accordance with applicable law. This meeting may be recorded which will be made available to the public on WayCAM as soon after the meeting as is practicable.

When required by law or allowed by the Chair, persons wishing to provide public comment or otherwise participate in the meeting, may do so by in person attendance, or by accessing the meeting remotely, as noted above. We request public comment be limited to two minutes per person.

- |         |   |
|---------|---|
| 7:00 pm | 1. Call to Order, Review Agenda for Public  |
| 7:03 pm | 2. Announcements and Public Comment   |
| 7:05 pm | 3. Minutes: review and approve the minutes of January 3, 2023.  |
| 7:10 pm | 4. Consent  |
| 7:15 pm | 5. Liquor License continuation - Liquor License Hearing for Bapa Wayland Corporation, for a transfer of the existing off premise package store/all alcoholic beverages license and pledge of license and inventory held by P And P Liquors Inc. to Bapa Wayland Corporation at the existing premises at 302 Commonwealth Road, Wayland MA 01778   |
| 7:30 pm | 6. 2023 Annual Town Meeting (ATM): discussion of ATM including but not limited to: <ol style="list-style-type: none"><li>Potential articles: Insert articles into Warrant as ready:<ol style="list-style-type: none"><li>Knollwood Road Easement</li><li>Remote Participation Revised Wording</li><li>Funding to Update Wayland's Personnel Manual and Town Code Chapter 43 Personnel</li><li>Revise Town Code Chapter 43 Personnel, Section 10</li></ol></li></ol> |

SELECT BOARD  
Monday, January 9, 2023

7:00 p.m.

HYBRID

Wayland Town Building, Council on Aging  
41 Cochituate Road, Wayland, MA

- v. Rescind Debt
  - vi. Fund equity audit
  - vii. Update Town Code Chapter 19 section 1
  - viii. River's Edge Asbestos Remediation
  - ix. Council on Aging/Community Center Additional Funding
  - x. Zoning for Affordable Housing at 124 Cochituate Road
  - xi. Other potential articles as required
- 8:30 pm 7. Planning Board forum on Route 20 Corridor Master Plan: prepare for participation in the Planning Board meeting on January 10<sup>th</sup>
- 8:45 pm 8. Potential Affordable Housing Development at St Anne's: discussion with staff; discuss board support; preparation for attendance at Municipal Affordable Housing Trust meeting on January 10.
- 9:00 pm 9. Acting Town Manager Report
- 9:20 pm 10. Select Board Members' reports and concerns
- 9:30 pm 11. Topics not reasonably anticipated by the Chair 48 hours in advance, if any
- 9:35 pm 12. Executive Session
- I. Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (7) to review and approve the executive session minutes of January 3, 2023.
  - II. Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (3) to discuss strategy with respect to collective bargaining with:
    - International Association of Firefighters, AFL-CIO Local 1978
  - III. Pursuant to Massachusetts General Laws, Chapter 30A, Section 21 (a) (2) to conduct a strategy session in preparation for negotiations with non-union personnel (Acting Police Chief)
- 10:00 pm 13. Adjourn



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission

For Reconsideration

LICENSING AUTHORITY CERTIFICATION

Wayland

City /Town

00014-PK-1340

ABCC License Number

TRANSACTION TYPE (Please check all relevant transactions):

The license applicant petitions the Licensing Authorities to approve the following transactions:

- Transaction type options: New License, Change of Location, Change of Class, Change of License Type, Change of Category, Issuance/Transfer of Stock, etc.

APPLICANT INFORMATION

Form fields for Applicant Information: Name of Licensee (Bapa Wayland Corporation), DBA (Liquor World), Street Address (302 Commonwealth Road), Zip Code (01778), Manager (Amita Pachani), License Type (\$15 Package Store), Class (Annual), Category (All Alcoholic Beverages), and Special Legislation options.

DESCRIPTION OF PREMISES

Complete description of the licensed premises

The premises consists of one floor, 2,400 square feet across two rooms. there is one entrance and two exits.

LOCAL LICENSING AUTHORITY INFORMATION

Form fields for Local Licensing Authority Information: Application filed with the LLA (Date: 12/2/22, Time: 11:00am), Advertised (Yes/No), Date Published (12/22/22), Publication (MetroWestDailyNews), Abutters Notified (Yes/No), Date of Notice, Date APPROVED by LLA, Decision of the LLA, Additional remarks or conditions, and Seller License Number (00014-PK-1340) / Seller Name (P and P Lquors, inc).

The Local Licensing Authorities By:

Alcoholic Beverages Control Commission
Ralph Sacramone
Executive Director

Blank lines for signature of Local Licensing Authorities.

## ARTICLE LIST 2023 ANNUAL TOWN MEETING

Article	Article Name	Sponsor	Select Board Assignee	Fincom Assignee	Select Board Vote to Insert	Position Select Board	Position Fincom	Notes
A	Recognize Citizens & Employees for Particular Service to Town							
B	Pay Previous Fiscal Year Unpaid Bills							
C	Current Year Transfers							
D	OPEB Funding							
E	Enterprise Fund Budgets							
F	Fiscal Year 2024 Revolving Fund Expenditure Limits							
G	Personnel Bylaws and Wage & Classification Plan							
H	Surface Water Quality Committee Budget							
I	Accept Gifts of Land							
J	Capital Stabilization Fund Appropriation							
K	Choose Town Officers							
L	Hear Reports							
M	Sell or Trade Vehicles and Equipment							
N	FY 2023 Omnibus Budget							
O	<i>CPA: Set Asides</i>							
P	<i>Animals</i>							

To determine whether the Town will vote to accept an access easement at 51 Knollwood Lane, running between Knollwood Lane to the terminus of Lake Shore Drive, shown as “20.0’ New Location of 20’ Access Easement” on a plan entitled “Plan Showing Easement Relocation 51 Knollwood Lane Wayland, MA,” dated April 29, 2022, prepared by D. O’Brien Land Surveying, a copy of which is on file in the office of the Town Clerk, and to relinquish all right, title and interest on the same property shown as “Previous Location of 20’ Access Easement” on said plan, on such terms and conditions as the Select Board deems to be in the best interests of the Town, and to authorize the Select Board to take any and all related actions necessary or appropriate to accomplish the purposes of this Article and/or otherwise act thereon.

Two-third’s majority vote

DRAFT

HOUSE DOCKET, NO. 5216 FILED ON: 6/27/2022

**HOUSE . . . . . No. 4985**

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**The Commonwealth of Massachusetts**

PRESENTED BY:

*Carmine Lawrence Gentile and Alice Hanlon Peisch*

*To the Honorable Senate and House of Representatives of the Commonwealth of Massachusetts in General Court assembled:*

The undersigned legislators and/or citizens respectfully petition for the adoption of the accompanying bill:

An Act authorizing remote participation at town meetings in the town of Wayland.

PETITION OF:

NAME:	DISTRICT/ADDRESS:	DATE ADDED:
<i>Carmine Lawrence Gentile</i>	<i>13th Middlesex</i>	<i>6/27/2022</i>
<i>Alice Hanlon Peisch</i>	<i>14th Norfolk</i>	<i>6/27/2022</i>

DRAFT

HOUSE DOCKET, NO. 5216 FILED ON: 6/27/2022

# HOUSE . . . . . No. 4985

By Representatives Gentile of Sudbury and Peisch of Wellesley, a petition (accompanied by bill, House, No. 4985) of Carmine Lawrence Gentile and Alice Hanlon Peisch (by vote of the town) that the town of Wayland be authorized to allow remote and hybrid participation at town meetings in said town. Election Laws. [Local Approval Received.]

## The Commonwealth of Massachusetts

In the One Hundred and Ninety-Second General Court  
(2021-2022)

An Act authorizing remote participation at town meetings in the town of Wayland.

*Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:*

1 SECTION 1. Notwithstanding chapter 39 of the General Laws, or any general or special  
2 law or charter provision to the contrary, the town of Wayland, at the sole discretion of the select  
3 board, may hold annual and special town meetings at which participants attend both in person  
4 and remotely (hereinafter called a “hybrid meeting”) or where all participants participate only  
5 remotely (hereinafter called a “remote town meeting”)with voters located in a common, physical  
6 location, fully remote or partially remote, to be known as a hybrid town meeting.

7 SECTION 2. Prior to holding a fully remote or hybrid town meeting, as authorized under  
8 section 1, the select board shall be solely responsible for -appointing a committee to gather  
9 information and present a proposed plan to hold such a meeting. The Select Board has direct  
10 responsibility for the scrutiny of any plan for any fully remote or hybrid meeting. They appoint a  
11 responsible committee to develop the plan and present the proposed plan to the Select Board.  
12 The Committee is appointed before each town meeting and the Select Board has the right to

**Commented [DW1]:** This could be modified to be only the inaugural town meeting. The ever changing world of technology could make less scrutiny more risky. For example, if a supplier of this technology was changed in a given year and the user interface was different, wouldn't we want to ensure that there was a plan for training on the new user interface?



