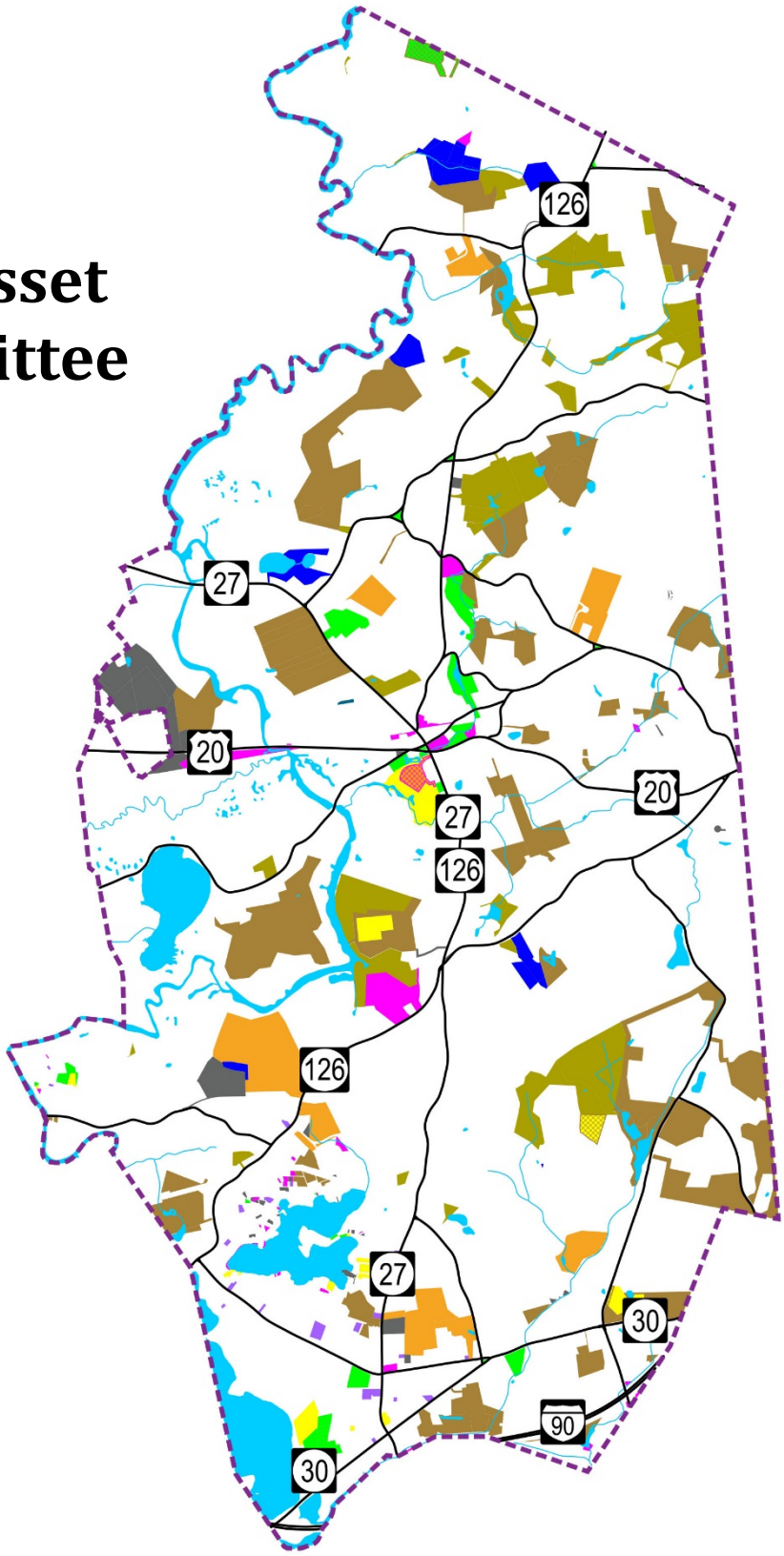
Town of Wayland, Massachusetts

Wayland Real Asset Planning Committee



Final Report
June 2017

Wayland Real Asset Planning Committee

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This report was produced by the members of the Wayland Real Asset Planning (WRAP) Committee:

Tom Abdella * – Finance Committee Appointee

Anette Lewis – Planning Board Appointee

Nicole Riley – Planning Board Appointee

Gretchen Schuler – Community Preservation Committee Appointee

Ex Officio Members:

Nan Balmer, Town Administrator

Ben Keefe, Public Buildings Director

Brian Keveny, Finance Director

Sarkis Sarkisian, Town Planner

Also served on the WRAP Committee:

Colleen Sheehan (August 2015 – June 2016) – Planning Board Appointee

Bill Steinberg (August 2015 – November 2015) – Finance Committee Appointee

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* In April 2017, Mr. Abdella began serving on the Board of Public Works, a board that controls town-owned land. At that point, the Report was in the final stages of editing and, thereafter, Mr. Abdella recused himself from participation in any Department of Public Works related issues.

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I. Executive Summary

I. Executive Summary

The Wayland Real Asset Planning Committee, known as the WRAP Committee, was created by the Board of Selectmen with members appointed by and serving in an advisory capacity to the Planning Board. The charge called for the creation of "a process to develop a comprehensive long-range facilities plan, siting strategy and capital funding plan to assist the Town with making informed decisions regarding major capital projects (defined as $500,000 and above) related to future uses of municipal (Town and School) land and buildings."

A five (5) voting-member appointed committee began work in August 2015 with the assistance of the Town Administrator, Public Buildings Director, Finance Director and Town Planner serving as *ex officio* members without voting rights. The overall goal was the development of a process for long-range strategic capital planning for Wayland. Committee membership changes and resignation led to four voting members to complete the charge.

The Committee held regular bi-weekly meetings, five (5) community forums in which residents and other Boards, Committees and Commissions participated and one site-visit day to view four sites that were the topic of multiple proposed municipal building projects. WRAP Committee members met separately and together with Town department heads and employees to seek additional input on identified and foreseeable need of capital facilities.

Members of the Committee worked with the Town Surveyor, GIS Coordinator and Director of Assessing to improve the accuracy of the inventory of all town-owned parcels, identifying custodial entity, size, current uses and, for the larger parcels, deeds, orders of taking, plans, town meeting actions, deed/use restrictions and environmental constraints. Section II addresses town-owned land and buildings.

WRAP Committee liaisons worked with all Boards, Committees, Commissions and Departments to gather information about the current condition of facilities, potential future major land needs as well as new capital facilities expenditures, and policies concerning potential future use of parcels under their control, etc. WRAP also reviewed various sources of demographic data to assess the timing of likely future needs. A list of potential major capital projects is the end product, found in Section IV.

A process for evaluating future projects was formed after reviewing similar processes used in Wayland and other communities across the country. Evaluation criteria to establish projects' priorities and sequencing were developed as well as a site selection matrix. Section III addresses project evaluation and site selection.

WRAP worked with the Finance Committee, Finance Director, Town Administrator and other town officials to formulate a more disciplined and in-depth long range planning process to anticipate, plan for and fund major capital projects over a 20-year time horizon. Sections V and VI address long-range capital facilities planning and capital funding.

A comprehensive, up-to-date web page that has chronicled the Committee's work, including links to materials gathered in furtherance of its charge, has been available to the public and will be retained on a CD at the conclusion of the WRAP Committee work.

This report provides a process by which to assess the need for and ability to prioritize and fund future capital projects involving Town-owned land and buildings. General recommendations are found in Section VII.

II. Municipal Property – Land and Buildings

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The WRAP Committee began its work by reviewing the inventory of town-owned land and buildings to become familiar with current uses and characteristics of parcels. The Assessors' database and the Geographic Information System (GIS) were the primary sources of information. These sources have data on approximately 320 parcels of town-owned property. The parcels account for all town and school real property assets – both land and buildings on the land.

The database lists a number of pieces of information for each parcel including parcel identification number, location, co-owner or steward indicating a board or commission responsible for the parcel, size in acreage or square footage, references to deeds, orders of taking and plans on file at the Middlesex South Registry of Deeds and Land Court, and relevant town meeting actions. The town-owned properties range in size from multiple acres, such as 89 acres of conservation land at Sedgemeadow to small patches of approximately 2,000 square feet such as highway land used for drainage at the edge of a roadway or a traffic island classified as "park" land. The actual wording in deeds, Land Court decisions and certificates, orders of taking and plans, as well as town meeting votes are essential to understanding whether and what restrictions there may be to the use of land for specific purposes. Thus, it was critical to examine all of the available information for those parcels that may be appropriate for development or for change in use. The Town Surveyor's Office prepared a color-coded town map indicating the location of each parcel as well as the board or commission responsible for the parcel.

Town-Owned Land Database. In reviewing the database and map, it was noted that approximately 120 parcels were listed as "conservation land" under the control of the Conservation Commission or as "park land" under the control of the Board of Public Works. Because those categories of land are subject to Article 97 of the Massachusetts Constitution, and changing their uses is severely restricted, those parcels were not considered further. Of the remaining 200+ properties about 60 to 70 were not reviewed due to their current use for water, affordable housing, schools and established fields for recreation. In addition, many tiny parcels were dropped from the list to review. Of the remaining properties, those of one acre or more in size were studied more intensely.[1] The map was also scanned for clusters of town-owned properties that could be combined and, perhaps, be used together.

At the start of the WRAP Committee's work in August 2015, there were several capital projects under consideration by various boards and groups. They were: expansion of the library at 5 Concord Road or moving to a new site; expansion of the Council on Aging space or moving to a new site; a site for a possible Community Center; and expansion of indoor and outdoor Recreation facilities. Some sites were already being considered for these potential

[1] Three parcels that exceed an acre in size were not reviewed (Parcels 22-003, 22-006, 22-007) due to a proposed housing development at the site on Boston Post Road. If this project, presently called River's Edge, does not go forward the town should evaluate those parcels for other uses.

projects. Thus, those sites were among some of the first to be reviewed in depth by the WRAP Committee *see* March 29, 2016 Interim Report of Wayland Real Asset Planning (WRAP) Committee in Appendix 2. At the same time WRAP Committee members searched for properties large enough to accommodate multiple municipal needs. The only site that appears to be available on which to develop a campus-like setting is the municipal parcel at Greenways, 202 Old Connecticut Path; thus the recommendation for that parcel is to complete a comprehensive site plan with multiple uses before any one project is constructed there.

Fifty parcels were selected for more in-depth review. All of those parcels are itemized on a chart entitled "50 Selected Properties - Physical Characteristics, Legal Information & Recommendations" (Exhibit II-A). Orders of taking, deeds, plans and Town Meeting votes were reviewed, necessary corrections to the Town's database were noted, and new information including copies of those documents were provided to the Assessors and Surveying/GIS departments. Notes were added about each property that clarify and amplify information about the legal references or about the property's physical characteristics.

In some cases the WRAP Committee makes recommendations for future uses and those are recorded on the same chart. These recommendations range from set aside for snow storage or drainage to complete a master site study to determine how best to fit multiple uses on a parcel or in a building.

The chart is arranged in numerical order according to parcel number. Two of the parcels are owned by the Wayland Housing Authority (WHA); thus they are listed at the end of the chart, not numerically by parcel number. The WHA is an independent agency - not a Town department - that operates under the auspices of the U.S. Department of Housing and Urban Development (HUD). The WRAP Committee did not review all WHA-owned properties. Two WHA-owned properties surfaced during a review of a cluster of nearby town-owned properties for which there may be a benefit to combining parcels. One other property, also listed at the end of the chart, is the "Municipal Pad at the Town Center" (400 Boston Post Road) that is not currently owned by the town but is the subject of on-going acquisition negotiations and was under consideration by at least one board for potential use. Study of this property led the WRAP Committee to believe that it may be better suited for one single use (see Exhibit II-A) rather than combined uses due to parcel size and inability for future expansion.

Site Considerations. Of the 50 properties that were studied in depth, 14 are the subject of Site Consideration Sheets (Exhibit II-B1thru II-B14) that provide maps and descriptions of physical characteristics important when considering future uses for each. The site considerations that are noted for each of the 14 properties (in several cases the property includes more than one parcel of land) are environmental factors such as proximity to public drinking water wells and wetlands, historical and archaeological information about buildings and land including past uses that may affect future use, location and ease of accessing roads and utilities, topography and possible legal restrictions that could limit future uses. Several of

the parcels, selected for this more in depth analysis, are sites that were under consideration by others for potential capital projects. For example, due to the size of the parcels the Claypit Hill School property at 86 Claypit Hill Road [Parcels 19-072 & 19-072A] and Alpine Field [Parcels 07-019 & 07-020] were among the parcels that had been reviewed as a possible location for a new library; thus the WRAP Committee provided in-depth reviews. However, the WRAP Committee's recommendation for the Claypit Hill School property is continued school use (*see* Exhibit II-A). The Municipal Pad, mentioned above, is also included in the Site Consideration Sheets. Exhibit II-B is an overall map showing the location of each of the 14 properties.

Town-Owned Buildings. A list of all buildings owned by the town was prepared by the Public Buildings Director. It includes 30 buildings. Gross square footage, use and condition for each have been recorded. Condition includes comments about needed repairs, present and future. Most construction dates and the dates of some additions are included; however information on renovations has not been added to the table. The list is attached as Exhibit II-C.

The Public Buildings Director also prepared a "Capital Replacement Costs" chart in which all major building components and systems have been analyzed to generate a cost of replacing those components over a 30-year period. The selected components were fire alarm detection, ceiling finish, floor finish, and exterior doors, exterior windows, roofing, HVAC, controls and instruments and sprinklers and standpipes. Considering only those items, the 30-year replacement costs would be approximately $77.9 million or $2.6 million per year without factoring in cost escalation or inflation. These annual costs do not include routine maintenance costs which also require an additional annual budget.

Exhibit II-A 50 Selected Properties - Physical Characteristics, Legal Information & Recommendations

Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference**	Acreage	Notes	WRAP Recommendation
04-066	9 YORK RD	MUNICIPAL Conservation?	Plan Ref: 1064-1965 Book/Page: 20979/84	9/19/1990 Sale Date 1/28/1991 Recorded	4/9/1979 #10	1.47	Town GIS list shows 04-066A that was not found in Database or on parcel maps. GIS has only 04-066: Lot 12 conveyed to town with easements of record (see 12554/495 on 11/16/1973); "Conservation easement" across rear of lot; large portion of lot is wetlands.	
07-019	0 SHERMAN BRIDGE RD	SCHOOL	Book/Page: 8685/336	3/18/1956 Taking	2/15/1956 #3	12.00	Order of taking for 39.4 acres for school purposes. Currently used for athletic fields accessed from Alpine Road. Some of parcel is on northwest side of Alpine Road.	Survey lot on NW side of Alpine Road – if 40,000 sf, consider selling for housing; affordable units or reserve for rec parking; expand rec fields
07-020	0 SHERMAN BRIDGE RD	SCHOOL	Book/Page:			1.76	Adjacent to Parcel 07-019 athletic fields – wooded area. Incorrect deed reference (11361/647). Large portion of lot is wetlands and conservation trail transects parcel.	
18-056	0 ORCHARD LN	SCHOOL	Plan Ref: 4303F LC: 582/109 Cert.#90459	12/05/1956	2/15/1956 #4	13.72	Open, wooded, relatively level land with points of access from Holiday Road and Orchard Lane. *See* Supreme Judicial Court: Harris v. Wayland, 392 Mass. 237 (1984)	Housing, market and affordable; must be tied to an approved plan if consider selling for housing
18-082	83 CONCORD RD	MUNICIPAL Change to Conservation	Plan Ref: 451-1965; Book/Page: 10741/210	12/19/1964 Sale Date 1/22/1965 Recorded	11/1964 #11	4.80	In Lower Mill Brook Conservation Area; Conveyed to Town under M.G.L. c.40, Sec.8C, as amended, "to be managed and controlled by the Conservation Commission... for the protection and development of the natural resources and for the protection of the watershed resources of said Town."	

** Assessors' designation in capital letters; more likely "owner" in lower case letters.*

*** Reference to Town Meeting date and Article Number by which action was taken.*

Exhibit II-A 50 Selected Properties - Physical Characteristics, Legal Information & Recommendations

Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference**	Acreage	Notes	WRAP Recommendation
19-072	86 CLAYPIT HILL RD	SCHOOL	Book/Page: 8685/333	3/14/1956 Taking	3/12/1956	25.82	CLAYPIT HILL SCHOOL – ADAMS LANE	Continued School Use
19-072A	86 CLAYPIT HILL RD	SCHOOL	Book/Page: 9798/382	4/7/1961 Sale Date 4/28/1961 Recorded		1.31	CLAYPIT HILL SCHOOL	Continued School Use
22-001	0 BOSTON POST RD	MUNICIPAL Property Card says "Disposal Area"	Plan Ref: 399-1955; Book/Page: 8428/389	2/21/1955 Sale Date 3/14/1955 Recorded	3/10/1954 #16	10.65	Old Landfill south side of Rt. 20 (adjacent to 22-002) -- Order of Taking says "taking for purposes of a refuse disposal area or dump"	Clean-up site first Potential Uses: parking buses parking rail-trail recreational area
22-002	0 Boston Post Rd	DPW ? Property Card says "Highway"	Plan Ref: 956-1938 Book/Page: 11816/625	3/30/1970 Taking 4/03/1970 Recorded	11/19/1969 #5	5.9	Part of Old Landfill south side of Rt. 20 (adjacent to 22-001) – Order of Taking says taken for "Town dump purposes"	Clean-up site first Potential Uses: parking buses parking rail-trail recreational area
23-001	41 COCHITUATE RD	MUNICIPAL	See 10/15/1969 legal memo from Town Counsel Gossels & 1/12/1967 Compiled Plan of Land			31.7 +	TOWN BUILDING used for municipal offices, Pre-school, Council on Aging, Recreation and athletic fields. Deed restrictions & complicated legal history to be sorted out by legal counsel.	Need Master Space Plan – consider Rec, COA in northwest wing nearer gym; town offices in southeast end.
23-007	24 BOSTON POST RD – Lot A	DPW – HIGHWAY Municipal?	Plan Ref: 45-1931; Book/Page: 14939/174	3/22/83 Sale Date 3/22/1983 Recorded	11/23/1981 #10	1.00	Blacksmith Green – Deed describes Lots A & B on plan #45, year 1931 (5531/387). TM vote was "for highway and related purposes". In flood plain. NHESP priority habitat of rare species & estimated habitat of rare wildlife.	Maintain as green space

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Exhibit II-A 50 Selected Properties - Physical Characteristics, Legal Information & Recommendations

Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference**	Acreage	Notes	WRAP Recommendation
23-008	55 PELHAM ISLAND RD – Lot B	DPW - HIGHWAY Municipal?	Plan Ref: 45-1931; Book/Page: 14939/174	3/22/83 Sale Date 3/22/1983 Recorded	11/23/1981 #10	1.00	Blacksmith Green - Deed describes Lots A and B on plan #45, year 1931 (5531/387). TM vote was "for highway and related purposes"- in flood plain, NHESP priority habitat of rare species & estimated habitat of rare wildlife.	Maintain as green space
23-094	5 CONCORD RD	MUNICIPAL Library?	Plan Ref: BK119/#7 Book/Page: 2764/141 & See 2/8/2017 legal memo from Town Counsel KP/Law	1899 1923 1955	3/28/1898 #25 & 10/8/1898 #2 3/5/1923 3/9/1955	1.02	Existing Library Building = 14,500 s.f. Land assembled via three deeds: Book/Page 2764/141; Book/Page 4598/82; Book/Page 8412/490 (Plan #235 of 1955)	Keep as town-owned building and land
24-008D ?	214 BOSTON POST RD ?	MUNICIPAL	Plan Ref: 1345-1964; Book/Page: 10687/148	11/9/1964 Taking 11/10/1964 Recorded	3/11/1964 #26	1.30	Deed reference describes property West of 204 Boston Post Rd. (24-009A); taking "for improvement of lowlands and extension of Town Office Building lot"; In vicinity of Public Safety Building parcel; wetlands & flood plain. (214 BPR and Parcel ID appear to be incorrect.)	
25-046	6 LUNDY LN	MUNICIPAL	Plan Ref: 737-1947; Book/Page: 14257/554 14812/354	3/16/1981 Tax Taking		0.58	Tax title decree. Lot 13 on plan = 25,280 s.f.; GIS says 20,000 sf; some stream & floodplain.	
25-093A	0 PLAIN RD	MUNICIPAL	Plan Ref: 1528-1965; Book/Page: 11703/276	6/27/1969 Sale Date 7/3/1969 Recorded	4/27/1977 #18 (Barrett Land Only)	0.17	Tower Hill Depot acquired from B&M railroad with express condition that it be used for transportation purposes including parking; & is separate from adjoining town-owned "Barretts land"	Parking for Rail-Trail

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Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference**	Acreage	Notes	WRAP Recommendation
33-001C	202 OLD CONNECTICUT PATH	MUNICIPAL	Plan Ref: 693 of 1995 Book/Page: 25560/210	8/10/1995 Recorded	1994 #10	26.4	Paine Estate/Greenways municipal parcel with access from Old Connecticut Path	Multiple-use campus for town uses with master plan before any construction
42D-043	0 PURITAN PATH	MUNICIPAL	Book/Page: 8268/493	6/11/1954 Recorded		0.25	Tax Title – offered for sale at auction on May 15, 1954; no offer adequate to Treasurer therefore ownership to town at end of sale.	Combine with 42D-043A, 42D-048, 42D-049, 43C-056, 43C-057, 43C-057A to use for housing, septic, and/or play area
42D-043A	0 PURITAN PATH	MUNICIPAL	 Book/Page: 11811/608	1/25/1968 Tax Taking 3/20/1970 Recorded		0.06	Tax Title – Lot # 620 in Woodland Park	Combine with 42D-043, 42D-048, 42D-049, 43C-056, 43C-057, 43C-57A to use for housing, septic, and/or play area
42D-045	51 WOODLAND RD	MUNICIPAL	 Book/Page: 9660/408	5/27/1957 Tax Taking 8/24/1960 Recorded		0.11	Tax Title – Notice of Taking filed at Registry of Deeds Book 8958, Page 173. Notice of Disposal in Tax Lien Case is listed in Book/Page column	Use for septic, drainage or sell to abutter
42D-048	6 MAYFLOWER PATH	MUNICPAL	Plan Ref: #543 of 1914 Book/Page: 12259/540	10/02/1969 Tax Taking 8/03/1972 Recorded		0.11	Tax Title – Lots 587 & 588 (Plan #543 of 1914) on Mayflower Path taken after notice of taking in Book 11755, Page 141	Combine with 42D-043, 42D-043A, 42D-049, 43C-056, 43C-057, 43C-057A to use for housing, septic, and/or play area
42D-049	0 MAYFLOWER PATH	MUNICIPAL	Plan Ref: #543 of 1914 Book/Page: 8268/493	 6/11/1954 Recorded		0.17	Tax Title – offered for sale at auction on May 15, 1954; no offer adequate to Treasurer therefore ownership to town at end of sale.	Combine with 42D-043, 42D-043A, 42D-048, 43C-056, 43C-057, 43C-057A to use for housing, septic, and/or play area

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Exhibit II-A 50 Selected Properties - Physical Characteristics, Legal Information & Recommendations

Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference**	Acreage	Notes	WRAP Recommendation
42D-060	88 LAKESHORE DR	MUNICIPAL DPW-Highway?	Plan Ref: BK268-17 Book/Page: 10636/495	9/14/1964 Taking 9/15/1964 Recorded	3/16/1964 #27	0.05	Taking of part of Lot 130 "for highway purposes"; on Dudley Pond.	Possible beach access or boat launch
42D-061	98 LAKESHORE DR	DPW - HIGHWAY Municipal?	Plan Ref: BK268-17; Book/Page: 10636/492	9/14/1964 Taking 9/15/1964 Recorded	3/16/1964 #27	0.09	Took Lot 124 "for highway purposes" & then sold off a portion of it: BK 12001/PG.188, Plan Ref. 509-1971 (10/07/1970 #9)	
42D-070	0 SYCAMORE RD – Lot 142-3	DPW - HIGHWAY	Plan Ref: BK268-17; Book/Page: 11748/152	9/29/1969 Taking 10/03/1969 Recorded	03/03/1969 #19	0.18	Order of Taking - Board of Selectman adopted the order of taking, "in the name of and on behalf of the Town of Wayland, in fee, for highway purposes." Deed includes lots 139, 142, 143 and 144 shown on a plan recorded in Plan Book of 1969, Plan 1064. Original subdivision of Castle Gate North is Book 268, Plan 17. Where Hemlock connects to Sycamore on GIS is a paper street.	Combine with 42D-115, 116, 117, & 118 to use for septic, play area or a house.
42D-115	49 SYCAMORE RD – Lot 144	DPW - HIGHWAY	Plan Ref: BK268-17; Book/Page: 11552/92	9/29/1969 Taking 8/8/1968 Recorded	03/3/1969 #19	0.12	Order of Taking - for Highway purposes	Combine with 42D-116, 117, 118 & 070 to use for septic, play area or a house.

