



# TOWN OF WAYLAND

41 COCHITUATE ROAD  
WAYLAND, MASSACHUSETTS 01778

STEPHEN CRANE  
ACTING TOWN MANAGER  
TEL. (508) 358-3620  
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## SELECT BOARD

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

**HOUSING SUMMIT:**  
**Housing Partnership**  
**Wayland Housing Authority**  
**Municipal Affordable Housing Trust Board**  
**Select Board**  
**Planning Board**  
**Wednesday, June 15, 2022**  
**7:00 p.m.**  
**Wayland Town Building, Large Hearing Room**  
**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.*

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 20 of the Acts of 2021, 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.

- 7:00 p.m.
1. Call Boards to Order: Housing Partnership, Housing Authority, Municipal Affordable Housing Trust Board, Select Board, Planning Board
  2. Assign Responsibility for Minutes
  3. Introductions and Review Agenda
  4. Housing Production Plan:  
Review Goals and Strategy (pages 57-67)  
Prioritization of Goals and Strategies Through Discussion:
    - What does affordable housing mean to Wayland?
    - What type of housing do we need?
    - What type of housing can we build?
    - How to develop a cohesive strategy for affordability for a range of housing types?

2022 JUN 10 AM 10:57

WAYLAND TOWN CLERK

**HOUSING SUMMIT**  
**Wednesday, June 15, 2022**  
**7:00 p.m.**  
**Wayland Town Building, Large Hearing Room**  
**41 Cochituate Road, Wayland, MA**

5. Review Responsibilities of Each Committee re: Affordable Housing
6. Update on Professional Staff Support for Housing
  - a. Regional Housing Support Office (RHSO)
  - b. Role of Staff in Town Manager form of government
7. Confirm Board/Committee Structure Meets Affordable Housing Priorities
8. Topics for next meeting:
  - Management Review of Project Updates – underway and pending approval
  - MBTA Communities: review scope, responsibility for compliance, next steps
  - Other topics?

8:30 p.m.      9. Adjourn all Boards

Materials in packet:

2022 Housing Production Plan (final)

2016 Karen Sunnarborg Consulting report

Board/Committee Charges:

Housing Partnership

Wayland Housing Authority

Municipal Affordable Housing Trust Board

Planning Board

Select Board

Affordable Housing Project Updates (for information only)



# TOWN OF WAYLAND Housing Production Plan

2022-2027

Prepared for the Town of Wayland by  
Barrett Planning Group LLC



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Section 1

# INTRODUCTION

## BACKGROUND

This plan is an update to Wayland’s 2016 Housing Production Plan (HPP), which expired in September 2021. Recognizing the significant housing challenges faced by its residents, the Town of Wayland has actively worked to develop and approve a new HPP to guide the next five years of affordable housing development. In the five years since Wayland adopted the last HPP, the local affordable housing landscape has changed. In 2016, Wayland had 257 affordable units on its Chapter 40B Subsidized Housing Inventory (“SHI”), totaling 5.2 percent of all year-round units.<sup>1</sup> That number has more than doubled to over 11 percent of all units as of Fall 2021 due to the addition of 292 new units to Wayland’s SHI.<sup>2</sup> This impressive achievement has been accomplished primarily through a single 218-unit project – Alta at River’s Edge - that is under construction as of the writing of this plan. Despite the progress made by permitting this major project and meeting the 10 percent affordability minimum under Chapter 40B, Wayland still has many housing challenges left to address.

### What is a Housing Production Plan?

A Housing Production Plan is a comprehensive analysis of a municipality’s housing issues and a guide to strategies that will help address them. An HPP describes a community’s housing needs using data from sources such as the U.S. Census Bureau, housing market reports, municipal records, and community interviews. Using this analysis of the supply and demand of affordable housing and potential barriers to further housing development, the HPP sets a series of qualitative and quantitative affordable housing goals, including a yearly affordable housing production goal. Based on these goals, the document must then lay out a plan for achieving them through a set of specific strategies. In Wayland’s case, based on DHCD guidelines, this plan recommends that the Town produce an average of 26 affordable unit per year. A completed HPP requires approval by the Massachusetts Department of Housing and Community Development (DHCD). New affordable housing production under a DHCD-approved HPP may lead to certification, which can provide several important benefits to a town, discussed below.

While the HPP can consider many types of housing needs, its primary purpose is to help communities reach the threshold in Massachusetts General Laws (G.L.) Chapter 40B, §§ 20-23, of 10 percent of total year-round housing units being restricted as affordable for low-income households. “Low-income” in this context means a household with income at or below 80 percent of the region’s Area Median Income (AMI), calculated by the U.S. Department of Housing and Urban Development (HUD). A summary of 2021 income limits in the Boston Metropolitan Area, of which Wayland is a part, is in Table 1-1. Whether a community has reached the 10 percent affordable housing threshold is

<sup>1</sup> SHI calculations are based on the most recent available Census data. At the time of writing, the 2010 Census was the most recent for which town-level housing data had been released. Upon the release of 2020 Census data, the number of SHI units Wayland is obligated to produce will change.

<sup>2</sup> Several days before the Wayland Select Board was set to vote to approve this plan, DHCD released new data showing that 72 unbuilt units had been removed from Wayland’s SHI. As a result, the town has fallen to 9.62 percent subsidized units. This possibility was anticipated and accounted for in the document- see the “Subsidized Housing Inventory” section of the Housing Profile.



determined by the Chapter 40B Subsidized Housing Inventory (SHI), a periodically updated list of all affordable units recognized by DHCD. Housing included on the SHI must be safe and suitable for the size of the household living in it in addition to meeting the deed restriction requirements.<sup>3</sup>

<b>Table 1-1: 2021 HUD Income Limits</b>				
Household Size		<b>80% AMI</b>	<b>50% AMI</b>	<b>30% AMI</b>
1-Person	Income	\$70,750	\$47,000	\$28,200
	Affordable Rent	\$1,768	\$1,175	\$705
2-Person	Income	\$80,850	\$53,700	\$32,200
	Affordable Rent	\$1,895	\$1,258	\$755
3-Person	Income	\$90,950	\$60,400	\$36,250
	Affordable Rent	\$2,273	\$1,510	\$906
4-Person	Income	\$101,050	\$67,100	\$40,250
	Affordable Rent	\$2,627	\$1,745	\$1,046

*Source: MassHousing, HUD*

### Why Have a Housing Production Plan?

Adopting an HPP not only helps a community to assess and plan for its long-term housing needs, but it also works as a vehicle for achieving “Safe Harbor” status from DHCD. Once DHCD certifies the community’s progress under the approved HPP, the Zoning Board of Appeals may invoke “Safe Harbor” status in response to a comprehensive permit application. This means that the Town, despite not meeting the 10 percent statutory minimum, may impose conditions on or outright deny the issuance of a comprehensive permit. This results in more control over the type, location, and design of residential development while continuing to meet housing needs through HPP strategies. Note that meeting the state’s 10 percent affordable minimum or achieving “Safe Harbor” does *not* mean that comprehensive permit applications can no longer be filed; the Town simply has greater latitude to modify or deny applications.

In addition to having an approved HPP, achieving an annual increase of SHI units equal to 0.5 percent of total year-round housing units qualifies a community to ask DHCD for HPP certification and one year of “Safe Harbor.” Reaching a production goal of one percent or greater allows for two years of “Safe Harbor.” Wayland is currently above the 10 percent affordable housing minimum and would fall below 10 percent only if units are removed from the SHI. This possibility is discussed in the “Subsidized Housing Inventory” section of this plan. If Wayland did fall below the 10 percent minimum between now and 2030,

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**Meeting the state’s 10 percent affordable minimum does *not* mean that comprehensive permit applications can no longer be filed; the Town simply has greater latitude to deny or modify applications.**

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<sup>3</sup> DHCD requires that SHI units have a use restriction recorded at the registry of deeds that restricts the unit to occupancy by households at 80 percent of AMI or below. The restriction must last at least 15 years for rehabilitated housing or 30 years for newly created housing and may last in perpetuity.



it is likely that the Town would need to produce about 26 new SHI units in one calendar year to qualify for HPP certification from DHCD, which grants “Safe Harbor” status.

As of this writing, about 11 percent of Wayland’s housing is affordable and listed on the SHI, raising a question that bears addressing: what is the utility of a Housing Production Plan for a community that has already met its affordable housing obligations under Chapter 40B? There are two key answers:

1. Wayland might fall below the 10 percent threshold again if the total number of year-round units grows or any units listed on the SHI are lost as affordability restrictions expire or permitted projects are modified, delayed, or cancelled.
2. Wayland, like every other community in the Commonwealth, has housing issues outside the scope of Chapter 40B, such as meeting needs of very low-income households, individuals with disabilities, or older adults. An HPP can facilitate efforts to address those needs.

**A NOTE ON THE DATA**

This HPP relies heavily on United States Census data (especially on the 2019 American Community Survey [ACS] five-year estimates) and other official sources. During the drafting of this plan, the Census Bureau released Redistricting Data (P.L. 94-171) which provides official Census 2020 population, race, housing unit, and household counts for all municipalities in the United States. While Wayland’s HPP can use up-to-date Census results to report some information about the Town, the detailed demographic and housing statistics that a Housing Needs Assessment depends on will continue to rely on the ACS which reports much more detailed demographic information than the decennial Census.

This plan uses a set of comparison communities to place Wayland’s demographic data in context. These communities (see Table 1-2) include some of the Town’s direct neighbors, such as Natick and Weston, and nearby “peer towns” picked from an existing list that the Wayland Finance Committee considers similar enough to look to as benchmark communities. By using comparison communities that are nearby but not like Wayland, those farther afield but more like Wayland, and some (like Sudbury) that are both close and similar, this plan places the Town’s demographic trends and housing issues in a regional context. Tables may use these comparison communities in different combinations depending on the needs of each section, and comparisons to Middlesex County and Massachusetts are also included where illustrative.

	Wayland	Sudbury	Natick	Weston	Hopkinton	Medfield	Westwood
Population (2020)	13,943	18,934	37,006	11,851	18,758	12,799	16,266
Households (2020)	5,013	6,386	14,956	3,799	6,395	4,346	5,519
Median Household Income (2019)	185,375	191,310	115,545	207,702	157,353	160,963	160,132
Housing Units (2020)	5,296	6,556	15,680	4,043	6,645	4,450	5,801
Avg. Household Size (2019)	2.63	2.96	2.47	3.12	2.93	2.95	2.95

*Source: American Community Survey 5-Year Estimates (2019), US Decennial Census 2020*



**Neighborhood-Level Analysis**

To better capture the geographic diversity within Wayland, the Housing Needs Assessment examines selected data at the Census tract and block group level.<sup>4</sup> The Town contains three Census tracts as shown on **Map 1**. Table 1-3 summarizes the characteristics of each tract as well as Census block groups, which are the next smallest geographic unit used by the Census Bureau.

	Description	Population	Households	MHI*
Tract 3662.01	North Wayland	3,750	1,243	\$236,181
<i>Block Group 1</i>	<i>Northernmost Wayland</i>	<i>2,720</i>	<i>932</i>	<i>\$250,001</i>
<i>Block Group 2</i>	<i>Northeastern corner north of Route 20</i>	<i>1,030</i>	<i>311</i>	<i>\$149,167</i>
Tract 3662.02	Central/South Wayland	5,241	1,965	\$183,906
<i>Block Group 1</i>	<i>North of Cochituate</i>	<i>2,270</i>	<i>892</i>	<i>\$169,803</i>
<i>Block Group 2</i>	<i>Western Rt. 20, between Rt. 27 and Stonebridge Rd.</i>	<i>1,972</i>	<i>710</i>	<i>\$204,875</i>
<i>Block Group 3</i>	<i>Eastern Rt. 20</i>	<i>999</i>	<i>363</i>	<i>\$222,109</i>
Tract 3661	Cochituate	4,952	1,805	\$151,136
<i>Block Group 1</i>	<i>Mass Pike area</i>	<i>846</i>	<i>314</i>	<i>\$183,333</i>
<i>Block Group 2</i>	<i>Bounded by Rt. 27 and Commonwealth Road</i>	<i>1,168</i>	<i>375</i>	<i>\$160,313</i>
<i>Block Group 3</i>	<i>East Dudley Pond</i>	<i>859</i>	<i>319</i>	<i>\$126,250</i>
<i>Block Group 4</i>	<i>West Dudley Pond</i>	<i>991</i>	<i>374</i>	<i>\$197,566</i>
<i>Block Group 5</i>	<i>Lake Cochituate</i>	<i>1,088</i>	<i>423</i>	<i>\$126,435</i>

Source: Census 2020, \*American Community Survey 5-Year Estimates (2019)

**Map 2** shows the population density of Wayland’s Census block groups. The Town’s population is most highly concentrated in Cochituate in southern Wayland with some moderate density in the eastern Route 20 area.

**Community Participation**

Gathering data for this plan involved multiple opportunities for Wayland residents to share their housing experiences, thoughts, and concerns. The consulting team conducted a series of small-group interviews with key local stakeholders and interested citizens, distributed an online survey that received 400 responses, and held two community webinars where members of the public were invited to ask questions and talk about their perception of local housing priorities. Summaries of these community outreach efforts are included as appendices to this plan and anonymous insights and quotes from the public are incorporated throughout.

<sup>4</sup> A Census tract is a type of geographic area used by the US Census Bureau to divide counties and municipalities into smaller pieces to help with census-taking; sometimes they are roughly equivalent to “neighborhoods” in scale.



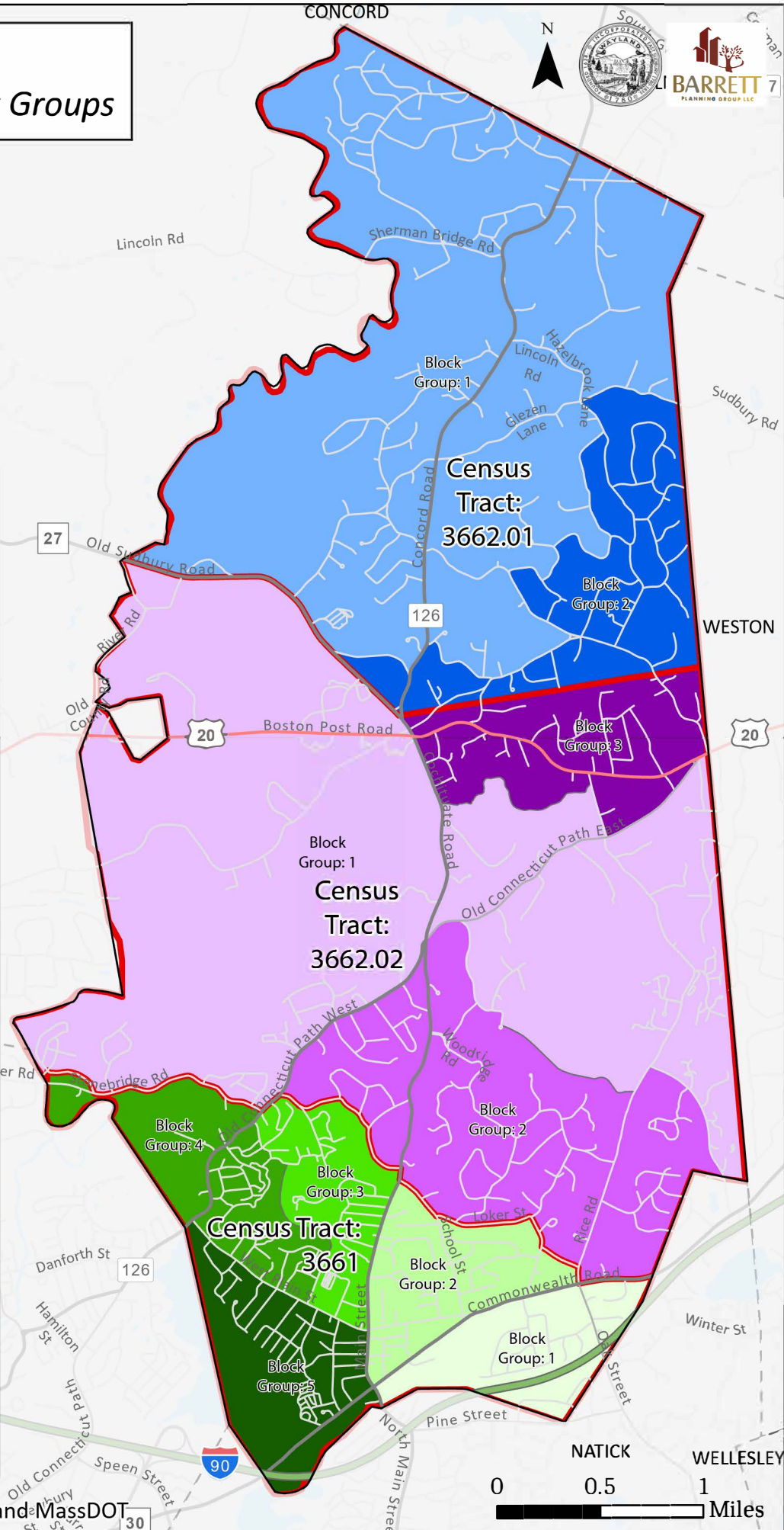


# MAP 1

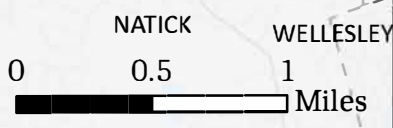
## Census Tracts and Block Groups



- Block Group**
- Census Tract 3661,Block Group 1
  - Census Tract 3661,Block Group 2
  - Census Tract 3661,Block Group 3
  - Census Tract 3661,Block Group 4
  - Census Tract 3661,Block Group 5
  - Census Tract 3661,Block Group 5
  - Census Tract 3662.01,Block Group 1
  - Census Tract 3662.01,Block Group 2
  - Census Tract 3662.02,Block Group 1
  - Census Tract 3662.02,Block Group 2
  - Census Tract 3662.02,Block Group 3
  - Census Tracts
- MassDOT Major Roads**
- Interstate
  - U.S. Highway
  - State Route
  - Non-numbered Road
- Other Features**
- Town of Wayland
  - Surrounding Towns
  - Water

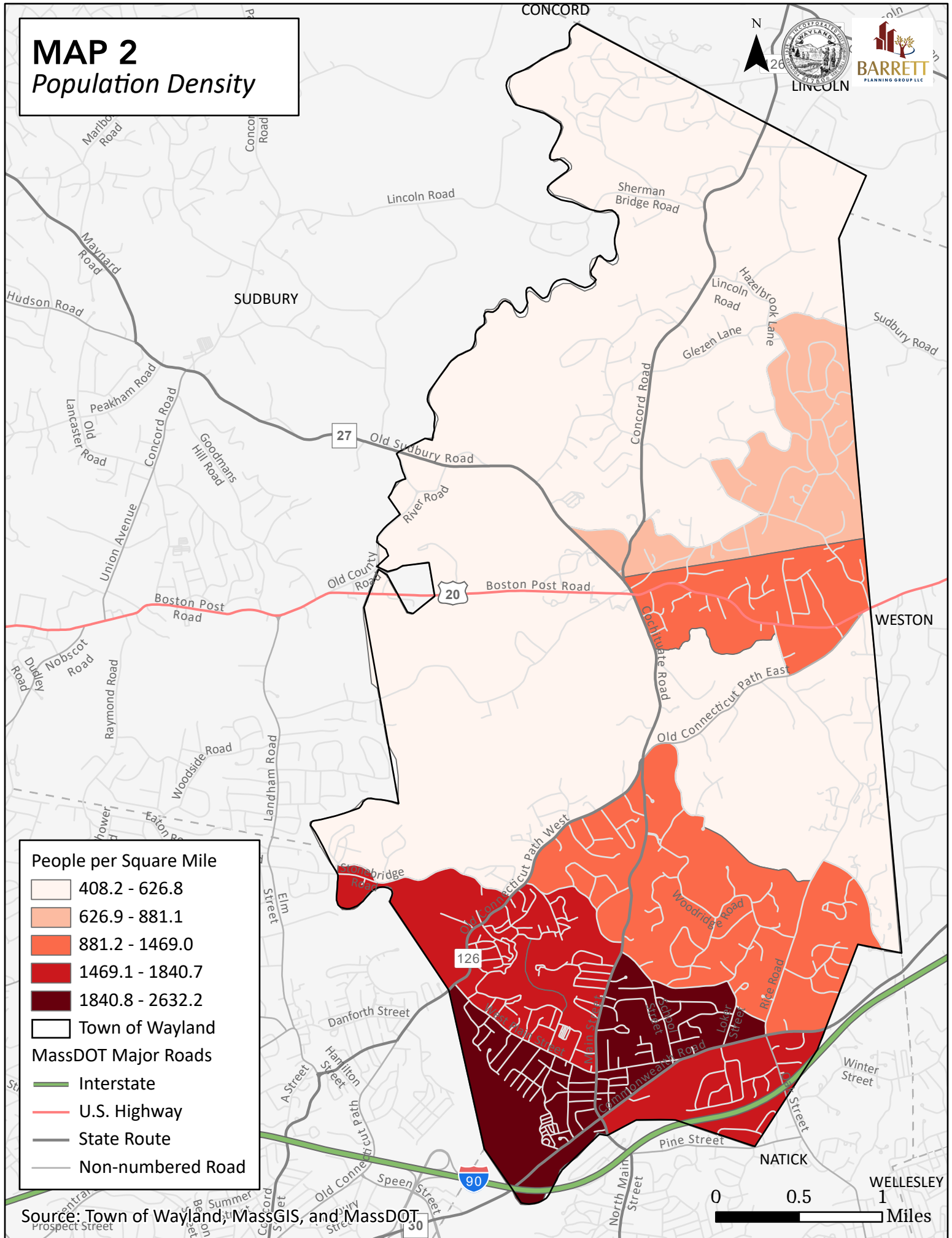


Source: Town of Wayland, MassGIS, and MassDOT





# MAP 2 Population Density



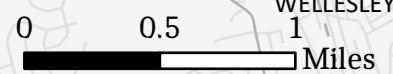
**People per Square Mile**

- 408.2 - 626.8
- 626.9 - 881.1
- 881.2 - 1469.0
- 1469.1 - 1840.7
- 1840.8 - 2632.2

**Town of Wayland**

**MassDOT Major Roads**

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road



Source: Town of Wayland, MassGIS, and MassDOT

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# HOUSING NEEDS ASSESSMENT

## DEMOGRAPHIC PROFILE

### Key Findings

The following are the major findings based on an analysis of Wayland’s demographic trends.

- **High income, low unemployment.** Wayland is economically diverse, but on average households have high incomes compared to most other Massachusetts towns. High income correlates with a high percentage of married-couple families, high education levels, and low unemployment, all of which are present in Wayland.
- **A growing population once more.** After registering a population decline in the 2010 Census, Wayland has experienced modest growth over the past decade, reaching an all-time high number of residents in 2020.
- **Increasing diversity.** While a majority of Wayland residents still self-identity as White, the Town has seen consistent growth in most other racial groups tracked by the Census Bureau. Wayland’s White population has been shrinking in terms of both percentage and absolute numbers for several decades.
- **Demographic diversity across Town.** Many of the statistics discussed in this section differ greatly within Wayland from area to area or from neighborhood to neighborhood. Income, racial makeup, and household size can differ greatly between Census tracts.
- **In line with regional trends.** Many of Wayland’s demographic indicators are in line with regional trends, which differ significantly from statewide trends in areas like income, educational attainment, and disability status.

### Population Change

Traditionally a small agricultural community, Wayland experienced a suburban population boom in the 1950s and 1960s as the population more than tripled between the years 1950 and 1970 (see Figure 2-1). The following decades saw a modest decline in population, but since 1990 the number of Wayland residents has been slowly growing despite a small population decrease in 2010, reaching an all-time peak of 13,943 in 2020. It is typical to include some discussion of available population projections in this section of a Housing Production Plan. However, the most recent projections for Wayland (MAPC and the UMass Donahue Institute) are several years old. They have recently been proven inaccurate by 2020 Census results and have therefore been omitted. Based in part on the Town’s declining population between 2000 and 2010, these projections assumed that the decline would continue.<sup>5</sup>

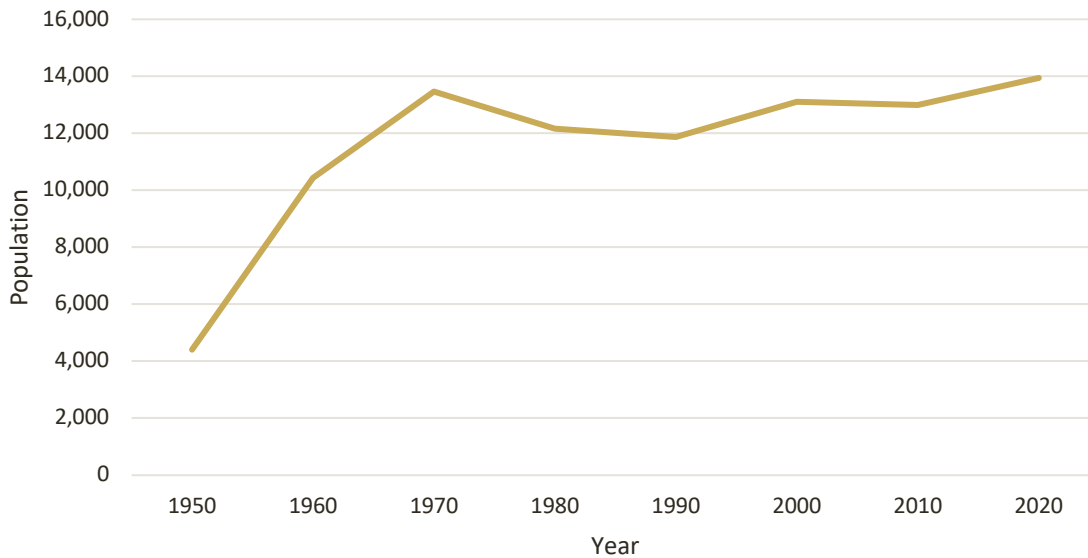
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<sup>5</sup> For example, the Donahue Institute projected that Wayland’s population would fall to 12,527 by 2020, which is about 10 percent lower than the Town’s actual current population of 13,943. Note that this is an issue with all population projections: assumptions about the future must be made using existing trends and can be rendered inaccurate by an unexpected change in those trends. The population projection sources discussed in this section are still the most reliable available and are accurate for many communities.



**Figure 2-1: Wayland Census Population 1950-2020**

Source: US Census 1950-2020



### Population Age

The age distribution of Wayland’s population does not differ significantly from that of its comparison communities. Table 2-1 shows that the Town has a somewhat higher proportion of children and a lower proportion of young adults in their twenties and thirties than Middlesex County as a whole and a higher proportion of adults over 65 years old than most comparison communities.

**Table 2-1: Population by Age Group**

	Wayland		Sudbury		Natick		Weston		Middlesex County	
	#	%	#	%	#	%	#	%	#	%
17 or under	3,659	26.5%	5,383	28.2%	8,655	24.0%	3,086	25.5%	319,479	20.0%
18-24	811	5.9%	1,174	6.1%	1,855	5.1%	1,271	10.5%	158,038	9.9%
25-34	964	7.0%	869	4.5%	4,602	12.7%	544	4.5%	246,588	15.4%
35-44	1,666	12.1%	2,462	12.9%	4,890	13.5%	1,137	9.4%	210,197	13.1%
45-54	2,108	15.3%	3,275	17.1%	5,652	15.6%	1,842	15.2%	220,267	13.8%
55-64	2,066	15.0%	2,945	15.4%	4,908	13.6%	1,690	14.0%	206,358	12.9%
65-74	1,417	10.3%	1,702	8.9%	3,431	9.5%	1,104	9.1%	135,467	8.5%
75 or over	1,111	8.0%	1,312	6.9%	2,135	5.9%	1,438	11.9%	104,448	6.5%
Total	13,802	100%	19,122	100%	36,128	100%	12,112	100%	1,600,842	100%

Source: American Community Survey 5-Year Estimates (2019)

**Map 3** shows the concentration of households with someone 65 years old or older by Census block group. At least 20 percent of households in every block group have a member 65 or older, but the highest concentration of these households is found in the center of Town; the two block groups that



Route 20 runs through have between 39 to 45 percent 65-and-over households. Wayland has several age-restricted residential developments that contribute to these trends. **Map 4** shows the concentration of the under-18 population, along with the location of Wayland’s public schools. The highest concentrations of children are found in the farthest north and south Census block groups.

**Household Type and Size**

Most Wayland households consist of families and most families are married couples (see Table 2-2). The Census Bureau defines a family household as a group of individuals living together who are related by blood, marriage, or adoption. Conversely, a nonfamily household is classified either as a single person or a group of two or more unrelated people living together. The Town’s breakdown of household types is similar to that of neighboring communities, although Wayland and Sudbury have a higher proportion of married-couple families than Natick and Weston. Wayland has the highest proportion of married-couple families and the lowest proportion of families that are not headed by a married couple.

**Table 2-2: Households by Type**

	Wayland		Sudbury		Natick		Weston		Hopkinton	
	#	%	#	%	#	%	#	%	#	%
Married-Couple Family	3,534	94.2%	5,058	92.6%	8,291	88.5%	2,727	87.7%	4,581	87.8%
Family - male Householder, no spouse present	109	2.1%	122	1.8%	389	2.5%	75	2.4%	51	1.0%
Family - female householder, no spouse present	232	3.7%	306	5.6%	1,163	9.0%	281	9.9%	584	11.2%
Nonfamily Households	911	19.0%	900	14.1%	4,694	32.3%	704	18.6%	1,088	17.3%
<b>Total Households:</b>	<b>4,786</b>	<b>100%</b>	<b>6,386</b>	<b>100%</b>	<b>14,537</b>	<b>100%</b>	<b>3,787</b>	<b>100%</b>	<b>6,304</b>	<b>100%</b>

*Source: American Community Survey 5-Year Estimates (2019)*

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*“In the next 6 months if my situation doesn’t improve, I may be forced to leave town with my kids. Even the apartments are too expensive for a single mom.”*

-Survey Response

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About 74 percent of Wayland households include children under 18 years old and most of these households are married-couple families. Table 2-3 shows the proportion of Wayland families that have children under 18 living with them, separated by family type. Most married-couple families in town, over 94 percent, have dependent children while other types of families are much more likely to be composed of adults only.