DRAFT

13 disband this committee for reasons of non-completion of work or any other reason it sees fit. The  
14 term of the committee is fixed from the date of appointment to the end of town meeting. The  
15 independent committee shall include ~~but not be limited to:~~ (i) the moderator; (ii) a member of the  
16 select board; (iii) the town clerk; and (iv) no fewer than 4 registered voters of the town. Non-  
17 voting members can include Town staff such as the Town Manager, representatives of the  
18 Facilities or Information Technology Department. The Town Clerk, if not a Wayland resident,  
19 may not vote on matters before the committee. Such committee shall be subject to the open  
20 meeting laws, public records laws and conflict of interest laws, and shall hold no fewer than 2  
21 public hearings prior to presentation of the plan to the select board at a special meeting, which  
22 hearings and special meeting shall be noticed by posting for 2 weeks on the town website a  
23 highly visible notice setting forth the time, date and place of the hearing and special meeting.  
24 The term The plan shall include information describing the technology to be used, the  
25 protections embedded therein to ensure that only registered voters can participate and that the  
26 votes will be secure.

27 SECTION 3. The select board authorizes the plan and has oversight, in collaboration with  
28 the moderator, over the piloting of the technology. Until the pilot is determined successful by  
29 the Select Board, no meeting using the technology can be conducted. Following a simple  
30 majority approval of the proposed plan by the select board, the committee shall provide such  
31 assistance to the moderator as may be needed to design and implement a testing plan for the  
32 remote technology; provided, however, that no remote or hybrid town meeting may be held  
33 under this act until the moderator and select board have voted to approve my simple majority, a  
34 successfully conducted a mock hybrid town meeting of at least 100 voters.

**Commented [DW2]:** In the event this is classified as a Special commission - Special Commissions are subject to different requirements from other public bodies for holding executive sessions and posting meeting notices. Special Legislative Commissions pursuant to G.L. c. 4, § 2A -e.g., specifically executive sessions and meeting notices, Private or executive meetings of each special commission shall be open to the public unless a majority of the members of such commission shall vote otherwise.

DRAFT

35 SECTION 4. Any town meeting held remotely or in hybrid form in accordance with this  
36 act shall be recorded by a competent organization authorized by the select board and the  
37 recording shall be made available for public viewing on the town's website or some other  
38 website that is free to the public, for no fewer than 30-90 days following the conclusion of the  
39 meeting. Recording shall be considered a public record~~The recording shall also be a permanent~~  
40 ~~record of the town, subject to disclosure upon request.~~

41 SECTION 5. All actions taken at a remote or hybrid town meeting held in accordance  
42 with this act shall be ratified, validated and confirmed to the same extent as if the town meeting  
43 had been conducted entirely in person.

44 SECTION 6. This act shall take effect upon its passage.

REVISION 4

HOUSE DOCKET, NO. 5216 FILED ON: 6/27/2022

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**The Commonwealth of Massachusetts**

PRESENTED BY:

*Carmine Lawrence Gentile and Alice Hanlon Peisch*

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11 **The Committee is appointed before each town meeting** and the Select Board has the right to  
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**REVISION 4**

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**REVISION 4**

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41 SECTION 6. This act shall take effect upon its passage.



**TOWN OF WAYLAND**  
**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**  
*Attach extra pages if necessary*

**Article Title:** Update the Town’s Personnel Handbook, Policies and Procedures and Town Code Chapter 43 Personnel      **Estimated Cost:** \$30,000

**Article Description** (final language to be provided by Town Counsel based on description provided):

To determine if the Town will vote to appropriate \$30,000 from General Fund: Unreserved Fund Balance to update the Town of Wayland Employee Handbook and the Policies and Procedures and to make suggestions for updating Town Code Chapter 43 Personnel.

**Background Information** (to be used by Finance Committee to draft its report. Please explain the intent of the article, why it should be supported now, as well as known reasons the article may be opposed):

The Town’s Employee Handbook and accompanying Policies and Procedures require updating to bring it into compliance with current federal and state human resource regulations. Some sections of the current Handbook and Policies and Procedures include specific reference to outdated requirements. This is a major undertaking and will require the assistance of outside professional services to work with staff and relevant boards to complete this work.

Revising the Handbook, Policies and Procedures, and updating Town Code informs two of the Select Board’s goals:

- Establish effective governance with the Select Board/Town Manager Act
- Advance Wayland’s work to be equitable and inclusive

Proposed changes to Town Code Chapter 43 will be brought to a future Town Meeting for approval. The Personnel Board is in favor of updating this section of Code and will participate in the process.

If monies are appropriated within the FY24 Operating Budget, the Select Board will withdraw this article.

**Proposer’s Comments** (if needed, 150-word limit per Town Code): None.

**Contact Information for Publication in Warrant**

**Contact Person Name:** John Bugbee, Acting Town Manager      **Contact Person Phone:** \_\_\_\_\_

**Contact Person Town Email:** jbugbee@wayland.ma.us

**Proposing Board Information**

**Board Name:** Select Board

**Board Vote (Quantum) to Submit Article:** \_\_\_\_\_

**Date of Board Vote:** 1-9-23

**Signature of Board Chairperson:** \_\_\_\_\_ **Date:** \_\_\_\_\_



**TOWN OF WAYLAND**

**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**

*Attach extra pages if necessary*

**Article Title:** Revise Town Code Chapter 43 Personnel, Section 10 **Estimated Cost:** \$0

**Article Description** (final language to be provided by Town Counsel based on description provided):

Remove Chapter 43, Section 10 Holidays With Pay

~~All regular employees in benefit status shall be allowed the following 12 holidays with pay: New Year's Day, Martin Luther King Day, Presidents Day, Patriots Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans Day, Thanksgiving Day, Day after Thanksgiving and Christmas Day. When one of the foregoing holidays falls on a Sunday, the holiday will be observed on the following Monday. When one of the foregoing holidays falls on a Saturday, the holiday will be observed on the preceding Friday. If a holiday falls on a regularly scheduled day off, or when a regular Town employee is scheduled to work on a holiday, he/she shall be given an additional day off with pay or shall receive straight time pay for the hours actually worked in addition to his regular pay.~~

**Background Information** (to be used by Finance Committee to draft its report. Please explain the intent of the article, why it should be supported now, as well as known reasons the article may be opposed):

At Annual Town Meeting 2023, the Select Board is requesting funds for a comprehensive update to the Town's Personnel Manual and an accompanying rewrite of Town Code Chapter 43 Personnel. This work is supported by the Personnel Board.

Until that work can be funded and completed, the Select Board requests that Chapter 43, Section 10 be removed from Town Code. The listed holidays are outdated and incomplete and do not align with current collective bargaining contracts. Traditionally, non-union personnel receive holidays according to the AFSCME agreement, and that would be unchanged.

**Proposer's Comments** (if needed, 150-word limit per Town Code): None.

**Contact Information for Publication in Warrant**

**Contact Person Name:** Kate Ryan or John Bugbee **Contact Person Phone:** \_\_\_\_\_

**Contact Person Town Email:** [kryan@wayland.ma.us](mailto:kryan@wayland.ma.us) or [jbugbee@wayland.ma.us](mailto:jbugbee@wayland.ma.us)

**Proposing Board Information**

**Board Name:** Select Board

**Board Vote (Quantum) to Submit**

**Article:** \_\_\_\_\_ **Date of Board Vote:** 1-9-23

**Signature of Board Chairperson:** \_\_\_\_\_ **Date:** \_\_\_\_\_





**TOWN OF WAYLAND**  
**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**  
*Attach extra pages if necessary*

**Article Title:** Rescind Unissued Debt **Estimated Cost:** \_\_\_\_\_

**Article Description** (final language to be provided by Town Counsel based on description provided):

To determine if the town will vote to authorize unissued debt for various projects totaling \$6,208,302 to be rescinded.

**Background Information** (to be used by Finance Committee to draft its recommendation. Please explain the intent of the article, why it should be supported now, as well as known reasons the article may be opposed):

This article releases previous debt that is no longer need and was previously borrowed for the following capital projects:

Loker School Doors & Tile.....	\$460,772
DPW Small Truck.....	\$30,000
Middle School Network Wiring.....	\$152,000
Rivers Edge Asbestos Removal Bonds.....	\$265,530
Loker Elementary School Roof Replacement.....	\$1,300,000
Launcher Way Land Acquisition (Community Housing).....	\$4,000,000
Total:	\$6,208,302

**Proposer’s Comments** (if needed, 150-word limit per Town Code):

**Contact Information for Publication in Warrant**

**Contact Person Name:** \_\_\_\_\_ **Contact Person Phone:** \_\_\_\_\_

**Contact Person Town Email:** \_\_\_\_\_

**Proposing Board Information**

**Board Name:** \_\_\_\_\_

**Board Vote (Quantum) to Submit**

**Article:** \_\_\_\_\_ **Date of Board Vote:** \_\_\_\_\_

**Signature of Board Chairperson:** \_\_\_\_\_ **Date:** \_\_\_\_\_



**TOWN OF WAYLAND**  
**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**  
*Attach extra pages if necessary*

**Article Title:** Fund an Equity Audit

**Estimated Cost:** \$50,000

**Article Description** (final language to be provided by Town Counsel based on description provided):

To determine if the Town will vote to appropriate \$50,000 (estimated) from General Fund: Unreserved Fund Balance to conduct an Equity Audit.