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Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference**	Acreage	Notes	WRAP Recommendation
42D-116	0 SYCAMORE RD – Lot 140	RECREATION Municipal?	Plan Ref: 853-1968; Book/Page: 9628/409	6/29/1960 Taking 7/7/1960 Recorded	03/1960 #16	0.14	ASSESSOR DATA Says Recreation. Is sandwiched between two highway parcels. Order of Taking - Board of Selectman, in the name of and on behalf of the Town of Wayland, for municipal purposes.	Combine with 42D-115, 117, 118 & 070 to use for septic, play area or a house.
42D-117	0 SYCAMORE RD – Lot 139	DPW - HIGHWAY	Plan Ref: BK268-17; Book/Page: 11748/152	9/29/1969 Taking 10/3/1969 Recorded	03/03/1969 #19	0.13	Order of Taking - Board of Selectman adopted the order of taking, in the name of and on behalf of the Town of Wayland, in fee, for highway purposes. Deed includes lots 139, 142, 143 and 144 on a plan recorded in Book 11748, Page 162. Where Hemlock connects to Sycamore on GIS is a paper street. Confirmatory deed from William Leucher for $400 recorded in Book 12921/69 for lot 139	Combine with 42D-115, 116, 118 & 070 to use for septic, play area or a house.
42D-118	11 HEMLOCK RD	MUNICIPAL	Plan Ref: Book/Page:			0.16	Could not find anything on this	Combine with 42D-115, 116, 117 & 070 to use for septic, play area or a house.
43A-033	19 GARDEN PATH	MUNICIPAL	Plan Ref: LC-7010H; Book/Page: 832/43	7/16/1976 Taking		0.46	Tax Title. Registered Land. Certificate 140393	Potential uses subject to possible Riverfront restrictions: park, snow storage, drainage, sell
43A-033A	21 GARDEN PATH	MUNICIPAL	Plan Ref: LC-7010H; Book/Page: 832/43	7/16/1976 Taking		0.56	Tax Title. Registered Land. Certificate 140393	Potential use subject to possible Riverfront restrictions: park, snow storage, drainage, sell

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43C-056	0 PURITAN PATH	MUNICIPAL	Book/Page: 9080/373	12/24/1957 Recorded		0.32	Tax Title. Lots 530, 531, part of 529 & part of 800 of Woodland Park; offered for sale at auction on Dec. 14, 1957; no offer adequate to Treasurer therefore ownership to Town at end of sale.	Combine with 42D-043, 42D-043A, 42D-048, 42D-049, 43C-057, 43C-057A to use for housing, septic, and/or play area
43C-057	0 PURITAN PATH	DPW-HIGHWAY	Plan Ref: 1160 of 1970 Book/Page: 11920/530	11/09/1970 Taking 11/18/1970 Recorded	10/7/1970	0.22	Order of Taking states taking for highway purposes. Recorded as vacant land in database; GIS map shows two small buildings in lower southwest corner	Consider transfer to combine with 42D-043, 42D-043A, 42D-048, 42D-049, 43C-056, 43C-057A to use for housing, septic, and/or play area
43C-057A	0 PURITAN PATH	MUNICIPAL	Book/Page: 11920/530	11/18/1970		0.11	Same legal reference as 43C-057; however not included in legal description in deed. Need to clarify	Clarify information and combine with 43C-057 and others for housing, septic, and/or play area
46B-042	20 SYCAMORE	DPW-HIGHWAY	Plan Ref: Book/Page: 11568/396	9/4/1968 Taking 9/9/1968 Recorded	3/13/1968	0.26		Septic field, parking or sell
46B-047	0 SYCAMORE RD – (Easterly Part of Lot 99)	MUNICIPAL	Plan Ref: BK268-17 Book/Page: 9244/515	8/30/1958 Sale Date 10/8/1958 Recorded	3/19/1958 #42	0.14	To town in two deeds by two previous owners - this one in 1958 East portion of Lot 99; could be combined with 46B-048.	Snow storage, septic or sell
46B-048	0 SYCAMORE RD – (Westerly Part of Lot 99)	MUNICIPAL	Plan Ref: BK268-17 Book/Page: 11436/368	10/9/1967 Sale Date 12/1/1967 Recorded	3/20/1967 #34	0.11	To town in two deeds by two previous owners - this one in 1967 - West portion of Lot 99; could be combined with 46B-047.	Snow storage, septic or sell

** Assessors' designation in capital letters; more likely "owner" in lower case letters.*

*** Reference to Town Meeting date and Article Number by which action was taken.*

Exhibit II-A 50 Selected Properties - Physical Characteristics, Legal Information & Recommendations

Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference**	Acreage	Notes	WRAP Recommendation
46B-068	0 HAWTHORNE	MUNICIPAL	Book/Page: 9637/131	7/8/1960 Taking 7/20/1960 Recorded	4/6/1960 per deed (no official record of vote)	0.06	Order of Taking says "for recreational purposes". Record of deed but no official town vote.	
46D-023	0 LAKESHORE DR	MUNICIPAL	Plan Ref: BK271-3; Book/Page: 9031/169	9/26/1957 Sale Date 9/30/1957 Recorded		0.07	Per Deed, parcel is "subject to a right of way marked 'Lake Shore Drive'"; steep contours.	
46D-023A	0 LAKESHORE DR	MUNICIPAL ?	Plan Ref: 3-BK271; Book/Page: 11993/659	4/24/1971 Sale Date 5/7/1971 Recorded		0.25	Title originally came to Town via tax taking; then there was a 1971 sale to a private party with use restrictions which expire 4/24/2021; 3/9/1986 Order of Roadway Layout by Road Commissioners 17455/287; current Town records say "TTP c/o Treasurer"; steep contours.	
47D-005	195 MAIN ST	DPW	Book/Page: 5291/148 6775/355 GIS says 5509/534	10/25/1928 Recorded 6/21/1944 Recorded		4.7	Former Highway Garage –4/10/2016 Article #17 ATM vote to transfer land for a library, recreation and school purposes; 4/2017 Article #11 ATM voted to accept preliminary design for construction of a new library on the site.	Library; or athletic fields, or combined recreational-school uses
47D-058C	207 MAIN ST	SCHOOL	Book/Page: 8389/End	9/13/1954 Sale Date		2.00	North of driveway access to Middle School and adjacent to 47D-005. 4/2017 Article #11 ATM voted to accept preliminary design for construction of a new library on the site.	Combined recreation / school uses

** Assessors' designation in capital letters; more likely "owner" in lower case letters.*

*** Reference to Town Meeting date and Article Number by which action was taken.*

Exhibit II-A 50 Selected Properties - Physical Characteristics, Legal Information & Recommendations

Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference**	Acreage	Notes	WRAP Recommendation
48-098	396 COMMONWEALTH	TOWN OF WAYLAND & CONSERVATION	Plan Ref: 1471 (A of 2) – 1962 Book/Page: 10146/490	10/15/1962		2.6	Part of Loker Conservation & Recreation Area; granted to the Town of Wayland in a charitable trust with Town as trustee & management & control under the Conservation Commission to be used only for purposes authorized by G.L. c.40, Sec. 8C relating to conservation.	Conservation and recreation
49-064B	412 COMMONWEALTH	TOWN OF WAYLAND	Plan Ref: LC 18387C [Lot 2] & 1471 (A of 2)-1962 [Lots B & C] Book/Page: 31387/167 LC 138908 & 31387/158 Taking	5/2/2000 Sale Date 5/9/2000 Recorded 5/4/2000 Taking 5/9/2000 Recorded	5/11/1998 #28	28.2	Part of Loker Conservation & Recreation Area; registered & unregistered land granted to Town of Wayland "with the limitation that the premises be used only for recreation and conservation purposes"; subsequent eminent domain taking "for conservation and recreation purposes" in accordance with "the provisions of Chapter 40, Sections 8C and 14 of the Mass General Laws, as amended." Additional 3.71 acres in Natick [Lot D on Plan 1471 (A of 2), 1962] deeded to the Town on 5/2/2000 with "the limitation that the premises be used only for recreation and conservation purposes" (12/3/1998 STM #19). Specific areas delineated on 4/1/2004 plan (Bk. 53506/Pg. 112; ATM 5/12/2004 #32) under the respective care, custody, management and control of either the Conservation Commission for conservation or the Recreation Commission for recreation.	Conservation and recreation

** Assessors' designation in capital letters; more likely "owner" in lower case letters.*

*** Reference to Town Meeting date and Article Number by which action was taken.*

Exhibit II-A 50 Selected Properties - Physical Characteristics, Legal Information & Recommendations

Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference**	Acreage	Notes	WRAP Recommendation
53-019	0 OAK ST	MUNICIPAL	Book/Page: 13270/596	7/22/1977 Tax Taking		split lot - total of 0.45	GIS shows Lot split by I-90, deed (11557/543 reference on plan) shows in trust to Faith Baptist Church. It appears there was a tax taking involving a Baptist Church and then a settlement of same leaving Town with a split parcel on either side of the Mass Pike; wetlands on piece to north of Pike. Possibly Plan Ref: 895-1968	
53-019	0 OAK ST	MUNICIPAL	Book/Page: 13270/596	7/22/1977 Tax Taking		split lot - total of 0.45	GIS shows Lot split by I-90, deed (11557/543 reference on plan) shows in trust to Faith Baptist Church. Possibly Plan Ref: 895-1968	
56-025	27 LANGDON	MUNICIPAL Conservation?	Plan Ref: 1183-1979 Book/Page: 50539/541	11/30/2007 Sale Date 12/31/2007 Recorded Date		0.86	Conveyed to Town "to be used by the Town of Wayland as open space/conservation, and to be administered by the Wayland Conservation Commission" relatively steep contours falling off to wetlands.	

** Assessors' designation in capital letters; more likely "owner" in lower case letters.*

*** Reference to Town Meeting date and Article Number by which action was taken.*

Exhibit II-A 50 Selected Properties - Physical Characteristics, Legal Information & Recommendations

Non-Town Owned Parcels

Parcel ID	Street Address	Owner *	Book/Page & Plan Reference	Sale Date	Town Reference	Acreage	Notes	WRAP Recommendation
23-052K 23-052L 23-052S Part of 23-052M	400 BOSTON POST RD	IN PRIVATE OWNERSHIP				.43 1.96 1.48 .98	Private ownership; on western edge of Town Center shopping plaza; ongoing negotiations for acquisition by Town; existing 10,200 sf building shell on site; wetlands and riverfront issues	COA; Athletic Fields; Boathouse/launch; Future location for Children's Way
42D-120	3 HEMLOCK RD	WAYLAND HOUSING AUTHORITY	Plan Ref: 69-1980; Book/Page: 13884/179	1/21/1980 Recorded		0.51	Deeded to Wayland Housing Authority. Not town-owned land	Continued use as Housing
42D-096	8 RUSSELL RD	WAYLAND HOUSING AUTHORITY	Plan Ref: 68-1980; Book/Page: 13884/166	1/21/1980 Recorded		0.48	Deeded to Wayland Housing Authority. Not Town Owned Land	Continued use as Housing

** Assessors' designation in capital letters; more likely "owner" in lower case letters.*

*** Reference to Town Meeting date and Article Number by which action was taken.*

Exhibit II-B Selected Properties - Map

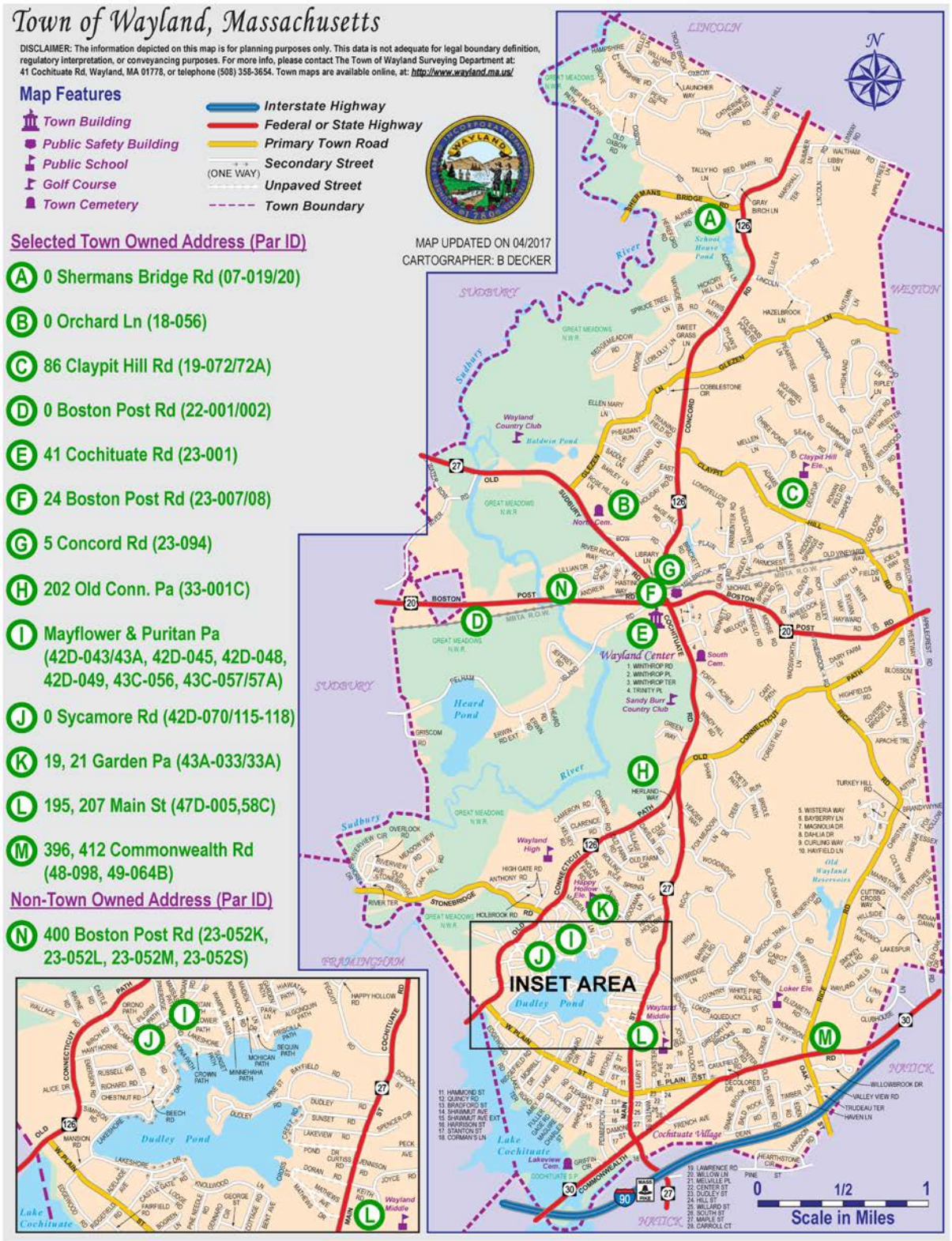
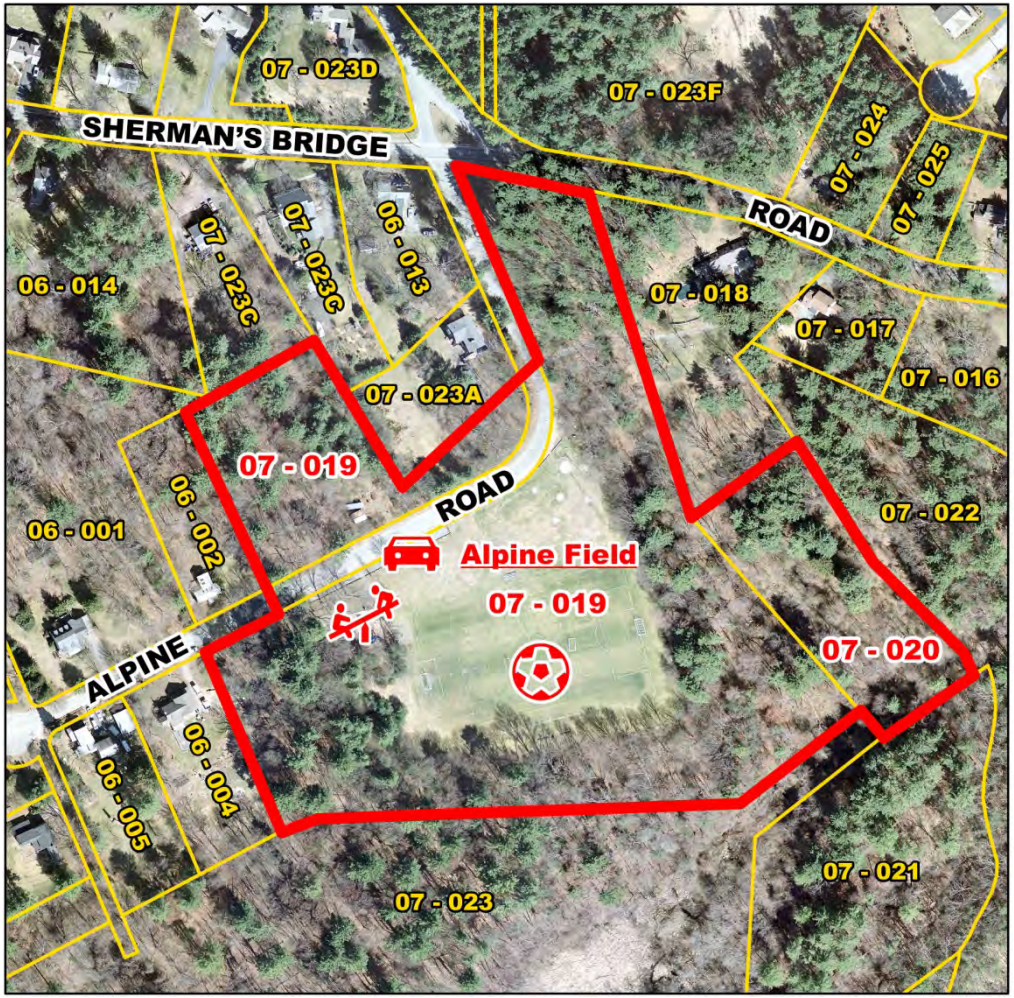


Exhibit II-B1



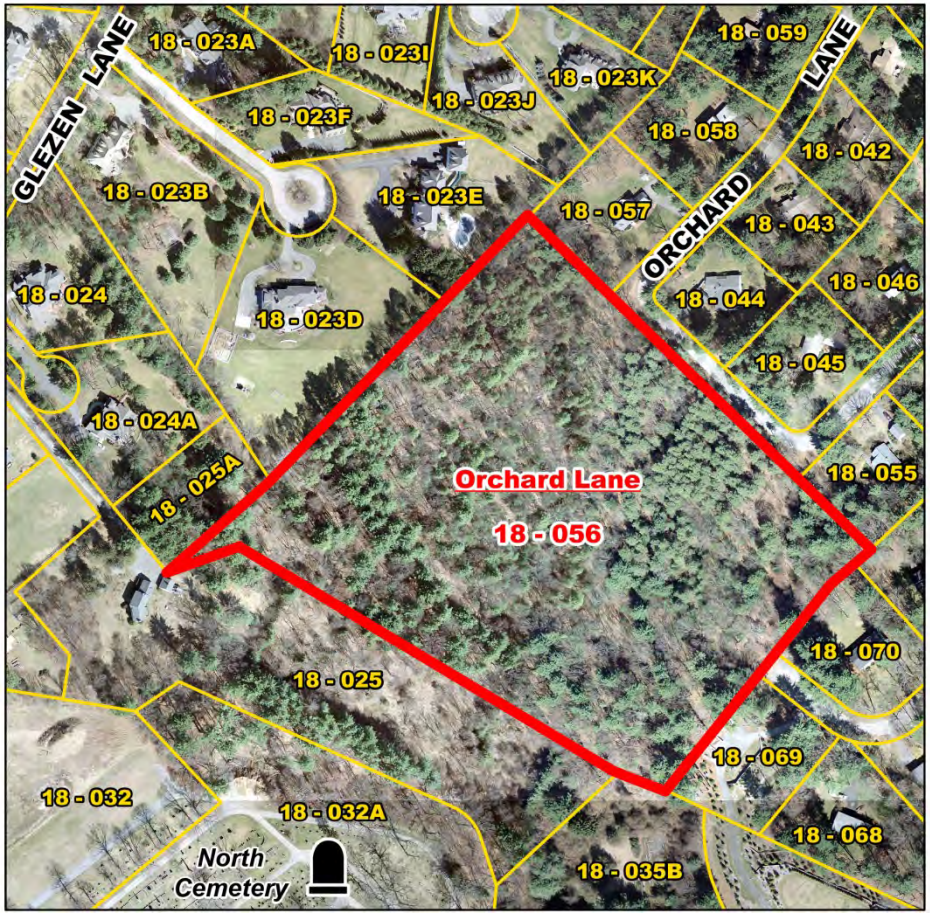
Alpine Field
0 Sherman Bridge Road
aka Alpine Road
(Parcel #s 07-019, 07-020)

Current Use: Athletic Fields

Site Considerations:

- Located in residentially zoned (R-40) neighborhood on north end of town
- Approximately 13.76 acres (2 parcels) abutting 27 acres of US Fish and Wildlife land
- Relatively flat area
- Access by neighborhood road just off through-road between Wayland and Sudbury
- Athletic fields and playground on site
- Town-owned land under control of School Committee
- Utilities in street; no Septic on site
- Zone II Protection Area – Chamberlain Well
- Floodplain and wetlands at southeast edge of both parcels – nearby Hazel Brook
- Deed for 07-019 was a 1956 eminent domain taking for school purposes

Exhibit II-B2



Orchard Lane

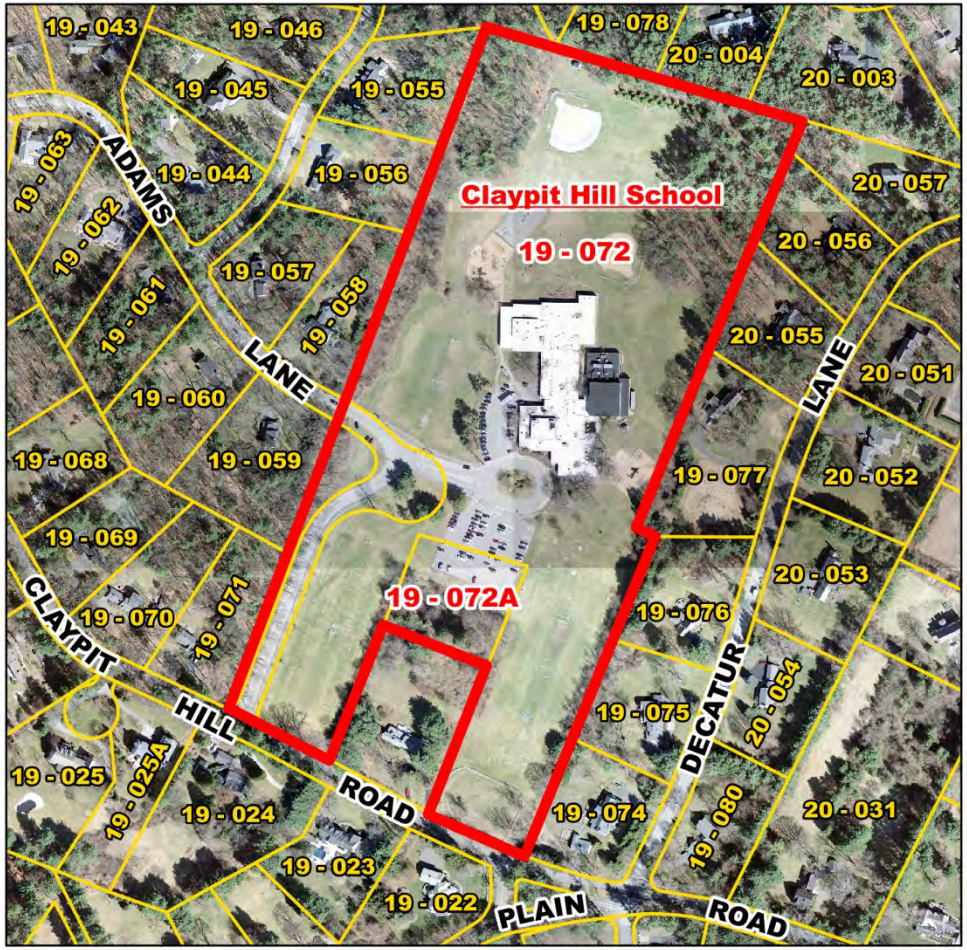
(Parcel # 18-056)

Current Use: Open Space; Available for Development

Site Considerations:

- Located in central part of town, in an R-40 residential district, close to Claypit Hill School; near Concord & Old Sudbury Roads & Glezen Lane
- 13.72 acres
- Relatively level, wooded site
- Direct access from two residential streets
- Zone I Capture Zone & Zone II Protection Area – Baldwin Pond Wells
- No on-site utilities – bring in off of residential streets
- Land acquired in 1956 pursuant to Town Meeting vote to use for school purposes [*See* Harris v. Wayland. 392 Mass. 237 (1984)]

Exhibit II-B3



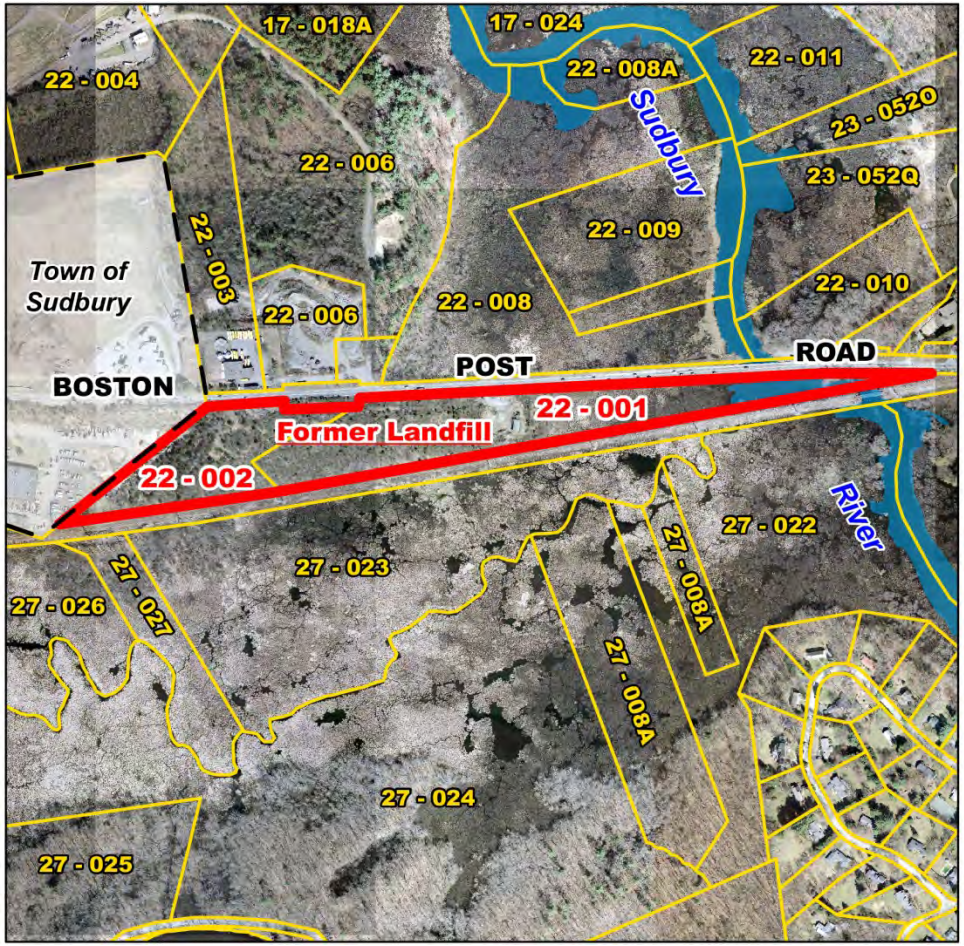
Claypit Hill School
86 Claypit Hill Road
aka 40 Adams Lane
(Parcel #s 19-072, 19-072A)