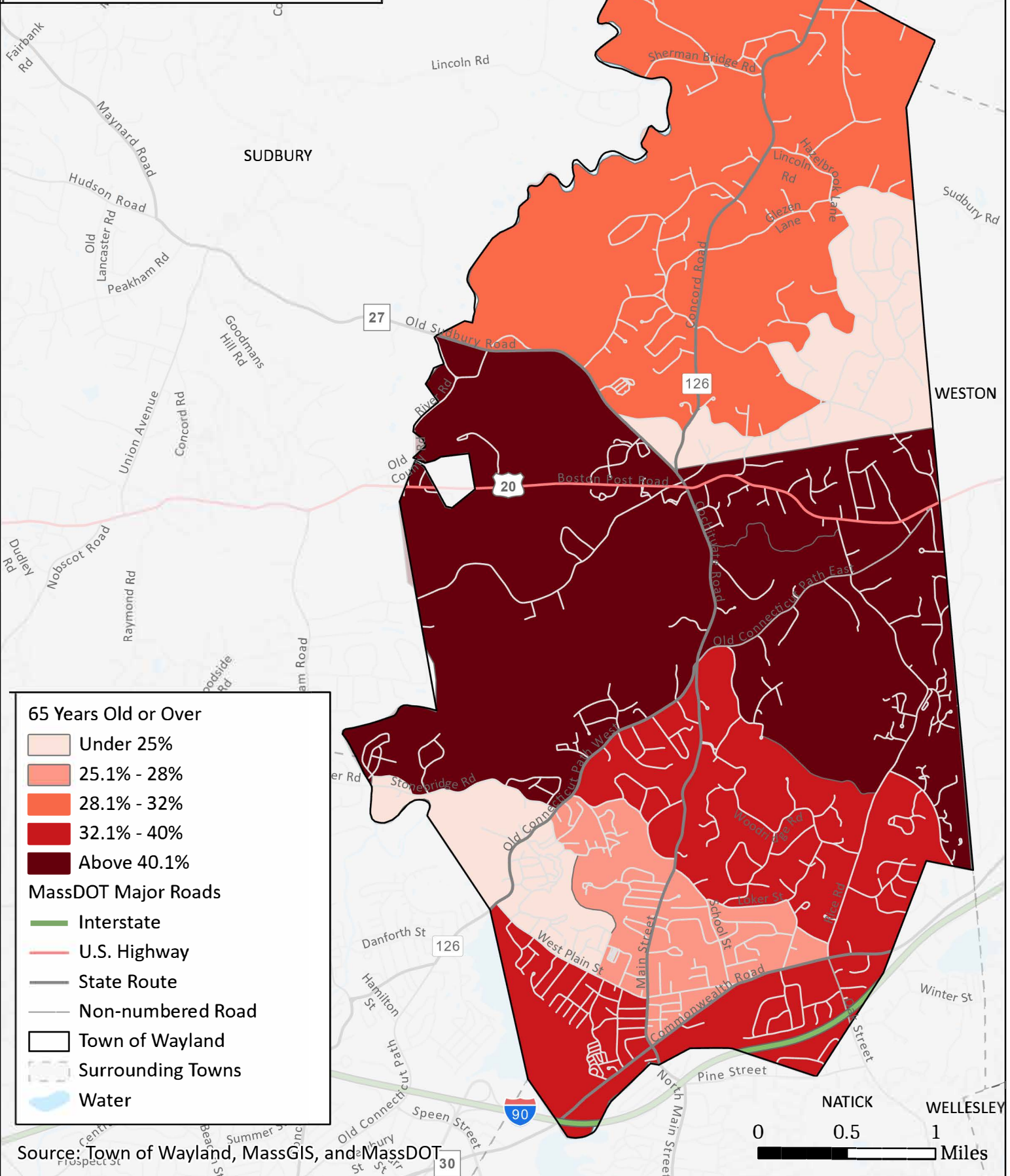


# MAP 3






## Households with Someone 65 Years Old or Older

CONCORD








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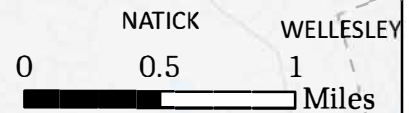
### 65 Years Old or Over

-  Under 25%
-  25.1% - 28%
-  28.1% - 32%
-  32.1% - 40%
-  Above 40.1%

### MassDOT Major Roads

-  Interstate
-  U.S. Highway
-  State Route
-  Non-numbered Road
-  Town of Wayland
-  Surrounding Towns
-  Water

Source: Town of Wayland, MassGIS, and MassDOT



**Table 2-3: Wayland Families by Presence of Children**

	#	%
Married-couple families	3,534	91.20%
<i>with children</i>	3,324	94.06%
<i>without children</i>	210	5.94%
Male householder, no spouse present families	109	2.81%
<i>with children</i>	74	67.89%
<i>without children</i>	35	32.11%
Female householder, no spouse present families	242	6.25%
<i>with children</i>	131	56.47%
<i>without children</i>	111	47.84%
Total Families	3,875	100%

*Source: American Community Survey 5-Year Estimates (2019)*

Table 2-4 presents household size statistics. In Wayland and comparison communities, the majority of households have three or fewer people. The largest group in each of these municipalities is two-person households, while large households of six or more people are uncommon.

**Table 2-4: Household Size**

	Wayland		Sudbury		Natick		Weston		Hopkinton	
	#	%	#	%	#	%	#	%	#	%
1-Person Household	798	16.7%	737	11.5%	4,209	29.0%	650	17.2%	980	15.5%
2-Person Household	1,522	31.8%	2,185	34.2%	4,613	31.7%	1,223	32.3%	2,349	37.3%
3-Person Household	897	18.7%	1,214	19.0%	2,346	16.1%	626	16.5%	1,100	17.4%
4-Person Household	983	20.5%	1,559	24.4%	2,381	16.4%	689	18.2%	1,317	20.9%
5-Person Household	478	10.0%	543	8.5%	749	5.2%	427	11.3%	359	5.7%
6-Person Household or larger	108	2.3%	148	2.3%	239	1.6%	172	4.5%	199	3.2%
<b>Total</b>	<b>4,786</b>	<b>100%</b>	<b>6,386</b>	<b>100%</b>	<b>15,537</b>	<b>100%</b>	<b>3,787</b>	<b>100%</b>	<b>6,304</b>	<b>100%</b>

*Source: American Community Survey 5-Year Estimates (2019)*

Table 2-5 shows the same household size data for Wayland’s Census tracts, revealing significant variation within the Town. North Wayland has a very small proportion of single-person households compared to the Town as a whole and its comparison communities, while three-and four-person households are more common. In the tract covering Cochituate, on the other hand, one-person households are the largest group by a slim margin and household size is more evenly distributed in general. The prevalence of smaller households in the south may be partially explained by the presence of over 100 units of rental housing owned and operated by the Wayland Housing Authority.





	3662.01 (North)		3662.02 (Central)		3661 (Cochituate)	
	#	%	#	%	#	%
1-Person Household	92	7.7%	326	17.0%	380	22.8%
2-Person Household	426	35.5%	723	37.6%	373	22.4%
3-Person Household	272	22.7%	278	14.5%	347	20.8%
4-Person Household	290	24.2%	335	17.4%	358	21.5%
5-Person Household	92	7.7%	218	11.3%	168	10.1%
6-Person Household	27	2.3%	36	1.9%	40	2.4%
7-or-More Person Household	0	0.0%	5	0.3%	0	0.0%
Total	1,199	100%	1,921	100%	1,666	100%

*Source: American Community Survey 5-Year Estimates (2019)*

**Group Quarters**

According to the Census Bureau, the term “group quarters” means a residence that is not a housing unit, e.g., institutional facilities such as college dormitories or nursing homes. People living in group quarters are housed by an institution of which they are a member rather than settling within individual households. Therefore, group quarters population counts towards a municipality’s total population but is not included in any household-level data. Table 2-6 compares the group quarters population of Wayland to comparison communities. Wayland has a relatively small group quarters population, comprising less than half of a percent of the Town’s total population. Weston’s relatively high proportion of group quarters population is likely explained by the presence of Regis College.

	#	% Total Population
Weston	822	6.8%
Natick	382	1.1%
Sudbury	175	0.9%
Hopkinton	89	0.5%
Wayland	52	0.4%
Medfield	45	0.3%
Westwood	29	0.2%

*Source: American Community Survey 5-Year Estimates (2019)*

**Race, Ethnicity, and Culture**

Wayland, like most Massachusetts towns, is a majority-White community, but the data reveals that the Town is becoming increasingly diverse. Table 2-7 shows the 2020 Census breakdown of race in Wayland and its comparison communities. In all these municipalities, White residents make up over 70 percent of the total population, and those identifying as Asian are the second-largest group everywhere but Medfield. Wayland falls roughly in the middle of the comparison communities in terms of total percentage of White residents. Wayland has the lowest proportion of Black residents, at



less than one percent (although all comparison communities have a very small Black population), but has a higher proportion of Asian residents.

**Table 2-7: Race/Ethnicity<sup>6</sup>**

	Wayland		Sudbury		Natick		Weston		Hopkinton	
	#	%	#	%	#	%	#	%	#	%
American Indian/Alaska Native	8	0.1%	2	0.0%	42	0.1%	9	0.1%	8	0.0%
Asian	1,887	13.5%	1,697	9.0%	4,431	12.0%	1,892	16.0%	3,342	17.8%
Black	119	0.9%	239	1.3%	783	2.1%	241	2.0%	183	1.0%
Hispanic	541	3.9%	687	3.6%	1,762	4.8%	486	4.1%	733	3.9%
Native Hawaiian/Pacific Islander	6	0.0%	5	0.0%	1	0.0%	1	0.0%	1	0.0%
White	10,703	76.8%	15,321	80.9%	27,985	75.6%	8,768	74.0%	13,733	73.2%
Two or more races	618	4.4%	864	4.6%	1,581	4.3%	400	3.4%	638	3.4%
Other	61	0.4%	119	0.6%	421	1.1%	54	0.5%	120	0.6%
<b>Total</b>	<b>13,943</b>	<b>100%</b>	<b>18,934</b>	<b>100%</b>	<b>37,006</b>	<b>100%</b>	<b>11,851</b>	<b>100%</b>	<b>18,758</b>	<b>100%</b>

Source: US Census 2020

Table 2-8 shows race by census tract in Wayland. Tract 3661, which contains much of Cochituate, has the highest proportion of Asian and Black residents. North Wayland has the highest percentage of residents who identify as White, more so than the Town as a whole (80.8 percent in North Wayland vs. 76.8 percent town-wide).

**Table 2-8: Race/Ethnicity by Census Tract**

	3662.01 (North)		3662.02 (Central)		3661 (Cochituate)	
	#	%	#	%	#	%
American Indian/Alaska Native	1	0.0%	7	0.1%	0	0.0%
Asian	368	9.8%	721	13.8%	798	16.1%
Black	23	0.6%	27	0.5%	69	1.4%
Hispanic	125	3.3%	215	4.1%	201	4.1%
Native Hawaiian/Pacific Islander	1	0.0%	5	0.1%	0	0.0%
White	3,030	80.8%	4,016	76.6%	3,657	73.8%
Two or more races	188	5.0%	230	4.4%	200	4.0%
Other	14	0.4%	20	0.4%	27	0.5%
<b>Total</b>	<b>3,750</b>	<b>100%</b>	<b>5,241</b>	<b>100%</b>	<b>4,952</b>	<b>100%</b>

Source: US Census 2020

<sup>6</sup> The Census Bureau classifies Hispanic/Latino as an ethnic category separate from race (for example, someone might fill out their Census form to indicate that their race is White, but mark that they are Hispanic). This HPP uses data that separates the Hispanic population into a separate category regardless of race. All other race categories contain the non-Hispanic members of that category.



Finally, Table 2-9 shows the changing racial makeup of Wayland over the past three decades. While White residents still make up a significant majority of the Town’s population, Table 2-9 reveals that most minority groups have been growing consistently since at least 2000. Not only has the proportion of White residents fallen over the years, but the three most recent decennial censuses reported a net loss in the total number of White residents. Therefore, it is fair to say that Wayland’s modest population growth in recent years has been due to the arrival of individuals and families from a diverse set of racial and ethnic backgrounds.

	2000		2010		2020	
	#	%	#	%	#	%
American Indian/Alaska Native	10	0.10%	4	0.00%	8	0.10%
Asian	699	5.30%	1,284	9.90%	1,887	13.50%
Black	97	0.70%	101	0.80%	119	0.90%
Hispanic	151	1.20%	315	2.40%	541	3.90%
Native Hawaiian/Pacific Islander	4	0.00%	2	0.00%	6	0.00%
White	11,971	91.40%	11,082	85.30%	10,703	76.80%
Two or more races	155	1.20%	185	1.40%	618	4.40%
Other	13	0.10%	21	0.20%	61	0.40%
<b>Total</b>	<b>13,100</b>	<b>100%</b>	<b>12,994</b>	<b>100%</b>	<b>13,943</b>	<b>100%</b>

Source: US Decennial Census 2020, 2010, & 2000

Tables 2-10 and 2-11 show characteristics of Wayland’s foreign-born population, which makes up about 15 percent of the Town’s total population. While Wayland’s overall proportion of foreign-born residents is similar to its comparison communities, the Town has the highest proportion of naturalized citizens (80 percent of all foreign-born residents). Most foreign-born residents have become citizens in every comparison community but Natick.

	Wayland		Sudbury		Natick		Weston		Hopkinton	
Native-born	11,761	85.2%	16,701	87.3%	29,331	81.2%	9,983	82.4%	15,401	87.5%
<i>Born in MA</i>	7,791	66.2%	10,058	60.2%	19,960	68.1%	5,738	57.5%	9,686	62.9%
<i>Born elsewhere</i>	3,970	33.8%	6,643	39.8%	9,371	31.9%	4,245	42.5%	5,715	37.1%
<b>Total native-born</b>	<b>11,761</b>	<b>100%</b>	<b>16,701</b>	<b>100%</b>	<b>29,331</b>	<b>100%</b>	<b>9,983</b>	<b>100%</b>	<b>15,401</b>	<b>100%</b>
Foreign-born	2,041	14.8%	2,421	12.7%	6,797	18.8%	2,129	17.6%	2,197	12.5%
<i>Naturalized Citizen</i>	1,630	79.9%	1,698	70.1%	3,104	45.7%	1,365	64.1%	1,244	56.6%
<i>Not a US Citizen</i>	411	20.1%	723	29.9%	3,693	54.3%	764	35.9%	953	43.4%
<b>Total foreign-born</b>	<b>2,041</b>	<b>100%</b>	<b>2,421</b>	<b>100%</b>	<b>6,797</b>	<b>100%</b>	<b>2,129</b>	<b>100%</b>	<b>2,197</b>	<b>100%</b>
<b>Total</b>	<b>13,802</b>	<b>100%</b>	<b>19,122</b>	<b>100%</b>	<b>36,128</b>	<b>100%</b>	<b>12,112</b>	<b>100%</b>	<b>17,598</b>	<b>100%</b>

Source: American Community Survey 5-Year Estimates (2019)



Table 2-11 lists the top ten countries of origin for foreign-born Wayland residents. China and India are the most common countries of origin for foreign-born residents, making up a combined 30 percent of the total. About a third of foreign-born Wayland residents were born in countries outside of the top ten.

<b>Table 2-11: Foreign-Born Residents by Country of Origin</b>		
<b>Country of Origin</b>	<b>#</b>	<b>% Foreign-Born Population</b>
China	373	18.3%
India	235	11.5%
Russia	142	7.0%
Mexico	128	6.3%
United Kingdom	115	5.6%
Canada	102	5.0%
Brazil	82	4.0%
Israel	76	3.7%
Australia	57	2.8%
Taiwan	56	2.7%
Other Countries	675	33.1%
<b>Total</b>	<b>2,041</b>	<b>100%</b>
<i>Source: American Community Survey 5-Year Estimates (2019)</i>		

Table 2-12 shows that the majority of Wayland residents report being proficient in speaking English. Ninety-six percent either speak only English or speak it “very well” alongside some other language. While only 4 percent speak English less than “very well,” this still represents a group of nearly 500 individuals who may have difficulty communicating in English.

<b>Table 2-12: English Proficiency in Wayland</b>		
<b>All Residents Ages 5 and up</b>		
	<b>#</b>	<b>%</b>
Speak only English	10,445	81.5%
Speak English “very well”	1,888	14.7%
Speak English less than “very well”	486	3.8%
<b>Total</b>	<b>12,819</b>	<b>100%</b>
<b>Foreign-Born Residents Ages 5 and up</b>		
	<b>#</b>	<b>%</b>
Speak only English	632	31.0%
Speak English “very well”	1,059	51.9%
Speak English less than “very well”	350	17.1%
<b>Total</b>	<b>2,041</b>	<b>100%</b>
<i>Source: American Community Survey 5-Year Estimates (2019)</i>		



Table 2-13 shows that Wayland is roughly in line with its comparison communities in terms of English proficiency, but that, as a group, they are above the statewide average.

**Table 2-13: English Proficiency in Wayland and Comparison Communities (Age 5 or Over)**

	Wayland		Sudbury		Natick		Weston		Massachusetts	
	#	%	#	%	#	%	#	%	#	%
Speak only English	10,445	81.5%	15,519	86.1%	26,893	79.1%	9,166	79.9%	4,942,231	76.2%
Speak English "very well"	1,888	14.7%	2,059	11.4%	5,024	14.8%	1,915	16.7%	948,059	14.6%
Speak English less than "very well"	486	3.8%	438	2.4%	2,073	6.1%	389	3.4%	599,247	9.2%
Total (age 5+)	12,819	100%	18,016	100%	33,990	100%	<b>11,470</b>	100%	6,489,537	100%

*Source: American Community Survey 5-Year Estimates (2019)*

**Public School Enrollment**

Participants in the community interviews conducted for this plan touted Wayland Public Schools as a major draw for families with young children. Table 2-14 displays student enrollment data for Wayland’s three public elementary schools alongside the district. The locations of all the Town’s public schools are shown on **Map 4**. Wayland participates in the METCO program and 135 students from Boston attend the local public schools in grades 1 through 12.<sup>7,8</sup>

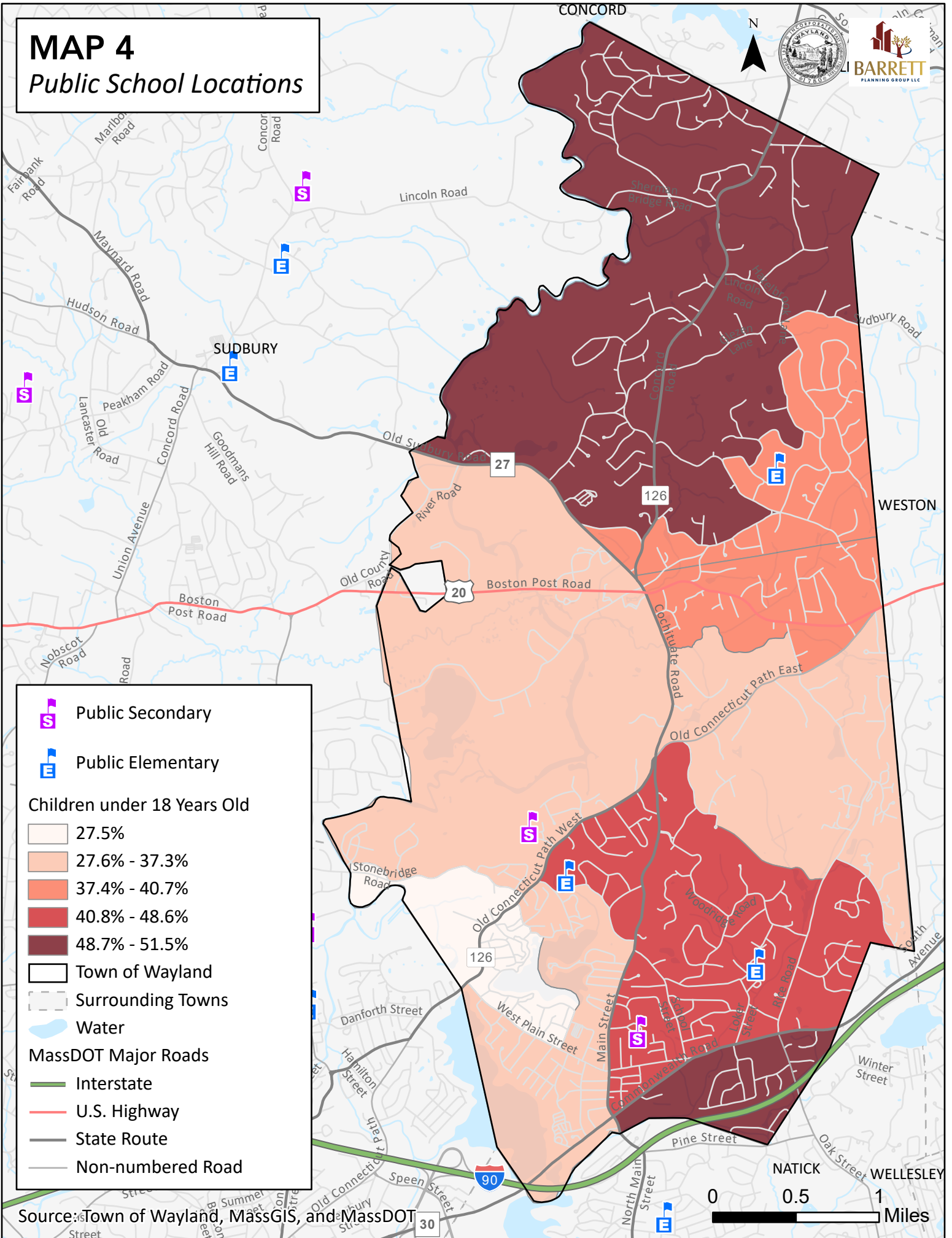
<sup>7</sup> The Metropolitan Council For Educational Opportunity (METCO) buses students from Boston to suburban schools with the aim of countering regional racial education imbalances and promoting educational desegregation.

<sup>8</sup> Wayland Public Schools

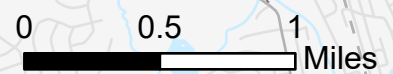


# MAP 4

## Public School Locations



Source: Town of Wayland, MassGIS, and MassDOT





The first section of Table 2-14 shows the racial makeup of the schools’ students, which are consistent with that of the general population. The Loker School in Cochrane has the highest proportion of Asian and Hispanic students and the lowest proportion of White students, while the other two elementary schools correspond more closely to Wayland’s overall population trends. The racial makeup of Wayland’s entire school district, shown in the final column of Table 2-14, shows that the younger generation of Wayland residents is more diverse than the adult population.

	<b>Claypit Hill School</b>	<b>Happy Hollow School</b>	<b>Loker School</b>	<b>District Total*</b>
Location	North Wayland	South Wayland	South Wayland	N/A
Accountability Classification**	Meeting or exceeding targets	School of recognition	Meeting or exceeding targets	Meeting or exceeding targets
Enrollment	504	361	357	2,700
White	72.6%	74.5%	65.8%	68.0%
Asian	11.3%	10.2%	16.5%	15.4%
Hispanic	5.4%	4.4%	6.7%	5.0%
African American	4.4%	3.9%	4.2%	5.0%
Other	6.4%	6.9%	6.7%	6.6%
<hr/>				
First language not English	12.9%	14.7%	19.3%	13.1%
English Language Learner	4.2%	6.1%	7.3%	3.5%
Students w/ disabilities	14.9%	15.0%	8.4%	17.9%
Economically disadvantaged	4.2%	7.8%	5.3%	6.6%
High Needs***	24.6%	25.8%	21.8%	26.7%
<i>*Includes all students of Wayland Public Schools, not just those at the elementary level</i> <i>**Describes how well a school is meeting MCAS score targets. “School of recognition” indicates a school that not only meets targets but excels compared to other schools that are meeting their goals.</i> <i>***A student is high needs if they are designated as either low income, economically disadvantaged, English Language Learner (ELL) or former ELL, or a student with disabilities.</i> <i>Enrollment data are reported for the 2020–2021 school year, accountability and assessment data are reported for the 2018–2019 school</i> <i>Source: Massachusetts Department of Elementary and Secondary Education</i>				

The second section of Table 2-14 shows the proportion of students whose first language is not English, and who fall into a series of categories that the Massachusetts Department of Elementary and Secondary Education (DESE) groups under the umbrella term “High Needs.” Over one-quarter of the school district’s students qualify as High Needs, and the three elementary schools report similar percentages. Out of the High Needs categories, students with disabilities form the largest group. About 15 percent of students at Claypit Hill and Happy Hollow schools belong to this category. Loker School has the highest proportion of English Language Learner (ELL)<sup>9</sup> students and Happy Hollow School has the highest proportion of economically disadvantaged students.

<sup>9</sup> The DESE defines an English Language Learner or English Learner as a student who either does have English as a native language or comes from an environment where English is not the primary language, and who has difficulty performing classroom work in English.



**Education, Work, and Earnings**

Wayland and the surrounding communities have higher levels of education than Massachusetts in general, with a much lower proportion of adults who have not completed a high school education and a higher proportion of people with bachelor’s, master’s, and professional degrees (see Table 2-15).

**Table 2-15: Educational Attainment (25 Years or Older)**

	Wayland		Sudbury		Natick		Weston		Massachusetts	
	#	%	#	%	#	%	#	%	#	%
Less than high school	181	1.9%	138	1.1%	740	2.9%	78	1.0%	441,944	9.2%
High School (or equivalent)	590	6.3%	1,171	9.3%	3,196	12.5%	750	9.7%	1,148,525	24.0%
Some college or Associate degree	1,027	11.0%	1,144	9.1%	4,061	15.9%	507	6.5%	1,102,149	23.0%
Bachelor's degree	3,254	34.9%	4,652	37.0%	8,229	32.1%	2,576	33.2%	1,151,870	24.1%
Master's degree	2,588	27.7%	3,414	27.2%	6,995	27.3%	2,098	27.1%	656,508	13.7%
Professional degree	912	9.8%	991	7.9%	1,244	4.9%	909	11.7%	145,317	3.0%
Doctorate	780	8.4%	1,055	8.4%	1,153	4.5%	837	10.8%	135,370	2.8%
<b>Total</b>	<b>9,332</b>	<b>100%</b>	<b>12,565</b>	<b>100%</b>	<b>25,618</b>	<b>100%</b>	<b>7,755</b>	<b>100%</b>	<b>4,781,683</b>	<b>100%</b>

*Source: American Community Survey 5-Year Estimates (2019)*

A community’s labor force includes all its residents 16 years and over who have a job or are looking for work. Table 2-16 breaks down Wayland’s labor force by occupation. The two largest categories combined make up most of the kinds of jobs held by Wayland’ labor force, encompassing jobs in fields like education, management, health care, and professional services.

**Table 2-16: Wayland Workforce by Occupation**

Occupation	#	%
Educational Services; Health Care; Social Assistance	1,976	27.9%
Professional, Scientific, and Management; Administrative; Waste Management Services	1,786	25.2%
Manufacturing	680	9.6%
Retail Trade	577	8.1%
Finance and Insurance; Real Estate; Rental And Leasing	538	7.6%
Arts, Entertainment, and Recreation; Accommodation and Food Services	416	5.9%
Other Services, Except Public Administration	319	4.5%
Information	243	3.4%
Public Administration	202	2.9%
Wholesale Trade	168	2.4%
Construction	128	1.8%
Transportation and Warehousing; Utilities	53	0.7%
Agriculture; Forestry; Fishing and Hunting; Mining	0	0.0%
Total Employed Population 16+	7,086	100%

*Source: American Community Survey 5-Year Estimates (2019)*



Table 2-17 shows unemployment rates from the 2019 American Community Survey (ACS) alongside more up-to-date figures from the Department of Unemployment Assistance. Unemployment increased significantly across the country due to the COVID-19 pandemic, but rates are currently closer to pre-pandemic levels. In both data sets, Wayland has the lowest unemployment rate among the comparison communities, which is much lower than the state or county figures. The 2019 data indicates a particularly large gap between unemployment in Wayland and the comparison communities, but the 2021 data shows that this gap has closed.

Area	Unemployment Rate 2019	Unemployment Rate 2021
Framingham	5.0%	4.1%
Massachusetts	4.8%	5.3%
North Reading	4.3%	4.4%
Lincoln	4.2%	4.3%
Weston	4.0%	3.3%
Hopkinton	3.9%	3.6%
North Andover	3.8%	4.8%
Middlesex County	3.8%	4.3%*
Sudbury	3.6%	3.3%
Westford	3.0%	3.7%
Natick	3.0%	3.7%
Wayland	1.4%	3.2%

*Source: American Community Survey 5-Year Estimates (2019), MA Department of Unemployment Assistance (September 2021), \*US Federal Reserve*

**Disability**

The American Community Survey, the source of disability data in this section, defines a “disability” as when a physical, sensory, cognitive, or mental health issue causes an individual difficulty in carrying out basic life activities such as work or school.<sup>10</sup> The incidence of disability in Wayland is lower than the state and county averages, as shown in Table 2-18. The same is true when looking at only the population 65 years or older, although the prevalence of disability for Wayland’s older adults is higher than in comparison communities.

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*“It is difficult to find one level homes for large families so it’s accessible for [a] family member with a physical disability.”*

- Survey Response

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<sup>10</sup> US Census Bureau, *American Community Survey 2019 Subject Definitions*. The ACS definition is consistent with that of the Americans with Disabilities Act of 1990, as amended (ADA).



**Table 2-18: Disability**

	Wayland		Sudbury		Natick		Middlesex County		Massachusetts	
	#	%	#	%	#	%	#	%	#	%
Total pop. w/ a disability	915	6.6%	1,268	6.7%	3,010	8.4%	147,133	9.3%	784,593	11.6%
Total pop. without a disability	12,849	93.4%	17,679	93.3%	32,781	91.6%	1,438,875	90.7%	5,992,875	88.4%
Pop. 65+ w/ a disability	666	26.7%	595	20.7%	1,425	26.3%	69,312	29.7%	340,368	31.8%
Pop. 65+ without a disability	1,832	73.3%	2,275	79.3%	3,984	73.7%	163,715	70.3%	730,602	68.2%

Source: American Community Survey 5-Year Estimates (2019)

### Household Wealth

Wayland can fairly be called a wealthy town, although there is significant economic diversity within the community. While Wayland has households at many different income levels, its median household income (MHI) is one of the highest out of the comparison communities in Table 2-19 and more than double the state median.

**Table 2-19: Median Household Income (MHI)**

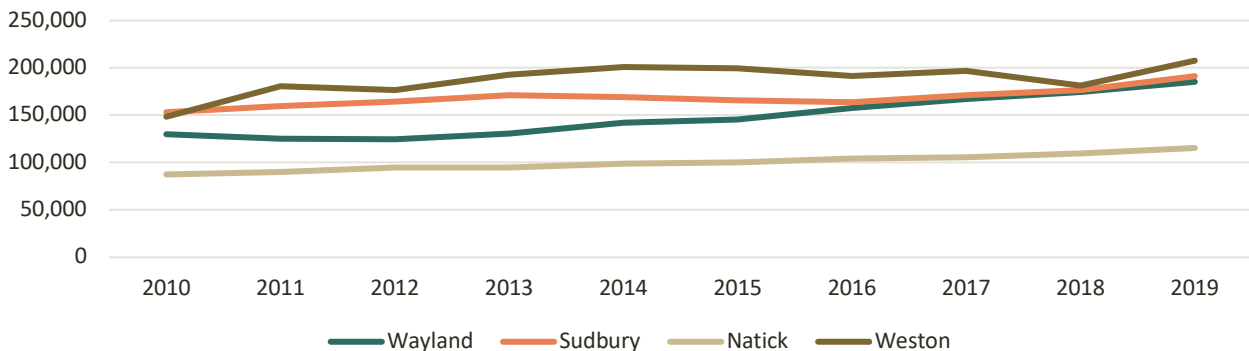
Location	MHI	Location	MHI
Weston	\$207,702	North Reading	\$128,651
Sudbury	\$191,310	Lincoln	\$124,507
Wayland	\$185,375	Natick	\$115,545
Medfield	\$160,963	North Andover	\$108,070
Westwood	\$160,132	Middlesex County	\$102,603
Hopkinton	\$157,353	Framingham	\$82,709
Westwood	\$144,917	Massachusetts	\$81,215

Source: American Community Survey 5-Year Estimates (2019)

Figure 2-2 uses American Community Survey data to chart the growth of MHI in Wayland and the comparison communities since 2010. Since the most recent low of \$124,702 in 2012, the Town’s MHI has grown steadily each year and narrowed the gap with Sudbury and Weston.

**Figure 2-2: Median Household Income by Year**

Source: American Community Survey Estimates (2010-2019)



**Map 5** shows Wayland’s median household income by Census block group (see also Table 1-3). There is more than a \$100,000 disparity between the highest MHI Census block group (\$220,000 or more in North Wayland) and the lowest (\$127,000 or less in Cochituate). The lower MHI in Cochituate may be partially because much of Wayland’s existing affordable housing stock is located in the area and that there are generally smaller, more affordable homes. While **Map 5** demonstrates that Wayland households have a wide range of incomes, even the block group with the lowest MHI places higher than several comparison communities in Table 2-19.

Table 2-20 compares the median household incomes of owner-occupied households and renter-occupied households. Owner MHI is higher and renter MHI is lower than overall MHI in every comparison community. Wayland has the second-highest owner MHI after Weston and the second-lowest renter MHI after Medfield. While factors such as household size partially explain the difference in these two figures, Table 2-20 points to a very large wealth disparity between owners and renters in Wayland. A likely explanation for this gap is that Wayland has few market-rate rental units. Over one-quarter of all renter households live in income-restricted affordable units, most of which are administered by the Wayland Housing Authority.

Table 2-20: Median Household Income for Homeowners and Renters							
Household Type	Wayland	Sudbury	Natick	Weston	Hopkinton	Medfield	Westwood
Owner-occupied	\$201,691	\$197,880	\$148,257	\$243,448	\$185,298	\$185,845	\$175,441
Renter-occupied	\$41,250	\$43,750	\$71,264	\$72,847	\$66,250	\$36,324	\$48,125
Overall MHI	\$185,375	\$191,310	\$115,545	\$207,702	\$157,353	\$160,963	\$160,132

*Source: American Community Survey 5-Year Estimates (2019)*

**Poverty and Homelessness**

Wayland’s family poverty rate is half that of Middlesex County, which itself has a lower poverty rate than Massachusetts as a whole (see Table 2-21). While Wayland’s poverty rate is indeed low, it is higher than several of its neighbors. When considering only families that are not made up of married couples, the rate jumps up to 11.4 percent, which is still lower than the state and county averages but represents dozens of Wayland families. The bottom half of Table 2-21 shows individual poverty rates, which are higher than family poverty rates but follow similar trends. In many places the poverty rate for children under 18 is higher than that of older adults aged 65 or older, but in Wayland and Natick older adults have the higher poverty rate.

