

# WAYLAND TOWN MASTER PLAN

FIVE YEAR REVIEW  
JUNE 2010



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## WAYLAND MASTER PLAN ADVISORY COMMITTEE

WILLIAM A. STERLING, CO CHAIR  
BRIAN BOGGIA, SECRETARY  
MOLLY BEARD  
MARJI FORD  
BETTY SALZBERG

BETSY CONNOLLY, CO CHAIR  
ROBERT LENTZ  
MICHAEL LOWERY  
JEAN MILBURN  
ROBERT VIRZI

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## WAYLAND TOWN PLANNER

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## Introduction

In 2004 the Wayland Planning Board accepted the Master Plan as a guide to Wayland's future. The 2004 Master Plan called for an evaluation of the implementation status after five years. The Master Plan Review Advisory Committee (MPAC) was appointed for that purpose after approval by Town Meeting vote. The MPAC charge, as set forth by the Planning Board, was to review the Town's 2004 Master Plan and determine what progress has been made toward achievement of target goals. In addition, if any new recommendations emerge from the MPAC assessment, the committee has been urged to include these in the final report to the Planning Board.

The MPAC originally consisted of eleven citizens. Each of the MPAC members was appointed as a representative of one of the Town's standing boards, i.e. Planning Board, Historical Commission, Conservation Commission, Housing Authority, Board of Selectmen, Park & Recreation, Surface Water Quality Committee and the Finance Committee, with one appointment made by the Town Moderator.

Two changes in the committee have occurred. Steve Freundlich resigned as chair of the committee in December of 2009 and was not replaced. However, committee members elected new co-chairs from among the remaining members. In addition, Joy Viola resigned and was replaced by Betty Salzberg.

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## Executive Summary

The Master Plan Review Advisory Committee (MPAC) has done a thorough review of the 2004 Master Plan using the format of the original Master Plan with minor exceptions. The committee broke out into 5 Data Collection Teams (DCT's) that reviewed and reported on the Master Plan chapters as follows:

DCT#1 – Land Use and Growth Management (Molly Beard, Jean Milburn, Bill Sterling)

DCT#2 – Housing (Brian Boggia)

DCT#3ED – Economic Development (Bob Lentz, Bill Sterling)

DCT#3T – Transportation (Bill Sterling)

DCT#4NCR – Natural, Cultural and Historic Resources (Marji Ford, Mike Lowery, Betty Salzberg, Bob Virzi)

DCT#4OSR – Open Space and Recreation (Marji Ford, Mike Lowery, Betty Salzberg, Bob Virzi)

DCT#5 – Public Facilities and Services (Betsy Connolly, Mike Lowery)

An Executive Summary of our findings is in the pages that immediately follow this introduction. More detailed reporting by each DCT group is to be found subsequently, in the Implementation Plan Assessment Report format set up by the Master Plan as follows:

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## **Executive Summary**

Part A- Review of Master Plan Goals, DCT Comments and conclusive Recommendations.

Part B- List of major Master Plan Recommendations with DCT response regarding the Master Plan's Strategy, current Status and DCT Comments.

Part C- A list of Positive Factors and Negative Factors that have affected the Town's progress toward meeting the Master Plan goals.

### **DCT#1 Land Use and Growth Management**

The objective of this section is to illustrate means and methods for the Town to maintain its semi-rural character with regard to Land Use and Growth Management. The most important tools for land use and growth management are the Zoning By-Laws, the Planning Board's Subdivision Rules and the Board Of Health Regulations. Little progress has been made in the last 5 years with regard to changes in these three areas. However, before more changes can be implemented the MPAC encourages the Planning Board to better define "semi-rural character," possibly by expanding on the "Village Overlay District" concepts to apply to all Business Districts. The Planning Board should then establish design guidelines with specific recommendations about site planning, building materials, lighting and signage that will include Green Design goals and Zoning incentives to encourage their implementation. Wayland needs to continue to update its land inventory with regard to open space, public facilities and

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potential economic development parcels. The Most pressing tasks to take on in the next five years will be: 1. Facilitate Town Center approvals through mediation of all parties, 2. Propose a Planned Redevelopment By-Law, 3. Propose the Village Overlay District By-Law for both Cochituate and Business A & B properties along Rte. 20, 4. Prepare a highest and best use study of all Wayland owned property.

### **DCT#2 Housing**

The Master Plan housing goals focus on providing a variety of housing options to meet the needs of Wayland's different demographic groups. These include young families, older residents seeking to age in place or downsize while remaining in town, and others needing affordable housing. Several challenges stand in the way of meeting these goals. While Wayland has been a community with a mix of moderate and high-priced homes, many smaller houses have been replaced with larger dwellings. Wayland's current housing stock is one of the more expensive in the Boston region. In addition, housing consists mainly of large single-family houses that meet the needs of some, but not all, of the Town's residents. While the Town has taken some steps toward addressing its housing needs (such as adopting an inclusionary zoning bylaw and building an all affordable development on a former NIKE site), these gains are modest compared to the overall trends toward more expensive, less diverse housing.

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The most significant strategy to address the goal of providing a variety of housing options to meet the needs of Wayland's different demographic groups is to implement the principles of Smart Growth such as zoning changes that permit mixed uses, promote housing diversity, and direct development to areas already served by infrastructure as well as to manage the development of affordable housing through the Chapter 40B process. The best example of this in Wayland is the development of Oxbow Meadows.

Since 2004, 113 single family houses have been constructed. Of these, many replaced smaller, more modest homes. The Town has permitted a total of 108 units of affordable housing. Twenty units have been built that are classified as affordable. After years of little growth in the affordable housing inventory, the Chapter 40B affordable housing inventory will increase from just over 3% to just over 5%. In 2008 the Town permitted 52 affordable units meeting the required percentage for a one year Ch. 40B permitting moratorium. The Inclusionary Zoning By-Law is proving to be a significant tool to provide additional affordable housing.

The most pressing task is to address the housing needs of seniors and low and moderate-income households. To address the needs of seniors who wanted to downsize and remain in town, the town initially proposed an over-55 development to provide smaller housing units. For example, the cost of the market rate units at Wayland Commons were estimated to be in excess of \$600,000 and the affordable units had an asset limitation of \$100,000, effectively eliminating any Wayland resident selling his/her home at market rates. As a result, few Wayland seniors will qualify. The Zoning Board

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of Appeals has since removed the age restriction. Five units at Oxbow Meadows sold at 100 percent of the area median income, thus providing some housing for families above the Chapter 40B income levels. Modest housing (\$250,00 to 350,000) continues to be a pressing need for young families and for seniors as does additional low and moderate-income housing to make progress toward the State's 10 percent goal. The Town should examine existing zoning bylaws to encourage a broad range of affordable housing development, including easing the accessory unit By-Law and increasing the benefits of cluster zoning to developers. Efforts should be made to save existing small to moderate housing stock, while not discouraging high end housing.

The Town has several boards and committees working to advance affordable housing. Some new vehicles have come into existence since 2004 to aid in its development. The Town voted to accept the Community Preservation Act, which provides funding for affordable housing as well as historic preservation and open space. In 2009, the Town became a member of the WestMetro H.O.M.E. Consortium, which will provide a small amount of funding beginning in 2012. The Town is considering establishing an Affordable Housing Trust. These programs make resources and funds available to the Town that have the potential to bring significant progress. The Wayland Housing Partnership and the Wayland Housing Authority should work closely with Town boards to develop and implement a comprehensive housing strategy to fully utilize these new tools.

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### DCT#3ED Economic Development

The goal of the Economic Development section is to illustrate various methods for the Town to promote economic development while maintaining its semi-rural character. The most significant strategy state in the 2004 Master Plan is to form an Economic Development Commission in Wayland. The Economic Development Commission was formed this year at the urging of this committee. Wayland has focused most of its economic development energies on negotiating terms for the development of the Town Center. The Most pressing tasks to take on in the next five years will be:

1. Encourage a full build-out of current commercially zoned property,
2. Update the existing Zoning framework with overlay districts, a Redevelopment By-Law and establish FAR Incentives for voluntary submission of proposed developments to a Design Review Board.
3. Promote overall attractiveness of commercial districts by means of a published "Development Guide for Wayland." See page 126 &130 of the Master Plan.
4. Establish a Land Use Guide Plan that incorporated "green design principles" to facilitate reasonable development in town while clearly defining

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design guidelines that will assure the Town's desired village and semi-rural character.

5. Follow progress of Town Center development to assure its conformance with Town goals.

### **DCT#3T Transportation**

The objective of the Transportation section is to illustrate means and methods for the Town to maintain its semi-rural character with respect to transportation and traffic issues. The most significant strategy is to reduce traffic through Wayland by increasing rapid transit usage and availability in town and in the surrounding towns. Significant progress has been made in the last 5 years in this regard. Wayland has joined the Metro West Rapid Transit Authority (MWRTA) and created a park and ride lot in Cochituate that will allow residents to drive to the lot and link by shuttle to the T stop in Natick. The Most pressing tasks to take on in the next five years will be:

1. Improve MWRTA access for commuters and for seniors,
2. Introduce the Wayland Center ring road, and
3. Create a share a ride parking lot over the abandoned landfill off Route 20.

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4. Continue to study other possibilities for public transit on the Route 20 corridor.

### DCT#4NCR Natural, Historic and Cultural Resources

Wayland's struggle to balance the need for economic growth and tax relief with the care and preservation of the Town's remaining open spaces and its historic landscapes, historic sites and buildings is at a critical tipping point.

The 2004 Master Plan states on page 3 that an important part of the town character as viewed by its citizenry is its "*semi-rural character...which means a residential community with historic character and ample open space.*" The 2004 Master Plan (pages 156 - 158) recommends that the town create a Demolition Delay By-Law, create a Cochituate Village Historic District, expand the existing Town Center Historic District to connect with the Bow Road Historic District, and to place an Historic Preservation Tax Incentive law into effect as important tools to help preserve the town's cultural and historic resources. Five years later, none of these recommendations have been put into effect.

Currently an article promoting the passage of a Demolition Delay By-law is slated for a vote during the 2010 fall Town Meeting. DCT#4 recommends a united

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effort on the part of the Historic District Commission, the Historical Commission and the Planning Board to familiarize Wayland residents with the positive effects this tool would have in protecting Wayland's older, historically and architecturally significant buildings.

Though the Town Center was clearly mandated by Wayland residents, many hurdles remain to be cleared. In light of the economic downturn and the mandate to build the new Town Center, steps should be taken to reexamine the 2004 Master Plan's recommendations to implement a Planned Village District on the eastern end of Route 20 near Pine Brook Road (page 142 of the Master Plan).

Although some progress has been made towards the protection of natural resources, the DTC#4 recommends that the Planning Board remain vigilant in maintaining the Town's natural, historic and cultural resources.

### **DCT#4OSR Open Space and Recreation**

In the Open Space Committee report of 1995, Table 5.2 called "Land Meriting Protection as Open Space" enumerates the parcels recommended for protection. Although some progress has been made towards the protection of natural resources and open spaces, the DTC#4 recommends that the Open Space Committee reconvene to assist the Conservation Commission and the Planning

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Board with the difficult decisions that will have to be made regarding development and/or preservation of our Town's remaining open acreage.

Approximately 4 properties totaling 25 + acres of open space were preserved since 2004 through acquisition. Much of this progress was due to monies available from the CPA fund and acquisition of unbuildable space requested by the Conservation Commission when new projects were proposed.

The Conservation Cluster Zoning Bylaw is a useful tool for protecting wildlife corridors and sensitive resources such as wetlands while permitting housing development in smaller lots than normal zoning would allow.

More work is needed to link and maintain trails and to inform the public about the conservation areas. Some maintenance tasks are done on an ad hoc basis by neighbors, but there is no systematic maintenance plan.

The current Open Space plan does not adequately address the demand for development of *active* recreation space in town. While the WHS stadium field was converted to artificial turf in September 2007, greatly expanding the use of this field for team sports, the town as a whole lags behind neighboring communities in the development of athletic fields and other active recreation areas. It is recommended that the 1995 report drafted by the Open Space

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Committee be reexamined and updated and subsequently reviewed annually by a Master Plan Implementation Committee.

### **DCT#5 Public Facilities and Services**

The Public Facilities section of the 2004 Master Plan spoke to the Town's desire to offer a "wide variety of high quality municipal *services* to its residents and businesses." The Plan discussed the historically slow rate of growth in the Town's population and the expectation that future growth would also be slow. Anticipating that the age of the population would shift, the plan predicted that demand for services for seniors will increase. But other than this reference, the Plan's discussion of Town services was focused on facilities vs. services.

The Plan stated that the Town had been "proactive 'landbanking' property for municipal, recreational and conservation needs." It mentioned Wayland's excellent bond rating putting the Town in a "strong fiscal position to address future capital improvement efforts." Finally, the Plan referred to the Finance Committee's annual five-year capital improvement plan outlining projected expenses necessary to construct and reconstruct capital assets and the acquisition of land, equipment, vehicles, and other property.

A lot has happened since 2004. The configuration of our Town government has changed, most significantly as a result of a more centralized organizational structure under a Town Administrator. The Town's roads, landfill, health, and water activities

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have been united in a Department of Public Works (DPW) infrastructure under a DPW Board and Director. A Town Facilities Director has been hired to oversee short and long term Town facilities maintenance and improvements. The Schools have taken a proactive effort to reorganize the use of school buildings to address the need to reduce costs given the current slow student growth environment and some declines school enrollment. And since 2004, the state has tightened regulations over water usage and quality and the Town has been reacting. As a result, residents' awareness of the challenges to the Town's water resources have increased, and more water related initiatives are being considered.

However, the current economic environment is significantly different than the more prosperous time of 2004 and this is putting pressure on town departments' budgets, and forcing difficult choices. Financial concerns will most likely continue into the foreseeable future. The Town's aging population has been growing even faster than was projected when the Master Plan was originally drafted and this group is going to require more and more Town resources. Many seniors are not in a position to keep up with increasing real estate taxes. The State has approved its share of funding for the Town to build a new high school (pending Town meeting vote to fund the rest of the construction), a project that will significantly increase taxes despite the state funding portion and the current low interest rate environment. The Town Center project has been delayed and restructured, putting off any revenue benefit the Town had hoped to reap. Lacking

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resolution on the Town Center, other town initiatives like a future Library or Senior Center are in limbo.