Current Use: Elementary School, Athletic Fields, Horse Corral

Site Considerations:

- Located in residential neighborhood
- 27.20 acres – two lots
- Relatively flat area
- Graded
- Access – off neighborhood road
- Existing building is 60,000+ sf
- Athletic fields, playground and horse corral on site
- Municipal use allowed in residentially zoned (R-60) area – Town-owned land under control of School Committee
- Full utilities in place: water, septic, gas, telephone, electricity, cable.
- No known wetlands, floodplain, or conservation issues nearby

Exhibit II-B4



Former Landfill
South Side of Boston Post Road (Route 20)
(Parcel #s 22-001 & 22-002)

Current Use: Vacant

Former Use: Town Landfill

Site Considerations:

- Located on Boston Post Road, a main east-west state road, near center of town
- Triangular shaped land -- 10.65 acres taken by eminent domain "for a refuse disposal area or dump" and 5.9 acres taken for "Town dump purposes"
- Portions are relatively flat
- Existing access from Boston Post Road (Route 20)
- Bordered on north by Boston Post Road (Route 20), south by MBTA/future Rail Trail, west by Town of Sudbury
- There is an existing building in disrepair
- Infrastructure – utilities available via connections from Boston Post Road
- Sudbury River and wetlands on eastern end of Parcel 22-001
- Landfill was capped and closed under the oversight of Mass. Department of Environmental Quality Engineering (predecessor of Mass. DEP)
- Re-use subject to 310 C.M.R. 19.016

Former Landfill – South side of Boston Post Road (redline indicates parcels) – cont'd

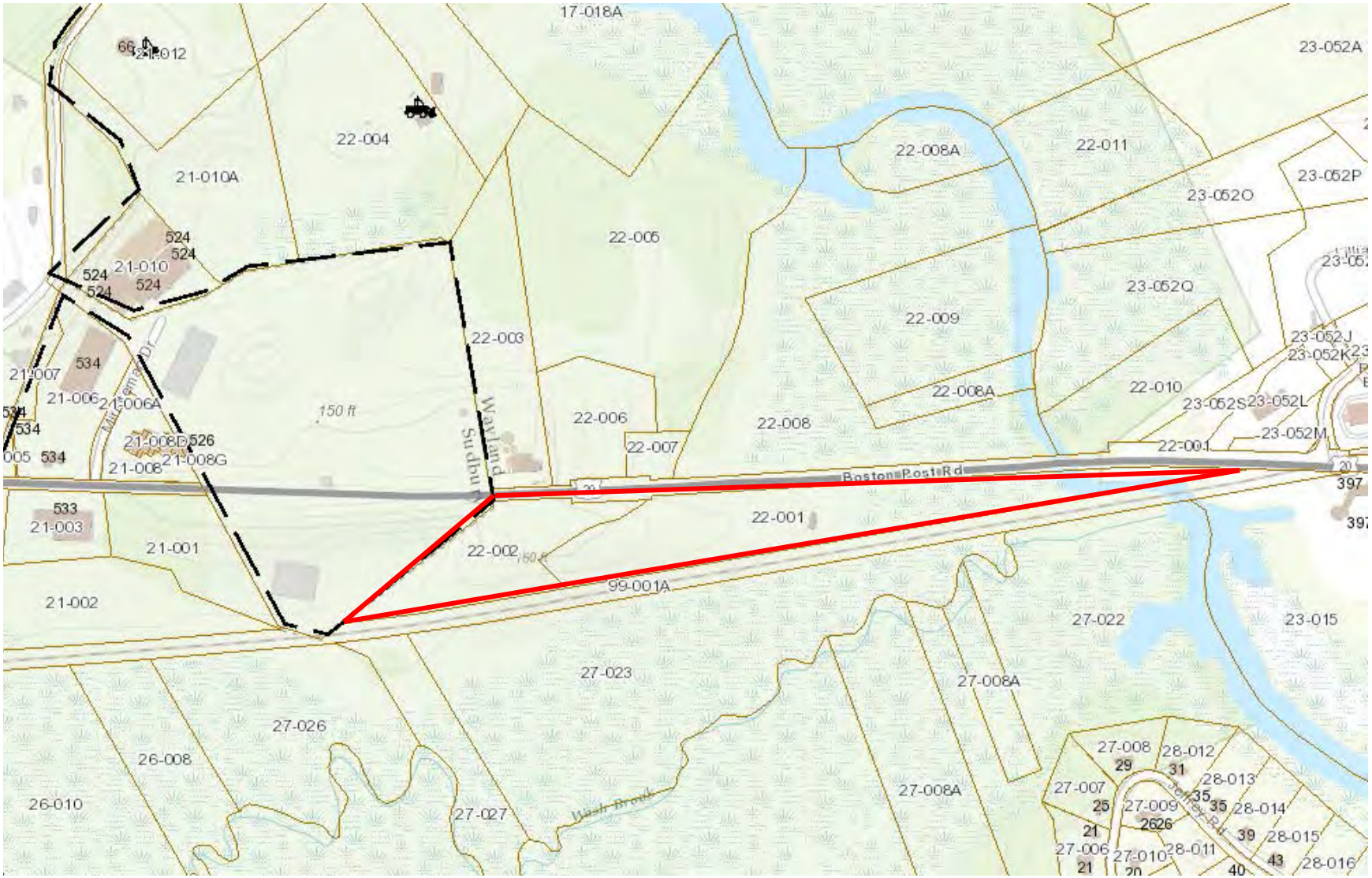
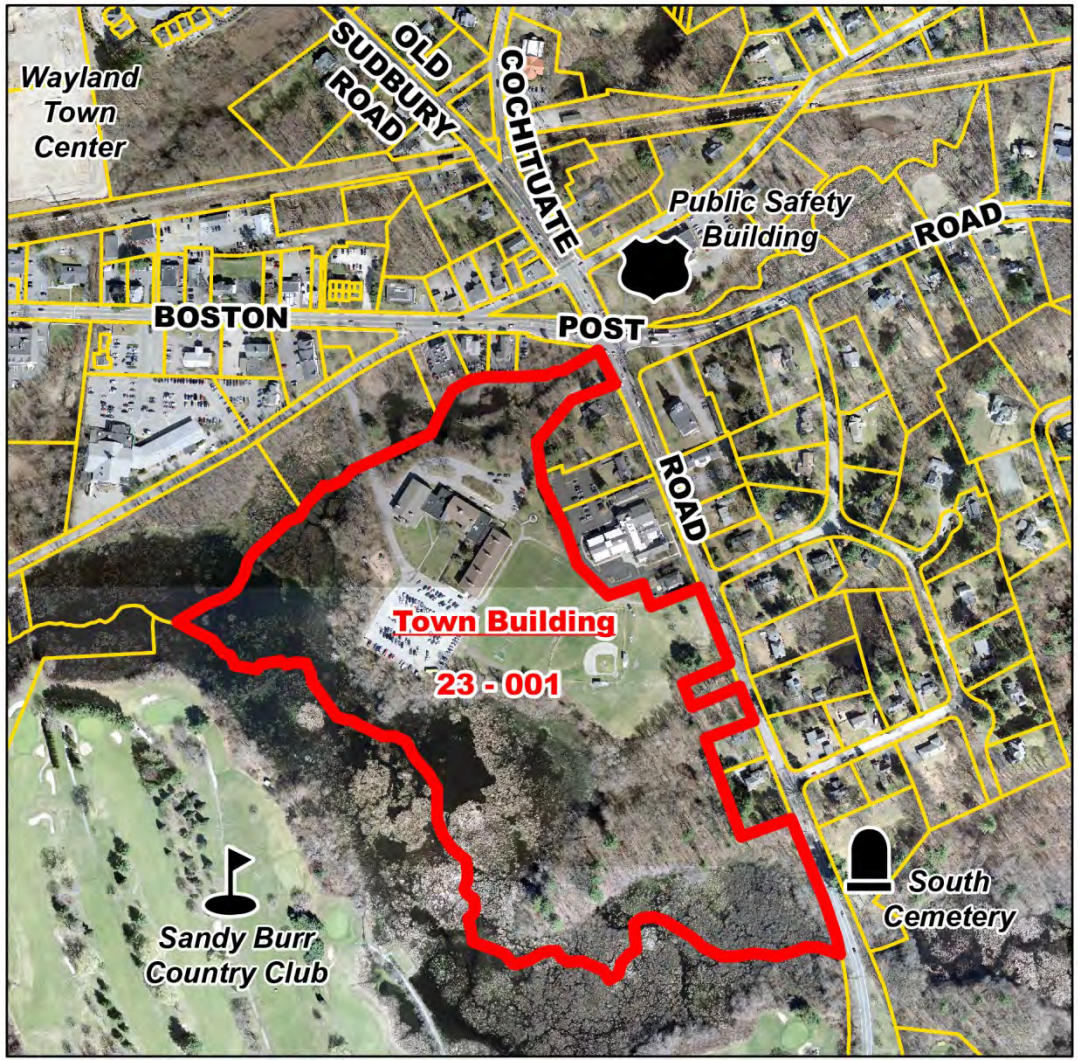


Exhibit II-B5



Town Building Property
41 Cochituate Road

Current Use: Municipal Offices, Council on Aging, Pre-School, Athletic Fields
(Parcel # 23-001)

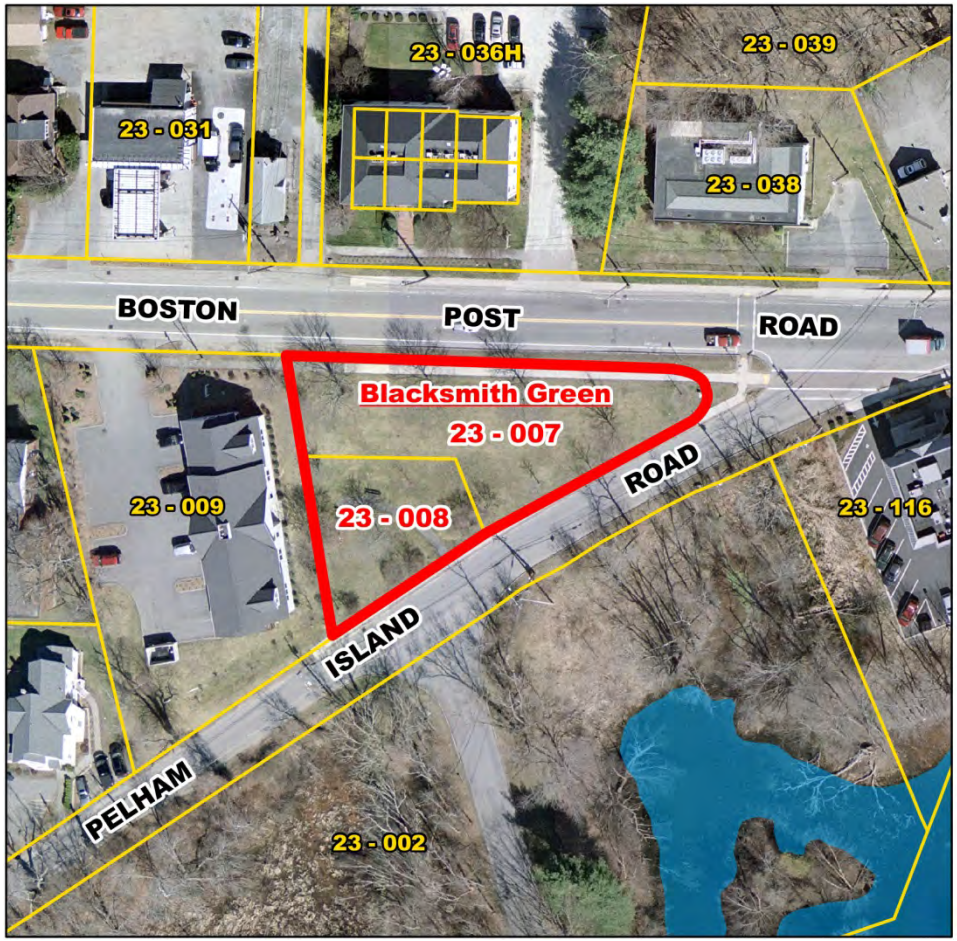
Site Considerations:

- Located at economic center / historic center
- Over 31.7 acres all together – significant amount of wetlands
- Graded
- Access – two driveways from main routes
- Existing building is 60,000+ sf
- Athletic fields, gymnasium and playground on site
- In residentially zoned (R-30) neighborhood
- Utilities, water and septic system in place – possible need of updates; entitled to use 3,000 gpd of Wayland Wastewater Management District Commission system
- Building needs renovations, and structural reinforcement for heavy loads such as file and plan cabinets – library use not possible due to load
- Conservation issues - Wetlands
- Deed restrictions that potentially could limit future uses; See legal opinion of then Town Counsel, Peter Gossels, 10/15/1969

Blacksmith Green

24 Boston Post Road & 55 Pelham Island Road

(Parcel #s 23-007 & 23-008)

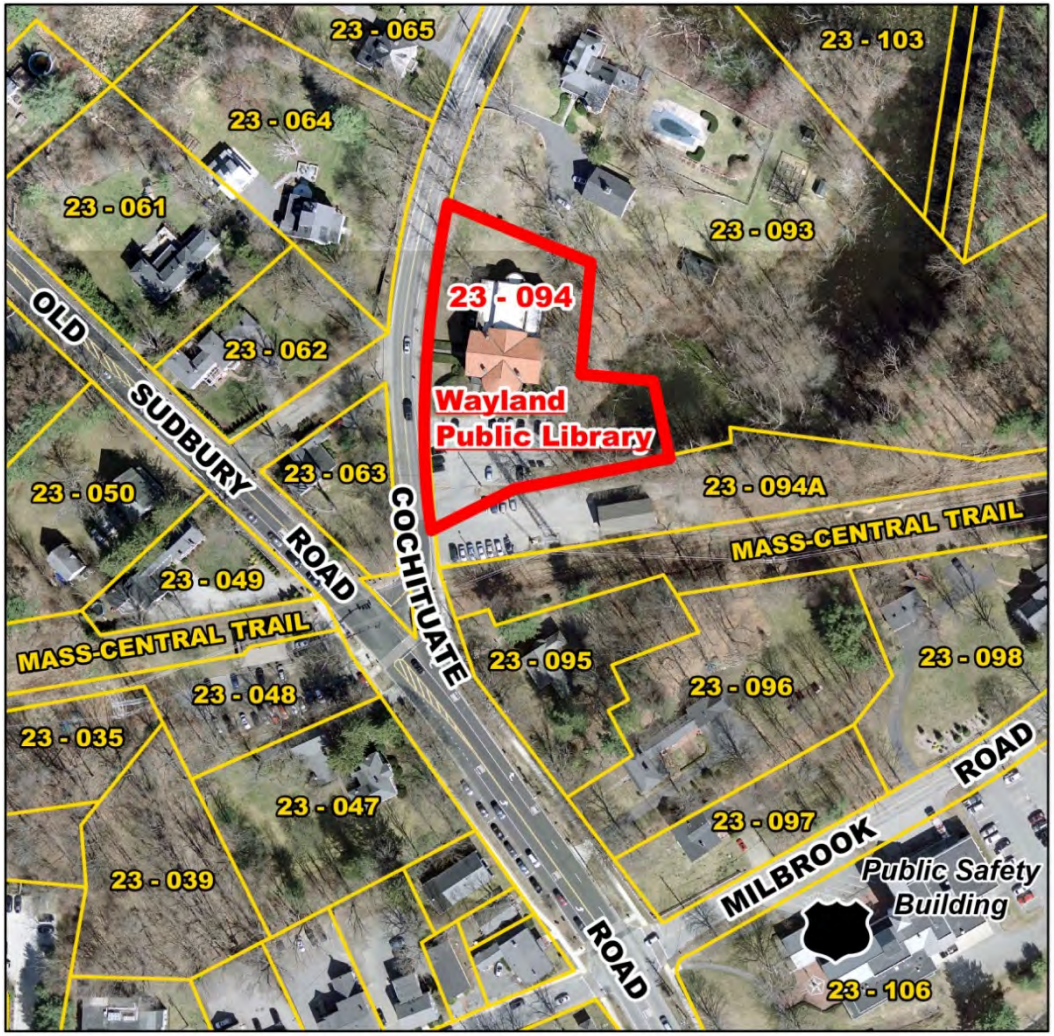


Current Use: Passive Recreation – park-like area

Site Considerations:

- Located on the south side of Boston Post Road (Route 20) at the intersection with Pelham Island Road, opposite rear driveway to Town Building and near historic town center
- Triangular shaped land – a total of 1 acre or less
- Flat, grassed, park-like area with some trees planted by Town
- Access from Boston Post Road (Route 20) or from Pelham Island Road
- Infrastructure – utilities available from Boston Post Road or Pelham Island Road
- Entire property is in the flood plain
- 1981 Town Meeting voted to acquire the land "for highway and related purposes" and the deed grants the land to the Town of Wayland

Exhibit II-B7



Wayland Public Library
5 Concord Rd
(Parcel # 23-094)

Current Use: Library

Site Considerations:

- Center of town on 1.02 acres
- Accessible off main roads
- Historic building – 14,500 sf
- Pedestrian friendly / on Rail Trail
- In residentially zoned (R-30) neighborhood
- Parking available on adjacent Town-owned Parcel #23-094A
- Expansion and/or change in use of building requires updated septic system and leaching field or connection to Wayland Wastewater Management District Commission
- Utilities in place: water, gas, telephone, electricity, cable.
- Zone II Protection Area – Baldwin Pond Wells
- Conservation Issues - Wetlands
- Deed restrictions that impact non-library use: See legal opinions KP/Law (2/8/17); Marsh, Moriarty, Ontell & Golden, P.C. (10/24/16); Mark Lanza (3/30/16)

Exhibit II-B8

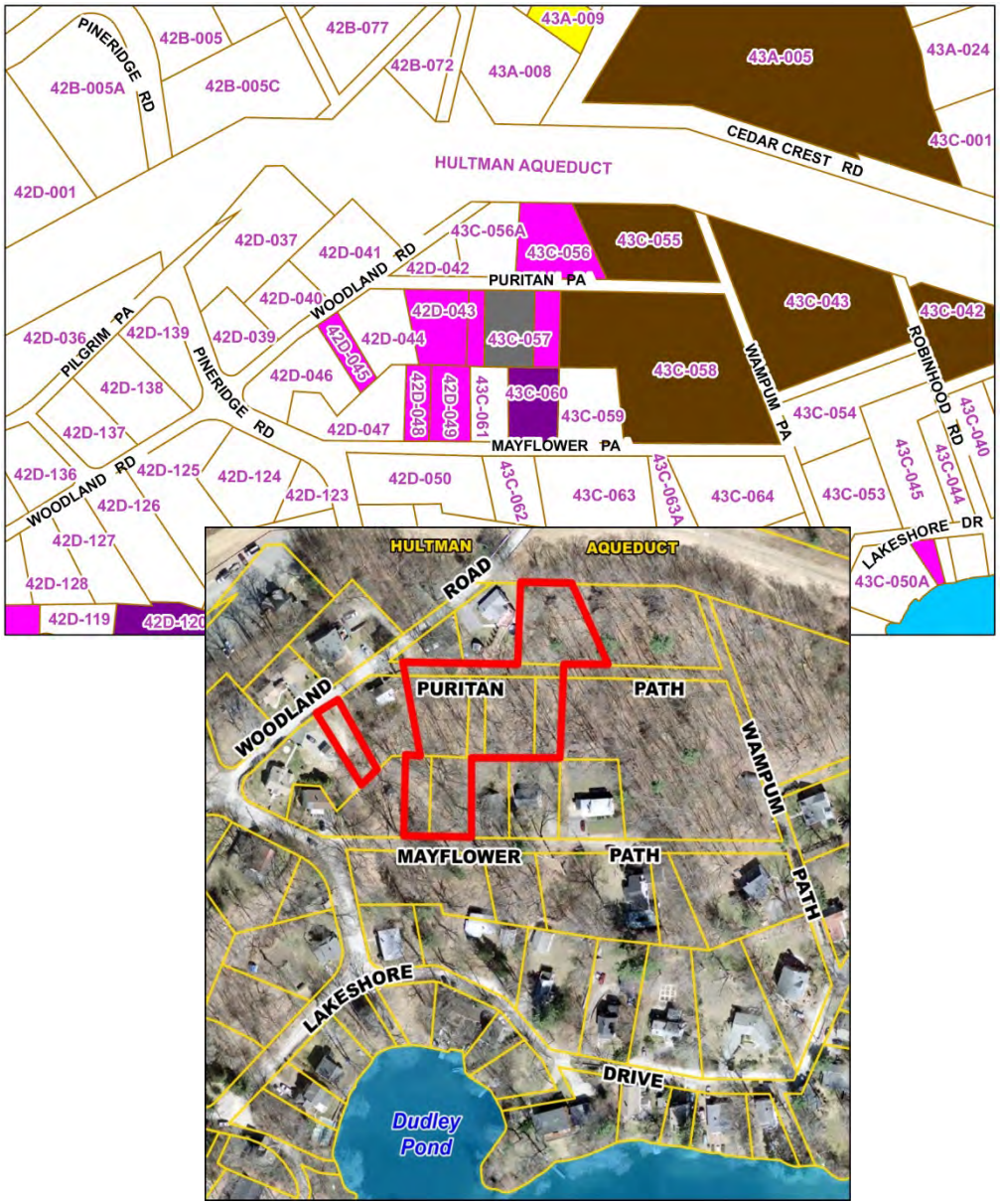
Paine Estate/Greenways
202 Old Connecticut Path

Current Use: Open Space
(Parcel # 33-001C)

Site Considerations:

- Geographic center of town, near High School / Wayland Community Pool, Inc.
- 26.4 acres
- Hilly wooded area and flat open fields
- Major roadway accessibility
- Pedestrian access possible to MWRA Aqueduct and pedestrian bridge over Greenways Conservation Area
- Vehicular access onto site needs improved infrastructure off Old Connecticut Path
- No onsite utilities, water or wastewater – bring in off Old Connecticut Path
- Zone II Protection Area – Happy Hollow & Meadowview Wells
- Currently open space (but is not designated conservation area)
- General municipal purposes allowed as per deed

Exhibit II-B9



Mayflower & Puritan Paths

(Parcel #s 42D-043, 42D-043A, 42D-045, 42D-048, 42D-049, 43C-056, 43C-057, 43C-57A)

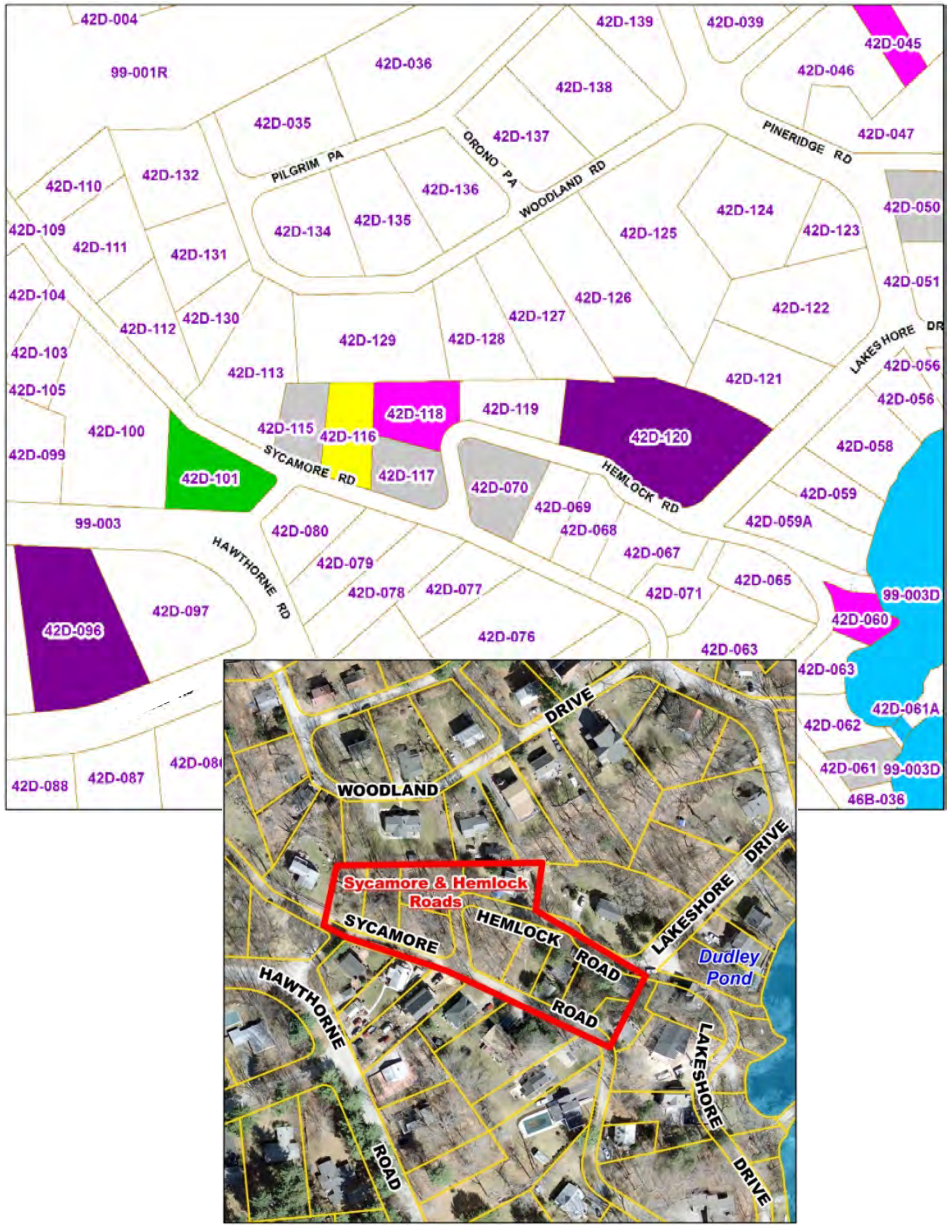
Current Uses: Vacant Land

Site Considerations:

- Located in an R-20 residentially zoned neighborhood north of Dudley Pond
- Cluster of parcels under control of a separate municipal entity for a total of 1.34 acre
- Only west end of Mayflower Path is constructed; Puritan Path is an unbuilt paper road; MWRA Aqueduct north of town-owned parcels
- Wooded lots; contours from 160' to 180'
- Existing access via minor neighborhood roads
- Infrastructure – utilities available via connections from Mayflower Path or Woodland Road
- Key to controlling entity:
  Gray = DPW - Highway
  Pink= Municipal

[For information only & not under consideration for re-use: Brown = Conservation, Purple = Housing]

Exhibit II-B10



Sycamore & Hemlock Roads

(Parcel #s 42D-070, 42D-115, 42D-116, 42D-117, 42D-118)

Current Uses: Vacant Land

Site Considerations:

- Located in an R-20 residentially zoned neighborhood on the northwest side of Dudley Pond
- Multiple contiguous parcels each under control of a separate municipal entity for a total of .73 acre (Note: the portion of Hemlock Road between parcels 42D-117 and 42D-070 is a paper road)
- Wooded lots; contours from 180' to 200'
- Existing access via minor neighborhood roads
- Infrastructure – utilities available via connections from Sycamore Road
- Key to controlling entity:
  - Gray = DPW - Highway
  - Yellow = Recreation
  - Pink= Municipal

[For information only & not under consideration for re-use: Green – DPW Park; Purple = Housing]

Exhibit II-B11

19 & 21 Garden Path

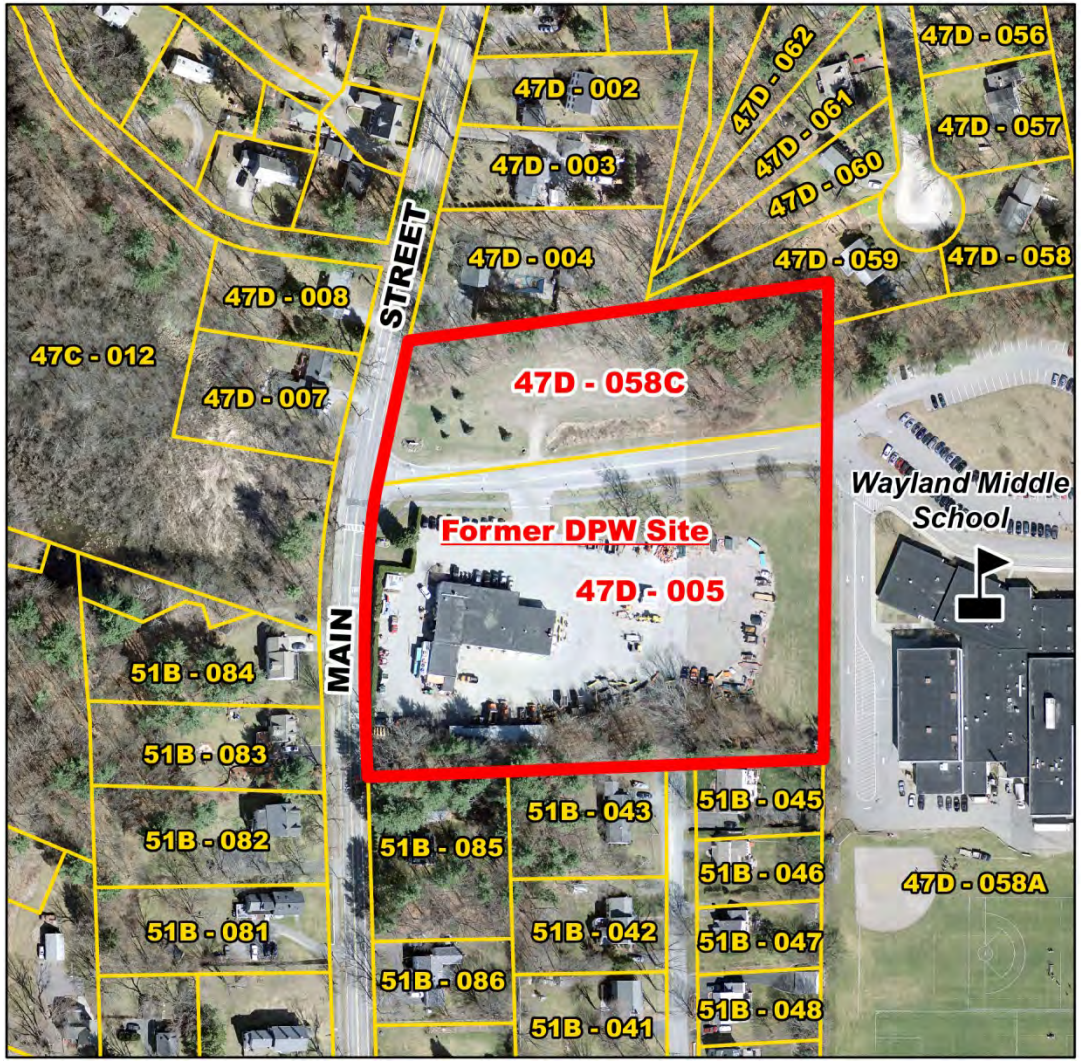
(Parcel #s 43A-033 & 43A-033A)

Current Use: Vacant Land

Site Considerations:

- Located in residentially zoned R-20 neighborhood off Maiden Lane (Happy Hollow area)
- .46 & .56 acres in two parcels, each with conforming 120 ft. frontage
- Relatively flat, wooded, Dudley Brook runs through middle of each parcel
- Existing access from minor neighborhood road
- Near Happy Hollow Elementary School
- Infrastructure – utilities available via connections from Garden Path
- Subject to determination of possible Riverfront restrictions but does not appear to be in flood plain nor to have wetlands
- Municipally owned probably under Board of Selectmen control

Exhibit II-B12



195 & 207 Main Street

Former DPW site

Current Use: Available for redevelopment

(Parcel #s 47D-005, 47D-058C)

Site Considerations:

- Central part of town, adjacent to Middle School and near Cochituate Village, densely populated area
- 6.7 acres in two parcels on level site
- Major roadway accessibility
- Near MWRTA regional bus stop
- Accessible sidewalks
- Utilities in place: water, gas, telephone, electricity, cable
- Zone II Protection Area– Happy Hollow & Meadowview Wells
- Future reuse requires: updated septic system and leaching field
- Future reuse may require: reconstruction of storm water management system
- Location of former landfill and highway garage; reports available
- Town anticipates need to absorb demolition / clean-up costs for redevelopment
- ATM 2016 Article 17 vote to use for Library, Recreation & School purposes

Exhibit II-B13

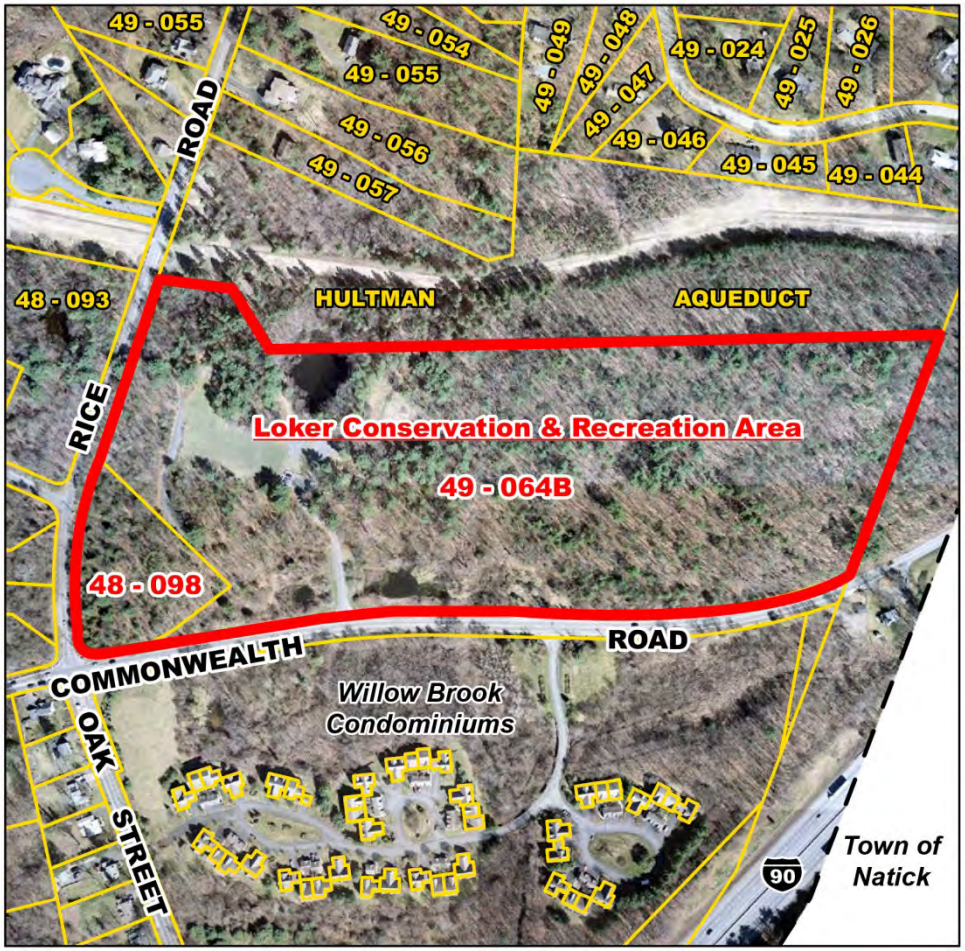
Loker Conservation & Recreation Area

396 & 412 Commonwealth Road (Rt 30)

[& 434 Commonwealth Road, Natick]

(Parcel #s 49-064B, 48-098)

Current Use: Recreation, Open Space



Site Considerations:

- Located on main route at southern-most part of town
- Existing access from a main road via driveway
- 34.5 acres of land deeded for conservation and recreation Bordered north by Hultman Aqueduct, east by Town of Natick, south by Route 30, west by Rice Road (Scenic Rd)
- Wayland / Natick town boundary indicated on next page
- Surficial geology is thick till with multiple bedrock outcroppings
- Per ATM vote 2004, Art. 32 - 8.37 acres on northwest designated for recreation with the rest as conservation
- Conservation piece – woodland, rolling hills (elevation 170 to 260), 3 distinct ponds on the west side
- Recreation piece - 2 large, cleared, level areas (elevation 210) former site of Dow Chemical Co. research facility
- Infrastructure – utilities available on site and/or via connections from surrounding roadways
- Deed restrictions – 1) 2.6 acres conveyed in trust for conservation purposes; 2) 28.20 acres "conveyed with the limitation that the premises be used only for recreation and conservation"; 3) 3.71 acres (in Natick) "conveyed with the limitation that the premises be used only for recreation and conservation purposes"

Loker Conservation and Recreation Area – cont'd

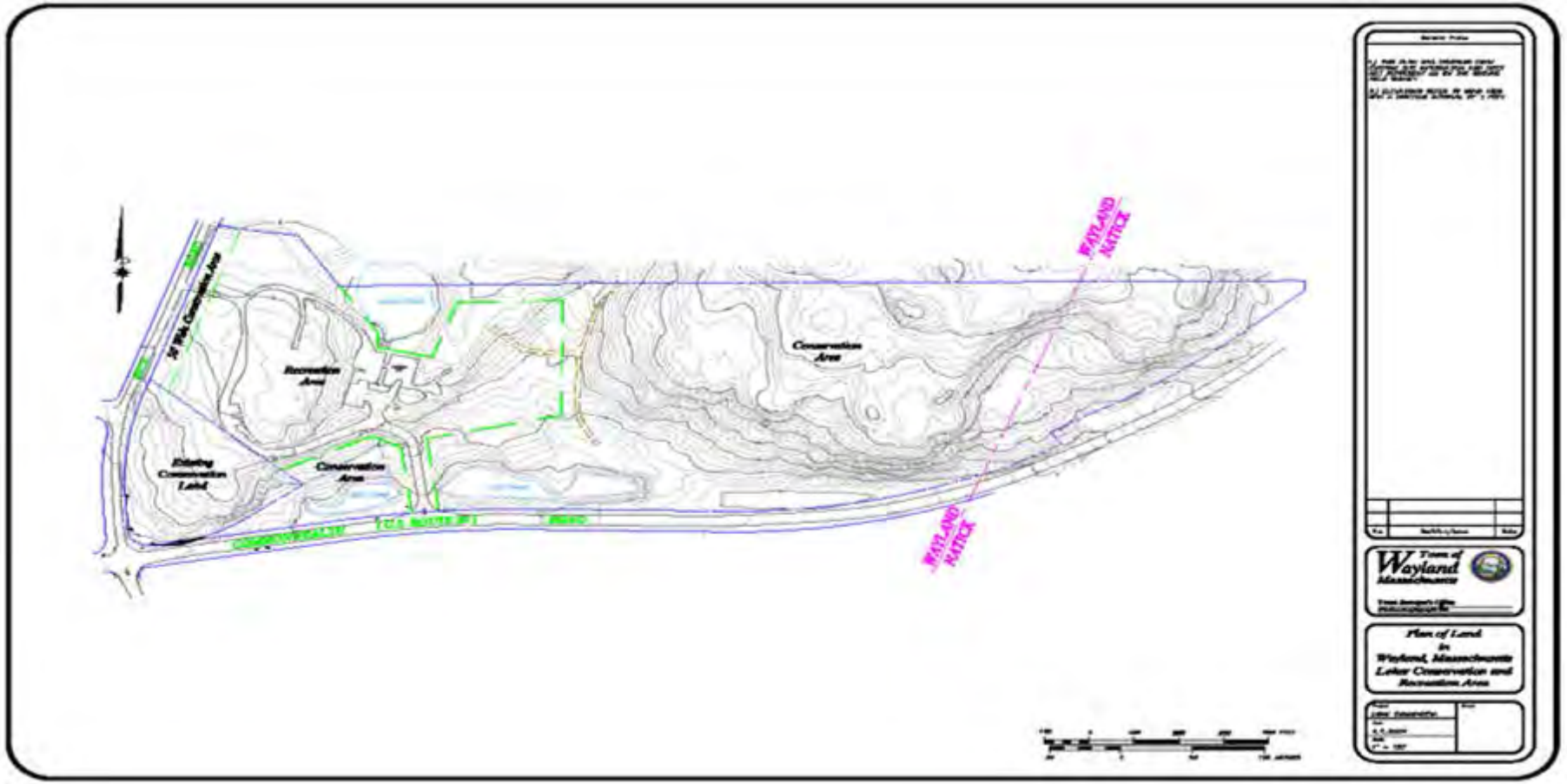


Exhibit II-B 14

"Municipal Pad"

400 Boston Post Road

(Parcel #s 23-052K, 23-052L, 23-052S, part of 23-052M)

Currently under private ownership

Current Use: Vacant – may be available redevelopment

Site Considerations:

- Centrally located adjacent to privately owned mixed use Town Center development
- Approximately 4 acres, not all developable
- Existing 10,200 sf building shell
- Zoning in place for municipal use
- Utilities stubbed to lot line; water and 3,000 gpd wastewater available for site
- Zone II Protection Area– Baldwin Pond Wells
- Parking lot needs to be constructed
- Building limits –possibly only slab on grade
- Conservation Issues – Wetlands & Riverfront
- Currently not owned or under control of town - negotiations ongoing

Exhibit II-C TOWN-OWNED BUILDINGS - Size, Condition, Current Use

FACILITY	CONSTRUCTED	ADDITIONS	RENOVATIONS	SQFT GROSS	CONDITION	USE
WAYLAND HIGH SCHOOL	2012			201,463	Construction and renovations completed in 2012. Requires routine maintenance. Sports fields and stadium in need of repairs/renovation.	School
WAYLAND MIDDLE SCHOOL	1972			124,311	Mechanical systems will require upgrading in 10-12 years. Exterior envelope in good condition. Interior flooring in need of renovation. Restrooms in need of upgrade. Reconfiguration of "open space concept could generate more usable area.	School
CLAYPIT HILL SCHOOL	1957	1960s, 1972		63,405	Building needs all season climate control. Restroom in need of upgrade Exterior envelope good. New doors and windows in 2016. Some flooring in need of replacement	School
HAPPY HOLLOW SCHOOL	1955			47,992	Building needs all season climate control. Restroom in need of upgrade Exterior envelope good. New doors and windows in 2016. Some flooring in need of replacement. Kitchen and cafeteria needs renovation. Nurses office currently being moved ,will allow for main office reconfiguration	School
LOKER SCHOOL	1957			49,560	Building needs all season climate control. Restroom in need of upgrade. Exterior envelope poor. New doors and windows scheduled for replacement in 2018. Roof in poor condition. Some flooring in need of replacement. Kitchen and cafeteria needs renovation.	School
THE CHILDREN'S WAY PRE-SCHOOL	1935	1948, 1951		17,995	Mechanical systems approaching end of economical life. Exterior building envelope in fair condition, new windows and doors would improve energy usage. Routine interior maintenance required. At Town Building	School
TOWN BUILDING	1935	1948, 1951		58,800	Mechanical systems approaching end of economical life. Exterior building envelope in fair condition, new windows and doors would improve energy usage. Interior spaces not well aligned with occupant usage, reconfiguration and aesthetic upgrade needed.	Municipal Offices
PUBLIC SAFETY BUILDING	2002			50,000	Mechanical systems in good condition, upgrade in 10-15 years. Building envelope in good condition. Interior routine maintenance required.	Fire and Police
FIRE STATION #2	1952			6,172	Renovation to accommodate male and female staff required. Building envelope in fair condition.	Fire
DPW 66 RIVER	2015			43,710	Construction completed in 2015. Routine maintenance required.	DPW
DPW 195 MAIN					Scheduled for demolition. Timing contingent on possible Library grant.	N/A

Exhibit II-C TOWN-OWNED BUILDINGS - Size, Condition, Current Use

FACILITY	CONSTRUCTED	ADDITIONS	RENOVATIONS	SQFT GROSS	CONDITION	USE
LIBRARY	1900	1987		14,000	Building envelope in fair condition, window needs upgrade. Not fully ADA compliant. Library Trustees have applied for grant for new Library due to inadequate size for program desired.	Library
DEPOT	1881			1,400	Requires routine maintenance. New electrical service required.	Leased to gift shop
FRIEGHT HOUSE	1881			1,575	Requires routine maintenance. No Major repairs anticipated.	Storage
MELLEN LAW OFFICE	ca. 1826			340	Exterior envelope in poor condition.	Historical
WASTE WATER TREATMENT PLT	2014			2,970	Construction completed in 2014. Routine maintenance required.	Waste Water Treatment
CONSERVATION SHED				850	Building envelope in fair condition. Main door needs repairs.	Storage
TRANSFER STATION				3,648	Building envelope in poor condition. Door replacement and roof repairs authorized at 2016 ATM	Recycle
W/S SEPTAGE BUILDING				7,698	Building envelope in fair condition. Interior configuration make reuse difficult. Currently used as storage. Part of Rivers Edge development project.	Storage
BALDWIN POND WATER DEPT				7,844	Building envelope in good condition. Routine maintenance required.	Water Dept
CAMPBELL WELL HOUSE						Water Dept
SPRUCE TREE LANE WATER DEPT						Water Dept
139 OLD CONN PATH WATER TOWER + 4						Water Dept
Old Wayland Reservoir's Dam/Gate House				225	Building envelope in less than poor condition. Roof caved in. Interior needs floor/platform installed. Funds have been appropriated for repairs.	Dam gatehouse
Beach House				1,200	Good condition routine maintenance	Recreation

Exhibit II-C TOWN-OWNED BUILDINGS - Size, Condition, Current Use

FACILITY	CONSTRUCTED	ADDITIONS	RENOVATIONS	SQFT GROSS	CONDITION	USE
Scout House	ca. 1910			600	Good condition routine maintenance	Scouting
Boat House				4,452	Good condition routine maintenance	Town youth sports
Building at COCHITUATE BALL FIELD				750	Good condition routine maintenance	Recreation
SHED south of RTE 20 Old Landfill				1,330	Poor over all condition, no current use.	N/A
HAPPY HOLLOW WELL HOUSE				670	Construction completed in 2016. Routine maintenance required.	Water Dept

III. Project Evaluation and Siting Criteria

III. **Project Evaluation and Siting Criteria**.

"*The most effective capital programs prioritize all departmental requests in a ranking system that measures each project against set criteria and gives it a cumulative score. In this way, all proposals are subject to the same objective review standards and analyzed in the context of community-wide needs.*"[1]

The WRAP Committee has developed Capital Improvements Decision Criteria and a Site Selection Matrix by which to objectively assess the relative need for a project and suitability of sites for specific projects. Two worksheets present a standard set of scoring criteria and pose questions to be answered in order to provide an objective basis for evaluation of proposed projects. A third worksheet takes a specific project and evaluates its fitness for development at a particular site.

As part of the worksheet development process, a number of documents from a diverse selection of states, municipalities and even a Canadian province were reviewed, including, among others: guidance from the Massachusetts Department of Revenue Division of Local Services 2016 document on "Presenting and Funding Major Capital Projects"; the Vermont League of Cities and Towns 2016 presentation on "Capital Improvement Programming"; and the International City and County Management Association 2012 analysis of "Capital Project Prioritization" for Edmonton, Alberta. The common thread throughout those materials was the advisability of establishing an objective evaluation and ranking system for capital projects. Without such a system, there is no way to "*facilitate comparisons among diverse types of projects*"[2] and decision-making becomes political.

The forums that were held by the WRAP Committee during September 2015 and January 2016 were instrumental in collecting input that assisted the WRAP Committee in refining the worksheets.[3] Suggestions and comments were also provided by the Permanent Municipal Building Committee with regard to the Site Selection Matrix.

One outcome of the forums was the realization that there are many similarities in the current development plans and programing of the Library Trustees, the Council on Aging, and the Recreation Commission. The Council on Aging and Recreation Commission had joined forces through the Council on Aging/Community Center Advisory Committee (COA/CC) in considering development of a community center that would accommodate programs for both groups. In addition, the COA/CC anticipated that it would also provide space for the Historical Commission to store and exhibit the many artifacts under its stewardship, space for Veterans Affairs (office and meeting) and possibly for Boy and Girl Scouts. A "Synthesis of Commonalities & Space Needs (Jan. 27, 2016), included as Exhibit III-A, was compiled during the WRAP January 6, 2016 public charrette focused on capital projects and funding, as well as from information submitted by the

[1] "Presenting and Funding Major Capital Projects – February 2016", Division of Local Services, MA Department of Revenue

[2] "Capital Improvement Programming", Sept 2016, Vermont League of Cities and Towns

[3] In February and March, 2016, the WRAP Committee tested the worksheet concepts by running the COA/CC and library projects through early versions of the evaluation criteria. Those sample worksheets are included in Appendix 3 along with a June 2016 adaptation of the WRAP site selection matrix used by the Library Trustees to evaluate three sites under consideration for a new or renovated library.

Council on Aging, Recreation Commission, Library, and COA/CC. The COA/CC had considered the so-called "Municipal Pad" at the Town Center mixed-use development as a possible location to site its proposed new facility.

Project Evaluation Decision Criteria: Prioritization

Worksheet 1(Exhibit III-B1) – was developed to assist with the objective evaluation and ranking of projects. Four criteria, listed in order of importance, are used to establish the relative need for a given project. They are:

- Public Health and Safety
- Compliance with Mandates or Other Legal Requirements
- Stated Community Goals and Policies
- Public Perception of Need

Each criterion may receive a score of from 0 to 5 points and the total aggregate score can have a maximum value of 50 points.

The first two criteria measure ways in which a project is needed to address public health and/or safety or compliance with legal requirements. These two criteria carry more weight than the criteria relating to community goals, policies, needs, and wishes. It is incumbent upon the project proponent to convey to the community whether a project is addressing a need versus a want. This increases in importance during periods where there may be projects competing for limited resources.

Public Health and Safety is considered the highest priority when determining the need for a proposed project. If this is a rationale for the proposed project the evaluation should address how the project would correct imminent and/or continuing safety hazards, public health deficiencies, or other safety needs (of concern but not rising to an imminent hazard condition). Examples of such conditions include unsafe or unsanitary conditions in occupied spaces,

Compliance with Mandates or Other Legal Requirements is often a driver for large projects. Such projects may be proposed in order to bring an existing facility into compliance with local, state or federal laws/regulations. Other projects may be related to a court order, judgement or inter-municipal agreement. Examples of this include the recent mechanical and safety upgrades to the town-owned water well chemical feed buildings and late 2000's consideration of upgrades to the Wayland-Sudbury Septage Facility.