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*“Our Cub Scout pack has about one family per year that moves to a more affordable town.”*

- Survey Response

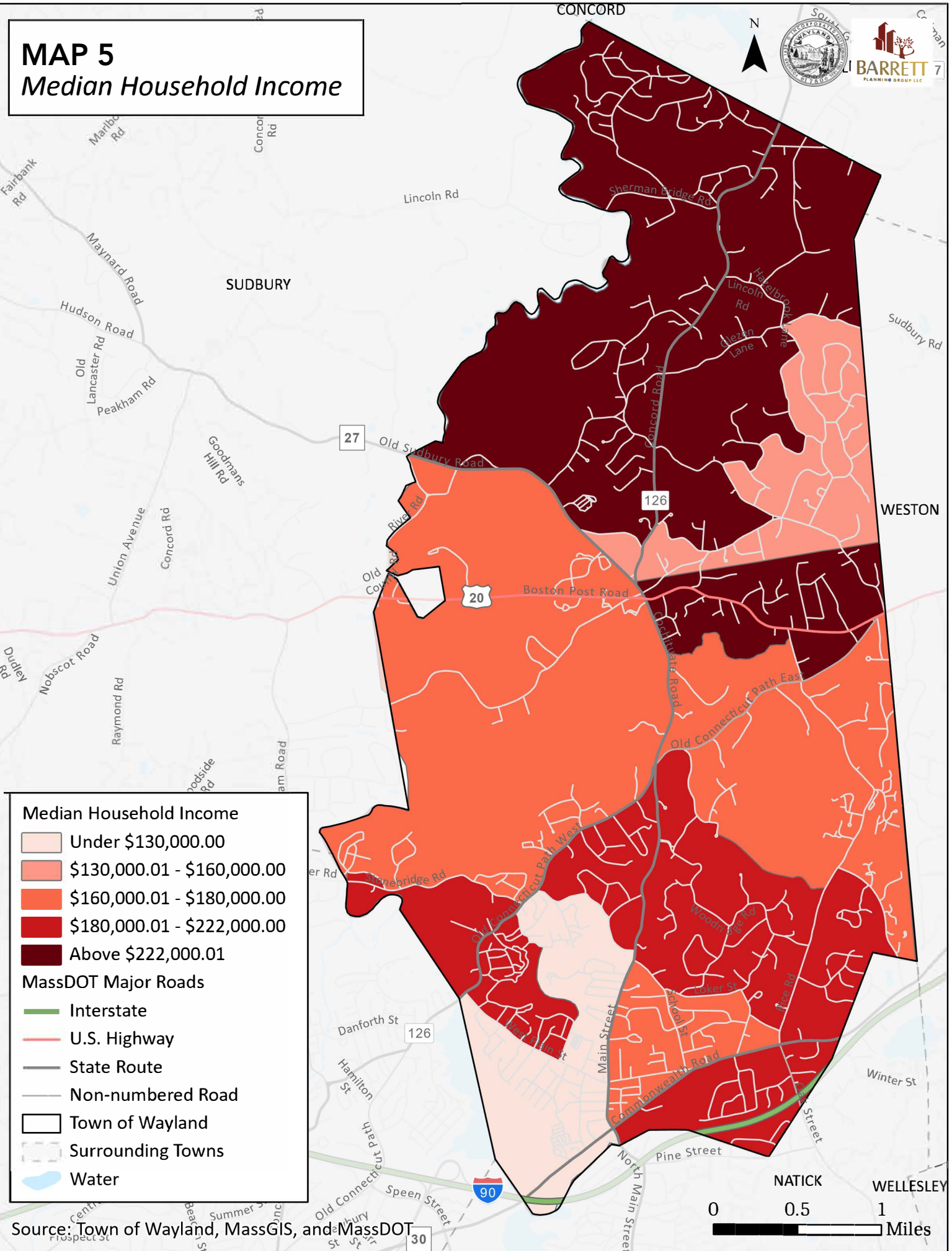
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# MAP 5

## Median Household Income



**Median Household Income**

- Under \$130,000.00
- \$130,000.01 - \$160,000.00
- \$160,000.01 - \$180,000.00
- \$180,000.01 - \$222,000.00
- Above \$222,000.01

**MassDOT Major Roads**

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Town of Wayland

Surrounding Towns

Water

Source: Town of Wayland, MassGIS, and MassDOT





**Table 2-21: Income Below Poverty Level (past 12 months)**

Group	Wayland		Sudbury		Natick		Weston		Middlesex County		Massachusetts	
	#	Poverty rate	#	Poverty rate	#	Poverty rate	#	Poverty rate	#	Poverty rate	#	Poverty rate
Families Below Poverty Level	90	2.3%	73	1.3%	164	1.7%	207	6.7%	18,078	4.6%	115,654	7.0%
<i>Married-Couple Families below poverty level</i>	51	1.4%	73	1.4%	56	0.7%	57	2.1%	6,401	2.1%	35,598	2.9%
<i>Other Families below poverty level</i>	39	11.4%	0	0.0%	108	7.0%	150	42.1%	11,677	14.7%	80,056	18.7%
Individuals below poverty level	411	3.0%	470	2.5%	1,036	2.9%	866	7.6%	114,942	7.4%	680,962	10.3%
<i>Under age 18 below poverty level</i>	40	1.1%	178	3.3%	117	1.4%	305	10.0%	25,131	8.0%	177,630	13.2%
<i>Age 65+ below poverty level</i>	70	2.8%	35	1.2%	224	4.1%	71	2.9%	17,198	7.4%	96,081	9.0%

*Source: American Community Survey 5-Year Estimates (2019)*

Services for individuals and families experiencing homelessness are coordinated through local or regional Continuum of Care (CoC) programs, which receive funding from HUD. Wayland, like other communities that do not have a local or regional CoC may receive funding through the state’s “Balance of State” CoC program. The Balance of State CoC does not report data on a town-by-town basis, but it is likely that those experiencing homelessness in the region would be drawn towards urban areas like Framingham where services are more readily available; nearly all of the services listed for Wayland by the Balance of State CoC are located in other communities. The number of unhoused people in Wayland is likely low or possibly nonexistent, but the true number is unknown.



## HOUSING PROFILE

### Key Findings

- **Limited housing diversity.** The housing stock is overwhelmingly comprised of owner-occupied single-family detached dwellings, indicating that Wayland lacks housing diversity in terms of size and tenure.
- **High and rising home prices.** Wayland is an expensive place to buy a house and home prices are becoming less affordable over time.
- **Major cost burdens at lower income levels.** While most of Wayland’s moderate-to-high income households do not struggle to pay their monthly housing costs, lower income households are facing affordability problems. About a quarter of owners and renters pay more than 30 percent of their income on housing.
- **Geographic concentration of affordability.** Many of Wayland’s SHI units are concentrated in a few large developments and most affordable housing developments are located in Cochituate and along Route 20.
- **Potential to fall below 10 percent affordable units.** Despite the impressive achievement of reaching and exceeding the 10 percent affordable threshold required under Chapter 40B, it is possible that Wayland could fall back below 10 percent if unbuilt units are removed from the Town’s SHI.

### Characteristics of Housing Stock

Table 2-22 shows the residential building permits issued in Wayland since 2016, the year that the previous Housing Production Plan was completed. Since then, single-family residential development has been slow. The Building Department has issued an annual average of 5 demolition permits for residential dwellings, while issuing permits for an average of 16 new units. Notably, at no point did Wayland produce a net 26 or more single-family residences, meaning that even in a hypothetical situation where all new units were SHI-eligible, the Town could likely not meet its DHCD annual affordable unit production target (a 0.5 percent increase in year-round housing stock) with single-family development alone.



**Table 2-22: Wayland Building Department Permitting Records**

Year	1 and 2 Family Dwelling Units	Residential Demolition Permits*	Net New Residential Structures Permitted
2016	23	4	19
2017	11	5	6
2018	17	5	12
2019	11	8	3
2020	16	6	10
2021	20	3	17
<b>Total</b>	<b>98</b>	<b>31</b>	<b>67</b>
<b>Average</b>	<b>16</b>	<b>5</b>	<b>11</b>

*\*If a demolition permit also included the reconstruction of a unit, it was not counted as a net loss*  
 Source: Town of Wayland

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*"[I'm] thankful there is an apartment complex here now. It's a place where divorced women and pre-nursing home elderly folks can go to stay in town after selling their houses. But there's only one choice and it's full."*

-Survey Response

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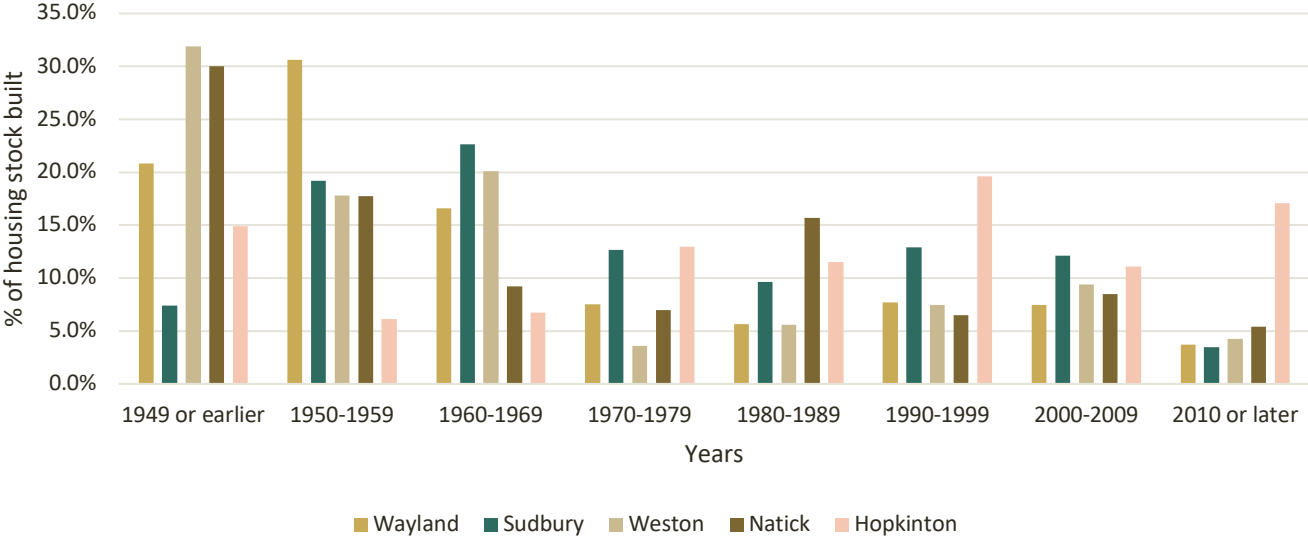
While the analysis in this section shows that single-family units are the primary form of residential development in Wayland, available building permit data does not clearly describe the multifamily development that does happen in Town. For example, permits for multifamily development are not clearly categorized. Based on data provided by the Wayland Building Department, it is not possible to determine how many of the residential building permits resulted in a new housing unit- as opposed to a renovation or addition to an existing unit.

The physical characteristics of Wayland's housing supply are typical for a suburban Massachusetts town. Table 2-23 shows that just over 90 percent of Wayland's housing units are in single-unit structures (mostly detached), with less than 5 percent found in buildings that contain five or more units. Wayland has a relatively high number of "1 unit; attached" units; this category describes housing like condominiums or townhouses



**Figure 2-3: Residential Structures by Year Built**

Source: American Community Survey Estimates (2019)



**Table 2-23: Units in Structure**

	Wayland		Sudbury		Natick		Weston		Hopkinton	
	#	%	#	%	#	%	#	%	#	%
1 unit; detached	4,215	82.0%	5,709	87.9%	8,844	57.9%	3,397	85.7%	4,876	74.9%
1 unit; attached	441	8.6%	371	5.7%	642	4.2%	109	2.7%	682	10.5%
2 units	127	2.5%	52	0.8%	1,126	7.4%	40	1.0%	137	2.1%
3-4 units	56	1.1%	106	1.6%	520	3.4%	163	4.1%	223	3.4%
5-9 units	8	0.2%	36	0.6%	1,169	7.7%	28	0.7%	54	0.8%
10-19 units	73	1.4%	48	0.7%	1,182	7.7%	17	0.4%	116	1.8%
20-49 units	46	0.9%	134	2.1%	751	4.9%	55	1.4%	203	3.1%
50 or more	111	2.2%	38	0.6%	972	6.4%	146	3.7%	222	3.4%
Other (mobile home, boat, etc.)	64	1.2%	0	0.0%	63	0.4%	9	0.2%	0	0.0%
<b>Total</b>	<b>5,141</b>	<b>100%</b>	<b>6,494</b>	<b>100%</b>	<b>15,269</b>	<b>100%</b>	<b>3,964</b>	<b>100%</b>	<b>6,513</b>	<b>100%</b>

Source: American Community Survey 5-Year Estimates (2019)

**Age of Housing**

Compared to nearby communities, a large proportion of Wayland’s housing stock dates to the mid-twentieth century, and a relatively low number of housing units were built since the 1990s (see Figure 2-3). This trend corresponds with the nationwide boom in suburban housing development following World War II and indicates that in recent decades, Wayland has been slower to build new housing than its neighbors. A slight majority (about 51 percent) of the Town’s current housing was built before 1960, the 1950s being the most active period for new construction. However, compared to neighbors like Weston and Natick, Wayland has fewer old homes from before the 1950s.



**Occupancy and Tenure**

Wayland and its nearby communities have low residential vacancy rates. All municipalities surveyed in Table 2-24 have at least 94 percent of their residential units occupied. However, Wayland has the second-highest residential vacancy rate out of all the comparison communities after Weston, with 283 vacant units accounting for about 5 percent of total housing units. Wayland has a higher number of vacant housing units than neighboring Sudbury, despite having a smaller number of overall units. There is not enough information available from the 2020 Census to understand the reasons for this, but estimates for 2019 indicate that about 40 percent of Wayland’s vacant units are only occupied seasonally or occasionally.

**Table 2-24: Housing Unit Vacancy Rates (2020)**

	Wayland		Sudbury		Natick		Weston		Hopkinton		Medfield	
	#	%	#	%	#	%	#	%	#	%	#	%
Occupied	5,013	94.7%	6,386	97.4%	14,956	95.4%	3,799	94.0%	6,395	96.2%	4,346	97.7%
Vacant	283	5.3%	170	2.6%	724	4.6%	244	6.0%	250	3.8%	104	2.3%
Total Units	5,296	100%	6,556	100%	15,680	100%	4,043	100%	6,645	100%	4,450	100%

Source: Census 2020

Wayland and its comparison communities are made up of overwhelmingly owner-occupied households, with the lowest rate of homeownership units (in Natick) still over two-thirds of the total (see Table 2-25). Wayland and Sudbury are essentially tied for the highest proportion of households that own their homes. Households belonging to the two largest racial groups in Wayland, White and Asian, own their homes at rates comparable to the overall population. Other groups have a greater proportion of renters, but the absolute numbers of these households are very small.

**Table 2-25: Tenure**

	Wayland	Sudbury	Natick	Weston	Hopkinton	Medfield	Westwood
Owner-occupied	91.40%	91.60%	68.90%	85.80%	83.00%	86.90%	85.10%
Renter-occupied	8.60%	8.40%	31.10%	14.20%	17.00%	13.10%	14.90%

Source: American Community Survey 5-Year Estimates (2019)

**Geographic Mobility**

Geographic mobility measures how frequently households move to new housing units. It can indicate relative stability or instability in a town’s housing market. The American Community Survey asks respondents where they live relative to one year ago: in the same house, in a different house in the same area, etc. Table 2-26 shows that in 2019, Wayland residents were extremely likely to have been living in the same house for a year or more.





**Table 2-26: Geographic Mobility (Past Year)**

	Wayland		Sudbury		Natick		Weston	
Same house as 1 year ago	12,653	92.6%	17,662	93.3%	31,745	88.7%	10,695	89.0%
Moved within Middlesex County	461	3.4%	697	3.7%	2,018	5.6%	651	5.4%
Moved within Massachusetts	194	1.4%	235	1.2%	712	2.0%	214	1.8%
Moved from elsewhere in U.S.	216	1.6%	217	1.1%	899	2.5%	226	1.9%
Moved from abroad	139	1.0%	115	0.6%	434	1.2%	236	2.0%
<b>Total</b>	<b>13,663</b>	<b>100%</b>	<b>18,926</b>	<b>100%</b>	<b>35,808</b>	<b>100%</b>	<b>12,022</b>	<b>100%</b>

*Source: American Community Survey 5-Year Estimates (2019)*

*"I don't know of a young couple looking for a starter home as I did 60 years ago [who] could find one they could afford in Wayland. You need a big income to live in a house here."*

-Survey Response

### Housing Sales Price and Market Rents

The median sale price for a home in Wayland has been trending upward with some fluctuation over the past decade, as shown in Table 2-27. The most recent full year of sales data, 2020, saw median single-family home prices rise to \$790,000; in a survey of current Wayland residents, 39 percent of respondents said they could not afford this amount if buying a house today. While data exists for only the first half of 2021, the median sales price for homes so far exceeds \$900,000 even when factoring in condominiums. It remains to be seen whether this high figure will hold by the end of the year, but home prices have continued to rise rapidly throughout the COVID-19 pandemic.

**Table 2-27: Median Sales Price**

	Single-family	Condo	All
2021 (through Sept.)	\$977,500	\$723,000	\$925,000
2020	\$790,000	\$755,500	\$780,000
2019	\$740,000	\$613,439	\$720,000
2018	\$764,000	\$700,000	\$752,000
2017	\$695,500	\$625,000	\$675,000
2016	\$650,000	\$772,000	\$700,000
2015	\$689,250	\$701,250	\$695,000
2014	\$624,240	\$585,000	\$619,000
2013	\$598,500	\$480,000	\$581,900
2012	\$533,000	\$450,000	\$516,500
2011	\$555,500	\$556,458	\$550,000
2010	\$545,000	\$500,000	\$548,750

*Source: Banker & Tradesman*

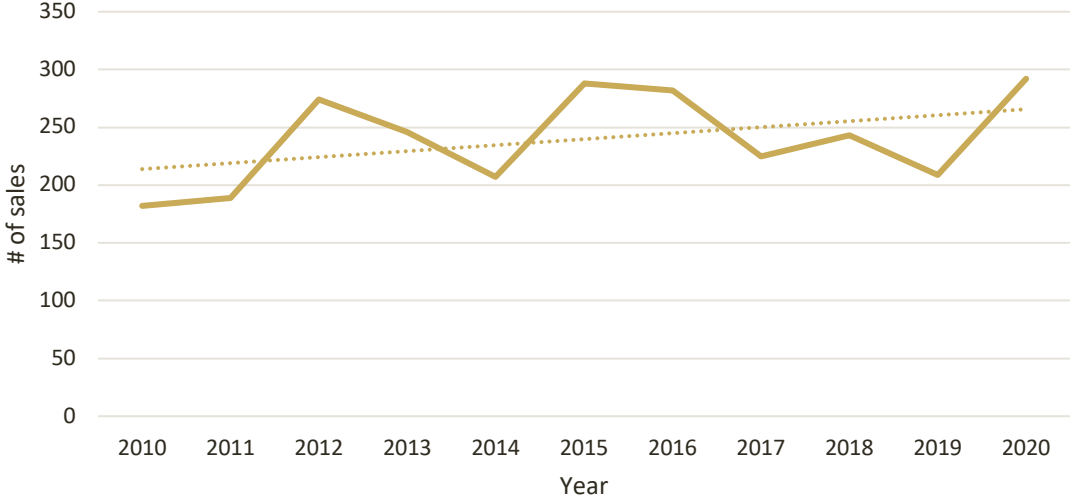
Figure 2-4 shows the volume of annual home sales in Wayland since 2010, along with a trend line. There is a degree of fluctuation, but the overall trend is upwards: sale numbers reached 292 in 2020,



the single busiest year since 1998. Sales volume in 2021 had already reached 194 by the end of September, so a similar year-end number is possible.

**Figure 2-4: Home Sales in Wayland (2010-2020)**

Source: Banker & Tradesman



Finally, Table 2-28 compares the median home value of Wayland and its comparison communities. The estimated median home value in Wayland in 2019 was \$711,500, which is close to that year’s median sale price of \$720,000. This places the Town in the upper-middle of the group of comparison communities, below neighbors Sudbury and Weston, the latter of which is an extreme outlier.

Municipality	Med. Value
Weston	\$1,312,300
Lincoln	\$913,800
Sudbury	\$720,800
Westwood	\$713,800
Wayland	\$711,500
Medfield	\$667,500
Hopkinton	\$577,600
Natick	\$566,400
North Reading	\$536,700
Westford	\$531,300
North Andover	\$505,400
Framingham	\$409,400

*Source: American Community Survey 5-Year Estimates (2019)*



Table 2-29 shows the median market rents for various sizes of rental units according to Rentometer, a service that monitors and compiles housing market data across the country. However, the sample size is extremely small: there are only nine data points for the largest category, one-bedroom rentals, in the Town within the two-year window. The small amount of rental data available illustrates the extreme dearth of rental options in Wayland, although the Wayland Housing Authority does own over 100 income-restricted rental units that would not appear in the data source. Finally, it is notable that all but one of the 18 total rentals were located in South Wayland.

<b>Table 2-29: Rental Data (Past 24 Months)*</b>		
	<b>Median Rent</b>	<b># of Rentals</b>
Studio	N/A	N/A
One-bedroom	\$1,500	9
Two-bedroom	\$1,799	5
Three-bedroom	N/A	N/A
Four-bedroom	\$3,675	4
<i>Source: Rentometer.com</i>		
<i>*As of September 2021</i>		

**Local Permitting Activity**

The previous sections discussed existing housing market trends, but market data cannot always forecast future development. Many of the potential upcoming housing projects identified by Town staff are addressed in the Strategies section of this plan. This section will examine recent permitting activity to illustrate upcoming projects or recent affordable housing success stories.

Wayland’s biggest local development story continues to be Alta at River’s Edge, where ground broke on construction in 2021 after the project received its final regulatory approvals. Alta at River’s Edge has been mentioned several times throughout this HPP due to its significant size and outsized impact on the Town’s overall housing stock. The Town was an active partner in getting the project approved, working with the developer and creating a new overlay district to produce over 200 much-needed rental units. The leadership shown by the Town of Wayland in the Alta at River’s Edge project should serve as a model for addressing future housing needs.

Most housing units in Wayland are produced on a small scale in the form of individual single-family units and small subdivisions. But here, too, the Town tries to create affordable opportunities. Recently, a subdivision on West Plain Street included an income-restricted unit through a variance. The affordable unit also served a preservation purpose, as it was located in a historic structure.

The Wayland Municipal Affordable Housing Trust remains active in acquiring new properties and cooperating with the Wayland Housing Authority (WHA), which manages dozens of existing affordable units and continues to take on new units. A recent example shows how both entities continue to take initiative to address affordable housing issues and how they cooperate: the Housing Trust recently acquired a property on Hammond Road in Cochrane which they renovated then entered into a long-term lease with the WHA which, in turn, is subleasing the property as an affordable unit.



**Housing Cost Burden**

The U.S. Department of Housing and Urban development (HUD) produces housing affordability data by estimating the severity of housing cost burdens for households across the country. HUD considers a household to be burdened by housing costs (including all monthly housing-related charges such as rent, mortgage payments, or utilities) if these costs exceed 30 percent of that household’s total income and to be severely cost burdened if costs exceed 50 percent of total income. The top portion of Table 2-30 shows the percentage of Wayland households that fall into each income category. Over two-thirds of all households have incomes higher than the area median, but most rental households have low or very-low incomes. However, it is possible that many low-income households could be living in subsidized housing where costs are affordable on lower incomes. To address this, the lower half of the table shows cost burden, demonstrating that for most households in Wayland, housing costs are affordable. However, there is still a significant portion of the population that experiences housing cost burden (about 23 percent of homeowners and 28 percent of renters).

<b>Table 2-30: HUD CHAS Data: Wayland Households by Income Level &amp; Tenure</b>						
	<b>Owner</b>		<b>Renter</b>		<b>Total Households</b>	
Household Income below 30% AMI	185	4.2%	235	43.1%	420	8.4%
Household Income 31-50% AMI	220	4.9%	30	5.5%	250	5.0%
Household Income 51-80% AMI	215	4.8%	55	10.1%	270	5.4%
Household Income 81-100% AMI	205	4.6%	40	7.3%	245	4.9%
Household Income over 100% AMI	3,630	81.5%	185	33.9%	3,815	76.3%
	<b>Owner</b>		<b>Renter</b>		<b>Total Households</b>	
Cost Burden 30% or less	3,430	77.0%	390	71.6%	3,820	76.4%
Cost Burden 31-50%	530	11.9%	40	7.3%	570	11.4%
Cost Burden over 50%	485	10.9%	115	21.1%	600	12.0%
Cost Burden not available	10	0.2%	0	0.0%	10	0.2%
<i>Source: HUD Comprehensive Housing Affordability Strategy Data</i>						

Table 2-31 reports housing cost burdens for Wayland households based on income range. A standard measure of cost burden applied across all income levels may not tell the full story. A very wealthy household may be able to easily afford to spend more than 30 percent of their income on housing costs. Table 2-31 shows that most households in every income group below the AMI is considered cost-burdened and for most groups the majority of households are severely cost burdened as well. Above 100 percent of AMI, the prevalence of housing cost burden drops sharply, although hundreds of those households fall into this category.



**Table 2-31: Household Income by Cost Burden (Owners and Renters)**

	Households with Cost burden > 30%		Total Households	Households with Cost burden > 50%		Total Households
Household Income below 30% AMI	270	64.3%	420	255	60.7%	420
Household Income 31-50% AMI	205	82.0%	250	150	60.0%	250
Household Income 51-80% AMI	200	74.1%	270	35	13.0%	270
Household Income 81-100% AMI	165	67.3%	245	125	51.0%	245
Household Income over 100% AMI	325	8.5%	3,815	40	1.0%	3,815
<b>Total</b>	<b>1,165</b>	<b>23.3%</b>	<b>5,000</b>	<b>600</b>	<b>12.0%</b>	<b>5,000</b>

*Source: HUD Comprehensive Housing Affordability Strategy Data*

**Subsidized Housing Inventory**

The Subsidized Housing Inventory (SHI) lists all of a community’s units that are counted toward the 10 percent statutory minimum for affordability under Chapter 40B and it is actively maintained by DHCD. An example of a SHI-eligible unit is one with long-term affordability for a family of three with annual income is \$90,950 or less. Table 2-32 reports Wayland’s most recent SHI with a total of 549 units, or about 11 percent of the Town’s total year-round units.

**Table 2-32: Wayland Subsidized Housing Inventory<sup>11</sup>**

Name	SHI Units	Type	Affordability Expires	Comp. Permit?	Subsidizing Agency
WHA Scattered Sites	25	Rental	Perpetuity	No	HUD
The Schoolyard (WHA)	55	Rental	Perpetuity	No	HUD
Bent Park (WHA)	56	Rental	Perpetuity	No	HUD
Greenways	4	Ownership	2050	No	DHCD
Millbrook	2	Ownership	Perpetuity	No	DHCD
Willow Brook	6	Ownership	Perpetuity	No	DHCD
Plain Road	1	Ownership	Perpetuity	No	DHCD
DDS Group Homes	5	Rental	N/A	No	DDS
Commonwealth Residences	52	Rental	Perpetuity	Yes	MHP
Oxbow/Nike Site	11	Ownership	Perpetuity	Yes	DHCD
Wayland Gardens	3	Ownership	Perpetuity	Yes	FHLBB
Sage Hill	1	Ownership	Perpetuity	No	DHCD
Wayland Commons	11	Ownership	Perpetuity	Yes	MassHousing
Post Road Village/Wayland Forest	4	Ownership	Perpetuity	Yes	MassHousing
The Residences at Wayland Center	12	Rental	Perpetuity	No	DHCD
Habitat for Humanity - Stonebridge Road	4	Ownership	Perpetuity	Yes	DHCD

<sup>11</sup> As of May 2022, both Cascade Wayland and Windsor Place have been removed from Wayland’s SHI, leaving a total of 4,957 subsidized units, or 9.62 percent of year-round units. Additionally, the inclusion of one affordable unit at 81 West Plan Street was pending.



**Table 2-32: Wayland Subsidized Housing Inventory<sup>11</sup>**

Name	SHI Units	Type	Affordability Expires	Comp. Permit?	Subsidizing Agency
Craftsman Village	2	Ownership	Perpetuity	Yes	MassHousing
Covered Bridge Condominiums	3	Ownership	Perpetuity	No	DHCD
<b>Cascade Wayland</b>	<b>60</b>	<b>Rental</b>	<b>Perpetuity</b>	<b>Yes</b>	<b>MassHousing</b>
Hammond Road	1	Rental	Perpetuity	No	DHCD
<b>Windsor Place</b>	<b>12</b>	<b>Rental</b>	<b>Perpetuity</b>	<b>Yes</b>	<b>MassHousing</b>
Senior Living at River's Edge	66	Rental	Perpetuity	No	DHCD
River's Edge	152	Rental	Perpetuity	No	DHCD
Michael Road	1	Ownership	Perpetuity	No	DHCD
<b>TOTAL</b>	<b>549</b>		<b>Percent Subsidized:</b>		<b>11.07%</b>

*Yellow shading indicates new additions to the SHI since Wayland's 2016 HPP.*  
*Source: MA Department of Housing and Community Development.*  
*\*Bold identifies units removed from the SHI after work was completed for this HPP.*

Since Wayland’s last HPP in 2016, 291 new units have been added to the SHI, representing a doubling of SHI units over five years. The single development with the most SHI units, Alta at River’s Edge, is a new addition to the list, with 218 new rental units. This one development accounts for about 40 percent of Wayland’s total SHI. Importantly, DHCD counts SHI rental units in a way that might seem unintuitive to the lay person: as long as at least one quarter of the total units are income-restricted, all units including market-rate may be counted on the SHI. For example, only 55 of the 218 units at River’s Edge have income restrictions. While this approach encourages much-needed rental housing, it is important to remember that not all units on the SHI will be affordable for low-income renters.

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*“Not excited about the focus of S. Wayland for the vast majority of the affordable housing projects. Should be spread across the town and not just in one area.”*

-Survey Response

---

The controversial “Cascade Wayland” project, while currently counted on the SHI, has not been constructed and is in a precarious position at the time of writing. If this project does not go forward and 60 units must be subtracted from Wayland’s SHI count, the Town will fall to 9.9 percent affordable units, approximately five units below the 10 percent threshold. Given that 2020 Census population numbers indicate a steady growth in population, it is likely that once the new household numbers are released, Wayland could fall even further below 10 percent depending on how many units remain on the SHI. Table 2-33 uses the 2020 Census total household count to estimate what Wayland’s SHI might look like once the full dataset is released. Note that DHCD measures communities’ progress under Chapter 40B using the total number of *year-round* households, occupied or unoccupied, data that has not been released as of the writing of this plan.





Table 2-33: Wayland SHI 2020 Estimates			
2010		2020	
Total # of units	5,021	Total # of units	5,296
Total year-round units	4,957	Estimated year-round units*	5,228
% of total units counted for 40B	98.7%	Estimated SHI %	10.5%
*Assuming that the same percentage of total units will be counted as year-round units as in 2010			
Source: Census 2010, Census 2010, MA Dept. of Housing and Community Development			

Table 2-33 applies the percentage of Wayland’s total 2010 Census housing units that DHCD considered year-round to the 2020 total unit count to estimate the year-round unit count for 2020. Given the assumptions made in Table 2-33, it is very likely that if the number of units on Wayland’s SHI does not decrease, the Town will still be above 10 percent when the 2020 data is released. At that point it would take a net loss of approximately 25 units to put the Town back below 10 percent affordability.