The Master Plan called for the adoption of a long-range capital facilities plan and for the establishment of a Public Facilities Planning and Coordinating Committee. While the Finance Committee's longer term planning efforts have significantly improved since 2004, the Committee doesn't proactively contemplate future public facilities or the related purchase or consider alternatives for Town-owned land. A Public Facilities Committee has not been established. The DCT #5 team isn't sure that a Public Facilities Committee is the answer, but it does believe that the Planning Board, Finance Committee, and Board of Selectmen need to take more of a leadership role and wrestle with which infrastructure investments will be prioritized, how these tie in with Town-owned land availability/requirements and how new or expanded public facilities and services will be paid for in the future.



# **MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/16/10**

## **LAND USE AND GROWTH MANAGEMENT**

### *Data Collection Team (DCT) #1*

#### **General Comments**

The Land Use and Growth Management goals of the 2004 Master Plan are to have Wayland remain essentially a residential community, but to encourage in present business zones, new business development that serves primarily the local community, development that is in keeping with the semi-rural character of the community. There is to be no expansion of business zone properties, nor increased density of development contemplated or recommended by the MPAC. However, the Land Use Guide Plan on Map #10-2 recommends escalation of land use from "Roadside Business" to "Planned Village district" on Route 20 in the Lee's Farm area. This escalation is contrary to the stated goals of the Master Plan to maintain the semi-rural character of the Town by suggesting an increased commercial intensity of use of farm property. In Cochituate, the goal of the Master Plan was to foster a "village-like" character. In the Wayland Center the goal was to design and develop a historically sensitive, mixed use area that appeals to people who live and work in town.

In Wayland's Plan for the Future, Land Use and Growth Management was considered the centerpiece by the drafters of the Master Plan in 2004. It contains specific recommendations for undeveloped land in the residential zones and the two business zones A & B. In residential zones it recommends establishing Conservation Cluster development options, Reduced Floor Area Ratio (F.A.R.) limits, establishing scenic overlay districts and allowing reduced frontage lots. In Business Zones A & B, the Master Plan recommends creating a Planned Redevelopment Project (PRP) By-Law to encourage a comprehensive approach to the redevelopment of the two business centers. It recommends revising the business Zoning framework, adopting new light pollution regulations, revising signage requirements and modifying building size limitations in business and residential districts.

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Over the last 5 years only one of the goals listed in Part B of the Implementation Plan of the Master Plan has been accomplished, that was the passage of the new Zoning Overlay District for the Wayland Business Center. An attempt to rewrite the Zoning framework in Cochituate failed to pass at Town Meeting. An attempt to pass a Scenic Overlay District in North Wayland also failed at Town Meeting.

DCT#1 recommends that the goals listed in Part A of the Land Use and Growth Management section of the Master Plan be prioritized to emphasize that the two business centers remain "moderately scaled businesses serving primarily the local market." In addition a new goal needs to be emphasized. That is to recognize Wayland as an emerging senior community with a senior population growing faster than the aging in place demographic projections. The Master Plan recommends creation of a senior housing overlay district. The Zoning study group should modify the accessory unit By-Law with regard to size limitation, making it on a sliding scale so that seniors in smaller houses may benefit from the concept and remain in Wayland with the supplementary income generated thereby. We further recommend the Town encourage geriatric care business ventures such as out-patient clinics, medical offices, assisted living businesses and nursing homes, as well as improved passive recreation amenities to support the emerging retirement community. Wayland's goal should be to attract a balanced mix of family and senior housing in both large and small residences.

The DCT#1 sees no reason to rename the Residential Districts, nor to allow reduced frontage lots and

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**LAND USE AND GROWTH MANAGEMENT**

*Data Collection Team (DCT) #1*

common driveways in new developments. The residential floor area ratio (F.A.R.) limits appeared to be too drastic as a broad restriction and may be better accomplished by offering an incentive program for increased F.A.R., contingent on the developer's voluntary submission to a design review committee or at least compliance with a list of design guidelines that define the desired character of the relevant residential or business district.

The DCT#1 recommends the establishment of a design review committee to enforce and interpret the approved design guidelines on new applications and offer incentive increases in F.A.R. or other incentives written into the By-Laws.

Finally, the DCT#1 recommends that the Town establish "Green Design Goals" that are possibly linked to the Zoning F.A.R. incentives mentioned above. The green design goals could be part of the proposed "Planned Redevelopment Project (PRP) By-Law" that would also include other design guidelines drafted to encourage sensitivity to the historic and semi-rural character of the Town. Such guidelines should include specific suggestions about building façade materials, scale and massing, landscaping, signage and lighting.

**PART A:** The following Master Plan sub-goals pertain to land use and growth management. Overall, is the Town closer to meeting these goals than it was in 2004? Please comment for each goal.

1. **GOAL:** Remain a mainly residential community, with some moderately scaled businesses serving primarily the local market.

**COMMENT:** This is a valid goal. However, there has been recent pressure by developers to change some commercial properties in Wayland to serve broader regional markets. The Planning Board needs to stand firm in the resolve to manage growth in accordance with the Master Plan. New guidelines that define Wayland's semi-rural character need to be drafted and incorporated into the Zoning By-Laws. Until that is done, the Planning Board should enforce existing By-Laws 100% particularly regarding signage size, light pollution, and site plan requirements to minimize curb cuts and encourage pedestrian friendly business zones.

2. **GOAL:** Encourage new development to be environmentally and aesthetically compatible with the surrounding neighborhood and the natural environment.

**COMMENT:** No progress has been made with official design guidelines. However, the Town sponsored the Nike Site Development to be compatible with the neighborhood. Environmental and aesthetic guidelines established for that project may serve as a template for Town wide applications by other developers.

3. **GOAL:** Encourage residential development to be consistent with the scale of existing homes in the neighborhood.

**COMMENT:** No Zoning changes have been implemented to achieve this goal.

4. **GOAL:** Foster a village-like center in Cochituate in which future development conforms to the existing character of the neighborhood.

**COMMENT:** A Cochituate Village Overlay District was proposed but defeated at Town Meeting. The Planning Board intends to resubmit a revised draft at the next meeting. In the meantime, the Planning Board

**MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/16/10**  
**LAND USE AND GROWTH MANAGEMENT**

*Data Collection Team (DCT) #1*

needs to limit the visual pollution of excess signage by enforcing the full 40 SF maximum sign area requirement in each new application.

5. **GOAL:** Create a sense of place in Wayland Center by designing and developing a mixed-use area that complements the Town’s historic character and appeals primarily to people who live and work in Town.

**COMMENT:** The Wayland Center Overlay District is a step in the right direction. It is now important for the Town to help implement its development while following the goals of maintaining the Town’s historic character, semi-rural character, etc..

**General Comments** We need to foster , encourage and facilitate investment of new business ventures in our community. The land use controls need to be rewritten to accomplish this. Instead of being obstructionist to new development, the town boards need to offer encouragement through clear and concise incentive options that will attract new business into the area.

- i. **RECOMMENDATION:** The MPAC recommends that all maps in the Master Plan be updated. The MPAC also suggests further refinement to the proposed Cochituate Overlay District. In addition, we recommend incorporating a separate zone for the Dudley Pond neighborhood. This suggestion is to consider making special zoning provisions for the existing non-conforming conditions of lot sizes, setbacks, building construction Code violations and septic system failures. The goal is to allow homeowners with existing non-conforming conditions to alter and improve properties without having to be condemned properties to qualify for zoning permits. In addition, a new goal should be added in recognition that a large percentage of Wayland has already emerged as a retirement community. To support this trend Wayland should encourage geriatric medical care facilities, such as outpatient clinics, medical offices, assisted living and nursing home business ventures, by listing them in the chart of approved uses in the Business Centers and Roadside Business Districts subject to special permit review process. The Town should consider offering incentive F.A.R. increases contingent on voluntary submission to design review and compliance with aforementioned design guidelines and “Green “ goals. Finally, the Town needs to review all Town owned land and determine its highest and best use before disposing of any other property.

**PART B:** The following is a list of the major Master Plan recommendations related to Land Use and Growth Management. Please indicate the implementation status of each recommendation. At the end of this table is a space to add in other relevant policies/ projects/incentives that were not in the Master Plan but have since been adopted.

<b>STRATEGY</b>	<b>STATUS</b>	<b>COMMENTS</b>
1. Redefine Residential District names	Not done	This is the lowest priority(9).

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**LAND USE AND GROWTH MANAGEMENT**

*Data Collection Team (DCT) #1*

2. Establish new Conservation Cluster Development options	2005 Amendment reduced to 5 acre limit sites.	More may be done, such as incentive F.A.R. increases subject to design review. Priority (7)
3. Establish Wayland Business Center zoning district , which allows Planned Redevelopment Projects.	Raytheon Overlay approved by T.M.	Design Review is #1 priority for subsequent permits.
4. Adopt residential floor area ratio limits.	Not yet.	Suggest incentive F.A.R. increases subject to design review and “Green” guidelines and goals. Priority (6).
5.Establish Scenic Overlay District to encourage sensitive design on private land along scenic roads.	North Wayland proposed Article turned down at T.M.	Suggest resubmission, after proper public review. Priority (2).
6. Revise the business zoning framework in Wayland Center and Cochituate.	Not yet.	Suggest incentive F.A.R. increases subject to design review. Priority (3)
7.Adopt provisions for reduced frontage Lots and common driveways.	Not yet.	Abandon this goal. Priority (9).
8. Adopt light pollution regulations.	Not yet.	Amend Zoning By-Laws. Publish lighting guidelines on Town Web. Pass supplementary Building Code Regs that address lighting, and set Spending threshold on new permits for required compliance. Priority (4).
9. Establish building size limitations in the Business A and Business B districts.	Not yet.	Suggest incentive F.A.R. increases subject to design review. Priority (5).

**Master Plan Recommendations that are not noted in the Implementation Plan:**

The text of the Land Use and Growth Management section of the Master Plan contains a number of significant and noteworthy recommendations that are *not included* as recommendations in Part B of The Implementation Plan. None of the omitted suggestions listed below have been implemented. These include:

**Other Relevant Policies/Projects New/Incentives:**

<b>ACTION</b>	<b>STATUS</b>	<b>COMMENTS</b>
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# MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/16/10

## LAND USE AND GROWTH MANAGEMENT

### *Data Collection Team (DCT) #1*

1. Create a Senior and Family Housing Overlay District (p.117).	Not Done	DCT#1 encourages this concept be implemented as a moderate priority.
2. Re-submit a Demolition Delay By-Law for historic properties (p.122).	Not done.	DCT#1 strongly encourages this concept be implemented as a high priority. We suggest the Town create incentives for saving, reusing or relocating existing buildings.
3. Consider a Noise Pollution By-Law implemented (p.125).	Not done.	DCT#1 encourages this concept be as a low priority.
4. Make amendments to existing Signage By-Laws (p.128).	Not done.	DCT#1 strongly encourages this concept be implemented as a high priority.
5. Pass a Planned Redevelopment Project (PRP) By-Law(p 130).	Not done.	DCT#1 strongly encourages this concept be implemented as a high priority.
6. Create a Planned Village District on Route 20 (Map, Fig 10-2).	Not done.	DCT#1 suggests this concept be abandoned. Besides constituting "spot zoning" of the Lee's Farm site it is inappropriate to escalate a farm use in a "Roadside Business District" to full commercial use.
7. Revise Accessory Unit By-Law to be less restrictive.	Not done.	DCT#1 strongly encourages this concept be implemented as a high priority.

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**PART C:** Are there any other factors, internal or external, that have affected the Town's progress toward meeting the land use and growth management goals (e.g., large new developments, state policies or actions, etc.)?

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#### **1. Positive Factors:**

The New Town Center was approved by 2/3 majority vote at Town Meeting.

#### **2. Negative Factors or New Challenges:**

Negative Factors - Current economic downturn puts small business ventures and the new Town Center development at risk.

New Challenges      1. Town Boards need to meet at least monthly for improved communication and mutual cooperation in facilitating goals stated in the Master Plan.

                                 2. Recent flooding suggests the Town redefine flood plains and restrict buildable areas to be permitted for future development.

# MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/16/10

## HOUSING

### *Data Collection Team (DCT) #2*

**PART A:** The following Master Plan sub-goals pertain to housing.

Overall, is the Town closer to meeting these goals than it was in 2004? Please comment for each goal.

1. **GOAL:** Promote a variety of housing options to encourage economic and social diversity.

**COMMENT:** Since 2004, Wayland has made some progress in achieving this goal. In addition to the construction of ## single family market rate houses, the Town has approved 92 units of affordable housing through the 40B process. This includes a 52-unit rental development on the former Katherine Barton Nursing Home site. Of these only the 16-unit affordable housing development at Oxbow Meadows has been completed. Wayland's Affordable Housing inventory represents only about 5.25 percent of the available housing, far short of the State-mandated target of 10 percent. With new census data available after 2010, our percentage of affordable housing will likely decrease without new 40B units coming on-line.

2. **GOAL:** Provide housing opportunities for senior citizens, young persons, and non-family households to meet the housing needs of Wayland's demographic mix.

**COMMENT:** While Wayland continues to provide housing for affluent single families, it has made some progress constructing units for individuals and families who qualify for affordable housing. Most notable are the 16 units at Oxbow Meadows. There were no new housing options for seniors seeking to downsize. However, given population projections and trends in Wayland, a more concerted and organized town program addressing this need is required. The Metropolitan Area Planning Council (MAPC) recommends that the Town develop mechanisms for addressing the housing needs of senior residents who would like to remain in Wayland but do not qualify affordable units under current guidelines. MPAC recommends that the Town expand housing opportunities for seniors of low and moderate-income to enable them to downsize and remain in Wayland. MPAC also recommends that the Town revise the Accessory Apartment By-Law to encourage more homeowners to take advantage of the By-Law. The Inclusionary Housing By-Law has been implemented to provide further affordable housing opportunities.

3. **GOAL:** Direct housing development to environmentally appropriate locations.

**COMMENT:** Given the limited opportunities for new housing developments in Wayland, it is difficult to direct prospective developments to undeveloped new building sites that are environmentally appropriate. However, every effort has been made to insure that new development efforts do not impact negatively on the many environmentally sensitive areas in town. The MPAC recommends that the Planning Board promote development to suitable locations for housing development including Chapter 40B housing.

4. **GOAL:** When redevelopment and infill of existing neighborhoods occurs, ensure that such development is consistent with the scale and character of existing development.

**COMMENT:** To date, there have been no efforts on the part of Town boards and housing interest groups

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## HOUSING

### *Data Collection Team (DCT) #2*

to initiate actions that would support this goal, such as by-law changes. Town boards will need to better coordinate efforts to promote this and other goals articulated in the Master Plan.

5. **GOAL:** Provide affordable housing opportunities, including the retention and re-use of existing lower-priced buildings and dwellings.