**Background Information** (to be used by Finance Committee to draft its report. Please explain the intent of the article, why it should be supported now, as well as known reasons the article may be opposed):

The Human Rights, Diversity, Equity and Inclusion Committee has recommended that the Town participate in the process of an Equity Audit. The Select Board supports this idea. The scope and duration of the work will be determined. An estimate of expense has been provided but will be determined by the scope of work.

If monies are appropriated within the FY24 Operating Budget for an Equity Audit, the Select Board will withdraw this article.

**What is a community equity audit?** A community equity audit is a learning journey to assess policies, programs, practices, power dynamics, equity mindset and culture throughout the Town. The goal of an equity audit is to understand what is helping and what is hindering the Town from achieving its goal of being an equitable and inclusive community. The specific aims are to:

- Strengthen a sense of belonging for Black, Indigenous and People of Color, and people who are LGBTQ+, disabled, and other marginalized communities. \*
- Increase the town's cultural competence
- Reduce barriers to thriving in town
- Promote inclusion of historically underrepresented communities in all aspects of town planning, goal setting and policy/decision making

We will hire an external consultant or firm to help answer questions such as:

- Whose voices are missing from public processes and policies?
- Do Wayland policies, programs, practices, power dynamics, staff capacities to use an equity mindset, and or culture unintentionally (or intentionally) harm a specific group or multiple groups?
- Do people of all identities in town have relatively equal advantages and disadvantages in relation to employment with the town, representation in town government, access to town services, and fair treatment and quality in town services?

Bringing in an outside consultant or firm is important since we “don’t know what we don’t know.” The audit is expected to result in recommendations for improvements across all town functions and departments to create a culture of representation, equity, inclusion and belonging, and systems to support that culture.



**TOWN OF WAYLAND**  
**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**  
*Attach extra pages if necessary*

**What might an equity audit cost?** To be added

**Who might an equity audit involve?** The equity audit will be overseen by the Town Manager's office. Modeling inclusivity, the audit process will be one of collaboration, reflection and dialogue among as many people as possible. Town employees, managers, residents, committee and board members will all get a chance for their voices to be heard. The Wayland Public Schools may elect to conduct its own equity audit.

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\*Depending on the budget, the audit could cover all identities, or it could be focused specifically on racial identity.

**Proposer's Comments** (if needed, 150-word limit per Town Code):

**Contact Information for Publication in Warrant**

**Contact Person Name:** John Bugbee, Acting Town Manager      **Contact Person Phone:** \_\_\_\_\_

**Contact Person Town Email:** jbugbee@wayland.ma.us

**Proposing Board Information**

**Board Name:** Select Board

**Board Vote (Quantum) to Submit**

**Article:** \_\_\_\_\_      **Date of Board Vote:** 1-9-23

**Signature of Board Chairperson:** \_\_\_\_\_      **Date:** \_\_\_\_\_



**TOWN OF WAYLAND**

**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**

*Attach extra pages if necessary*

**Article Title:** Revise Town Code on Finance Committee Appointment **Estimated Cost:** \$0

**Article Description** (final language to be provided by Town Counsel based on description provided):

Revise the language of Town Code Chapter 19, Section 1 to reflect the recommendation of the Finance Committee Appointment Study Group Subcommittee as voted by the Select Board:

(To be edited) There shall be a committee called the "Finance Committee" appointed by the Select Board as hereinafter provided. Such committee shall consist of seven registered voters who shall serve without pay and none of whom during his or her service on such Committee shall hold elective or appointive Town office having to do with the appropriation or expenditure of Town money. Members shall serve terms of three years, such that the terms of two or three members shall expire each year. Appointment to fill unexpired terms shall be made by the Select Board as vacancies occur.

**Background Information** (to be used by Finance Committee to draft its report. Please explain the intent of the article, why it should be supported now, as well as known reasons the article may be opposed):

Town Meeting 2022 referred Article 20 Appointment of Finance Committee for further study by the Select Board with a report to Town Meeting in 2023. To accomplish this task, the Select Board created a subcommittee to conduct the study and make a draft report for consideration by the Board. That report will be received at the Select Board’s January 17, 2023 meeting. It may be that an Article is required to revise Town Code based on this report. This article is a placeholder to allow that to happen.

The subcommittee’s report will be referenced in this Article as needed.

**Proposer’s Comments** (if needed, 150-word limit per Town Code): None.

**Contact Information for Publication in Warrant**

**Contact Person Name:** John Bugbee, Acting Town Manager **Contact Person Phone:** \_\_\_\_\_

**Contact Person Town Email:** jbugbee@wayland.ma.us

**Proposing Board Information**

**Board Name:** Select Board

**Board Vote (Quantum) to Submit**

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**TOWN OF WAYLAND**  
**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**  
*Attach extra pages if necessary*

**Article Title:** Council on Aging/Community Center Additional Funding      **Estimated Cost:** \$1,650,000

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**Article Description** (final language to be provided by Town Counsel based on description provided):

To determine if the town will raise additional funding from a source to be determined to complete the Council on Aging/community center project.

**Background Information** (to be used by Finance Committee to draft its recommendation. Please explain the intent of the article, why it should be supported now, as well as known reasons the article may be opposed):

Construction pricing has increased in an unpredictable manner in the last year. The project is being designed in a conservative manner with alternates identified in an attempt bring the bids within the original \$11,000,000.00 authorization. There are other sources of funding including previous ATM's and ARPA: FY16 - \$150,000.00, FY21 \$470,000.00 and ARPA - \$250,000.00 for a total authorization of \$11,870,000.00. Because of the unpredictability of the construction marketplace this ATM23 we are not confident that the budget is adequate and this article is needed in case the bids come in much higher than expected.

**Proposer's Comments** (if needed, 150-word limit per Town Code):

**Contact Information for Publication in Warrant**

**Contact Person Name:** John Bugbee      **Contact Person Phone:** 508-358-3620

**Contact Person Town Email:** jbugbee@wayland-ma.gov

**Proposing Board Information**

**Board Name:** Select Board

**Board Vote (Quantum) to Submit**

**Article:** \_\_\_\_\_ **Date of Board Vote:** \_\_\_\_\_

**Signature of Board Chairperson:** \_\_\_\_\_ **Date:** \_\_\_\_\_



**TOWN OF WAYLAND**  
**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**  
*Attach extra pages if necessary*

**Article Title:** **Amend Zoning Bylaw Chapter 198: [St. Ann's Area Housing – name TBD] Overlay District**      **Estimated Cost:**

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**Article Description** (final language to be provided by Town Council based on description provided):

To determine whether the Town will vote to amend Chapter 198 of the Code of the Town of Wayland, the Zoning Bylaw of the Town, by adding thereto the following new article:

*[Formal text to be reviewed by Town Council and/or Planning Board to allow the development of 45-65 units, in 2-3 story (maximum 3 story) building(s) at 124 Cochituate Road and/or associated parcels, via site plan approval by the Planning Board]:*

**ARTICLE [XX]**  
**[St. Ann's Area Housing – Name TBD] Overlay District**

**§ 198-[xx]01. Purposes and Intent.**  
[formal description to be provided]

**§ 198-[xx]02. Overlay District**  
[to be legally defined for property in part or in full at/near 124 Cochituate Road, Wayland]

**§ 198-[xx]03. Administration**

[xx]03.1 The Planning Board shall be the site plan approval authority (SPA) under this article.

[xx]03.2 The Planning Board shall adopt, maintain and file with the Town Clerk a set of regulations that contains the necessary policies, definitions, fee structures, procedures, and requirements to implement the provisions of this article.

**§ 198-[xx]04. Permitted Uses** [to be defined for multi-family affordable units]

**§ 198-[xx]05. Dimensional Requirements & Aggregate Limits** [to be defined for multi-family units in 2-3 story building(s) respecting current setback requirements]

**§ 198-[xx]06. Performance Standards** [to be legally defined for such multi-family units]

Zoning language shall be reviewed by the Town and Town counsel for applicability and proper language



**TOWN OF WAYLAND**

**SPONSORING BOARD ARTICLE REQUEST FOR TOWN MEETING**

*Attach extra pages if necessary*

**Background Information** (to be used by Finance Committee to draft its recommendation. Please explain the intent of the article, why it should be supported now, as well as known reasons the article may be opposed):

The proposed zoning would allow multifamily housing at St. Ann’s/Good Shepherd land at [124 Cochituate Road] via site plan approval by the Planning Board.