The location of most SHI units (excluding group homes, the locations of which are kept private) in Wayland are depicted in **Map 6**. Most affordable housing sites are in South Wayland, but due to large developments like Alta at River’s Edge, over half of all SHI units are within a quarter mile of Route 20. The Oxbow Road development, to the extreme north, is one of the only affordable housing sites not along Route 20 or in Cochituate.

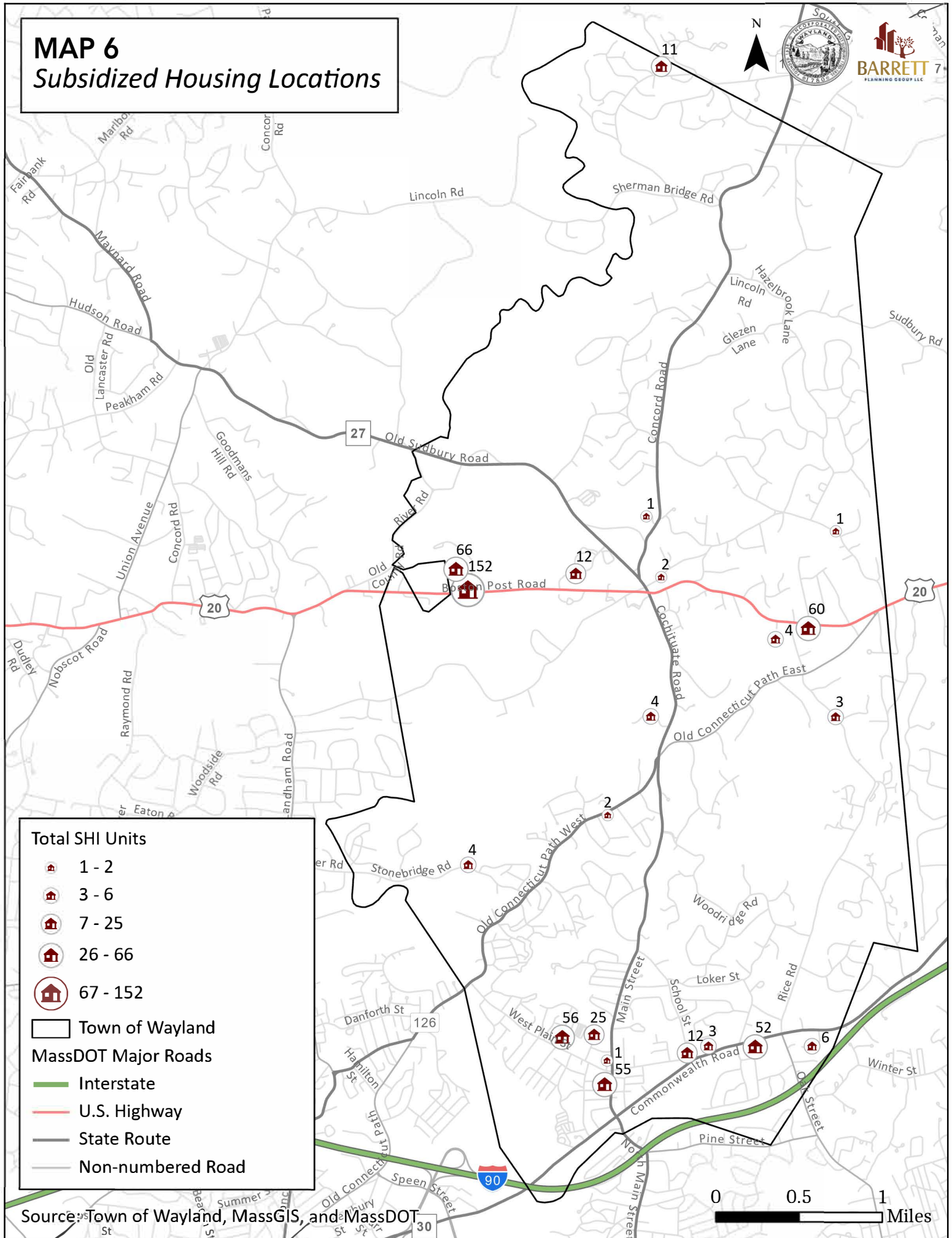
**Conclusion**

Wayland achieved one of its most important affordable housing goals when the Subsidized Housing Inventory exceeded 11 percent of the total year-round housing supply. The Town’s residential real estate market is rapidly becoming more expensive. The median sale price for a single-family home in town may soon rise above one million dollars if current trends continue, and condo prices are rising in kind.



# MAP 6

## Subsidized Housing Locations



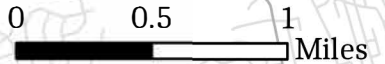
**Total SHI Units**

- 1 - 2
- 3 - 6
- 7 - 25
- 26 - 66
- 67 - 152

**MassDOT Major Roads**

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Source: Town of Wayland, MassGIS, and MassDOT



## IMPEDIMENTS TO AFFORDABLE HOUSING DEVELOPMENT

This section discusses the wide range of factors that constrain the production of affordable housing. To provide meaningful and relevant goals and strategies, this plan must examine what kinds of development are practical and legally allowable. Realities like Wayland’s physical landscape, land use regulations, and available public utilities all limit what can and should be built in town. Here, the word “constraint” is not always intended to describe something that must be overcome. Environmental protections, especially, are in place for a reason, and they should not be undermined in the name of affordable housing development. Where appropriate, this section will identify those barriers that the Town should seek to circumvent.

### Environmental Constraints

**Topography and Soils.** Maps 7-9 show several aspects of Wayland’s soils and surficial geography. Much of the Town’s surficial geography is made up of sand and gravel, material which is well-drained and easily erodible. There are also large areas of floodplain alluvium and fine-grained deposit surrounding the Sudbury River in the western part of Town. The Mainstone Farm area in the southeast is primarily till or bedrock. Wayland has a significant amount of prime farmland soils throughout its borders, but especially in North Wayland. Farmland of unique or statewide importance is also found throughout Town. Map 9 shows Wayland’s soil slopes, most of which are at or below a slope of 8 percent.<sup>12</sup> There are smaller areas of very steep slope throughout the Town, which would make development more difficult.

---

*“One concern with too much building though is the impact on wildlife and already strained resources (ex: water).”*

-Survey Response

---

**Water Resources.** Wayland has several major water bodies, including Lake Cochituate and Dudley Pond in South Wayland, Heard Pond in Central Wayland, all and the Sudbury River that forms most of the Town’s western border. Map 10 shows that much of North Wayland and the area surrounding Dudley Pond are included in DEP Approved Zone II, a wellhead protection designation meant to protect the Town’s drinking water. Zone II is the area of an aquifer that can reasonably be expected to

contribute to well water, as determined by the MA Department of Environmental Protection. Underneath these wellhead protection zones are the high-yield aquifers from which Wayland draws its drinking water. To shield these aquifers from the potential negative effects of development, the Town adopted the Aquifer Protection Overlay district, which prohibits many potentially polluting uses as discussed in the “Regulatory Assessment” section.

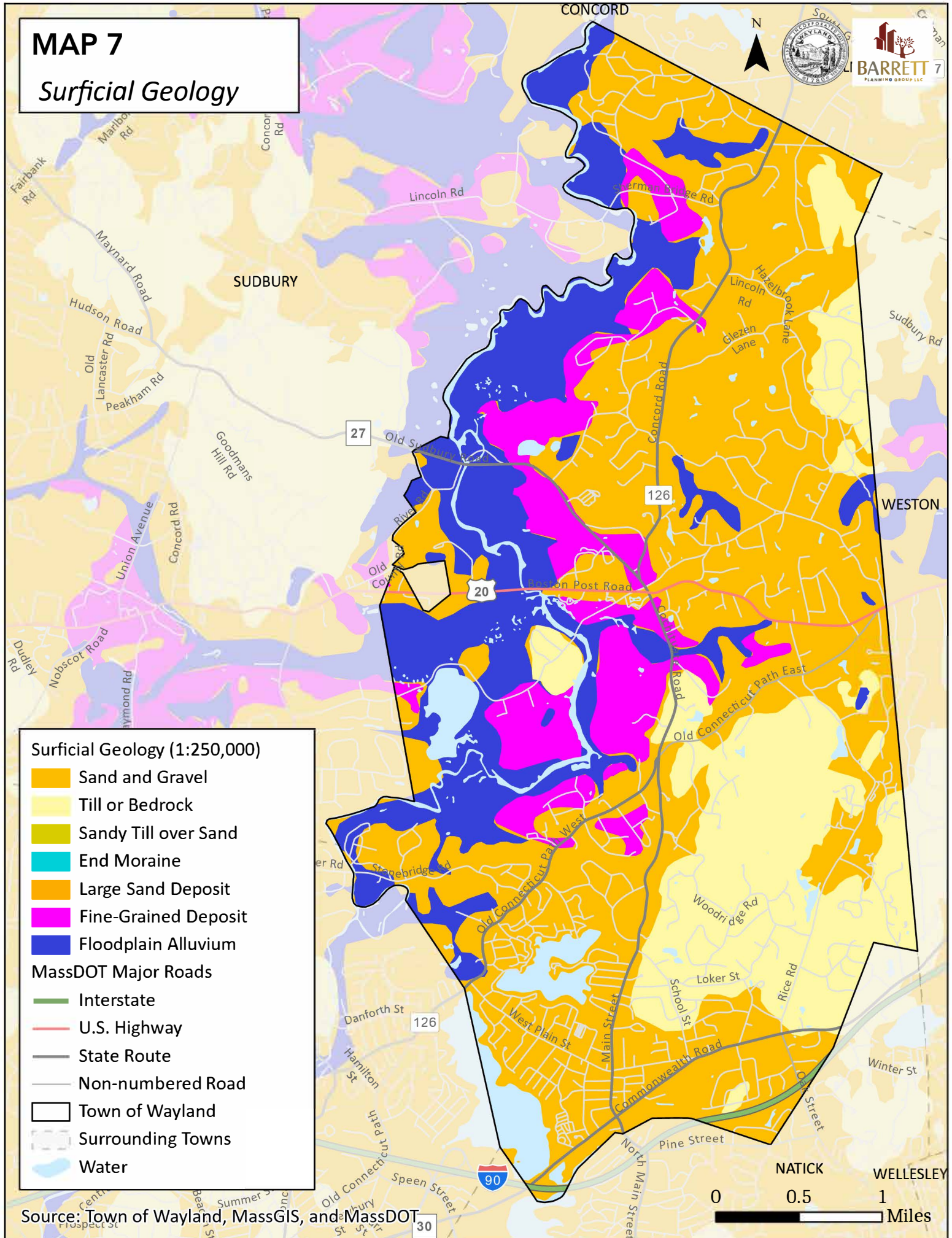
<sup>12</sup> MassGIS Digital Terrain Model, 2003





# MAP 7

## Surficial Geology



### Surficial Geology (1:250,000)

- Sand and Gravel
- Till or Bedrock
- Sandy Till over Sand
- End Moraine
- Large Sand Deposit
- Fine-Grained Deposit
- Floodplain Alluvium

### MassDOT Major Roads

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

- Town of Wayland
- Surrounding Towns
- Water

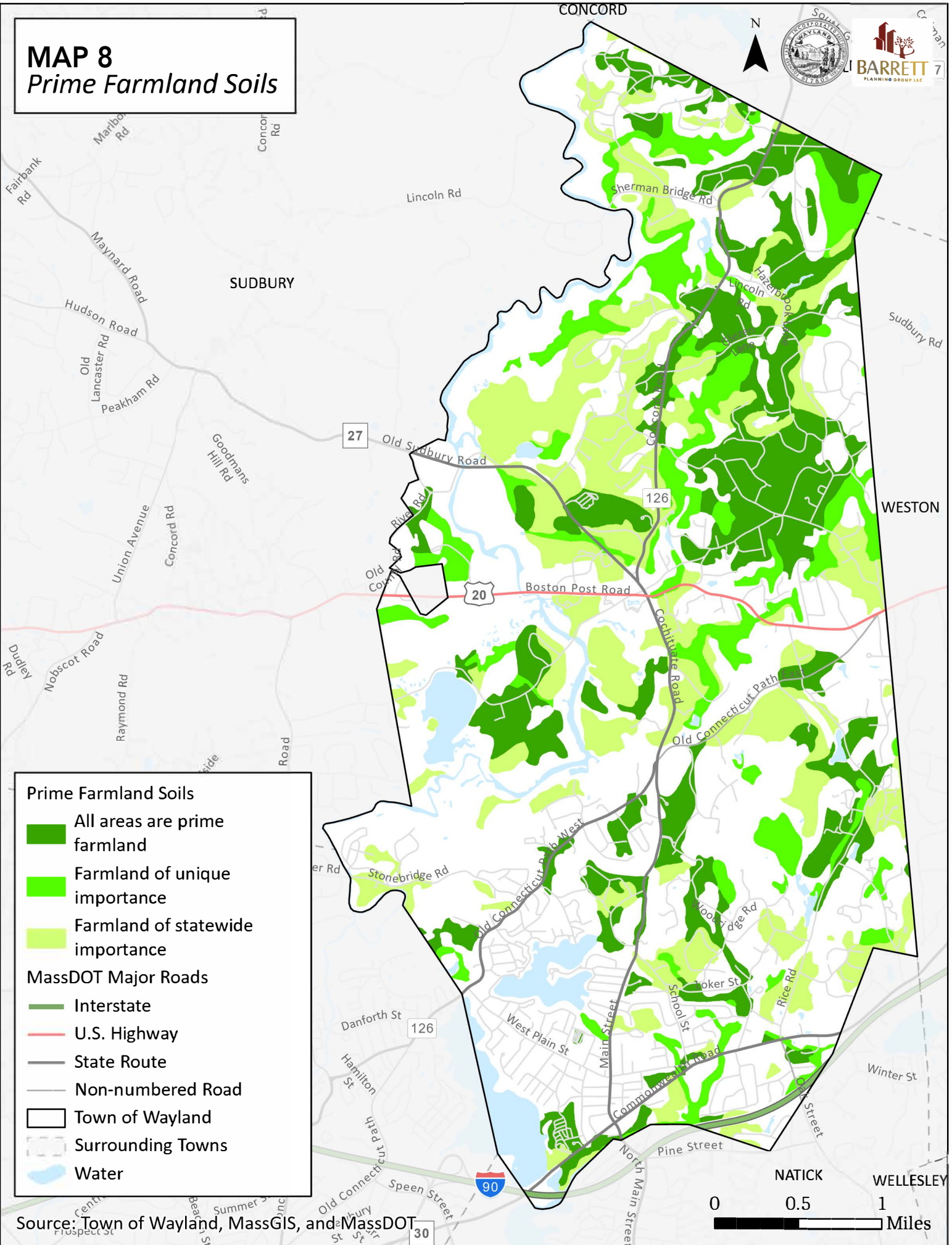
Source: Town of Wayland, MassGIS, and MassDOT

0 0.5 1 Miles



# MAP 8

## Prime Farmland Soils



**Prime Farmland Soils**

- All areas are prime farmland
- Farmland of unique importance
- Farmland of statewide importance

**MassDOT Major Roads**

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

**Other Features**

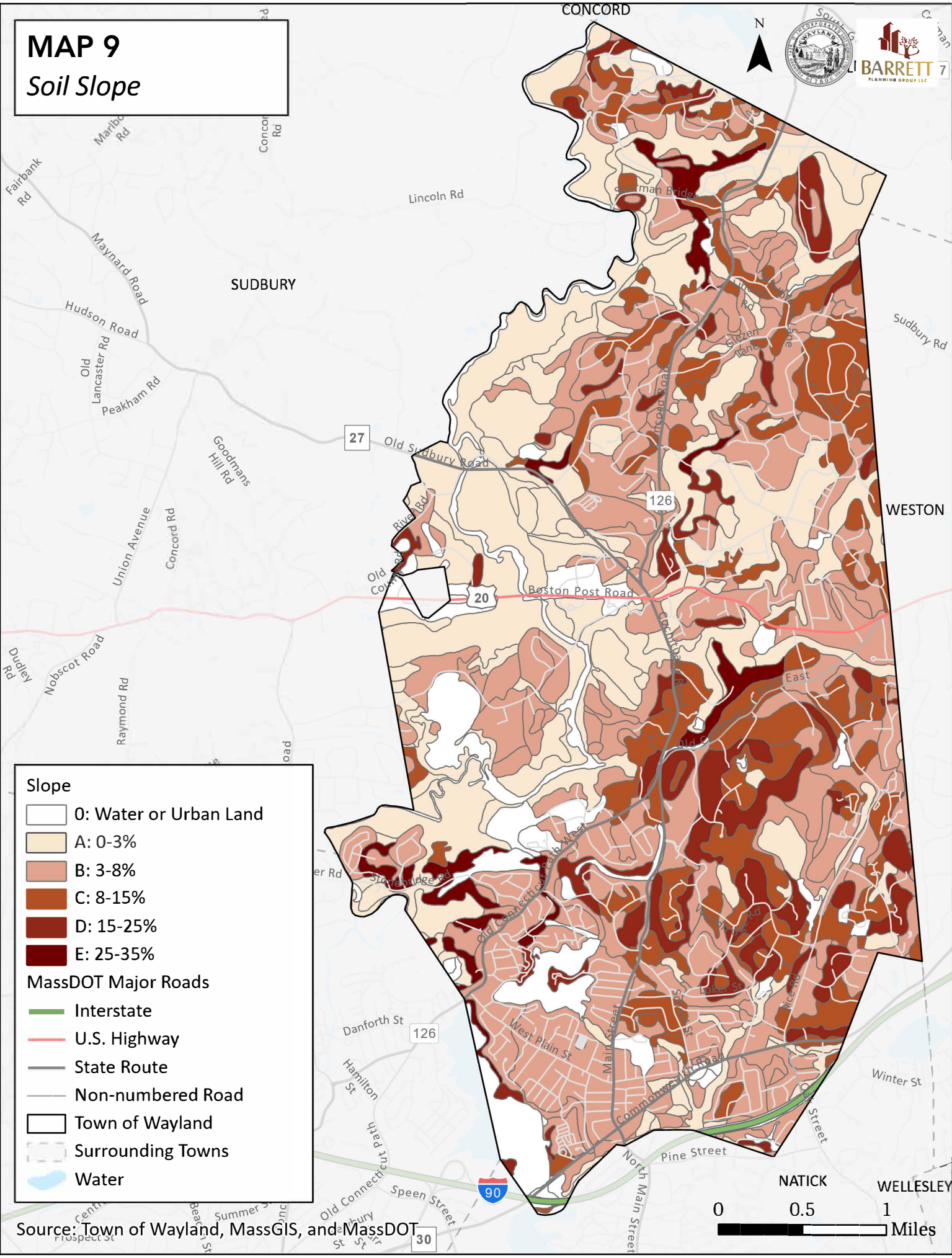
- Town of Wayland
- Surrounding Towns
- Water

Source: Town of Wayland, MassGIS, and MassDOT



# MAP 9

## Soil Slope



**Slope**

- 0: Water or Urban Land
- A: 0-3%
- B: 3-8%
- C: 8-15%
- D: 15-25%
- E: 25-35%

**MassDOT Major Roads**

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

**Town of Wayland**

**Surrounding Towns**

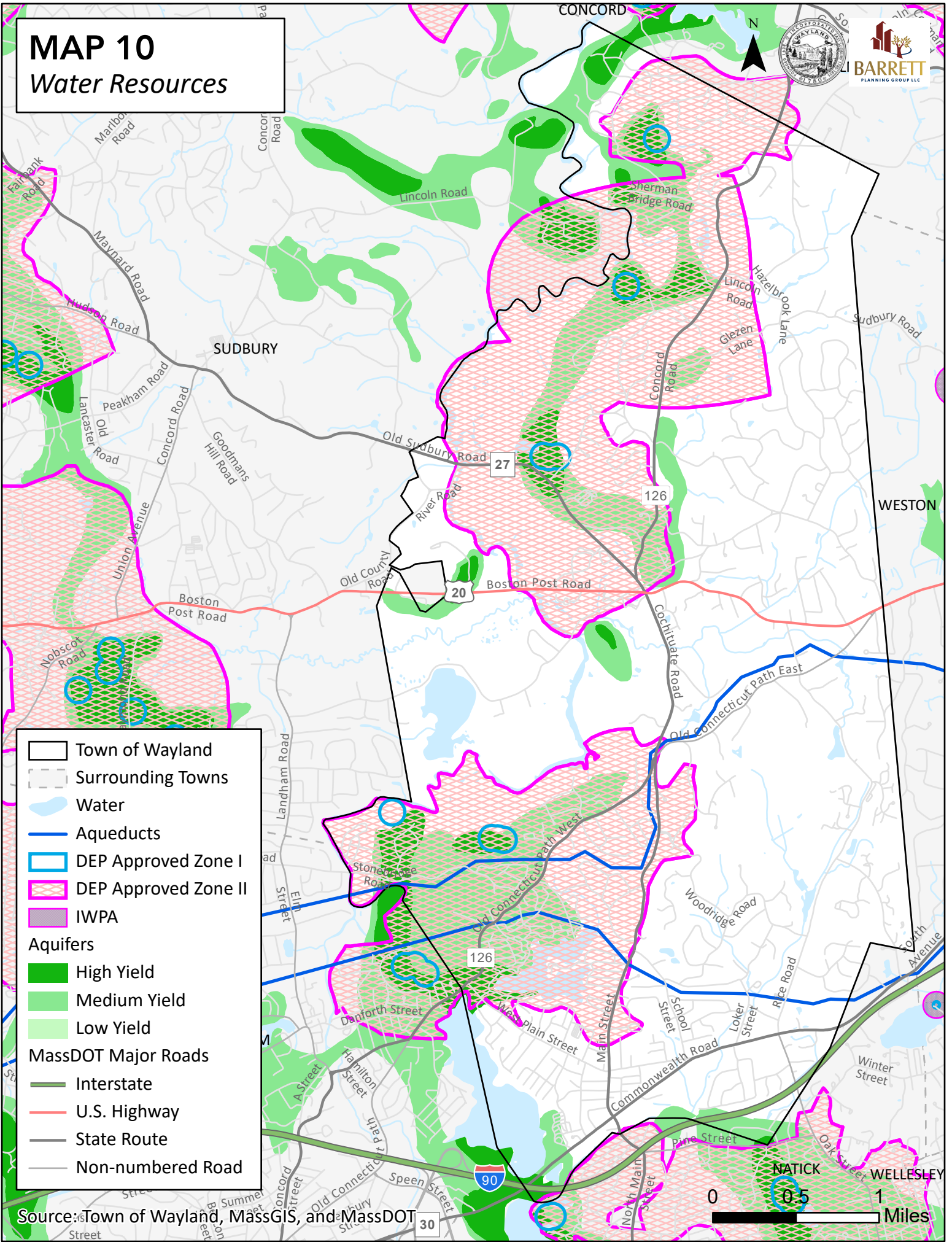
**Water**

Source: Town of Wayland, MassGIS, and MassDOT



# MAP 10

## Water Resources



- Town of Wayland
- Surrounding Towns
- Water
- Aqueducts
- DEP Approved Zone I
- DEP Approved Zone II
- IWPA
- Aquifers**
- High Yield
- Medium Yield
- Low Yield
- MassDOT Major Roads**
- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

Source: Town of Wayland, MassGIS, and MassDOT



**Natural Hazard Areas.** Map 11 shows FEMA Flood Hazard zones. Nearly the entirety of Wayland’s western border with Sudbury falls in the AE zone due to the Sudbury River, meaning that that area has a 1 percent chance of annual flooding at or above the Base Flood Elevation (BFE). An AE zone is considered prone to flooding, and homeowners with mortgages in these areas are typically required to purchase flood insurance. There are multiple areas designated Zone X which have a 0.2 percent annual chance of flooding. Development within the Town’s flood hazard zones has been limited, with most residential areas located in areas without an increased flood risk. However, there are residential areas in Wayland that face severe risk from flooding. For example, homes in the area of Pelham Island Road have frequently been rendered unreachable and residents have required Town-provided transportation across the flooded bridge. To regulate construction in flood-prone areas, the Town adopted the Floodplain Overlay district, which covers the same area as FEMA Zones A and AE. Construction in the overlay district is subject to more intensive review to ensure that the dangers of flooding are being properly mitigated.

**Wetlands and Wildlife Habitat.** Wetlands are regulated by the Wetlands Protection Act, which is administered locally by the Wayland Conservation Commission. Any activity within the 100-foot “buffer zone” measured from the edge of a wetland area is subject to regulation under the Act. Wetlands include areas such as swamps, marshes, the 100-year floodplain, and riverfronts. Development in the 100-foot buffer zone requires an Order of Conditions from the Conservation Commission, essentially an additional permit that defines how the developer must act to minimize negative impacts to wetlands. Obtaining an Order of Conditions involves its own separate public hearing, increasing the complexity and length of the permitting period and often requiring special mitigation measures during construction.

There are many certified and potential vernal pools throughout the Town and several Natural Heritage & Endangered Species Program (NHESP) Priority Habitats of Rare Species, as shown on Map 12. Most of these vital wildlife habitats are in wetland areas, which are most prevalent in Wayland’s west and north. Vernal pools act as important habitats for various wetland-dwelling species and are regulated in a similar way to other types of wetlands, as each certified pool has a 100-foot buffer zone under the jurisdiction of the local Conservation Commission. Any proposed disturbances to Priority Habitats must be reviewed by the MA Division of Fisheries and Wildlife to ensure that endangered species and their habitats are not harmed or destroyed. While none of the regulations discussed under this heading necessarily prevent the development of affordable housing, they can make certain locations less viable for new construction.

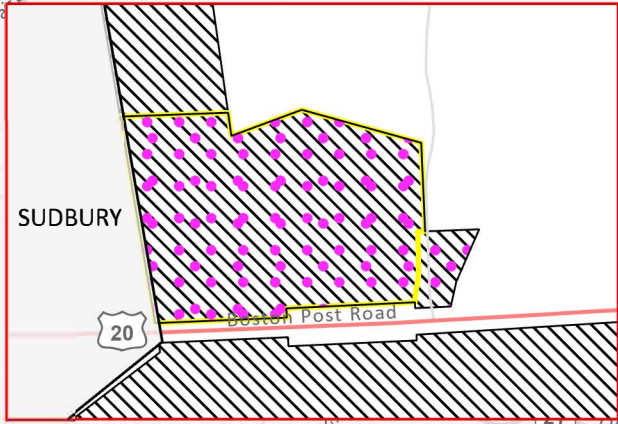
**Conservation Land.** Map 12 shows the properties held for conservation in perpetuity. There is a large amount of permanently protected open space in Wayland, especially in the western part of Town. The most significant conservation land includes most of the parcels bordering the Sudbury River and Heard Pond, as well as the Mainstone Farm site. The northernmost area of Town also contains some sizable open space parcels. The other major category of open space shown on Map 12 is unprotected open space. This category includes parcels reserved for outdoor recreation but not legally protected as conservation land, such as Wayland’s golf courses and rail trail.



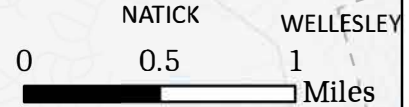
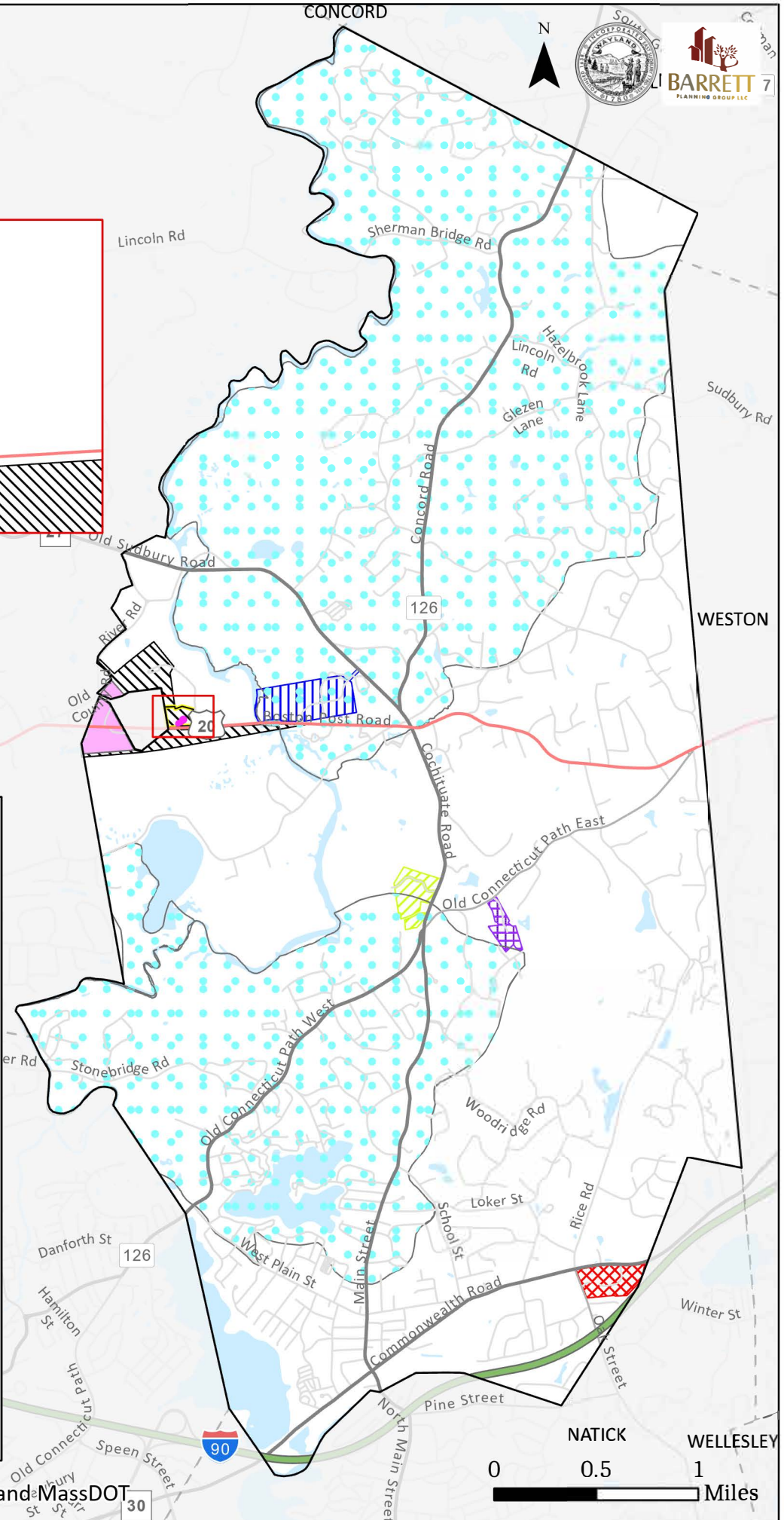


# MAP 14

## Zoning Overlays



- Zoning Overlay Districts**
- Aquifer Protection District
  - Mixed Use
  - Wireless Communications
  - Senior Family Housing
  - Medical Marijuana District
  - Southeast Wayland-Cochituate Planning
  - Reeves Hill Wireless
  - River's Edge Housing
  - Municipal Service
- MassDOT Major Roads**
- Interstate
  - U.S. Highway
  - State Route
  - Non-numbered Road
- Other Features**
- Town of Wayland
  - Surrounding Towns
  - Water

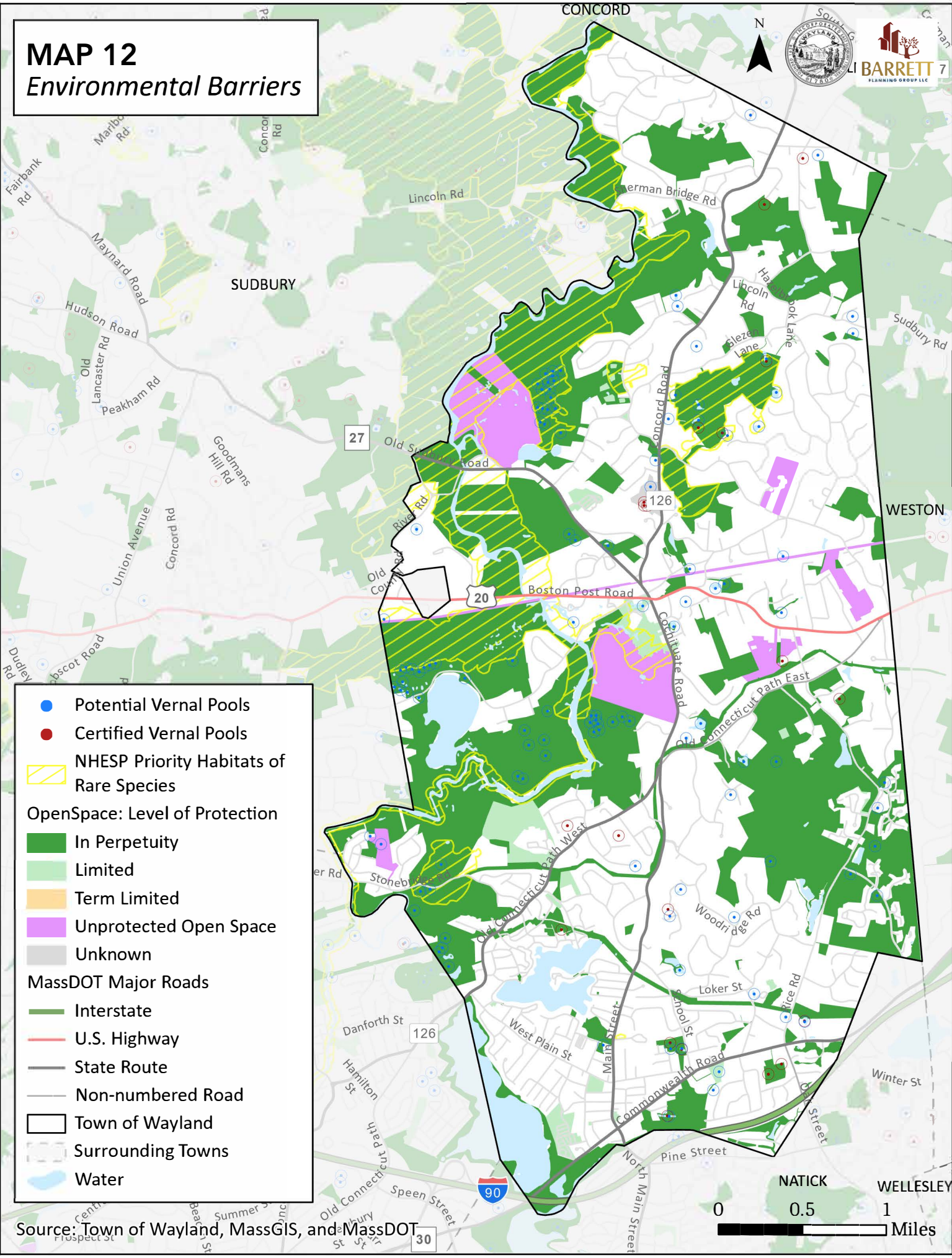


Source: Town of Wayland, MassGIS, and MassDOT



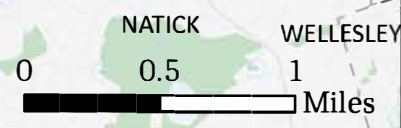
# MAP 12

## Environmental Barriers



- Potential Vernal Pools
- Certified Vernal Pools
- NHESP Priority Habitats of Rare Species
- OpenSpace: Level of Protection
- In Perpetuity
- Limited
- Term Limited
- Unprotected Open Space
- Unknown
- MassDOT Major Roads
- Interstate
- U.S. Highway
- State Route
- Non-numbered Road
- Town of Wayland
- Surrounding Towns
- Water

Source: Town of Wayland, MassGIS, and MassDOT





**Conclusion.** Unlike some of the other impediments to development covered in this section, environmental constraints should not be altered. Focusing affordable housing development in environmentally sensitive areas has the potential to not only harm flora and fauna, but to put the residents of Wayland in danger from flooding or polluted drinking water. To the extent possible, new development should be located outside of the sensitive areas discussed in this section.

