Town of Natick
MASSACHUSETTS

HOUSING PLAN

SEP 8 2005
DIVISION OF MUNICIPAL DEVELOPMENT

Prepared By MetroWest Growth Management Committee
Town of Natick Community Development Department
Community Development Advisory Committee
Natick Center Associates, Inc.

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I. Community Description

Bordered by Framingham on the west, Wayland and Weston on the north, Wellesley and Dover on the east, and Dover and Sherborn on the south, Natick is 18 miles southwest of Boston and 25 miles east of Worcester. The town is 16.06 square miles and has a population density of 2,022 per square mile.

Established in 1650 on the Charles River, the Town of Natick is a suburban business center located on the upper basin of the Charles and Concord Rivers and half-way between Massachusetts' two major cities, Boston and Worcester. Known as the "Place of Hills" by the first settlers, the Praying Indians, Natick still offers the pastoral rural areas that were found at its origin as a farming community.

Natick became a prime target for industry very early in its development. Gristmills developed along the Charles River, and later nail manufacture, paper, and woodturning mills were built. Also, the shoe industry, which started as a cottage industry, gradually became the largest industry in town. When the Boston & Albany Railroad line came through Natick in 1836, the town became known nationally as one of the largest producers of boots and shoes. By the 1880's, Natick was the third largest shoe production community in the country.

Beyond footwear, Natick also produced baseballs, beginning in 1858 as H. Harwood & Sons, Ltd., located on the west side of Walnut Street facing North Avenue. In that year John W. Wolcott developed a wound core and this was combined with the figure eight stitching devised by Col. William Cutler that is still used today. The Harwood baseball was the official baseball for the National League and was sold around the world with the imprint Natick, Massachusetts. The business was active at that site until the 1960's and was run by a member of the Harwood family, but was then moved off-shore; the factory is now a residential condominium complex.

The Great Depression brought a decline in manufacturing businesses in Natick, and post-World War II saw a continual shift from manufacturing to commercial and retail development in response to the needs of the town's growing population.

In current times, Natick has become a Boston-oriented, suburban community with good highway access via Routes 9 and I-90 to the I-495 and I-95 interstate highways and two commuter rail stations. Located in what is known as "Metrowest", a well-defined sub-entity of metropolitan Boston, Natick has a wide diversity of development including a revitalized downtown, the U.S. Army Soldier Systems Center (also known as Natick Labs) adjacent to downtown, village centers, village housing, subdivisions, older industrial areas, office parks, and substantial retail and commercial development in, and adjacent to, the regional shopping center known as the "Golden Triangle" along Route 9.

As Natick enters the 21st century, it is attempting to manage its growth to achieve the Town's goals for the future. Natick has been recognized by the Secretary of Commonwealth Development as a community that subscribes to the sustainable development principles established by the Commonwealth of Massachusetts in Executive Order 418. In 2004, the town's zoning offers multiple residential districts, including Residential Multiple, Subsidized Housing, and the Housing Overlay Option Plans. In addition, the Zoning Bylaw offers Downtown Mixed Use, Industrial,

Highway Corridor Overlay, Highway Mixed Use, and Regional Center Overlay districts for commercial and industrial development. Recent development proposals provide evidence of Natick's belief in sustainable development such as the Natick Mall Expansion project.

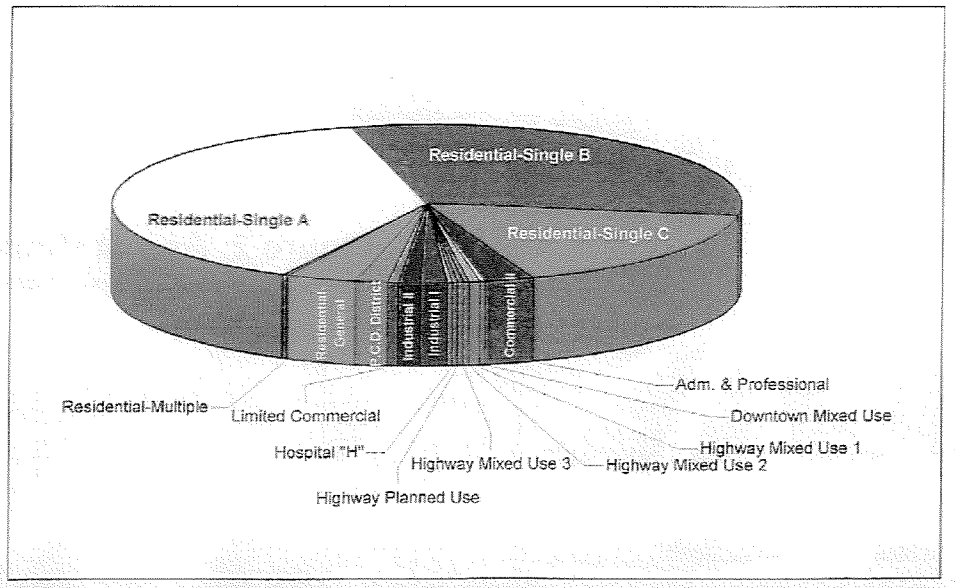
Table 1 and Figure 1 below illustrate the zoning classifications currently in use in Natick, and the percentage of land included in each classification.

Table 1

Town of Natick
Zoning Classification Analysis

DESCRIPTION	AREA (ACRES)	% OF TOTAL AREA
Adm. & Professional	5	0.05%
Commercial II	256	2.51%
Downtown Mixed Use	33	0.32%
Highway Mixed Use 1	45	0.45%
Highway Mixed Use 2	36	0.35%
Highway Mixed Use 3	17	0.17%
Highway Planned Use	28	0.28%
Hospital "H"	29	0.29%
Industrial I	153	1.50%
Industrial II	115	1.13%
Limited Commercial	43	0.42%
P.C.D. District	186	1.82%
Residential-General	360	3.54%
Residential-Multiple	20	0.19%
Residential-Single A	3921	38.54%
Residential-Single B	3174	31.20%
Residential-Single C	1754	17.24%

Figure 1



A. Demographics

The first step in developing a housing plan is to look at the community through its demographics. Understanding Natick's population characteristics and trends is essential for effective planning. Population trends are the basis for establishing reasonable projections of what Natick will face in the future. The total population, rate of growth and unique characteristics of Natick's various population groups determine the need for housing. Statistics are presented in this report that show the number, type, and cost of housing in Natick. There is information about the composition of the households in Natick and consideration of how the composition has changed from the past and what impact recent trends will have on housing in the future.

General Population

In 1990, there were 30,510 residents living in Natick (15,866 females and 14,644 males) and the median age in 1990 was 35.0. The 2000 US Census reports that Natick has a population of 32,170 (16,954 females and 15,216 males), a population increase of 5.4% between 1990 and 2000. The median age in 2000 was 38.2. Over the same 10-year period, the Metrowest subregion of the Metropolitan Area Planning Council (MAPC) grew at a faster rate (about 8.5%).

Age

Figure 2 provides the breakdown of Natick population by age groups as reported in the 2000 US Census, and the percentage of the total population each age group represents.

Since the turn of the century, birth rates have risen and fallen dramatically in the United States. These swings in population are reflected in the economic and social conditions of a given period.

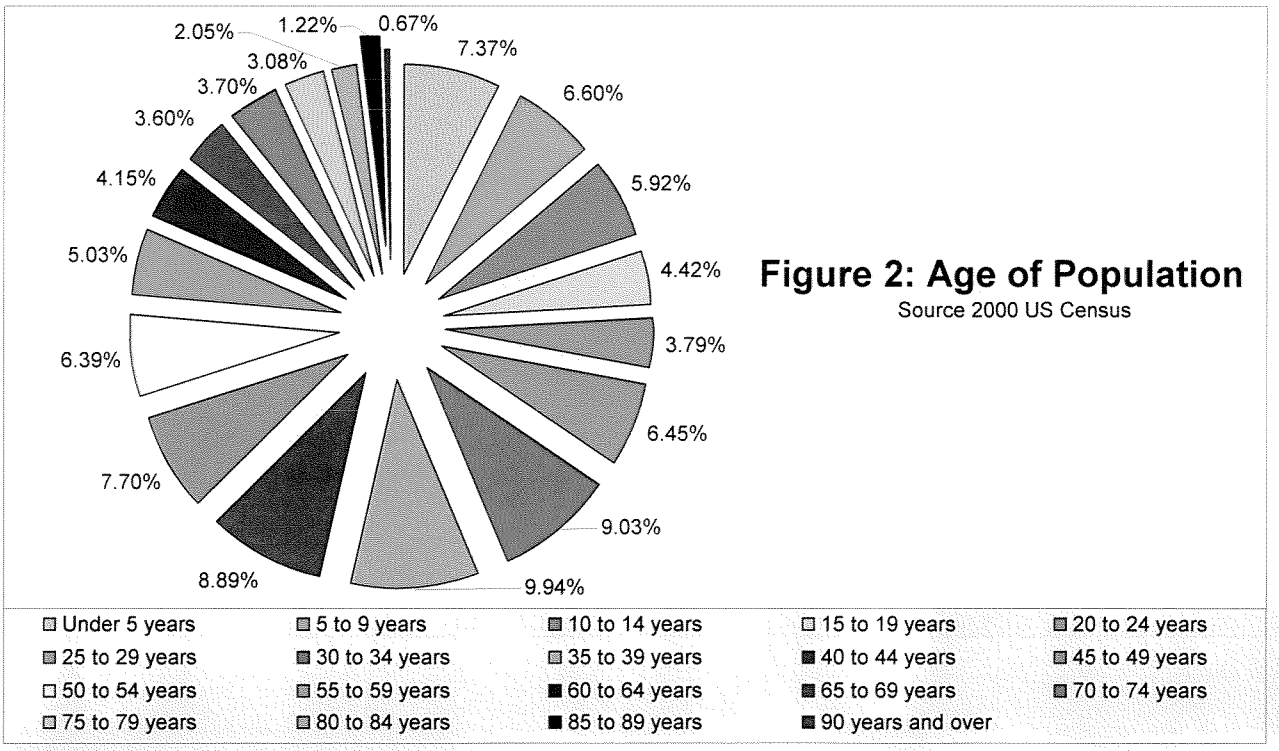
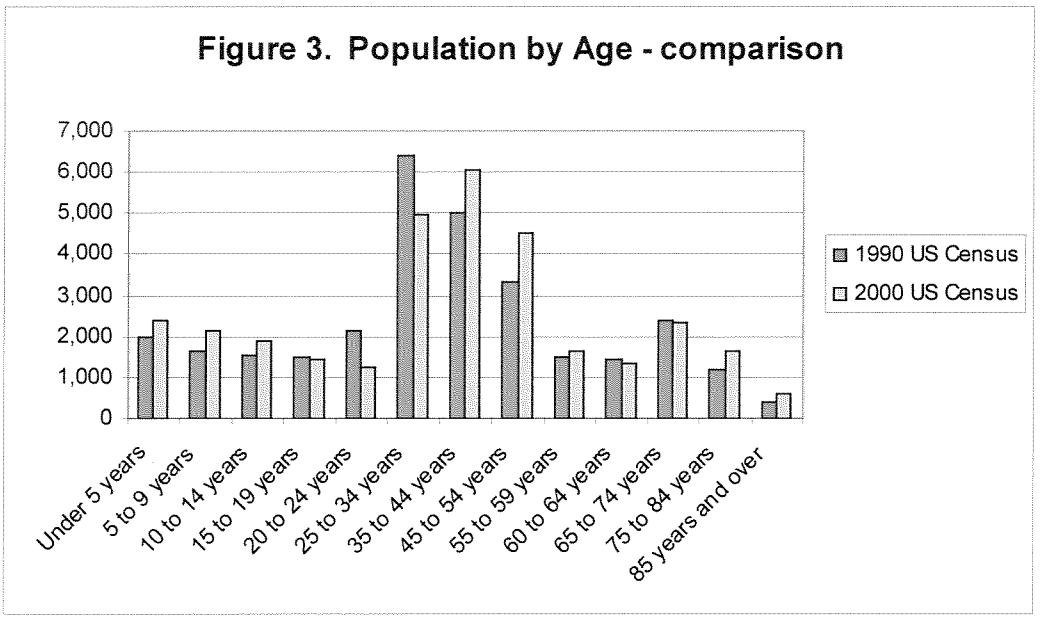


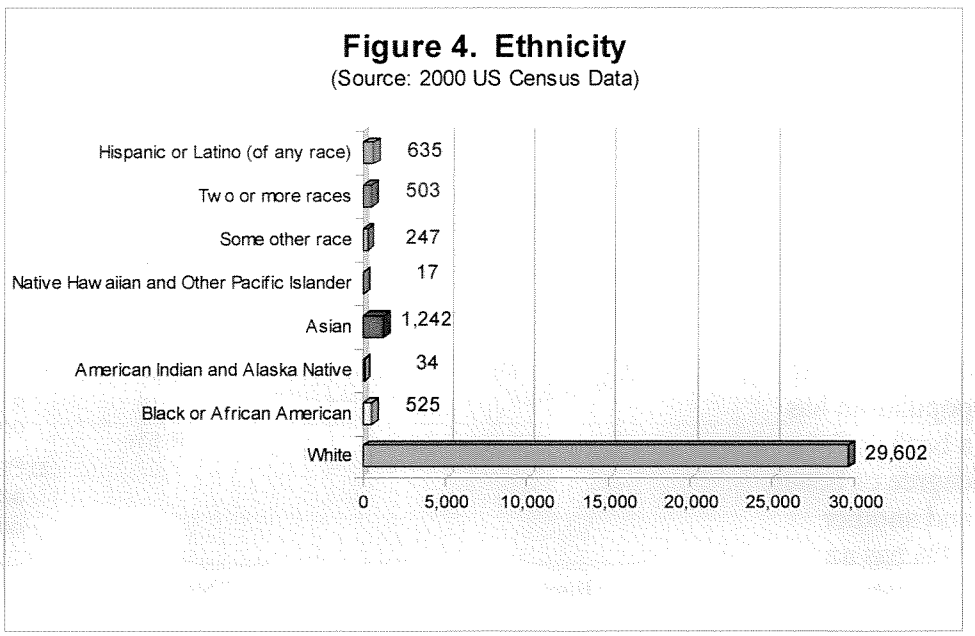
Figure 2: Age of Population
Source 2000 US Census

The post war "baby-boom" saw skyrocketing birth rates. This dramatic increase in birth rates was followed by a rapid decline in the 1960's and 1970's when "ZPG" (zero population growth) was the vision. As a result, age groups grow at considerably different rates. Changes in the sizes of age groups demand continual anticipation and adjustment of institutions.

The age of a population is the main factor in determining the type of services a community needs to provide. Figure 3 compares the populations in Natick of 1990 and 2000, and shows that the population of Natick is becoming significantly older. The median age increased from 35.0 in 1990 to 38.2 in 2000. At the time of the 2000 US Census, 75.1% of Natick's total population was age 21 or older. Residents age 65+ represented 14.3% of the total population according to the 2000 US Census.