Stated Community Goals and Policies can drive many proposed projects. These projects typically arise due to a desire for:

- Conformance with an adopted program, policy or plan;

- Asset preservation (fiscal impact of new investment including a life-cycle plan with cost of operation & maintenance);
- Maintenance of an acceptable standard of service;
- Provision of a more efficient or improved standard of service.

Examples can be found in the long-range capital improvement plans maintained by the Department of Public Works, the Recreation Commission and the Facilities Department.

Public Perception of Need may drive proposed projects based on a strong emotional argument from a specific group of proponents. These projects may arise to address a sustained change in demographics[4] (school age children or the elderly), to improve sustainability of the environment, or to improve desirability of residing in the community.

Upcoming projects such as the proposed library, community center, and Council on Aging will rely heavily on their proponents to explain their project's importance to Wayland and why their projects are "needed."

Project Evaluation Decision Criteria: Characterization

Worksheet 2 (Exhibit III-B2) – presents questions to assist in weighing the criteria and factors and in understanding the cost implications of a project.

The set of questions on Worksheet 2 helps to illuminate the need for and the impact of a project as well as potential synergies with other projects. These questions and factors help to measure each project and how it fits into long-range planning. The evaluation worksheet asks the project proponent to address the following:

Describe any relationships, synergies, complementary uses, or impacts to other projects. Does the project address multiple needs / multiple stakeholders? This takes into account any synergies with other projects, such as whether services and space needs may be overlapping. It is critical to understand whether a proposed project addresses a single proponent's need, or if it may be envisioned to address multiple needs. In the simplest of terms, space costs money – money that must be borrowed for design and construction, money to light, heat and cool the space, money for administrative and custodial services, and money for ongoing maintenance and replacement costs. Meeting rooms, activity rooms, performance spaces, and similar spaces are candidates for shared

[4] The WRAP Committee viewed various town reports and other documents and found that some basic demographic data (population, number of households, etc.) had variations depending on the source of the material. For example, town, state, and federal data for the same item such as school age children may be collected and reported differently (due to time of year reporting deadlines, age cohorts, threshold limits / cutoffs, etc.) depending on the requirements of the regulatory agency.

Care should be taken in utilizing publicly available data especially in developing need-based calculations and conclusions. Examples of misuse of data may be found in the classic volume "How to Lie with Statistics", Darrell Huff, 1954, where the author states "The secret language of statistics, so appealing in a fact-minded culture, is employed to sensationalize, inflate, confuse, and oversimplify."

Best practices must be employed such as determining the correct data set to utilize, ensuring the selected data is relevant / recent / accurate / precise for the follow-on analysis, that calculations are arithmetically and logically correct, and minimizing biases when drawing conclusions.

use among different stakeholders. Sharing of such amenities will provide the town with effective use of its facilities while making the most efficient use of town funds.

Whether or not there are alternatives to a specific project is an important question to be addressed and carefully considered at the outset. There may be other solutions or lower cost alternatives that would provide the same benefit to the community.

Knowing the projected capital cost of a proposed project and the requested year in which it could be slated to come on-line, provides necessary information for assessing the impact on the Town's finances and long-range financial plan. The availability of potential grants may be a critical element in determining when to schedule a specific project.

Additional required information includes whether there is an increase in annual operating and maintenance costs associated with the project such as a need for additional staffing, utilities or other costs. Finally, the projected fiscal impact of the capital expenditure per household helps residents understand the direct fiscal impact of the proposed project to their tax bills.

Site Selection Criteria

Worksheet 3 (Exhibit III-C) – lists the criteria and factors to be used in evaluating the suitability of locating a specific proposed project on an identified parcel of land.

Site selection worksheets have been developed for a number of capital projects in recent years including: the siting worksheets for the Salt Shed (2004); Highway / Parks & Recreation Study for a new building (2006); and for the new DPW Facility (2011). Typically once sites with fatal flaws are eliminated (too small, within a wetland, etc.) the worksheets are used to rank the remaining potential sites based on numerical values assigned to relevant criteria. The site with the highest aggregate score would be considered to have the highest potential for development.

The WRAP Committee selected what it believed to be the most useful criteria from those prior efforts, developed new criteria, and assembled ten broad categories to be used for the evaluation. The highest aggregate score possible is 100 points. The ten site selection criteria on Worksheet 3 used to measure a site's suitability for development are:

Location – including accessibility to roadways and adjacency to what could be considered sensitive neighbors (schools, daycare, elderly uses, healthcare facilities). It should be noted that this adjacency could be considered a positive or a negative depending on the nature of the proposed project.

Physical Site Features – including the condition of an access roadway, the relative size of the site for the specific project, the shape of the parcel, the soil suitability, depth to groundwater, and potential for future expansion.

Site History – including past and existing uses that may be favorable or unfavorable to re-development, and the potential for impacts from the presence of hazardous materials.

Zoning Consistency– whether the use allowed, disallowed, or requires a special permit.

Environmental Impacts – including whether or not there is a designated Natural Heritage Endangered Species Program (NHESP) area, an Area of Critical Environmental Concerns (ACEC), a Zone II drinking water area, or wetlands area, and whether or not there are any historical or archaeological sensitivities on or near the site.

Access to Utilities – including availability of sewer or septic, electricity, telecommunications, water, and natural gas service.

Permitting/Other Regulatory – whether or not there are any specialty permits required.

Traffic Impacts – an estimate of the impact of potential increased traffic.

Cost of Site Development – including whether site preparation and installation of utilities will require minimal, normal or excessive costs.

Cost of Construction – whether there are on-site or off-site physical restrictions that will impact the cost of construction.

Recommendations

- Use a standard set of scoring criteria and evaluation factors to objectively analyze the need for a project and the suitability of potential sites for that project.

- Seek to coordinate multiple programs across departments to avoid duplication of programs and to control space needs.

- Assign a staff person the overall responsibility of coordinating and scheduling space needs for town buildings and programs held by the library, Council on Aging, recreation, and schools to avoid overlaps and maximize use of available space.

- Minimize the need for storage space by developing a town-wide records retention policy and culling non-essential materials on a regular schedule.

Exhibit III-A SYNTHESIS OF COMMONALITIES & SPACE NEEDS (as of 1/27/2016)

1/27/2016	COUNCIL ON AGING	RECREATION	LIBRARY	COA/CCAC
Mission	Passive and active activities & support for Seniors	Programs, facilities, and services -- physical, social, creative, cultural and intellectual growth and development	Education, literacy (cultural & technology), life-long learning, cultural enrichment, information resource	Passive & active activities; create a town living room; fill space needs that do not exist today
Programs & Times	Residents 60+ Hours: 7:00 a.m. until early evening. Some fee-based programs; also grants and funds from the Friends of the Council on Aging [INFORMATION ADDED – June 2017] • Health and Wellness Programs • Art, Music and Social Programs (classes, games, Golden Tones, etc.) • Housing Options and Support Services • Meals on Wheels • Transportation Options/Assistance • Legal and Health Insurance Counseling • Special Events and Trips	Residents of all ages; most number of programs for childhood, youth, and teens. Hours: All times of day & throughout the seasons Most programs fee-based Current programs: • 200+ "Vendor" programs –6-10 week sessions • 3 Summer Camps – grades K-8 [where housed?] • Sm.-Med. Sized Programs (20-30 participants) = daily • Small groups (~20) = weekly • Large Groups (60+) = monthly or seasonally • Special Functions (50-100 people) = monthly / seasonally Anticipated in future: • Growth in all areas	Residents of all ages; heavy use by empty-nesters & recent retirees (12/21/15) Hours: All times of the day (during day, after school, school vacation, evening, some week-ends) All programs are free of charge and paid for through Friends of Library (not included in Town budget); however, can charge for programs & things "outside of normal library services"(1/21/16) 485 programs a year; 8,000 attendees Children: 1) Story telling & music/craft/whole body movement (pre-school during day) 2) Book groups/discussion (early elementary after school & school vacation) 3) Writing workshop [including poetry] (all elementary after school & school vacation) 4) STEM (all elementary after school & school vacation) 5) Topical programming with educational component (all elementary after school & school vacation) 6) Middle School & High School in collaboration with school librarians (after school & school vacation) Adult (offered all times of day): 1) Needle work 2) Art History 3) Classical Studies 4) Book discussion groups 5) Lectures (including author talks) 6) Technology workshops	Residents of all ages Hours: All times (days and evenings) [INFORMATION ADDED – June 2017] Multi-generational and varied groups such as Vets, Historic, Welcome, Arts Wayland Third-party programs: Wayland Dads, Vets, Scouts, Rec.
Space Needs	• Private spaces – small offices or rooms • Large Multi-Function Room with sound proofing • Kitchen large enough for classes • Smaller spaces for exercise and music programs • Arts space (1/5/16) • Computer Lab (1/5/16) • Socializing area • Storage: for equipment Space Needs: 18,000 – 21,600 sf now (not including future growth) (12/10/15 COA/CC) **Note: Soundproofing & noise control essential; don't use carpeting for art & fitness rooms (1/5/16)**	• Office space to fit 5 desks • Function Room with Kitchen • 4 Multi-purpose classrooms including science/tech classes • Small conference room • Dance/fitness studio • Art Center, "messy" and "neat art" – painting, sculpting, drawing, etc. • Tot playroom (1/6/16) • Computer/teen room (1/6/16) • Standard size Gymnasium for sport programs year round • Storage for equipment needed in each space as well as additional storage • Waiting area space (1/6/16 written response) Space Needs: 12,715 sf for indoor (excluding gym)	In addition to shelving for books & administrative offices: • 1 large "lecture" room (~100) with technology & kitchenette (12/21/15) • Small study space/quiet space (use all day) • Seminar size rooms with technology (use 50% over course of day) • Children's room (8/27/15 Report) • Story/craft space with sink & easy to clean floors (use c. 4 hrs./week) • Teen space (9/30/15) • On-site storage Space Needs: Up to 34,000 sf? 2 story maximum but preference for 1 story	Indoor-outdoor space (including for Third-party groups): • Offices for veterans, COA, arts council, historic com. • Large flexible space for 100+ • Kitchen • Private spaces – about 4 small rooms available 8 to 4. • Artists spaces – clean and messy • Welcome space – atrium, lobby, town living room • Acoustics space – wired with sound control • Storage Need in excess of 18,000 - 21,600 sf indoor space (12/10/15)
Location	Centrally located in one facility that accommodates other groups for interaction with other age groups	- Central town location on a main road is ideal - Access to schools for after school programming (1/6/16 written response)	Central location (12/21/15)	Central location preferable (not remote)
Parking	120-125 spaces close to access door (1/5/16) Covered outdoor space for COA van (1/15/16)	100 spaces minimum	100 spaces	Not articulated
Personnel	3.3 FTEs administrative staff Programming done by volunteers or outside contractors. Custodian to help move furniture, etc.	Currently 2 FTEs and 1 PTE; requesting 1 more FTE	Currently 13.8 FTEs If new space, may need more custodial hours & maybe a librarian for teens	1 FTE plus 24x7 Central administration in charge of facility (security, scheduling, tech)
Projected Funding & Anticipated Timing for Town Meeting Vote	ATM 2016 – $560,000 for schematic planning and programing ATM 2017 - $7 million for high-end build-out of 21,000 sq. ft. to be on line by 2018	Future projects to fund: -Community Center - Indoor active Recreation Facility - Design and Construction with gym & outdoor recreational areas (9/30/15) - Multiple Design/Construct for outdoor amenities including turf fields @ $800,000 – $1.5 million each (9/30/15)	ATM 2018 – New/renovated Library Project = c. $16 million but, if receive state building construction grant, then only c. $9.7 million in Town funds [$14M building x 55% = $7.7M + $2M furnishings, landscaping, parking lot = $9.7M]	ATM 2016 – $560,000 for schematic design ATM 2017 - $7 million for high-end build-out of 21,000 sf (2018 – to be on line)

Note:
- Overlaps with Library, Schools, Recreation & some with COA in programs offered & all have the ability to expand and cut back on programs.
- All need facility layout & materials easy for staff to clean and supervise
- For location, consider parents with multiple children of different ages, abilities, & proximity to sporting venues (12/10/15)
- COA mentioned desirability of indoor walking track (1/5/16)
- Rec. mentions space adjacent to any new facility for playground equipment & grassy area for outdoor functions (11/6/14)
- COA/CCAC says COA needs 18,000 - 21,600 sf today without any population growth (12/10/15)

Exhibit III-B1 Capital Improvements – Project Evaluation Decision Criteria Prioritization Matrix

Instructions to Preparer – Decision Criteria Worksheet 1

Decision Criteria Worksheet 1 lists four categories in order of importance. For each category there are factors to consider that may contribute to understanding how each of the four is affected by the proposed project.

	Factors	Instructions
1. Public Health & Safety	a. Project addresses an immediate, continual safety hazard or public health and/or safety need	*a. A specific reason(s) must be cited along with identification of the cognizant Town Official (Facilities Director, Building Inspector, DPW Director, Health Director, Police Chief, Fire Chief) confirming the need.*
2. Compliance with Mandates or Other Legal Requirements	a. Project required for compliance with local, state, or federal laws/regulations b. Project required by court order, judgment, [or inter-municipal agreement]	*For Factors "a." and "b."* • *Identify the statute, law or regulation requiring compliance.* • *Identify the document (order, specific regulation, etc.) requiring performance and attach a copy hereto.*
3. Stated Community Goals & Policies	a. Project conforms to adopted program, policy, or plan b. Asset preservation c. Required to maintain acceptable standard of service d. More efficient/improved standard of service	*a. Identify the program, policy or plan and attach specific section or citation* *b. Describe the asset and state the reasoning that it is appropriate to maintain and preserve the asset* *c. Explain the "acceptable standard of service" and how the project will maintain the "acceptable standard"* d. *Describe the current baseline standard of service, and quantify how the project will increase efficiencies, or improve on the baseline standard.*
4. Public Perception of Need	a. Sustained change in demographics b. Improve sustainability of the environment c. Does it make the community desirable?	*a. Describe the demographic(s) the project is to address. Provide a description of the trend that has been identified as a need. Identify the source data and analysis methodology.* *b. Describe the sustainability characteristic addressed by the project. Quantify the projected improvement. Cite source data and analysis methodology.* *c. Identify how and/or why it makes the community more desirable. Identify the segment of the community desirous of the project.*

Exhibit III-B1 Capital Improvements – Project Evaluation Decision Criteria Prioritization Matrix

Capital Improvements – Decision Criteria Matrix **Project: _____** **Worksheet 1**

	Factors	Applicable to Project?	Factor weighting
1. Public Health & Safety	a. Project addresses an immediate, continual safety hazard or public health and/or safety need		4 x ___ = ____
2. Compliance with Mandates or Other Legal Requirements	a. Project required for compliance with local, state, or federal laws/regulations b. Project required by court order, judgment, [or inter-municipal agreement]		3 x ___ = ____
3. Stated Community Goals & Policies	a. Project conforms to adopted program, policy, or plan b. Asset preservation c. Required to maintain acceptable standard of service d. More efficient/improved standard of service		2 x ___ = ____
4. Public Perception of Need	a. Sustained change in demographics b. Improve sustainability of the environment c. Does it make the community desirable?		1 x ___ = ____
		Total =	

Exhibit III-B2 Capital Improvements – Project Evaluation Decision Criteria Characterization Matrix

Instructions to Preparer– Decision Criteria Worksheet 2

Decision Criteria Worksheet 2 is the place to provide information about the project's characteristics – needs vs wants – and costs. The responses are in narrative form and tend to be subjective in interpretation.

Describe any relationships, synergies, complementary uses, or impacts to other projects.	*Does the proposed project have a relationship to another planned or existing use or project? Would you characterize the relationship as weak, medium, or strong?* *Are any synergies anticipated between this project and other planned or existing projects? Are they able to be quantified?*
Does the project address multiple needs / multiple stakeholders?	*Please describe any multiple needs or stakeholders that may be addressed and/or benefited by your proposed project.*
Are there alternatives to the project?	*Please list any alternatives including no-action. What would the impact be of selecting the no-action option?*
Year requested to be on-line	*Please identify the Fiscal Year in which you anticipate the project being complete for the proposed use. (Note: our Fiscal Year runs from July 1 to June 30)*
Projected capital cost of project	*Please provide an estimate of the capital cost to complete the project. How was this cost developed?*
Availability of grants / other funding	*Please describe the estimated amount and source of grants or funds. Is the availability dependent on any specific actions to be taken by the Town (land taking, easement, vote of Town Meeting, etc.)?*
Annual fiscal O&M impact (increase / decrease including staffing)	*What are the estimated annual Operation & Maintenance Costs? Describe the methodology used to calculate the O&M costs. Describe the source of funds (Town taxation, revolving fund, user fees, etc.). If this is a replacement project, please describe how O&M will differ from existing conditions.*
Projected tax impact of capital expenditure (on a per $1,000 valuation basis)	*Please consult and discuss your estimate and assumptions with the Town's Finance Director.*

Exhibit III-B2 Capital Improvements – Project Evaluation Decision Criteria Characterization Matrix

Capital Improvements – Decision Criteria Matrix **Project: _____** **Worksheet 2**

	Information about the project's characteristics
Describe any relationships, synergies, complementary uses, or impacts to other projects. **Does the project address multiple needs / multiple stakeholders ?**	
Are there alternatives to the project?	
Year requested to be on-line	
Projected capital cost of project	
Availability of grants / other funding	
Annual fiscal O&M impact (increase / decrease including staffing)	
Projected tax impact of capital expenditure (on a per $1,000 valuation basis)	

Exhibit III-C Site Selection Matrix

Scoring Instructions – Worksheet 3

It is strongly recommended that the evaluator(s), individual or committee, seek input from appropriate Town Departments and other subject matter experts during the evaluation process and assignment of values for various categories.

It is further recommended that the evaluator(s) keep notes on how each element was scored – this contemporaneous record will provide clarifications when questions arise on the scoring process.

1. Location Max 8 Points

Location may be assigned a set value as shown on the sheet. The two matrix descriptors provide a range of examples to illustrate how point assignments may be made – e.g. from a 5 for easy access to a major roadway (defined as Rt. 20, 27, 30, or 126), to a 0 for poor access to local roads. The user is allowed to make a judgement-based value assignment and should seek input from the DPW, Police, Fire, and Planning Departments.

2. Physical Site Features Max 18 points

Physical Site Features may be assigned a value of 0 or 3 points for each of the six descriptors. Five of the six matrix descriptors need to be evaluated against specific project requirements and may require input from planning and engineering professionals based on the characteristics of the proposed facility. The ability to allow for future expansion is also to be considered. The user is allowed to make a judgement-based value assignment for condition of access roadway item. Size of site and shape of site are to be evaluated using Planning and Building Dept requirements. Soils suitability and depth to groundwater are to be evaluated as a function of both proposed construction type (foundation vs slab) and need for septic disposal and / or possible potable water well development.

3. Site History Max 10 points

Site History may be assigned a set value as shown on the sheet. Two of the three matrix descriptors need to be evaluated against specific project requirements and may require input from planning and engineering professionals based on the characteristics of the proposed facility. The user is allowed to make a judgement-based value assignment for these items; however, Hazardous Materials issue determinations should be coordinated with the Health Department or other cognizant Town Department.

4. Zoning Consistency Max 5 points

Zoning Consistency may be assigned a value of 0, 3 or 5 points based on the three conditions indicated.

5. Environmental Impacts Max 20 points

Environmental Impacts descriptors may be assigned a set value as shown on the sheet. Four of the five matrix descriptors are essentially yes / no responses and should have input from the Conservation Administrator. The user is allowed to make a judgement-based value assignment for evaluation of Historic / Archaeological Sensitivity; this should be done with fact-based input from the Historical Commission.

Exhibit III-C Site Selection Matrix

Scoring Instructions (cont'd.)

6. Access to Utilities Max 15 points

Access to Utilities descriptors may be assigned a set value of 0 or 3 points. The five matrix descriptors need to be evaluated against specific project requirements of the proposed facility and may require fact-based input from the Building Department. The user is allowed to make a judgement-based value assignment for distance to the point of connection (such as frontage vs site interior), available capacity (such as pressure, volume, kVA availability, etc.), and other considerations. The cost of utilities should not be included in this category, but below under "9. Cost of Site Development".

7. Permitting Max 5 points

Permitting may be assigned a value of 0, 3 or 5 points. The three matrix descriptors provide a range of examples to illustrate how the point assignments may be made – from a 5 if no specialty permit(s) are required, to a 0 if excessive permitting is required. The user is allowed to make a judgement-based value assignment and should seek fact-based input from the cognizant local, state, or federal agency.

8. Traffic Impacts Max 5 points

Traffic Impacts may be assigned a value of 0, 3 or 5 points. The three matrix descriptors provide a range of examples to illustrate how the point assignments may be made – from a 5 if no negative impacts, to a 0 if there are excessive impacts. The user is allowed to make a judgement-based value assignment and should seek fact-based input from the DPW, Police, Fire, and Planning Departments.

9. Cost of Site Development Max 9 points

Cost of Site Development descriptors may be assigned 0 or 3 points for each of the three descriptors. The three matrix descriptors provide a range of examples to illustrate how point assignments may be made – from minimal activity to excessive activity. In all cases, proportionality should be considered based on the overall size and estimated cost of the project. Utility-related costs should include installation, connection fees, etc. The user is allowed to make a judgement-based value assignment and should seek fact-based input from the DPW, Permanent Municipal Building Committee, Facilities Director, and/or Building Department.

10. Cost of Construction Max 5 points

Cost of Construction may be assigned a value of 0, 3 or 5 points. The three matrix descriptors provide a range of examples to illustrate how the point assignments may be made – from a 5 for no special construction costs, to a 0 for significant special construction costs. Such special costs could include waterproofing, special foundation work, unusual architectural costs or other. The user is allowed to make a judgement-based value assignment and should seek fact-based input from the DPW, Permanent Municipal Building Committee, Facilities Director, and/or Building Department.

Exhibit III-C Site Selection Matrix

Site Selection Matrix **Project:_____** **Worksheet 3**

Criteria	Factors	Weighing Factors	Score
1. Location	Easily accessible to service area via major roadway	5	
(Max 8 Points)	Reasonably accessible to service area via secondary roadway	3	
	Poor accessibility via local roadway	0	
	Favorable to adjacent schools, daycare, elderly uses, healthcare	3	
	Unfavorable to adjacent schools, daycare, elderly uses, healthcare	0	
2. Physical Site Features	Condition of access roadway favorable	3	
(Max 18 points)	Condition of access roadway poor	0	
	Size of site adequate	3	
	Size of site limiting	0	
	Shape of site adequate	3	
	Shape of site limiting	0	
	Soils suitable	3	
	Soils limiting	0	
	Groundwater deep	3	
	Groundwater shallow	0	
	Potential for Future Expansion favorable	3	
	Potential for Future Expansion unfavorable	0	
3.Site History	Past use favorable	3	
(Max 10 points)	Past use unfavorable	0	
	Existing use favorable	3	
	Existing use unfavorable	0	
	No hazardous materials issues	4	
	Unresolved hazardous materials issues	0	
4. Zoning Consistency	Approved use or special permit in place	5	
(Max 5 points)	Special permit required	3	
	Use not allowed	0	
5. Environmental Impacts	No NHESP area	3	
(Max 20 points)	NHESP area on or adjacent to site -	0	
	No ACEC area	3	
	ACEC on or adjacent to site	0	
	No Zone II area	4	
	Zone II on or adjacent to site	0	
	No wetland area	5	
	Wetland area on or adjacent to site	0	
	No Historic/Archaeological Sensitivity	5	
	Suspected Historic/Archaeological Sensitivity	3	
	Confirmed Historic/Archaeological Sensitivity	0	

Exhibit III-C Site Selection Matrix

Site Selection Matrix **Project:_____** **Worksheet 3**

Criteria	Factors	Weighing Factors	Score
6. Access to Utilities (Max 15 points)	Sewer or septic available	3	
	No sewer or septic available	0	
	Electric available	3	
	No electric available	0	
	Telecom / data cable available	3	
	No telecom / data cable available	0	
	Water available	3	
	No water available	0	
	Gas service available	3	
	No gas service available	0	
7. Permitting (Max 5 points)	No specialty permits required	5	
	Minimal specialty permitting required	3	
	Excessive specialty permitting required	0	
8. Traffic Impacts (Max 5 points)	No negative impacts	5	
	Minimal impacts	3	
	Excessive impacts	0	
9. Cost of Site Development (Max 9 points)	Minimal cut and fill	3	
	Excessive cut and fill	0	
	Minimal clearing	3	
	Excessive clearing	0	
	Minimal Utilities Costs	3	
	Excessive Utilities Costs	0	
10. Cost of Construction (Max 5 points)	No restrictions impacting cost	5	
	Some restrictions impacting cost	3	
	Significant restrictions impacting cost	0	

TOTAL SCORE (maximum is 100):

Scoring Notes:

IV. List of Current & Prospective Projects

IV. List of Current & Prospective Projects

The WRAP Committee compiled information provided by town boards and departments to create the attached list of anticipated major capital projects, which were defined as those capital projects expected to cost more than $500,000. In compiling the list, the WRAP Committee reached out to every Board and Committee during various periods over its two year tenure. The attached chart is a compilation of those documents received during that time period. The anticipated major capital projects list is helpful for several reasons, including use as a tool for more long-range capital planning. In creating the current list, requests were made of town boards and committees for potential expenditures well beyond the current five-year Finance Committee Capital Improvement Plan.