**Regulatory Assessment**

Wayland’s laws and regulations, especially its Zoning Bylaw, play a primary role in determining what kind of affordable housing development is feasible in Town. There are relatively few provisions promoting the development of diverse housing types, but the Town has successfully adopted some promising tools for affordable housing production.

**Zoning Districts.** Map 13 shows the Town’s eleven underlying zoning districts, and Table 2-34 shows basic dimensional regulations for each district. Most of Wayland’s land falls under one of the “Single Residence” districts. These districts are meant to encourage the development of detached single-family residences and differ only in their dimensional requirements. R20 has the least stringent dimensional requirements while R60 has the most. Wayland is unusual in that a district’s dimensional regulations may differ depending on what use is being proposed. For example, the Roadside Business district has a minimum lot of 40,000 square feet for nonresidential uses, but for residential uses the regulations of the nearest Single Residence District applies. There are also several districts with no minimum lot area or minimum frontage requirements.

---

*“Much of housing in Wayland is zoned for a car-centered lifestyle.”*

-Survey Response

---

<b>Table 2-34: Wayland Zoning Districts</b>		
<b>District Name</b>	<b>Min. Lot Size (sq. feet)</b>	<b>Min. Frontage (feet)</b>
Business A	20,000-40,000	120-200
Business B	None	None
Roadside Business	40,000*	150-200
Light Manufacturing	N/A	N/A
Limited Commercial	N/A	N/A
Planned Development	N/A	N/A
Refuse Disposal	N/A	N/A
<b>Single Residence Districts</b>		
Residence-20	20,000	120
Residence-30	30,000	150
Residence-40	40,000	180
Residence-60	60,000	210
<i>*For permitted nonresidential uses</i>		
<i>Source: Town of Wayland Zoning Bylaws</i>		



# MAP 13

## Zoning Districts



**Zoning Districts**

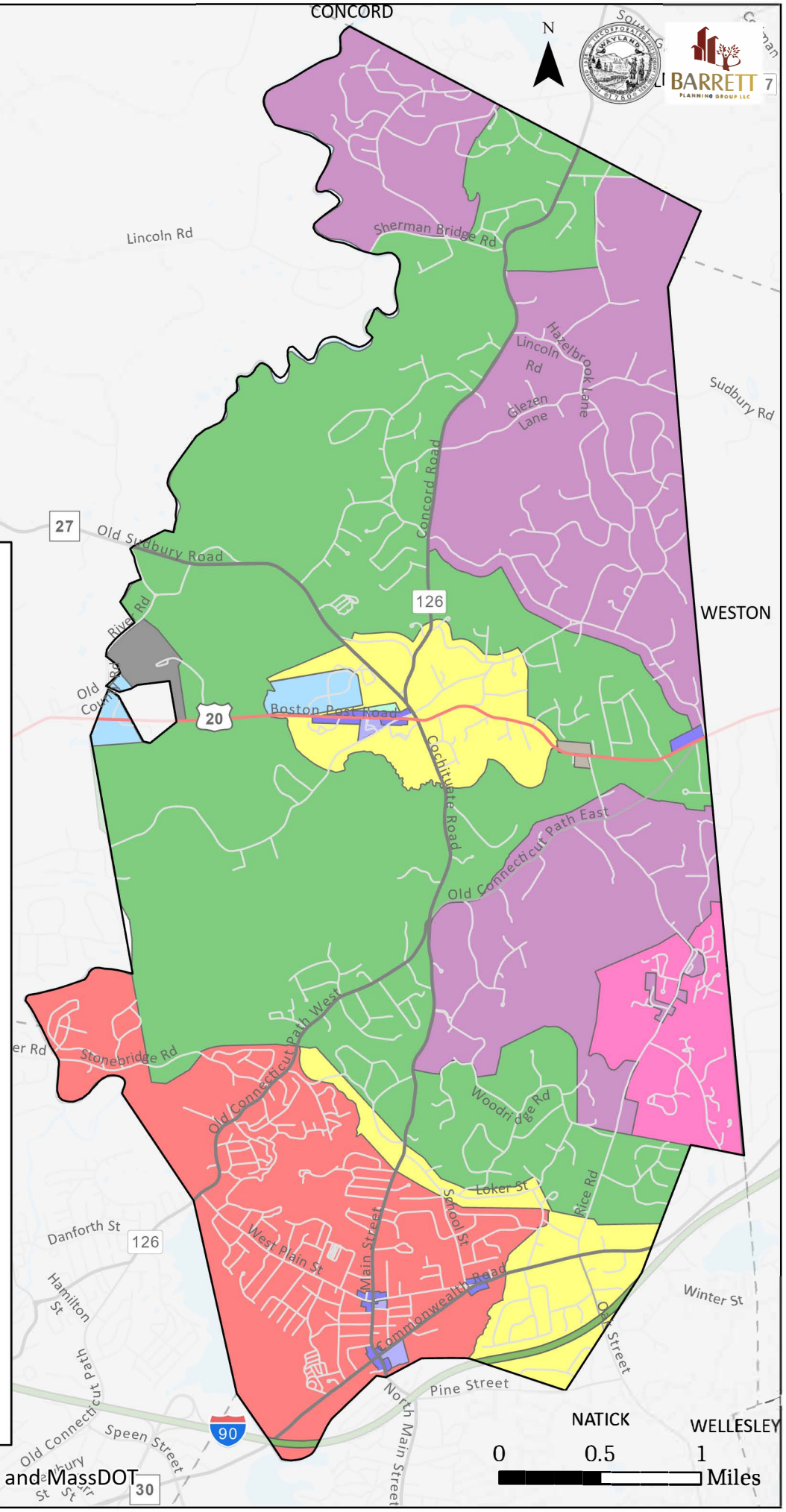
- R20 - Single Min. 20,000ft area, 120ft Frontage
- R30 - Single Min. 30,000ft area, 150ft Frontage
- R40 - Single Min. 40,000ft area, 180ft Frontage
- R60 - Single Min. 60,000ft area, 200ft Frontage
- Business A - BUS A
- Business B - BUS B
- Roadside Business - R-BUS
- Light Manufacturing - L-MAN
- Limited Commercial - LCD
- Planned Development - PDD
- Refuse Disposal District - REF

**MassDOT Major Roads**

- Interstate
- U.S. Highway
- State Route
- Non-numbered Road

**Other Features**

- Town of Wayland
- Surrounding Towns
- Water



Source: Town of Wayland, MassGIS, and MassDOT

While Wayland has several business districts, they are found only in a small portion of Wayland Center, a few scattered sites in Cochituate Village, and a short stretch of Route 20 on the Weston border. There is only one small sliver of land zoned for light manufacturing along Route 20, and the Refuse Disposal district is found to the west where the DPW headquarters and municipal transfer station are located. Everywhere else is zoned Single Residence, with R40 and R60 being the most prevalent. Most of Cochituate is zoned R20 while the southeast corner of town and most of the Town center is zoned R30. Roadside Business is a small district bordering Route 20 where single-family residences are allowed by right.

Like most suburban communities, Wayland's residential zones favor detached single-family homes, one per lot, at the expense of all other forms of housing. Dimensional regulations in most Single Residence Districts favor large lots with buildings set back far from the street, and use regulations allow single-family homes by right while prohibiting most other residential uses. While multifamily housing is difficult in Wayland for many reasons discussed in this section, these zoning regulations explicitly serve to prohibit it outside of rare, special circumstances.

The **Planned Development District**, adopted in 1974, is in the southeastern corner of Town. Applicants may obtain a special permit from the Zoning Board of Appeals to construct a condominium development on land of at least 40 contiguous acres, with the purpose of providing a variety of housing in town while preserving open space. This area is home to several condominium complexes including The Hills at Mainstone, the Meadows, and Turkey Hill Village. Retail sales and services may be permitted, but only one per every 100 units constructed and such establishments must not exceed 2,000 square feet of space. Density of residential units is determined by a formula that takes total upland area into account. There is a maximum of ten units per structure and a requirement to provide at least 10 percent low-income units and 5 percent moderate-income units.

The PDD is the only underlying zoning district adopted for a specific style of residential development beyond single-family homes, although several overlay districts were adopted for similar purposes. The district is largely built-out with the kind of major condominium developments it was meant to encourage, so it is unlikely that any new affordable housing development will occur here.

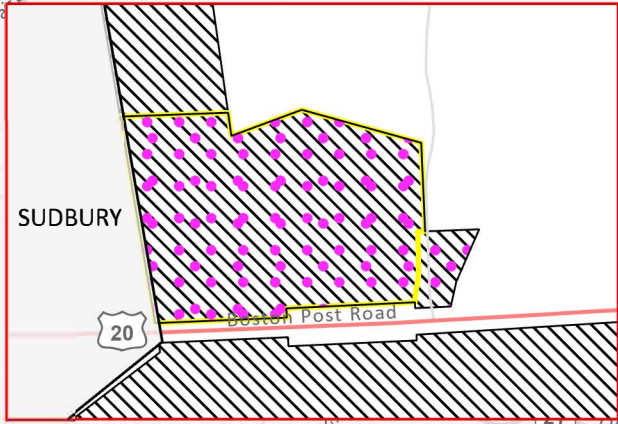
**Overlay Districts.** Map 14 shows Wayland's nine zoning overlay districts. These constitute a "second layer" of zoning that may impose additional requirements on a property without overriding the underlying zoning provisions. The overlays that have potential implications for the development of affordable housing are described below.



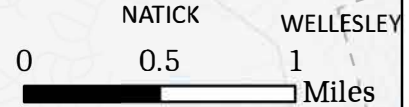
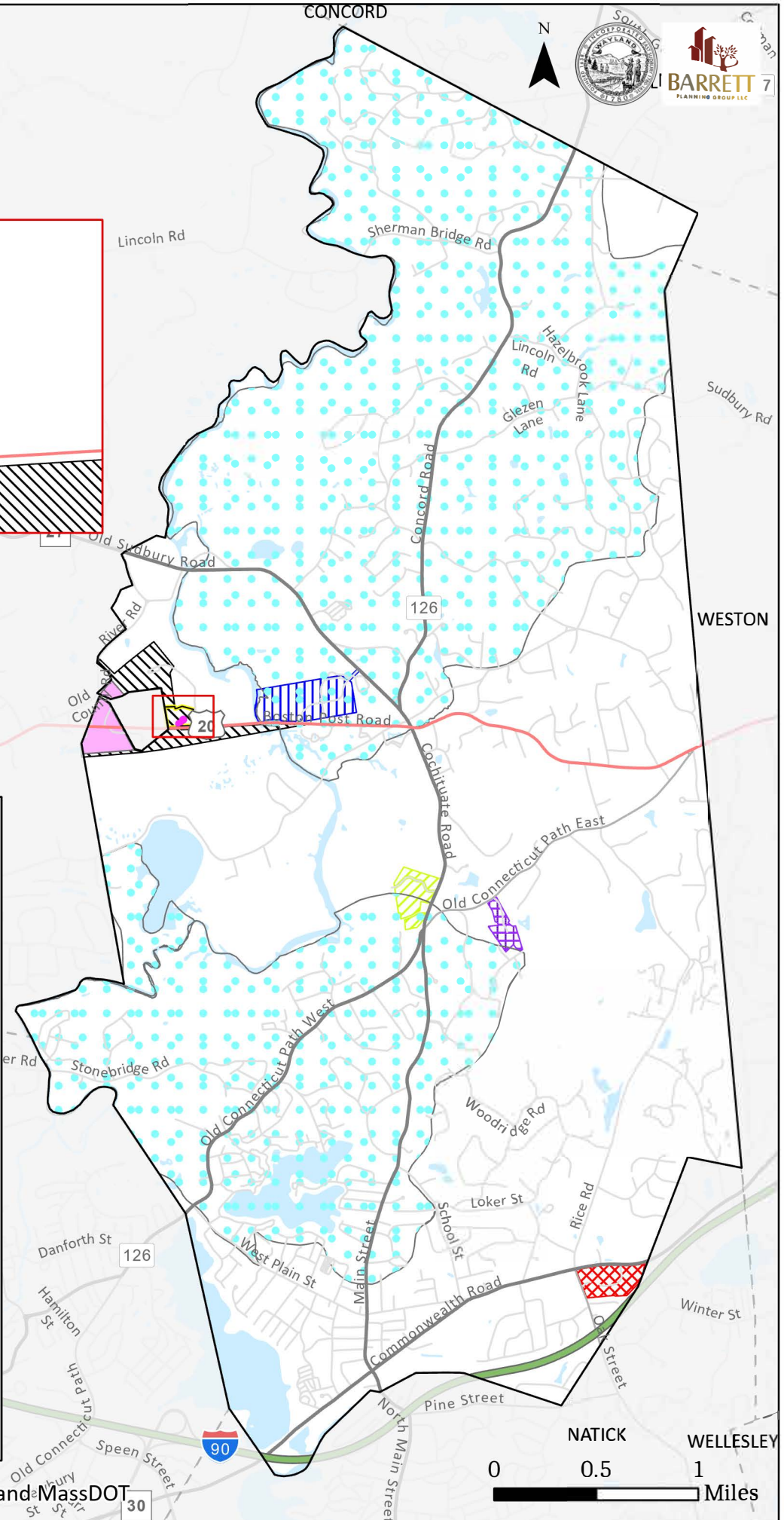


# MAP 14

## Zoning Overlays



- Zoning Overlay Districts**
- Aquifer Protection District
  - Mixed Use
  - Wireless Communications
  - Senior Family Housing
  - Medical Marijuana District
  - Southeast Wayland-Cochituate Planning
  - Reeves Hill Wireless
  - River's Edge Housing
  - Municipal Service
- MassDOT Major Roads**
- Interstate
  - U.S. Highway
  - State Route
  - Non-numbered Road
- Other Features**
- Town of Wayland
  - Surrounding Towns
  - Water



Source: Town of Wayland, MassGIS, and MassDOT

### *Conservation Overlays*

Overlay districts aimed at protecting the environment may introduce additional legal requirements and considerations for housing development.

- **The Floodplain District** and **Federal Flood Protection District** are contiguous with FEMA flood zones A and AE shown on **Map 11** and require that “no structure shall be erected or placed in the Floodplain District unless a special permit... has been issued by the Zoning Board of Appeals.<sup>13</sup>”
- The **Aquifer Protection District** covers most of North Wayland and a substantial portion of the Town’s southwest corner and is meant to protect the aquifers from which Wayland draws its drinking water. The overlay prohibits uses that might contaminate the Town’s groundwater and requires special permits or site plan review for others. Residential density is limited to 1.5 units per dry acre when a development relies on septic tanks for wastewater disposal.

Both of these overlay districts require extra review and oversight for new construction, which is appropriate to preserve environmentally sensitive areas and protect new homes from the dangers of flooding.

### *Housing-Related Overlays*

Wayland has adopted several overlay districts meant to facilitate the development of housing, usually with a specific project in mind. All of these overlays are currently either entirely built out or are in the process of being built out, although nothing necessarily precludes an expansion of one or more of these districts.

- The **Southeast Wayland-Cochituate Planning District**, adopted in 1987, is located in the southeastern corner of town, this overlay is similar to the PDD in structure and intent, with the following additions:
  - 10 percent of the dwellings constructed must be affordable.
  - Conservation and recreation restrictions must be granted to the Conservation Commission for certain buffer areas and wet areas.
  - Attached single-family dwelling are an acceptable housing type alongside condominiums.

The Planning Board rather than the Zoning Board is the Special Permit Granting Authority (SPGA). This overlay contains the Willow Brook development and there are no opportunities for further significant development in the area.

- The **Senior and Family Housing Overlay District** is located near the intersection of Route 27 and Route 126 in South Wayland and is home to Traditions of Wayland, an age-restricted development. The overlay’s purposes are to provide for multifamily, age-restricted assisted- and independent-living residences and non-age-restricted market rate and affordable single-family housing, developed in a way that is mindful of environmental conservation. At least 20 contiguous

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<sup>13, 12</sup> Wayland Zoning Bylaw



acres are required for a senior housing project in the overlay, so under existing regulations further development of the area is not possible.

- The **Mixed-Use Overlay District** encompasses the Wayland Center mixed-use development on the north side of Route 20. The ZBL contains a robust set of regulations meant to control the size, scale, and mixture of structures and uses as well as overall site design of a mixed-use development. For a mixed-use development in this district there is a limit of 100 dwelling units and 200 bedrooms, a maximum of 15 three-bedroom dwelling units, and a maximum of three bedrooms in any unit. At least 12 percent of all units must be affordable in perpetuity as defined by Chapter 40B.

Many of the community stakeholders and residents interviewed for this plan expressed concern over the number of vacant commercial spaces in the development. Prior to developing mixed-use regulations for other parts of town, the Planning Board and stakeholders should review the Wayland Town Center project and determine whether there are any changes that could be made to the overlay district regulations that could mitigate these problems should a similar district be proposed.

- The **River’s Edge Housing Overlay** was adopted in 2014 on the site where Alta at River’s Edge is currently under construction. The overlay was written to facilitate the development of a large affordable rental development with an age-restricted component, including at least one-quarter of the total units. Developments in the REHOD were intended to be restricted to 190 units. However, after the initial approval, the project’s developer successfully obtained permission to construct an additional 28 units, for a total of 218. In the future, “after initial development... any subsequent redevelopment of more than 25 percent of the existing buildout shall require a special permit issued by the Planning Board.”<sup>14</sup> It is unlikely that any redevelopment of the site will occur within the timeframe of this plan, so after Alta at River’s Edge is complete the REHOD will serve as a model for future affordable housing efforts rather than a site for additional development.

**Other Zoning Tools.** Wayland’s Zoning Bylaw already contains several tools for the promotion of affordable housing development and diverse housing types other than single-family detached dwellings. The Town should promote and strengthen provisions that are working to encourage the creation of affordable units and consider altering or replacing those that are not being utilized.

### ***Inclusionary Zoning***

Zoning Article 22, Inclusion of Affordable Housing, is Wayland’s Inclusionary Zoning (IZ) bylaw. IZ requires that all residential developments over a certain size include a minimum percentage of affordable units. Wayland’s IZ is intended to “increase the supply of housing in the [Town] that is available to and affordable by low-income and moderate-income households who might otherwise have difficulty in finding homes in Wayland.”<sup>15</sup> At least 16.7 percent of any residential development of six or more units (which is to say, at least one unit out of six) must be set aside as affordable under

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<sup>14</sup> Wayland Zoning Bylaw

<sup>15,13</sup> Wayland Zoning Bylaw





the Chapter 40B definition. If an applicant can prove that complying with this regulation would create substantial hardship, the Planning Board may authorize an alternate method of compliance: donating money or land of equivalent value or constructing the required affordable unit(s) on a separate site.

Crafting an effective Inclusionary Zoning Bylaw can be difficult. If the incentives are not correctly tuned to work within the local market, a well-intentioned IZ provision could instead lead developers to only propose projects just under the IZ size threshold. So far, five affordable units have been built under Wayland's inclusionary zoning bylaw. Given the relatively slow pace of new construction in the Town, the bylaw appears to be functioning well.

### ***Accessory Dwelling Units***

Accessory Dwelling Units (also known as accessory apartments, or ADUs)<sup>16</sup> are defined in Wayland's Zoning Bylaw as dwelling units "located in a single-family dwelling, or a building accessory thereto, and occupying no more than 35 percent of the combined gross floor area of the [ADU] and the principal single-family dwelling."<sup>17</sup> Accessory dwellings can be an important component for addressing a community's housing needs because they provide additional dwelling units without having to construct new buildings.

One ADU per lot is allowed in Single Residence Districts through a special permit as long as:

- the lot contains at least 20,000 square feet or at least 50 percent of the minimum area required for the district, whichever is greater
- the principal dwelling has existed for at least two years
- the addition does not increase existing habitable area by more than 20 percent
- the owner of the lot lives in one of the dwellings

There are circumstances in which owners may rent out an ADU for limited periods of time with the permission of the Building Commissioner, but the primary role of an ADU should be a long-term residence.

Finally, Wayland's ADU regulations attempt to address affordability by allowing "affordable dwelling units." These are ADUs that have less stringent dimensional requirements; for example, they may increase the habitable area of an existing dwelling by up to 35 percent compared to 20 percent for a regular ADU. In exchange, the homeowner must prove that they are leasing the unit to a household receiving assistance from the Wayland Housing Authority. Local housing advocates report that this provision is never used due to the onerous legal requirements imposed on the homeowner. Even when willing owners have come forward, the requirement to involve the WHA has proven problematic. Due to long and ever-increasing waitlists, the WHA is limited in the population it can serve, and therefore many households that might be helped by affordable dwelling units cannot qualify.

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<sup>16</sup> Not to be confused with "affordable dwelling unit" as defined in the Wayland Zoning Bylaw.



### **Conversion to Two-Family**

A single-family house can be converted into a duplex by special permit as long as the original dwelling existed on September 5, 1934, the lot conforms to all dimensional regulations, and each unit has adequate parking, kitchen, and bathroom facilities. Given that most units in Wayland were built after 1934, however (see Figure 2-3), it is unsurprising that Town staff report this provision is never utilized.

### **Design Review Board**

According to Wayland's Zoning Bylaw, the purpose of the Design Review Board (DRB) is to issue opinions "based on design guidelines that enhance, protect and promote development consistent with Wayland's Master Plan."<sup>18</sup> The DRB must provide an opinion for "all applications for building permits, site plan approval, special permits or variances for all nonresidential uses involving new construction and all commercial signs."<sup>13</sup> While Wayland's DRB does not have jurisdiction over residential uses, it is common for design-oriented boards to have jurisdiction over multifamily and mixed use projects as well.

### **Site Plan Approval (Review)**

Site plan review (called Site Plan Approval in Wayland's ZBL) is a process by which the Town may allow a certain use while enabling the Planning Board to review the design and site layout. Site plan review (SPR) is appropriate for large or potentially disruptive uses that the Town does not want to prohibit but wants to exercise some extra control over. In Wayland, SPR is triggered by a change in use of an existing structure or lot, a significant expansion of an existing structure's floor area, or the "substantial alteration" of a parking area. The Zoning Bylaw contains different thresholds for what constitutes "significant" or "substantial" based on the size of the existing structure or parking lot. If a proposal results "solely in single- or two-family residential or owner-occupied multifamily structures" then no site plan review is required. However, adding one or more structures to a vacant lot will trigger SPR.

### **Home Occupations**

A home occupation is typically defined as any business that is run out of one's home. The ability to pursue a home occupation can allow residents greater flexibility in the use of their home which can be a primary or supplementary income source. A "customary home occupation" is allowed by right in all districts as long as it does not take up more than a quarter of the gross floor area or 500 square feet (whichever is less), while a "home occupation" requires a special permit in Single Residence Districts and the Roadside Business District. The bylaw is unclear on the distinction between these two categories, however. Home occupations may not have additional employees who do not live in the residence, conduct outside business on-site, or create a nuisance.

### **Conservation Cluster**

The Conservation Cluster is a common alternative to traditional subdivision development adopted by municipalities across Massachusetts. The goal is to "cluster" development in a smaller portion of a property, leaving more open space to be preserved without decreasing the number of buildable units.

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<sup>18</sup> Wayland Zoning Bylaw



In Wayland, a Conservation Cluster must be at least five acres. The total number of dwelling units is equal to the number of lots that could be created on the land without a special permit, or alternatively may be calculated by dividing 90 percent of the lot's upland land area by the district's minimum lot size. In either case, one extra unit per every ten base units is allowed. In most of Wayland, minimum lot size is approximately one acre or more<sup>19</sup>, meaning that a site usually must consist of a minimum of 10 acres to potentially qualify for a bonus unit. For developments that consist of a majority of detached dwellings, at least 35 percent of the site must be set aside as open land. For developments that consist of a majority of attached dwellings, at least half of all land must be set aside. Conservation Clusters also undergo site plan review as part of the special permit granting process.

Conservation Clusters allow for more flexibility in site design and layout than any other type of development permitted in Wayland. They may include multifamily dwellings up to four units per structure with benefit of a special permit, which is the only circumstance in which underlying zoning permits a multifamily structure. Multiple dwelling units may also be located on a single lot. Setbacks are also more permissive, as the Planning Board may allow setbacks as small as 15 feet from the edge of the Conservation Cluster tract.

### *Low-Income Housing*

"Low-income elderly housing" and "multi-family unit: low income" are uses that may be permitted in Single Residence or Roadside Business zones by a two-thirds majority vote of Town Meeting. The bylaw specifies that the Wayland Housing Authority construct these developments. It is unusual for any use to be allowable only through a Town Meeting vote. Given the difficult and unusual permitting process and the bylaw's vague descriptions for both of these uses, it is unlikely that it will ever be practical to take advantage of them and they should be removed from the bylaw.

### *Historic Districts*

Wayland has two Historic Districts, both located in the center of Town, that are governed by the Historic District Commission (HDC). The HDC must approve all changes to external features through issuance of a Certificate of Appropriateness that the proposed work is in keeping with the historic character of the area. The HDC issues Design Guidelines for buildings and signs within the district with detailed design standards for a wide array of architectural features.

## **Infrastructure Constraints**

New residential development requires public utilities and infrastructure, such as water and roads. Wayland's lack of a town-wide sewer system and public transportation are significant obstacles to many types of housing development.

**Water.** Wayland relies solely on groundwater for its drinking water supply drawn from the aquifers shown in **Map 10**. As shown on **Map 15**, this water is distributed through a robust system of pipes that serve every developed area of Town. Households may also utilize private wells for their drinking water. The availability of potable water does not seem to be a significant impediment to the development of affordable housing throughout most of Wayland.

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<sup>19</sup> The R40 district's minimum lot area is 40,000, whereas one acre is 43,560 square feet.



**Sewer.** Wayland does not have a town-wide public sewer system, which means that all developments must set aside space for on-site wastewater disposal (septic) systems. As in all communities that lack access to public sewer, this constraint has pushed Wayland towards large lots each hosting a small number of units (usually just one). **Map 15** shows the extremely limited extent of the Town’s wastewater facilities, which serve only the Town Center development and its immediate surroundings. Lack of public sewer is a significant barrier to the development of multifamily housing, as the site must be able to house a septic system large enough to handle many dwelling units.

**Transportation.** Wayland’s lack of easy access to any form of public transit was often identified as a barrier to viable affordable housing development by community members in interviews. Despite its relative proximity to Boston, neither the MBTA’s commuter rail nor any bus lines stop in Wayland. The commuter rail stops in most of Wayland’s neighbors, but nearby lines curve away from the Town to the north and south. The Fitchburg line has stops in Weston, Lincoln, and Concord and the Worcester line stops in Framingham and Natick. There are “park and ride” lots nearby in Weston and Framingham meant to facilitate bus ridership and carpooling.

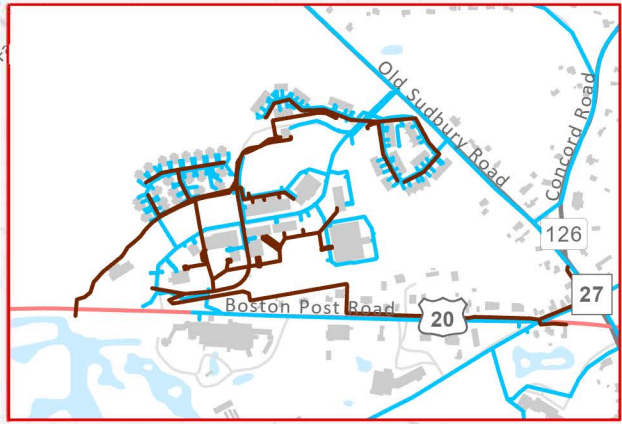
The Metrowest Regional Transit Authority (MWRTA) operates fifteen regular bus routes in the region based out of its hub in Framingham. However, only two of these routes (Routes 10 and 11, mostly serving Natick) crosses into Wayland, although others have stops located near the Town’s borders in northern Natick and northeastern Framingham. MWRTA buses make several stops in Cochituate, and passengers may flag down a bus anywhere along its route as long as it is safe to do so. These bus stops are only located in the southernmost area of Wayland, however, and most of the Town is not currently served by any regular public transit. The Route 20 Shuttle bus was implemented to serve commuters along Route 20 going to and from the Riverside T Station in Newton. The bus stopped at Wayland Town Center Plaza and Coach Grill on its eastbound and westbound routes. However, service was suspended starting in 2020 due to low ridership resulting from the COVID-19 pandemic. It is unclear whether shuttle service will be resumed.