Natick's aging population requires planning for the types of municipal services, transportation and mobility, housing styles and housing choices, and jobs that will be needed to meet the needs of the aging baby-boomers in the early 21st century while maintaining a high quality of life. In addition, as you will see from the discussion of Natick's general demographic characteristics and build-out contained herein, the potential exists for a significant amount of additional growth.



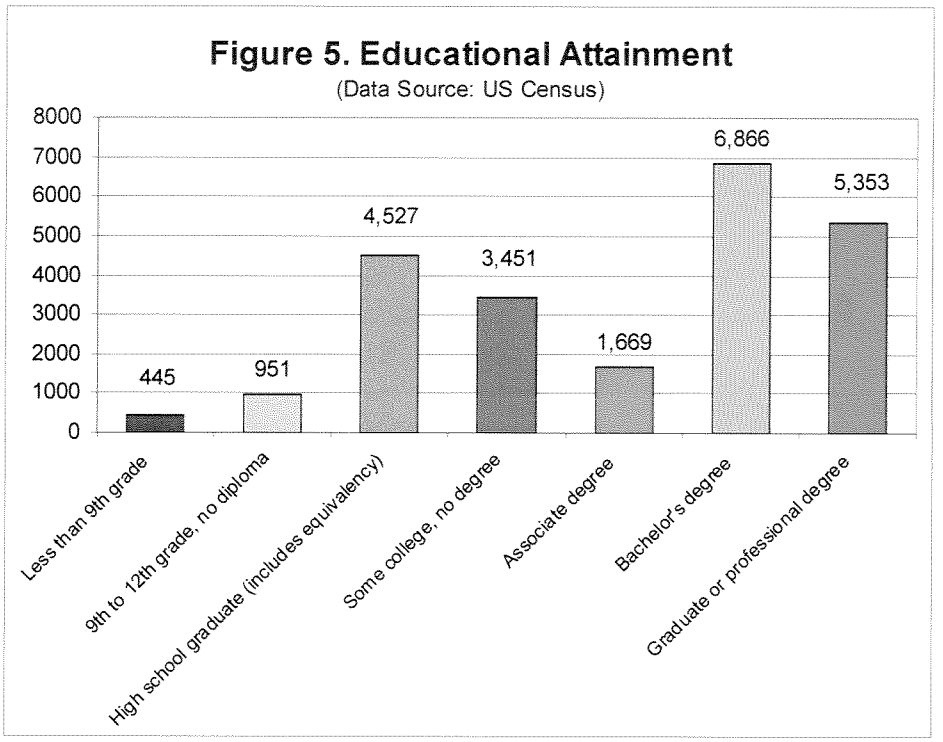
Ethnicity

In addition to the number of residents and their age, ethnicity is another main characteristic of a population. While 92% of Natick's population is white, it is becoming slightly more diversified with a 71.5 % increase

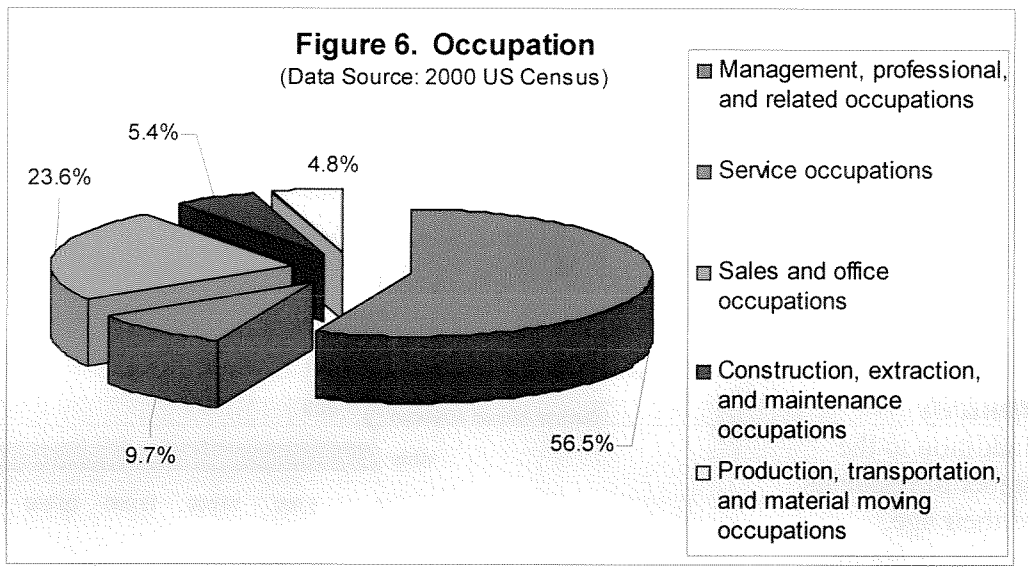
in the Asian population, a 34% increase in the American Indian or Alaskan Native population, and an almost 17% increase in the Hispanic population between 1990 and 2000 according to the US Census for both decades. However, in the same time period, the Black or African American population decreased 14.2%. Figure 4 above reports the numbers of residents in Natick by their ethnic origins.

Education

Education is another important demographic characteristic. Figure 5 presents the educational attainment of Natick residents 25 years old or older, as determined by the 2000 US Census. This data shows that Natick has a well educated work force with 59.7% of its citizens holding higher education (post-high school) degrees, reflecting the regional trend.



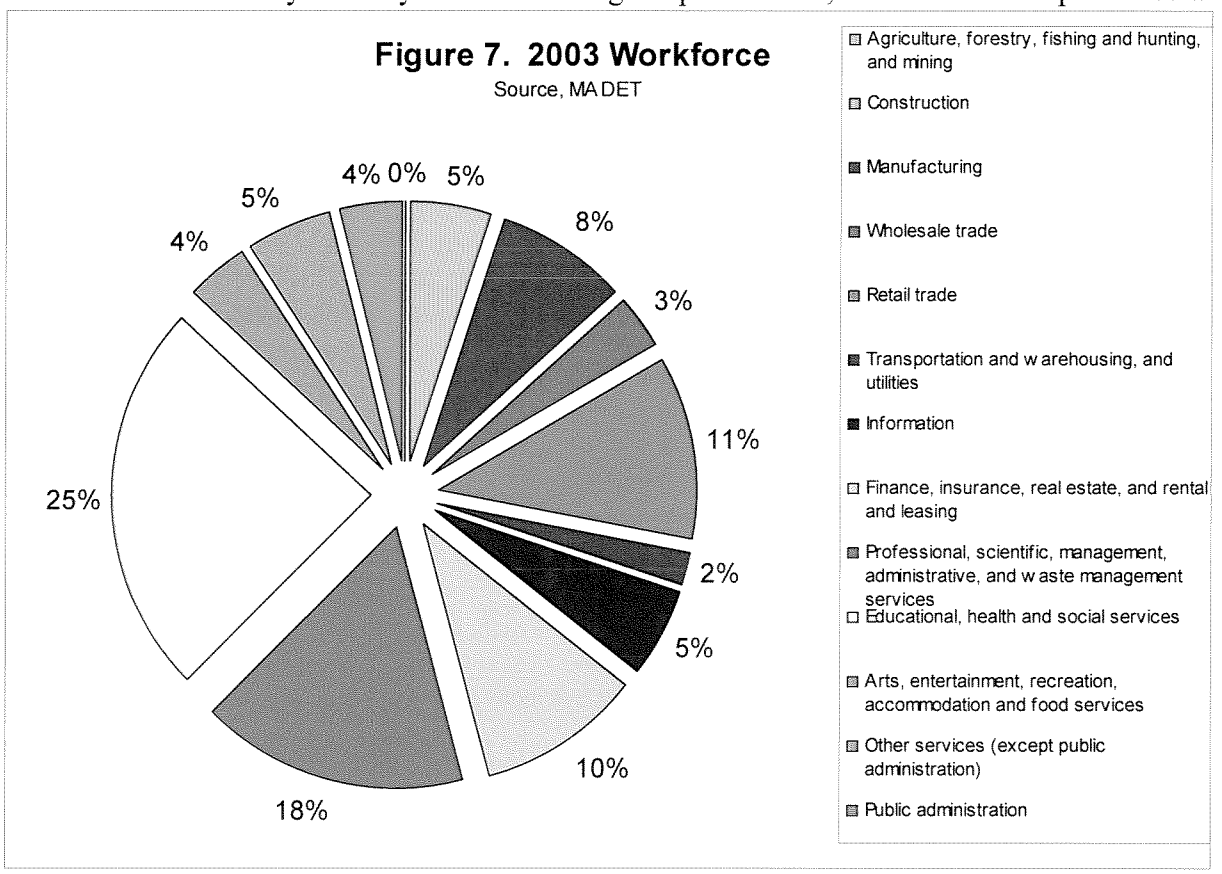
This trend is further exemplified by the increase in the number of Natick residents with graduate or professional degrees; an increase of 46.8% between 1990 and 2000 (data not shown).



Fifty-two percent (52%) of the working population has a bachelor's degree or better, and another 24% has an associate's degree or some college education. Only 6% of Natick's work force is without a high school diploma.

In accordance with the level of educational attainment, the majority of Natick's work force holds highly skilled jobs. As shown in Figure 6 above, in 2000, almost 57% of Natick's employed civilian population over the age of 16 was employed in executive, administrative or professional positions and 24% of the work force hold jobs in sales and administrative support.

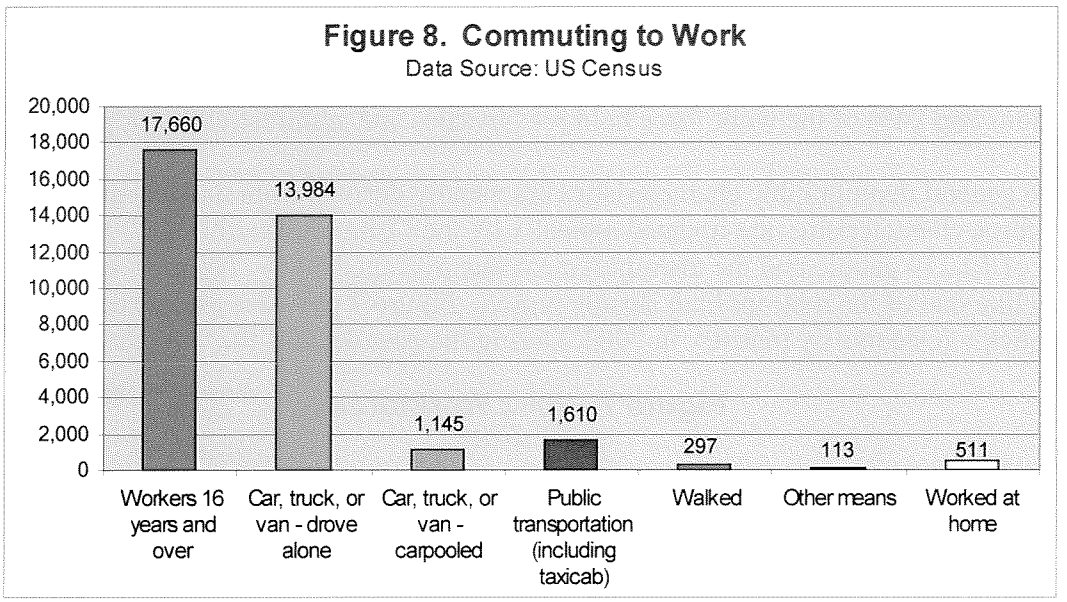
While general demographic characteristics are usually derived from the decennial census, workforce characteristics are updated annually by the Commonwealth. In 2003, Natick had a work force of 19,274 people and the unemployment rate averaged 5.8%. Natick's workforce looks very much like that of the metropolitan Boston region. Figure 7 provides greater detail on the diversity of Natick's residents by industry in 2003. During the past decade, the workforce experienced a



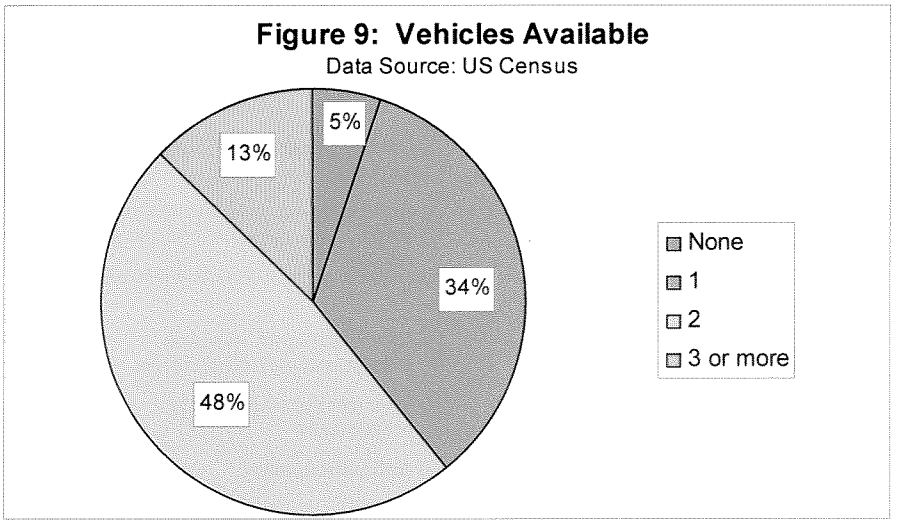
slight decrease of 2.3%, but is continuing the trend of other Metrowest communities in becoming increasingly "white collar". Between 1990 and 2000, there was a 36.8% increase in management and professional jobs in Natick and a 26.4% increase in the same job category in Metrowest (data not shown). According to the Massachusetts Department of Employment & Training, the average annual wage for a worker living in Natick was $54,340 in 2003.

The workforce of a community doesn't directly correlate to the number of jobs located in a community. Natick has 23,700 jobs; therefore, even if all of the jobs in Natick were actually filled by Natick's workforce, Natick would still need to import workers to fill the jobs found in the 1470 business establishments located in the town. The 2000 US Census confirms that not all of Natick's workforce members actually work in Natick.

The method that Natick's workforce uses to commute to work is also reported by the US Census (see Figure 8).