**COMMENT:** Through the action of the Wayland Housing Authority and the Trustees of Willowbrook, a foreclosed unit at Willowbrook was retained as an affordable unit. A second unit has been rented at market rate because of loopholes in the deed. New deeds have closed this and other loopholes. Wayland's housing stock continues to be relatively costly, despite modest declines in prices. This market reality makes it difficult, without public subsidies, to purchase existing buildings. MPAC recommends that the Town accept state legislation allowing the Town to establish an affordable housing trust. This will allow the Town to react quickly, without having to go to Town Meeting, to purchase existing buildings, do perc tests, etc. Because of the high cost and scarcity of buildable land, MPAC recommends that the Town consider buying down mortgages on existing homes with a deed restriction to ensure lone-term affordability. .

6. **GOAL:** Take advantage of unique housing opportunities in and adjacent to Wayland Center and Cochituate.

**COMMENT:** The Planning Board should consider proposing a by-law change that would allow residences to be constructed above existing commercial structures as it has at the new Town Center. In addition, Mass Chapter 40R, enacted in 2004, could provide a zoning framework to promote affordable housing in the Town Centers

**PART B:** The following is a list of the major Master Plan recommendations related to HOUSING. Please indicate the implementation status of each recommendation. At the end of this table is a space to add in other relevant policies/ projects/incentives that were not in the Master Plan but have since been adopted.

<b>STRATEGY</b>	<b>STATUS</b>	<b>COMMENTS</b>
1. Adopt Inclusionary Housing Bylaw to guide the creation of affordable units.	Already Implemented.	In 2005, Town Meeting approved an amendment to the Zoning Bylaws to requirement that 16.7 percent of affordable housing be included in any development of six or more lots. The 'Covered Bridge' development at 229 Rice Road is the first new housing development in Wayland to trigger this requirement: 2 affordable units in a 12 lot subdivision.

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## HOUSING

### *Data Collection Team (DCT) #2*

2. Encourage affordable and senior housing in Planning Districts.

In Progress

#### OVERLAY DISTRICTS

2101: Provide for mixed and diverse varieties of housing, including (a) affordable housing, (b) single-family housing without regard to age limitation, (c) assisted living residences and (d) independent living residences, in combination and in close proximity to one another; and

2106.1 1.15.1 The applicant is encouraged to provide dwelling units at prices affordable to persons or families of low or moderate income. Such affordable dwelling units shall be integrated into the overall development so as to prevent the physical segregation of such units.

#### CONSERVATION CLUSTERS

2004 MP p132: "Examine conservation cluster development bylaw to offer several different development options for vacant parcels in residence zones. A Mixed Housing Conservation Cluster option would allow a combination of 1, 2, 3, and 4-family houses, surrounded by protected open space."

2004 MP p133: "In addition to these new forms of Conservation cluster developments, it is recommended that multi-family housing developments under the Planned Development district and the Senior and Family Housing Overlay District continue to be allowed."

3. Expand opportunities and revise regulations for creating accessory housing units.

Not yet; still on agenda.

The MPAC recommends that the Accessory Apartment Bylaw be amended to make it more useful and attractive to owners interested in providing an additional housing unit in their homes. Although the 'Affordable Housing Accessory Apartment' Bylaw of 1986 allows for waivers to existing zoning restrictions if accessory apartments were created under the Wayland Housing Authority guidelines in section 8 of the Housing Assistance Program, this Bylaw has not been utilized to date.

Given the projected demographic trends in Wayland and the relative shortage of new housing development sites, the need to expand the opportunities for 'accessory housing units' remains an appropriate goal for the town. Therefore, DCT# 2 suggests that the existing 'Accessory Apartment' Bylaw be amended to ease the conditions under which a zoning waiver can be granted. This should be designed particularly for seniors interested in staying in Wayland by developing a smaller unit for themselves and renting the larger portion of their home.



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## HOUSING

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4. Establish Wayland  
Affordable Housing Trust  
Fund.

Started; in  
progress.

A housing fund was started in the 1970s with the proceeds from the sale of tax title land. It currently contains about \$50,000 and can be accessed by vote of the Finance Committee, Board of Selectmen, and the Wayland Housing Authority. This fund could be used to conduct perc tests and appraisals. The Fund should be promoted more widely to encourage contributions of money and land.

The MPAC recommends that the Town establish a municipal affordable housing trust fund to create and preserve affordable housing. The Trust would provide a mechanism for the management and expenditure of donations made by the Town Center Developer and others as well as the required 10 percent of the Community Preservation funds.

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## HOUSING

### *Data Collection Team (DCT) #2*

5. Create affordable housing using Local Initiative Program or other resources.

Started; in progress.

The Town has made significant progress in approving affordable housing development:

- Oxbow Meadows (the former Nike site) 16 units affordable first time homeownership
- Wayland Commons (Old Sudbury Road) 12 units age-restricted affordable homeownership
- Wayland Gardens (336 Comm. Road) 3 units affordable first-time homeownership
- Wayland Forest (137 Boston Post Road) 1 unit affordable first-time homeownership
- Tripolis (225 Old Conn. Path) 2 units affordable first-time homeownership
- Commonwealth Residences (371 Comm. Rd) 52 rentals units with 25% affordable rentals (total development units count in 40B)
- Covered Bridge (229 Rice Road) 2 units affordable first-time homeownership.
- Sage Hill (39 Concord Road) 2 affordable first-time homeownership.
- Wayland Town Center (Boston Post Road) 10 units affordable rental units.

The Wayland Housing Partnership should finalize a document outlining the 40B development process in Wayland. This will require approval by the Selectmen and Zoning Board. This model could then be incorporated into the town's next Comprehensive Housing Plan, which will be reviewed by the DHCD. The model could include a Developer's Guide and be part of a packet of information that the Economic Development Commission, proposed in the Master Plan, would provide to developers interested in expanding the housing inventory of Wayland.

6. Submit Local Housing Program and Housing Plan to DHCD for approval.

Already Implemented; and still in progress.

In 2005 the DHCD approved the Town's Comprehensive Housing Plan. The plan must be updated and resubmitted in 2010. The new Town Planner should be given responsibility for updating the 2005 Plan (noted in item #5 above) to include all of the other relevant revisions suggestions the assessment of the implementation Plan of the Master Plan. The plan being updated Spring 2010.

7. Apply for Housing Certification

Started; in progress.

In view of continued progress in meeting affordable housing goals, the Town should be current in the certification process. This process includes an updated Comprehensive Housing Plan.

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**HOUSING**

*Data Collection Team (DCT) #2*

8. Identify and implement affordable housing initiatives and sources of funding Started; in progress A priority continues to be seeking state and federal funding and identifying town-owned land that would be suitable for affordable housing. The Town has identified the Doran Road site for potential affordable housing development, open space, and community septic.

<p>9. <u>Business Zoning Framework</u>: Allow housing in upper floors of buildings. in Business A and Business B Districts (footnote in MP)</p>	<p>Started; in progress</p>	<p>The Planning Board should consider proposing a by-law change that would allow residences to be constructed above existing commercial structures.</p>
<p>10. Allow higher density housing by recommending a strategy to increase housing options to offer smaller units, affordable units, and protect open space as part of development.</p>	<p>Not yet;</p>	<p>Developers should be encouraged to utilize the Cluster Zoning Bylaw, already enacted.</p> <p>An unmet need is smaller, less expensive housing for seniors who do not qualify for affordable housing and who wish to downsize and continue to live in Wayland.</p>
<p>11. <u>Status Report on Housing Partnership Initiatives</u>                  A. Incentives                  B. ADA Compliant Housing</p>	<p>Not yet;</p>	<ul style="list-style-type: none"> <li>• The Wayland Housing Partnership has worked with Chapter 40B developers maximize and maintain affordable housing opportunities in Wayland.</li> <li>• The Wayland Housing Partnership should develop a template outlining the standard affordable housing requirements for developers.</li> </ul>

**Master Plan Recommendations that are not noted in the Implementation Plan:**

The text of the Land Use and Growth Management section of the Master Plan contains a number of significant and noteworthy recommendations that are *not included* as recommendations in Part B of The Implementation Plan.

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### *Data Collection Team (DCT) #2*

<b>New Initiatives</b>	<b>Status</b>	<b>Comments</b>
1. Adopt a town policy to utilize the provisions of Chapter 40R of the Mass General Laws in any new housing development proposals accepted by Wayland.	Not yet;	Chapter 40R allows for developers to obtain approvals without sufficient design review by Town agencies. DCT#2 does not recommend considering this type of development in Wayland, given the mandate to maintain a semi-rural character through design review.
2. Strengthen efforts to promote and achieve Wayland's membership in the WestMetro Home Consortium.	Completed	In 2009, Wayland became a member of the West Metro Home Consortium. This Consortium is made up of all the towns that surround Wayland. The Consortium provides a vehicle to pool and distribute Federal HOME funding to member cities and towns. ,
3. Continue to move forward in the establishment of the Doran Road Development'.	Started; in progress	The MPAC recommends that the Town study the feasibility of a mixed use program for the Doran Road site that includes housing, open space and a community septic plant on 7 plus acres of town-owned land.
4. Review the availability of town-owned land that could be used to locate Affordable Housing.	Started; in progress	This is ongoing. The review of town-own land should be completed by the Town Surveyor and information should be included in an update of the 'Housing Action Map' in the 2004 Master Plan. The Wayland Housing Partnership has identified a potential parcel on Stonebridge Road and is in discussion with the DPW to transfer ownership. Habitat for Humanity has indicated an interest in working with the Town on several duplex units.
5. Assess the town's current methods for creating revenues for affordable housing and developing affordable housing.	Not yet on agenda	The MPAC recommends that the Town assess the status of CPA funds utilized for housing, the desirability of creating a dedicated source of revenue for housing (e.g. a new Housing Trust Fund), and strategies for implementing (through a nonprofit organization such as Wayland Housing Associates).
6. Establish an Affordable Housing Trust.		The MPAC recommends that an Affordable Housing Trust be established. The Trust is governed by a Selectmen-appointed board that can work to purchase and build affordable housing. The MPAC recommends that this board be created with representatives of the Wayland Housing Partnership, Wayland Housing Authority and other relevant boards as well as representatives of the community and persons with technical knowledge in fields related to housing development.

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## HOUSING

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7. Public Relations	The MPAC recommends that the Town undertake a more coordinated public relations effort to inform Wayland residents on local housing needs and activities. The Wayland Housing Partnership should be the lead agency to coordinate public relations activities of housing boards and advocacy groups.
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**PART C:** Are there any other factors, internal or external, that have affected the Town's progress toward meeting the land use and growth management goals (e.g., large new developments, state policies or actions, etc.)?

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#### 1. **Positive Factors:**

Wayland's affordable housing percentage is currently just over 5% of the total household units in town. Wayland has made significant progress in recent years.

There are several boards and committees in Town that have been established to address affordable housing including the Wayland Housing Partnership, Wayland Housing Authority, and Community Preservation Committee.

The Town is now a member of the WestMetro H.O.M.E. consortium that will make available some financial resources for future affordable housing development.

#### 2. **Negative Factors or New Challenges:**

The high price and scarcity of buildable land continues to be a major impediment to affordable housing.

There remains a large segment of the Town that opposes increasing the supply of affordable housing.

The MPAC suggests that committees, boards, and citizens working on affordable housing better coordinate their activities. These groups need to adopt a more comprehensive plan to produce more affordable housing.

# MPAC: IMPLEMENTATION PLAN ASSESSMENT (5-16-10)

## ECONOMIC DEVELOPMENT

*Data Collection Team (DCT) #3ED*

### General comments

The Economic Development Goals of the Master Plan are to encourage business developments that serve primarily local residents, to promote redevelopment of existing commercially zoned property, to discourage high traffic impact businesses and improve overall attractiveness of the business districts in keeping with the “semi-rural character” of the Town.

### Summary Recommendations / Principals:

1. The Town should strive to realize the full tax benefits from the economic development of existing commercially zoned areas. Some citizens and pro-development activists assume that this will be the silver bullet that will solve Wayland’s revenue problems. That is a false promise. Existing Business A & B Zones comprise only about 1.5 % of the Town’s gross tax revenue. Assuming that existing properties are only at 1/3 of their full potential, optimum build-out of Business Zoned property may provide a 1% increase in overall tax revenue at the very most.
2. The only way to make a substantial impact on tax revenue with Business Zoned property is to convert residential property to Business Zoned property or to revise the Zoning By-laws to allow for mid rise to high rise buildings. A 10% tax increase would require a tenfold increase in Business real estate, Such massive amounts would create a regional business satellite district similar to Quincy. The most marketable location for this would be in Cochituate Village due to its nearness to the Natick/Framingham commercial developments and the Mass Pike exit at Speen St. DCT#3ED rejected this concept as inconsistent with the Town goals and concluded that re-development and new development of commercial areas should be in accordance with the principals/goals of the Master Plan, such as maintaining a semi-rural feel to the buildings and areas, having a “green” approach, and being sensitive to increases in traffic.
3. An Economic Development Commission, committee or individual should be established by the Town to promote economic development within commercially zoned areas. Part of the responsibility of this entity will be to facilitate the Wayland approval process related to economic development that supports the Town’s goals and objectives.

The Master Plan provides a ‘Plan for the Future’ that recommends specific strategies and proposals to encourage appropriate economic development in Wayland. These suggest that the Town make several modifications to the Zoning By-Laws, including creating a Planned Redevelopment Project By-Law and amending the Town’s Signage By-Laws. The Plan for the Future also suggests that the Town establish a *Land Use Guide Plan* and form an *Economic Development Commission* to establish long term economic goals of the Town and help foster business development.

MPAC Data Collection Team (DCT) #3’s analysis of the status of the implementation of the Economic Development section of the Master Plan resulted in a suggestion to add a new factor to the development planning approach adopted by Wayland. Such an approach would take into account the growing percentage of

# MPAC: IMPLEMENTATION PLAN ASSESSMENT (5-16-10)

## ECONOMIC DEVELOPMENT

### *Data Collection Team (DCT) #3ED*

the town's population that are Seniors. Since 2004 this portion of the population has grown to represent approximately 25% of the total population of the town.

Team #3 also suggests expanding the scope of development planning in Wayland to include a "Green" approach focused on environmentally sound and economically sustainable development. The Economic Development Commission may encourage businesses in the sustainable industry to locate in Wayland with enticements of zoning FAR incentives and speedy approval process in Limited Commercial Districts established for this purpose. Wayland may also draft Green Guidelines and zoning incentives for new construction of both commercial and residential property in town, using LEED Standards for example.