The proposed zoning would support the parish’s goal to create affordable housing, which in turn would assist Wayland in reaching its 10% affordability threshold, would help facilitate more deeply-affordable units (a long-held need in the community) at minimal cost to the Town, and the zoning would also help the Town craft its potential response to state-mandated MBTA Communities requirements.

In addition, new multifamily development on current church land would be taxable and therefore new revenue to the Town on an otherwise non-revenue generating property.

Multifamily zoning and massing in this area would be consistent with multifamily zoning across the street at Green Way/Traditions, and would be a creative complementary use of parish land. Route 27 as a major roadway can more readily accommodate additional development versus smaller Town roadways.

The only known or projected reasons the article might be opposed are potential adverse impacts to 1-2 private abutters on adjacent Windy Hill Lane to the north of the site, or visual impacts to passersby on Route 27; to mitigate such impacts, the zoning setbacks, massing, site lighting, landscape and other considerations will be tailored to minimize disruption. Notably, the church and wetlands are the only other immediate abutters to the proposed site to the east and south.

**Proposer’s Comments** (if needed, 150-word limit per Town Code):

The proposed zoning is for multi-family residential, and would not specifically limit age or income criteria, to respect and meet the goals of MBTA Communities planning for the Town of Wayland.

It should be noted that the proponent, the Good Shepherd Parish, and POUA (the Planning Office for Urban Affairs, the affordable housing arm of the Archdiocese and the proposed developer of a project on site) are specifically proposing to do affordable housing, potentially geared toward senior housing, under the proposed zoning herein, based on the stated goals and needs of the church as property owner.

**Contact Information for Publication in Warrant**

Contact Person Name: Michael Jaillet or John Bugbee Contact Person Phone: 358-3621

Contact Person Town Email: [mjaillet@wayland.ma.us](mailto:mjaillet@wayland.ma.us) or [jbugbee@wayland.ma.us](mailto:jbugbee@wayland.ma.us)

**Proposing Board Information**

Board Name: Board of Selectmen (w/possible co-sponsorship w/Planning Board or Housing Partnership/Trust)

Board Vote (Quantum) to Submit

Article: \_\_\_\_\_ Date of Board Vote: \_\_\_\_\_

Signature of Board Chairperson: \_\_\_\_\_ Date: \_\_\_\_\_



February 18, 2020  
Revised: July 21, 2022

Mr. Stephen Crane, Acting Town Manager  
Town of Wayland  
41 Cochituate Road  
Wayland, MA 01778

**RE: Professional Landscape Architectural Services for:  
Route 20 Pedestrian and Streetscape Enhancements  
Wayland, Massachusetts**

Dear Mr. Crane,

BETA Group, Inc. (BETA) is pleased to submit this letter proposal for landscape architectural services for the Route 20 Corridor Master Plan. Based on our recent discussion and ongoing site review, BETA understands that the Town desires to address safety improvement for vehicular and pedestrian circulation as well as enhancing the overall connectivity between Wayland Town Center and the Route 20 corridor. The goal of the Master Plan will be:

- Improve the overall aesthetic character of the Route 20 corridor including the two gateway locations on the east and west locations so that a distinct and appropriate streetscape design welcomes people to Wayland.
- Provide a renewed vision for the commercial area between Pelham Island Road and the Wayland Town Center that brings a unified Village Center with enhanced connectivity for pedestrians and bicyclists.
- Introduces traffic calming measures along Route 20 to improve vehicular safety and offers clear and distinct crosswalks for pedestrian and bicyclists.
- Coordinate with private property owners within the study area to consider future improvements and/or new uses that will contribute to a village character but also offers benefits from an area wide planning effort to improve the public realm.
- Consider ways to build upon the Wayland Town Center project and recently completed Mass Central Rail Trail to create a stronger core with the relocation of the Town Hall and Senior Center. These two developments have the potential to refocus the perceived center of town to the area between Pelham Island Road, the Route 20 commercial area, and the properties connection to the bike trail and beyond to the Town Center.

**General Scope of Services**

**Task 1: Data Collection and Review of Existing Conditions**

**Project Kick-off and Follow-up Meetings:** BETA will attend a kick-off meeting with the Town of Wayland, the Advisory Committee, and key members of the Town's staff. This meeting will establish



lines of communication and affirm project expectations. Representatives of Town Departments and Boards and Committees who have insight into the project area's potential and constraints will be identified and contacted during the early stages of the planning process. For purposes of this proposal, up to three (3) meetings are included as part of this task.

For each meeting and follow-up conversation, we will seek to gain an in-depth understanding of the background of the project, land use issues, connectivity to nearby Town properties and recreation facilities, historic resources, natural and scenic resources, access and circulation, traffic and safety concerns, design constraints, stormwater and utility issues, and existing operations and functions of the project site. This process will ensure that BETA has an in-depth understanding of the project area background, goals, and objectives of the project area.

At this kick-off meeting, the following will be identified:

- Establish contact list
- Confirm the Project Schedule and the critical milestones
- Time and locations for regular project progress review meetings

**Base Plan Preparation:** From the available existing information provided to us and from site visits, we will create a base plan for the project area. The provided information should include, but is not limited to, the following:

- Digital Orthophotography, including both aerial and obliques/pictometry
- GIS Data
- Existing surveys and as built plans
- Parcels and Assessing/Ownership information
- Historic Maps and Photographs
- Zoning Map and Regulations
- Land Use Maps
- Public and Private Transit Routes
- Utilities (sewer, water, drainage)
- Traffic Volume Data (ATR and Turning Movements)

Historical Accident Data from the Wayland Police Department and the MassDOT will also be compiled as part of the traffic data collection effort and safety analysis. It is anticipated that detailed accident information will be provided for the most recent five-year period.

BETA will inventory and evaluate the existing on street and off street (both public and private) parking. Parking distribution and usage will be identified. Parking wayfinding signs will be reviewed for adequacy.

**Traffic Generation Assessment:** All existing and proposed civic, institutional, residential, and commercial sites that generate vehicle, bicycle, and pedestrian traffic within and adjacent to the project area will be identified.

**Transportation Infrastructure Assessment:** All transportation infrastructure elements within the project area will be identified. This will include:

- Roadways
- Sidewalks
- Parking Areas (municipal and private)
- Bicycle and pedestrian facilities
- Signage
- Traffic signal equipment
- Lighting
- Streetscape amenities
- Landscape components

The condition and appropriateness will be evaluated and documented.

**Analysis of Land Use Patterns and Current Zoning Regulations:** The existing zoning regulations and Town ordinance will be reviewed to determine their impact on redevelopment within the project area. Additionally, important elements such as parking, setbacks, circulation and permitted uses will be reviewed. An inventory of the existing land uses will be performed to determine locations for infill development, incompatible uses or building characteristics, re-use potentials, and the ability to provide additional public spaces.

## **Task 2: Development of Corridor Recommendations for Public and Private Properties**

**Alternatives Development:** Based on our review of the project corridor, assessment of available information, and discussions with the Town and the Advisory Committee BETA will develop up to three (3) recommendations for key areas along the Route 20 project area and especially focus on:

- East Gateway area with recommendations for landscape and signage on Town property and visioning suggestions for participating private properties
- Intersection of Route 20 and 27 with landscape, signage, lighting and streetscape recommendations that enhance the historic and central areas of Town
- Route 20 commercial area running from Route 27 to Russel's Greenhouse inclusive of both public and private properties that offer opportunities for creating a cohesive pedestrian friendly village
- Identify opportunities on both public and private properties for north/south pedestrian and bicycle connection between Pelham Island Road and Wayland Town Center
- Identify the most practical pedestrian/bicycle connections between Wayland Town Center and the proposed River's Edge Housing project
- Create a western gateway utilizing landfill area with appropriate capping that can contribute positively to the Route 20 corridor

Recommendations will be for both public and private property. When possible, BETA will coordinate with the Town to engage directly with property owners to discuss future development.

The development and analysis of these alternatives will be vetted for effectiveness and compliance with goals and needs of the community. The alternatives will address the following:

- Traffic circulation and the ease of navigating the Route 20 project corridor
- Traffic signal and intersection operation
- Traffic calming improvements
- Pedestrian and bicycle access, safety, and circulation improvements
- Parking distribution and management
- Place making infrastructure (streetscape, landscape, signage, and lighting)
- Opportunities for pedestrian and bicycle connections from Route 20 to the Town Center as well as Pelham Island Road
- Opportunities for business to maximize their properties and the adjacent sidewalk areas for seating and/or display areas
- Location of key directional and wayfinding signage

Based on our experience with projects of this type, the number of alternatives considered initially can be excessive. We will evaluate a wide range of approaches to meet your desired outcome for the project. The goal is to reduce the number of approaches developed to two viable alternatives.

The process will include up to two (2) work sessions with the Town and the Advisory Committee to review and discuss the developing options. The result of this process will be a set of alternatives which will be taken to a Community Workshop.

**Pedestrian and Bicycle Improvements:** As part of providing improvements to the Route 20 corridor circulation system, pedestrian and bicycle use will be addressed. Alternative concepts will recommend connections to the adjacent neighborhoods, locations for bicycle storage (both temporary and long-term), and accommodations within the Town Center Circulation system.