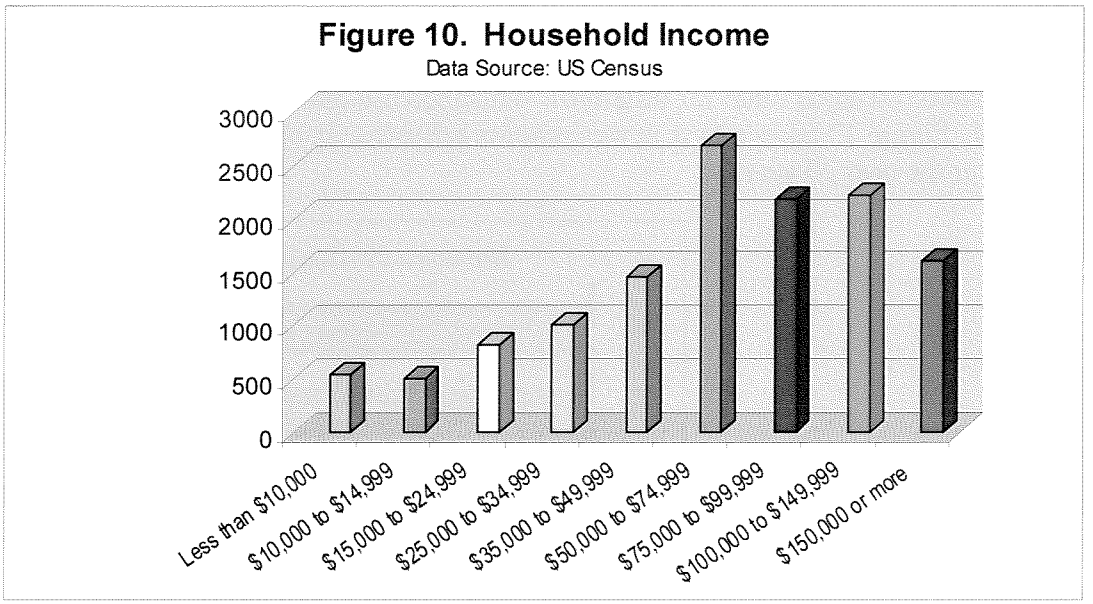


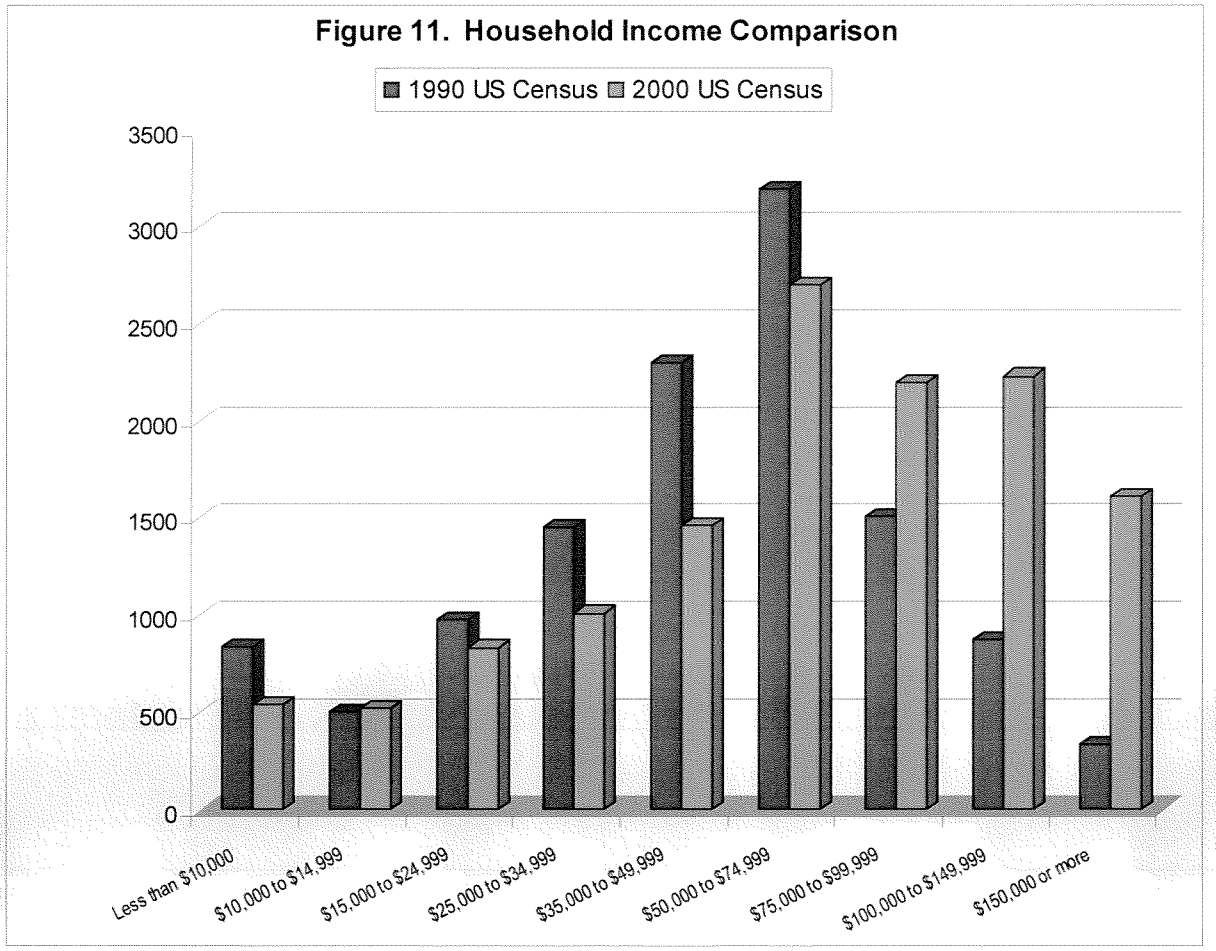
Clearly, automobiles are readily available to the workforce, with 61% of the households having access to two or more vehicles (see Figure 9). It is therefore not surprising that 79.2% of Natick's workforce drove alone, 6.5% carpooled and 9.1% used public transportation to travel to work. The number of vehicles likely contributes to the mean travel time of 29.1 minutes each way (according to the 2000 US Census).



Income

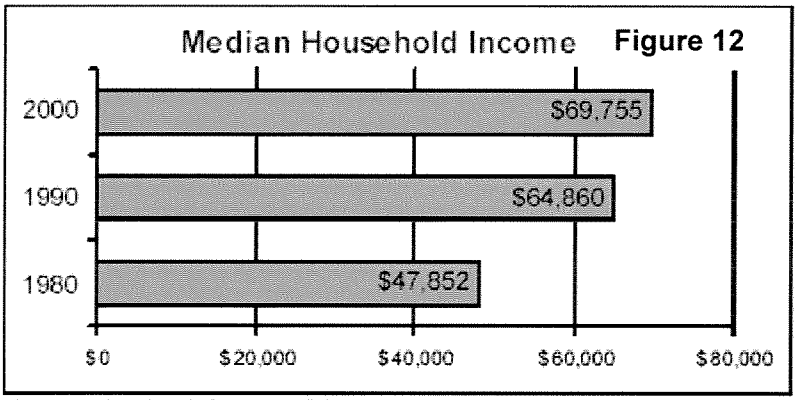
The per capita income in Natick in 1990 was $22,176, but in 2000 it had risen to $36,358, an increase of 64% during the decade. In 2000, the two largest household income groups fall in ranges of $50,000 -$74,999 (20.6%) and $100,000 - $149,999 (17%; see Figure 10 for numbers of households in each income group). Figure 11 shows us there was a remarkable increase in the number of households in the higher income groups between 1990 and





2000. The $75,000 -$99,999 category increased by 45.6% and the $100,000 - $149,999 category increased by a notable 155.6%. The category with the largest percentage change was the $150,000 + income group with a whopping 378.6% increase.

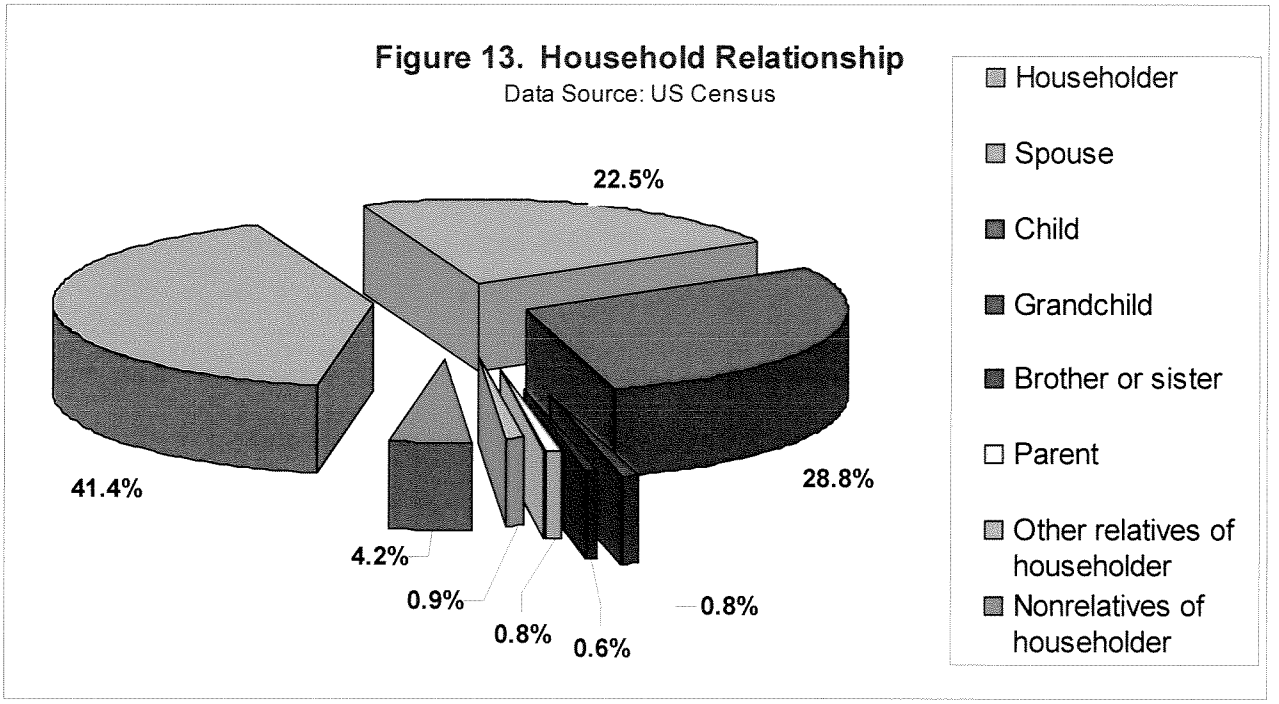
As of 2000, the US census reports that the Town's median household income was $69,755 (taken from the social and economic characteristics of the 2000 U.S. Census), a 41.7% increase between 1990 and 2000 (no adjustment for inflation). This increase exceeded the region-wide 36% increase to $55,200. Figure 12 takes a look at the inflation-adjusted changes in Natick's median household income over the past 20 years.



Source: 2000 US Census, SF3
Numbers adjusted for inflation.

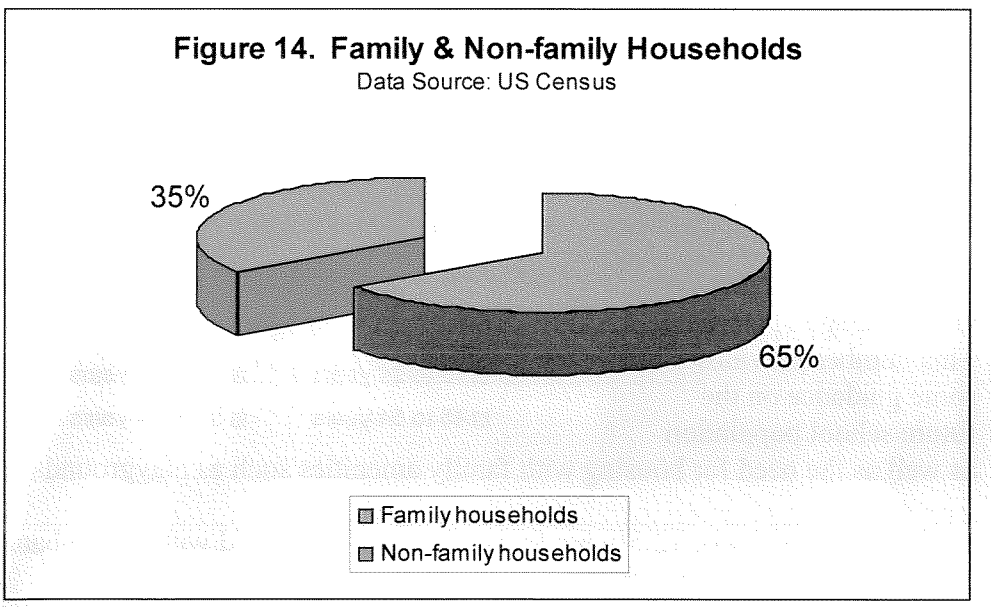
B. Facts About Natick's Households

Another way to look at a town is by examining its household characteristics, which are also often viewed as its social characteristics. While Natick's population grew slowly in the 1990s, the number of households grew at a faster rate, an increase from 12,009 in 1990 to 13,080 in 2000 (8.9%). This indicated a trend toward smaller households in Natick. The trend toward smaller



households is also a nationwide occurrence, driven in large part by the growing diversity of household composition and lifestyle choices. In general, people are marrying later, living in a greater variety of household configurations, and living longer as the overall population ages. Figure 13 shows the percentages of Natick residents and their relationship to those with whom they live.