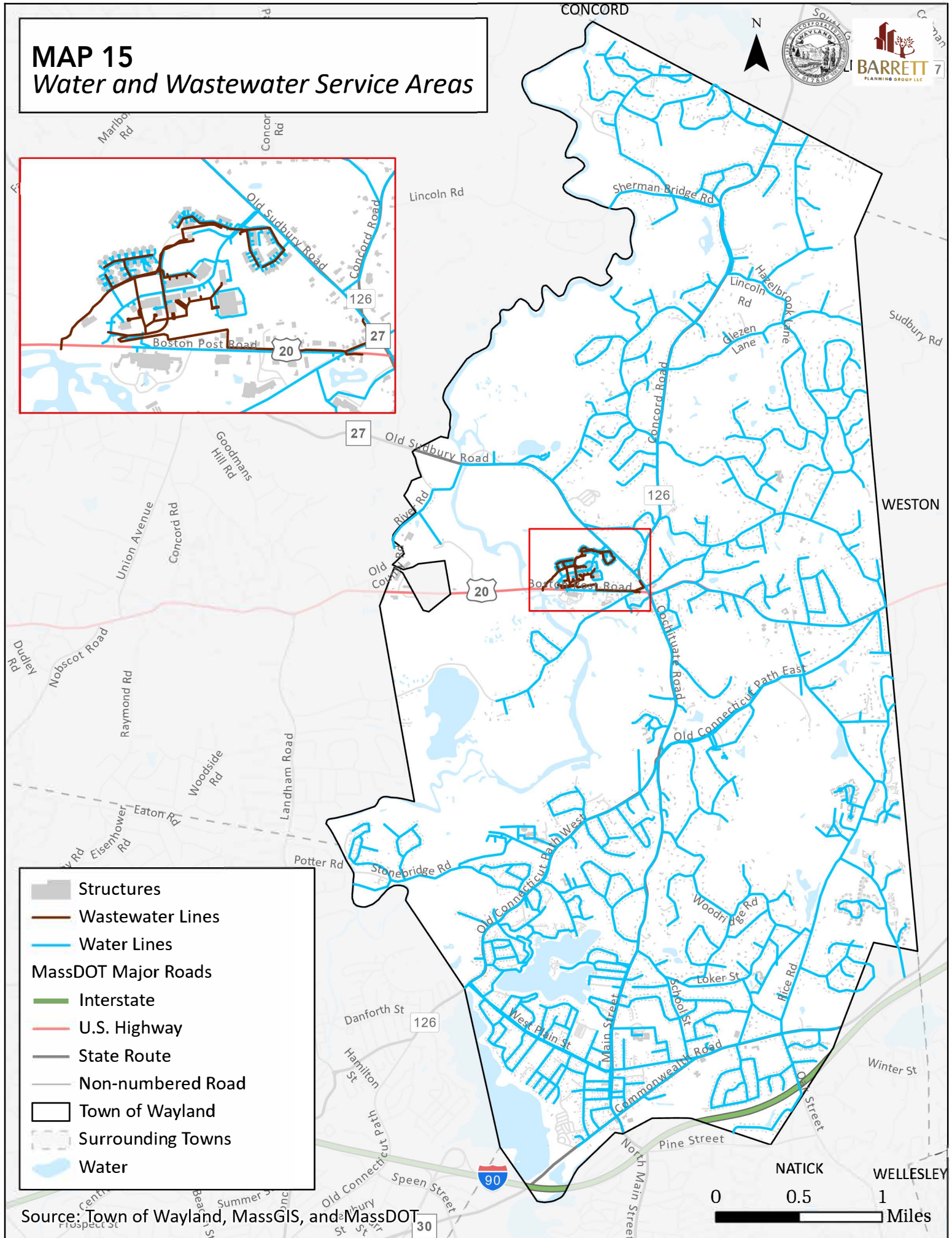
# MAP 15

## Water and Wastewater Service Areas



- Structures
- Wastewater Lines
- Water Lines
- MassDOT Major Roads
- Interstate
- U.S. Highway
- State Route
- Non-numbered Road
- Town of Wayland
- Surrounding Towns
- Water

Source: Town of Wayland, MassGIS, and MassDOT



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*“Housing prices are crazy in a town with limited services and no public transportation.”*

- Survey Response

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Finally, the MWRTA offers a “Dial-A-Ride” service that offers door-to-door rides to any location within the greater MetroWest area, and some medical service locations further afield. The service is available to residents of several towns including Wayland who are 65 years of age or older and residents who are younger but have a disability.

Wayland’s walking and biking infrastructure is limited. There are sidewalks along some stretches of Route 20 and other isolated areas but to get around the Town easily still requires a motor vehicle. The Mass Central Rail Trail is a paved path that runs east-west through the center of Town and will connect in Sudbury and eventually cross over Route 95 into Waltham.

### **Conclusion**

The most significant barriers to affordable housing production in Wayland are the lack of infrastructure (sewer and transportation infrastructure, especially) and a lack of regulations that promote needed housing types. The need to protect the Town’s natural environment from the impacts of development mean that new housing cannot expand too far into undeveloped areas, so the Town should focus on making better, more efficient use of areas that are already disturbed.





Section 2

# GOALS AND STRATEGIES

## GOALS

This section presents five major, wide-reaching housing goals in response to Wayland’s most pressing housing needs as discussed in the Needs Assessment section. DHCD requires that Housing Production Plans include, at a minimum, goals addressing:

- (1) *A mix of types of housing, consistent with community and regional needs that:*
  - a) *Is affordable to households at not more than 30 percent AMI, more than 30 percent but not more than 80 percent AMI, and more than 80 percent but not more than 120 percent AMI;*
  - b) *Provides for a range of housing, including rental, homeownership, and other occupancy arrangements, if any, for families, individuals, persons with special needs, and the elderly; and,*
  - c) *Is feasible within the housing market in which they will be situated.*
  
- (2) *A numerical goal for annual housing production.*

For communities below the 10 percent statutory minimum, an HPP will use the minimum number of annual units needed to achieve Safe Harbor status as a numerical goal. Because Wayland is above the 10 percent affordability threshold Safe Harbor does not apply, but DHCD still recommends this same numerical goal. In Wayland’s case, that means producing 26 units per year. Based on the analysis of yearly building permits in the Housing Trends section, Wayland cannot achieve this number through its regular yearly permitting activity. Rather than treat this goal as a strict annual quota, the Town should seek to encourage a few high-quality larger-scale projects over the five-year lifespan of this plan that would average out to 26 units per year- like the Town’s approach with Alta at River’s Edge. The following five qualitative goals address the Town’s specific housing concerns in more detail.

### **Encourage two-family and community-scale multifamily dwellings and discourage teardowns.**

Wayland has a homogenous housing stock. About 90 percent of housing units are single-family structures and over 90 percent of Wayland households own their homes. Rental units can be affordable to households with a wider range of incomes and can accommodate smaller families and individuals living alone. By investing in these types of dwellings, the Town can diversify its housing stock and accommodate residents from a wider range of economic and social backgrounds. The completion of over 200 units of rental housing at the Alta at River’s Edge development will mark a significant step towards this goal, but there are other strategies to consider for the future.

Given the rapidly inflating real estate market, many Wayland residents expressed concerns that the current modestly sized homes in Town are at risk of being torn down and reconstructed as large, unaffordable “McMansions.” In addition to adding new types of units to the Town’s housing stock, it is important to preserve the relatively modest homes that already exist. Conversions may be encouraged over teardowns by allowing more flexibility in how existing single-family structures can be used and reused.



**Keep Wayland above the 10% statutory affordable housing minimum under Chapter 40B.**

Wayland should be proud of reaching the 10 percent statutory minimum of affordable housing units, but the Town cannot afford to rest on its laurels. As discussed in the “Subsidized Housing Inventory” section of the Housing Profile, the Town risks falling back below 10 percent if units are not regularly added to the SHI. Now is the time to proactively plan for SHI-eligible housing in locations that are most beneficial to the Town, while Wayland remains above 10 percent and is subject to less pressure from the requirements of Chapter 40B. Beneficial locations include those that would be difficult to develop under normal zoning regulations, those that have wide community support, or those identified as suitable housing locations in other plans such as the 2017 Real Asset Planning Committee Report.

**Increase focus on local and regional housing needs.**

Being above the 10 percent affordable housing minimum under Chapter 40B is a major opportunity for Wayland, even though it is possible for the Town to temporarily dip slightly below that threshold. Without the pressure to constantly produce large numbers of SHI-eligible units, the Town may focus on specific local and regional needs that may not be met by the limited definition of “affordable housing” under Chapter 40B. This will be especially true if the Town continues to regularly bolster its inventory of SHI units as discussed in the previous goal.

A flaw of Chapter 40B is that it incentivizes production of units affordable at the 80 percent AMI threshold, but very rarely any lower. Households with incomes at 50 percent or 30 percent of AMI (considered “very low” and “extremely low” income, respectively) are therefore unable to afford most “affordable” units produced under Chapter 40B, at least not without incurring significant financial burdens. There is even less hope for those with little to no income. Chapter 40B is also relatively ill-equipped to specifically address more specialized housing needs, such as those of people with disabilities or older adults. While SHI units may cater to such groups, they often have needs that go beyond income.

**Promote sustainability in new housing development.**

Increasing Wayland’s affordable housing stock will necessarily involve new development, so it is vital to adopt strategies that will minimize negative short-term impacts on the environment and maximize long-term sustainability. In housing policy, sustainability is addressed through design, both of individual structures and site design. Practices such as reducing the use of impervious surfaces, maximizing energy efficiency in buildings, and increasing density to reduce the area disturbed by development are important ways that housing production can be made more sustainable. The ability to use these and other innovative strategies often depends on local regulations, such as a community’s Zoning Bylaw.



## **Commit leadership, funding, and regulatory reform to affirmatively further fair housing in Wayland.**

It is clear from the community engagement exercises conducted for this plan that the residents of Wayland recognize the role that housing plays in their community's obligation to further equity and inclusion. To truly be a welcoming community, Wayland must be a place where people from all economic and cultural backgrounds are able to live. However, survey results indicate that many Wayland residents feel the Town has more work to do to reach this goal. Most of the strategies discussed below will help the Town build a housing stock that is more affordable and accessible to a wide range of households in and around Wayland, but there are also ways to make the local culture more welcoming.

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*"...People of all incomes are not able to afford to live here, and thus are not welcomed. The people who live in Wayland are welcoming, but we do not take action to match our words."*

-Survey Response

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## **STRATEGIES**

In addition to addressing these goals, DHCD requires that HPP strategies cover the following points:

1. *The identification of zoning districts or geographic areas in which the municipality proposes to modify current regulations for the purposes of creating SHI Eligible Housing developments*
2. *The identification of specific sites for which the municipality will encourage the filing of Comprehensive Permit applications*
3. *Characteristics of proposed residential or mixed-use developments that would be preferred by the municipality*
4. *Identification of municipally owned parcels for which the municipality commits to issue requests for proposals (RFP) to develop SHI Eligible Housing*
5. *Participation in regional collaborations addressing housing development*

The following strategies are designed to help the Town of Wayland meet the housing goals identified in the previous section; many will result in the creation of SHI-eligible units, but some may not. All, however, will contribute to reaching Wayland's broader affordable housing goals as discussed in the previous section.

**Increase availability of funds for subsidized housing to reach below the 80 percent AMI level (30 or 50 percent).** Most affordable housing units created in Massachusetts are income restricted to households at or below 80 percent of area median income, simply because this is what is required under Chapter 40B and because lower income limits are financially more difficult to produce. So long as national housing policy relies primarily on market forces to produce affordable units, the only way to create affordability at the deeper levels where it is so desperately needed is to provide enough subsidy dollars to make the project make sense for a developer. For larger projects, it may make sense to offer incentives rather than direct subsidies, such as bonus units or relief from certain density requirements in exchange for deeply affordable units.

Furthermore, Wayland has several existing funding sources for affordable housing- such as Community Preservation Act funds- and several local bodies charged with levying funds to pursue



community housing needs, such as the Municipal Affordable Housing Trust and the Housing Authority. The Town should consider how funding for these groups' activities can be increased.

Wayland adopted the Community Preservation Act in 2001 and has used funds to support affordable ("community") housing, such as development of the Nike Site. Following creation of the Wayland Municipal Affordable Housing Trust Fund in 2014, CPA funds dedicated to community housing have been transferred from the Community Preservation Fund to the Trust. The Town has also appropriated unrestricted CPA monies to support community housing activities, such as providing seed money to help get larger projects off the ground. This approach was used successfully in the case of Alta at River's Edge, and the Town should consider replicating the approach in the future.

The Town should also consider changing the way in which CPA funds are allocated to the Housing Trust. It is often difficult for public and other nonprofit entities to compete with private interests on the real estate market. Private investors can move quickly to make offers once land suitable for housing comes on the market, while a group like the Wayland Municipal Affordable Housing Trust must go through a process of requesting and obtaining funds. A potential solution to this problem is used in the Town of Hingham, where the Hingham Affordable Housing Trust maintains an "opportunity fund." This standing fund can be accessed at the Trust's discretion to respond to affordable housing opportunities quickly. The local Community Preservation Committee replenishes the opportunity fund annually.

**Encourage the formation of a Community Land Trust to acquire land and create affordable units.**

As Wayland's housing and land becomes increasingly unaffordable, the Town must examine new strategies to prevent members of the community from being priced out. A Community Land Trust (CLT) is a tax-exempt nonprofit organization that purchases and retains land, removing it from the pressures of the market. Housing built on this land can be sold at affordable rates because the CLT retains ownership of the underlying land in perpetuity while homebuyers purchase only the structure and lease the land for a long period of time (99 years is common), removing the cost of the land from the equation. Resale prices on CLT homes are limited to keep them affordable in perpetuity while still allowing sellers to realize some profit. This allows homes held by CLTs to function as long-term investments just like any market rate home, albeit to a lesser extent. Another benefit of the Community Land Trust model is that they are non-governmental organizations and can therefore be nimbler and more flexible in acquiring property.

While CLTs are still uncommon in Massachusetts there are several successful in-state examples to look to: the closest active Trust to Wayland is the Somerville Community Land Trust, while the Island Housing Trust on Martha's Vineyard holds over 60 homes. It is also possible to create a regional organization to pool resources with nearby towns, as the Greater Boston Community Land Trust Network has done in the inner Boston area. There are already several MetroWest regional organizations (see "Strengthen regional partnerships..." strategy below) that could facilitate the regionalization of CLT activities, or the Town might partner with an experienced Community Development Corporation (CDC) in the Greater Boston area. If the Town of Wayland can acquire the Launcher Way property (see separate strategy below), it may be an ideal opportunity to introduce the CLT model to the region.

**Consider offering property tax incentives to developers of deeply affordable housing.** Other than directly subsidizing units, another way to make more deeply affordable housing financially feasible



is to offer developers tax incentives. Tax Increment Financing (TIF) is a commonly used tool in economic development through which property taxes are significantly reduced for an agreed-upon number of years, and a similar strategy can work for affordable housing development. With a TIF or TIF-like program in place, the community can temporarily “freeze” taxes at the property’s current value regardless of the improvements the developer makes. Over an agreed-upon period, usually ten years, the property taxes increase incrementally as the project reaches full occupancy, and meanwhile many of the developer’s up-front costs have been paid. By the end of the TIF period, the developer is paying taxes on 100 percent of the property’s improved value. The TIF approach mitigates the economic uncertainty for risky ventures, allowing them to go forward by significantly reducing the cost of property taxes until the project’s annual income has stabilized. While TIFs are often applied to larger projects, the strategy can be adapted to subsidize affordable housing developments in a market the size of Wayland’s. While the Town will forego tax revenue for a number of years, tax incentives are a way to subsidize projects that need temporary relief in order to be feasible.

**Proactively plan for opportunities to accommodate various special needs populations (e.g., group homes for adults with physical, developmental, or mental health challenges.).** During the HPP public outreach process, many members of the community expressed concerns that Wayland did not have adequate housing for adults with disabilities, such as group homes. Fortunately, there are several things the Town can do to actively encourage the creation of more group homes and other independent living spaces for adults with disabilities. The first step of this process is to develop relationships with local group home operators to understand their needs. This may include state entities such as the Department of Mental Health (DMH) or Department of Developmental Services (DDS), or nonprofits that own group homes in the region like South Middlesex Opportunity Council (SMOC) VinFen, or the Charles River Center.

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*“[The] group home on Boston Post Road is nice, and we need more shared living opportunities for adults with disabilities.”*

-Survey Response

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The largest barrier to operating a group home in Wayland is simply the cost of acquiring property, so the Town might offer to help offset that acquisition cost when a property of interest to a group home provider becomes available, as the Town of Lincoln has done in the past.

**Increase town government’s capacity to provide fair and affordable housing in all neighborhoods and appoint housing advocates to municipal boards.** To make any of the strategies in the plan viable, it is crucial to build up governmental leadership on housing issues and create a local political culture that prioritizes affordable housing. Affordable housing should be seen as an equally important use of public land as conservation, for example. The Housing Partnership should take the lead in driving this cultural shift, which can be as simple as making sure that leaders such as the Select Board and Planning Board go out of their way to discuss housing issues and promote initiatives. Based on the community outreach conducted for this HPP, there are many Wayland residents who are passionate and knowledgeable about affordable housing issues, so the Partnership should seek to harness that energy and spread those attitudes throughout Town government and the citizenry. They might establish a quarterly affordable housing update at regular meetings of the Select Board

In addition, Wayland, like any Town serious about addressing its housing issues, has an ongoing need to build leadership capacity. There are many people in leadership positions in Wayland who are





passionate about and involved in the world of affordable housing, but they need training to effectively advocate for solutions and get local stakeholders on board with the initiatives discussed in this plan.

**Consider forgoing “local preference” in affordable housing developments.** “Local preference” in the context of affordable housing means giving residents of a community higher-priority access to a portion of units in an affordable housing lottery. While caring for the needs of local community members is an understandable goal, there may be unintended consequences to this approach, and Wayland must make sure it is striking the right balance. The state has introduced measures to avoid discrimination against racial/ethnic minority groups. For example, if the proportion of minority applicants in the local pool does not meet or exceed the proportion of minority residents in the Metropolitan Statistical Area (MSA), a preliminary lottery must be conducted among non-local minority applicants who are then added to the local pool.

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*“[Wayland] is welcoming for some (whites, of all ages) and not others (people of color). We do not have many people of color. I had a friend who was black... [who] complained about being singled out and not treated very fairly.”*

- Survey Response

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When the City of Newton asked Barrett Planning Group to investigate potential bias in its housing lottery results, analysis showed that even when applicant pools appropriately reflected the racial diversity of the region, actual lease-ups skewed towards White households. This effect was less pronounced when examining non-local preference lotteries. The reasons for these results are numerous and complex, such as households selected for the lottery being

disqualified due to credit or background checks. Wayland should examine whether local preference should be reduced or eliminated in light of its housing and equity goals, as other municipalities in Middlesex County have already done. For example, Brookline recently reduced its local preference requirement to 25 percent from 70 percent. Wayland must adjust its level of local preference to find the point where it can meet its obligation to promote regional housing equity as much as possible without eroding local support for affordable housing projects.

**Strengthen regional partnerships for affordable housing efforts and take full advantage regional resources.** DHCD requires an HPP to examine how a community can strengthen regional partnerships to address housing issues. Wayland is fortunate to be located in the MetroWest region with several well-established regional housing partners. While Wayland actively maintains relationships with major regional organizations, staff and volunteers report that the Town is not as engaged in regional efforts as it should be. Organizations that fund affordable housing projects, own and operate affordable housing developments, or provide technical assistance include the MetroWest Housing Collaborative, Metropolitan Area Planning Council (MAPC), Metro West Collaborative Development, and SMOC’s Framingham-based Housing Services Center. The group home-operating organizations identified in the previously discussed strategy “Proactively plan for opportunities to accommodate various special needs populations” should also be included in this list. MAPC, as Wayland’s regional planning agency, is an invaluable resource for addressing regional issues like affordable housing.

The Metropolitan Area Planning Council (MAPC) is Wayland’s regional planning organization. MAPC serves its member communities by providing technical assistance, distributing funding, and leading regional initiatives. The MetroWest Regional Collaborative (MWRC) is the sub-region of



MAPC that Wayland belongs to. According to their website, the purpose of MWRC is to facilitate communication between members, support coordinate regional planning efforts, advocate for regional priorities; and pursue projects of regionally significant projects.

The Regional Housing Services Office (RHSO), established in 2011, provides its nine member towns in the MetroWest region with a wide range of support for affordable housing efforts. Wayland maintains a healthy relationship with the RHSO but could be more active in taking advantage of the funds and assistance. As an example of the assistance RHSO already provides Wayland, the office handles the Wayland Initial Rental Assistance (IRA) program, where households earning 60 percent of AMI or less can get assistance paying security deposits and first month's rent when moving into a new apartment.

Led by the City of Newton, WestMetro HOME Consortium works to manage local distribution of HOME Investment Partnerships Program funds, a federal grant designed to create affordable housing units. The MetroWest HOME Consortium has leveraged over 12 million dollars to create over 550 units of affordable housing since its founding in 1991.<sup>20</sup> As a member of the consortium, Wayland is entitled to use these HOME funds for local projects. Besides new development, the consortium also maintains homebuyer assistance, housing rehab, and other programs to help low-income households address housing issues. Wayland should explore opportunities to use these funds to support the other strategies in this section.

**Revamp the way the Building Department compiles and reports permitting data.** As discussed in the "Characteristics of Housing" section of the Housing Profile, Wayland's building permit data is difficult to work with, making a comprehensive analysis of development trends extremely challenging. Current practices will be inadequate if some of the other strategies in this plan lead Wayland to embrace a wider variety of housing types (such as two or more-family dwellings) as part of its regular housing production. Future annual reports should clearly delineate which permits resulted in the creation of new dwelling units and differentiate between different types of units including number of units per structure.

**Provide meaningful, effective, and affordable transportation demand management services and public transit to residents of new developments.** One of the most significant barriers to making affordable housing viable in Wayland is its lack of public transportation, as discussed in the "Barriers to Development" section. The Town should encourage developers to work with local businesses and business organizations to develop workforce-oriented transit service between residential developments and job sites. The Town should also, either by itself or in cooperation with neighboring Route 20 communities, leverage the development of Alta at River's Edge and other large apartment complexes to work out a deal with the MWRTA to reintroduce shuttle services to the corridor. In order for a new route or service to be feasible the public must buy in and make use of it, so local outreach and advertising will be a crucial part of the successful implementation of this strategy.

**Identify locations to encourage "Friendly 40B" comprehensive permits and take active steps to find developers to work with.** The term "Friendly 40B" refers to a cooperative, negotiated Comprehensive Permit application where the municipality and developer work together to arrive at a mutually beneficial project. The Town can identify properties where a Comprehensive Permit would produce

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<sup>20</sup> City of Newton, MA



the greatest community benefit and the developer benefits from the endorsement of Town staff and boards. Such a negotiated Comprehensive Permit may be implemented through DHCD's Local Initiative Program (LIP) or simply through a conventional Comprehensive Permit process that has local support.

While towns often cooperate with developers outside of the framework of Chapter 40B regulations, as Wayland did with Alta at River's Edge, the Comprehensive Permit process offers unique advantages. The ability of a Comprehensive Permit application to bypass certain local zoning regulations can be of great benefit to a town where key affordable housing strategies are rendered difficult or infeasible by the ZBL. Furthermore, because remaining above the 10 percent affordable housing minimum does not prevent developers from filing Comprehensive Permit applications, it is wise to have a strategy in place to make the most of the opportunity in case a developer does want to pursue that route.

Chapter 40B projects come in many different shapes and sizes, and there are many sites in Wayland where encouraging the filing of comprehensive permits would make sense given the right developer partner. The next several strategies are grouped under "Location-based strategies" because they address specific locations for affordable housing projects, and the potential utility of a comprehensive permit should be assessed for each.

### **Location-based strategies.**

The following strategies address affordable housing opportunities on specific sites or in specific areas of Wayland. While there are certainly opportunities beyond those listed here, this section focuses on a few unique or high priority areas that the Town should explore.

**Support ongoing efforts to acquire the Launcher Way property.** A 12-unit housing development on Launcher Way owned by the US Department of Defense is a high-priority housing site for Town staff as well as the Wayland public, according to feedback from the survey and community forums. Formerly used as housing for military personnel and their families, the homes have been vacant since 2018. It is unknown if the current 12 structures can be preserved, but regardless the site represents a significant opportunity to create affordable units. A project on the site may also require a change in zoning or other relief, depending on what is ultimately proposed. The US government is actively seeking sale of the site to the highest bidder, and Wayland staff believe that the Town has the resources to put in a competitive offer. At the time of writing, Town staff had recently prepared an application for Community Preservation Act funds to go towards acquiring the Launcher Way property. Other potential funding sources include the Wayland Housing Trust, federal COVID-19 relief funds, and private loans that might be paid back in part with revenues from renting the Launcher Way units.

**Issue requests for proposals for affordable housing development on Town land.** Town-owned land is an important asset for affordable housing development because the municipality has a direct say over the property and can encourage uses that meet a public need more easily than a private owner. The Town of Wayland should identify municipal land that would be appropriate for housing development and issue requests for proposals (RFPs) to find a developer partner to create SHI-eligible units. A comprehensive permit might also be an appropriate avenue for development on some sites.

A long term (5 or 10 years may be appropriate) Capital Plan would help housing advocates identify municipal land that would be appropriate for affordable housing and prevent Town boards and



departments from prioritizing the same parcels. The 2017 Wayland Real Asset Planning (WRAP) Committee report introduced a set of site selection criteria meant to assess and prioritize proposed projects on municipal land. This should serve as a basis for a Capital Plan's recommendations.

While a Capital Plan would help identify future affordable housing sites, there are several locations that the Town should consider for housing in the short term.

- The Town is examining opportunities to make the best use of 212 Cochituate Street, a four-acre tax title parcel. Staff have identified this site, once under municipal control, as a potential location for affordable housing.
- The 2017 WRAP report identified several parcels as potential locations for affordable housing, including a 13.7-acre vacant parcel on Orchard Lane, under the control of the School Department.
- Finally, some Town staff and volunteers have expressed interest in eventually converting Town Building into affordable housing in the event municipal offices move elsewhere. However, there are significant legal hurdles to this approach that are still awaiting a detailed review by Town Counsel and it is probably not realistic to expect significant progress on this idea during the life of this plan.

**Create a vision plan for the vacant "Whole Foods plaza" incorporating affordable housing and potentially small-scale mixed use.** A common concern among survey respondents was a vacant commercial property on Route 20 once owned by national grocery chain Whole Foods. There are ten years remaining on the lease but the current owners have not indicated any interest in utilizing the site and it is expected they may sell before the lease is up. Town staff report that informal discussions about the site have indicated that it may be an appropriate location for a small-scale mixed-use development with a multifamily component. Housing is in such high demand in Greater Boston that developers are usually looking for a housing component to make projects financially feasible. Mixed-use development would address housing needs while revitalizing underused commercial space to maintain the character of Wayland's main commercial corridor.

**Identify the potential for infill affordable housing development through a Route 20 corridor study.** "Infill" is a development strategy that seeks to fill gaps or holes in an already developed area. For example, a forgotten vacant lot in between two large commercial developments might be targeted for a small housing project to bridge the gap in the streetscape while taking advantage of the area's existing amenities. Channeling new development into an area that is already significantly developed also avoids disturbing land elsewhere.

The Route 20 corridor could be a good candidate for mixed-use development that maintains the primarily commercial character of the area while taking advantage of its strengths as a location for housing. Major apartment complexes have been built or permitted in Sudbury and Weston, and now Alta at River's Edge in Wayland is under construction. This significant residential development provides an opportunity to activate the area's potential as a transit-oriented corridor by connecting these developments to MWRTA and MBTA public transit. Small, individual infill projects along Route 20 could take advantage of amenities that might be drawn in by nearby larger developments. Town staff recommended pursuing a "corridor study" to identify opportunities for this type of development.





## Regulatory strategies

Wayland’s bylaws and regulations, especially its Zoning Bylaw, play a primary role in determining what kind of affordable housing development is feasible in Town. Zoning alone cannot meet all of a town’s housing goals- for example, zoning incentives alone are often inadequate to promote the development of affordable units below 80 percent of AMI- but the following strategies will help Wayland continue to make significant progress.

**Encourage or require green design, universal design, and flexible design for new residential development, and in retrofitting existing structures.** In the face of climate change, innovative new design strategies are gaining wider acceptance among developers, but local regulations can stand in the way. Concepts such as Low Impact Design or Green Infrastructure involve the use of nontraditional building materials or site layouts that may not be acceptable given a community’s existing Subdivision Rules and Regulations, Site Plan Review standards, or other zoning requirements. Wayland should conduct a comprehensive review of its regulations to ensure that sustainable design is allowed and encouraged. Beyond new construction, funds could be provided to retrofit existing structures with newer, more efficient energy systems.

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*“Allowing [ADUs and duplex conversions] by right will reduce barriers to action and spur production of more housing units.”*

-Community Forum Response

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Other design standards Wayland should consider include requiring bicycle parking and pedestrian infrastructure where possible, including amenities such as sidewalks, biking paths, and well-marked crosswalks. While not related to environmental sustainability, the Town should also require the use of universal design in new construction. Universal design focuses on creating spaces that are accessible to all ages and for those with a wide range of disabilities. Simple design elements can make a housing unit viable for someone with a disability or allow a resident to age in place.

**Encourage Conservation Clusters as the primary form of subdivision development in Wayland.** Wayland’s Conservation Cluster regulations are similar in concept to Open Space Design (also sometimes called Natural Resource Protection Zoning), an approach favored by organizations such as Mass. Audubon, to develop land while maximizing the amount of preserved open space. Implemented correctly, Open Space Design will maintain (or even increase) the number of units allowable on a lot while leaving most of its area undeveloped. This is accomplished through flexible and site-specific design that allows units to be clustered together in a smaller portion of the lot than would otherwise be allowed, in exchange for permanent protections on the remaining open space.

Wayland’s current Conservation Cluster bylaw already contains Open Space Design principles, but it could be made more effective and its use more actively encouraged. Allowing Conservation Clusters by right (while keeping site plan review) and removing the minimum lot area requirement would ensure that all new subdivisions minimize impervious surfaces and limit environmental disturbances. It is also possible to offer developers density bonuses for meeting incentives tied to the Town’s housing goals, such as including affordable units. Conservation Clusters are already one of the most flexible housing provisions in the Wayland Zoning Bylaw; multifamily structures are allowed in Clusters by Special Permit, for example. Revamping Wayland’s approach to subdivisions would



encourage affordable housing development in the Town's less dense residential zoning districts (R40 and R60) through the careful use of targeted density bonuses.

**Adopt zoning regulations to meet new requirements for MBTA Communities.** In 2020, Governor Baker signed several new amendments to the Zoning Act (Chapter 40A), including new incentives for MBTA Communities to adopt multifamily zoning by right. Wayland is classified as an MBTA Community despite not being directly served by the MBTA. It qualifies as an "adjacent community" because it borders several municipalities that do have MBTA service. This means that Wayland must adopt zoning provisions so that the Town complies with the new draft MBTA community guidelines or lose access to funds from the Housing Choice Initiative, Local Capital Projects Fund, and MassWorks.

The draft guidelines are subject to change, but at time of writing Wayland must have at least one zoning district (or overlay) that meets the following requirements:

- Has a minimum gross density of 15 units per acre. Density may vary across the district (via use of sub-districts) but the total average density per acre must be at least 15 units.
- Does not have any age restrictions.
- Is suitable for families with children.
- Must be at least 50 contiguous acres in size (an overlay may consist of several non-contiguous parcels that each need to meet minimum size requirements).

MBTA communities seeking a determination of compliance with the new regulations must provide DHCD with a parcel-level estimate of the number of multifamily units that could be constructed, taking into account a wide variety of physical and regulatory development constraints. There is a formula for determining the minimum number of units that must be buildable by right in each MBTA Community's multifamily district, but in Wayland's case this calculation does not matter. Because a district must be at least 50 acres in size and allow at least 15 units per acre, the fewest units that a compliant district may allow is 750. Therefore, 750 is the minimum requirement for any MBTA community; if DHCD's formula would result in a requirement below 750 units, that community is still required to meet the 750 unit minimum, Wayland falls into this category.

It is important to note the MBTA communities legislation is not a housing production mandate. As long as 750 units that comply with the other requirements of Chapter 3A are allowed by right, the Town has met its obligations regardless of whether developers actually take advantage of the zoning district.