Pedestrian safety and ease of circulation is paramount to this effort. Recommendations will focus on making a new connection from the Town Center's signalized intersection to the new River's Edge residential project. This can be done with the use of curblane alignments, crosswalks, and public gathering/resting spaces – all of which will be integrated throughout the project area. Connections between off-street parking and the pedestrian system is an important factor to the success of businesses within the Route 20 corridor the Town Center. The goal is to improve safety and circulation and encourage more pedestrian activity.

**Traffic Calming and Place-Making:** As with all the components of this project, the integration of traffic calming measures and place-making will help to ensure the success of the overall design suggestions. Traffic calming and place-making will also play a role in defining the character of the Route 20 corridor. Neckdowns, crosswalks, street trees, ornamental lighting, and site amenities will become a significant visual definition of the roadway's character. The selected features will be chosen and located for functionality, compatibility with the predominant architectural character, and durability.

Wayfinding: Wayfinding signage will be incorporated into the master plan. The wayfinding components will provide a consistent and attractive signage system that will assist the traveling public with efficiently navigating to key destinations within the Wayland's town center. This plan will consider wayfinding needs of all modes of travel including motorized vehicles, bicycles, and pedestrians.

### **Task 3: Community Meetings and Master Plan Refinement**

Community Workshop No. 1: This initial public workshop of community stakeholders will be the first of several meetings that will provide an opportunity for broad participation. The key objective is to engage the participants and have them contribute to the planning process. This is crucial to the success of your project. The desired outcome will be a general understanding of the goals and input on the Corridor Recommendations Plan.

BETA will facilitate the presentation and discussion of the two alternatives. We will use graphic representations such as colored plans, aerial renderings, "Photoshopped" images, and traffic models to depict each alternative and elicit stakeholder feedback.

We will promote active participation by the community and stakeholders and seek their input during all facets of the meeting.

Development of Preferred Alternative: Based on direction from the Town, input from the Advisory Committee, and feedback received during the first Community Workshop, we will develop a draft of the Corridor Master Plan. This preferred alternative will address all items of the plan, as outlined in Task 2.

Community Workshop No. 2: Together, with Town and the Advisory Committee, we will prepare for, attend, and facilitate a second Community Workshop. Utilizing graphic representations, we will promote a discussion about the preferred alternative and seek comments on how it should be refined.

Preferred Alternative Refinement: Based on input and comments received from the Advisory Committee and the second Community Workshop, we will refine the preferred alternative. This Corridor Master Plan will build upon the previous work and will include the following plans:

- Pedestrian and Bicycle Access Improvements Plan that includes traffic calming techniques as well as cost estimates for that work
- 10% Design level plans and cost estimates for all new major pathway and sidewalk features
- Conceptual Streetscape Improvements Plan for public spaces and sidewalk enhancements including such features as landscapes, plantings, site amenities, and ornamental lighting as well as associated cost estimates for these features
- Preliminary Directional and Wayfinding Signage Plan that is coordinated with the Town's branding and identification project

**Task 4: Finalize Downtown Improvements Master Plan**

Finalize Route 20 Master Plan: Based on comments, we will finalize and completed the Downtown Improvements Master Plan for delivery to the Town.

**Exclusions**

The following are specifically excluded from our scope of services.

- Should survey be needed for this project it will be by supplemental agreement
- Permitting, if required for this project, shall be by supplemental agreement
- Final design for improvements will be by supplemental agreement
- Irrigation design, structural engineering, electrical engineering, architectural services, environmental remediation services, and services during construction are not included as part of our scope services

**Fee Proposal**

The estimated fee for the Scope of Work as described above is a lump sum fee not to exceed Seventy-seven Thousand Seven Hundred and Fifty dollars (\$77,750), without additional authorization by the Town of Wayland.

We look forward to continuing working with the Town of Wayland. Should you have any questions or comments please feel free to contact me.

Very truly yours,  
BETA Group, Inc.



Randall Collins, ASLA  
Vice President

# Visioning Wayland Planning Board Presentation

Wayland, Massachusetts

11-29-2022



# Agenda

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1. Project Team Introduction
2. Project Overview
3. Discussion
4. Closing Remarks and Next Steps

# Project Consultants

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## **Randall Collins**

Principal | BETA Group, Inc.

## **David McKinley**

Project Manager | BETA Group, Inc.

## **Jeff Maxtutis**

Transportation Planner | BETA Group, Inc.

## **Tyler de Ruiter**

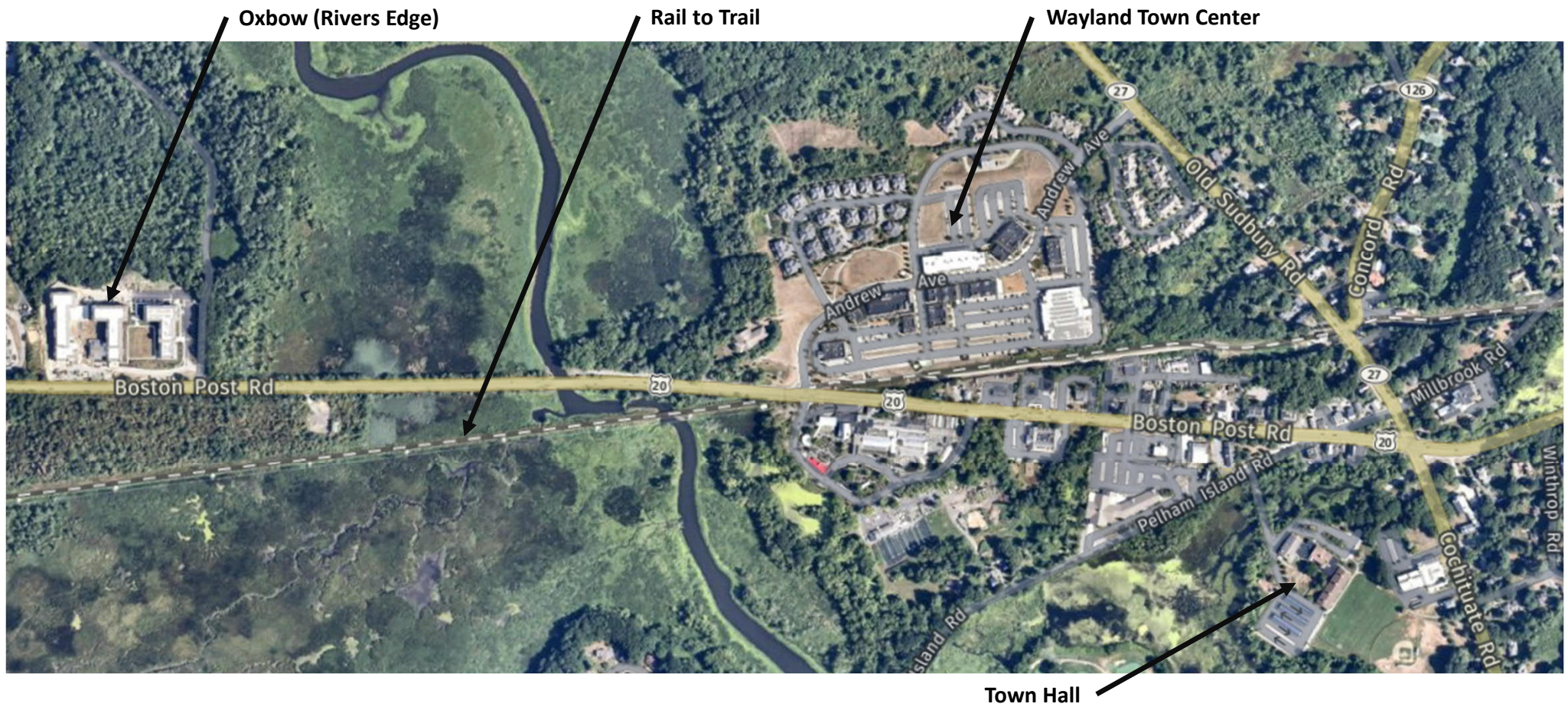
Traffic Engineer | BETA Group, Inc.

## **Tricia O'Grady-Howard**

Landscape Architect | BETA Group, Inc.