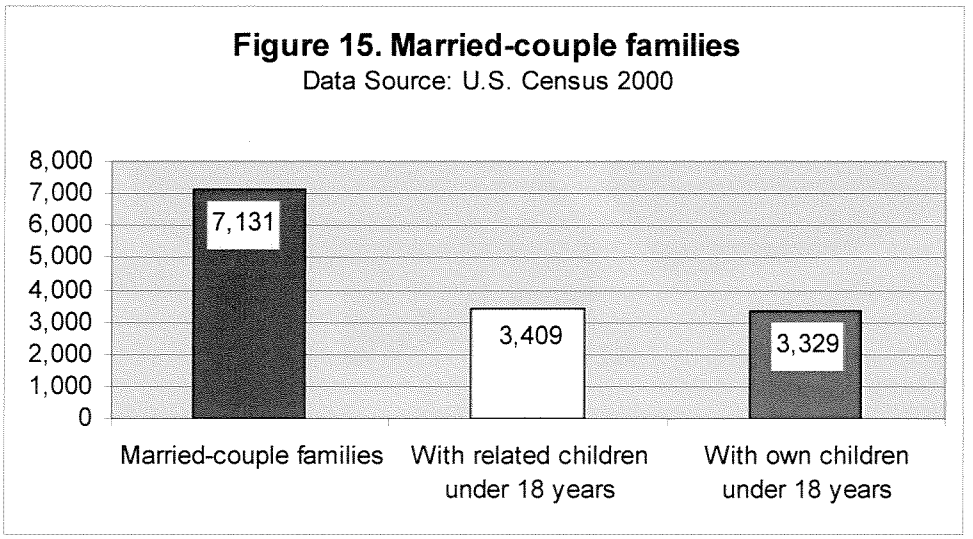
With 2.42 people per household, Natick's households are slightly smaller than Metrowest (2.57) and also slightly smaller than the MAPC region (2.47). Smaller household size is a reflection of several social trends – smaller families, single persons living alone, persons delaying or foregoing marriage, higher divorce rates and the



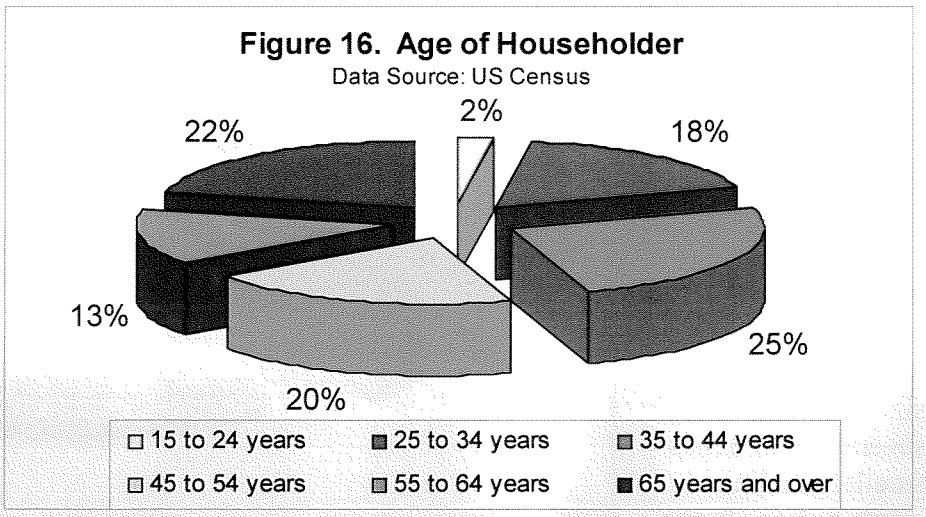
elderly living independently longer. Smaller household size has implications for the type of housing demanded now and in the future. The current "baby boomlet" is expected to increase household size somewhat; however, this increase is only expected to last for a short period of time.

Changes in household size were accompanied by changes in household composition. Of the 13,080 households in Natick, 65% (8,532) counted as "family households" in which two or more related individuals live in the same housing unit (see Figure 14 on the prior page). Nearly 35% of households are "non-family households" in which a householder lives alone or with others with whom they are not related. For the region as a whole, the decade saw a decline in the proportion of family households versus non-family households and an increase in the percentage of householders living alone.

Only 22% of the region's households today are married couples with children, while 30% consist of a single person living alone. Although the number of single parents grew, they continue to make up 7% of all of the region's households.

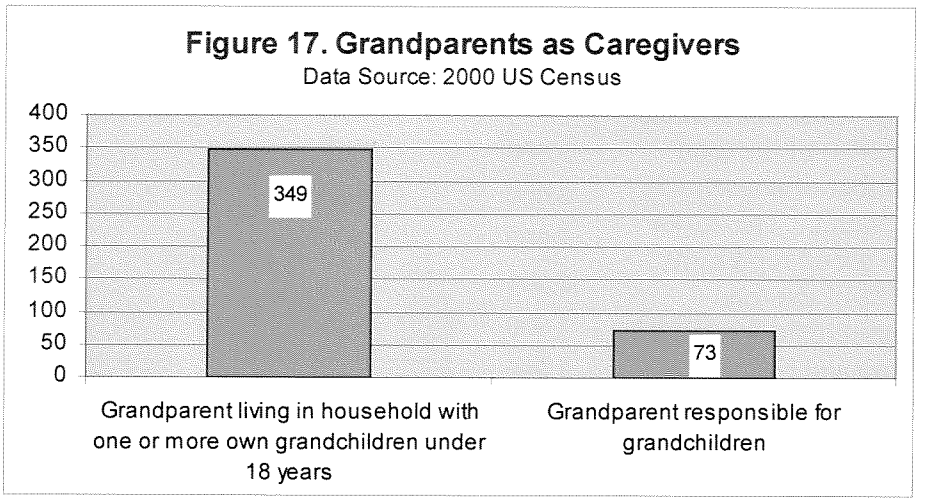


Of the 8,532 family households in Natick, 83.5% are married couples with children. [Note that these data were collected in 2000, before same sex marriage was permitted in the Commonwealth of Massachusetts.] Figure 15 reports that 47.8% of the married couple family households have related children under the age of 18 living in them. A closer look at census data, shows us that 16.5% of the married couple households have children under the age of 6 only. This number provides some guidance on the future school population as well as the need for housing with family amenities such as playgrounds nearby.

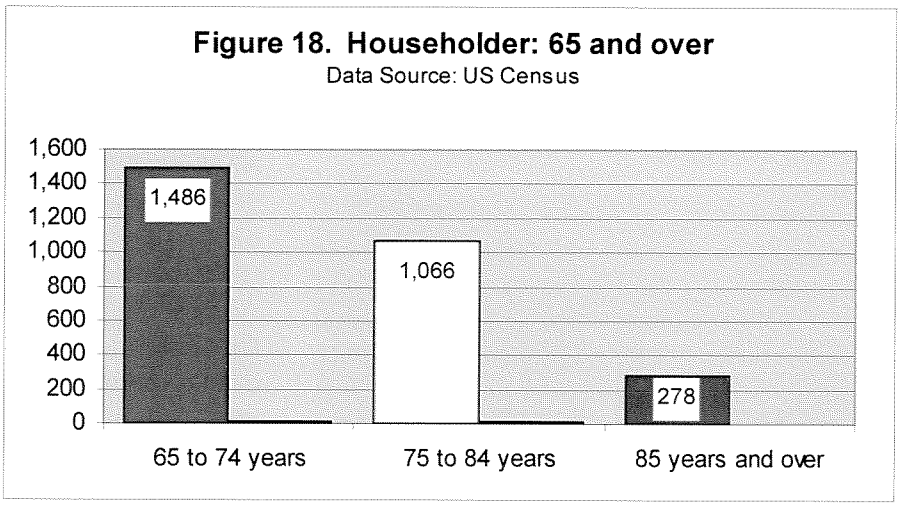


Of family households, 12.5% are female head of household with no husband present. Almost 54% of these households have children under the age of 18 living in them.

Figure 16 on the previous page shows the age of the head of household (householder). At 25%, the 35-44 age group is the largest, but only by a small margin. The 65 years and over group comes in a fairly close second at 22%.



Just as the baby-boomers drove trade-up housing demand in the last decade, so will the aging of this large group drive future demand, potentially increasing pressure for smaller units that are easier to maintain and closer to transit and services.



Another phenomenon of the change in household composition is the "grandparent factor". Figure 17 shows the number of households in Natick with grandparents living in them. The fact that the grandparent is the caregiver in 20% of those households with grandparents in them is noteworthy when Natick considers housing choices. Many municipalities have adopted "over 55" zoning bylaws as one way to diversify the housing stock and address the needs of their aging population. One feature of many of those bylaws is a prohibition against children under the age of 18.

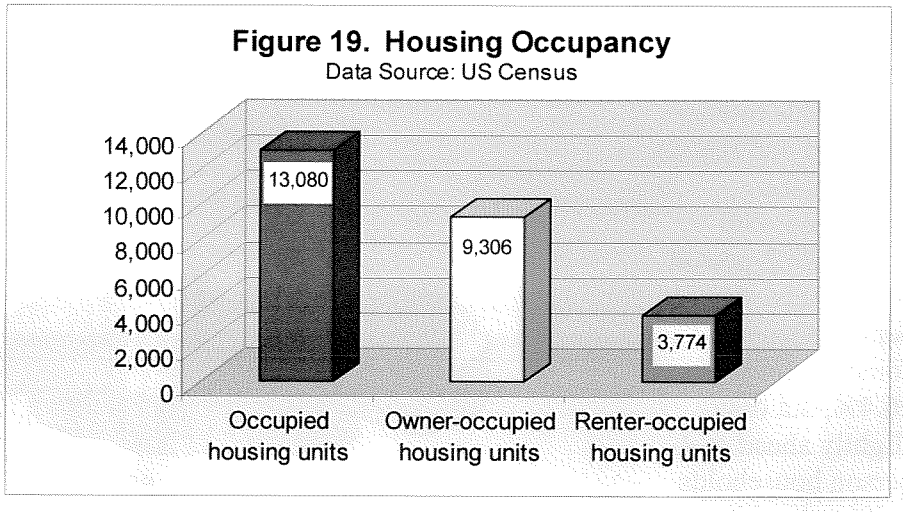
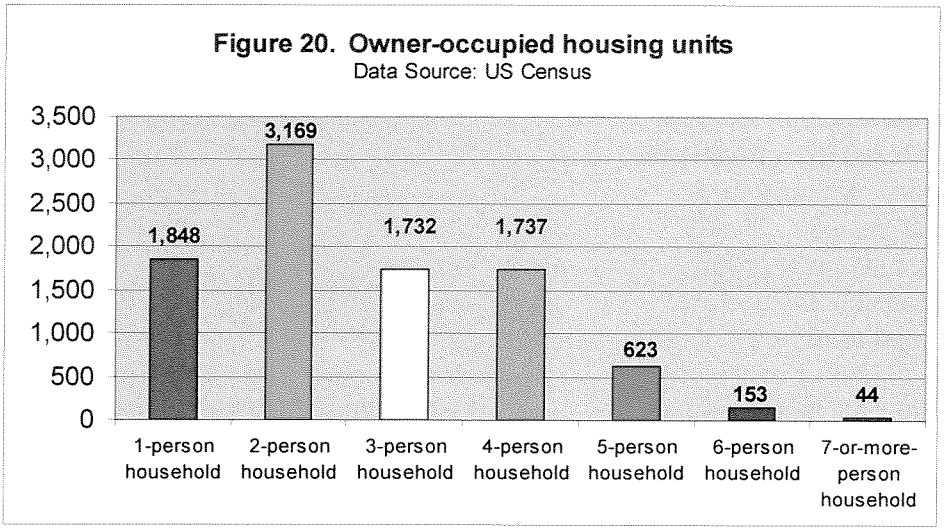
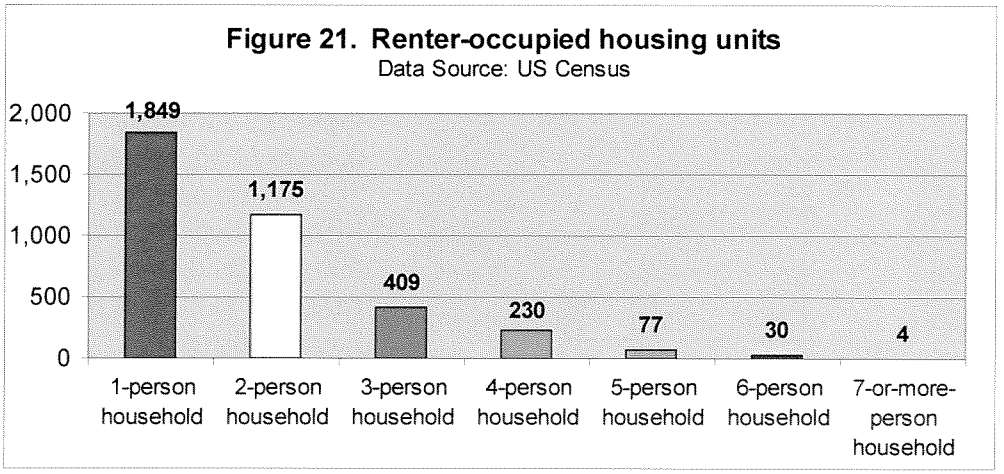


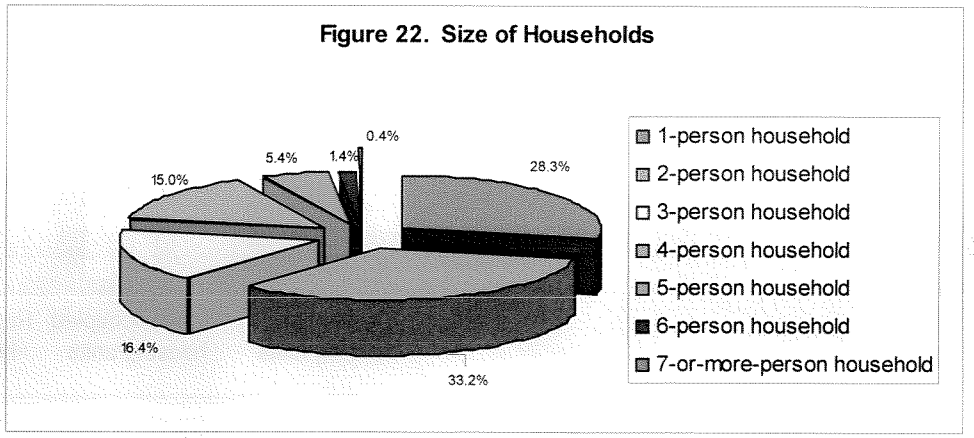
Figure 18 affords a closer examination of the age group that is 65 years and older. The largest category in this group is the 65-74 age group with 1,486 households (11.4%) of the total number of households in Natick. The 75-84 age group represents 8.1% of the total households, and the 85 years and over group is 2.1%.



Other aspects of Natick's housing also may or may not influence households. Figure 19 shows that 71.1% of Natick's households are owner-occupied and 28.9% are rented. The rate of owner-occupancy is almost the same as that of MetroWest (70%).

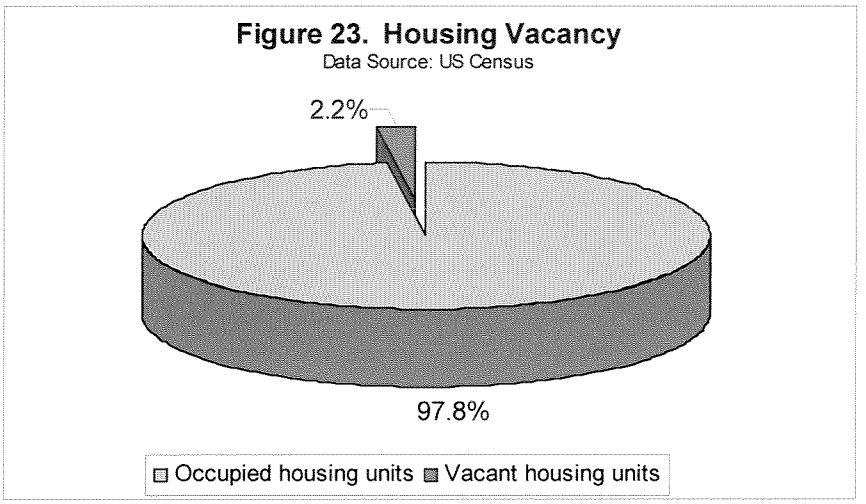


Figures 20 and 21 show the number of occupants in the owner-occupied and rental housing units. As expected from the earlier discussion of the average household size in Natick and the trend toward smaller households, the number of 1-person and 2-person housing units (both owner-occupied and rental) is notable. The data presented in Figures 20 and 21 have been combined in Figure 22 and indicate that 28.3% of Natick's households (owner-occupied and rental) are 1-person households and 33.2% are 2-person households. The 3-person household comes in third at 16.4%, but only slightly ahead of 4-person households (15%). Looking at the size of households from this perspective may help the reader to draw a clearer picture of the average household size of 2.42.