The project list is also intended to present the list of current and prospective projects that the Town may expect to require capital funding in the near and far term. By compiling a comprehensive list of those items that may require funding in the next five, ten or twenty years, residents will be able to better predict the amount of funds that may reasonably be expended from one year to the next. In addition, residents will be better able to prioritize projects depending on current and anticipated expenditures. Going forward, in order to be a useful tool, the anticipated major capital projects chart must be updated and added to on an on-going basis. A recommendation would be to annually reconcile the chart with the Finance Committee to ensure a comprehensive long-term list of prospective projects.

Although the formal charge was to include those projects anticipated to cost $500,000 or more, a recommendation was made that all anticipated capital projects and expenditures should be included in the proposed list, regardless of cost. Examples of projects that are pressing but do not rise to the $500,000 threshold are those made by the Fire Chief to the WRAP Committee for: 1) the relocation of the current art center at the fire station in order to accommodate an upgrade to the station; and 2) a concern for storage town-wide. Both requests would be below the $500,000 threshold, and as such were not captured on the initial list of current and prospective projects, even though each would be an important line item to have on the horizon in terms of long-term planning for the Town. Further recommendations may be found on this topic in Section VII.

Exhibit IV-A ANTICIPATED MAJOR CAPITAL PROJECTS (individual cost greater than $500,000)

PROJECT	PURPOSE	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 to 2036	FY 2037
COA/CC New Facility	Design		560,000						
	Construction			7,000,000					
Library	Construction			29,167,117 OR 18,408,207 if receive State funding					
Library HVAC upgrades						850,000			
Multi-purpose Artificial Turf Field	Design	80,000-300,000							
	Construction		1,500,000						
WHS Outdoor Sports Stadium	Design			350,000					
	Reconstruction: Phase I: • Lights & Bleachers[1] • Resurface Artificial Turf Playing Field • Resurface Track • Concessions and Restrooms Phase II: Relocate Tennis Courts and Softball[2]				1,320,000 1,100,000 1,100,000 660,000	2,200,000			

[1] School Committee included $1,500,000 for light/bleacher repair in FY19.
[2] School Committee included $180,000 in FY19 and $120,000 in FY20 for tennis court renovation.

PROJECT	PURPOSE								
		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 to 2036	FY 2037
	Phase III: Baseball and Multiuse Fields Phase IV: "Rock" and "Wet" Fields						1,200,000	900,000	
Playground Construction				200,000 (Claypit)	175,000 (Loker & Town Beach)	100,000 (Cochituate)	175,000 (Alpine)		
Greenways Site Field Design/Bid Documents & Construction			$30,000 (feasibility study)	100,000	500,000				
Loker School Door & Window Replacement	Design	160,000 ('16 ATM– B)							
	Construction		1,740,000 ('16 ATM– B)						
Loker Recreation Area Outdoor/Active Recreation Center Design & Construction					100,000	5,000,000			
Land Acquisition for Active Recreational Use					500,000				

PROJECT	PURPOSE								
		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 to 2036	FY 2037
Multiple School Roofs[3]	Install New Roofs				1,500,000		1,500,000		
Fire Station #2 Renovations				850,000					
Town Building Renovation			500,000	1,500,000	500,000	2,500,000			
Town Center Municipal Parcel				2,000,000					
Road Reconstruction	Maintain Driving Surface & Stormwater Collection	775,000 ('16 ATM–B)	600,000 ('17 ATM—B/CC/SBP)	1,770,000	1,945,000	2,140,000	2,355,000		
Sidewalk Construction	Route 20	400,000							
	Route 30				890,300				
Cochituate Village Apts. Fire Suppress. System	Design & Construct	475,000 ('16 ATM–B & SBP)							
Conservation Restriction On Mainstone Farm	Conservation & Open Space Land Preservation	12,000,000 ('16 ATM – 5M CPA Fund & 7M borrowing against CPA revenue)							
Acquisition of Conservation Land	Conservation & Protection of Wetlands								
Water Pump Station Upgrades	DEP Compliance	525,000 ('16 ATM – WB)							

[3] School Committee budget includes Loker roof replacement of $1,530,000 in 2022. Need to confirm costs and schools associated with costs. School Committee also includes $1,000,000 for Loker Roof Equipment. Need confirmation whether this is an additional line item.

PROJECT	PURPOSE								
		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023 to 2036	FY 2037
Happy Hollow Wells Access Road & Water Main (aka Stonebridge Rd)	Design & Construct	936,000 ('16 ATM – WB)							
Water Main Replacements	Replace Aging, Outdated, Failing Mains	750,000 ('16 ATM – WB)	700,000 ('17 ATM – B)	700,000	700,000	1,000,000	1,600,000		
Campbell Manganese Removal	Pilot Study		110,000						
	Implementation			5,000,000					
Second Water Tank Construction	Site Study		50,000						
	Construction				3,000,000				
Water Treatment Plant – Replace Media				1,000,000					
Water Resource Protection – Purchase 107 Old Sudbury Road			500,000 ('17 STM – B)						
Transfer Station Road Mitigation			1,625,360 ('17 ATM – B)						
TOTAL		**$16,101,000 to $16,321,000**	**$7,915,360**	**$38,878,207 to $49,637,117**	**$13,990,300**	**$13,790,000**	**$6,830,000**	**$900,000**	**$---**

NOTE: 1) "Project" does not include purchase of vehicles (ex: ladder truck, ambulance, etc.).

2) Columns indicate the fiscal year during which funds would be expended. Generally, monies voted during Spring Annual Town Meeting are not expended until the next fiscal year (i.e., July 1 – June 30). For example, "('16 ATM–B)" indicates that the appropriation was approved at the 2016 Annual Town Meeting and that the approved funding source was borrowing. Key: B = General Fund Borrowing; CC = Cash Capital; WB = Water Fund Borrowing; SBP = Surplus Bond Proceeds From Close Outs.

3) Projects are included even where design and construction costs are requested in separate fiscal years.

4) Data presented in Exhibit IV-A is current as of April 2017.

V. Long-Range Facilities Planning

V. Long-Range Facilities Planning

Over the years, Wayland has undertaken large capital projects on essentially an *ad hoc* basis with no formal coordinated, long-term plan for understanding how many projects are on the horizon, the year they are needed to be on-line, and projected costs. There is currently no standard way of assessing when a project is ready to move forward or the relative need for one proposal over another.

In order to effectively plan for and finance future needs, the members of the WRAP Committee believe that the Town should establish a Capital Planning Committee to be charged with the responsibility of overseeing a coordinated, town-wide comprehensive planning process. The 2004 Wayland Town Master Plan Advisory Task Force also recommended such a committee.

State law M.G.L. ch. 41, Section 106B[1] authorizes a municipality to establish such a committee and numerous other towns have done so, notably, Arlington http://www.arlingtonma.gov/town-governance/all-boards-and-committees/capital-planning-committee ; Ayer; Bedford; Hopkinton; Lexington; Milton; Winchester https://www.winchester.us/documentcenter/view/1499 ; and there are others.

While the WRAP Committee's charge was to address major capital projects costing $500,000 and above, there is also a strong recommendation that all requests for capital expenditures be evaluated by a Capital Planning Committee charged with preparing one comprehensive, long-range, town-wide capital plan for all capital expenditures, including facilities.

Wayland's current capital planning process looks forward just five years. Each year when the 5-year Capital Improvement Plan is put together, the Finance Committee has many other demands on its time. It has not been able to do a detailed, long-range evaluation of relative needs across all departments. The *ex officio* staff members of the WRAP Committee, which include the Town Administrator, Finance Director, Public Buildings Director, and Town Planner, joined by the Assistant Town Administrator/Human Resources Director, have urged the need for more effective capital decision making. A dedicated, year-round Capital Planning Committee, similar to those in other towns, could focus on producing an overall plan for effectively managing all capital requests within established financial parameters and over shorter- and longer-term time intervals.

Nevertheless, in furtherance of the WRAP Committee's specific, more limited charge of addressing major capital projects involving future uses of municipal land and buildings, the WRAP Committee proposes the following for a Capital Planning Committee:

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[1] **Ch. 41, Section 106B: Capital planning committee; establishment; duties**
Section 106B. A town at its annual town meeting may by by-law establish a capital planning committee. Said by-law shall prescribe the composition, mode of appointment or election and terms of the members of said capital planning committee. Said committee shall annually review the capital improvement program, if any, and proposals for the construction of municipal buildings, acquisition of land or personal property and make recommendations to the appropriate officer, board, agency or department. Such recommendations may be included within the annual budget or the annual report required by section sixty-one if authorized by a by-law of the town. Other duties and responsibilities of said capital planning committee may be specified by by-law. Any vacancy occurring shall be filled for the unexpired term in the same manner as the original appointment.

Capital Planning Committee

Mission & Charge

The Capital Planning Committee has responsibility for establishing, managing and overseeing an effective, coordinated, town-wide comprehensive facilities planning and site selection process with the goal of laying out a financially-sustainable program for the construction of major new or renovated capital projects, looking forward over a 20-year horizon.

The Committee shall work with other town boards, departments, commissions and committees to identify the town's capital infrastructure needs and plan for them accordingly.

Applying specific, consistent criteria, the Committee shall consider: the relative need, timing, and cost of projects; whether what is being proposed will be adequate for the foreseeable future; and develop, with the Finance Committee, a long-term capital funding plan taking in to account the effect such expenditures will have on the financial position of the town.

Term & Composition

The Committee of five shall comprise five registered voters each of whom shall be appointed for a term of at least four years and the terms of no more than two of which shall expire in any one year – one to be appointed by the Planning Board, one to be appointed by the Finance Committee, one to be appointed by the Moderator, and two to be appointed by the Board of Selectmen. Ideally, appointees should have direct knowledge and experience in facilities planning and funding with preference given to individuals with a substantial background in planning, financing, project management, construction, municipal accounting, and law. During the term of his/her appointment, no member may serve on any other board, commission or committee, nor otherwise serve as a town official, whether elected or appointed, that could propose major capital projects or on one that controls parcels of town-owned land. A staff person shall be assigned to assist the Committee.

How The Process Would Work

Rules or regulations can be adopted for, among other things:

- Setting an initial dollar threshold for which projects come before the Capital Planning Committee. The initial threshold could be $500,000 but the dollar amount could increase over time with inflation.
- Specifying that it is the responsibility of the relevant town board/department to determine the functional need for a project and to define the general objectives and particular needs to be met.
- Delineating which entity will conduct feasibility studies and the relative timing of same keeping in mind the need to manage expenditures on those as well.
- On-going, systematic, overall town-wide consideration of site uses/reuses and viable combinations of reuse and new construction to meet identified needs.

Exhibit V-A entitled "Planning for Capital Facilities & Expenditures of Greater Than $500,000" outlines the structure of a viable process for long-term planning. Not included on the flow chart,

but an integral piece, is enhanced coordination between the Finance Committee, Town Administrator, Finance Director and Town Treasurer. In addition to describing the necessary preliminary work to be accomplished before a proposed project is submitted to the Capital Planning Committee, the flow chart explains the respective roles of the project proponent, Capital Planning Committee, Finance Committee, Permanent Municipal Building Committee, Planning Board, and Town Meeting. At each step along the way, there would be an opportunity for public input.

The Permanent Municipal Building Committee and Public Buildings Director work in concert to oversee and direct design and construction of proposed large capital projects including site planning, preliminary architectural planning, final designs, architectural plans and drawings, and construction supervision. The WRAP Committee believes that it would be beneficial to:

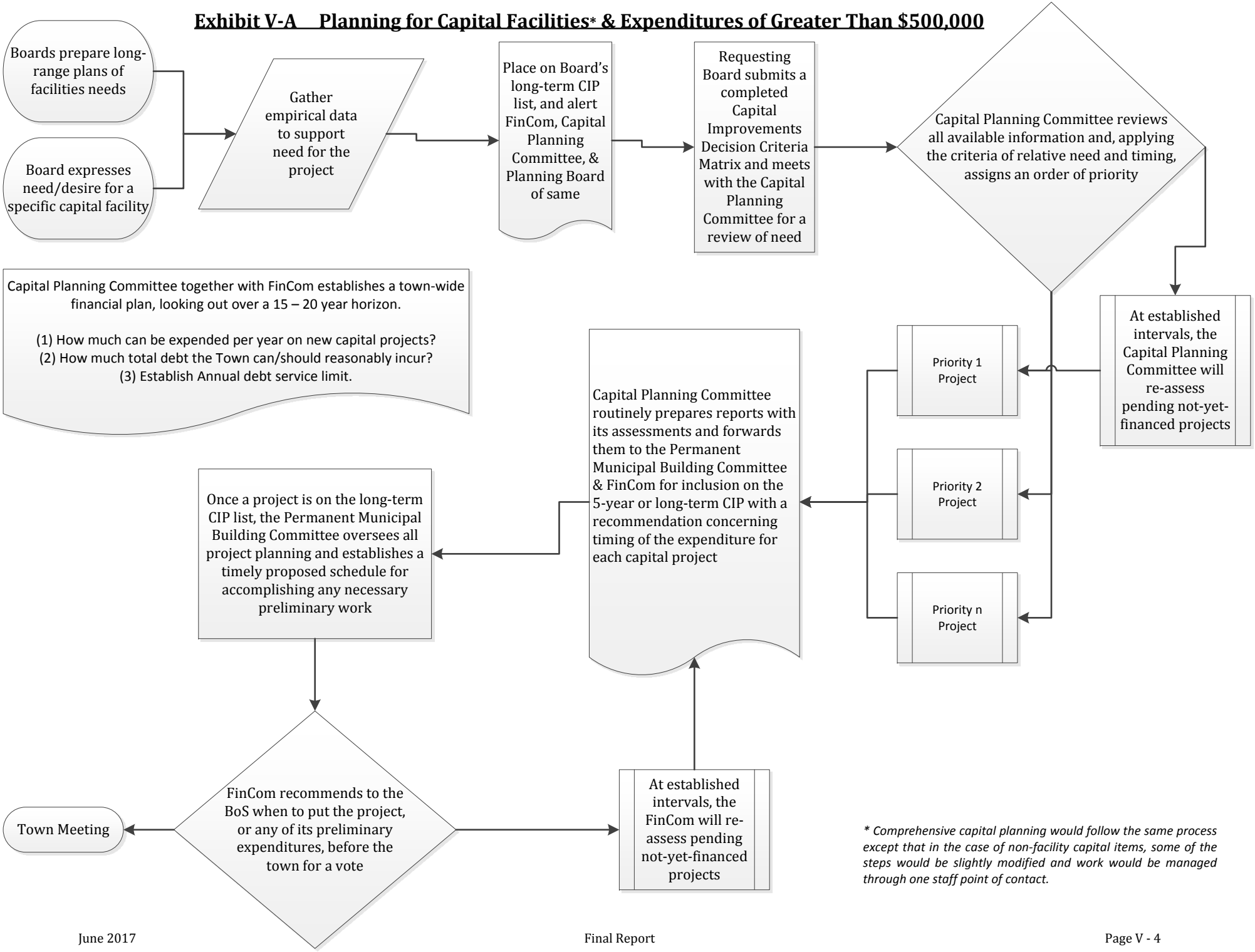
- Establish written conventions for building design (e.g., design into a project the ability to expand and contract useable space, as needed, over time; attention to minimizing utility usage by design; choice of building materials for ease of maintenance and longevity, etc.);

- Establish requirements/standards for on-going maintenance including establishing a schedule for and overseeing routine surveys of buildings/facilities to evaluate the condition of the structure and primary systems; and

- Establish a cost-effective system of budgeting for the repair, replacement, and enhancement of the Town's then-existing buildings/facilities.

By undertaking a more disciplined process of planning for capital expenditures, especially for new projects and on-going maintenance of existing buildings and facilities, the Town will be better prepared to finance needed improvements while stabilizing the relative amount of tax dollars required year over year.

Exhibit V-A Planning for Capital Facilities* & Expenditures of Greater Than $500,000



** Comprehensive capital planning would follow the same process except that in the case of non-facility capital items, some of the steps would be slightly modified and work would be managed through one staff point of contact.*

VI. Capital Funding Plan

VI. Capital Funding Plan

The essence of the charge given to the WRAP Committee was to develop a process for long-range planning and funding of major capital projects to serve the future needs of Wayland residents. The foregoing sections of this report concern: 1) assembling a useable database of land and facilities that are potentially available to fill future community needs; 2) creating a uniform evaluation criteria for establishing projects' priorities and sequencing; 3) presenting a list of criteria and factors to be considered when evaluating the suitability of a site as a location for a specific project; 4) compiling a list of anticipated major capital projects, including projected capital cost and year of expected request for funding; and 5) establishing a Capital Planning Committee to oversee a coordinated, town-wide process of planning for capital expenditures.

This section of the report specifically addresses the need to structure a sustainable financial plan that carefully manages requested appropriations so that Wayland is in a position to fund major capital initiatives. There are three distinct pieces required in the design of such a program – maintaining current assets, establishing future needs, and adhering to a set of financial parameters. Each is described below.

Maintain Current Assets

In order to maintain current assets, the Town must establish a forward-looking plan for annual routine maintenance along with replacement of major building components and systems such as roofs, HVAC, windows, etc. as well as existing infrastructure such as roadway surfaces, water treatment plants, and water mains.

Establish Future Needs

Town boards and staff must create a long-term catalog of realistic, projected future needs for facilities under their respective purview. This process can be accomplished through master plans, strategic plans, or some other substantive, forward-looking planning process. In this report, we have attempted to look at a 20-year horizon for planning and scheduling of construction of new facilities and major renovation of existing facilities. The projected cost of each project under consideration is projected to be $500,000 and above.

Adhere To Financial Parameters

The Town must establish and must adhere to a full set of financial parameters regarding the total amount of outstanding debt, annual debt service, and use of other funding sources to pay for each of the identified needs. Best financial practices as outlined by the Wayland Finance Committee, the Town's financial consultant UniBank, and Moody's Bond Rating Agency call for:

- More routine, recurring General Fund capital expenditures to be funded with a combination of cash capital (i.e., revenues derived primarily from current year taxation), free cash, transfer from other funds, and non-exempt debt at a steady amount of between approximately $2.6M and $3M annually (subject to escalation with inflation).

- Expenditures for a major capital project/item of greater than $1M, generally to be funded with exempt debt (i.e., requires majority vote at the polls and a 2/3rd vote at Town Meeting).

- Total debt (i.e., all instruments that have direct recourse to the General Fund) generally not to exceed 100% of annual General Fund revenues.

- Debt service generally to be less than 10% of annual General Fund expenditures.

- For Enterprise Funds, Community Preservation Funds & other funds with dedicated revenue sources, capital expenditures to be funded with a combination of current fund balances, future revenues, and borrowings.

Applying the Financial Parameters

The table below, prepared by the Finance Committee, presents a snapshot of the Town of Wayland's indebtedness looking out over the five-year period FY 2018 through FY 2022 and applying only the debt outstanding as of June 30, 2017 (i.e., FY 2017). It assumes no new borrowing during that five-year period. The table also presents the amount of principle and interest (i.e., debt service) the Town will be paying during each of those five years to carry that debt. The revenue the Town expects to receive during each of those five years is projected in the same table.

Applying the best financial practices outlined above to this *pro forma*, the Finance Committee then calculated the maximum amount of incremental indebtedness (i.e., new borrowing) the Town could take on over that same five-year period noting that by FY 2022 total outstanding debt should not exceed $93,902,000 and new debt should not exceed $44,075,000.

Reference Points Per Wayland Finance Committee (in Thousands)					
	FY 2018	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**
Debt:					
Forecasted outstanding debt at 6/30/17 for debt issued through FY2017[1]	$71,935	$65,655	$59,876	$54,646	$49,827
Forecasted debt service[2]	7,564	6,899	5,772	5,668	5,334
Revenue Projections:					
Town[3]	78,670	81,030	83,461	85,965	88,544
Water Fund	4,760	4,903	5,050	5,202	5,358
Total Revenue	83,430	85,933	88,511	91,167	93,902
Incremental borrowing level at 100% of revenue	11,495	8,783	8,357	7,886	7,554
Cumulative borrowing limit at 100% of revenue	11,495	20,278	28,635	36,521	44,075

[1] Per debt schedule and includes the estimated $3.4 million to be issued in FY 2017

[2] Assume the FY 2017 borrowings will have an average life of 10 years

[3] Based on FY 2016 increased by 3% per year

Although the voters can decide that they wish to proceed with multiple new major capital projects simultaneously, the Finance Committee has cautioned that straying from these best practices financial parameters could result in a downgrade of the current Aaa Moody's bond rating and will result in a higher tax rate in order to service the debt.

The projected $67,208,000 to $79,578,507 cost of anticipated new major capital projects up for consideration over just the next five years is daunting. It is clear that careful financial planning will be required, spreading out pursuit of major capital projects over a much longer time horizon than the current Capital Improvement Plan's five years. The Decision Criteria Matrix provided in Section III of this report can be used to establish a project's relative priority and then place it in a financially sustainable sequence to move forward. It may be necessary, in certain instances involving public safety requirements and/or immediate legal requirements, to exceed the town-imposed financial parameters and borrow up to 5 percent of the Massachusetts Department of Revenue's most recent equalized valuation of all taxable property in the Town (for example, a $3,366,486,700 equalized valuation for FY 2016 equates to a $168,324,335 debt limit).

Availability of Grants and Other Funding Sources

For certain types of capital projects such as construction/renovation of buildings for the Town's public schools and libraries, or facilities to improve water supply infrastructure, there may be state grants available to defray a portion of the total cost of a project. Each grant program has its own rules but, generally, the town is required to first take an affirmative vote at a Town Meeting to support a specific project. Then, the authorized town board sponsoring the project submits a detailed application to the state program seeking assistance in funding the project. Often, receipt of a grant requires a second Town Meeting vote to appropriate the Town's share of the project costs.

Currently, the Massachusetts Executive Office of Administration and Finance maintains a municipal grant finder website entitled "one-stop shopping for state grants to cities and towns" at http://www.mass.gov/anf/budget-taxes-and-procurement/grants/. Some programs providing low-interest rate loans are also highlighted on that website.

VII. Summary and Recommendations

VII. Summary and Recommendations

The WRAP Committee has reviewed the inventory of town-owned land and buildings including information in the Assessors' data base and the Geographic Information System and orders of taking, deeds, plans and town meeting actions; developed Capital Improvements Evaluation Criteria and Siting Criteria Matrices; prepared a list of Major Capital Projects anticipated over the next twenty (20) years; developed a Capital Funding Plan; and written a charge and Program Evaluation for a Capital Planning Committee. This work has occurred over a period of twenty-two (22) months. During the process there were a number of general recommendations that evolved including some that are not directly related to the charge of the Committee. Each is recorded in Exhibit VII-A below indicating which section of the report is applicable and who or which Town entity should be responsible for carrying out the recommendation.

The priority recommendation is to establish a Capital Planning Committee immediately. As stated in Section V, Town Staff recommends that such a committee look at all capital expenses, not just those over $500,000. The urgency for and comprehensiveness of the scope is due to the need for a thorough capital planning and funding process especially at a time when there are development pressures from several Boards, Committees and Commissions in Town. It is imperative that the Town focus on producing an overall plan for effectively managing all capital requests within established financial parameters over shorter and longer-term horizons. Such a committee will apply Finance Committee guidelines and bridge gaps between the Finance Committee and all other Boards and Commissions that may be project proponents. It will also work in concert with the Permanent Municipal Building Committee, that has responsibility for overseeing planning and project construction.

Site-specific recommendations are included in the "50 Selected Properties" table that is Exhibit II-A in Section II of this report. Other recommendations are more general and relate to updating database information regularly, updating the list of Major Capital Projects at least annually, resolving legal questions about some town-owned properties, and considering a campus plan for future new projects. Inasmuch as there are few parcels of town-owned land of sufficient size to accommodate new uses, the Town should be mindful of opportunities for acquiring additional pieces of useable land at a reasonable price. In addition, there are several recommendations not directly related to the WRAP Committee charge that came out of the many discussions with Boards, Committees, Commissions and Town Staff. These relate to storage, records retention, scheduling and identifying synergies among various groups that may lead to sharing space and programs.

The WRAP Committee offers this report in response to its charge and as a compendium of the large number of studies and reports completed by many Boards, Commissions and Committees that relate to the use of town-owned land and buildings.

EXHIBIT VII-A WRAP COMMITTEE RECOMMENDATIONS

Recommendation	Report Section	Responsibility
Establish a Capital Planning Committee – draft charge included	V	Board of Selectmen
Establish and adhere to a long-term plan for funding annual routine maintenance, capital replacements, and new facilities	VI	Finance Committee Town Administrator Finance Director Treasurer
Implement specific property use recommendations as found in Exhibit II-A	II	Board of Selectmen
Update database and GIS online information with corrected data and add deed, plan and TM vote references; develop written procedure for maintaining data base & GIS online information	II	Assessor GIS Town Clerk
For properties that have restrictions on their use, the town should pursue legal resolution for land use, for example 5 Concord Road and 41 Cochituate Road (see Appendix 4)	II	Board of Selectmen Town Administrator Town Counsel
After legal questions resolved, prepare Comprehensive Space Utilization Plan for Town Building at 41 Cochituate Road [Parcel 23-001]	II	Board of Selectmen Town Administrator Public Buildings Director
Consider Comprehensive Site Plan for 202 Old Connecticut Path [Parcel 33-001C], 26.4-acre municipal parcel at Greenways to accommodate multiple municipal uses	II	Board of Selectmen Town Administrator Planning Board
Review Major Capital Projects list annually and edit as needed	IV	Capital Planning Comm. Finance Committee
Use a standard set of scoring criteria and evaluation factors in objectively analyzing need for projects, and suitability of sites for specific projects	III	Capital Planning Comm. Permanent Municipal Building Committee
Implement Town-wide coordination of all departments' programs to merge overlaps and to consider in the overall planning for any proposed project	III	Board of Selectmen Town Administrator
Town to address the need for a master facilities scheduler – assign a staff person the responsibility of coordinating and scheduling space needs for programs held by Library, Council On Aging, Recreation, and Schools to avoid overlaps and maximize use of space	III	Town Administrator Assistant Town Admin.
Minimize the need for storage space, develop a town-wide policy for culling records and other materials not required by a records retention policy	III	Town Administrator Assistant Town Admin. Town Clerk

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   - Preliminary Library Decision & Site Selection Scoring Exercise 7
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Town of Wayland

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WRAP Committee Charge

On June 1, 2015, the Board of Selectmen asked the Planning Board, Finance Committee and the Public Buildings Director to work collaboratively to create a process to develop a comprehensive long-range facilities plan, siting strategy and capital funding plan to assist the Town with making informed decisions regarding major capital projects (defined as $500,000 and above) related to future uses of municipal (Town and School) land and buildings. The plan will consider how best to use land and buildings to best serve the varied interests of the Town. This planning effort was envisioned in the original Master Plan in 2004 and in the 2011 update. It is anticipated that this effort will support the annual Capital Improvement Process (CIP) conducted in preparing the capital budget

To begin this work, the Planning Board appointed a committee, the Wayland Real Asset Planning Committee (WRAP), to serve in an advisory capacity. Because of the collaborative nature of this work and the many entities involved, WRAP will report through the Planning Board to all boards, commissions and committees that hold responsibility for and are stewards of municipal property as well as the community as a whole.