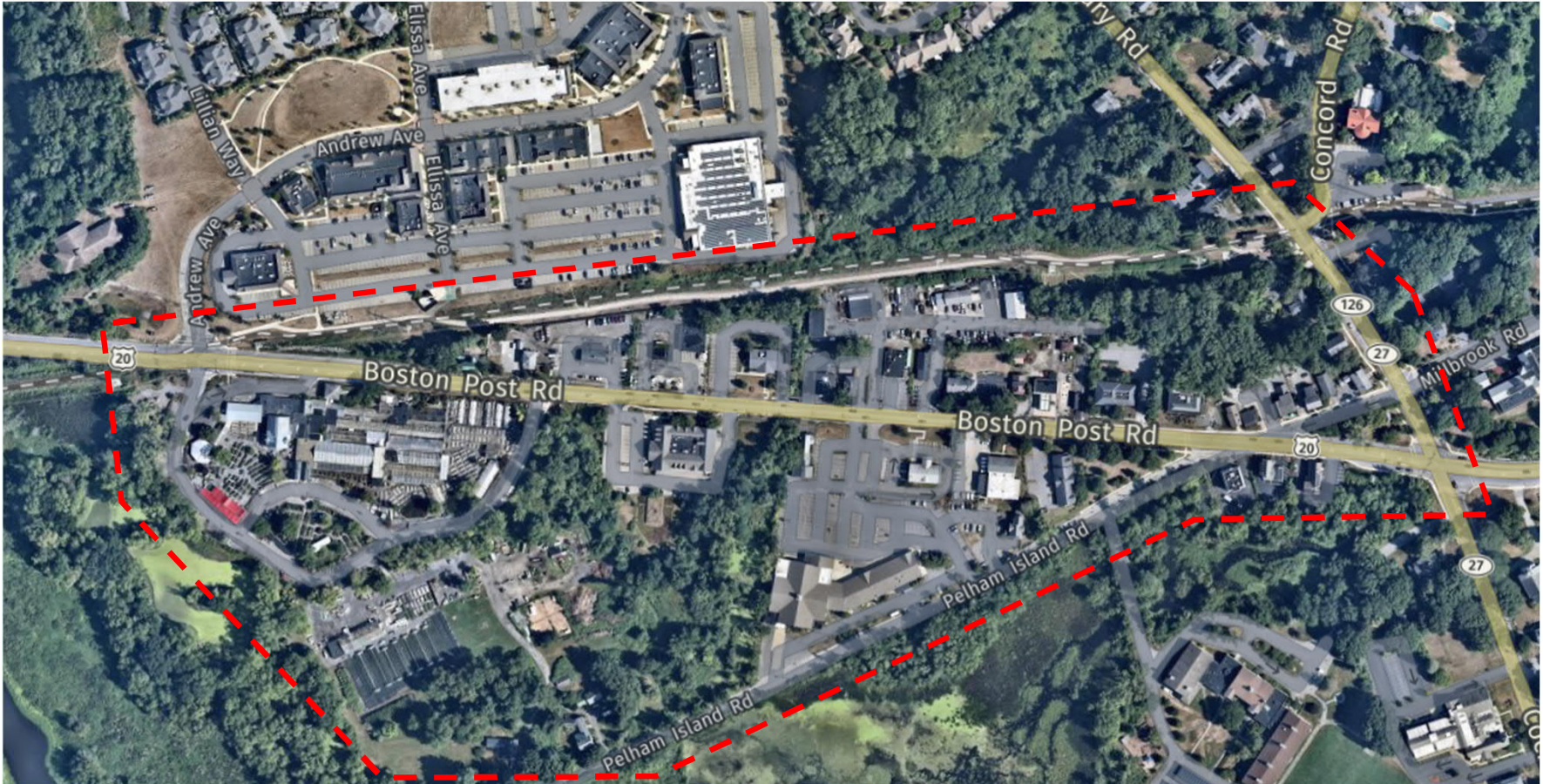


# Project Overview



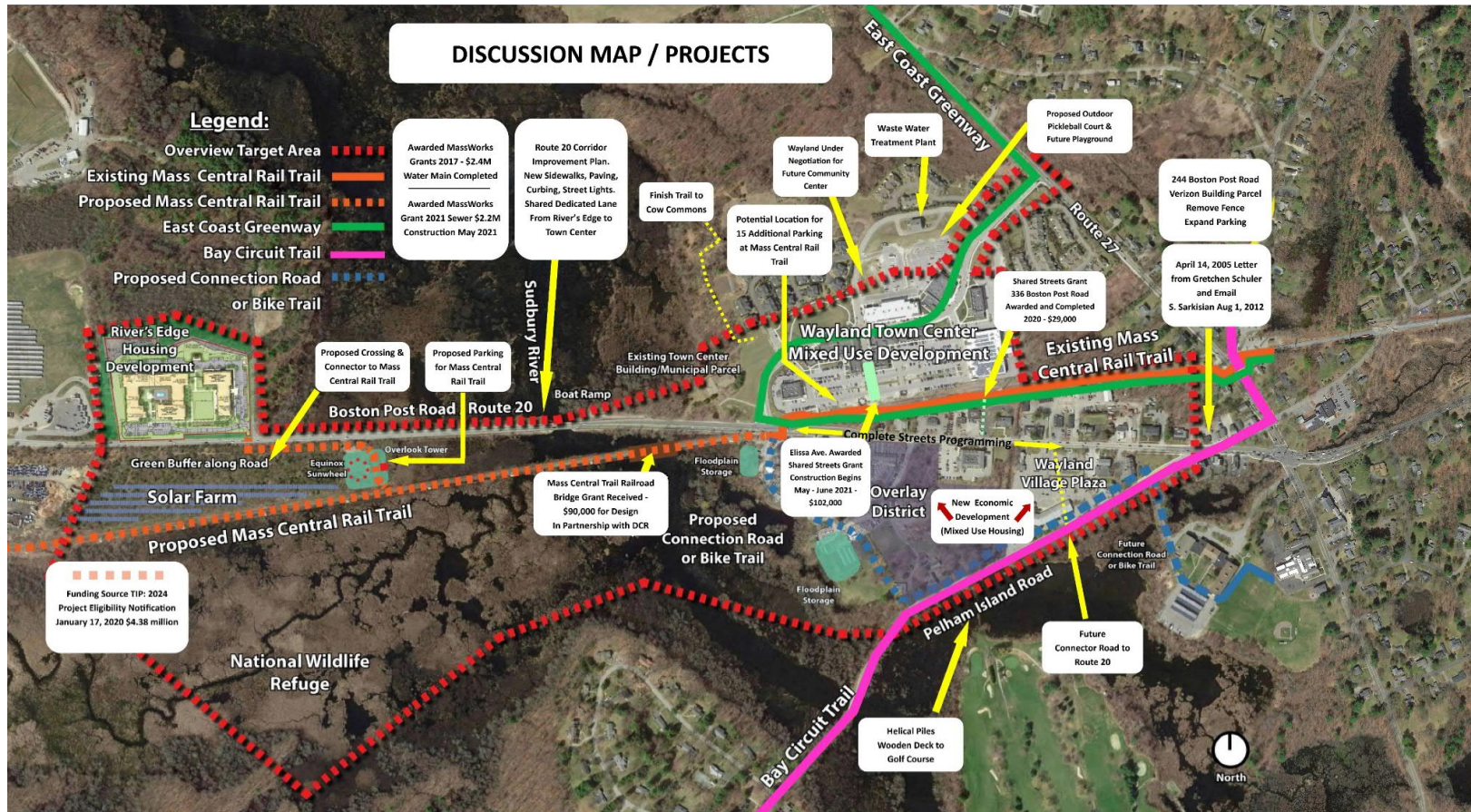
## Project Area - Context

# Project Overview



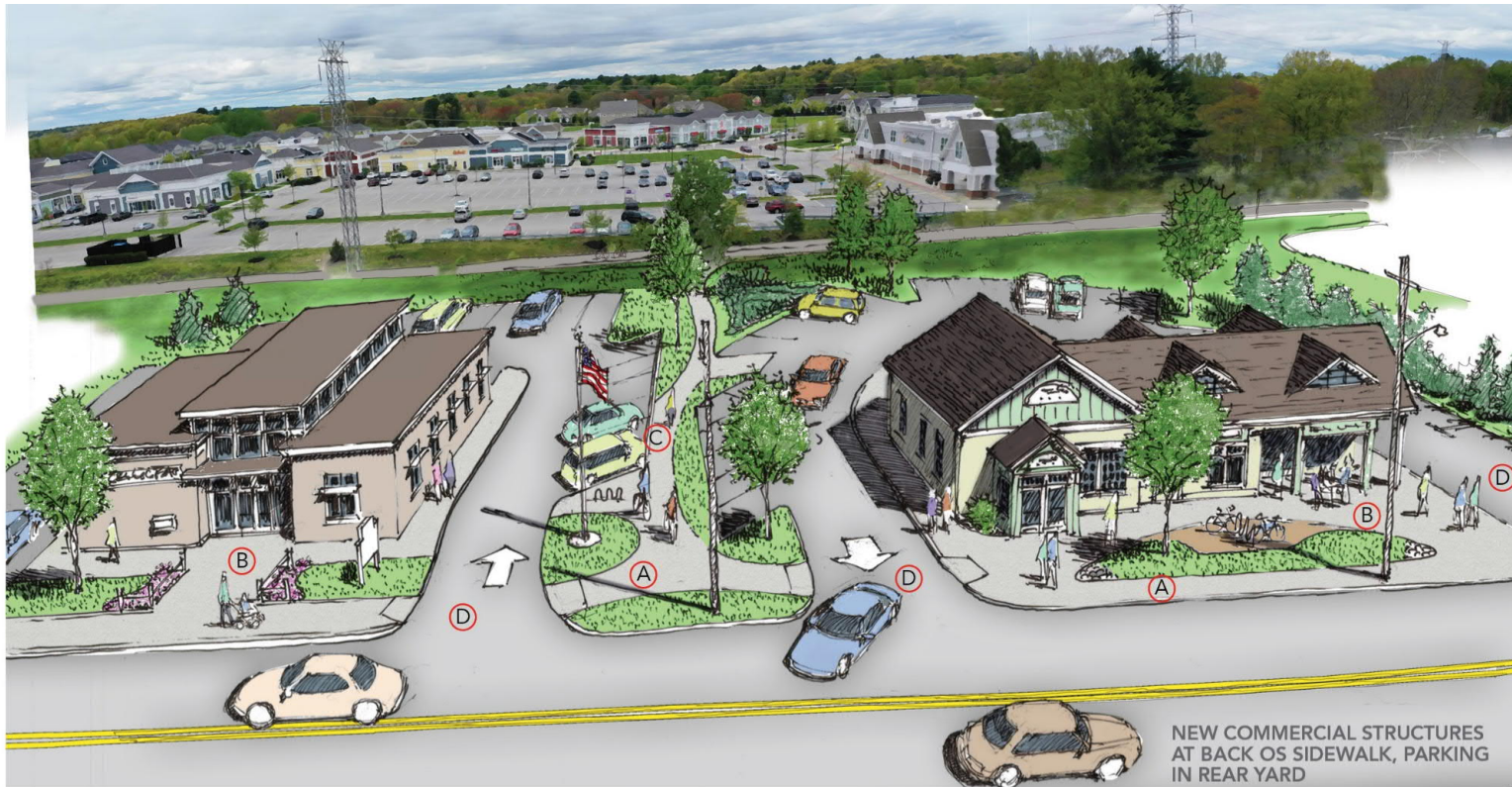
Approximate Project Area

# Project Overview



Sarkis Sarkisian, Planner for Wayland

# Project Overview



NEW COMMERCIAL STRUCTURES  
AT BACK OF SIDEWALK, PARKING  
IN REAR YARD

- (A) WIDE WELL DEFINED SIDEWALK
- (B) PEDESTRIAN SPACE BETWEEN SIDEWALK & BLDG
- (C) PEDESTRIAN ACCESS BETWEEN RT. 20 & TOWN CENTER
- (D) CONSIDER ONE WAY CIRCULATION TO REDUCE CURB OPENING