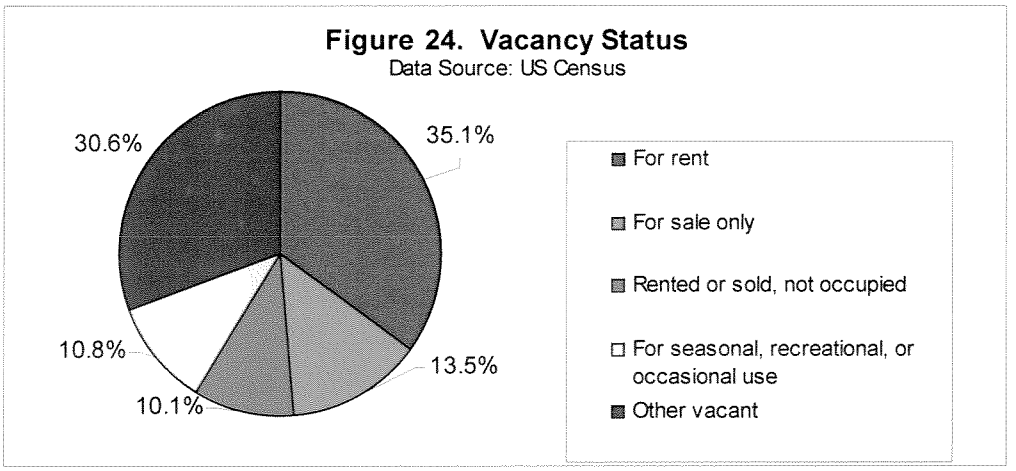


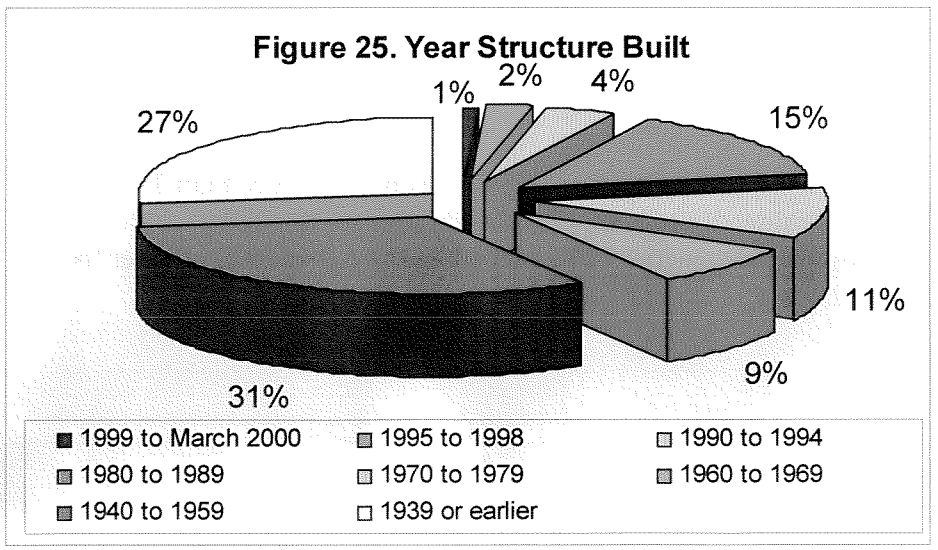
C. *Natick's Housing Stock*

The number of housing units in Natick – 13,080 units as of 2000 – grew only 5.7% during the past decade. This slow growth in the number of housing units contributed to the reduction in vacancy rate. In 1990, Natick's vacancy rate was 8.0% and in 2000 it was only 2.6%. Figure 23 shows Natick's housing occupancy as reported in the 2000 US Census. Note that only 288 housing units were vacant as of the 2000 US Census.



Low vacancy rates indicate high demand and tight supply, generally leading to cost increases. Both rental and homeownership vacancies declined substantially during the 1990-2000 decade. By 2000, vacancy rates for both rental and homeownership were extremely low, even lower than the statewide figures. Figure 24 shows the breakdown of the vacant housing units in 2000.

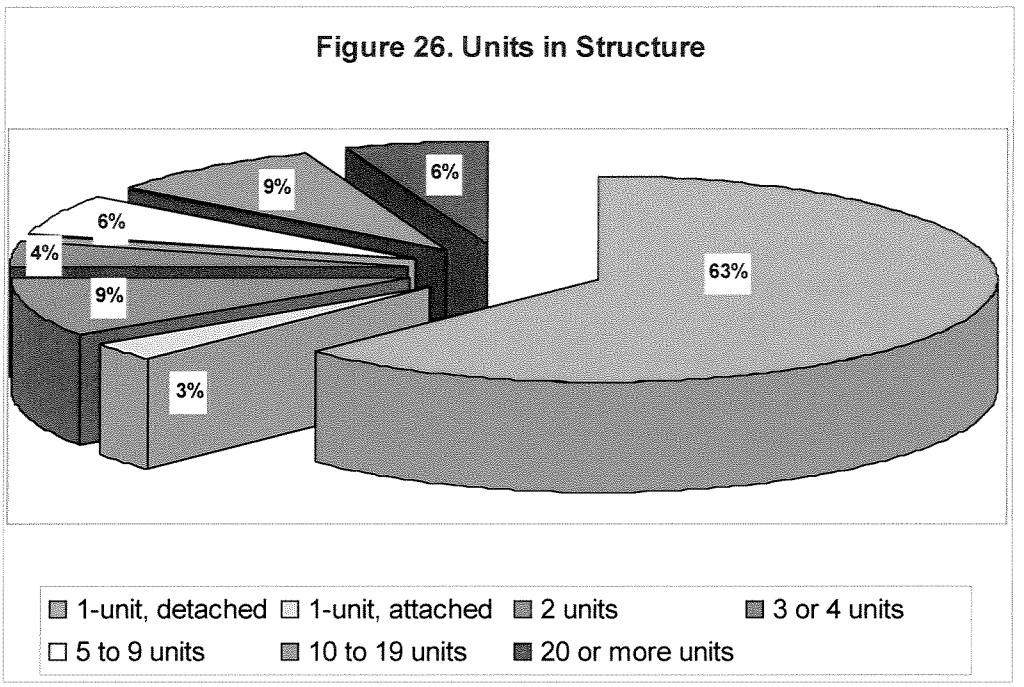


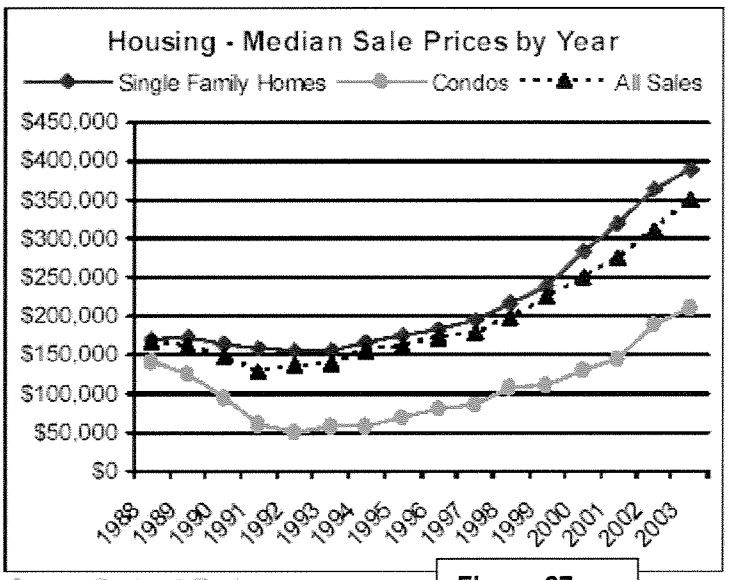


Much of Natick's housing stock – 31% -- was built between 1940 and 1959, and 27% was built in 1939 or earlier. Natick has less new housing than some other communities with only 7% of the housing stock built between 1990 and March 2000 (see Figure 25). Many of Natick's homes are old enough that they may need

repairs, remodeling, or lead paint improvements.

Figure 26 reports the number of units contained in Natick's residential structures. Sixty-two percent (62%) of the housing structures in Natick are 1-family detached units. Some may be surprised to note that the percentage of 2-unit structures is only slightly more than the percentage of structures containing 10-19 units.





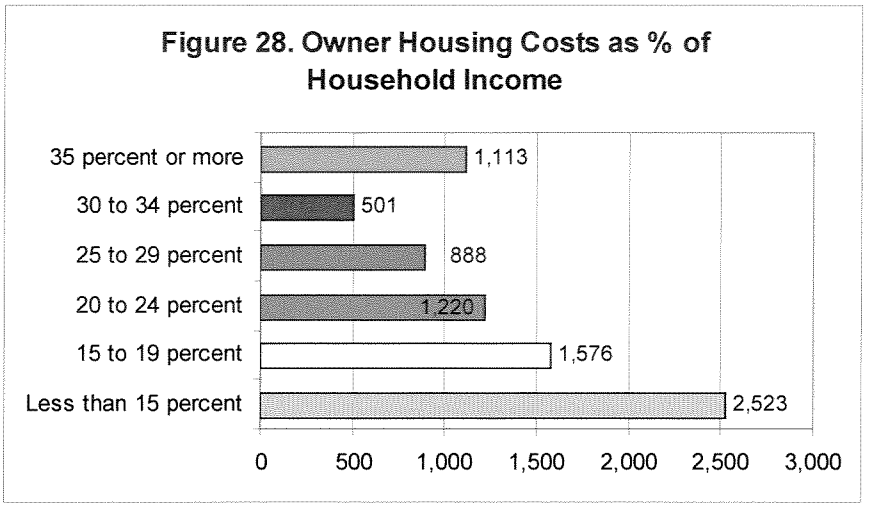
Source: Banker & Tradesman

Figure 27

A very important factor to study while conducting a housing needs analysis is the cost of housing. Figure 27 shows the increase in the median sales price of Natick's housing between 1988 and 2003. As of 2004, the median sale price was $415,750.

However, while sale prices are an important indicator of housing need in comparison to the resident's income, it is the monthly housing cost that tells us the most. Figures 28 and 29 report the cost of housing as a percentage of an owner and a renter's monthly income.

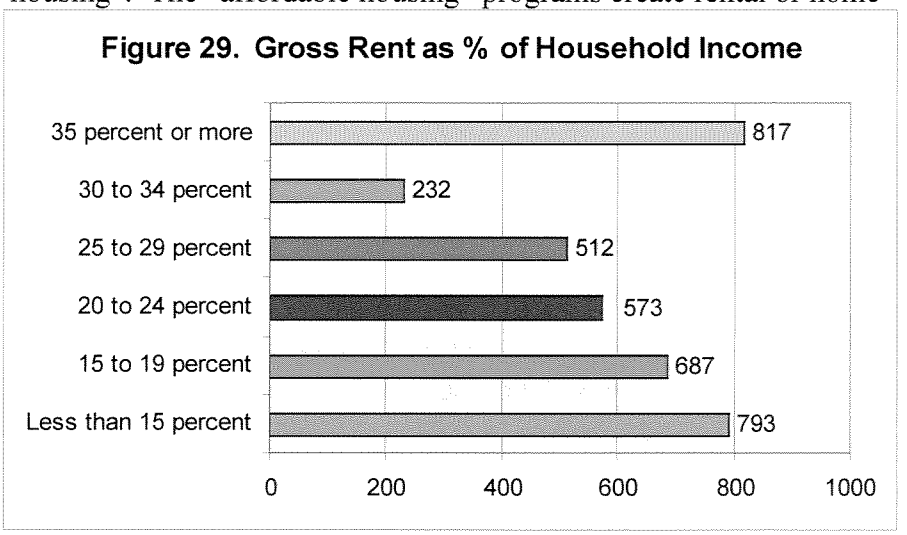
Residents paying more than 35% of their household income for housing are considered to be housing-cost burdened. In Natick, 14% of owners fall into the housing cost-burdened category. The percentage is considerably higher for renters with 23% considered to be housing cost-burdened.



Segments of the population that have been particularly hard hit by rising housing costs include first time home buyers, service employees, and elderly citizens with low and moderate incomes. Assistance and cooperation is needed from residents and local business leaders in order to promote a range of housing opportunities in Natick. To preserve our "uniqueness" we must recognize and make decisions (not always popular) on housing issues which will meet our needs. Simultaneously, we must work to ensure that we will be able to successfully weather another boom-bust cycle such as the one experienced in the 1980's and early 1990's.

Affordable and "Affordable"

In Massachusetts, a state statute known as MGL 40B requires municipalities to create 10% of its housing stock as "affordable housing". The "affordable housing" programs create rental or home-ownership units for low-income and moderate-income individuals and families. The sales or rental price is based on the Boston Primary Statistical Area median income and is defined by the Commonwealth in accordance with Chapter 40B. Chapter 40B, also known as the Comprehensive Permit Law, was enacted in 1969 to help address the shortage of affordable housing statewide by reducing unnecessary barriers created by local approval processes, local zoning, and other restrictions.



As of January 2005, 5.1% of the housing units in Natick were affordable; this is a considerably higher percentage than many of its neighboring towns. (Appendix A provides an inventory of actual and proposed subsidized housing in Natick.) However, these units have the potential to decrease in number (and therefore percentage) as some of the existing affordable housing may be lost through the expiration of use restrictions on properties that are not permanently affordable. In the near term, one unit is "at risk", while in 2014 the use restriction will expire on 236 housing units. Natick may wish to take steps in the near future to preserve these at-risk housing units as affordable units.

As of February 2006, the Town has four 40B proposals at various stages of the review/approval process. At least 25% of these dwelling units would be deed restricted to require resale or rental only to qualified individuals/families under the State affordable housing program. As a result of 40B developments and Natick specific initiatives, the town expects to achieve the 10% affordable housing goal within the next few years. However, as the number of market priced dwelling units increase, Natick will need to increase the number of affordable units.

According to the 2000 U.S. Census, people with disabilities make up 13.6% of the town's population. In addition, according to the Natick Service Council, Natick has a few homeless people. These numbers indicate the need for increased housing opportunities for the housing cost-burdened and disabled residents of Natick. It indicates the need for housing for these people, but not necessarily *increased* housing for them. No data has been presented indicating that the disabled are without homes.

Perhaps more important to Natick residents is the need for **"affordable"** housing by local definition. New construction houses are now selling between $800,000 and $1,100,000. The Mass Homebuilders Association President recently stated that builders cannot afford to build housing for middle-income buyers, or what is often referred to as "workforce housing" due to the ever increasing cost of land and the length of time spent in the permitting process. However, demand exceeds the available "affordable" housing supply.