The Team's overall sector analysis has concluded that over the last five years, only minimal progress has been made in achieving the results targeted in the recommendations noted in Part B of the Implementation Plan of the Master Plan. However, at the same time it is critically important to note that substantial planning and implementation focus of town officials and citizens has been devoted to work related to the planning and development of the proposed Town Center on the former Raytheon site. This will be the largest commercial development in Wayland and while it was not mentioned in the Master Plan it was approved for re-zoning by a 2/3rds majority vote at Town Meeting in 2006.

Notwithstanding this, it is this Team's recommendation that the list of goals in the Economic Development Section of the Master Plan should be *re-prioritized* making the establishment of an Economic Development Commission (EDC) the highest priority and the rewriting of the Zoning By-Laws, relative to commercial zones, the second highest priority. Both of these recommendations should be implemented as soon as possible. In addition, the Team is convinced that the EDC should develop a listing of 'Green Design Guidelines' to be incorporated into a "**Development Guide for Wayland**" and that this Guide be made available to all interested developers and other parties who apply for permits to the Town. Finally, as an overarching recommendation, the Team suggests that one key actions that The Planning Board should consider is the establishment of a Master Plan Implementation Committee that will be charged with overseeing the ongoing implementation of the Master Plan during the next phase of its operational life (e.g. 2010 -2015).

**PART A:** The following Master Plan sub-goals pertain to economic development.

Overall, is the Town closer to meeting these goals than it was in 2004? Please comment for each goal.

1. **GOAL:** Encourage full build out of current commercially zoned property that provide products and services desired and needed primarily by local residents.

**COMMENT:** It does not appear that there has been much concerted effort on the part of any town entities to encourage specific new (or existing) businesses that provide products and services desired and/or needed primarily by the local residents of Wayland. However, there was a great deal of time and energy devoted to efforts related to the approving, planning and developing the proposed new Town Center for Wayland and this enterprise has been viewed, in part, as one which would support or bring to the town businesses to serve the local community and the surrounding towns. Thus, at least indirectly, the town has made an effort to take this aspect of the economic development into consideration in the overall effort to

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achieve the Master Plan's goals.

2. **GOAL:** Promote the re-use and redevelopment of existing "commercial space" (Town Center, Road-Side Business) rather than large-scale construction of new commercial facilities.

**COMMENT:** It is unclear as to whether the town has made any substantial progress in achieving this particular goal of the Master Plan. Although some efforts have been made to promote the rezoning of the Cochituate area so as to allow for housing above the existing commercial spaces in the area, this effort was defeated at Town Meeting. Thus, it is unclear as to whether or not there has been any organized effort to promote the re-use or redevelopment of existing commercial space in the manner outlined in the Economic Development section of the Master Plan.

3. **GOAL:** Discourage "high traffic" impact businesses in Wayland.

**COMMENT:** The DCT #3 analysis indicates that the adoption of a more positive approach than has to date characterized Wayland's overall actions related to this goal help achieve the overall Master Plan objectives. Thus, Wayland could, in the future, adopt an approach to economic development that encourages a traffic friendly attitude to the promotion of commercial enterprises. For example, the efforts of the soon to be established EDC could focus on development that is traffic neutral with a minimal negative impact on the overall flow of traffic in and thru Wayland.

4. **GOAL:** Improve the overall attractiveness of business districts in order to enhance the Town's physical image, improve the viability of the businesses located there, and maintain sensitivity to the needs of the surrounding areas.

**COMMENT:** It is unclear as to whether or not the town has made any organized effort to achieve this goal of the Master Plan. However, the DCT #3 sees an opportunity which the EDC might well exploit as it initiates a proactive approach to development with the development and distribution of a "**Development Guide for Wayland**" which includes 'green' guidelines for development and/or re-development of commercially zone areas of the Town. The Development Guide would also include architectural and signage guidelines for maintaining "Semi-rural character" in commercial developments.

5. **GOAL:** Encourage evening activities and extended business hours in the Town centers.

**COMMENT:** Here again the DCT #3 analysis has not found evidence of an organized effort in the town to move forward in the implementation of any regulations or plan to achieve this goal of the Master Plan. However, the DCT #3 considers this is another possible area of action for an EDC once it is established.

**General Comments:** A careful assessment of the status of the Implementation Plan's recommendations in the Economic Development section of the Master Plan leaves one doubtful that even a 100% score in achieving the target recommendations in Part B would result in the accomplishment of the goals set forth in Part A of the Implementation Plan. In addition, Part B of the Implementation Plan does not accurately reflect or include all of the suggestions in the text of the Master Plan section devoted to Economic Development. [The references citations for the individual



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**ECONOMIC DEVELOPMENT**

*Data Collection Team (DCT) #3ED*

recommendations in Part B do not accurately indicate where the actual recommendation is made in the text of the Economic Development section.] Also it should be noted that, for the most part, the time frame for achieving the recommended actions in Part B has now passed, i.e. 3 recommendations are 'middle-term' 2-4 year targets; while 3 others are 'long-term' 4-7 years.

Finally, the Master Plan does not clearly designate a specific entity with the responsibility for accomplishing recommendations. A number of entities are indicted as responsible for each recommendation's accomplishment, but it is questionable as to who, in the end, is to take on the tasks necessary to achieve the objective. Notwithstanding this, the most telling critic of Part B of the Implementation Plan is that the priority order of the recommendations should be re-assigned so as to ensure that an entity responsible for achieving the recommendation, eg., The Economic Development Commission (EDC) is established as soon as possible so as to guide the accomplishment of the target recommendations in this section of the Master Plan.

**PART B:** The following is a list of the major Master Plan recommendations related to Economic Development. Please indicate the implementation status of each recommendation. At the end of this table is a space to add in other relevant policies/ projects/incentives that were not in the Master Plan but have since been adopted.

<u>STRATEGY</u>	<u>STATUS</u>	<u>COMMENTS</u>
1. Revise parking requirements. (12.2.1 – page 143-4 M.P.)	Not yet; still on agenda	There has been a change in the ratio of parking to square foot requirements of building, but it is unknown if amendment recommended in M.P. has been adopted by Town Meeting(insert
2. Establish Business Redevelopment Overlay District to allow businesses along busy streets in Cochituate. (12.1 & 10.5)	Started; not completed; still on agenda.	Article to rezone the Cochituate Overlay was voted down by Town Meeting. Effort to revise article & resubmit for another vote underway.
3. Revise zoning regulations for the Limited Commercial District. (12.1.4)	Not yet; still on agenda.	Planning Board to initiate action.
4. Revise zoning regulations for the Planned Business District.	No systemic approach has been taken.	Planning Board to initiate action.

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(12.1)

5. Adopt use definition and regulations for restaurants. (no reference citation?)      No action has been taken.      Planning Board to initiate action.

6. Establish Economic Development Commission (EDC).      Not done.      This was initiated during this study. .

**Master Plan Recommendations that are not noted in the Implementation Plan:** The text of the Economic Development section of the Master Plan contains a number of significant and noteworthy recommendations *not included* in Part B of The Implementation Plan. These include:

1. The redefinition of the existing Town Zoning Framework, specifically:

- the Zoning Business A District;
- the Zoning Business B District;
- the elimination of the category of ‘Light Manufacturing Zoning District’ and the inclusion of the characteristics of it in a newly defined ‘Zoning Business A District’;
- the establishment of a new ‘Planned Village District’ that would include the former ‘Roadside Business District’ definition, as well as other characteristics specifically noted in the text of the Economic Development section of the Master Plan;
- the consideration of expanding the home occupation provisions of the Zoning Bylaws so as to promote the expansion of home-based businesses and employment;
- the consideration of a consolidation of all the town’s parking requirements into a single new section or table of the Zoning Bylaws which could also cover such things as improved landscaping, site access, and the provision of adequate sidewalks; and
- the amendment (\*) of the existing definition of the “Limited Commercial Zoning District” which relates to the area adjacent to the Wayland/Sudbury Town Line, so as to make that area part of an ‘auto-oriented’ business node that would extend into Sudbury.

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Note: (\*) – a critically important element of this proposed amendment is the recommendation for the Planning Board to work collaboratively with its counterpart in Sudbury in the development of a cohesive zoning district that incorporates the businesses within this area of the two towns.]

2. Following the redefinition of different existing zones so as to more appropriately recognize and promote the planning objects articulated in the Master Plan, e.g. re-zone - the Business Nodes that presently exist along Rt. 27 in Cochituate should be changed from Business A to Business B; etc.

3. The critically important recommendation in the section is the establishment of Economic Development Commission. It appears that the achievement of many of the Economic Developmental objectives noted in the

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Master Plan will be significantly inhibited without the establishment of the proposed Economic Development Commission (EDC) in Wayland. It shall be established by Board of Selectmen appointment a panel of representatives of various subgroups in the community, e.g. a five member board with representative of the school board, the Selectmen (community at large), the Planning Board, The Finance Committee, and the Council on Aging.

4. The specific tasks that the EDC would be responsible for are set forth in the text of section 12.3 of the Master Plan. These include:

- Establish long term economic goals for Wayland.  
 implement the economic development recommendations in the Master Plan;  
 preparation of a ‘Wayland Development Handbook’;
- development of a strategy to retain and expand the business base of the town;  
 work with existing regional economic development organization;
- serve as the Town’s point of contact with the State and with neighboring communities on matters related to economic development;
- provide business-related policy recommendations to the Board of Selectmen and other town bodies; and  
 work with property owners and the Town to pursue funding to support local economic development initiatives.

5. The text of the Economic Development section of the Master Plan also introduces a number of functional areas in the town that are described in greater detail in other sections of the Master Plan. The tasks outlined under these functional areas are viewed as having a potentially positive impact on promotion of economic development in Wayland. These areas include:

- Water Supply – attracting businesses that have low to moderate demand for water;
- Wastewater Management - seeking to facilitate the expansion of Wastewater Treatment options in both the Wayland Center and Cochrane development plans and activities;
- Transportation – working to improve the condition of road, expand public transportation facilities, encouraging pedestrian movement within business district planning and development, etc.; and
- Streetscape –this functional area of concern includes such things as landscaping, street furniture, attractive street lights, removal of overhead wires and burying wires for new businesses, etc.

**Other Relevant Policies/Projects /New Incentives:**

ACTION	STATUS	COMMENTS
1. Establish an overall Implementation Committee for overall implementation of the Master Plan.		
2. Continue to obtain comment on update		

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of status from Planning Board  
or Representative of P.B.

3. Expand Senior support services  
to meet the needs of the rising  
senior population.

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**PART C:** Are there any other factors, internal or external, that have affected the Town's progress toward meeting the economic development goals (e.g., large new developments, state policies or actions, etc.)?

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1. **Positive Factors:**

The approval of the new Town Center by Town Meeting is an encouraging sign that the residents are in favor of improving the Business A section of town.

2. **Negative Factors or New Challenges:**

One new challenge is to encourage town agencies to be more proactive in assisting development of vacant property in town. Not only do empty buildings mean lost revenue to the Town, but they also present a poor face to the visitors and potential home buyers sending a negative message about the quality of real estate values. Thus, it is recommended that all town entities be encouraged to adopt a proactive attitude and behavior aimed at encouraging and assisting in the promotion of the developmental vision espoused by the Master Plan.

# **MPAC: IMPLEMENTATION PLAN ASSESSMENT (5-16-10)** **ECONOMIC DEVELOPMENT**

*Data Collection Team (DCT) #3ED*

## **General comments**

The Economic Development Goals of the Master Plan are to encourage business developments that serve primarily local residents, to promote redevelopment of existing commercially zoned property, to discourage high traffic impact businesses and improve overall attractiveness of the business districts in keeping with the “semi-rural character” of the Town.

## **Summary Recommendations / Principals:**

1. The Town should strive to realize the full tax benefits from the economic development of existing commercially zoned areas. Some citizens and pro-development activists assume that this will be the silver bullet that will solve Wayland’s revenue problems. That is a false promise. Existing Business A & B Zones comprise only about 1.5 % of the Town’s gross tax revenue. Assuming that existing properties are only at 1/3 of their full potential, optimum build-out of Business Zoned property may provide a 1% increase in overall tax revenue at the very most.
2. The only way to make a substantial impact on tax revenue with Business Zoned property is to convert residential property to Business Zoned property or to revise the Zoning By-laws to allow for mid rise to high rise buildings. A 10% tax increase would require a tenfold increase in Business real estate, Such massive amounts would create a regional business satellite district similar to Quincy. The most marketable location for this would be in Cochituate Village due to its nearness to the Natick/Framingham commercial developments and the Mass Pike exit at Speen St. DCT#3ED rejected this concept as inconsistent with the Town goals and concluded that re-development and new development of commercial areas should be in accordance with the principals/goals of the Master Plan, such as maintaining a semi-rural feel to the buildings and areas, having a “green” approach, and being sensitive to increases in traffic.
3. An Economic Development Commission, committee or individual should be established by the Town to promote economic development within commercially zoned areas. Part of the responsibility of this entity will be to facilitate the Wayland approval process related to economic development that supports the Town’s goals and objectives.

The Master Plan provides a ‘Plan for the Future’ that recommends specific strategies and proposals to encourage appropriate economic development in Wayland. These suggest that the Town make several modifications to the Zoning By-Laws, including creating a Planned Redevelopment Project By-Law and amending the Town’s Signage By-Laws. The Plan for the Future also suggests that the Town establish a *Land Use Guide Plan* and form an *Economic Development Commission* to establish long term economic goals of the Town and help foster business development.

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**ECONOMIC DEVELOPMENT**

***Data Collection Team (DCT) #3ED***

the town's population that are Seniors. Since 2004 this portion of the population has grown to represent approximately 25% of the total population of the town.

Team #3 also suggests expanding the scope of development planning in Wayland to include a "Green" approach focused on environmentally sound and economically sustainable development. The Economic Development Commission may encourage businesses in the sustainable industry to locate in Wayland with enticements of zoning FAR incentives and speedy approval process in Limited Commercial Districts established for this purpose. Wayland may also draft Green Guidelines and zoning incentives for new construction of both commercial and residential property in town, using LEED Standards for example.

The Team's overall sector analysis has concluded that over the last five years, only minimal progress has been made in achieving the results targeted in the recommendations noted in Part B of the Implementation Plan of the Master Plan. However, at the same time it is critically important to note that substantial planning and implementation focus of town officials and citizens has been devoted to work related to the planning and development of the proposed Town Center on the former Raytheon site. This will be the largest commercial development in Wayland and while it was not mentioned in the Master Plan it was approved for re-zoning by a 2/3rds majority vote at Town Meeting in 2006.