View Towards Town Center

DEVELOPMENT OPTION 1

Wayland, MA



Previous Vision Plan



# Project Overview



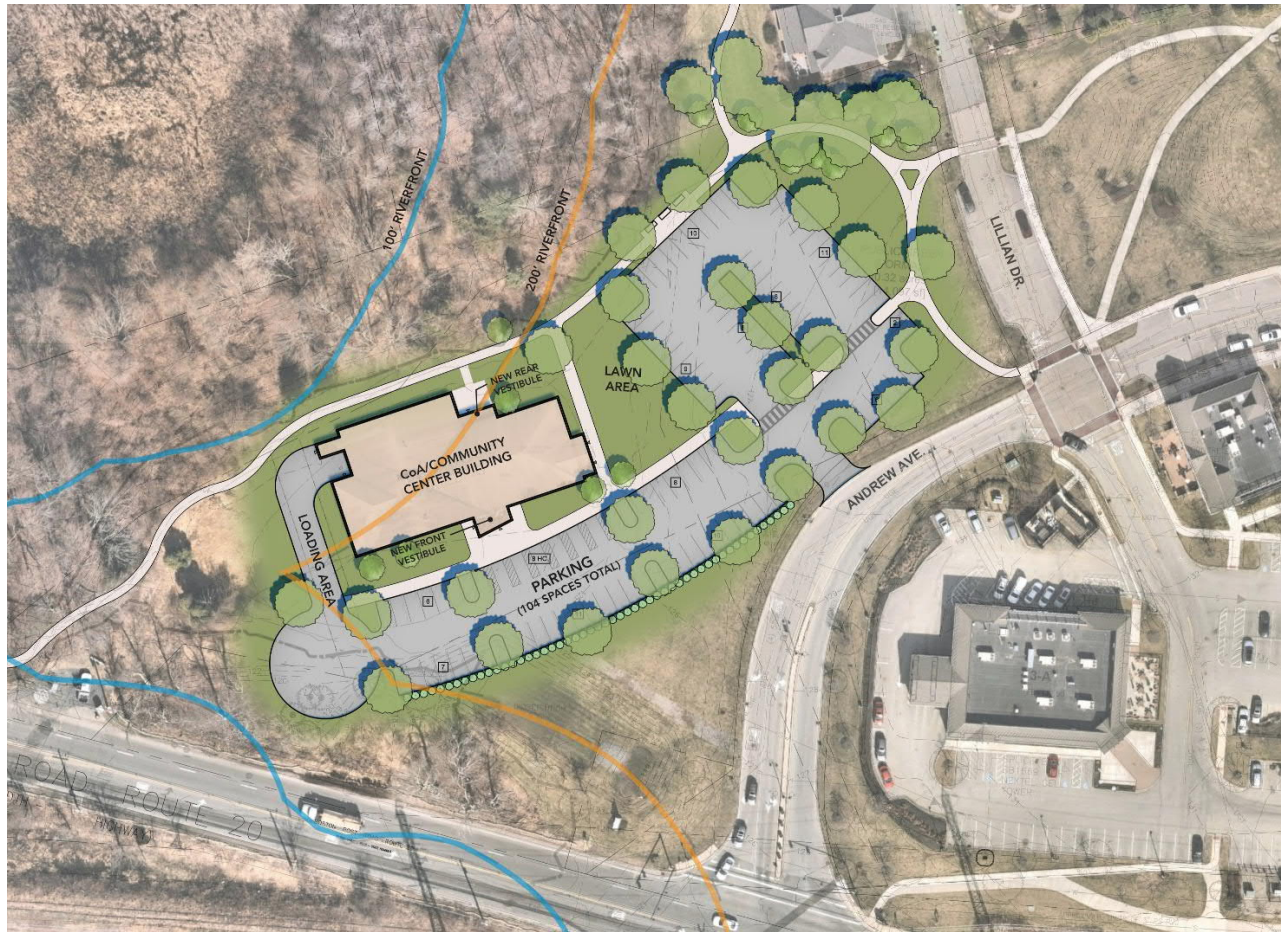
Previous Vision Plan

# Project Overview



Previous Vision Plan

# Project Overview



Proposed Community Center

# Project Overview



PEOPLE • PLACES • RELATIONSHIPS

## Proposed Development at Whole Foods Plaza



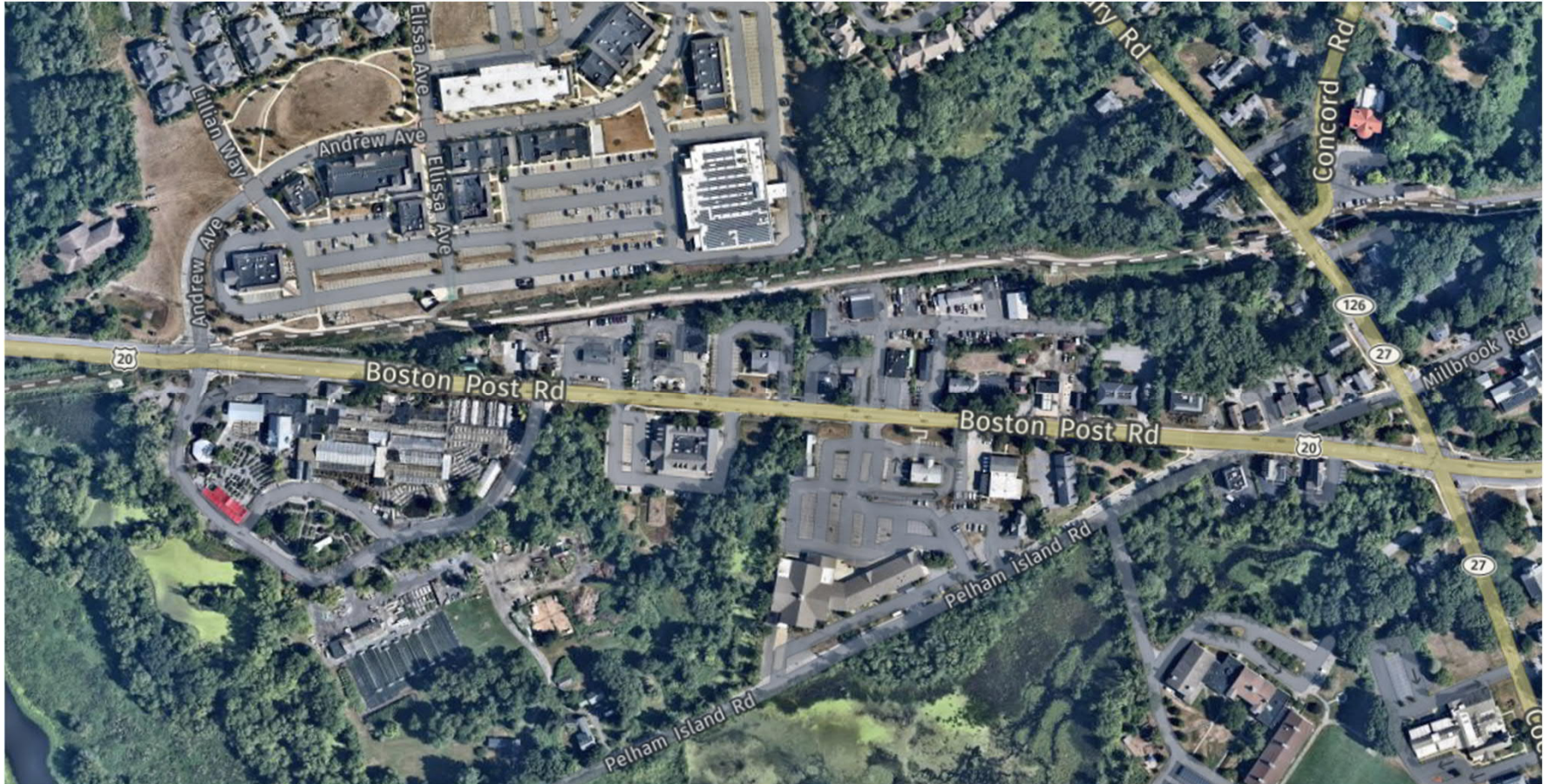


# Project Overview

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- **Traffic Generation Assessment**
- **Transportation Infrastructure Assessment**
- **Land Use and Zoning Review**
- **Alternatives Development**
- **Pedestrian and Bicycle Accommodations**
- **Wayfinding and Place-Making**
- **Community Meetings (3)**
- **Master Plan Finalization**

# Discussion



## Next Steps

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Thank You

## Wayland Planning Board's Comments regarding BETA's Proposed Route 20 Visioning Plan

*Consensus from 6 December 2022 Planning Board Meeting  
In Preparation for 10 January 2023 Meeting with the Planning Board*

### 1. BETA's project plan (from PowerPoint) (Board comments in red)

- Traffic Generation Assessment (for individual alternatives, move to later in the process)
- Transportation Infrastructure Assessment (yes, a necessary starting point)
- Land Use and Zoning Review (yes, a necessary starting point)
- Alternatives Development (this is the central product)
- Pedestrian and Bicycle Accommodations (one component of many ... or part of Transp. Infrastructure)
- Wayfinding and Place-Making (leave this level of design detail for another project)
- Community Meetings (3) (yes, very important)
- Master Plan Finalization (yes, the final product)

### 2. Planning Board's proposed revised project plan (revised version of BETA's proposed project plan, #1 above)

- Parcel Inventory/Assessment – ownership, size, and nature of current use (many may be by special permit or variances or pre-existing non-conforming)
- Transportation (cars, bikes, peds) Infrastructure Assessment – connectivity and gaps in connectivity
- Zoning Review – current zoning – what are the opportunities under current zoning
- Draft Plan showing:
  - Commercial space
  - Residential space
  - Safe and convenient bike/pedestrian ways
  - Parking
  - Dispersed and varied public open spaces (eating space, play area, dog park, splash park, etc.)
  - Landscaping
  - Wastewater accommodation
  - Flood accommodation
  - (and possibly a back-of-the-envelope traffic generation assessment)
- Community Meetings (3) – dates TBD
- Final Corridor Plan “polished”, and made actionable with recommendations for the most appropriate means of achieving the proposed improvements:
  - Zoning changes (general, scale, uses, ...)
  - Incentives to have owners combine parcels or coordinate redevelopment
  - MBTA Community Act requirements
  - Purchase or Eminent Domain for access and/or public open space
  - Tax Incentive Financing (TIF)
  - Local Initiative Program (LIP)

### 3. Project Scope

Rail trail

Rte. 20 businesses

The following critical elements should be noted on plans and considered in the development of alternatives

- \* Oxbow/Alta/River's Edge
- \* Old town dump
- \* Town Center
- \* River (boat launch and trails)
- \* Library

#### 4. Board's Project Deliverables

- Maps/Plans with recommended zoning, possible new development layouts, a few renderings supporting the final/preferred alternative plan
- Map/Plan Elements
  - Commercial spaces
  - Residential spaces
  - Roads and dispersed parking
  - Bike/pedestrian ways (safe, contin(g)uous, connected, convenient)
  - Public outdoor/open spaces (dispersed and varied)
  - General landscaping (sketch plan level of detail)
  - Wastewater accommodation
  - Flood accommodation

#### 5. Board's Project Goals

- Corridor: vibrant, cohesive, and attractive (with street-facing commerce, gathering places, safe passage, etc.)
- Businesses: diverse and healthy (help to attract and retain businesses)
- Housing: consider incorporating some housing in the corridor (consider mixed-use developments)

#### 6. Design Guidelines to be reflected in layouts and components of the alternatives

Overall = New England small town feel

Varied building sizes, varied roofs, real doors and windows, ...

Commercial space

Stepped back to limit effects of massing

Various sizes/types