With input from the aforementioned committees, WRAP will develop a long-range plan recommending the most appropriate uses for municipal-owned land and buildings to meet future needs, as well as to connect identified projects with suitable locations and parcels. The Committee may recommend the purchase or sale of properties that may be needed to effectuate the long-range plan.

In preparation for the 2016 Annual Town Meeting, it is anticipated that WRAP will produce a strategic long-range plan preceded by the following tasks:

- Developing an accurate GIS inventory of all Town-owned parcels identifying custodial entity, size, deed and/or land restrictions, current uses and other critical information;
- Cataloging identified and foreseeable capital facilities needs, including a needs assessment supported by empirical data and created with the Public Buildings Director and primary capital project proponent;
- Compiling the research and analyses of the planning processes of all Town boards, commissions and committees seeking a future major land or building capital expenditure (defined as $500,000 and above); and
- Recommending evaluation criteria to establish projects' priorities and sequencing.

Following the completion of these steps, WRAP will hold a community-wide forum to discuss the committee's work and findings.

Finally, the committee will produce a report recommending the sequencing of projects and making specific recommendations for future uses of municipal land and buildings. The Public Buildings Director will incorporate capital projects and items (non-vehicle) below the $500,000 threshold. This plan will then advise the Finance Committee for annual budgeting purposes beginning with

the FY2017 budget, as well as Town Meeting when it considers capital requests related to town owned property and buildings.

An initial list of tools needed and some considerations to be applied in development of the long range plan is linked below. The Committee will be sensitive to the demands placed on staff time to complete its charge and will coordinate staff efforts through the Town Administrator.

The Committee shall be composed of five (5) voting members - two to be appointed by the Planning Board, two to be appointed by the Finance Committee, and one to be appointed by the Community Preservation Committee. The Town Administrator, Public Buildings Director, Finance Director and Town Planner shall serve as ex officio members without the right to vote. WRAP shall not champion any specific capital investment project All terms will expire upon the final recommendation and report of the strategic long-range plan, but no later than June 30, 2017.

To maintain neutrality, members shall not serve on any other boards, commissions or committees that control parcels of town-owned land nor those that could propose major capital projects. Appointments are to be based on related professional or vocational expertise with preference given to residents possessing experience in any one of the following areas: municipal planning, real estate development, structural or civil engineering, project management, environmental issues, municipal finance, building construction/renovations.

Wayland Real Asset Planning Committee
Attachment to Charge

Initial List of Tools

Land Information:

- Up-to-date inventory of Town owned land with all relevant information
- GIS with ability to create elements within that will be useful to this planning process;
- Utilities - water, sewerage, electricity
- Prior land use studies
- State GIS with information such as groundwater data
- Historical Commission sensitivity map
- Aggregation and sale potential

Facilities information:

- Facilities list with year of construction, additions, renovations
- Conditions reports (should be on a cycle administered by facilities' staff)

Community Information and Reports:

- Census information - growth
- Master Plan and individual boards', commissions' and committees' master plans
- Environmental reports
- Community input including surveys, forums, charrettes, etc.

Considerations

Land

- Environmental factors - wetlands, wellheads, flood plain, riverfront, known groundwater levels, topography, endangered plants and species, areas of contamination, etc.
- Ownership and responsibility
- Deed restrictions
- Conservation restrictions
- Availability of utilities
- Needs evaluation - e.g., Town water supply
- Access availability - roadways, topography, etc.
- Existing uses of a property

Other

- External funds available - federal, state or private grants
- Confluence of town goals and possibility of combined uses
- Proximity to user base
- Existing distribution of similar facilities/services
- Community/neighborhood considerations
- Traffic generation

Interim Report of Wayland Real Asset Planning (WRAP) Committee
March 29, 2016

In August 2015, the newly created Wayland Real Asset Planning Committee (WRAP) was tasked with working collaboratively to devise a process for developing a comprehensive long-range facilities plan, siting strategy and capital funding plan to assist the Town with making informed decisions regarding major capital projects (defined as $500,000 and above) related to future uses of municipal (Town and School) land and buildings. Since its inception WRAP has held 20 meetings, two of which were community forums in which other Boards, Committees, and Commissions participated.

With the short-term goal of assisting the Town in making capital-related decisions at Annual Town Meeting 2016, our work has led us to the following conclusions / recommendations for articles that are related to large capital projects. Votes for each article are recorded at the end of each recommendation:

1. **Article 17 – Transfer of Main St. Land:** Due to State Library Funding program and the requirement to look at more than one site for which the Library Trustees have control, WRAP believes that this site should be available for consideration as a potential site for construction of a new library. It would be in the best interests of the Town for the library site location studies and athletic field(s) feasibility studies at 193/195/207 Main Street to be conducted in parallel. WRAP voted in support of this article (4-0).

2. **Article 18 – Transfer of Old Connecticut Path Land:** Due to State Library Funding program and the requirement to look at more than one site for which the Library Trustees have control, WRAP believes that this site should be available for consideration as a potential site for construction of a new library. This land was acquired for municipal use and provides an opportunity for the Town to consider a campus setting where a future library, COA/CC and other municipal uses can be sited in close proximity to one another. WRAP voted in support of this article (4-0).

3. **Article 21 – COA/CC Design & Construction Bid Funding:** In recognition of the need for an expanded COA, several concerns have surfaced. They include: 1) ability of the site to support current and proposed future expansion of the building, including requisite parking and adequate wastewater disposal; 2) unresolved overlap of programs between Library, COA/CC and Recreation; 3) unresolved annual operation and maintenance costs; 4) lack of articulation of operational responsibility and staffing needs after construction. We believe it is premature to connect development of design and construction bidding documents solely to the Town Center pad. Without resolution of these matters, WRAP voted not to support this article (0-4).

4. **Article 22 – Athletic Field Feasibility Study:** Only part of this article applies to future growth of athletic fields. It would be in the best interests of the Town that the library site location studies and athletic field(s) feasibility studies be conducted in parallel at 193/195/207 Main Street. Pending the results of field and library siting studies, additional municipal uses may be appropriate for this site. WRAP voted in support of this article (4-0).

5. **Article 30 – Purchase Conservation Restriction on Mainstone Farm:** Preservation of scenic vistas at Mainstone Farm through a Conservation Restriction (CR) is consistent with goals and objectives of the Town and was a primary reason for adopting the Community Preservation Act (CPA) in 2001. WRAP voted in support of this article (3-0 with one abstention).

During evaluations of town-owned land and buildings, there arose two distinct models for placement of town facilities: disparate locations distributed throughout the Town or a unified campus setting. Due to the convergence of multiple municipal building projects, Wayland is faced with a once-in-a-generation opportunity to consider exploring the synergies and cost efficiencies of a campus-type setting. Based on our work to date, one existing municipal parcel that offers this opportunity is found at 202 Old Connecticut Path. We would encourage additional consideration of this concept by the Town.

WRAP is planning to host two community forums, tentatively scheduled for April 27, 2016 and May 16, 2016 to explore the above concepts with Wayland residents. Information will follow via the WRAP website.

Respectfully submitted,
WRAP Committee Members
Tom Abdella, Anette Lewis, Gretchen Schuler and Colleen Sheehan (Chair)

Appendix 3

Development of Evaluation Criteria and Site Selection Worksheets

In February and March, 2016, the WRAP Committee tested the project evaluation and site selection concepts by running the COA/CC and library projects through early versions of the assessment worksheets. Those sample worksheets are included here as "Preliminary COA/CC Decision Scoring Exercise" and "Preliminary Library Decision & Site Selection Scoring Exercise".

Then, in June 2016, in order to evaluate the three sites under consideration for a new or renovated library, the Library Trustees made slight modifications to the WRAP draft Site Selection worksheet and proceeded to evaluate each site using the uniform set of criteria. Their evaluation and scoring process led them to rank the former Highway Garage site at 195/207 Main Street above other sites at 5 Concord Rd (existing library) and at 202 Old Connecticut Path (municipal parcel at Greenways). A copy of that worksheet "Library Trustees Site Selection Exercise" is also included here.

The WRAP Committee's recommended project evaluation criteria and site selection worksheets are included in Report Section III. Project Evaluation and Siting Criteria.

Version of Jan 24, 2016 Ed. 2-12-16

Preliminary COA/CC Decision Scoring Exercise

Attachment 3 3/16/2017

Capital Improvements – Decision Criteria Matrix **Project:** COA/CC **Worksheet 1**

	Factors	Applicable to Project?	Factor weighting
1. Public Health & Safety	a. Project addresses an immediate, continual safety hazard or public health and/or safety need		4 x ___ = 0
2. Compliance with Mandates or Other Legal Requirements	a. Project required for compliance with local, state, or federal laws/regulations b. Project required by court order, judgment, [or inter-municipal agreement]		3 x ___ = 0
3. Stated Community Goals & Policies	a. Project conforms to adopted program, policy, or plan b. Asset preservation c. Required to maintain acceptable standard of service d. More efficient/improved standard of service	yes no yes (COA) yes	2 x 3 = 6
4. Public Perception of Need	a. Sustained change in demographics b. Improve sustainability of the environment c. Does it make the community desirable?	yes no yes	1 x 2 = 2
		Total =	8

Capital Improvements – Decision Criteria Matrix **Project:** COA/CC **Worksheet 2**

Describe any relationships and / or impacts to other projects.	overlaps in programming w/ lib. / cultural / schools / rec / COA
Does the project addresses multiple needs / multiple stakeholders ?	yes - need coordinate
Are there alternatives to the project?	combine w/ other programming.
Year requested to be on-line	2017 / online 2018
Projected capital cost of project	$7 million
Availability of grants / other non-local tax dollar funds	none
Annual fiscal O&M impact (increase / decrease including staffing)	1-3 FTEs.
Projected fiscal impact per household of capital expenditure (per $1,000 valuation)	

Capital Improvements – Decision Criteria Matrix **Project:** Library Expansion **Worksheet 1**

	Factors	Applicable to Project?	Factor weighting
1. Public Health & Safety	a. Project addresses an immediate, continual safety hazard or public health and/or safety need	Traffic configuration. Access to entry pkg. Flooding	4 x 1 = 4
2. Compliance with Mandates or Other Legal Requirements	a. Project required for compliance with local, state, or federal laws/regulations b. Project required by court order, judgment, [or inter-municipal agreement]		3 x ___ = 0
3. Stated Community Goals & Policies	a. Project conforms to adopted program, policy, or plan b. Asset preservation c. Required to maintain acceptable standard of service d. More efficient/improved standard of service	yes yes or no yes. yes.	2 x 3 = 6
4. Public Perception of Need	a. Sustained change in demographics b. Improve sustainability of the environment c. Does it make the community desirable?	yes yes	1 x 2 = 2
		Total =	12

Capital Improvements – Decision Criteria Matrix **Project:** Library Expansion **Worksheet 2**

Describe any relationships and / or impacts to other projects.	Overlaps in programming COA / Rec / Schools / community center. culture
Does the project addresses multiple needs / multiple stakeholders ?	yes; however not efficiently – not coordinated. requires administrators to
Are there alternatives to the project?	- no action provide programming elsewhere
Year requested to be on-line	2018 → Fund 2018 online 2020
Projected capital cost of project	16 million
Availability of grants / other non-local tax dollar funds	yes $6.3 Million
Annual fiscal O&M impact (increase / decrease including staffing)	
Projected fiscal impact per household of capital expenditure (per $1,000 valuation)	

3-3-16

Site Selection Matrix **Project:** Library 5 Concord Rd **Worksheet 3**

Criteria	Factors	Weighing Factors	Score
1. Location (Max 10 Points)	Easily accessible to service area via major roadway	10	10
	Reasonably accessible to service area via secondary roadway	5	
	Poor accessibility via local roadway	0	
2. Physical Site Features (Max 15 points)	Condition of access roadway favorable	3	
	Condition of access roadway poor	0	0
	Size of site adequate	3	
	Size of site limiting	0	0
	Shape of site adequate	3	
	Shape of site limiting	0	0
	Soils suitable	3	
	Soils limiting	0	0
	Groundwater deep	3	
	Groundwater shallow	0	0
3.Site History (Max 15points)	Past use favorable	2	2
	Past use unfavorable	0	
	Existing use favorable	3	3
	Existing use unfavorable	0	
	No hazardous materials issues	5	
	Further study of hazardous materials needed	3	3
	Further action needed	0	
	No legal conditions / use restrictions	5	
	Unresolved legal conditions /use restrictions	0	0
4. Zoning Consistency (Max 5 points)	Approved use or special permit in place	5	5
	Special permit required	3	
	Use not permitted	0	
5. Environmental Impacts (Max 25 points)	No increased impact to sensitive receptors	4 3	3
	Sensitive receptors present	0	
	No NHESP area	4 3	3
	NHESP area on or adjacent to site -	0	
	No ACEC area	4 3	3
	ACEC on or adjacent to site	0	
	No Zone II area	4	4
	Zone II on or adjacent to site	0	
	No wetland area	4	
	Wetland area on or adjacent to site	0	0
	No Historical/Archaeological Sensitivity	5 4	4
	Suspected Historical/Archaeological Sensitivity	3 2	
	Confirmed Historical/Archaeological Sensitivity	0	

Flood Plain - NO
" - Yes

4
0 0

Site Selection Matrix **Project:** Library - 5 Concord Rd **Worksheet 3**

Criteria	Factors	Weighing Factors	Score
6. Access to Utilities	Sewer or septic available	2	2
(Max 10 points)	No sewer or septic available	0	
	Electric available	2	2
	No electric available	0	
	Telecom available	2	2
	No telecom available	0	
	Water available	2	2
	No water available	0	
	Gas service available	2	2
	No gas service available	0	
7. Permitting / Other Regulatory	No specialty permits required	5	5
(Max 5 points)	Minimal specialty permitting required	3	
	Excessive specialty permitting required	0	
8. Traffic Impacts	No negative impacts	5	
(Max 5 points)	Minimal impacts	3	3
	Excessive impacts	0	
9. Cost of Site Development	Minimal cut and fill / earthwork	5	
(Max 10 points)	Normal cut and fill "	3	3
	Excessive cut and fill "	0	
	Minimal clearing	5	5
	Normal clearing	3	
	Excessive clearing	0	
10. Cost of Construction	No restrictions impacting cost	10	
(Max 10 points)	Some restrictions impacting cost	5	5
	Significant restrictions impacting cost	0	

TOTAL SCORE: 72

2-12-16

Site Selection Matrix **Project:** Library / 193-195 Main **Worksheet 3**

Criteria	Factors	Weighing Factors	Score
1. Location (Max 10 Points)	Easily accessible to service area via major roadway	10	10
	Reasonably accessible to service area via secondary roadway	5	
	Poor accessibility via local roadway	0	
2. Physical Site Features (Max 15 points)	Condition of access roadway favorable	3	3
	Condition of access roadway poor	0	
	Size of site adequate	3	3
	Size of site limiting	0	
	Shape of site adequate	3	3
	Shape of site limiting	0	
	Soils suitable	3	
	Soils limiting	0	0
	Groundwater deep	3	
	Groundwater shallow	0	0
3.Site History (Max 15points)	Past use favorable	2	2
	Past use unfavorable	0	
	Existing use favorable	3	3
	Existing use unfavorable	0	
	No hazardous materials issues add category	5	3
	Unresolved hazardous materials issues	0	
	No legal conditions / use restrictions	5	5
	Unresolved legal conditions /use restrictions	0	
4. Zoning Consistency (Max 5 points)	Approved use or special permit in place	5	5
	Special permit required	3	
	Use not permitted	0	
5. Environmental Impacts (Max 25 points)	No increased impact to sensitive receptors	4	4
	Sensitive receptors present	0	
	No NHESP area	4	4
	NHESP area on or adjacent to site -	0	
	No ACEC area	4	4
	ACEC on or adjacent to site	0	
	No Zone II area	4	
	Zone II on or adjacent to site	0	0
	No wetland area	4	4
	Wetland area on or adjacent to site	0	
	No Historical/Archaeological Sensitivity	5	
	Suspected Historical/Archaeological Sensitivity	3	3
	Confirmed Historical/Archaeological Sensitivity	0	

2-12-16

Site Selection Matrix **Project:** Library / 193-195 Main St. **Worksheet 3**

Criteria	Factors	Weighing Factors	Score
6. Access to Utilities (Max 10 points)	Sewer or septic available	2	2
	No sewer or septic available	0	
	Electric available	2	2
	No electric available	0	
	Telecom available	2	2
	No telecom available	0	
	Water available	2	2
	No water available	0	
	Gas service available	2	2
	No gas service available	0	
7. Permitting / Other Regulatory (Max 5 points)	No specialty permits required	5	5
	Minimal specialty permitting required	3	
	Excessive specialty permitting required	0	
8. Traffic Impacts (Max 5 points)	No negative impacts	5	
	Minimal impacts	3	3
	Excessive impacts	0	
9. Cost of Site Development (Max 10 points)	Minimal cut and fill	5	5
	Normal cut and fill	3	
	Excessive cut and fill	0	
	Minimal clearing	5	5
	Normal clearing	3	
	Excessive clearing	0	
10. Cost of Construction (Max 10 points)	No restrictions impacting cost	10	
	Some restrictions impacting cost	5	5
	Significant restrictions impacting cost	0	

TOTAL SCORE: 89

2-12-16

Site Selection Matrix **Project:** Library 202 Old Connecticut Path **Worksheet 3**

Criteria	Factors	Weighing Factors	Score
1. Location (Max 10 Points)	Easily accessible to service area via major roadway	10	10
	Reasonably accessible to service area via secondary roadway	5	
	Poor accessibility via local roadway	0	
2. Physical Site Features (Max 15 points)	Condition of access roadway favorable	3	3
	Condition of access roadway poor	0	
	Size of site adequate	3	3
	Size of site limiting	0	
	Shape of site adequate	3	3
	Shape of site limiting	0	
	Soils suitable	3	3
	Soils limiting	0	
	Groundwater deep	3	3
	Groundwater shallow	0	
3.Site History (Max 15points)	Past use favorable	2	2
	Past use unfavorable	0	
	Existing use favorable	3	3
	Existing use unfavorable	0	
	No hazardous materials issues Need category	5	3
	Unresolved hazardous materials issues	0	
	No legal conditions / use restrictions	5	5
	Unresolved legal conditions /use restrictions	0	
4. Zoning Consistency (Max 5 points)	Approved use or special permit in place	5	5
	Special permit required	3	
	Use not permitted	0	
5. Environmental Impacts (Max 25 points)	No increased impact to sensitive receptors	4	4
	Sensitive receptors present	0	
	No NHESP area	4	
	NHESP area on or adjacent to site -	0	0
	No ACEC area	4	4
	ACEC on or adjacent to site	0	
	No Zone II area	4	4
	Zone II on or adjacent to site	0	
	No wetland area	4	
	Wetland area on or adjacent to site	0	0
	No Historical/Archaeological Sensitivity	5	
	Suspected Historical/Archaeological Sensitivity	3	3
	Confirmed Historical/Archaeological Sensitivity	0	

2-12-16

Site Selection Matrix **Project:** Library | 202 OH Connecticut Farms **Worksheet 3**

Criteria	Factors	Weighing Factors	Score
6. Access to Utilities	Sewer or septic available	2	
(Max 10 points)	No sewer or septic available	0	0
	Electric available	2	2
	No electric available	0	
	Telecom available	2	2
	No telecom available	0	
	Water available	2	2
	No water available	0	
	Gas service available	2	2
	No gas service available	0	
7. Permitting / Other Regulatory	No specialty permits required	5	5
(Max 5 points)	Minimal specialty permitting required	3	
	Excessive specialty permitting required	0	
8. Traffic Impacts	No negative impacts	5	
(Max 5 points)	Minimal impacts	3	3
	Excessive impacts	0	
9. Cost of Site Development	Minimal cut and fill	5	
(Max 10 points)	Normal cut and fill	3	
	Excessive cut and fill	0	0
	Minimal clearing	5	
	Normal clearing	3	3
	Excessive clearing	0	
10. Cost of Construction	No restrictions impacting cost	10	
(Max 10 points)	Some restrictions impacting cost	5	5
	Significant restrictions impacting cost	0	

TOTAL SCORE: 82

7/13/16

Site Selection Matrix	(Assign numerical rank 0-Max under each criterion.)		5 Concord Rd.		207-195 Main St.		202 Old Con. Path	
Criteria	Factors	Weighing Factors	Score		Score		Score	
1. Location & Traffic	Centrally accessible	6	5.1	7.43	2.76	6	2.52	6.04
(Max 12 Points/Site)	Not Central	0						
	No negative traffic impacts	6	2.33		3.24		3.52	
	Substantial impacts	0						
	Creates a prominent visual impact from the street	4	1.76		3.24		2.9	
	Forces reduction in prominent impact from main streets	0						
2. Site characteristics	Existing driveway access adequate	3	0.52	4.41	2.52	17.07	0.5	16.8
(Max 20 points/Site)	Existing driveway access inadequate	0						
	Size & shape of site adequate	5	0.95		4.7		4.95	
	Size & shape of site limiting	0						
	Soils appear suitable for building/bearing; require verification	3	2.19		2		2.5	
	Soils limiting for building/bearing	0						
	Adequate Parking is easy to accommodate	4	0.5		3.7		3.95	
	Adequate Parking is NOT easy to accommodate	0						
	Allows for future expansion	5	0.25		4.15		4.9	
	Does not allow for future expansion	0						
3.Community Sentiment /Considerations	Does have Architecturally Significant context	6	5.53	12.83	3	13.31	3	12
(Max 18 points/Site)	Does not have Architecturally Significant context	3						
	Meets space needs per Library Building Program	6	2.63		5.6		5.95	
	Does not meet space needs per Library Building Program	0						
	Supports Synergy with other Community Uses/Activities	6	4.67		4.71		3.05	
	Doesn't Support Synergy with other Community Uses/Activities	0						
4. Existing Utilities /Infrastructure	Sewer or septic service	2	2	10	2	10	2	2
(Max 10 points/Site)	No sewer or septic service	0						
	Electric service	2	2		2		0	
	No electric service	0						
	Telecom/fiber service	2	2		2		0	
	No telecom/fiber service	0						
	Water service	2	2		2		0	
	No water service	0						
	Gas service	2	2		2		0	
	No gas service	0						
5. Environmental Impacts	No Natural Heritage & Endangered Specicies Program (NHESP) area on or adjacent to site	2	2	4.67	2	10.6	2	10
(Max 16 points/Site)	Has NHESP area on or adjacent to site	0						
	No Zone II area on or adjacent to site	4	0		0		0	
	Has Zone II area on or adjacent to site	0						
	No wetland area on or adjacent to site	3	0		3		3	
	Has wetland area on or adjacent to site	0						
	No known risk of flooding	4	0		3		4	
	Has known risk of flooding	0						
	No Archaeological Survey required	3	2.67		2.6		1	
	Suspect Archaeological Survey required	1						
6. Permitting / Other Regulatory	No variance required	4	0.4	4.68	3.41	10.52	3.24	13.34
(Max 15 points/Site)	Minimal variance required	2						
	Significant variance required	0						
	No hazardous materials issues	4	2		1		3.88	
	Further study of hazardous materials needed	2						
	Further action needed	0						
	Special permit is not required	4	0.78		3.38		3.41	
	Special permit required	0						
	No legal conditions / use restrictions	3	1.5		2.73		2.81	
	Unresolved legal conditions /use restrictions	1						
7. Cost of Site Development & Construction	Building Cost are likely lower	4	0.47	3.47	2	10.76	2	7.24
(Max 16 points/Site)	Building Cost are likely higher	0						
	Zone II area compliance easy	2	0		2		2	
	Zone II area compliance difficult	0						
	Site Cost are likely lower	4	1		2.19		0.61	
	Site Cost are likely higher	0						
	NO Temporary facilities cost	2	0		2		2	
	Requires Temporary facility cost	0						
	Ineligible site cost are likely lower	4	2		2.57		0.63	
	Ineligible site cost are likely higher	0						
	TOTAL SCORE:		47.49		78.26		67.42	

version of June 27, 2016

Library Planning Study Design Matrix

VIA ELECTRONIC MAIL

M E M O R A N D U M

To	Wayland Board of Selectmen
cc:	Nan Balmer, Town Administrator
From	Wayland Real Asset Planning Committee ("WRAP"), by Nicole Riley
Re	Questions for Town Counsel Related to Town-Owned Properties – Town of Wayland, Massachusetts
Date	June 8, 2017

Request

Seek the assistance of counsel to ascertain what limitations, if any, are imposed upon use of certain parcels of land and provide guidance concerning whether and how such limitations can be lifted. In addition, the Town needs guidance on suggested language to use when acquiring new properties in order to provide the greatest amount of flexibility for use of the land in the future.