The guidelines discussed in this strategy are subject to change, so it is difficult to make very specific recommendations for zoning changes at time of writing. It is likely, however, that it will make sense for Wayland to consider the Route 20 corridor for rezoning as this part of town already has the highest-density zoning. The River's Edge Housing Overlay already allows approximately 20 units per acre by right and may form the basis of a larger district that meets MBTA community requirements.



**Conclusion**

The goals and strategies discussed above are designed to help the Town of Wayland meet the needs identified in the Housing Needs Assessment in the first part of this HPP. Strategies provide recommendations for the Town of Wayland to increase available affordable housing funding, use existing funds in more efficient and creative ways, select sites to encourage the development of affordable housing, and to build local and regional capacity to address housing issues. Proactively pursuing these strategies over the next five years should bring Wayland closer to meeting its responsibility to ensure its residents have safe and affordable housing.



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## APPENDIX A: GLOSSARY

**Affirmative Fair Housing Marketing Plan (AFHMP).** A plan that meets the fair housing and non-discrimination requirements of the Department of Housing and Community Development (DHCD) for marketing affordable housing units. The plan typically provides for a lottery and outreach to populations protected under the federal Fair Housing Act of 1968, as amended. The plan must be designed to prevent housing discrimination on the basis of race, creed, color, national origin, sex, age, disability, familial status, sexual orientation, gender identity, or any other legally protected class under state or federal law.

**Affordable Housing.** As used in this report, "affordable housing" is synonymous with low- or moderate-income housing, i.e., housing available to households with income that does not exceed 80 percent of area median income and at a cost that does not exceed 30 percent of their monthly gross income.

**Affordable Housing Restriction.** A contract, mortgage agreement, deed restriction or other legal instrument, acceptable in form and substance to the Town, that effectively restricts occupancy of an affordable housing unit to a qualified purchaser or renter, and which provides for administration, monitoring, and enforcement of the restriction during the term of affordability. An affordable housing restriction runs with the land in perpetuity or for the maximum period allowed by law. It should be entered into and made enforceable under the provisions of G.L. c. 184, §§ 31-33 or other equivalent state law.

**Affordable Housing Trust.** The mechanism used to account for and report revenues and expenditures for affordable housing, including but not limited to Community Preservation Act (CPA) receipts and other affordable housing funding sources.

**Area Median Income (AMI).** The median family income, adjusted for household size, within a given metropolitan or non-metropolitan area, updated annually by HUD and used to determine eligibility for most housing assistance programs. For Wayland, AMI is based on the Boston-Cambridge-Quincy Median Family Income.

**Average-Income Household.** Loosely defined term for households with incomes over the maximum for affordable housing but typically outpriced by housing costs in affluent suburbs. An income between 81 and 120 percent of AMI generally encompasses average-income households.

**Chapter 40A.** G.L. c. 40A, the state Zoning Act. The current version of the Zoning Act was adopted in 1975 (1975 Mass. Acts 808).

**Chapter 40B.** G.L. c. 40B, § 20-23 (1969 Mass. Acts 774), the state law administered locally by the Board of Appeals to create affordable housing. It provides eligible developers with a unified permitting process that subsumes all permits normally issued by multiple town boards. Chapter 40B establishes a basic presumption at least 10 percent of the housing in each city and town should be affordable to low- or moderate-income households. In





communities below the 10 percent statutory minimum, affordable housing developers aggrieved by a decision of the Board of Appeals can appeal to the state Housing Appeals Committee, which in turn has authority to uphold or reverse the Board's decision.

Chapter 44B. G.L. c. 44B (2000 Mass. Acts 267), the Community Preservation Act, allows communities to establish a Community Preservation Fund for open space, historic preservation, and community housing by imposing a surcharge of up to 3 percent on local property tax bills. The state provides matching funds (or a partial match) from the Community Preservation Trust Fund, generated from Registry of Deeds fees.

Comprehensive Permit. The unified permit authorized by Chapter 40B, §§ 20-23, for affordable housing development.

Community Housing. As defined under Chapter 44B, "community housing" includes housing affordable and available to (a) households with incomes at or below 80 percent AMI and (b) between 81 percent and 100 percent AMI.

Community Land Trust. Community land trusts are nonprofit, community-based organizations designed to ensure community stewardship of land. They are used primarily to ensure long-term housing affordability. To do so, the trust acquires land and maintains ownership of it permanently. With prospective homeowners, it enters into a long-term, renewable lease instead of a traditional sale. When the homeowner sells, the family earns only a portion of the increased property value. The remainder is kept by the trust, preserving the affordability for future low- to moderate-income families.

Community Preservation Act. Chapter 44B. G.L. c. 44B (2000 Mass. Acts 267) allows communities to establish a Community Preservation Fund for open space, historic preservation, and community housing by imposing a surcharge of up to 3 percent on local property tax bills. The state provides matching funds (or a partial match) from the Community Preservation Trust Fund, generated from Registry of Deeds fees.

Comprehensive Permit. The unified permit authorized by Chapter 40B for affordable housing development.

Department of Housing and Community Development (DHCD). The state's lead housing agency, originally known as the Department of Community Affairs (DCA). DHCD oversees state-funded public housing and administers rental assistance programs, the state allocation of CDBG and HOME funds, various state-funded affordable housing development programs, and the Community Services Block Grant (CSBG) Program. DHCD also oversees the administration of Chapter 40B.

Extremely Low-Income Household. A household income at or below 30 percent of AMI. (In some housing programs, a household with income at or below 30 percent of AMI is called very low income.)

Fair Housing Act (Federal). Established under Title VII of the 1968 Civil Rights Act, the federal Fair Housing Act prohibits discrimination in the sale, rental, and financing of dwellings,



and in other housing-related transactions, based on race, color, national origin, religion, sex, familial status (including children under the age of 18 living with parents or legal custodians, pregnant women, and people securing custody of children under the age of 18), sexual orientation, gender identity, and disability.

Fair Housing Law, Massachusetts. G.L. c. 151B (1946), the state Fair Housing Act prohibits housing discrimination on the basis of race, color religious creed, national origin, sex, sexual orientation, age, children, ancestry, marital status, veteran history, public assistance reciprocity, or physical or mental disability.

Fair Market Rent (FMR). A mechanism used by HUD to control costs in the Section 8 rental assistance program. HUD sets FMRs annually for metropolitan and non-metropolitan housing market areas. The FMR is the 40th percentile of gross rents for typical, non-substandard rental units occupied by recent movers in a local housing market. (See 24 CFR 888.)

Family. Under the Federal Fair Housing Act (FFHA), family includes any of the following:

- (1) A single person, who may be an elderly person, displaced person, disabled person, near-elderly person, or any other single person; or
- (2) A group of persons residing together, and such group includes, but is not limited to:
  - (a) A family with or without children (a child who is temporarily away from the home because of placement in foster care is considered a member of the family);
  - (b) An elderly family;
  - (c) A near-elderly family;
  - (d) A disabled family;
  - (e) A displaced family; and
  - (f) The remaining members of a tenant family.

Gross Rent. Gross rent is the sum of the rent paid to the owner (“contract rent”) plus any utility costs incurred by the tenant. Utilities include electricity, gas, water and sewer, and trash removal services but not telephone service. If the owner pays for all utilities, then gross rent equals the rent paid to the owner.

Group Home. A type of congregate housing for people with disabilities; usually a single-family home.

Household. One or more people forming a single housekeeping unit and occupying the same housing unit. (See definition of Family)



Housing Appeals Committee (HAC). A five-member body that adjudicates disputes under Chapter 40B. Three members are appointed by the Director of DHCD, one of whom must be a DHCD employee. The governor appoints the other two members, one of whom must be a city councilor and the other, a selectman.

Housing Authority. Authorized under G.L. 121B, a public agency that develops and operates rental housing for extremely low-income and very-low-income households.

Housing Cost, Monthly. For homeowners, monthly housing cost is the sum of principal and interest payments, property taxes, and insurance, and where applicable, homeowners association or condominium fees. For renters, monthly housing cost includes rent and basic utilities (oil/gas, electricity).

HUD. See U.S. Department of Housing and Urban Development.

Inclusionary Zoning. A zoning ordinance or bylaw that encourages or requires developers to build affordable housing in their developments or provide a comparable public benefit, such as providing affordable units in other locations ("off-site units") or paying fees in lieu of units to an affordable housing trust fund.

Infill Development. Construction on vacant lots or underutilized land in established neighborhoods and commercial centers.

Labor Force. The civilian non-institutionalized population 16 years and over, either employed or looking for work.

Labor Force Participation Rate. The percentage of the civilian non-institutionalized population 16 years and over that is in the labor force.

Local Initiative Program (LIP). A program administered by DHCD that encourages communities to create Chapter 40B-eligible housing without a comprehensive permit, e.g., through inclusionary zoning, purchase price buydowns, a Chapter 40R overlay district, and so forth. LIP grew out of recommendations from the Special Commission Relative to the Implementation of Low- or Moderate-Income Housing Provisions in 1989. The Commission prepared a comprehensive assessment of Chapter 40B and recommended new, more flexible ways to create affordable housing without dependence on financial subsidies.

Low-Income Household. As used in the terminology of Chapter 40B and DHCD's Chapter 40B Regulations, low income means a household income at or below 50 percent of AMI. It includes the HUD household income group known as very low income.

Low or Moderate Income. As used in Chapter 40B, low or moderate income is a household that meets the income test of a state or federal housing subsidy program. Massachusetts follows the same standard as the rest of the nation, which is that "subsidized" or low- or moderate-income housing means housing for people with incomes at or below 80 percent of the applicable AMI.



Massachusetts Housing Partnership (MHP). A public non-profit affordable housing organization established by the legislature in 1985. MHP provides technical assistance to cities and towns, permanent financing for rental housing, and mortgage assistance for first-time homebuyers.

MassHousing. A quasi-public state agency that provides financing for affordable housing.

Mixed-Income Development. A residential development that includes market-rate and affordable housing.

Mixed-Use Development. A development with more than one use on a single lot. The uses may be contained within a single building ("vertical mixed use") or divided among two or more buildings ("horizontal mixed use").

Moderate-Income Household. As used in the terminology of Chapter 40B and DHCD's Chapter 40B Regulations, moderate income means a household income between 51 and 80 percent of AMI. (In some federal housing programs, a household with income between 51 and 80 percent of AMI is called low income.)

Non-Family Household. A term the Census Bureau uses to describe households composed of single people living alone or multiple unrelated people sharing a housing unit.

Overlay District. A zoning district that covers all or portions of basic use districts and imposes additional (more restrictive) requirements or offers additional (less restrictive) opportunities for the use of land.

Regulatory Agreement. An affordable housing restriction, recorded with the Registry of Deeds or the Land Court, outlining the developer's responsibilities and rights

Section 8. A HUD-administered rental assistance program that subsidizes "mobile" certificates and vouchers to help very-low and low-income households pay for private housing. Tenants pay 30 percent (sometimes as high as 40 percent) of their income for rent and basic utilities, and the Section 8 subsidy pays the balance of the rent. Section 8 also can be used as a subsidy for eligible rental developments, known as Section 8 Project-Based Vouchers (PBV), which are not "mobile" because they are attached to specific units.

Single Room Occupancy (SRO). A building that includes single rooms for occupancy by individuals and usually includes common cooking and bathroom facilities shared by the occupants.

Subsidized Housing Inventory (SHI). A list of housing units that "count" toward a community's 10 percent statutory minimum under Chapter 40B.

SHI-Eligible Unit. A housing unit that DHCD finds eligible for the Subsidized Housing Inventory because its affordability is secured by a long-term use restriction and the unit is made available to low- or moderate-income households through an approved affirmative marketing plan.





**Subsidy.** Financial or other assistance to make housing affordable to low- or moderate-income people.

**Sustainability.** To create and maintain conditions under which people and nature can exist in productive harmony while fulfilling the social, economic and other requirements of present and future generations. For housing, sustainability requires an equity framework that includes affirmative measures to provide greater energy-efficiency and healthy housing, to connect housing to jobs, to improve access to affordable transportation, and to enhance educational opportunity.

**Typical, Non-standard Rental Units.** A term that defines the types of rental units that HUD includes and excludes in establishing the FMR for each housing market area. The term excludes: public housing units, rental units built in the last two years, rental units with housing quality problems, seasonal rentals, and rental units on ten or more acres.

**U.S. Department of Housing and Urban Development (HUD).** The lead federal agency for financing affordable housing development and administering the Fair Housing Act.

**Very Low Income.** See Extremely Low Income.

**Workforce.** People who work or who are available for work, either in a defined geographic area or a specific industry.

**Workforce Housing.** There is no single industry standard that defines “workforce housing.” HUD defines it as housing affordable to households earning between 80 and 120 percent of AMI. The Urban Land Institute has traditionally used the term “workforce housing” to describe units affordable to households with incomes between 60 and 100 percent AMI. By contrast, MassHousing defines “workforce housing” as housing affordable to individuals and families with incomes of 61 percent to 120 percent of AMI. In general, workforce housing is housing for people who work in a community and the pricing methodology should account for wages paid by local employers.



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# APPENDIX B. AFFIRMATIVE MARKETING REQUIREMENTS

## Affirmative Fair Housing Marketing and Resident Selection Plan (AFHMP) Key Review Points

City/Town: _____	Reviewer: _____	
Project Name: _____	Date of Review: _____	
Address: _____		
RENTAL <input type="checkbox"/>	OWNERSHIP <input type="checkbox"/>	BOTH <input type="checkbox"/>

*Note:* The checklist below is intended to assist with AFHMP review but does not replace the requirements of the DHCD AFHMP guidelines, available at <http://www.mass.gov/hed/docs/dhcd/hd/fair/afhmp.pdf> (See also section III of the DHCD Comprehensive Permit Guidelines at <http://www.mass.gov/hed/docs/dhcd/legal/comprehensivepermitguidelines.pdf> ). The AFHMP guidelines must be consulted in their entirety.

### DEVELOPER/CONTRACTOR INFORMATION:

Are the developer staff and contractor qualifications consistent with the Guidelines?

- YES
- NO

Did developer/contractor representative(s) certify that the AFHMP is consistent with the Guidelines?

- YES
- NO

### MARKETING:

Will the application period run for at least 60 days?

- YES
- NO

Will advertisements be placed in local and regional newspapers?

- YES
- NO

If YES, which newspapers: \_\_\_\_\_



Will advertisements be placed in newspapers that serve minority groups and other protected classes?

YES

NO

If YES, which newspapers: \_\_\_\_\_

Will advertisements run at least two times over a 60-day period?

YES

NO

Are sample ads included?

YES

NO

Is marketing comparable in local, regional and minority newspapers:

YES

NO

If NO, explain: \_\_\_\_\_

Are outreach notices to be sent to local fair housing commissions?

YES

NO

To other local/regional religious institutions, housing authorities, social service agencies, nonprofits, etc?

YES

NO

If YES, where: \_\_\_\_\_

Is the outreach appropriate to the type of housing proposed (e.g., marketing to senior centers for elderly housing)?

YES

NO

Explain:

Are applications made available at public, wheelchair accessible locations including one that has some night hours?

YES

NO



Does the advertisement and other marketing include a telephone number, including a TTY/TTD phone number, to call to request an application via mail?

- YES
- NO

Does the advertisement and other marketing indicate that applications may be submitted by mail, fax, or e-mail?

- YES
- NO

Does marketing include non-English publications?

- YES
- NO

If YES, which languages:

What is the basis for determining the languages? Explain: Will available Metro Boston Area affordable units be reported to Metrolist?

- YES
- NO

Will available affordable and available accessible units be listed with MassAccess (CHAPA's Housing Registry)?

- YES
- NO

Will available affordable ownership units be listed with MassAccess?

- YES
- NO

Will available affordable ownership units be listed with MAHA's lottery website?

- YES
- NO

Are Fair Housing logo and slogan included in all marketing materials?

- YES
- NO





Do applicant materials include a statement of the housing provider's obligation to not discriminate in the selection of applicants?

- YES
- NO

Does the advertisement and other marketing include a telephone number, including a TTY/TTD phone number, to call to request an application via mail?

- YES
- NO

Do applicant materials include a statement of the housing provider's obligation to not discriminate in the selection of applicants?

- YES
- NO

Do applicant materials state that persons with disabilities may request reasonable accommodations in rules, policies, practices or services or reasonable modifications in the housing?

- YES
- NO

Do informational materials provide notice of free language assistance to applicants, translated or to be translated into the languages of LEP populations anticipated to apply?

- YES
- NO

Do applicant materials state that persons with disabilities may request reasonable accommodations in rules, policies, practices or services or reasonable modifications in the housing?

- YES
- NO

Does marketing refrain from describing characteristics of desirable applicants/residents (e.g., "for four persons only", "active lifestyle community," "empty nesters")?

- YES
- NO

If NO, explain:

Does marketing convey unlawful preferences or limitations (e.g., only white models)?

- YES
- NO

If YES, explain:



Does marketing include reference to local residency preferences?

- YES [Not permitted]
- NO

Does marketing indicate resident selection by lottery or other random selection procedure?

- YES
- NO

**RESIDENT SELECTION:**

Are copies of a sample application and information packets for potential applicants included and acceptable?

- YES
- NO

Are info sessions scheduled to allow for maximum opportunity to attend (i.e., evenings, weekends, accessible location)?

- YES
- NO

Are the eligibility criteria consistent with the Guidelines? YES NO

Is resident selection based on a lottery?

- YES
- NO

If NO, is it based on a fair and equitable procedure (i.e., not “first come, first served”) approved by the subsidizing agency?

- YES
- NO

Explain:

If a lottery to be utilized, will the lottery be held at a public, wheelchair accessible location?

- YES
- NO

Are the lottery procedures consistent with the Guidelines?

- YES
- NO



Is the community choosing to implement a local selection preference?

YES

NO

If YES, is the need for the local preference demonstrated consistent with the Guidelines? YES NO

Explain:

[NOTE: 70% local preference is maximum permitted, but percentage must be justified based on documented local need]

Does the demonstrated need correspond to the housing type and eligibility criteria of the project? (e.g., wait list at another rental development used to demonstrate need is for apartments to be rented at similar rents and for residents at similar income levels)

YES

NO

Explain:

Are all the proposed preference types consistent with the Guidelines?

YES

NO

Are the geographic boundaries of the local preference area smaller than the municipal boundaries?

YES

NO

[NOTE: not permitted]

Does the AFHMP include efforts to address potential discriminatory effects of a local selection preference (e.g., will minority applicants be moved into the local selection pool to ensure it reflects the racial/ethnic balance of the region and/or other efforts consistent with the Guidelines)?

YES

NO

Explain:

Is the working preference the only local preference?

YES

NO

If YES, are persons with disabilities and/or 62 years of age or older that live in the community given the benefit of the preference?

YES

NO

Are there durational requirements for living or working in the community?

YES Not permitted]



NO

Are local preference units subject to different or more beneficial terms (e.g., reduced prices) than other affordable units?

YES

NO

If YES, explain:

Are household size restrictions and preferences consistent with the Guidelines?

YES

NO

Does the AFHMP provide persons with disabilities in need of accessible units first preference for such units?

YES

NO

Does the AFHMP address adaptable units consistent with the Guidelines?

YES

NO

Does the AFHMP provide for criminal background checks consistent with the Guidelines (e.g., not imposed prior to the lottery and consistent with DHCD model CORI policy)?

YES

NO

Does the AFHMP require any deposits or fees to be paid? YES/NO If YES, are they consistent with the Guidelines?

YES

NO

**WAIT LISTS**

After the lottery, are households that are not awarded a unit placed on a wait list in the order that they were drawn from the general pool?

YES

NO

For rental projects, is the procedure for ordering new applicants upon re-opening of the wait list based upon a random selection procedure after a minimum application period of no less than 10 business days?

YES

NO

If NO, explain:



Is there a procedure for wait lists that do not close, and does it address persons with disabilities consistent with the Guidelines?

YES

NO

Explain:

Does the ongoing affirmative and general marketing/outreach materials provide explicit notice of the availability of reasonable accommodations in the application process and a corresponding telephone number?

YES

NO

For ownership projects, does the AFHMP include a method for ensuring continued compliance w/ the Guidelines upon resale?

YES

NO

**OVERALL COMMENTS:**





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## Town of Wayland Housing Organizational Structure

### **Purpose of Project**

This report provides a summary of the respective roles and responsibilities of existing housing-related entities in Wayland, also noting where there is some lack of clarity, confusion or duplication of functions. It is important that the Board of Selectmen not only relies on a clear and viable framework for implementing its local housing agenda, but also integrates the administrative capacity for coordinating the actual work. Planning for and establishment of an organizational structure to promote affordable housing are the responsibilities of the Board of Selectmen and Town Meeting acting under any requirements of the Town Code and state law. This report further makes recommendations to enhance the Town's organizational capacity to promote affordable housing, building on the accomplishments to date such as the production of 200 affordable units, including the well-recognized Oxbow development; adoption of CPA and inclusionary zoning; and establishment of the Affordable Housing Trust for example.

### **Existing Organizational Structure**

It is clear that the Town of Wayland has a cadre of extremely dedicated and knowledgeable volunteers to advocate and pursue affordable housing opportunities. Quite a few of these local leaders serve on multiple housing boards, others bring meaningful professional expertise to their roles in the community, and still others are drawn to housing because of their belief in social justice and interest in serving the community. The Town is also fortunate to have committed and experienced staff to support housing work as well as funding to bring on additional capacity.

It appears that there is a general community inclination towards collegial decision-making with respect to housing among multiple entities. This orientation is suggested by the participation of any number of housing advocates among several boards beyond the focus on just one, and the formation of what has been called the Joint Affordable Housing Committee which has been creating a context which promotes coordination and communication regarding housing activities among boards. The Joint Affordable Housing Committee, however, is not a formal committee but scheduled joint meetings of several local entities with some role in affordable housing.

However, the existence of multiple housing entities, each with input into housing issues, can also complicate and confuse actual decision-making, raising the question of who's really in charge of what? There has been a desire to "stay on the same page" instead of working in cross purposes, although because so many are asked to weigh-in on housing activities, it is not surprising that consensus is not always possible. While this approach is preferable to the dynamic in other communities where municipal boards become silos for decision-making with little cross communication, the push towards broad community support can also blur distinctions among entities and challenge the political process. This is particularly tricky when there is no general alignment on basic local housing goals and priorities with so many organizations responsible for furthering the Town's unclear housing agenda.

For a relatively small community, the Town can count more than a dozen entities that have some role in local housing issues as described below.

- **Board of Selectmen/Town Administrator**

Primary Role: Manager of local government

As detailed in the Board of Selectmen's Mission Statement, the "Wayland Board of Selectmen has broad authority over matters not delegated by statutes or bylaw to another town government entity. The Board of Selectmen, through the Town Administrator, is responsible for operations of several departments and activities, including building, facilities management, police, fire, finance, treasurer, legal matters, disposition of real property, human resources, and collective bargaining matters," and is advised by other appointed committees. While Town Meeting holds the ultimate authority for local budgets and regulatory changes, it is the Board of Selectmen that is responsible for day to day decisions regarding authorized responsibilities and what is ultimately included in the Warrant Articles for Town Meeting. This authority includes sign-off on resources and regulations with respect to housing.

*The Board of Selectmen can be considered to "call the shots" with guidance from Town departments, boards and committees. Also, other governmental entities, such as the state, typically direct their correspondence to the Board of Selectmen/Town Administrator who in turn needs to have a clear idea as to where to delegate responsibility for further action.*

With respect to affordable housing, the Board of Selectmen have the following primary functions:

- Ultimately to insure that all laws, regulations, guidelines, etc. are followed by the Town in regard to any locally-permitted housing development or governmentally-funded activity;
- To insure that all affordable housing units are preserved as affordable, continuing to meet all government requirements;
- To hire and supervise all staff and consultants involved in coordinating the implementation of the local housing agenda including planning, monitoring and other staffing responsibilities;
- To provide municipal input with respect to state inquiries regarding the appropriateness of Chapter 40B applications as input into state project eligibility determinations, considering recommendations from the Housing Partnership;
- In addition to the Planning Board, to approve the Housing Production Plan; and
- To authorize the inclusion of items in the Warrant Articles for Town Meeting approval including zoning changes, the conveyance of Town-owned property, or the allocation of subsidies related to affordable housing.

It is also important for the Board of Selectmen to have a clear understanding as to the authority and mission of each housing-related entity and then to consider recommendations from these entities with respect to their particular roles as identified below.

- **Housing Partnership**

Primary Role: Housing policy maker and preliminary negotiating entity on affordable housing proposals

The Wayland Housing Partnership was established in 1984 primarily to review Chapter 40B proposals. As outlined in its Mission Statement, the Housing Partnership has been delegated two (2) major responsibilities that include:

- Acting as the Town's initial contact with developers of proposed affordable residential housing projects that are site-specific and for which the developer has indicated an intention to request an increase in the allowed density or other variances in return for said provision of affordable housing.
- Initiate action intended to create affordable residential housing projects consistent with Town policy.

In fulfillment of these basic responsibilities, the Partnership is to provide specific preliminary recommendations and conclusions to a number of specified boards (Board of Selectmen, Town Administrator, Housing Authority, Zoning Board of Appeals, Planning Board, Conservation Commission, and other applicable Town boards, commissions and committees) and receive comments. Following this review process, the Partnership is directed to issue specific recommendations to the Board of Selectmen for action.

The Board of Selectmen expanded the Partnership's role in 2004, charging them with leading and supporting efforts to address housing needs and recommending procedures for the implementation of local housing policy. These broadened responsibilities include:

- Develop affordable housing action plans based on housing needs studies;
- Establish criteria to evaluate affordable housing proposals;
- Make recommendations on the pros and cons of particular housing proposals;
- Identify local, state and federal housing resources to further development;
- Locate available land suitable for development;
- Review land use regulations and zoning bylaws;
- Work with developers of affordable housing (does not specify how); and
- Increase public awareness through forums and other public events.

*These additional duties suggest that the Housing Partnership should be leading the local charge on housing planning and community education in addition to weighing in on any housing development proposals and new regulations.*

- ***Affordable Housing Trust***

Primary Role: Fiscal manager of Housing Trust Fund

The state enacted the Municipal Affordable Housing Trust Fund Act on June 7, 2005, which simplified the process of establishing funds that are dedicated to subsidizing affordable housing. The law provides guidelines on what trusts can do and allows communities to collect funds for housing, segregate them out of the general budget into an affordable housing trust fund, and use these funds without going back to Town Meeting for approval. It also enables trusts to own and manage real estate, not just receive and disburse funds.

Unlike the approved bylaws or Declaration of Trust of most Housing Trusts, the Wayland Housing Trust is restricted to purchasing or developing no more than two (2) dwelling units without the approval of the Board of Selectmen and Planning Board. The Trust nevertheless has almost \$1 million in its Housing Trust Fund and is in the process of trying to establish priorities



for its investment. Some of this discussion is part of Joint Affordable Housing Committee deliberations and should ultimately be reflected in the HPP.

*While the Housing Trust envisions being more than a bank, it will be important to clarify any responsibilities beyond the investment of Housing Trust Funds with those of the Housing Partnership to avoid confusion and duplication of efforts.*

- **Wayland Housing Authority (WHA)**

Primary Role: Property owner and manager of subsidized housing, including rental subsidies

The Wayland Housing Authority (WHA) is a quasi-public agency that was established by the state and Town of Wayland to produce housing that is affordable to low- and moderate-income residents, authorized as a public authority under Massachusetts General Laws Chapter 121B. Since 1970 WHA has been the most active producer and manager of affordable housing in the community with an important inventory of 137 public housing units (112 units for seniors and younger persons with disabilities and an additional 25 scattered-site units for families), representing more than two-thirds of the Town's current Subsidized Housing Inventory (SHI). WHA also administers 78 Section 8 Housing Choice Vouchers,<sup>1</sup> manages the Family Self Sufficiency Program (helps tenants receiving federal rental assistance to move to economic independence), and coordinates other activities such as affordable housing monitoring.

In 1994, WHA created a non-profit subsidiary organization, Wayland Housing Associates, Inc. (WHA), to develop small-scale housing opportunities. Projects included two (2) affordable units on Millbrook Road and another on Plain Road that WHA continues to manage as rentals.

*Besides its oversight of public housing and rental assistance, it will be important to differentiate WHA responsibility for any affordable housing-related activity vis a vis the Housing Partnership and Housing Trust.*

- **Community Preservation Committee (CPC)**

Primary Role: Local funder

The Town adopted the Community Preservation Act (CPA) in 2002, which has been an important local resource for supporting affordable housing in addition to open space preservation, some recreational activities, and historic preservation. At least 10% of the annual CPA allocation, including the local surcharge and state matching funds, must be committed to community housing initiatives. About 29% of CPA funds, or about \$1.75 million, has been directed to housing thus far, including \$1.5 million for the Oxbow development and the remaining amount to a range of other housing activities. *The Community Preservation Committee's primary role is that of local funder and as such plays a pivotal role in making recommendations to the Board of Selectmen and ultimately Town Meeting on what housing initiatives get funded and at what amounts.*

- **Planning Board**

Primary Role: Regulatory oversight

The Planning Board is the permitting body for housing (and other) development. It provides approvals for subdivisions and plans that conform to zoning. It works to protect, and where

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<sup>1</sup> Section 8 rental assistance is only eligible for inclusion in the Subsidized Housing Inventory (SHI) if it is project-based as part of a particular development and thus mobile vouchers cannot be counted.

possible, enhance local natural resources and preserve the quality of life for the citizens of Wayland.

The state directs planning boards to develop master plans that, among a variety of components, should include a housing element, which “identifies and analyzes existing and forecasted housing needs and objectives including programs for the preservation, improvement and development of housing. This element shall identify policies and strategies to provide a balance of local housing opportunities for all citizens.”<sup>2</sup>

The Planning Board takes the lead as Special Permit Granting Authority to issue special permits and conduct site plan review as regulated in Wayland’s Zoning Bylaw. This includes affordable housing projects that involve special zoning (not Chapter 40B), such as the River’s Edge development where a special overlay district was created, or those processed through the inclusionary zoning bylaw for example.

*Besides being responsible for any zoning that involves affordable housing, the Planning Board, along with the Board of Selectmen, is responsible for approving the Housing Production Plan before it can be submitted to DHCD for state approval and for also approving Housing Trust projects that involve more than two units.*

- **Zoning Board of Appeals**

Primary Role: Permitting agent

The ZBA provides permits for a substitution, an extension or alteration to an existing building, whether conforming or non-conforming. It also considers and grants special permits, including *comprehensive permits under Chapter 40B.*<sup>3</sup>

- **River’s Edge Advisory Committee**

Primary Role: Advisors to the Board of Selectmen on a Town-sponsored development

The River’s Edge Advisory Committee was created to provide guidance to the Town of Wayland on the development of the River’s Edge project, a Town-sponsored development. Members of the Committee include a representative from the Board of Selectmen, Finance Committee, Economic Development Committee (EDC), Department of Public Works, Planning Board, Design Review Board, the Housing Partnership, and two at-large members.

The EDC initially identified the site, which is owned by the Town, in an effort to support the Town’s economic development agenda that included the benefits of selling the land, increasing the tax base, and diversifying the housing stock by providing market rentals that are needed in the community as well as some affordable housing. The Committee also prepared special zoning that established the parameters of the development, with staff support from the Town Planner and the services of a consultant. Because 25% of the units will be affordable and included in the state’s Local Initiative Program (LIP) as Local Action Units (LAUs), all units will count as part of the Subsidized Housing Inventory, likely doubling the percentage of affordable housing from 4% to 7.9%. The Town issued an RFP in May and received several responses which

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<sup>2</sup> Background Information for January 20, 2015 Wayland, MA Meeting on Housing, Compiled by Rachel G. Bratt, Chair, Wayland Housing Partnership (with input and assistance from: Mary Antes, Brian Boggia, Sarkis Sarkissian, Gretchen Schuler, Colleen Sheehan, Susan Weinstein).