Notwithstanding this, it is this Team's recommendation that the list of goals in the Economic Development Section of the Master Plan should be *re-prioritized* making the establishment of an Economic Development Commission (EDC) the highest priority and the rewriting of the Zoning By-Laws, relative to commercial zones, the second highest priority. Both of these recommendations should be implemented as soon as possible. In addition, the Team is convinced that the EDC should develop a listing of 'Green Design Guidelines' to be incorporated into a "**Development Guide for Wayland**" and that this Guide be made available to all interested developers and other parties who apply for permits to the Town. Finally, as an overarching recommendation, the Team suggests that one key actions that The Planning Board should consider is the establishment of a Master Plan Implementation Committee that will be charged with overseeing the ongoing implementation of the Master Plan during the next phase of its operational life (e.g. 2010 -2015).

**PART A:** The following Master Plan sub-goals pertain to economic development.

Overall, is the Town closer to meeting these goals than it was in 2004? Please comment for each goal.

1. **GOAL:** Encourage full build out of current commercially zoned property that provide products and services desired and needed primarily by local residents.

**COMMENT:** It does not appear that there has been much concerted effort on the part of any town entities to encourage specific new (or existing) businesses that provide products and services desired and/or needed primarily by the local residents of Wayland. However, there was a great deal of time and energy devoted to efforts related to the approving, planning and developing the proposed new Town Center for Wayland and this enterprise has been viewed, in part, as one which would support or bring to the town businesses to serve the local community and the surrounding towns. Thus, at least indirectly, the town has made an effort to take this aspect of the economic development into consideration in the overall effort to

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achieve the Master Plan's goals.

2. **GOAL:** Promote the re-use and redevelopment of existing "commercial space" (Town Center, Road-Side Business) rather than large-scale construction of new commercial facilities.

**COMMENT:** It is unclear as to whether the town has made any substantial progress in achieving this particular goal of the Master Plan. Although some efforts have been made to promote the rezoning of the Cochituate area so as to allow for housing above the existing commercial spaces in the area, this effort was defeated at Town Meeting. Thus, it is unclear as to whether or not there has been any organized effort to promote the re-use or redevelopment of existing commercial space in the manner outlined in the Economic Development section of the Master Plan.

3. **GOAL:** Discourage "high traffic" impact businesses in Wayland.

**COMMENT:** The DCT #3 analysis indicates that the adoption of a more positive approach than has to date characterized Wayland's overall actions related to this goal help achieve the overall Master Plan objectives. Thus, Wayland could, in the future, adopt an approach to economic development that encourages a traffic friendly attitude to the promotion of commercial enterprises. For example, the efforts of the soon to be established EDC could focus on development that is traffic neutral with a minimal negative impact on the overall flow of traffic in and thru Wayland.

4. **GOAL:** Improve the overall attractiveness of business districts in order to enhance the Town's physical image, improve the viability of the businesses located there, and maintain sensitivity to the needs of the surrounding areas.

**COMMENT:** It is unclear as to whether or not the town has made any organized effort to achieve this goal of the Master Plan. However, the DCT #3 sees an opportunity which the EDC might well exploit as it initiates a proactive approach to development with the development and distribution of a "**Development Guide for Wayland**" which includes 'green' guidelines for development and/or re-development of commercially zone areas of the Town. The Development Guide would also include architectural and signage guidelines for maintaining "Semi-rural character" in commercial developments.

5. **GOAL:** Encourage evening activities and extended business hours in the Town centers.

**COMMENT:** Here again the DCT #3 analysis has not found evidence of an organized effort in the town to move forward in the implementation of any regulations or plan to achieve this goal of the Master Plan. However, the DCT #3 considers this is another possible area of action for an EDC once it is established.

**General Comments:** A careful assessment of the status of the Implementation Plan's recommendations in the Economic Development section of the Master Plan leaves one doubtful that even a 100% score in achieving the target recommendations in Part B would result in the accomplishment of the goals set forth in Part A of the Implementation Plan. In addition, Part B of the Implementation Plan does not accurately reflect or include all of the suggestions in the text of the Master Plan section devoted to Economic Development. [The references citations for the individual

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recommendations in Part B do not accurately indicate where the actual recommendation is made in the text of the Economic Development section.] Also it should be noted that, for the most part, the time frame for achieving the recommended actions in Part B has now passed, i.e. 3 recommendations are 'middle-term' 2-4 year targets; while 3 others are 'long-term' 4-7 years.

Finally, the Master Plan does not clearly designate a specific entity with the responsibility for accomplishing recommendations. A number of entities are indicted as responsible for each recommendation's accomplishment, but it is questionable as to who, in the end, is to take on the tasks necessary to achieve the objective. Notwithstanding this, the most telling critic of Part B of the Implementation Plan is that the priority order of the recommendations should be re-assigned so as to ensure that an entity responsible for achieving the recommendation, eg., The Economic Development Commission (EDC) is established as soon as possible so as to guide the accomplishment of the target recommendations in this section of the Master Plan.

**PART B:** The following is a list of the major Master Plan recommendations related to Economic Development. Please indicate the implementation status of each recommendation. At the end of this table is a space to add in other relevant policies/ projects/incentives that were not in the Master Plan but have since been adopted.

<u>STRATEGY</u>	<u>STATUS</u>	<u>COMMENTS</u>
1. Revise parking requirements. (12.2.1 – page 143-4 M.P.)	Not yet; still on agenda	There has been a change in the ratio of parking to square foot requirements of building, but it is unknown if amendment recommended in M.P. has been adopted by Town Meeting(insert
2. Establish Business Redevelopment Overlay District to allow businesses along busy streets in Cochituate. (12.1 & 10.5)	Started; not completed; still on agenda.	Article to rezone the Cochituate Overlay was voted down by Town Meeting. Effort to revise article & resubmit for another vote underway.
3. Revise zoning regulations for the Limited Commercial District. (12.1.4)	Not yet; still on agenda.	Planning Board to initiate action.
4. Revise zoning regulations for the Planned Business District.	No systemic approach has been taken.	Planning Board to initiate action.



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(12.1)

5. Adopt use definition and regulations for restaurants. (no reference citation?)      No action has been taken.      Planning Board to initiate action.

6. Establish Economic Development Commission (EDC).      Not done.      This was initiated during this study. .

**Master Plan Recommendations that are not noted in the Implementation Plan:** The text of the Economic Development section of the Master Plan contains a number of significant and noteworthy recommendations *not included* in Part B of The Implementation Plan. These include:

1. The redefinition of the existing Town Zoning Framework, specifically:

- the Zoning Business A District;
- the Zoning Business B District;
- the elimination of the category of ‘Light Manufacturing Zoning District’ and the inclusion of the characteristics of it in a newly defined ‘Zoning Business A District’;
- the establishment of a new ‘Planned Village District’ that would include the former ‘Roadside Business District’ definition, as well as other characteristics specifically noted in the text of the Economic Development section of the Master Plan;
- the consideration of expanding the home occupation provisions of the Zoning Bylaws so as to promote the expansion of home-based businesses and employment;
- the consideration of a consolidation of all the town’s parking requirements into a single new section or table of the Zoning Bylaws which could also cover such things as improved landscaping, site access, and the provision of adequate sidewalks; and
- the amendment (\*) of the existing definition of the “Limited Commercial Zoning District” which relates to the area adjacent to the Wayland/Sudbury Town Line, so as to make that area part of an ‘auto-oriented’ business node that would extend into Sudbury.

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Note: (\*) – a critically important element of this proposed amendment is the recommendation for the Planning Board to work collaboratively with its counterpart in Sudbury in the development of a cohesive zoning district that incorporates the businesses within this area of the two towns.]

2. Following the redefinition of different existing zones so as to more appropriately recognize and promote the planning objects articulated in the Master Plan, e.g. re-zone - the Business Nodes that presently exist along Rt. 27 in Cochranton should be changed from Business A to Business B; etc.

3. The critically important recommendation in the section is the establishment of Economic Development Commission. It appears that the achievement of many of the Economic Developmental objectives noted in the

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Master Plan will be significantly inhibited without the establishment of the proposed Economic Development Commission (EDC) in Wayland. It shall be established by Board of Selectmen appointment a panel of representatives of various subgroups in the community, e.g. a five member board with representative of the school board, the Selectmen (community at large), the Planning Board, The Finance Committee, and the Council on Aging.

4. The specific tasks that the EDC would be responsible for are set forth in the text of section 12.3 of the Master Plan. These include:

- Establish long term economic goals for Wayland.  
 implement the economic development recommendations in the Master Plan;  
 preparation of a ‘Wayland Development Handbook’;
- development of a strategy to retain and expand the business base of the town;  
 work with existing regional economic development organization;
- serve as the Town’s point of contact with the State and with neighboring communities on matters related to economic development;
- provide business-related policy recommendations to the Board of Selectmen and other town bodies; and work with property owners and the Town to pursue funding to support local economic development initiatives.

5. The text of the Economic Development section of the Master Plan also introduces a number of functional areas in the town that are described in greater detail in other sections of the Master Plan. The tasks outlined under these functional areas are viewed as having a potentially positive impact on promotion of economic development in Wayland. These areas include:

- Water Supply – attracting businesses that have low to moderate demand for water;
- Wastewater Management - seeking to facilitate the expansion of Wastewater Treatment options in both the Wayland Center and Cochituate development plans and activities;
- Transportation – working to improve the condition of road, expand public transportation facilities, encouraging pedestrian movement within business district planning and development, etc.; and
- Streetscape –this functional area of concern includes such things as landscaping, street furniture, attractive street lights, removal of overhead wires and burying wires for new businesses, etc.

**Other Relevant Policies/Projects /New Incentives:**

ACTION	STATUS	COMMENTS
1. Establish an overall Implementation Committee for overall implementation of the Master Plan.		
2. Continue to obtain comment on update		

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of status from Planning Board  
or Representative of P.B.

3. Expand Senior support services  
to meet the needs of the rising  
senior population.

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**PART C:** Are there any other factors, internal or external, that have affected the Town's progress toward meeting the economic development goals (e.g., large new developments, state policies or actions, etc.)?

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1. **Positive Factors:**

The approval of the new Town Center by Town Meeting is an encouraging sign that the residents are in favor of improving the Business A section of town.

2. **Negative Factors or New Challenges:**

One new challenge is to encourage town agencies to be more proactive in assisting development of vacant property in town. Not only do empty buildings mean lost revenue to the Town, but they also present a poor face to the visitors and potential home buyers sending a negative message about the quality of real estate values. Thus, it is recommended that all town entities be encouraged to adopt a proactive attitude and behavior aimed at encouraging and assisting in the promotion of the developmental vision espoused by the Master Plan.

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## Transportation

### *Data Collection Team (DCT) #3T*

#### General Comments

The Transportation goals of the Master Plan are set to have Wayland remain essentially a residential community, but to encourage new business development that serves primarily the local community, that is in keeping with Wayland's semi-rural character. In Cochituate the goal was to foster a pedestrian "village-like" character. In the Wayland Center the goal was similar only on a larger scale.

Over the last 5 years the largest new development to be approved is the new Town Center. It has major impact on traffic.

DCT#3T recommends that the goals listed in Part A of the Transportation section of the Master Plan be prioritized.

**PART A:** The following Master Plan sub-goals pertain to transportation.

Overall, is the Town closer to meeting these goals than it was in 2004?

1. **GOAL:** Protect the rural, scenic, and historic character of Wayland's streets.

**COMMENT:** This is a valid goal. This might best be achieved by increasing the use and availability of public transportation and by reducing the quantity of through traffic on Routes 20, 30 27 and 126. The Town has made some progress by joining the Metrowest Rapid Transit Authority (MWRTA).

2. **GOAL:** Provide bike paths or lanes, sidewalks, pedestrian crossings, and other infrastructure that will promote walking and bicycling, thereby enhancing public health and safety and making it more enjoyable and efficient to live in, work in, or visit Wayland.

**COMMENT:** Progress has been made with this goal since 2004.

3. **GOAL:** Do not sacrifice the character of Wayland's roadways, centers, or neighborhoods to accommodate wider roads or additional traffic.

**COMMENT:** While it is a commonly accepted general goal to maintain the status quo, where expanding lanes and widening of roads is needed for public safety and reduction of carbon emissions of waiting traffic, it may serve the better good of all to make such road improvements. Wayland Center improvements have been completed since 2004.

4. **GOAL:** Promote connectivity of Wayland's streets to improve circulation in the Town.

**COMMENT:** This is particularly important to relieve congestion at the two major town centers. The recommendation of a loop road around Wayland Center is being implemented in the new Town Center plan. Traffic relief can be improved even further by extending the proposed loop road, connecting Route 20 and 126/27 with a bypass loop south of the Town Hall building.

5. **GOAL:** Explore options to reduce the speed and if possible the volume of traffic on Wayland's neighborhood roads.

**COMMENT:** Several improvements have been made to reduce speed on certain roads, including speed

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## Transportation

### *Data Collection Team (DCT) #3T*

bumps, and addition of signs restricting turns and stop signs.

6. **GOAL:** Explore the possibility of expanding public transportation options available to Wayland's residents and workers.

**COMMENT:** The Town has made progress by joining the MWRTA since 2004. Specific plans are in the works to create a scheduled stop in Cochituate, with a proposed Wayland municipal parking lot, as part of the fixed route services to the Natick T stop, the Natick Mall among the many stops.

a. **General Comments:** A careful assessment of the status of the Implementation Plan's recommendations for the Transportation section of the Master Plan leaves one doubtful that even a 100% score (which is not the case) in achieving the target recommendations in Part B would result in the accomplishment of the sub-goals set forth in Part A of the Implementation Plan. In addition, it should be noted that Part B of the Implementation Plan does not totally reflect or include all of the recommendations in the text of the Master Plan section devoted to Transportation. Also the references for the individual recommendations in Part B do not accurately indicate where the actual recommendation is made in the text of the Transportation section. Another correction that needs to be made relates to the fact that, in one case the timeframe for achieving the recommended actions in Part B has passed, .i.e. one recommendations is designated as 'middle-term' which is 2-4 years, while one other is designated as 'long-term' or 4-7 years. Two others are listed as "ongoing." Item #3 is so general and such standard operating procedure, it carries no meaningful guidance whatsoever.

b. **RECOMMENDATION:**

**PART B:** The following is a list of the major Master Plan recommendations related to Transportation. Please indicate the implementation status of each recommendation. At the end of this table is a space to add in other relevant policies/ projects/incentives that were not in the Master Plan but have since been adopted.

<u>STRATEGY</u>	<u>STATUS</u>	<u>COMMENTS</u>
1. Encourage shared parking and access in new developments.	Planned	Shared access is planned for the Wayland Commons and the new Town Center development.
2. Work with regional orgs to reduce traffic passing through Wayland; expand public transportation options in Town.	Implemented.	Town has joined the MWRTA. Town also has over \$1 mil in linkage funds for traffic mitigation efforts.
3. Continue comprehensive road management and maintenance program.	Planned	Efforts to fund road repairs have been thwarted by Town Meetings.