Common public uses near street

Parking in rear

Residential space

Various sizes/cost options

MBTA Communities compliant ?

Multi-generational units

Integrated affordable units

Green building standards (all-electric, efficient, low-carbon)

Roads and parking

Traffic calming elements

Limited curb-cuts

Limited and dispersed parking

Anticipate/accommodate EVs

Bike/pedestrian ways

Fully inter-connected

Highly visible

Public outdoor/open spaces

Varied (eating space, play area, dog park, splash park, etc.)

Integrated with stormwater management

Accessible

Landscaping

Native plants

# Town Manager's Office Report

## Good Shepherd/ St. Ann Affordable Housing Project

### ***Purpose:***

To update the Board on the status of the project and to provide a list of action that the Board should take.

### ***Background:***

The Planning Office of Urban Affairs, a non-profit developer of affordable housing, and Good Shepherd/St. Ann's Parish are proposing a 45 to 65 unity affordable rental housing project to be located on parish land on Rt. 27. An outline of the proposal will be presented to the Wayland Affordable Housing Trust at 6:00 PM on Tuesday, January 10 at a hybrid meeting to be held in the Large Hearing Room in the Town Building and on zoom. Members of the Select Board, Planning Board, Housing Partnership, and Housing Authority as well as interested resident have been encouraged and are planning to attend.

Initial discussions have concluded that there are two avenues to approval. One approach is to prepare and submit a Local Initiative Application (LIP) to the Department of Housing and Community Development (DHCD) and file for a Comprehensive Permit with the Wayland Zoning Board of Appeals (ZBA). The other is to change the zoning bylaw or create an overlay district so the Planning Board can consider and approve an as-of-right project.

The project has several benefits to the town, which include, but are not limited to, the following:

- Create much needed lower cost housing for qualified residents
- Preference for 70% of the rental units would be given to individuals with a Wayland connection in the initial filling of the development.
- The housing will be consistent with the Town's Housing Production Plan and Climate Action Mobilization Plan
- Should more than 28 units be permitted the Wayland will be granted a year of safe harbor.
- Should 60 units be permitted the town will achieve the 10% affordable housing requirement of Ch, 40B MGL provided a building permit is applied for within a year and occupancy permits are issued within 18 months of the issuance of building permits.
- Rezoning the parcel should contribute to the State requirement of MBTA adjacent communities that 50 acres be zoned to allow for the development of 12 units per acre as of right.

The target date for approval of the project is mid-May 2023, so the Town can maintain control of its destiny by achieving at least one additional year of safe harbor or, in the best case, satisfy the State's 10% affordable housing requirement.

## Town Manager's Office Report

### ***Proposed Action:***

In the immediate term POUA/Good Shepherd will apply for a Project Eligibility Letter (PEL). The Board and Town Manager should be direct town boards, committees, and staff to prioritize their respective review of and reaction to the project. For example, the Conservation Agent should accommodate the flagging of the wetlands before the snow begins to accumulate. The Board and all other appropriate departments should file letters of support, encouraging swift action by the issuing authority (DHCD or Mass Housing). The faster the turn around on the PEL, the better the prospects for accomplishing the approval by mid-May.

Understanding the tight timeframe and the need for professional guidance on the processes, POUA has offered to provide funds to engage a consultant. The Select Board should vote to accept the offer and to ask the Town Manager to proceed with the identification and engagement of a qualified consultant.

The Board should work with the Planning Board, Design Review Committee, Peer Review Consultants, and Town Planner to work with POUA on the planning and public review processes to advance the acceptable design of the project and on drafting and advancing a zoning bylaw or overlay district that would allow the project to be approved as-of-right.