The median single-family home sale price in Natick has risen dramatically over the past two decades. In 2004, the median sale price for a single family home was $415,750, and the median condominium sale price was $209,000. A household of four with the regional "moderate" income level of $66,150 would face an affordability gap of $225,750. A household at today's regional "low" income level clearly faces a much wider gap. To understand the full impact of the affordability gap on Natick's households, it is important to remember that 33.4% of Natick's households earn less than $50,000.

Homeless and Special Needs Populations and Services

Homelessness – The Natick Police Department refers any residents in need of temporary housing to the services provided by SMOC in Framingham and other groups working to address homelessness.

Mentally Ill – The Charles River Association for Retarded Citizens – ARC Massachusetts a private non-profit charitable organization purchased a residence approximately seven years ago, which is now operating as a group residence for four individuals who are developmentally disabled. Charles River ARC has expanded its presence in Natick and currently is providing family support services to 21 Natick families with members who have developmental disabilities.

The Town of Natick is also home to the Brandon Residential Treatment Center, Inc. Since its inception in 1966, Brandon has provided educational, residential and clinical services to a population whose emotional and behavioral difficulties interfere with their ability to remain in their public schools or their homes. Brandon's campus has three residences, which are licensed for 14 individuals in each residence. In addition, Brandon's Nancy Road house is licensed for 10 individuals. The Main Campus building has eight residential units housing a total of 60 individuals. The Town of Natick Planning Board and Building Department assisted in the development of this

residence and, with a grant from the Office of Environmental Affairs, placed a permanent conservation restriction on approximately 32 acres of land that abut this school.

The Town of Natick provides a camp for disabled and non-disabled individuals alike who are five years old and up. The camp is located in a beautiful wooded setting on the shore of Lake Cochituate at the Amputee Veterans site at 1055 Worcester Road (Joseph Sheridan Way). The Camp is sponsored by the Natick Recreation and Parks Department and the Parents Association for the Handicapped, Inc.

Development Conditions and Constraints

The Town of Natick has been somewhat of a rural community but over the last decade has experienced a great deal of development and continues to grow reflecting a positive development and investment environment. Local zoning is controlled by a zoning bylaw which is frequently updated by the community through its Planning Board and Town Meeting process. Zoning measures are taken to enhance the quality of life in the community which has made Natick recognized as a highly livable community. As discussed in other portions of this report, the Town instituted a zoning mechanism known as the Housing Overlay Option Plan (HOOP) which allows residential development in selected areas of the Town, particularly downtown. This affordable housing zoning tool preceded the State's Smart Growth program. The HOOP requires a 15% affordable units contribution and projects must be designed with extensive landscape features and compatible architecture depending upon the area in which the project is proposed. One such project is in construction as of mid 2006, another is permitted and yet a third HOOP project is in final stages of permitting. The Town may in the future consider raising the affordable contribution to 20% for all HOOP projects and or converting the districts to 40R zoning.

Consistent with the Boston metropolitan area which has some of the more expensive residential real estate in the country, the high land values within Natick are a major constraint to the development of affordable units. Means of mitigating this are limited, especially at the local government level, however it is believed that the current buyers market as exhibited in mid 2006, may moderate prices somewhat. Even with a drop such prices are not likely to fall to the level that will make affordable units creation a non-difficult undertaking. A number of other impediments to the creation of affordable units are present. Within downtown Natick where a number of historic large structures exist with vacant upper floors that could be converted to urban housing, a major parking deficit exists virtually eliminating such attractive possibilities. The Town is pursuing various means of creating more downtown parking resources. Another limitation is presented in that raw land is becoming a more scare commodity within the town. It is anticipated that more redevelopment projects will occur as raw land is less available. The HOOP and use of 40R Programs have potential to assist in the creation of affordable housing as redevelopment projects become more common.

Summary of Housing and Housing Growth in Natick

The following summarizes a comparison of Natick's housing between 1990 and 2000 and offers most of the answers needed in determining Natick's local housing needs (data source is the U.S. Census 2000 and 1990).

	Massachusetts	Natick

A	Total households, 2000 Census	2,443,580	13,080
B	Total households, 1990 Census	2,247,110	12,009
C	**Total household growth, 1990 – 2000 C= (A/B)-1 X 100%**	**8.7%**	**8.9%**
D	**Average annual household growth, 1990 – 2000 D=C/10**	**0.9%**	**0.9%**
E	Total housing units, 2000 Census	2,621,989	13,368
F	Total housing units, 1990 Census	2,472,711	12,645
G	**Total housing unit growth, 1990 – 2000 G= (E/F)-1 X 100%**	**6.0%**	**5.7%**
H	**Average annual housing unit growth, 1990 – 2000 H=G/10**	**0.6%**	**0.6%**
I	Total occupied year-round ownership units, 2000 Census	1,508,052	13,080
J	Total occupied year-round ownership units, 1990 Census	1,331,493	12,009
K	**Growth in year round ownership units, 1990-2000 K= (I/J)-1 X 100%**	**13.3%**	**7.5%**
L	Total occupied year-round rental units, 2000 Census	935,528	3,774
M	Total occupied year-round rental units, 1990 Census	915,617	3,989
N	**Growth in year round rental units, 1990-2000 N= (L/M)-1 X 100%**	**2.2%**	**-5.4%**
O	Vacancy rate for year-round ownership units, 2000 Census	0.7%	0.4%
P	Vacancy rate for year-round ownership units, 1990 Census	1.7%	1.5%
Q	Vacancy rate for year-round rental units, 2000 Census	3.5%	2.6%
R	Vacancy rate for year-round rental units, 1990 Census	6.9%	8.0%

II. Managing the Process

Public participation is an essential ingredient in the development of a Housing Plan. The opinion of Natick's citizens serve as the cornerstone of this plan. The Community Development Department, Planning Board, Board of Selectmen and Natick Center Associates encouraged public participation through public forums, surveys, public hearings and community dialog sessions.

The housing planning process was designed to bring the ideas and wishes of local officials, business owners and residents together to identify local issues and concerns and to share visions of Natick's future. This Housing Plan represents these issues and concerns and recommends key steps to ensure realization of the future vision. It is a blueprint for action that will enable Town officials to better manage growth and bring about desirable changes for the future. The Natick Housing Plan serves as a planning tool and a policy guide for housing in Natick. However, it is neither a universal remedy nor a timeless document. Natick will continue to grow and Natick will continue to confront and address issues facing towns throughout the Commonwealth. As conditions in Natick change, the goals, objectives and action items of the Plan will be updated.

Natick embraces the central principles of housing choice: a variety of housing types, a range of prices and access to ownership and rental opportunities so that people have meaningful choices about where they live. Consistent with the planning efforts, the town has taken some steps to create more housing choices over the past two decades:

- In 1984, the Town added 45 elderly housing units to its stock.
- In 1989, the former West School was transformed into West Hill Park, which features 16 affordable housing units and two new group homes for eight mental health patients.
- In 1990, the town formed the Natick Housing Partnership, and Town Meeting approved an Article to allow a 99-year lease and the construction of six units of affordable housing.
- In 1991, the town adopted an affordable housing overlay district to increase the production of housing for qualified low- and moderate-income residents.
- In 1997, the Town received a cash contribution from a developer under the Affordable Housing bylaws for affordable housing.
- In December 2002, Town Meeting adopted a Comprehensive Cluster Bylaw and adopted a "family suite" (In-law Apartment) Bylaw. In addition, the Town doubled the number of housing units allowed in the Highway Corridor District.
- In Spring 2004, Housing Overlay Option Plans I and II (HOOP I and HOOP II) were adopted by Town Meeting to increase housing production through a density bonus with a 15% affordable housing requirement.
- In July 2004, the Town received two (2) Priority Development Grants totaling $100,000 for the master planning of the Armory, Courthouse and Senior Center Site and South Avenue.
- In October 2004, Town Meeting adopted Housing Overlay Option Plan II, areas B, C & D, to include additional parcels in the district and expand the housing production potential. A map showing the areas currently included in HOOP I and HOOP II is provided in Appendix D.
- In January 2005, the Town received a gift in the amount of $40,000 in accordance with the Highway Corridor Bylaw.
- In 2006, construction will begin on a 12-unit apartment complex on Dewey Street in accordance with Housing Overlay Option Plan I.

- In March 2006 the Cloverleaf apartment complex, to be build in accordance with Massachusetts General Law 40B, was approved by the Town for construction.

The Town of Natick Housing Plan was developed by the Community Development Department, Natick Center Associates and the MetroWest Growth Management Committee staff over a number of months and included consultation with public agencies, local housing groups, nonprofit agencies, social service agencies, and other jurisdictions possessing unique awareness of the housing required by special needs populations.

Natick Center Associates circulated a questionnaire and interviewed staff of the groups listed on the following page to identify needs, inventory existing services and facilities, determine gaps in services, and elicit suggestions as to what programs could best respond to unmet need. Groups and organizations were asked to identify and provide data – statistical and anecdotal – that profiled need.

The MetroWest Growth Management Committee staff researched and illustrated data on housing needs, and acted as a repository for the plan during comment.

A. Consultation

The following organizations, housing and social service agencies, etc. consulted in the development of needs, objectives and strategies.

Agencies, Boards & Committees:

Natick Board of Selectmen

Natick Housing Authority (Low Income Family, Elderly, Handicapped, Public Housing and Housing Rental Assistance)

Natick Board of Health

Natick Planning Board

Natick Zoning Board of Appeals

Natick Public Schools

Natick Parks and Recreation

Natick Police Department

Natick Building Department

South Middlesex Opportunity Council (SMOC)

Metrowest Red Cross

United Way

Metro West Chamber of Commerce

Natick Center Associates, Inc.

MetroWest Growth Management Committee

Housing Groups:

Natick Housing Partnership

B. Citizen Participation to Date

The following describes the local process that was conducted in the development of the Plan.

Two town-wide smart growth charrettes have been completed recently. The results of these charrettes inform this application. There is strong public expectation coming out of these workshops that concrete progress can and will be made towards smart growth development in the downtown.

Natick Center Associates, in cooperation with the Natick Office of Community Development, sponsored a community charrette on two evenings, September 9, 2004 and September 23, 2004, at the Morse Institute Library. The goal of the charrette was to develop a community vision for development in Natick Center, starting with the state's ten "Smart Growth" Sustainable Development Principles as a guideline. The event was publicized through the newspaper, direct mail and library displays with the intention of reaching as many interested people as possible. More than eighty interested stakeholders attended each night of the events. The preliminary vision statement (not officially accepted by Natick Center Associates) that came out of these events is:

> ***The people of Natick envision downtown Natick as a vibrant and diverse center for arts, commerce, and cultural resources. This vision includes the promotion of affordability for residents and local businesses and the accessibility to the center through a wide range of transportation options while preserving the historical character of the downtown.***

The Town of Natick has held numerous meetings over last two years to discuss affordable housing issues. The Board of Selectmen and the Planning Board have attended these meetings as well as the Natick Housing Partnership. The League of Women Voters also sponsored and held a free informational forum on the 40B Massachusetts Housing Law. Speakers included Toni Hall, Mass Dept. of Housing & Community Development; Aaron Gornstein, Citizens' Housing & Planning Association and Sarkis Sarkisian, (former) Community Development Director of Natick.

The Natick Board of Selectmen appointed an Armory Reuse Committee which developed redevelopment plans for the site (see Appendix E); however the site has subsequently been purchased by a private developer who is in the process of developing plans for condominiums.

C. CITIZEN PARTICIPATION PLAN

In June of 2004, the Town of Natick joined WestMetro HOME consortium, an association of 12 geographically contiguous local governments, for the purpose of administering housing and community development activities. Working under HUD regulations, the Town of Natick will create affordable housing, retain existing affordable housing stock, improve the safety and livability of neighborhoods and expand economic opportunities.

The WestMetro HOME consortium is preparing a Consolidated Plan for its members, and the Town of Natick is participating in this preparation of that plan. The overall goal of the Consolidated Plan is to utilize federal, state and local funding in a coordinated manner to promote the development of viable communities. Viable communities are described as meeting the residents' needs with regard to affordable and decent housing; a safe and suitable living environment; and adequate economic opportunities particularly for low- and moderate-income persons.

As part of this process, the Town of Natick's Community Development Office will prepare a Citizen Participation Plan to explain the opportunity all residents have to participate in the process of preparing the Consolidated Plan for the WestMetro HOME Consortium. The Citizen Participation Plan will outline the process used to encourage the active participation of all residents of the Town of Natick. A main objective of the plan is to encourage the active participation of residents of public and assisted housing developments, as well as residents of targeted revitalization areas and representatives of neighborhood groups.

Citizen participation will be encouraged by the Town of Natick Community Development Office in the development of the Consolidated Plan, the Action Plan, any Substantial Amendments to the Plan and Performance Reports by providing notice to the residents and local organizations through various media methods including newspapers, television, web sites, direct mailing and emailing.

Community Development Advisory Committee

The Town of Natick Board of Selectmen has appointed a Community Development Advisory Committee to work on this process. The initial charge of this committee is to review/revise/finalize the Natick Housing Plan (current document). Assuming this Housing Plan is accepted by the Town of Natick, the Board of Selectmen shall then appoint a Community Development Advisory Committee (CDAC) with a different, more expansive charge. The purpose of that committee will be to guide the implementation of the Housing Plan and the Consolidated Plan, review the development of housing and community programs and provide input and guidance for any future proposed plans. The board is recommended to consist of seven members, appointed by the Board of Selectmen except for the member of the Planning Board and consisting of:

1. One member from the Board of Selectmen
2. One member from the Planning Board,
3. A citizen in Natick actively engaged in banking industry or a representative of a bank located in Natick
4. A citizen representing a low and moderate income neighborhood.
5. A citizen representing the real estate /residential home building industry.
6. One citizen at large
7. A youth representative

The Executive Director of the Natick Housing Authority, the Chair of the Natick Housing Partnership Corporation, and the Town Administrator or his designee will also sit on the committee as non-voting members.

All Community Development Advisory Committee (CDAC) meetings will be open to the public, citizens will be encouraged to participate, and public comments will be taken. The local newspapers will receive notices and agendas regarding these public meetings, and will also be encouraged to participate. Information regarding these meetings shall also be published on the Town of Natick website.

The CDAC will assist in the preparation of the five-year Consolidated Plan – identifying community development needs, resources available, and prioritizing of activities to meet those needs.

Consolidated Plan – Five-Year Plan
The Consolidated Plan shall be a five-year plan containing the following elements:

- Citizen Participation Plan;
- Housing and Homeless Needs Assessments;
- Special Needs Assessment;
- Housing Market Analysis;
- Public and Assisted Housing Needs Assessment; and
- Lead-Based Paint Hazard

o Public Hearings
The CDAC shall hold a minimum of two public hearings for public input for the Consolidated Plan.

o Consultation with Public Housing Authorities
The CDAC will provide information to and consult with the Town of Natick Housing Authority and the Natick Housing Partnership Corp. regarding the needs and planned activities of public and assisted housing participants to improve the condition of public housing.