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4. Study and possibly build Wayland Center ring road.	In New Town Ctr. Plan. See Fig. #15-1 of Master Plan.	DCT#3 recommends implementing south loop at Town Hall.
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**Master Plan Recommendations that are not noted in the Implementation Plan:**

The text of the Transportation section of the Master Plan contains a number of significant and noteworthy recommended initiatives that are *not included* as recommendations in Part B of The Implementation Plan.

These include the following:

<b>STRATEGY</b>	<b>STATUS</b>	<b>COMMENTS</b>
1. Introduce traffic calming measures, land use controls and traffic demand management.	Several done at Glezen Lane and Plain Rd.	Continue as needed.
2. "The Town could examine the development of various additional pedestrian, bicycle and recreational facilities to connect various areas of Town with an alternative to the auto." Examples: a. Foster improved bicycle lanes on new and improved roadway projects. b. Actively pursue the implementation of the Mass Central Rail Trail in Wayland. c. Extend pedestrian and bicycle paths onto MWRA aqueducts.	Wayland Commons is to pay for sidewalks \$25k funded for 2014  Not done.  Committee active on it.  MWRA may oppose this.	West Plain Ped Xings  Rte 27/30 intersection to do.  Most roads in Town too narrow.  Proposed bike trail west.  Pedestrian connection was made to existing trails at Nike site into Lincoln.
d. The Town may focus on improving pedestrian infrastructure in the Town Center	In Town Center plans.	More can be done at the Rte 20 Weston village shops.

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and Cochituate.

High visibility crossings done.

3. Improve transportation options for seniors and physically disabled residents through Metrowest and Natick Neighborhood(now non-existent) bus services.	Improving, but needs more. See Fig. #15-1 of Master Plan.	MWRTA "Dial-A-ride. Council On Aging medical taxi voucher program. F.I.S.H of Wayland serve the senior & disabled Wayland residents.
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**Other Relevant Policies / Projects / New Incentives:**

<b>ACTION</b>	<b>STATUS</b>	<b>COMMENTS</b>
1. Accept private roads or enforce maintenance & grading requirements.	Not done.	Town is grading private roads to maintain police/fire access.
2. Create a Park & Ride lot at the uncapped land fill for commuters on Route 20.	Not done.	Need to cap the landfill. Funds may be available for Ride-Share program.
3. Create a bike trail along the abandoned rail line from Wayland Center to the Weston commuter line.	Study under way	MAPC has proposed a combined bike trail plus bus service connector to Weston commuter rail stop to fill the gap in commuter service for Wayland residents along Rte. 20.

**PART C:** Are there any other factors, internal or external, that have affected the Town's progress toward meeting the transportation goals (e.g., large new developments, state policies or actions, etc.)?

1. **Positive Factors:** The proposed Town Center development includes the developer's commitment to pay for improvements to the Town highway intersection between Rte. 20 And 126/27. While this will alter the width of the roads and the location of the stream that runs under that intersection, the improvements will help relieve the traffic pressure that already exists even without the Town Center site being developed.

The proposed MWRTA connections to the Natick T stop is very encouraging opportunity for daily commuters to Boston that comprised 19% of the population in 2004.

2. **Negative Factors or New Challenges:** One of the biggest changes facing the Town in the next 10 years is the growing elder population. As seniors increase from the present 24% of the population to over 30% by 2020 and continue to age in existing residences, a certain percentage will live on fixed incomes. Even in a relatively affluent community like Wayland there will be folks whose incomes will diminish below the mean for this area. These folks will increasingly need transportation assistance to get medical help, to do food shopping and reach

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other necessary destinations. While improvements have been made by joining the MWRTA, it is still far from convenient and user friendly. Service is spotty and requires multiple stops and transfers in many cases. Service requiring more than two connections will simply not be used. Wayland needs to consider expanding its own shuttle service and volunteer F.I.S.H. program as the non-driving population increases.



***Natural, Cultural, and Historic Resources***

Data Collection Team (DCT) #4NCR

**General Comments:** It is difficult to protect the Town's semi-rural character when there is no clear definition of what semi-rural means. Each board should adhere to a single definition in performing its tasks.

**Recommendation:** Define Semi-rural Character in more specific terms. Since this appears to be one of Wayland guiding values, there should be a distinct definition to help guide the institutional protection of this value in every Board's purview.

**PART A:** The following Master Plan sub-goals pertain to Natural, Historic, and Cultural Resources. Overall, is the Town closer to meeting these goals than it was in 2004? Please comment for each goal.

	Goal	Comment
1.	<p>Preserve and protect the Town's water supply. Identify and protect potential water sources for future generations.</p>	<p>The Wellhead Protection Committee (WPC), was formed by the Board of Water Commissioners in 2007, and focused on the quality and quantity of Wayland's water supply.</p> <p>The Town has commissioned new facilities at the Baldwin Wells using advanced filtration.</p> <p>Wayland's water use is still beyond the pumping limits set by the state, so addition limitations on water consumption and types of uses may need to be adopted.</p> <p>A new 'capital recovery surcharge' places the most burden on those conserving the most water, and should be re-evaluated.</p> <p>Work has completed to direct runoff from WHS parking areas from the Happy Hollow wells. The design of the new high schools will add additional buffer areas.</p>
2.	<p>Preserve, protect and maintain natural areas in order to mitigate flooding problems, provide wildlife habitat and corridors, promote environmental education, provide opportunities for passive outdoor recreation and maintain scenic vistas an a sense of openness. Land Protection is best achieved through acquisition and coupled with the use</p>	<p>Some properties were preserved since 2004 totaling approximately 25 acres of open space. Pending acreage is not included in this total. Approximately 45 additional acres are pending.</p> <p>Preserved:</p>

of Commonwealth of Massachusetts approved Conservation Restrictions.

- Nike Site (89 Oxbow) 10 acres uplands open space
- Hidden Springs approximately 4.5 acres through acquisition.
- Moon Property Approximately 7 acres through acquisition
- Brackett Road 4 acres through acquisition

Pending:

- 137 Boston Post Road (Wayland Forest 40B project) Pending - acreage unknown.
- Elizabeth project (Rice Road) Pending Conservation Restriction (CR)- approximately 1+/-acre
- 153 Gleason Lane Pending - approximately 4 acres with a CR
- Alice Drive Pending CR - 1.5 acres
- Michael Road proposed cluster project - potentially 9 +/- acres
- Covered Bridge project (Rice Road) cluster development approximately 12 acres of wetlands to be protected with some form of Conservation Restriction that is pending.
- Proposed Town Center Project - 10 acres meadow and 2 acres town green (All pending)
- East Beit Olam Cemetery (Concord Road access road) Possible/pending CR for 4-5 acres of wetlands

As of June 30, 2009 the Community Preservation Committee had earmarked \$1,895,548 for acquisition of open space as approved by Town Meetings.

Wildlife habitat is proposed to be preserved (endangered species of birds) in meadows near town center project (10 acres). The CVS project preserved turtle nesting. New dog regulations protect nesting birds in certain conservation areas.

New town stormwater regulations protect resource areas and mitigate

		<p>flooding problems.</p> <p>A number of Eagle Scout projects helped promote environmental education.</p> <p>The Conservation Commission leads nature walks in Conservation areas every Spring and Fall.</p>
<p>3.</p>	<p>Preserve, restore and maintain cultural and historic assets that connect Wayland with its cherished and distinctive history</p>	<p>Although the Master Plan enumerated the various the cultural and historic assets of the Town and suggested 4 tools (see paragraph 2 of Executive Summary) to help preserve these assets against the pressures of development and the vagaries of a fluctuating economy and rising taxes, little if any progress has been made towards implementing these 4 tools (see item 4 to follow).</p>
<p>4.</p>	<p>Protect the Town's semi-rural character and scenic quality</p>	<p>Often, ad-hoc neighborhood groups have brought to the Boards' attention potentially destructive development in their 'own back yards.' The Planning Board is occupied with projects which need immediate decisions and on-going large projects like the Town Center development. It would be helpful to the Planning Board and the Conservation Commission to appoint an Open Space Committee to be responsible for identifying properties with ecological, historic, cultural or archeological significance to protect them from future development.</p> <p><b>Village Preservation:</b> Creating a Cochituate Historic District would be a tool to protect the historic feel of this town center. Recently, vocal opposition to plans to build an inappropriately large chain pharmacy in Cochituate helped block this development which would have changed the historic village feel of Cochituate. On the Route 20 east corridor, a coalition of neighborhoods helped block a gas station on Route 20 near Weston from physical and retail expansion which would have negatively impacted surrounding residential neighbors.</p> <p><b>Parcel "G18" (also known as Lee Farm):</b> This property is one of the parcels of interest mentioned in the 1995 report drafted by the Open Space Committee. In the Table 5.2 of this report "Land Meriting Protection as Open Space", the Parcel "G18" is described as part of a roadside-farm-stand property consisting of cultivated field and wooded slopes bordering</p>

***Natural, Cultural, and Historic Resources***

Data Collection Team (DCT) #4NCR

	<p>Hayward Brook. The Lee Farm property has been a working farm since the 1850's and is the last scenic parcel on Route 20 in Wayland. The Town should consider preservation of this historic viewscape while examining development of projects on this land which would co-exist with open space and be of value to the Town. Such a project is being brought before the CPC by a large amalgam of Wayland residents (called Lee's Group) from different neighborhood associations, religious institutions including the YMCA Camp Chicami, and town schools. This group supports the idea of a professionally managed CSA (Community Supported Agriculture). A CSA would not only keep the land open and protect its sensitive wetlands and aquifers, but it would provide the town with freshly and locally grown produce and an opportunity to nurture a sense of community from normally disparate groups working together to preserve this historic farm. Lincoln, Weston, Natick, Newton, and Framingham have CSAs which provide an educational opportunity for their school-age population. Wayland's children, through our schools, now travel to Natick's CSA for an educational tour of a working farm.</p>
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***Natural, Cultural, and Historic Resources***

Data Collection Team (DCT) #4NCR

**PART B:** The following is a list of the major Master Plan recommendations related to Natural, Historic, and Cultural Resources. Please indicate the implementation status of each recommendation. At the end of this table is a space to add in other relevant policies/ projects/incentives that were not in the Master Plan but have since been adopted.

Strategy		Status	Comments
1.	Adopt stormwater management bylaw and guidelines	implemented	A Stormwater Bylaw was adopted by town meeting in 2008. In addition to the bylaw, rules and regulations need to be established.
2.	Adopt Demolition Delay Bylaw	failed once, new article being drafted	Article expected for the 2010 Spring meeting has been pushed back to be included in the 2010 Fall meeting. The language will be simplified and a list of the historic homes and buildings to be impacted will be listed.
3.	Adopt erosion control and replanting requirements	started; in progress	Erosion control measures are included in the new Stormwater Bylaw. New Conservation Commission flyer has been developed citing same but needs to be printed and distributed.
4.	Adopt/revise maximum lot coverage limits	abandoned	Defeated at town meeting. No plans to revive. Cluster zoning may protect more land.
5.	Certify vernal pools	not yet; still on agenda	About 14 have been certified, but there is no coordinated effort. Example: 5 vernal pools, not previously certified were found on land East Beit Olam Cemetery wanted to use for an access road.

***Natural, Cultural, and Historic Resources***

Data Collection Team (DCT) #4NCR

6.	<p>Historic Preservation Initiatives:</p> <p>a) RR Interpretive Site</p> <p>b) Historic Document Preservation</p> <p>c) Document Historic Properties</p> <p>d) Historic Signboard Program</p> <p>e) Archeological Surveys</p>	<p>in progress</p> <p>in progress</p> <p>in progress</p> <p>on-going program</p> <p>in progress</p>	<p>On-going, long-range project.</p> <p>\$10,000 has been appropriated from the CPC via town meeting to conduct a preservation analysis/plan using expert vendor Northeast Document preservation. Initiative will begin in July 2010</p> <p>To date, approximately 250 historic resources have been surveyed in Wayland since the program was initiated in 1973. The inventory forms record information on location, appearance, condition and history of Wayland's historic resources. While the bulk of the resources surveyed to date are buildings, several fall under the categories of outbuildings, structures and objects, burial grounds and historic archeological sites.</p> <p>The goal of this program is to highlight the long and varied architectural history of Wayland and to remind residents and visitors of the town's heritage. Buildings associated with an historic event of local, regional, or national significance, buildings associated with the life of a person or group who made a notable contribution to local, regional or national history and buildings that embody distinctive architectural characteristics or construction types are eligible to be included in this program.</p> <p>Present focus is two-fold: Education: The Wayland Historical Commission sponsors yearly events during Archaeology Month regarding local archaeology.</p> <p>Extensive reports are being prepared about the results of excavations that have been carried out under Massachusetts Historical Commission permits (Castle Hill, Castle Hill Extension, and Sand Hill). These reports involve ongoing analysis of materials recovered and preparation of the final document.</p>
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Natural, Cultural, and Historic Resources

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7.	Expand the range of Cultural Arts venues in Wayland	Little progress	<p>Not much progress has been made to date. The town building gym has had some improvements made, including movable basketball hoops, which is a precursor to improving the stage for use as a cultural venue.</p> <p>The use of the Town Pad in the Town Center project has not been defined. This may add additional space for cultural and arts events.</p> <p>Plans to expand the buildings at the town beach appear to have stalled. The idea was to renovate the area to</p> <ul style="list-style-type: none"><li>(a) control runoff,</li><li>(b) upgrade the food stand, life guard station, and changing rooms,</li><li>(c) meet ADA regulations,</li><li>(d) add a splash pad, and</li><li>(e) add a multi-function building to take advantage of the scenic lakefront vista.</li></ul> <p>The new high school plans provide for a large auditorium which may serve as a cultural venue for the Town.</p>
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8.	<p>Initiate septic system management efforts:</p> <p>a) Brochures on Septic Management Practices distributed</p> <p>b) Pump-out Subsidy to encourage regular pump-outs</p> <p>c) Aggressive enforcement for failed systems.</p> <p>d) Timely review of design plans and inspections</p> <p>e) More aggressive approach for Dudley Pond – Septic management program or municipal system</p>	<p>Distributed to sensitive areas by SWQC</p> <p>not started discussed w/BOS</p> <p>done – when detected</p> <p>design: yes</p> <p>inspections: only when sold or improved</p> <p>no action taken</p>	<p>The Dudley Pond area was reviewed in 1983 IEP Report delivered to the SWQC. The report recommended that town parcels in the Doran Road area be dedicated to municipal/community leaching fields.</p>
9.	<p>Prepare land management plan for each of the Town’s conservation plans</p>	<p>started; in progress</p>	<p>Individual plans have been developed.</p>
10.	<p>Expand Wayland Historic District and possibly establish a Historic District in Cochituate</p>	<p>no progress</p>	<p>Cochituate Preservation Association inactive after petitioners’ article defeated at 2009 Spring Town meeting.</p>