Background

As part of its charge, the Wayland Real Asset Planning Committee ("WRAP") has gathered and reviewed legal documents and historical information concerning numerous parcels of land acquired by the Town of Wayland or one of its boards. Review of those documents raised two types of questions: 1) those generally applicable to parcels of land; and 2) those that relate to three specific properties -- a) Loker Conservation & Recreation Area off of Route 30; b) Town Building & Land at 41 Cochituate Road; and c) the Greenways/Paine Estate "Municipal Use" Parcel at 202 Old Connecticut Path.

Below we pose questions that we believe need to be answered and provide as Exhibits the back-up documents that we have been able to gather. Please do not hesitate to reach out if there is any additional information we can provide.

I. Generally Applicable Questions

A. Conveyance Under M.G.L. c. 40, s. 8C – Property was deeded to the Town of Wayland under the provisions of the referenced statute "…to be managed and controlled by the Conservation Commission of said Town for the promotion and development of the natural resources and for the protection of the watershed resources of said Town." Is it an ongoing restriction in perpetuity that the property must be controlled by the Conservation Commission for the stated purpose? (**See Exhibit A** for Quitclaim Deed granting property to the Town of Wayland)

B. Specific Taking Language – An eminent domain taking was accomplished through an Order of the Board of Selectman that includes language that the taking was "…in the name

of and on behalf of the Town, for a refuse disposal area or dump…". A separate Order of Taking by the Board of Selectman for an adjoining parcel states "…for Town dump purposes…". Are these ongoing restrictions requiring that the property be used only for those stated purposes? Based on those Orders, which town entity has control of the parcels and, subject to DEP approval, can that land be put to another use? (**See Exhibit B** for recorded Board of Selectmen Orders)

C. Town Meeting Vote Differs From Deed – Town Meeting voted to acquire specific land "for highway and related purposes." Thereafter, the property was acquired by deed with no stated restriction in the language of the deed. In terms of determining the applicable use, which document would control? Is it a matter of timing? While the attached Exhibit shows one example, there are several in the Town which include similar language such as "for highway use", "for municipal use" or "for recreational use". If there are differences in the way each use would be evaluated, please advise. (**See Exhibit C** for Deed and record of Town Meeting vote)

D. Language Going Forward – The language regarding takings and land granted for certain purposes has run the gamut over the years. It would be helpful to have guidance and specific suggested language to use when acquiring properties so that the Town retains the greatest amount of flexibility for future use of the land.

II. Site Specific Questions

A. **Loker Conservation & Recreation Area** – the property consists of three (3) separate parcels, each of which has separate questions:

1. 396 Commonwealth Road -- Assessors Parcel 48-098 = 2.6 acres (Bk. 10146 / Page 490 – 10/15/1962; Plan 1471 (A of 2) - 1962).

   Abstract: Lot A was conveyed "in trust" -- Town of Wayland is named the Trustee; the "Conservation Commission shall manage and control the property conveyed to this charitable trust and shall constitute a Board of visitors to enforce and preserve this trust"; "property shall be used only for the purposes authorized by General Laws Chapter 40 Section 8C, as it may hereafter be amended, and other Massachusetts statutes relating to conservation, including the protection and development of the natural resources and protection of the watershed resources of the Town of Wayland"; "property may not be used for any commercial or business purpose nor for the removal, whether for sale or the use of the Town of Wayland, of sand, gravel, stone, oil, gas or any other mineral or earth product". (**See Exhibit D** for Quitclaim Deed granting property to the Town of Wayland and recorded/registered Plan indicating the three parcels)

   QUESTIONS: Which town entity has control of the parcel and can that land ever be put to another use? In a more general vein, if after referencing Chapter 40, Section 8C, the language did not include the words "as it may hereafter be amended" would that make a difference as to another possible future use?

2. 412 Commonwealth Road – Assessors Parcel 49-064B = 28.20 acres

a. Deed (Bk.31387/ Pg.167) – Sale 5/2/2000 for $1.7M, Recorded 5/9/2000 [as authorized by ATM 5/11/98, Art. 28] for Lot 2 (described in Registration Bk. 688/Pg. 169, Certificate 111719 & Plan 18387C; and Lots B & C see Plan 1471 (A of 2) – 1962). (**See Exhibit E** for Quitclaim Deed and related Certificate granting property to the Town of Wayland)

Abstract: All of the "premises are conveyed with the limitation that the premises be used only for recreation and conservation"; subject to the restriction that the parcels "shall not be used for the sale, lease, rental or use as a single family, multi-family, or other type of temporary or permanent residence".

b. Eminent Domain Taking (Bk. 31387/Pg. 156; Land Court 138908) – Date of Taking 5/4/2000, Recorded 5/9/2000 [as authorized by ATM 5/11/98 ATM Art. 28] appears to be for the same parcel as deeded above. (**See Exhibit F** for Town Vote and Order of Taking)

Abstract: "for conservation and recreation purposes" in accordance with "the provisions of Chapter 40, Sections 8C and 14 of the Massachusetts General Laws, as amended" of Lot B = 2.1 acres & Lot C = 21.5 acres [see Plan 1471 (A of 2) – 1962] & Lot 2 supposedly Registered Land on a Plan 18387C that is not available at the Registry on-line; covenant for the Town and those in its chain that "the parcels shall not be used for the sale, lease, rental or use as a single family, multi-family, or other type of temporary or permanent residence"; Order of taking shall not extinguish Grantor Dow's 2/8/1999 contractual obligations, etc.

QUESTIONS: Which town entity has control of the parcel and can that land ever be put to a use other than recreation or conservation? Does the eminent domain document supersede the language in the deed? Does the reference in the eminent domain taking to "Chapter 40, Sections 8C and 14 of the Massachusetts General Laws, as amended" impose any restrictions on the property with regard to construction of a building or other structure? Could a community center be constructed on the property?

3. 434 Commonwealth Road, Natick = 3.71 additional acres in Natick

a. Deed (Bk. 31387/Pg. 177) – Sale 5/2/2000 for less than $100 paid; Recorded 5/9/2000 [as authorized by STM 12/3/98 Art. 19] – Lot D on Plan 1471 (A of 2) – 1962. (**See Exhibit G** for Quitclaim Deed granting property to the Town of Wayland)

Abstract: Premises are conveyed with "the limitation that the premises be used only for recreation and conservation purposes"; subject to the restriction that the parcels "shall not be used for the sale, lease, rental or use as a single family, multi-family, or other type of temporary or permanent residence"

b. Taking? -- Taking authorized by ATM 5/3/2001 Art. 30 but can't find record at Registry on-line. (**See Exhibit H** for unrecorded Town Vote)

QUESTIONS: Which town entity has control of the parcel and can that land ever be put to a use other than recreation or conservation? Can Wayland use the property in Natick for Town of Wayland municipal purposes? Subject to Town of Natick zoning, can the Town of Wayland construct a building or other structure on the land in Natick?

4. Subsequent Town Meeting Action re: Loker Conservation & Recreation Area

There was a subsequent action applicable to all three parcels at ATM 5/12/2004 Art. 32 "Delineation of Loker Conservation/Recreation Area" (Bk. 53508/ Pg. 112) – Board of Selectmen were instructed to transfer the care, custody, management and control of 4/1/2004 plan-delineated areas (including the land in Natick) to each the Conservation Commission for conservation purposes & the Recreation Commission for recreation purposes, respectively, and the plan delineating those areas for conservation and those areas for recreation is recorded at the Registry. (**See Exhibit I** for recorded Town Vote)

QUESTION: Considering the responses to the foregoing questions, what is the effect of the 5/12/2004 Town Meeting vote?

B. Town Building & Lands – 41 Cochituate Road – property consists of multiple parcels (Assessors Parcel 23-001 = 37 acres; and probably 23-001A = .48 acres & 23-002 = 2.72 acres):

For factual background and deed references see:

1) 10/15/1969 legal memo from then Town Counsel C. Peter R. Gossels, Esq. and his 5/16/2014 letter concerning same, as well as Compiled Plan of Land 1/12/1967. (**See Exhibit J** for Memorandum and Compiled Plan of Land)

2) Wayland Zoning Board Decision 78-9 granting a special permit and site plan approval for a proposed change in use of the building to town offices and school administration.

3) Town Meeting (ATM 2001, Art. 33) voted to sell to Paul Langner & Barbara Buell a portion of Parcel 4 along the entrance way (from Cochituate Road) to the Town Building accomplished via 2002 deed (Bk. 35147/Pg. 247) which says for Town's title see Bk. 4425/Pgs. 306-308. (**See Exhibit K** for Deeds at Book 4425, Pages 306 and 308)

4) Town Meeting (ATM 2002, Art. 6) voted to transfer a strip of land from Parcels 2 & 6 to Mass Highway for roadway widening, authorized the Recreation Commission to transfer the land to the Selectmen for that purpose, and authorized the Selectmen to petition the Massachusetts legislature to allow the change in use of the land from parkland, and the Massachusetts legislature did adopt Special Act 198 of 2002 allowing the transaction to proceed.

5) In 2013, the Wastewater Management District Commission sought and received approval from the MA DEP to install a groundwater discharge system on what appears to be Parcels 4 & 5 whereby treated wastewater from the wastewater treatment plant (located adjacent to the Wayland Commons Condominium project) would be piped to a location on Parcel A just south of the Trinitarian Church; however, no Town Meeting approvals have been sought for either use of the land or for funding engineering or construction.

QUESTIONS: Are there restrictions on what each parcel can be used for? What is required in order to remove the restrictions? Who has control of each of these parcels? What is required in order to effect a change in the controlling entity? Can the existing building remain? Can the existing Town Building be repurposed for another Town use and can it be sold/leased for private use? Can the existing building be added on to? What actions must/can the town undertake to correct any legal insufficiencies? Is the prospective location for a groundwater discharge system an allowed use?

C. <u>Greenways/Paine Estate "Municipal Use" Parcel C</u> – 202 Old Connecticut Path – Assessors Parcel 33-001C = 26.4 acres (Bk. 25560/Pg. 210 – 8/10/1995 as authorized by ATM 1994, Art. 10)

Abstract: Grant from Paine Trust to Town of Wayland with: a) reservation of, among other things, a 25 ft. wide buffer zone parallel to the westerly sideline of the 25' Access Easement for the benefit of Parcels M, N, P that "shall be kept in its natural condition free of all structures, pavement and parking areas"; and b) restriction that a 100 ft. wide strip along entire sideline and Old Connecticut Path be kept in its "natural condition, free from above ground structures" it having been "conveyed for conservation purposes" [however it can be used for access roads, driveways, and trails]. (**See Exhibit L**)

QUESTIONS: What is the Town's obligation to enforce the buffer zone? It appears that the owner(s) of Parcel M and/or N have cleared vegetation, placed pavement, and created a parking area in the buffer zone. With regard to the 100 ft. wide strip along Old Connecticut Path, is the language of the deed sufficient to assure the restriction in perpetuity or does the Town need to take other action?

Appendix 5

Bibliography

While carrying out WRAP's charge, the Town Planner gathered reports and other documents concerning town-wide planning efforts and information on specific parcels of land. The following bibliography is a list of those documents. It is not an exhaustive compilation of all extant materials.

DATE	TITLE	PREPARED BY
Town Wide Planning		
Oct-62	Planning For Wayland, Massachusetts	Wayland Planning Board
Oct-95	1995 Open Space Plan	Wayland Conservation Commission and Recreation Commission
1996	Potential For Residential Build-Out & Census Forecast Thru 2020	Growth Policy Committee
Dec-97	Looking Back, Planning Ahead – Assessment of Build-Out and Future Impacts On Community Services, Wayland, Massachusetts	Beals & Thomas, Inc. for the Wayland Planning Board
Jan-02	Long Range Plan for Wayland Town Center	Alan Benjamin
8-Aug-04	Wayland Master Plan Final Report, August 2004	Daylor Consulting Group, Inc./Bluestone Planning Group/Wayland Master Plan Advisory Task Force
Jun-10	Wayland Town Master Plan Five Year Review	Wayland Master Plan Review Advisory Committee
1-Nov-11	Master Plan Review Report 2011	Master Plan Review Advisory Committee and Town Planner
Nov-11	Master Plan Review Advisory Committee Executive Summary 2011	Master Plan Review Advisory Committee
10-May-13	Comprehensive Building/Program Audit for the Town of Wayland, Massachusetts [Town Hall, Fire Station #2, Library, Municipal Pad]	Prepared by Drummery Rosane Anderson, Inc. Architects; Consulting Engineering Services, Inc. MEPFP Engineers; Foley Buhl Roberts and Associates, Inc. , Structural; Engineers CostPro Inc. , Cost Estimating
1-Jan-14	Presentation on Town Wide Municipal Planning	Wayland Planning Board/Town Planner/Beta Engineering/Drummey, Rosane, Anderson, Inc.
1-Jan-16	Town of Wayland Housing Plan	Wayland Planning Board, Town Planner, Wayland Housing Authority, Wayland Housing Partnership, LDS Consulting Group
2016	Open Space & Recreation Plan 2016	Conservation Commission & Recreation Department, Weston & Sampson
19-Feb-98	EEA Article 97 Land Disposition policy	MA Executive Office of Energy and Environmental Affairs

Town Wide Recreation		
1-Mar-05	Master Plan of Railroad Interpretive Site Depot	Hines Wasser & Associates
1-Apr-10	Town of Wayland Field Use Master Plan Study	Gale Associates
15-Jul-10	Town of Wayland School Athletic Field Master Plan	Gale Associates
1-Aug-14	Town Wide Athletic Field Usage Update	Gale Associates
5-Jan-15	Great Meadow Wildlife Refuge Railroad Bridge Mass Central Rail Trail (MCRT) Re-Use Feasibility Hands on Inspection	Steere Engineering
13-Oct-15	Rail Trail Modifications Wayland Depot	TEC Engineering
Library Long Range Planning		
19-Sep-12	Wayland Free Public Library Long Range/Strategic Plan FY2013-FY2017	Board of Library Trustees
17-Jun-15	Wayland Free Public Library Needs Assessment for Programing and Planning	UMass Donahue Institute
27-Aug-15	Report of the 2015 Wayland Library Planning Committee	Library Planning Committee
10-Aug-16	Wayland Free Public Library Long Range/Strategic Plan FY2018-FY 2020	Board of Library Trustees
School Bus Parking		
1-Dec-16	Memo Parking for School Buses to Susan Bottan School Business Administrator	Anette Lewis, WRAP Committee
5-Dec-16	School Bus Parking Options Email to Susan Bottan, School Business Administrator	Tom Abdella WRAP Committee
19-Dec-16	School Bus Parking Site Evaluation	TEC Engineering
6-Jan-17	School Bus Parking Site Evaluation/Preliminary Construction Cost Estimate	TEC Engineering
19-Jan-17	School Bus Site Informational Meeting- Summary of Pro's and Con's	Department Heads/School Staff/WRAP Representative
16-Feb-17	School Bus Parking Site Evaluation Recommendations	TEC Engineering

Water		
June 1982	Hydrogeologic Study Wayland Aquifer	Goldberg-Zoino & Associates Inc.
May-08	Surficial Geology Map	Earth Tech/AECOM
17-Oct-08	Capture Zones Wayland Water Supply	Earth Tech/AECOM
Oct-08	Existing Zoning and Captures Zones	AECOM Technical Services, Inc.
7-Jun-10	Static Water Level Conditions Happy Hollow	AECOM Technical Services, Inc.
20-Jun-11	Wellhead Protection Plan, Wayland, Massachusetts	Wayland Wellhead Protection Comm & Bruce W. Young, Mass Rural Water Assoc
20-Jul-10	Final Report Phase II Hydrogeological Investigation Happy Hollow Wells	AECOM Technical Services, Inc.
14-Dec-11	Approval Letter Wayland Wells Website HTTP://waylandwells.info/?page_id=29	Wayland Wellhead Protection Committee
01-Mar-16	Hydraulic Model Verification and Capital Efficiency Plan	Tata & Howard
91 Oxbow Road (Parcel #01-047)		
4-Apr-07	Site Investigation Report 89 Oxbow Road	Hancock Associates
10-Nov-16	Oxbow-Meadows-Field-Estimate-	Marshall | Gary, LLC
31-May-17	Site Plan Application Oxbow Meadows 91 Oxbow Road	Town of Wayland, TEC
Former Landfill South Side Boston Post Road (Parcel #s 22-001 & 22-002) Route 20		
6-Nov-78	Leachate Investigation Existing Sanitary Landfill Wayland Massachusetts	Ronald E. Reed, Consulting Geologist
66 River Road (Parcel #21-012)		
25-Feb-03 [Rev 9-Mar 04]	Salt Storage Facility Sighting Study	Weston & Sampson
16-Jan-12	Phase I Environmental Site Assessment (ESA) & Recommendations for Phase II Salt Shed	Weston & Sampson
16-Jan-12	New Public Works Facility Feasibility Study	Weston & Sampson
16-Jan-12	Civil/Site & Landscape Design narrative	Weston & Sampson
22-Mar-13	Chapter 194 Permit 66-68 River Road	Wayland Conservation Commission

484 – 490 Boston Post Road (Parcel #22-003) [Old Septage Site Route 20/ River's Edge]		
Oct-12	Phase I Environmental Site Assessment and Limited Phase II Investigation Report 484-490 Boston Post Road	Tighe & Bond
10-Jan-14	Wireless Engineering Services Overlay District Modifications	IDK Communications
12-Jan-17	Fiscal Impact Analysis Comparative Analysis	Fougere Planning & Development, Inc.
41 Cochituate Road (Parcel #23-001) Town Building		
12-Jan-67	Compiled Plan of Town owned Land in Wayland, Mass Town Building	Town Surveyor's Office
15-Oct-69	Legal Opinion to Paul F. Alphen Chair of Junior High School Alternative Building Use Committee regarding restrictions on the use and disposition of the various portions of the site	C.Peter R. Gossels, Esq Town Counsel
1-Oct-10	Memo - Septic Information for 41 Cochituate Rd	Board of Health Director Steve Calichman
16-Jan-12	Hydrogeological Report (Town Building) Wastewater Capacity	Tighe & Bond
1-Mar-12	Hydrogeological Report -Town of Wayland Office Building, 41 Cochituate Road, Wayland, Massachusetts	Tighe & Bond for the Facilities Department
1-Aug-13	Engineering Design Report (for a groundwater discharge)	Tighe & Bond for Wayland Wastewater Management District Commission
24-Mar-16	GIS Plan of existing conditions for Town Building	Town Surveyor's Office
2-Mar-17	Plan of land Town Hall Soccer Field survey existing conditions	Town Surveyor's Office
3-Apr-17	Plan showing Survey limit	Town Surveyor's Office
Wayland Library 5 Concord Road (Parcel #23-094) [Wayland Library]		
12-Jan-14	Wayland Public Library Building Program	Thomas N. Jewell
22-Apr-15	Feasibility Study for the Expansion of the Wayland Free Public Library	Lerner, Ladds & Bartels
30-Mar-16	Legal Opinion to Aida A. Gennis, Chair of the Board of Library Trustees, Library Site Use restrictions	Mark J. Lanza, Esq., Town Counsel

24-Oct-16	Legal Opinion to Town of Wayland, Nan Balmer Town Administrator, Library Site Use Restrictions	Jeffrey L. Ontell, Esq., Marsh, Moriarty, Ontell & Golder, P.C
8-Feb-17	Legal Opinion Town Public Library 5 Concord Road	Katharine Lord Klein, Esq., KP Law Town Counsel
202 Old Connecticut Path (Parcel #33-001C) [Greenways]		
Jan 1997	Greenways Conservation Area Natural Resource Inventory & Stewardship Plan	Frances H. Clark, Bryan S. Windmiller, Ph.D. Sudbury Valley Trustees & Town of Wayland
260 Old Connecticut Path (Parcel #37-032) [Wayland High School]		
23-Jul-07	MADEP Settlement Agreement - Turf Field	Commonwealth of Massachusetts | Executive Office of Energy & Environmental Affairs | Department of Environmental Protection | Northeast Regional Office
24-Jul-07	Turf Field Order of Conditions-OOC-2006	D. Montouris, Massachusetts Department of Environmental Protection
1-Aug-07	Settlement Agreement DEP and 10 residents of Wayland	DEP
21-Aug-07	Operation and Management Plan Turf Field	Gale Associates
19-Mar-10	Wayland High School Operation and Management Plan	Nitsch Engineering
15-Jul-10	Town of Wayland, MA School Athletic Field Master Plan	Eggleston Environmental
3-Feb-15	Drainage Assessment Report (entire site)	Eggleston Environmental
23-May-17	High School Athletic Facility Strategic Master Plan 2017	Weston & Sampson Engineering
(Parcel #s 47A-027E, 47A-027, 47C-006, 47B-057E, 47B-056E, 47B-058G, 47B-056G) [Dudley Woods]		
Jul-13	Dudley Area Land Study	Tighe & Bond
23-Aug-16	Cost Estimate – Dudley Woods	Marshall/Gary LLC
21-Nov-16	On Site Soil Investigation Report	Pete C. Fletcher
23-Jan-17	Revised Trail Design 1.23.17	Marshall/Gary LLC
23-Jan-17	RDA-WPA-Form 1.23.17(Conservation filing)	Massachusetts Department of Environmental Protection | Bureau of Resource Protection – Wetlands

195 & 207 Main Street (Parcel #s 47D-005 & 47D-058C)		
17-Aug-88	Reuse of Middle School oil-contaminated soils to pave Highway Department Yard	Letter from Richard Chalpin, MADEQE to William Zimmerman, Superintendent of Schools
29-Sep-94	Documentation for Post Closure Use at the Former Town of Wayland Landfill, 195 Main St	Cygnus Group
12-May-99	Response Action Outcome Statement; Highway Department Garage, 195 Main Street	Cygnus Group
9-Feb-00 [Rev.Mar-2000]	Highway Department Environmental Investigation of Former Wayland Town Dump	Camp Dresser & McKee, Inc.
2-Feb-04	Dudley Pond Watershed Stormwater Management Improvements [2-Mar-2006 Order of Conditions DEP File 322-640 & Chapter 194 Permit	GeoSyntec Consultants
5-Nov-11	Update Report New Public Works Facility Feasibility Study	Weston & Sampson
12-Dec-11	Memorandum Middle School Athletic Study Recreation Commission and Town Administrator	Wayland Board of Health
23-Aug-12	Legal Opinion Mark Lanza Town Counsel Access Road	Mark Lanza Town Counsel
19-Sep-16	Wayland Project Library Expansion Scheme: New Building	Engineers Design Group Inc.
6-Oct-16	Diagram A- 8v8 (U-12) Field retaining walls Library Project	Weston & Sampson
6-Oct-16	Diagram 90'-141' field and Library Project undisturbed area	Weston & Sampson
6-Oct-16	Diagram new library, field and bus parking	Weston & Sampson
12-Oct-16	Preliminary Geotechnical Evaluation & Environmental Assessment	Weston & Sampson, Tappe Associates
12-Oct-16	Plan Jurisdictional Boundaries	Town Surveyor's Office
12-Oct-16	Plan Jurisdictional Boundaries existing conditions	Town Surveyor's Office
14-Oct-16	Letter Report “Preliminary Geotechnical Evaluation and Environmental Assessment – Proposed Wayland Public Library at 195 Main Street, Wayland MA”	Weston & Sampson for Tappe Associates Inc.
1-Dec-16	Inspection Report for Asbestos-Containing Building Materials, Lead-Based Paint, Polychlorinated Biphenyls, and Mercury Containing Components	Smith & Wessel Associates, Inc.

145 Main Street (Parcel #51B-036) Fire Station II		
Not dated	Cochituate Fire Station 2 layout plan	Wayland Fire Chief Houghton
400 Boston Post Road (Parcel #s 23-052K, 23-052L, 23-052S, part of 23-052M) ["Municipal Pad"]		
1995	1997 Deed Restriction "AUL" Easement and Restriction Agreement	CMG Environmental
23-Sep-99	Existing Daycare Center Permit set Building plans	Congress Group
28-Mar-06	Memorandum of Agreement between Town of Wayland and Twenty Wayland	Board of Selectmen and Twenty Wayland
24-Jan-08	Mixed Use Overlay District Decision Master Special Permit and Site Plan	Wayland Planning Board
23-Oct-09	Amendment No. 1 Memorandum of Agreement between Town of Wayland and Twenty Wayland	Board of Selectmen and Twenty Wayland
26-Jun-12	Plan Library/Senior Center Concept Layout	Kang Associates
1-Feb-15	ANR Approval Not Required Plan	Town Surveyor
30-Mar-15	Municipal Parcel Information 400 Boston Post Road Wayland, Ma	CMG Environmental
21-Jul-15	Phase I Environmental Site Assessment Report Wayland Town Center Municipal Parcel	CMG Environmental
17-Aug-15	Soil Sampling Addendum to July 21, 2015 Phase I ESA Municipal Parcel 400 Boston Post Road	CMG Environmental
31-Aug-15	Potential Toxic Substance Control Act (TSCA) Soil Sampling for (PCB'S)	CMG Environmental
1-Oct-15	Summary of Findings Siting of Proposed Annex Building Town Center	McClare Engineering
30-Oct-15	Special Town Meeting Article 3; acquisition of parcel in Town Center letter to Nan Balmer, Town Administrator	Mina S. Makarious Esq., Anderson & Kreiger
30-Oct-15	Letter Future Municipal Parcel at Wayland, MA to Nan Balmer, Town Administrator	Jerry A Celluci Esq.,
9-Nov-15	Structural Review of Unfinished Day Care Building Town Center	Testa Engineering
18-Mar-16	Proposed Council On Aging/Community Center Facility Preliminary Alternatives Analysis	Tighe & Bond for Town of Wayland Council On Aging/Community Center Advisory Committee