The CDAC will encourage the participation of residents of public and assisted housing developments in the process of developing and implementing the Consolidated Plan. The Housing Authority will be provided with agendas of the meetings and be asked to post these agendas at each housing authority location. In addition, the Executive Director of the Housing Authority will be asked to provide residents in public housing with information regarding the Consolidated Plan, and encourage their participation in its development.

o Consultation with Additional Groups
While the staff will encourage the participation of all groups within the community, special care will be taken to ensure participation of the following groups.

- Low-Income Neighborhoods
- Minorities
- Persons with Disabilities Handicapped Commission
- State/Local Governments
- Non-Profit Service Providers

Preserving Affordability Today

- Foundations

Identified representatives of the above groups will be notified of the time, place, and topics to be discussed at all meetings of the CDAC and will receive agendas prior to the meetings.

o Publication of the Plan
The CDAC shall publish a draft copy of the Consolidated Plan (including the first one-year Action Plan) so citizens have an opportunity to review it and provide comments. A summary shall be published in the local editions of the MetroWest Daily News.

The summary will describe the contents and purpose of the Consolidated Plan and will include a list of locations where copies of the entire proposed Consolidated Plan may be examined. The CDAC shall print 30 free copies of the plan and provide those copies to citizens and interested parties as requested.

Copies of the draft plan will be available in the Town of Natick Morse Institute Library and the Bacon Free Library. Copies will also be sent to the Clerk's Office and the Office of the Board of Selectmen.

The draft and summary will also be available for review on the World Wide Web at www.natickma.org and Natick.info and will be emailed to interested parties.

Action Plan – One-Year Plan

o Introduction
The one-year Action Plan will describe the federal, state and other resources expected to be available to address the priority needs and specific objectives identified in the Consolidated Plan.

The Action Plan will describe the activities to be undertaken during the next year to address priority needs and meet local objectives as identified in the five-year plan. The Town of Natick sets as a goal of the Action Plan that it will pursue the generation of 100 affordable units a year to achieve the 10% affordable units within our community.

The first Action Plan will be submitted to DHCD as part of the five-year Consolidated Plan. Each subsequent Action Plan will be submitted on its own.

o Public Hearings
The CDAC shall hold a minimum of two public hearings for public input for the one-year Action Plan.

The hearings will allow citizens the opportunity to comment on housing and community development needs, proposed activities, program performance and community development needs.

o Public Notice
Display advertisements for these hearings shall be placed in the Town Hall, Town Clerk's Office, and Metrowest Daily News.

III. Findings

Based on Natick's available land, existing zoning, and land use constraints, the Metropolitan Area Planning Council (MAPC) build-out analysis undertaken in 1999 indicated that the town may see as many as 1,681 additional dwelling units. Based on this planning projection the build-out could result in over 4,000 new residents and almost 550 new school children. This build-out, which is just a snapshot of the future at a time undetermined, together with the housing needs assessment, indicates the following:

- Natick can expect a growing demand for family, trade-up, empty-nester, and senior housing.
- Condos in Natick still offer relatively affordable housing opportunities for entry-level professionals, town workers, young families, down-sizing empty-nesters, elders, and others.
- The current housing mix is typical of most communities, but Natick is working to meet its identified needs.

With reference to the housing projections as described above, it is both interesting and noteworthy to compare housing development as it is now proposed within the Town of Natick. A list of significant projects which have various permits or are in the permitting process in early 2006 include the following:

- Cloverleaf – 183 units
- South Natick Hills – 300 units
- Dewey Street HOOP Project – 12 units
- Hunter's Hill – 100 units
- Armory Reuse – 23 units
- Natick Mall residences – 213 units
- Grant Street – 24 units
- Natick Paperboard Site – 150 units
- 20 South Street – 24
- 42 South Street - 11

Combined Proposed and Actual Units = 1040 units

The Town of Natick is committed to preserving and expanding the supply of affordable housing, and is in the process of organizing Town staff, volunteer boards and financial resources in an effort to advance this goal. The Town seeks to maximize the number of affordable housing units preserved and created, within the constraints of Town resources and opportunities.

The Town of Natick has made a significant public investment in Natick Center in recent years. The Downtown Master Plan developed concepts and strongly recommended that housing be a major component to its continued strength. Natick Center's close proximity to the MBTA Train Station, Town Hall, Police and Fire Stations, Library, Arts Center, and restaurants and shops is creating significant residential demand for downtown living space. The Design Master Plan that was developed by Goody Clancy for the Town is consistent with the goals of the Commonwealth's sustainable development principles and can be seen as a model project. The Town has recently adopted smart growth zoning called the Housing Overlay Option Plan (HOOP) around parts of the downtown area (see Appendix D). HOOP projects adhere to smart growth principles by promoting higher residential densities than are otherwise allowed, by promoting housing diversity with a

mandatory affordable housing component, by encouraging downtown mixed use development next to public transit, by consolidating parking and dedicating town land to transit oriented development, and by promoting redevelopment of brownfield sites that would normally remain undeveloped.

This Housing Plan calls on the town to take several actions. Most of the housing recommendations focus on zoning techniques to diversify the types of new homes built in Natick, and to ease the process by which existing residences could be altered or converted to provide smaller dwelling units. Viewed in their entirety, the recommendations are forward-thinking yet conservative; although they promote nothing radically new or different, they reflect the consciousness of town planners that market housing production does not always meet local needs.

Specifically, this plan articulates four housing goals:

- Provide housing opportunities for those at the entry level of homeownership, "empty nesters," young families and other households in the "lower-middle" income range that are priced out of the market, elder residents, and those requiring housing assistance and rental housing units.
- Ensure maintenance of the present housing mixture including single-, two-family and multifamily dwelling units.
- Encourage the elderly to remain in Natick, preferably in their own homes
- Seek to attain the State required (760 CMR 31.07) production goal of affordable units within Natick of ¾ of 1 percent of the town's housing stock per year in order to achieve the 10% affordable housing goal. This percentage equates to 100 new units per year.

IV. Recommendations

A. Short-term Goals

Natick is currently working to develop the following initiatives to meet its housing goals.

- **Creation of Community Development Advisory Committee (CDAC)**

- **Implementation of the HOOP**
  These projects will be located on parcels where owners have expressed a willingness to work with the Town toward its housing goals near Downtown Natick and the train station. Such locations are among those identified in HOOP I and HOOP II, but other options exist as well that have attractive features. One 12-unit HOOP project located on Dewey Street has been permitted and will break ground in early 2006. Another HOOP project on South Avenue is in permitting as of February 2006, while others are in formulation. The Town of Natick developed a Design Master Plan for the Armory which guided its redevelopment (see Appendix E). In 2005 the Armory property was sold to a developer who is proposing 23 units within the structure with three units proposed to be affordable.

- **Amend the Comprehensive Cluster Bylaw to incentivize affordable housing.**
  The Natick Board of Selectmen and Planning Board should work with developers on all development proposals within the Comprehensive Cluster zone.

- **Fast track the permitting of projects that are located in the HOOP districts.**

- **Fast track any housing developed in the Downtown Mixed Use District.**
  A developer has proposed redevelopment of the "missing tooth" building located at 1 South Main Street, which would include 21 units. The Town has expressed the need for the project to provide affordable units as part of the project.

- **Form a Natick Affordable Housing Trust Fund**
  Attached as Appendix C is the Municipal Affordable Housing Trust Fund Bill (Chapter 491 of the Acts of 2004) signed by the Governor in January 2005. Further study is needed to understand the implications of acceptance of the Act. Although the local option Housing Trust Fund is now available, a special act may more closely meet Natick's needs. Natick should consider petitioning the General Court to create a Local Housing Trust Fund. The fund should allow local officials to pool their housing resources and allocate them to public or non-profit organizations without having to follow the real property procurement procedures of Chapter 30B.

  If the Town of Natick adopts the law, it would appoint a board of at least five trustees, one of whom would be the Chair of the Board of Selectmen of the Town. This could be the same Board as the proposed Community Development Advisory Committee. Several powers are delegated to the board, including acceptance of property from any entity including funds from sources such as impact fees; purchase of or transfer of property; borrowing and pledging property as collateral; executing deeds and leases; managing and making improvements to real property; extending the time for payment of obligations to the trust; and overseeing funds designated by

local ordinance or bylaw to the trust. The trust is exempt from property or income tax, is subject to the open meeting law, and is subject to uniform procurement processes with some exceptions.

- **Gifts**
  The Community Development Office would consider using the $40,000 gift, referenced in Section II of this Plan, for the construction of a 2-family dwelling located on the land expected to be gifted to the Town on Bacon Street. The land owner is expected to gift the land to the Town once the necessary Land Court work is completed.

- **Buy-Down of Existing Housing Units**
  In addition to private funds, the approximate $88,000 per year anticipated to be received through the WestMetro HOME Consortium could be used to purchase modestly priced homes or condominiums and resell them at affordable prices with deed restrictions that will ensure continued affordability of the units in the future. This approach to the provision of affordable units increases affordability without new construction. This could be done through tax incentives as well.

  In addition, Natick could institute a buy-down program for rental units to make the 150 Section 8 vouchers project specific. Deed restrictions could be held and enforced by the Natick Housing Partnership, a local non-profit foundation established to promote affordable housing. One unit per year could be purchased and resold under the program using funds that are now available to the Town. Natick will enroll in the State's program to provide soft second mortgages to first-time homebuyers. Affordable units will be offered on a priority basis to target populations established by the Town, such as to low- and moderate-income target populations including the elderly, town employees, families with children, and others.

- **Current and Proposed Chapter 40B Developments**
  The Cloverleaf Towers Project, a Chapter 40B development that was formerly under appeal, has received approval and is undergoing minor design modifications at the request of the Natick Zoning Board of Appeals. The project will create 183 rental units. Currently there is a 24-unit Chapter 40B development on Grant Street that is in the Housing Appeals Committee process that could result in rental units. Recently, Natick was informed by MassHousing of a Site Approval with conditions for South Natick Hills. The proposal is to build a 300 unit homeownership development on approximately 55 acres of land located on South Main Street and Rockland Avenue. Additionally, a project known as Hunter's Hill proposes **100** units to be located off South Main Street approximately 1 mile from downtown Natick.

- **Proposed Natick Mall Expansion**
  The Natick Mall Expansion project includes approximately 565,000 square feet of retail space and 213 condominium units in two buildings. The Natick Planning Board gave its approval to the retail expansion in July of 2004, with Town Meeting zoning approval provided for the residential development occurring in Fall 2005. Two major retailers, Nordstrom and Neiman Marcus, are building on the site. The current plans also call for four sit-down restaurants with full-bar service, high-end apparel, jewelry and home furnishings stores.

Preserving Affordability Today

The Planning Board made a mandatory requirement of a contribution of affordable housing as part of the approved condominium project. The Natick Mall developer, General Growth Properties, Inc., had worked with the Town to create an agreement which would require that they provide affordable housing in the Town of Natick. This requirement of affordable units will be satisfied as either subsidized units at the Mall, or off-site.

The affordable housing units created by the Mall project will be restricted in the initial and any subsequent sale to qualified income-eligible households at specific price limits that will qualify such residential units for inclusion in the Chapter 40B Inventory of Subsidized Housing. The Town and General Growth Properties, LLP will prepare and file an application with Department of Housing and Community Development (DHCD) under the "LIP – Units Only" program or any successor program to ensure the affordable housing units will be added to the DHCD subsidized housing inventory.

- **Mandatory Affordable Units**
  Develop a by-law that requires a percentage of affordable units in all multi-unit projects to at least keep pace with, or increase the affordable housing ratio.

- **Target Annual Production Number**
  Seek to attain the State required (760 CMR 31.07) production target of affordable units within Natick of ¾ of 1 percent of the town's housing stock per year in order to achieve the 10% affordable housing goal. This percentage equates to 100 new units per year.

- **Address Use Restrictions**
  Affordable units are to serve households with incomes no greater than 80% of the area median income for which the units is located. Units must be subject to use restrictions or re-sale controls to preserve their affordability as follows:
  1. Set as a minimum thirty years or longer from the date of subsidy approval or construction for new construction.
  2. For a minimum of fifteen years or longer from the date of subsidy approval or completion for rehabilitation.
  3. Alternatively, a term of perpetuity is encouraged for both new and completion of rehabilitated units.

- Employ Regulatory Agreements
  Units are or will be subject to an executed regulatory agreement between the developer and the subsidizing agency unless the subsidy program does not require such an agreement. The units are to be marketed in a fair and open process consistent with state and federal fair housing laws.

B. Long-term Goals

Over the next five years Natick will pursue the following activities to increase the stock of affordable housing in the Town:

- **Additional incentives for affordable housing**
  The Community Development Department and ZBA, in conjunction with the Planning Board, Board of Assessors and the Board of Selectmen, will investigate providing additional incentives for the development of affordable accessory apartments. These might include favorable property valuation procedures, property tax abatements or refunds and so forth. If such incentives appear feasible and practical, changes in zoning bylaws to provide these incentives will be developed and proposed for consideration by Town Meeting.

- **Continued buy-downs**
  The buy-down program described as a short-term option should be continued. Available funding provides an option to buy-down one unit per year for five years.

- **"Smart Growth Development" Chapter 40R**
  "Smart growth" is a land use concept that encourages denser housing uses in town centers, near transportation hubs, especially on sites that are underused or were industrial sites but are no longer used for that purpose. To encourage smart growth and increased housing production in Massachusetts, the Commonwealth has enacted G.L. c. 40R.

  Chapter 40R allows towns to create zoning districts of higher density, with mixed housing uses, that are subject to design criteria. A minimum of 20% of the units in a G.L. c. 40R district must be affordable. The statute provides for payments to towns for adopting a district and for each housing unit built in the district. In addition, the new G.L. c. 40S provides for a payment to towns to offset the cost of school-age children residing in a G. L. c. 40R district.

  Natick is an ideal setting for the application of smart growth concepts and, indeed, has begun enacting smart growth districts in the form of the HOOP districts. The Town of Natick should take advantage of this new program and develop more smart growth overlay districts in Town. One option is to establish a G.L. c. 40R district at the site of the former Natick Paperboard. Another option is to modify existing HOOP districts so that they comply with the requirements of G.L. c. 40R.

- **Mandatory Affordable Units**
  Develop a bylaw that requires 10% of units in developments of 10 or more units to be affordable.