***Natural, Cultural, and Historic Resources***

Data Collection Team (DCT) #4NCR

11.	Adopt Historic Preservation tax incentives	No progress	Historical Commission does not believe a tax incentive would be in their realm of responsibility.
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**MPAC: IMPLEMENTATION PLAN ASSESSMENT**  
***Natural, Cultural, and Historic Resources***

**5/15/10**

Data Collection Team (DCT) #4NCR

**Action Items Undertaken that were not in the 2004 Master Plan Recommendations:**

	<b>Action</b>	<b>Comments</b>
1.	Wellhead Protection Committee established	<p>Historically, most of Wayland's wells and delivery system were established more than 50 years ago, before the post-war development turned the town from a rural farm community to a developed suburb.</p> <p>Prior to the 2009 construction of the Baldwin Treatment Plant, the Happy Hollow wells near the high school site provided the majority of water for Wayland. Until a few years ago when new development on the high school site near those wells raised residents' concerns, there was little attention being paid to the potential impacts on well water quality (contamination reaching the wells from human-related activity), or water quantity (the amount of water soaking into the ground around the wells).</p>

The Following New Initiatives not in the 2004 Master Plan are Recommended by DCT4 [MPAC]:

	Action	Responsibility & Timing	Comment
1.	Create volunteer coordinator role	Conservation – HR if funding required.  <i>immediate</i>	Coordinator role should learn about every area, what is currently being done for management, what needs to be done, packaging projects and management of resources to best utilize volunteers.
2.	Improve information access	Conservation, IT  <i>medium</i>	Update website with overall map of all areas showing connections. Improve website (see Sudbury's).
3.	Preserve institutional memory	Conservation  <i>ongoing</i>	Institutional memory will be lost when current Conservation Administrator or older volunteers leave or retire.  Information about conservation areas, and procedures for handling conservation work needs to be made permanent in management documents
4.	DPW collaboration with Conservation Commission.	DPW Conservation  <i>immediate</i>	DPW should become aware of stormwater management for municipal operations (see p. 148 of master plan).  DPW, BoH, and Conservation should collaborate to see that septic, stormwater, and wetlands regulations are observed.

	Action	Responsibility & Timing	Comment
5.	Enhance and protect the town's scenic roads.	DPW Planning Board <i>immediate</i>	<p>The Park and Recreation Commission, when it had the responsibility of Tree Warden, established a tree replanting fund and priority list for tree planting. This was funded by a schedule for removing trees under the Tree Warden's jurisdiction.</p> <p>This function has now moved to the DPW, which should be maintaining and updating this list.</p>
6.	Septic Handling:	SWQC recommendation  Board of Health implementation  <i>immediate</i>	<p>Create septic regulations more sensitive to the proximity of the system to town waters:</p> <ul style="list-style-type: none"> <li>○ scheduled inspections</li> <li>○ periodic pump outs based on inspection results, occupancy, and proximity to water</li> <li>○ encourage Nitrogen and Phosphorus removal technologies in systems close to waters</li> </ul> <p>Automate data collection and records of pump outs so that owners may be sent reminders, and so that data is accessible for analysis.</p> <p>Encourage shared leach fields which direct effluent away from town waters.</p> <p>Provide for scheduled inspections and pump outs</p> <p>Encourage shared septic for areas in proximity to town waters.</p>
7.	Create Wellhead Protection Plan	Wellhead Protection Committee, DPW  <i>in progress</i>	MA DEP requires the town to create a Wellhead Protection Plan. The plan is in draft and is being reviewed by DPW.

	Action	Responsibility & Timing	Comment
8.	Monitor compliance with state and federal programs & provide local outreach	DPW, Wellhead Protection  <i>ongoing</i>	<p>The committee is monitors and studies:</p> <ul style="list-style-type: none"> <li>❖ state and federally-mandated water conservation programs to reduce water use;</li> <li>❖ land-use and wellhead protection in those areas in town which contribute to the groundwater and well withdrawal;</li> <li>❖ the protection and proposed expansion of significant source-water protection areas;</li> <li>❖ stormwater management techniques and 'green' technology;</li> <li>❖ the coordination of emergency response efforts with respect to source-water protection and water supply continuity;</li> <li>❖ supporting the goals of the Town's Aquifer Protection District; and educational outreach to the schools and community.</li> </ul>

***Natural, Cultural, and Historic Resources***

Data Collection Team (DCT) #4NCR

	<b>Action</b>	<b>Responsibility &amp; Timing</b>	<b>Comment</b>
9.	Monitor Plans for Teardowns	Building Department and HDC	The Building Department would check projects for buildings over 75 years old (and compare to the Historic Inventory List). Such a permit should be red-flagged and the Historical Commission or the HDC (if within a Historic District) should be notified.

**PART C:** Are there any other factors, internal or external, that have affected the Town's progress toward meeting the Natural, Cultural, and Historic Resources goals (e.g., large new developments, state policies or actions, etc.)?

**1. Positive Factors :**

- Volunteers clear trails on an ad hoc basis
- More use of community gardens (Recent increase in use found in 2009 season)
- Several Eagle scout projects building bridges and boardwalks in conservation areas
- Housing turnover has forced Title 5 inspections
- Board of Health has worked with owners in troublesome areas to find solutions
- At the 2009 Fall Town Meeting, the Town Center project survived another critical 2/3 majority vote allowing amendments to the zoning by-laws. If built, this concentration of businesses will create more tax dollars while providing the Wayland citizenry an identifiable town center with more services and amenities.

**2. Negative Factors or New Challenges:**

- Conservation commission has been swamped with regulatory work that leaves less time for proactive conservation activities. In part, this is due to the fact that a full-time assistant position in the conservation office was dropped and there is only a part-time clerical worker there now. Having a conservation staff member who knows conservation areas is critical.

*Natural, Cultural, and Historic Resources*

*Data Collection Team (DCT) #4NCR*

- In the past, there was an active volunteers group which maintained trails and acted as stewards of conservation areas. Several members died or became too old to continue this work. New, younger people are needed to form a new volunteers group.
  
- Maps have gotten out of date and often are unusable. Some trails are on private lands and there is no trail easement. Some incursion of public land has been made by private landowners. No signs identify interesting landmarks or history in conservation areas. Not enough maps are posted in conservation areas. Many trail markers have disappeared over the years and there has been little effort to replace them.
  
- Wayland-Sudbury Joint Septage facility is closed – future cost of septic pump outs may rise.
  
- Nutrient loads from septic systems have encouraged growth of invasive weeds and raised town costs for monitoring and control.
  
- Possible town lands for shared or municipal systems may have other uses.
  
- Board of Health has no basis to inspect other than changed construction, repairs, or title transfer.
  
- The Fall 2009 Town Meeting passed an article to continue the development of the Town Center with some amendments to the affordable housing component. The original agreement for 25 affordable units was reduced to only 12 units of affordable housing. However developers will contribute to a Wayland Municipal Affordable Housing Trust an amount equal to 1.5% of the sale price of the residences, with a minimum payment of \$537,240 and a maximum payment of \$1,122,000. Payment of this consideration will be tied to development milestones or sale of residences.
  
- The Historic District Commission should coordinate efforts with other Town Boards to implement projects that will help preserve Wayland’s wealth of antiquities. It is recommended that meetings between members of these boards are scheduled on a regular basis to coordinate planning, such as voting into existence laws that will protect antique homes, historical assets, scenic roads and historic viewsapes.



***Natural, Cultural, and Historic Resources***

Data Collection Team (DCT) #4NCR

- The Historic District Commission has ruled that the new Town Center developer's plans for road widening be tied to phases of build-out progress. The developer seeks to make the road changes unconditional. DCT#4 [MPAC] recommends that the Planning Board urge the developer to accept HDC's compromise allowing changes to happen in the Historic District only if and when milestone building has been accomplished by the developer.

**PART A:** The following Master Plan sub-goals pertain to Open Space. Overall, is the Town closer to meeting these goals than it was in 2004? Please comment for each goal.

	<b>Goal</b>	<b>Comments</b>
1.	Preserve, protect and maintain natural areas including water bodies, wetlands, potential municipal water supplies, wildlife habitat, and farmland.	See response to the same goal under "Natural, Historic and Cultural Resources".
2.	Advocate the public benefits and value of open space to Town residents.	This goal has been supported by: <ul style="list-style-type: none"><li>• Clean-up day at the community garden to remove trees and rubbish from unused plots.</li><li>• Neighborhood clean-ups around Doran Road</li><li>• Spring and fall walks over conservation areas.</li><li>• Limited organized family activities in conservation areas.</li><li>• Eagle Scout projects often involve the whole family.</li><li>• Family activity has increased in Community gardening, especially in younger families.</li></ul>

***Open Space and Recreation***

*Data Collection Team (DCT) #4OSR*

<p>3.</p>	<p>Permanently protect undeveloped woodland, farmland and wildlife habitat.</p>	<p>As of June 30, 2009 CPA funds totaling \$5,674,852 are available and \$1,895,548 has been earmarked for acquisition of open space. There has been discussion and ranking done in the past. A 1995 map is still used to identify desirable open space.</p> <p>The Cluster Housing Bylaw has resulted in newly protected land. When any development is proposed and comes before the Conservation Commission because it is within 100 feet of a resource, the commission is often able to obtain conservation restrictions for parts of the land which are not planned for development.</p> <p>Newly acquired open space is listed in responses to goals under "Natural, Cultural and Historic Resources" This included 4 parcels with a total of 25+ acres.</p> <p>Conversion of the WHS stadium field to artificial turf expanded the available field time for residents without using additional open space.</p>
<p>4.</p>	<p>Link existing protected open space to provide corridors for trails and wildlife movement.</p>	<p>The trend for cluster housing will help wildlife movement, but may not aid in connecting walking trails. There has not been much progress in linking walking trails.</p> <p>Links to other towns' and organizations' trails should be depicted on a Town-wide map of all trails and connections.</p>
<p>5.</p>	<p>Provide passive and active recreational opportunities for residents of all ages.</p>	<p>The town has seen an explosion in team sports at all levels, from youth through adult, and does not have adequate field space.</p> <p>The town should consider both passive and active recreation activities when considering land purchase and use. Opportunities to expand active recreational uses of town resources should be encouraged.</p>

**Open Space and Recreation**

**PART B:** The following is a list of the major Master Plan recommendations related to Open Space. Please indicate the implementation status of each recommendation. At the end of this table is a space to add in other relevant policies/ projects/incentives that were not in the Master Plan but have since been adopted.

	<b>Strategy</b>	<b>Status</b>	<b>Comments</b>
1.	Investigate the possibility of creating an open space bond for protection of remaining unprotected open space.	Not yet	We need an updated open space plan first.
2.	Continue to protect and acquire unprotected open space.	Started, in progress	See part A, "Natural, Cultural and Historic Resources".
3.	Continue to work to expand Wayland's trail network, including the Mass. Central Rail Trail.	Started, in progress	<p>Progress:</p> <ul style="list-style-type: none"> <li>• Rail trail volunteers clear the trail for walking,</li> <li>• New bridge on Bay Circuit trail near Trout Brook Conservation area,</li> <li>• Some work in Loker Conservation area.</li> <li>• Ad hoc trail clearing by neighbors.</li> <li>• Part-time staff clears some trails in summer.</li> </ul> <p>Suggestion:</p> <ul style="list-style-type: none"> <li>• Promote efforts to improve access to the Sudbury River, for example, by developing boat access ramps and wildlife observation deck and elevated boardwalk from Rte 20 north toward Great Meadows National Wildlife Refuge.</li> </ul>

**Action Items Undertaken that were not in the 2004 Master Plan Recommendations:**

	<b>Action</b>	<b>Comment</b>
1.	Conservation Cluster Zoning Bylaw	The bylaw has been effective in preserving wetlands and space.

**The Following New Initiatives not in the 2004 Master Plan are Recommended by DCT #4:**

	<b>Action</b>	<b>Responsibility</b>	<b>Comments</b>
1.	Storm water runoff improvements at Wayland Town Beach	DPW <i>medium term</i>	Follow recommendations of 2005 Metropolitan Area Planning Council Non-point Source Pollution Report for Lake Cochituate.
2.	Acquire land for town cemetery expansion	DPW <i>immediate</i>	Evaluate Orchard Lane land now controlled by the school department
3.	Acquire sensitive wetlands and other natural resource areas to avoid development impacts	Conservation, <i>ongoing</i>	Some parcels may be able to be acquired from the developers when permits are being sought.
4.	Connect Town and other conservation areas by trails.	Conservation <i>Ongoing</i>	<p>Include Bay Circuit Trail and other rail trails in plans.</p> <p>Example: should be able to walk from Castle Hill Conservation area to Sedgemoadow Conservation area on trails.</p> <p>More work needed.</p> <p>Requires coordination between local boards, regional, and national groups.</p>

Open Space and Recreation

Data Collection Team (DCT) #4OSR

5.	Consider pedestrian/bike component for all projects.	Conservation Planning Board <i>Ongoing</i>	Even a trail easement protects the ability to later combine segments with trail or path construction to other areas.
6.	Create "land trust" for land acquisition, trail construction, and maintenance.	FinCom Conservation <i>Medium</i>	This is done in Littleton, Concord, and Weston.
7.	Expand areas for active recreation.	Selectmen	<p>Sports participation requiring field space is growing:</p> <ul style="list-style-type: none"> <li>• Youth lacrosse has grown from zero to over 200 children,</li> <li>• Summer young adult softball leagues have formed, and</li> <li>• There are many new adult soccer and softball teams</li> </ul> <p>The town should have a plan to expand active recreation areas. Consider field creation on town owned in Greenways, accessed from Route 126</p> <p>Consider land swap for locked field parcel in Paine Estate.</p>
8.	Consider creation of alternate active & passive recreation uses for town land.	DPW, Selectmen, Recreation <i>immediate</i>	<p>Many towns recognize the need for specialized active recreation areas which can preserve passive uses of other lands:</p> <ul style="list-style-type: none"> <li>• dog parks</li> <li>• riverfront boat launches</li> <li>• mountain bike areas</li> <li>• skating parks</li> <li>• pools &amp; swim areas</li> </ul>
9.	Support Wayland Rail Trail	Selectmen Planning Board, DPW <i>ongoing</i>	<p>Facilitate trail creation by:</p> <ul style="list-style-type: none"> <li>• Seeking, acquiring, and improving rights of way</li> <li>• Cooperating with surrounding towns</li> <li>• Providing use of heavy equipment</li> </ul>

**PART C:** Are there any other factors, internal or external, that have affected the Town's progress toward meeting the Open Space goals (e.g., large new developments, state policies or actions, etc.)?