<sup>3</sup> Ibid.

the Advisory Committee is currently reviewing. *While there is a precedence for such an advisory committee in Wayland, as one was established for the former NIKE site, most communities use existing committees to oversee Town-sponsored development, most likely the Housing Trust in the case of Wayland's current organizational structure despite the project's initiation under the EDC.*

- ***Joint Affordable Housing Committee***

Primary Role: Convener on affordable housing issues

The Joint Affordable Housing Committee was convened in late 2015 to provide a forum for representatives of various housing entities – including the Housing Partnership, Planning Board, Housing Trust and Housing Authority – to discuss and come to some agreement regarding key housing issues. Members were divided into three (3) working groups, each with a designated staff person, including:

- Visions group (chaired by Kathleen Provost of WHA)
- Monitoring group (chaired by Brian Boggia of WHA)
- Zoning group (chaired by Sarki Sarkissian, Town Planner)

There have subsequently been several meetings with each group about ready to issue a paper providing the results of their discussion for review and comment by the whole group. It is anticipated that these papers will provide the context for actions to be taken during the next several years involving affordable housing.

*The Joint Affordable Housing Committee is not a formal committee but should be considered a Housing Summit or Forum that provides opportunities for the various housing entities to have input into local housing policy. The members plan to hold two (2) of these meetings each year as a forum for discussion of housing issues as they arise, including implementation efforts of the Housing Production Plan.*

- ***Assessors***

Primary Role: Assessment of property taxes

While the Town Assessor's Office is not typically directly involved in affordable housing issues, it is nevertheless tangentially involved by *assessing affordable housing units properly and following specific Affordable Housing Restrictions*. This is particularly important when affordable units initially come on to the tax rolls and upon any turnover of ownership. Several problems have arisen recently, and it is important for the Assessor's Office to have a clear understanding of where to go for technical support.

- ***Wayland Real Asset Planning (WRAP) Committee***

Primary Role: Research and analysis of municipal properties and long-range Town needs

The WRAP Committee has been "developing an accurate GIS inventory of all Town-owned parcels identifying custodial entity, size, deed and/or land restrictions, current uses, and other critical information."<sup>4</sup> They have focused on the largest/most significant parcels and have held a couple of community forums to obtain local input. The Committee is particularly focused on municipal facility needs and expects to provide important input into long-range planning for the use of Town-owned property, working across stakeholder departments. *It should be noted that the missions of both the Housing Partnership and Housing Trust include identifying development*

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<sup>4</sup> WRAP Committee presentation at the Community Forums, May 11 and 16, 2016.



*opportunities, and housing uses of municipal property should be prominent on the WRAP Committee's radar.*

- ***Fair Housing Committee***

Wayland established a Fair Housing Committee to promote equal and fair housing in Wayland regardless of race, color, age, sex, religion, national origin, sexual orientation, veteran status, disability, welfare status, or children. The Committee was also charged with oversight of any discrimination complaints. The HPP has the Housing Partnership assuming these responsibilities.

- ***Wayland Council on Aging***

The Wayland Council on Aging provides a wide range of services to support the needs of the community's seniors, helping them remain active and independent. While not a housing entity, the Council on Aging provides important information and referrals to older adults in Wayland related to housing.

### **Major Recommendations**

The following recommendations, based largely on written materials, interviews and the experience of other communities, are offered to build the Town's capacity to move its housing agenda forward:

#### ***Clarify housing responsibilities for BOS/Town Administrator delegation***

As noted above, the Board of Selectmen, as staffed by the Town Administrator, ultimately bears the burden for insuring that all laws, regulations, guidelines, etc. are followed by the municipality in regard to any locally-permitted housing development or governmentally-funded housing activity. As such, it is essential that there be clear direction on housing issues that flow in and out of Board of Selectmen/Town Administrator's oversight. For example, it is important for the Board of Selectmen/Town Administrator to receive annual reports from Monitoring Agents on the continued affordability of SHI units. Similarly, when a subsidizing agency (DHCD, MassHousing, etc.) reaches out to the municipality, it is usually directed to the Board of Selectmen/Town Administrator. Obtaining comments related to a Chapter 40B application for project eligibility or the biennial review of the Subsidized Housing Inventory (SHI) are just two examples.

It will be important for the Town Administrator to know where to officially delegate the oversight and coordination of these and other housing issues as they arise. Certainly the recommendation of bringing on additional professional support for housing functions would help considerably in this regard.

#### ***Better define respective responsibilities of housing entities***

The purposes of the Wayland Housing Trust and Housing Authority both specify "providing housing for low- and moderate-income households" with the Housing Partnership just a bit more general as "working with the community to lead and support efforts to meet the affordable housing needs of the Town." What are each specifically charged with to accomplish these missions?

First and perhaps easiest to address is the *Wayland Housing Authority*. As noted above, the WHA is effectively affiliated with the state and is not technically a part of local government. Given its long-standing position in housing for almost a half century, it has generally been considered the "go to" entity

when housing issues arise. This is likely due to the fact that it has professional staff available to address questions as they arise.

The Authority stepped outside of the typical public housing realm by creating a non-profit organization, the Wayland Housing Associates, Inc. (WHA) to develop some small-scale housing opportunities. Moreover, as mentioned above, the WHA also manages rental vouchers and special programs, including the monitoring of affordability restrictions for a number of projects. This report recommends formalizing these monitoring functions for all developments (see below).

The next issue is to clarify the responsibilities of the Housing Partnership and Housing Trust, attempting to limit duplication in their respective charges. A review of their missions, as summarized above, and the responsibilities outlined in the HPP suggest some confusion about who's in charge of what.

While the *Housing Trust* is interested in expanding its role beyond that of fiscal agent for the Affordable Housing Trust Fund, the list of powers, as approved by Town Meeting in 2014, limits its role to those included in MGL Chapter 44, Section 55C, largely involving accepting funds from various sources such as private donations, developer payments, and Community Preservation Funds, to be utilized for affordable housing. As noted above, Town Meeting approval actually eclipsed some of the powers included in MGL Chapter 44, Section 55C by limiting purchase and/or development to no more than two (2) units at a time unless the Trust receives Board of Selectmen and Planning Board approval. This may not be much of a constraint if the Housing Trust acknowledges that the most effective and efficient way for localities to promote affordable housing, besides local zoning, is to work in partnership with developers who can take advantage of economies of scale and leverage other public and private funding to maximize project affordability. The local Housing Trust effectively becomes a "gap filler" in this scenario, providing the final resource that makes the development feasible. For example, this was accomplished with CPA funding in the case of the successful Oxbow project.

The buy-down approach of acquiring one or two properties is particularly challenging in communities with high property values that widen the affordability gap beyond even \$300,000 per unit when you add in needed improvements and other soft costs. The community should question whether this amount of per unit subsidy and associated administrative burden reflects sound housing policy.

As an alternative, the Housing Trust could also invest in a Housing Rehabilitation Program or Emergency/Small Grants Program that could address some likely unmet local housing needs on a much more reasonable amount per unit for qualifying households. Another option might be a Rental Assistance Program that mimics the Section 8 Program. There are many good community models available on which to base such programs, and still the current funding available in the Housing Trust is significantly more than what would be needed for each of these initiatives.

The HPP has the Housing Trust taking the lead on a number of strategies that are included in the charge of the Housing Partnership's and typically under the purview of Housing Partnerships. These include actions to promote community outreach and education (website and Resource Manual) as well as identifying land that might be suitable for development which overlaps a major element of the Housing Trust's mission as mentioned above.

To add some further confusion, the HPP also indicates that the Planning Board should take the lead in preparing local 40B guidelines and a standard practice for LIP "friendly 40B" projects. In these cases the lead entity should be the Housing Partnership which has been formally charged with *the initial review of*



development proposals that involve affordable housing, including Chapter 40B projects. It would also be useful for the Housing Partnership to touch base with the Zoning Board of Appeals, the actual permitting entity for 40B's, when developing these guidelines and protocols.

### Specific Recommendations

#### *WHA*

Except for those functions for which WHA is specifically responsible, the Town should rely solely on housing recommendations that emanate from its municipal housing entities, the Housing Partnership and Housing Trust, both of which have important WHA representation.

#### *Housing Partnership and Housing Trust*

This report provides several options for reducing confusion between Housing Partnership and Housing Trust responsibilities including:

- Option 1: Status Quo

The Town could maintain the long-standing responsibilities of the Housing Partnership, holding the Partnership accountable for fulfilling them. In order to this, the Partnership must continue to attract members who will be able to make important contributions and bring on professional support to build its capacity (see separate recommendation below).

The Housing Trust would then focus its efforts on strategically investing its Housing Trust Fund to fulfill local goals and priorities, which should also be addressed in funding guidelines and an action plan to be adopted by the Trust. As with the Housing Partnership, this report highly recommends adding the support of a shared housing professional (see recommendation below) to enable the Trust to effectively fulfill its functions.

- Option 2: Adopt Bedford model over time

Wayland is well acquainted with the overlap of board members among its housing entities, and it might be useful over time to move towards an organizational model that was adopted in Bedford. This involves having a substantial overlap of members on both the Housing Partnership and Housing Trust with both entities meeting on the same evening. Both have separate agendas, and when the first meeting is adjourned the other is opened. This process has worked effectively in Bedford for more than 16 years. In Bedford's case, professional support to staff both entities is provided by the Regional Housing Services Office (RHSO) with a representative attending both meetings but not having to venture out to two separate meetings each month. Before bringing on RHSO, both Boards were staffed by a part-time housing consultant.

In Bedford, the division of responsibilities between the Housing Partnership and Housing Trust is fairly standard with the Housing Trust managing the Housing Trust Fund, in effect serving as a "housing bank"; and the Housing Partnership in charge of local advocacy, outreach and education, policy development, housing planning, and the review of development proposals. Because there is some overlap of development skills needed on both the Housing Partnership and Housing Trust (the Partnership in its review of development proposals and the Trust's work

with developers on housing development opportunities), this model with overlapping members has worked quite well on that score.

- **Option 3: Adopt Weston model over time**  
 Many communities have decided to maintain a single housing board or committee to oversee housing-related projects and issues, including the implementation of a Housing Production Plan. Some have found that it has been challenging to attract the necessary interest and expertise to two separate housing entities and have preferred to concentrate on developing the appropriate capacity on a single board, typically a Housing Trust that brings with it the advantage of a number of additional statutory powers (I often refer to them as Housing Partnerships on steroids). This Trust then serves as the single municipal entity responsible for housing. Other anticipated advantages of a single entity include greater accountability and improved coordination of housing activities.

The turnover of key Housing Partnership/Trust members in the future may present a compelling rationale to explore such a consolidation of entities in Wayland. The most important consideration is that the members have the requisite expertise and interest to make important contributions to an enhanced Housing Trust, even integrating key Housing Partnership members into the Trust. Important Housing Partnership activities such as advocacy, education, review of development proposals, etc. would be added to the charge of the Housing Trust.

As noted above, as the Housing Trust gains more experience in dealing with housing development projects, this expertise may duplicate that which is needed for the review of development proposals by the Housing Partnership. A single board would reduce this duplication of skill sets across boards.

Weston in fact decided to adopt a recommendation in its Housing Production Plan to fold the Housing Partnership and its responsibilities into an expanded Housing Trust that then becomes responsible for the oversight of affordable housing activities in town, particularly the implementation of the HPP. With approval from the Board of Selectmen, the Housing Partnership disbanded this past summer after several decades of excellent service to the Weston community.

The table below summarizes the organizational configurations for a number of communities in the area, ranging from no municipal housing entities in Dedham and Needham at this time to several entities in Lincoln. Most of the communities have a single entity, typically a Housing Trust or Housing Development Corporation.

**Housing Entities in Nearby Communities**

<b>Community</b>	<b>Housing Entity</b>
Acton	Acton Housing Development Corporation <sup>5</sup>
Bedford	Housing Partnership and Housing Trust with many

<sup>5</sup> The Acton Community Housing Corporation was created in 1996 by a home rule petition to serve as the Town’s initial contact with developers of affordable housing projects, providing early input on proposals and monitoring the affordability of units once produced. Other Housing Development Corporations were created as subsidiaries of public housing agencies (such as the Wayland Housing Development Corporation) or as a separate 501(c)(3) tax-exempt non-profit organization prior to the passage of the Municipal Affordable Housing Trust statute.

	overlapping members (the entities meet consecutively on the same date)
Belmont	Housing Trust
Carlisle	Housing Trust
Concord	Concord Housing Development Corporation
Dedham	Nothing besides the Housing Authority
Dover	Housing Partnership
Lexington	Housing Partnership and LexHAB (development entity)
Lincoln	Affordable Housing Coalition made up of Housing Commission, Housing Trust and Lincoln Foundation
Needham	Nothing besides the Housing Authority but considering a Housing Trust
Stow	Housing Trust with an Inactive Housing Partnership
Sudbury	Housing Trust
Wellesley	Housing Development Corporation
Weston	Housing Partnership recently disbanded and folded into the Housing Trust; also has an Elderly Housing Committee that owns and manages senior housing
Winchester	Housing Partnership

***Secure sufficient professional support***

If the Board of Selectmen expects to fulfill its duties in effectively complying with all laws, regulations, guidelines, etc. in regard to any locally-permitted housing development or governmentally-funded housing activities, it needs to bring on additional professional capacity and expertise. Moreover, assuming a more proactive role in promoting affordable housing and effectively implementing actions included in its Housing Production Plan or through deliberations of the Joint Affordable Housing Committee, will require increased professional support.

Both the Housing Partnership and Housing Trust would benefit considerably from the availability of a housing professional to staff their work. There has already been some precedence for hiring the Regional Housing Services Office (RHSO) on specific tasks including help in dealing with foreclosures on affordable homeownership units and recent problems related to deeds on Habitat units.

The Town Planner already has a full-time position staffing the Planning Board and has limited capacity to assume significant additional responsibilities although he has attempted to do so when called upon. Moreover, WHA staff persons have been immensely helpful in supporting Town housing activities but are unlikely to be able to do more without more formalized arrangements and compensation.

Those communities that have made notable progress in implementing their housing agendas have largely done so with ongoing professional support, however municipalities have handled this need differently as described below. Most of these communities are accessing CPA funding to support these positions, but Housing Trust Funds could also be used.

<b>Community Models for Securing Professional Expertise</b>
<ul style="list-style-type: none"> <li>The communities of Acton, Bedford, Burlington, Concord, Lexington, Sudbury, and Weston are collaborating through the operations of the Regional Housing Services Office (with Concord as the Host Community) to provide assistance in planning, permitting, monitoring, maintaining, and increasing their inventory of affordable housing.</li> </ul>



- Marshfield issued a Request for Proposals for a Housing Coordinator position and hired a full-time person and then split this position between two consultants.
- Bourne hired a part-time consultant and has increased the number of hours over the years as programs and responsibilities increased.
- Grafton has an Assistant Planner on board to assume many of these housing-related functions.
- Chatham has relied heavily on its effective Housing Authority for program support related to affordable housing.
- Needham brought on a part-time Housing Specialist as part of Planning and Community Development Department.

With input from the Housing Partnership and Housing Trust, the Board of Selectmen should develop a Scope of Services for a part-time housing consultant/housing coordinator and issue a Request for Proposals (RFP) to solicit interest from qualifying professionals or organizations to undertake these services. It should also be noted that other consultants could be brought on as needed to handle specific activities including environmental engineers for predevelopment work, appraisers, surveyors, lawyers, etc.

The Housing Coordinator position should report directly to the Town Administrator. Because the housing entities are accountable to the Board of Selectmen, it correspondingly makes sense that a housing position would be hired and under the supervision of the Town Administrator.

Some activities that might be included in the Scope of Services include:

- Staffs the Housing Trust and Housing Partnership;
- Provides HOME Program related tasks;
- Answers housing inquiries;
- Maintains a list of those to notify when affordable housing opportunities arise;
- Conducts marketing/lottery work;
- Reviews and submits reports regarding development proposals;
- Reviews affordable housing development documents;
- Coordinates new or modifies zoning related to affordable housing, working with the Town Planner;
- Oversees HPP implementation;
- Assists in the preparation of Requests for Proposals (RFP) for housing projects;
- Provides orientation to new housing-related board members;
- Performs community outreach and education, including the preparation of materials;
- Researches funding sources available to supplement local resources;
- Drafts criteria to evaluate affordable housing proposals;
- Organizes public forums and special events, including housing summits;
- Explores development opportunities; and
- Drafts funding guidelines and the action plan for the Housing Trust.

Monitoring functions could be included in this RFP or designated separately as discussed in the above recommendation, including these activities:

- Monitors Subsidized Housing Inventory (SHI), including identification of compliance violations;
- Prepares/oversees database of affordable units/deed riders; and

- Insures the receipt of all cost examinations upon completion of Chapter 40B projects as well as annual financial reports on all 40B rental projects and annual monitoring reports; reviewing and passing them on to the subsidizing agency and Board of Selectmen (officially the Town Administrator who will share the reports with the Housing Partnership and any dedicated staff/consultant).

### *Formalize monitoring functions*

The monitoring of the Subsidized Housing Inventory (SHI) is essential for preserving the existing supply of affordable units in town. While WHA has specific monitoring responsibilities for a number of developments in town, for which it conducts annual recertification of affordability, it has also been conducting the monitoring of other developments where the designated Monitoring Agent is not locally based (South Shore Housing, CHAPA and the Barnstable Housing Authority for example). They have been conducting this monitoring without an official designation and compensation.

This report recommends formalizing monitoring functions through the following process:

- *Conduct outreach to existing Monitoring Agents*  
The Board of Selectmen should send letters to the other identified Monitoring Agents (South Shore Housing, CHAPA, Barnstable Housing Authority, Habitat for Humanity, LDS Consulting Group) asking if they would consent to officially turning over their monitoring functions for Wayland developments to the WHA or another identified entity. They could agree to transfer just the annual recertification process and/or any potential refinancing and resale activity. These entities may want to hold onto the resale functions as they involve fees as a small percentage of the resale price. Nevertheless, the resale process is not high on many organizations' lists of favorite activities, and there may be some willingness to give up this function as well.
- *Approve compensation for monitoring functions*  
While Monitoring Agents receive a significant initial fee when they execute a Monitoring Services Agreement, additional fees are not typically forthcoming until resales arise. Consequently, annual monitoring activities typically go unfunded unless included as part of a job description for specified paid staff or a consultant. To additionally formalize these responsibilities, the Town should allocate funding through either CPA or Housing Trust Funds to compensate monitoring activities.
- *Issue a Request for Proposals (RFP)*  
The Board of Selectmen will need to prepare a Scope of Services detailing the work to be completed and issue a Request for Proposals (RFP) to satisfy Chapter 30B procurement requirements. This RFP could separately cover monitoring functions or be combined with the RFP for other professional housing services discussed in the above recommendation.
- *Obtain official Town approval and designation as Monitoring Agent*  
The selected Monitoring Agent from the RFP, should then seek official approval to assume these functions for the projects that officially designated a non-local Monitoring Agent. The Town of Needham went through this process a couple of years ago when the designated Monitoring Agents for a number of older Chapter 40B homeownership projects were either no longer operational or had little interest or capacity to fulfill these functions. The Town formally



sought approval from the Board of Selectmen to assume project monitoring with the Town Manager as point person. With this go-ahead the Zoning Board of Appeals was asked to approve amendments to the comprehensive permits, designating the Town, through the Town Manager or his/her designee, as Monitoring Agent. The Town also obtained approval from MassHousing where they were the designated Project Administrator which required that the person or firm assuming these responsibilities for the Town had appropriate experience/certification to conduct the monitoring. It will also be useful to execute a Monitoring Services Agreement with the designated Agent.

- *Monitor the monitors*

The Board of Selectmen should receive annual reports from the Monitoring Agents indicating when the monitoring occurred, project(s) involved, as well as any compliance issues. These reports should be for both ownership and rental developments. It is also important to insure that the Board of Selectmen receives the initial cost examination reports for Chapter 40B developments following project completion as well as annual financial reports for rental developments. Kudos to efforts that are currently underway in Wayland to obtain missing cost examinations for a couple of 40B developments! Nevertheless, the Board of Selectmen needs to have a formal process in place to regularly obtain all reports.

- *Engage legal help in enforcement*

There having been some compliance problems with respect to the deed restrictions, including owners of affordable units renting them out at market rates. When these owners continue to be in noncompliance after receiving warning letters about the problem, the Board of Selectmen should take legal action to enforce the deed riders. While this might involve costs, in line with the broken window theory, such action might ward off compliance problems with other units. Both CPA and Housing Trust funds could cover these legal expenses.

#### *Continue Joint Housing Meetings/Housing Summits*

The convening of all major local housing entities through the Joint Affordable Housing Committee has been a major step forward in focusing on housing issues in Wayland. While the term "Committee" has been applied, these meetings should instead be considered as "housing summits" or "housing forums". The term "Committee" further complicates Wayland's already confusing organizational structure for housing and perhaps misrepresents the intent of the meetings.

My work with communities typically includes a strong recommendation for these "housing summits" as a means for improving local communication and coordination among municipal entities that are involved in housing issues. I am therefore truly impressed by Wayland's efforts and interest in maintaining these meetings at least twice a year. As meetings continue, participants should consider the following recommendations:

- Rotate chairmanship among the four (4) leading participating entities to demonstrate equal participation and ownership in the proceedings and to minimize perceptions as a "Committee" meeting and more as a convening.
- Specify which entities are responsible for which actions as reports are issued for discussion and recommendations are made regarding policies and strategies.

- Try to reflect the results of the reports and outcomes of deliberations in the HPP as time allows, certainly in any revised HPP down the road (see recommendation below).
- Consider opening up the meeting to local residents and other local and regional stakeholders to obtain community input once a year or as a special meeting. Some communities have held housing summits that have included panel discussions of important housing issues, bringing in representatives from other towns and/or organizations. Other communities have brought in a guest speaker that attracted interest and visibility in the housing issue. Still others have had sponsored pot luck meals and then presented an update on the implementation of their HPP. Such meetings can also be helpful in providing a forum to present proposals on new housing initiatives, engaging the public in a context where all major housing entities participate.

***Consider Future Amendments to the Housing Production Plan (HPP)***

The Town recently submitted its Housing Production Plan to the state following local approvals by the Board of Selectmen and Planning Board. While this Plan may likely meet state requirements, it remains insufficient in documenting and prioritizing local housing needs that directly impact housing strategies. Most of the good work and discussion that is evolving as part of the Joint Affordable Housing Committee should have been informed by the HPP and vice versa.

While some might potentially perceive Housing Production Plans as just another task to meet a state requirement, communities that go through a meaningful planning process benefit by having a document that serves as a roadmap to the community's housing agenda, generated as part of good data analysis, interviews with local stakeholders, and a transparent and inclusive public process. I believe that at some point in the next several years the Town would benefit from a much more formal, rigorous and comprehensive housing planning process. This planning process would be informed by the work of the Joint Affordable Housing Committee, additional housing summits, a meaningful public process, better documentation of local housing needs and priorities, and greater clarification of respective roles and responsibilities of the various local housing entities. To do this, the Town should invest CPA or Housing Trust Funds or even obtain state funding from the Planning Assistance Toward Housing (PATH) Program to obtain the services of a qualified consultant through an RFP process. This process would result in a much more meaningful document that resonates with Wayland's unique needs, preferences and resources.

**Finally, I would like to formally express my appreciation to all those who took the time to speak with me about this issue. I trust you will see your comments reflected in this report, and hope you will work with the Town Administrator to take steps toward implementing these recommendations.**



## WAYLAND HOUSING PARTNERSHIP

**Purpose:** The Wayland Housing Partnership works with the community to lead and support efforts to meet the affordable housing needs of the Town of Wayland.

**Charge:** The Wayland Housing Partnership shall

- Work with the town to develop affordable housing action plans based on housing needs studies
- Establish criteria to evaluate affordable housing proposals
- Make recommendations on the pros and cons of particular housing proposals
- Identify local, state, and federal housing resources to further development
- Locate available land suitable for development
- Review land use regulations and zoning bylaws
- Work with developers of affordable housing
- Increase public awareness through forums and other public events

### **Membership:**

The Board of Selectmen shall appoint a committee of nine members, including a member or representative of the Board of Selectmen and representatives appointed by the Wayland Housing Authority, Planning Board, Conservation Committee, School Committee, the Wayland Clergy Association, and three members from the community at large. Members shall serve for staggered three-year terms. The Wayland Housing Partnership may appoint subcommittees chaired by one of its own members with additional members from outside the committee.

*(Revision added 12/7/2015):* In order to achieve appropriate representation on the Wayland Housing Partnership from affordable housing stakeholders, the Board of Selectmen may appoint a member of the clergy who is not a resident of the town. Any non-resident of the town who is appointed will serve as a non-voting member and will not count toward establishing a quorum for meetings.

# WAYLAND HOUSING AUTHORITY

Since its incorporation in 1970, the Wayland Housing Authority (WHA) has provided, maintained, administered, and advocated for housing for low- and moderate-income people in Wayland. The WHA, as a public authority constituted under Massachusetts General Laws Chapter 121B, administers several housing programs for the Town, including:

Bent Park Elderly And Disabled Housing

Cochituate Village Apartments Elderly And Disabled Housing

Family Scattered Site Public Housing

Section 8 Voucher Rental Assistance Programs, a federal program that pays rent to private landlords for qualified low-income tenants.

The WHA also participates in the federal Family Self-Sufficiency (FSS) program. The FSS program encourages communities to develop local strategies to help Section 8 and public housing residents. Equally important, the FSS program provides support services and information to Section 8 voucher families to help them obtain employment that will lead to economic independence and self-sufficiency. The WHA has a part-time FSS Caseworker to manage the program.

The WHA has a federal housing programs plan, which describes the WHA's mission, longrange goals, objectives, and intended actions. Anyone who is interested may review the Housing Plan at the WHA office.

Many people are not familiar with how public housing programs work, or what are their requirements. Here, then, is a quick overview. The WHA raises its operating funds from rent revenue and HUD operating subsidies. Capital improvements are funded HUD, or from operating reserves, or with use of a commercial loan. Occasionally, the WHA may request monies from already collected Community Preservation Act funds. A minimum of 10% of funds collected by the Community Perservation Act are dedicated to affordable housing, with a preference for preserving or rehabilitating existing housing units over creating new.



All people who wish to be considered for public housing must submit an application and supporting documentation. The WHA conducts a review of income and assets to determine preliminary eligibility. If the prospective tenant passes that threshold review, the WHA undertakes a review of the applicant's background to make a determination of eligibility and suitability. Every WHA public housing resident is subject to an annual recertification of income and eligibility.

All waiting lists are currently open. To apply for public rental housing and Section 8 rental vouchers, visit the WHA office or download an application from this page. All WHA administered housing programs have a local preference, that is, those people who live, work, attend school, or have a parent or child living in Wayland, are given priority over applicants who do not have a Wayland connection.

The WHA works with Town boards and committees to foster the development of affordable housing in Wayland.

Susan Weinstein, Chair, Board of Commissioners

Brian Boggia, Executive Director

Staff Contacts

# MUNICIPAL AFFORDABLE HOUSING TRUST BOARD CHARGE

The purpose of the Trust is to provide for the creation and preservation of affordable housing in the Town of Wayland for the benefit of low and moderate income households. The Board will strive for geographical diversity for the benefit of the entire Town.

## PLANNING BOARD CHARGE

The Planning Board is responsible for the review of land division as well as review of specific development proposals. The Planning Board's duties are largely identified under Massachusetts General Laws Chapter 41, Section 81A, 81B, and subsequent sections.

# SELECT BOARD MISSION STATEMENT

## Mission Statement:

The Wayland Select Board has broad authority over matters not delegated by statute or bylaw to another town government entity. The Select Board, through the Town Manager, is responsible for operations of several departments and activities, including building, facilities management, police, fire, finance, treasurer, legal matters, disposition of real property, human resources, and collective bargaining matters, and is advised by appointed committees on wastewater treatment, senior programs, youth services, and conservation matters. Select Board members generally do not have authority over policy and services directed by elected boards with statutory duties and responsibilities such as schools, assessment, and library. Public works functions, including roads, water, parks, cemeteries and solid waste disposal, and recreation services are administered through the Town Manager, with policy and rate-setting authority vested in elected boards

## **Wayland Housing Summit June 2022**

### **Potential Affordable Housing Projects: Updates – provided as background information, for discussion at a future Housing Summit**

Launcher Way: 2022 Annual Town Meeting approved submitting a bid of up to \$4.1 million in response to the RFP offering these 12 single-family homes on Oxbow and Launcher Way. An appraisal has been completed and is being held by the Town Manager's office. The town can bid no more than fair market value. The Town Manager will create a working group to advise him on the construct of the bid. Per the RFP, interested bidders may tour the Wayland property on July 21 and sealed bids are due August 22. Bid opening is August 24.

27 Sherman's Bridge Road: 2022 Annual Town Meeting approved purchase of 27 Sherman's Bridge Road for conservation purposes (open space) for \$1.5 million. Neighbors and the Sudbury Valley Trustees have been raising money to demolish the existing home which is in disrepair. No affordable housing is anticipated.

212 Cochituate Road: The Town of Wayland holds the deed for this property for general municipal purposes after a Land Court decision over unpaid taxes. The Select Board will determine next steps. The Municipal Affordable Housing Trust approved \$2,500 in August 2021 for the preliminary engineering work needed for a preliminary site plan and drawings. No funds have been spent pending a Select Board decision on how to proceed. This spring, the DPW cleared the driveway and secured the building envelope with plywood. The building is marked with signage (Red X) indicating that it is unsafe for first responders to enter, and the Police are making regular checks of the property.

Mahoney's Property, Boston Post Road (Cascade): A comprehensive permit initially was granted by the ZBA in January 2019. The developer went through the MA Housing Appeals Committee to challenge the ZBA's conditions and a revised permit was approved by the ZBA in March 2021. In August 2021, MA DEP approved a hydrogeological evaluation for the site which entitled the developer to apply for a DEP Groundwater Discharge Permit. As of June 8, the developer has not applied for that permit, which is required before construction can begin. Because over a year has passed since the permit issuance date, these proposed 60 units have been removed from the SHI.

School Street (Windsor Place): A comprehensive permit was granted by the ZBA in August 2019 and will expire on August 22, 2022, if construction hasn't begun. The permit was conditioned on wetlands approval from the DEP, which the developer never received. In October 2021, the developer mentioned vague plans for 7 rather than 12 units to the Conservation Commission but has not yet submitted a formal new application. On every 2022 Conservation Commission agenda, the developer has been listed for an informal conversation and has asked for a postponement. At its May 24th meeting, the Commission decided it would encourage the developer to attend during public comment, but they are no longer willing to put him on the agenda after so many continuances. Because over a year has passed since the permit issuance date, these proposed 12 units have been removed from the SHI.



81 West Plain: MCO Housing Services received 35 lottery applications by the due date of March 28, 2022. The home is under agreement and expected to close by June 30. Sales price was \$328,800 for the 3-bedrm, 1.5 bath home. Income limit was 80% of area median income (e.g. \$101,050 for a family of four) and asset limit was \$75,000. Only first-time homebuyers (with some exceptions) were eligible to apply. This unit will be added to the Town's SHI.

11 Hammond Road: The Municipal Affordable Housing Trust is pursuing creation of a second 3-bedroom unit on this site also known as 12 Hammond Road. Permits are in place, environmental reviews are completed, and the building RFP is under development with town staff. RHSO may file a HOME grant application with DHCD to help subsidize construction. While this project is progressing, construction is not imminent.

297 Boston Post Road (former Whole Foods Plaza): Mill Creek Residential has an option to develop this property and presented preliminary information at the February 28th Select Board meeting. This was an introductory meeting with many concepts discussed including a friendly 40B development or a LIP (Local Initiative Project) in which the Select Board would be a co-applicant to the ZBA. Mill Creek presented the potential number of rental units, parking, bedroom mix, shape of buildings, affordability levels, and wastewater treatment (onsite and/or purchasing capacity from the Town's wastewater treatment plant). At the Economic Development Committee's March 24th meeting, it issued a memo encouraging ground-floor commercial space as part of the development, with perhaps a quarter of that space affordable to small local businesses so as not to lose a commercially zoned area of Wayland. As of June 9, no application is in front of any Town board.

Alta Oxbow (formerly River's Edge): The lottery for the 55 affordable units – 17 age restricted and 38 with no age restriction - was held May 26. There were 72 total applicants for the lottery (includes age-restricted and non-age-restricted). A lottery was held for each unit size for Local Pool and Open Pool. Also, there was not a separate lottery for just the age-restricted building. Rather, the age-restricted applicants were ranked in a separate pool post lottery.

The breakdown on the total of Age-Restricted applicants and Local Preference Applicants was:

Age Restriction:	34 applicants – Age Restricted
	38 applicants – Non-Age Restricted
Local Preference:	14 applicants – Meet Local Preference
	58 applicants – Do not Meet Local Preference