- **Natick Inclusionary Housing Option Program (IHOP)**
  The Natick Inclusionary Housing Option Program applies to all developments of parcels creating ten (10) or more new residential dwelling units. Developers or property owners can apply to the Planning Board for a special permit that will permit them to receive additional units and relax frontage requirements in exchange for the provision of affordable housing units. The number of additional dwelling units permitted under the IHOP procedure may not exceed 20% of that otherwise permitted under the underlying zoning, as demonstrated by a plan submitted to the Planning Board. In determining the size of the bonus to be granted the Planning Board may

consider a number of factors, including the cost of the land, the cost of development including the cost of construction of the units and infrastructure, and the proposed market price of the units to be built.

- **Community Development Advisory Committee**
  Implement short term goals contained herein in cooperation with the appropriate Town boards and committees. In addition, the CDAC should develop additional long-term housing goals for the Town, and recommend use of the annual WestMetro HOME Funds.

- **Expiring Use Restrictions**
  The Town could begin working now to preserve the 200+ units of affordable housing with use restrictions that expire in 2014.

- **Infill Development of Natick Housing Authority Properties**
  Together with the Housing Authority, the Town should study how and where infill development could potentially be constructed on the Cedar Gardens property owned by the Natick Housing Authority.

- **Natick Labs**
  The proposed expansion of Natick Labs should include an on-site housing component with a 20% affordable requirement. Brownfields money could be used for cleanup and redevelopment.

- **Long Range Strategic Planning**
  Include housing as a key component in any long-range strategic planning process that the Town of Natick may undertake.

- **Target Annual Production Number**
  Seek to attain the State required (760 CMR 31.07) production target of affordable units within Natick of ¾ of 1 percent of the town's housing stock per year in order to achieve the 10% affordable housing goal. This percentage equates to 100 new units per year.

- **Address Use Restrictions**
  Affordable units are to serve households with incomes no greater than 80% of the area median income for which the units is located. Units must be subject to use restrictions or re-sale controls to preserve their affordability as follows:
  1. Set as a minimum thirty years or longer from the date of subsidy approval or construction for new construction.
  2. For a minimum of fifteen years or longer from the date of subsidy approval or completion for rehabilitation.
  3. Alternatively, a term of perpetuity is encouraged for both new and completion of rehabilitated units.

- **Employ Regulatory Agreements**
  Units are or will be subject to an executed regulatory agreement between the developer and the subsidizing agency unless the subsidy program does not require such an agreement. The units are to be marketed in a fair and open process consistent with state and federal fair housing laws.

Appendix B of this plan contains a planned production strategy for affordable housing in Natick, with long-term goals and five-year production targets.

Appendices

Appendix A. Actual and Proposed Inventory of Subsidized Housing (bold are proposed; see next page)

DHCD ID#	Project Name	Address	Type	Total 40B Units	Affordability Units	Built w/Comp. Permit?	Subsidizing Agency	Added Year-round Units
2063	Forest Green	Curve/High Sts.	Rental	52	Perp	No	DHCD	
2064	Cedar Gardens	Cedar Terrace	Rental	260	Perp	No	DHCD	
2065	Coolidge Gardens	4 Cottage St.	Rental	45	Perp	Yes	DHCD	
2066	William Coolidge House	72 South Main St.	Rental	20	Perp	No	DHCD	
2067	West Hill Group Homes	17 & 18 West Hill Park	Rental	8	Perp	No	DHCD	
2068	Scattered Site Family Housing	201 Pond St; 44 Curve St.	Rental	3	Perp	No	DHCD	
2069	Scattered Site Family Housing	106-108 Pond/6 Plain/ 2 Hunter Hill/1 Westview/ 92 S. Main	Rental	10	Perp	No	DHCD	
2070	School Street Family Housing	5017 School St; 8 Webster St.	Rental	8	Perp	Yes	DHCD	
2071	West Hill Park	1-16 West Hill Park	Rental	16	Perp	Yes	DHCD	
2072	Natick Housing Corporation	Bee Street	Ownership	1	2006	No	DHCD	
2073	Natick Village setaside	8 Natick Village Way	Rental	6	2042	No	EOHHS HUD FHLBB	
2074	Sherwood Village	Mill Street	Rental	236	2014	Yes	MassHousing	
4384	DMR Group Homes	Confidential	Rental	45	N/A		DMR	
2075	Walnut Street	12-13 Walnut Street	Ownership	5	Perp	No	DHCD	
2076	Walden Street	Walden Street	Ownership	2	Perp	No	DHCD	
2077	Thoreau Street	Thoreau Street	Ownership	1	Perp	No	DHCD	
	Current Natick Totals			**698**	**Census 2000 Year Round Housing Units**			**13,337**
					Percent Subsidized			**5.23%**

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Proposed	*Address*	*Type*	*Total 40B Units*	*Affordability Expires*	*Comp Permit*	*Sub Agency*	*Added Year Round Units*
Cloverleaf 40B	*Speen Street*	*Rental*	*183*	*Perp*	*Yes*	*DHCD*	*183*
Natick Mall Expansion	*Speen Street*	*Ownership*	*47*	*Perp*	*No*	*Private*	*213*
DMR/DMH Group Home	*Confidential*	*Rental*	*61*	*TBD*	*TBD*	*TBD*	*61*
Grant Street	*Grant Street*	*Rental*	*24*	*Perp*	*Yes*	*DHCD*	*24*
South Natick Hills	*South Main Street*	*Ownership*	*75*	*Perp*	*Yes*	*DHCD*	*300*
Natick Armory HOOP	*East Central Street*	*Ownership*	*4*	*Perp*	*No*	*Private*	*23*
Dewey Street HOOP	*Dewey Street*	*Ownership*	*2*	*Perp*	*No*	*Private*	*12*
Hunter's Hill	*Hunter's Lane*	*Ownership*	*25*	*Perp*	*Yes*	*DHCD*	*100*
20 South Street HOOP	*20 South Street*	*Ownership*	*5*	*Perp*	*No*	*Private*	*24*
42 South Street HOOP	*42 South Street*	*Ownership*	*2*	*Perp*	*No*	*Private*	*11*
Paperboard Project	*75 North Main Street*	*Ownership*	*28*	*Perp*	*No*	*Private*	*150*
Proposed SH Units/ Current Proposal Project			*456*				*1,101*
Existing Units			*718*				*13,337*
Total			*1,174*				*14,438*
				Percent Subsidized			*8.13%*

Note: With the above production of 456 new affordable units of planned and in-permitting projects as part of the overall development of 1,101 new units in the community, Natick will have a 8.13% affordable units percentage for the near term schedule. Natick intends upon pursuing the production goal of 100 affordable units per year to attain the 10% figure.

Proposed	*Address*	*Type*	*Total 40B Units*	*Affordability Expires*	*Comp Permit*	*Sub Agency*	*Added Year Round Units*
Cloverleaf 40B	*Speen Street*	*Rental*	*183*	*Perp*	*Yes*	*DHCD*	*183*
Natick Mall Expansion	*Speen Street*	*Ownership*	*47*	*Perp*	*No*	*Private*	*213*
DMR/DMH Group Home	*Confidential*	*Rental*	*61*	*TBD*	*TBD*	*TBD*	*61*
Grant Street	*Grant Street*	*Rental*	*24*	*Perp*	*Yes*	*DHCD*	*24*
South Natick Hills	*South Main Street*	*Ownership*	*75*	*Perp*	*Yes*	*DHCD*	*300*
Natick Armory HOOP	*East Central Street*	*Ownership*	*4*	*Perp*	*No*	*Private*	*23*

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Dewey Street HOOP	*Dewey Street*	*Ownership*	*2*	*Perp*	*No*	*Private*	*12*
Hunter's Hill	*Hunter's Lane*	*Ownership*	*25*	*Perp*	*Yes*	*DHCD*	*100*
20 South Street HOOP	*20 South Street*	*Ownership*	*5*	*Perp*	*No*	*Private*	*24*
42 South Street HOOP	*42 South Street*	*Ownership*	*2*	*Perp*	*No*	*Private*	*11*
Paperboard Project	*75 North Main Street*	*Ownership*	*28*	*Perp*	*No*	*Private*	*150*

Proposed SH Units/ Current Proposal Project	*456*		*1,101*
Existing Units	*698*		*13,337*
Total	*1,154*		*14,418*
		Percent Subsidized	*8.00%*

Note: With the above production of 456 new affordable units of planned and in-permitting projects as part of the overall development of 1,101 new units in the community, Natick will have a 8.00% affordable units percentage for the near term schedule. Natick intends upon pursuing the production goal of 100 affordable units per year to attain the 10% figure.

Appendix B. Planned Production Strategy - Long-Term Goals And Five-Year Production Targets

Need	5-Year Plan Goal	Long-Term Goal	Resources/Participants/Potential Strategies
Units for Homeless			
Chronic Homeless	5	10	Work with NHPC and other local non-profit Housing Advocacy groups to transition chronic homeless to affordable housing units, Work with the local private sector to help gain funding.
Low- and Moderate-Income Rental Units			
Elderly	5	40	Affordable Housing Bylaw,
Family	150	250	Cloverleaf 40B project permitted. Highway Mixed Use District, Affordable Housing Bylaw, Downtown Mixed Use and HOOP in Downtown Natick. Work with FHP to develop HUD-202 elderly rental housing. Work with FHPC to create a small Federal, State or HOME -assisted development on town-owned land; Friendly comprehensive permit, convert Section 8 vouchers to project-specific vouchers and include on Chapter 40B inventory.
Individual	150	200	Cloverleaf 40B project permitted. Highway Mixed Use District, Downtown Mixed Use and HOOP in Downtown Natick. Affordable Housing Bylaw, CRA, HOME or other Federal or State revenue, convert Section 8 vouchers to project-specific vouchers and include on Chapter 40B inventory.
Disabled Persons	10	25	Work with Natick Housing Authority, and other local non-profit Housing Advocacy groups, and Mass. DMH/DMR to develop 10 units of housing for persons with disabilities. Require special permits to include accessible units
Workforce/Middle-Income Rental Units			
Family	40	100	Special Permits for residential development, HOOP, Friendly comprehensive permit sponsored by NHPC & town.
Individual	20	30	Affordable Housing Bylaw, Accessory Apartment Bylaw, Friendly comprehensive permit sponsored by FHP & town.
Homeownership Units			
Moderate-income family	60	150	Natick Mall Expansion project permitted. Highway Mixed Use District, Downtown Mixed Use, Affordable Housing Bylaw, and HOOP in Downtown Natick. Cluster Development, Federal, State or HOME -assisted acquisition/disposition projects.
Moderate-income elderly and individual	60	150	Natick Mall Expansion project permitted. 40B Projects. Affordable Housing Bylaw, Highway Mixed Use District, HOOP in Downtown Natick. Federal, State or HOME-assisted acquisition/disposition projects; PUD developments
TOTALS	500	905	

Appendix C

Municipal Affordable Housing Trust Fund Bill

Chapter 491 of the Acts of 2004 (H.4709 amended)

Signed by Governor on January 7, 2005

SECTION 1. Chapter 44 of the General Laws is hereby amended by inserting after section 55B, as appearing in the 2002 Official Edition, the following section:-Section 55C.

(a) Notwithstanding section 53 or any other general or special law to the contrary, a city or town that accepts this section may establish a trust to be known as the Municipal Affordable Housing Trust Fund, in this section called the trust. The purpose of the trust is to provide for the creation and preservation of affordable housing in municipalities for the benefit of low and moderate income households. For the purposes of this section, acceptance shall be in a town by vote of an annual town meeting, and in any other municipality in accordance with section 4 of chapter 4.

(b) There shall be a board of trustees, in this section called the board, which shall include no less than 5 trustees, including the chief executive officer, as defined by section 7 of chapter 4, of the city or town. Trustees shall be appointed in a city by the mayor or by the city manager in a Plan D or Plan E municipality, subject in either case, to confirmation by the city council, and in a town by the board of selectmen, shall serve for a term not to exceed 2 years, and are designated as public agents for purposes of the constitution of the commonwealth.

(c) The powers of the board, all of which shall be carried on in furtherance of the purposes set forth in this act, may include, but not be limited to, the following:-

(1) to accept and receive property, whether real or personal, by gift, grant, devise, or transfer from any person, firm, corporation or other public or private entity, including without limitation grants of funds or other property tendered to the trust in connection with provisions of the city or town zoning code or any other town ordinance;

(2) to purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;

(3) to sell, lease, exchange, transfer or convey any personal, mixed, or real property at public auction or by private contract for such consideration and on such terms as to credit or otherwise, and to make such contracts and enter into such undertaking relative to trust property as the board deems advisable notwithstanding the length of any such lease or contract;

(4) to execute, acknowledge an deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the board engages for the accomplishment of the purposes of the trust;

(5) to employ advisors and agents, such as accountants, appraisers and lawyers as the board deems necessary;

(6) to pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the board deems advisable;

(7) to apportion receipts and charges between incomes and principal as the board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;

(8) to participate in any reorganization, recapitalization, merger or similar transactions; and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to

any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;

(9) to deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the board may deem proper and to pay, out of trust property, such portion of expenses an compensation of such committee as the board may deem necessary and appropriate;

(10) to carry property for accounting purposes other than acquisition date values;

(11) to borrow money on such terms and conditions and from such sources as the board deems advisable, to mortgage and pledge trust assets as collateral;

(12) to make distributions or divisions of principal in kind;

(13) to comprise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor or against the trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of this act, to continue to hold the same for such period of time as the board may deem appropriate;

(14) to manage or improve real property; and to abandon any property which the board determined not to be worth retaining;

(15) to hold all or part of the trust property uninvested for such purposes and for such time as the board may deem appropriate; and

(16) to extend the time for payment of any obligation to the trust.

(d) Notwithstanding any general or special law to the contrary, all moneys paid to the trust in accordance with zoning ordinances of the town, exaction fees, ordinances, or private contributions shall be paid directly into the trust and need not be appropriated or accepted and approved into the trust. General revenues appropriated into the trust become trust property and to be expended these funds need not be further appropriated. All moneys remaining in the trust at the end of any fiscal year, whether or not expended by the board within 1 year of the date they were appropriated into the trust, remain trust property.

(e) The trust is a public employer and the members of the board are public employees for purposes of chapter 268A.

(f) The trust shall be deemed a municipal agency and the trustees special municipal employees, for purposes of chapter 268A.

(g) The trust is exempt from chapters 59 and 62, and from any other provisions concerning payment of taxes based upon or measured by property or income imposed by the commonwealth or any political subdivision thereof.

(h) The books and records of the trust shall be audited annually by an independent auditor in accordance with accepted accounting practices.

(i) The trust is a governmental body for purposes of sections 23A, 23B and 23C of chapter 39.

(j) The trust is a board of the city or town for purposes of chapter 30B and section 15A of chapter 40; but agreements and conveyances between the trust and agencies, boards, commissions, authorities, departments and public instrumentalities of the city or town shall be exempt from said chapter 30B.

SECTION 2. Section 5 of chapter 44B of the General Laws, as so appearing, is hereby amended by adding the following paragraph:- A city or town may appropriate money in any year from the Community Preservation Fund to an affordable housing trust fund.