**1. Positive Factors:**

- As above, land has been acquired; CPA funds available, ad hoc volunteer work.
- Funds are provided for seasonal labor (e.g., maintenance in community garden, mowing trails in meadow areas). These funds are critical and should be continued.
- A great deal is done now with limited funding and volunteers. Even now, done as time permits, many Eagle Scout projects, some school projects, one group from Newton in fact, have come to volunteer.
- Proposal for a "river center" in the town center municipal building could be used for conservation education. May provide space for boat access to the river.
- Active rail trail organization works to clear rail trail and advocate for construction of a "linear recreation area" in Wayland.
- Creation of a multi-use artificial turf field at WHS stadium field has greatly expanded the available field time for soccer, football, lacrosse, and field hockey teams.

**2. Negative Factors or New Challenges:**

- Conservation Commissions have two roles – regulatory and passive recreation/protection of natural resources. The Commission and the Conservation Administrator must spend most of their time and effort on regulatory issues, open space planning comes second.
- Tensions exist between passive use of lands and the growing demand for active recreation uses.
- Tensions exist between selling Town and School department lands to raise cash and the open space needs of the town. Once land is sold for development, it cannot be reclaimed for other uses
- Tensions exist between the need for affordable housing, and neighborhoods who seek to have town lands preserved as open space.

# MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/13/10

## Public Facilities and Services

### Data Collection Team (DCT) #5

**General Comments:** DCT #5 sees the Public Facilities and Services goals in the 2004 Master Plan as a list of initiatives as opposed to a true list of goals and objectives. While progress has been made against some of the initiatives, a list of things to be done doesn't substitute for a list of goals and objectives.

**RECOMMENDATION:** DCT #5 suggests that the Planning Board revisit the Town's Public Facilities and Services **Goals**. Then, working with the Finance Committee, Board of Selectmen and relevant Boards (cross-functionally) decisions can be made about how to meet the goals. Structuring the goals under the following cross-functional headings might make sense:

- Addressing cultural, social, and recreational needs for youth and seniors (e.g. Library, COA, Recreation, Schools, Cultural Council, Committee, Youth Advisory Committee).
- Determining the long term needs to support seniors continuing to live in their homes besides those stated above (e.g. Housing Committee, Transportation Committee, BOH, COA, Taxation Aid Committee, Emergency Planning Committee, ILOT). COA says that limitations of tax work off and circuit breaker programs, lack of resources for outreach to seniors, availability of smaller affordable homes, emergency planning/training, and lack of quality meals for the homebound are big issues.
- Ensuring the safety, quality, and availability of the Town's water resources and roadways (e.g. DPW, BOH, Wellhead Protection, SWQ, Wastewater Management Committee).
- Implementing public realm improvements in Wayland Center (see list of initiatives developed in 2004 Master Plan – page 176) – these were primarily DPW initiatives, but could also include housing, business development and recreation components (See DCT #1 Economic Business Development Council recommendation).
- Implementing public realm improvements in Cochituate (see list of initiatives developed in 2004 Master Plan – page 178) – these were primarily DPW and recreation initiatives, but could include housing and business development components as well (see DCT #1 Economic Business Development Council recommendation).

**PART A:** The following Master Plan sub-goals pertain to public facilities and services. Overall, is the Town closer to meeting these goals than it was in 2004? Please comment for each goal.

1. **GOAL:** Establish Public Facilities Planning and Coordinating Committee.



# MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/13/10

## Public Facilities and Services

### Data Collection Team (DCT) #5

**COMMENT:** Not done and DCT #5 isn't sure it's necessary. The Planning Board, Finance Committee and Board of Selectmen have the can take more of a leadership role and make more concrete plans regarding which infrastructure investments will be prioritized and how they will be paid for in the future.

2. **GOAL:** Conduct joint study of Highway Dept. and Recreation Dept. space needs and siting options.

**COMMENT:** In process – evaluation of space needs and siting options underway. The DPW has been created and a DPW Director has been hired. But, initiatives that make sense like the Fire Chief's recommendation to centralize Town mechanical services under DPW can't be done given limited DPW facility.

3. **GOAL:** Consider restricting private irrigation wells.

**COMMENT:** Not done – being discussed but no formal decisions or plans have been developed. If private wells are restricted, the Town will move closer to achieving the State's water usage goals, but revenues will be negatively impacted. DCT #5 sees this initiative as now the responsibility of the DPW.

4. **GOAL:** Commission a study of the water distribution system to pinpoint sources of unaccounted for water and assess pipe replacement needs.

**COMMENT:** Not done – in the planning process. New DPW director is developing a road-by-road improvement plan to upgrade road and sidewalk surfaces, taking into account water pipe replacement needs at the same time roads are resurfaced. He's also evaluating new water meter systems that would digitally transmit regular (even daily) data about water usage to computers in the Town Building to more rapidly pinpoint and resolve water leaks (both residential, commercial and for town-owned property). Fire chief concerned about water flow in Cochituate due to pipe corrosion; need infrastructure work done here.

5. **GOAL:** Prepare and adopt Long-Range Capital Facilities Plan.

**COMMENT:** Good progress, but not fully done. Finance Committee has developed a long range financial plan but its focus is more on maintenance and capital replacement than true long term facilities planning.

6. **GOAL:** Study the possibility of expanding Town controlled capacity at the Wayland Center wastewater treatment plant and establishing other public wastewater systems.

**COMMENT:** Planning done – execution pending Town Center project. Town and Twenty Wayland agreed the latter would pay for 75% of the cost of a new treatment plant. We now have the state discharge permit to build the plant. If Twenty Wayland is delayed further, DCT #5 needs to find out if Town is obliged to upgrade the plant (plant is older now but without Twenty Wayland it's not near capacity).

7. **GOAL:** Planning and design of high school renovation and expansion.

**COMMENT:** Done - funding approved by State; pending Town meeting vote and election.

8. **GOAL:** Conduct space needs and assessment study of Town Hall.

**COMMENTS:** Informal plans done and partially executed. Have moved some departments; now looking at hearing room space. Meeting rooms are limited and town department offices are used for nighttime meetings potentially threatening the security of some town information. Storage space is still in short supply.

# MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/13/10

## Public Facilities and Services

### Data Collection Team (DCT) #5

9. **GOAL:** Begin schematic design for new/expanded Library based on outcome of current study.  
**COMMENTS:** Done – various options evaluated including expanding current space (parking was an issue) and building new facility. Desire was to move into Town Center pod, but this is now uncertain. Library used by all; need to beef up services to teens and children; no space for studying and limited meeting rooms. There is a shortage of space for books, other media and computers as well. Storage is severely lacking.
10. **GOAL:** Conduct needs assessment study for Senior Center.  
**COMMENTS:** Done – but desire was to move into Town Center pod, but this is now uncertain. COA also needs access to private interview rooms, computers, printers, and copiers.
11. **GOAL:** Evaluate the costs and benefits of connecting business area in Cochituate to the MWRA sewer system.  
**COMMENTS:** Nothing done yet. DPW determining if the work, or at least putting the infrastructure for it in the ground, can be coordinated with the Rt30/Rt27 intersection work planned for this area – but timetable is tight.

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**PART B:** The following is a list of the major Master Plan recommendations related to Public Facilities and Services. Please indicate the implementation status of each recommendation. At the end of this table is a space to add in other relevant policies/ projects/incentives that were not in the Master Plan but have since been adopted.

<u>STRATEGY</u>	<u>STATUS</u>	<u>COMMENTS</u>
12. Wayland Center public realm improvements.	Done	Pending Town Center vote.
13. Cochituate public realm improvements.	In Process	Ballfield and playground improved. No overall plan in place. Road improvements delayed – left off TIP.
14. Examine the feasibility of expanding Fire Station Two/ Arts Center.	Abandoned	Fire Chief sees no need to expand but underground oil tank needs to be removed. Recreation needs more space but not necessarily here.

<u>STRATEGY</u>	<u>STATUS</u>	<u>COMMENTS</u>
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# MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/13/10

## Public Facilities and Services

### Data Collection Team (DCT) #5

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| 15. Begin planning for multi-generational community recreation center.       | Not started. | Town meeting approved \$550k for Town Beach project, but focus hasn't been multi-generational. |
| 16. Prepare siting and feasibility for North Wayland satellite fire station. | Abandoned    | Not necessary per Fire Chief; rely on Lincoln - avoid building facility.                       |

### Action Items Undertaken that were not in the 2004 Master Plan Recommendations:

Some significant actions have been taken that were *not included* in the 2004 Master Plan, including:

<u>ACTION</u>	<u>COMMENTS</u>
1. The Landfill was reorganized as transfer station.	This Landfill has to be closed; funds must be found/budgeted. The old Landfill still needs to be formally closed as well.
2. The septage facility was closed.	Need to determine what to do with facility now.
3. The use of Loker School has been repurposed as kindergarten housing for all elementary schools.	Amidst much controversy.
4. Baldwin Pond wells have been improved.	Town meeting voted to make necessary improvements – Baldwin now seen as a primary source of town water.
5. The Town's fire unit has greatly advanced its capabilities – it can now provide advanced life support – and it is looking to provide paramedic services.	Town has developed a plan to provide services to Sudbury, Weston, and Lincoln at market rates – will offset our costs.
6. The Wellhead Protection Plan Committee has been formed and they have drafted a plan for Wayland's eight wells which provide 95% of Wayland's water.	The plan is being evaluated and reviewed.
7. The Town's recreation director position is now shared with Sudbury (job responsibilities were reduced when DPW structure was implemented).	There are mixed reviews on how well this is working, but regionalization of services may lead to cost reductions in many parts of Town government.
<u>ACTION</u>	<u>COMMENTS</u>
8. The Town pool was closed - lack of safety, an absence	Private funds are being sought for rebuilding.

# MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/13/10

## Public Facilities and Services

### Data Collection Team (DCT) #5

of funds to fix issues, and a decision to rebuild.

#### The Following New Initiatives not in the 2004 Master Plan are Recommended by DCT #5:

##### ACTION

##### COMMENTS

1. All town-owned land should be inventoried – its purpose and which Town Board is responsible for it should be noted. An assessment should be made as to the lands best use/purpose.

The Town should have a stated purpose for all Town-owned land and responsibility for the land should correlate with its purpose.

2. A solution to the loss of space currently housing WayCam needs to be found.

If the high school plan is approved, WayCam will lose its space – finding a permanent location where it can continue to do its work and be an educational resource is important.

3. The Master Plan states that “There is a perceived lack of communication between Wayland’s government and its residents.” But there are no recommendations included in the Plan to address this.

Concerns over communication have appeared regarding the Town Center project and the Loker School changes. The Electronic Communications Committee has completed a review of the town website and has recommended an overhaul. Follow-up actions have not taken place. The Board of Selectmen together with the School Committee should take further steps to improve communication.

4. The Master Plan recommendations do not really address improvements in the provision of *services* to residents, although the section of the Plan is entitled Public Facilities and Services.

A town-wide survey/assessment should be performed looking at the provision of services. This will help in determining financial priorities and resetting expectations as to what can be done during difficult economic times.

5. The Fire Chief concerned with lack of fire sprinklers in one of the Town owned senior living facilities.

Cost estimates should be obtained and funding be sought in the form of town appropriation and/or grants.

# **MPAC: IMPLEMENTATION PLAN ASSESSMENT 5/13/10**

## **Public Facilities and Services**

### **Data Collection Team (DCT) #5**

**PART C:** Are there any other factors, internal or external, that have affected the Town's progress toward meeting the Public Facilities and Services goals (e.g., large new developments, state policies or actions, etc.)?

#### **1. Positive Factors:**

- The Finance Committee is taking a closer look at long term capital needs, but needs to bring more of a focus on how to pay for new or expanding public facilities into the future.

#### **2. Negative Factors or New Challenges:**

- Current economic downturn puts expansion of existing or building of new public facilities at risk – and challenges the Town to be more efficient in the provision of services.
- More rapidly than planned aging Town population calls for quicker response to ensure seniors' needs can be met.

## Conclusion

The following is a suggested method for implementing Town Master Plan recommendations. First, establish Guiding Values for the Town; Second, list actions needed to fulfill, reinforce or enhance these Guiding Values: Third, correct the Town's organizational structure by improving intercommunications among various boards and committees and make well coordinated efforts to achieve Town Goals.

### Wayland's Guiding Values

- Semi-rural Character
- Public School Excellence
- Senior services Excellence
- Quality Public Services
- Protected Environmental Resources
- Strong Cultural and Recreational Resources

## Conclusion

### Actions Needed to Fulfill Guiding Values

1. Institute a Town-wide Five-year Operating Plan (by department/board), including needs and funding solutions (in addition to 5-year capital plan).
2. All Boards and Economic Development Commission should Optimize Tax Base (e.g. encourage build out of commercial zones, cluster housing, and where appropriate, high end housing). Keep mindful that commercial property is only 1% of town land. It would be inappropriate to mar the semi-rural character of the town image to increase such a minor part of our tax base. Seek Alternative Funding, e.g. for New Initiatives for traffic relief, such as park and ride commuter parking lot on Rte 20.
3. Update Building “semi-rural character” Guidelines to include Village Overlay Districts, improved signage By-Laws and “Green” Goals for Town Buildings, Developers & Residents.
4. Develop a Plan for Town-owned Land, subject to annual review, keeping in mind unknown future needs that may occur.
5. Confirm/Update Open Space Plan, subject to annual review.
6. Planning Board to Create Advisory Committees to Evaluate and Promote its Initiatives (for example: proactive – Cochituate Overlay and reactive – TD Bank)
7. Develop Plans to Protect Environmental Resources
8. Establish Plans to Meet Cultural and Recreational Needs

## Conclusion

### Creating a Coordinated Effort to Ensure Focus on Wayland's Guiding Values

1. Planning Board affirms Guiding Values and MPAC Report
2. Planning Board Actively Encourages Overall Master Plan Implementation Effort
3. Every Town Committee Embraces Guiding Values and MPAC Report
4. Board/Committee Chairs Meet Periodically as a Group w/Planning Board and Selectmen to Balance Trade-offs with Guiding Values
5. Department Heads Meet Monthly as a Group with Town Administrator to review pending/planned projects
6. Town Clerk provides MPAC Report to any Resident being Sworn in for a Board/Committee Position
7. Add more volunteer committees to address the various tasks defined in the Master Plan.