WALTHAM COMMUNITY DEVELOPMENT PLAN

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Prepared by the
Metropolitan Area Planning Council,
Central Transportation Planning Staff,
Waltham Planning Department

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AVAILABILITY

This Community Development Plan is available on Waltham's official municipal website: http://www.city.Waltham.ma.us , under "Plans and Reports" on the Planning Department's web page.

Reference copies are available at the Waltham Public Library at 735 Main Street and the offices of the Waltham Planning Department at 119 School Street.

EXECUTIVE SUMMARY

Project Overview

In the Spring of 2003, the City of Waltham was granted $30,000 in planning services to complete a Community Development Plan (CDP), pursuant to Executive Order 418. Executive Order 418 enabled communities to prepare for future development by creating visions, goals, and strategies in four areas: natural resources and open space, housing, economic development, and transportation. Four state agencies provided funding for this program: the Executive Office of Environmental Affairs, Department of Housing and Community Development, Executive Office of Transportation and Construction, and the Department of Business and Technology. It was intended to build on the state's earlier funding of "buildout" analysis of communities' zoning capacity for additional development, which was completed for Waltham in the spring of 2000. Pre-planning work for Waltham's CDP was conducted in a Visioning workshop in November, 2002 prior to formal approval of Waltham's full EO 418 application. In April, 2004, the draft plan was presented for public input.

This Waltham Community Development Plan document was produced by the Metropolitan Area Planning Council (MAPC) and the Waltham Planning department, and incorporates the City's 2005 Open Space Plan, the 2003 Housing Plan and the 2005 Buildout Analysis as well as findings and recommendations from the Economic Development element produced by MAPC and the Transportation element conducted by Central Transportation Planning Staff (CTPS) within the EO 418 process. The City has initiated a detailed analysis and revision of its zoning ordinance as a follow up to the CDP to better align zoning regulations with its goals and strategies.

Background

Waltham has long played a prominent role in metropolitan region. Established as an agricultural community, the town early on began a transformation to an industrial city with the establishment of textile mills along the Charles River early in the 1800s. Today, Waltham is a bustling community of almost 60,000 with a wealth of assets, as well as some challenges typical of an established city:

The City has relatively little vacant land, yet the build-out analysis in 2000 identified the potential for significant commercial re-development under existing zoning. However, concern has been expressed by residents about the large scale of some recent development projects, and a number of key road intersections are experiencing degraded levels of service. About 20% of the City's land is currently tax exempt, but a number of large government parcels are scheduled for disposition, creating the opportunity for substantial changes in land use in the coming decades.

The City has significant natural assets in a number of large parks and estates, as well as the Charles River, which runs through the downtown and is a focus for both economic revitalization and recreation. Residents expressed interest in connecting parks and neighborhoods with the downtown and with open space and trails in neighboring communities. Cultural assets include museums and historic properties, as well as an eclectic mix of restaurants in a rejuvenated downtown.

Waltham is attracting more single-person households and losing single-parent families at a faster pace than is typical for the region. Almost half of households have incomes that qualify as low-to-moderate income for federal housing programs, and the City would need to add over 1,000 more affordable units to meet the state's goal of having 10% of units affordable. Over 5,000 households are on the Housing Authority waiting list for its affordable units.

Waltham is one of the primary economic engines of metropolitan Boston. With over 60,000 jobs, it is the third largest employment center in the region and has the third most highly valued commercial/industrial tax base in Massachusetts. The city's concentration of "high tech" businesses has experienced significant job losses and office vacancies in recent years, but Waltham remains a regional center for growing, high-paying industries centered on information technology, communications, education, consulting services, and manufacturing.

The city's population and resident workforce are growing slowly. Rising incomes, low unemployment, and rising educational levels point to a workforce increasingly oriented toward managerial, professional, and technical occupations. At the same time, Waltham is home to a growing immigrant community with substantial need for workforce development services.

Community Development Plan Map

The Community Development Plan was derived in large part from citizen input that clearly expressed a vision of leveraging the city's existing assets in ways that would enhance rather than detract from the community. Many of the site specific recommendations relate to revitalizing the downtown as an economic, cultural, and residential asset and in tying various sections of the city together with a network of open spaces. The CDP Map (Map 5) shows those recommendations that entail some change in land use in the town.

Downtown
Extend the revitalization of the Moody Street corridor to the rest of downtown by upgrading public streetscapes, expanding mixed use zoning, and leveraging cultural, historical, and recreational resources. Enhance marketing of downtown to local residents and visitors, recruit businesses to fill gaps in the vision for downtown, and explore additional housing development in the downtown to expand the market for retailers and provide needed housing opportunities.

Former Metropolitan State Hospital Site
Promote and enhance active and passive recreational uses on Waltham's portion of the grounds of the former Metropolitan State Hospital. Explore the feasibility of a municipal golf course on the site.

Fernald Center Campus
Determine appropriate uses for the large state facility that may be surplused in the near future.

Former Frederick C. Murphy Federal Center
Maintain the recently constructed Veterans Memorial Athletic Complex.

Hardy Pond
Enhance recreational uses in and around Hardy Pond by acquiring tax delinquent wetland properties along the western shoreline, and expanding facilities at Lazazzero Playground.

Open Space Connections
Explore creating a series of attractive corridors/trails/paths linking parks, open space, residential neighborhoods, downtown Waltham, and gateways to the city. This can be started by acquiring or securing permanent public access to several key open space parcels, including the Lincoln Woods property, the Stigmatine Espousal Center, the University of Massachusetts Field Station, and the Berry Farm site amongst others.

Potentially Surplus School Buildings
Explore potential for reuse of properties, if and when surplused by the School Committee, for affordable housing, including Banks, South Middle, Lawrence, and Bright Schools.

Additional Strategies and Recommendations

A number of other recommendations in the plan would not necessarily result in a change in the land use of an area, or are not specific to particular locations.

Natural Resources and Open Space

The City's Open Space and Recreation Plan identified a number of citywide strategies:

- Develop recreational facilities in areas where service is currently inadequate, or in areas where new development will require additional facilities
- Expand recreational opportunities by developing trail systems for cross-country skiing, hiking, bicycling, and jogging.
- Provide recreational opportunities and facilities for the special needs population
- Provide access to and improve water-based recreation opportunities such as boating, swimming, and fishing.
- Improve and upgrade current recreational facilities.
- Include needed recreational facilities in any reuse plans for State and Federal holdings in Waltham
- Increase public open space in the downtown area that will link historic and cultural assets with greenways along the Charles River.

- Explore alternative means of securing long-term access/control of open spaces via conservation restrictions, licenses and easements.
- Explore enhancing the protection of existing municipal open spaces by shifting jurisdiction of such land to the Conservation Commission, or by placing Conservation Restrictions on them, or by placing them in Conservation / Recreation Districts.

Housing

The City is urged to adopt policies to improve the balance of housing opportunities, targeting scarce public resources toward low-, moderate-, and possibly median-income households, and setting numerical goals.

- Reaffirm the City's commitment to affordable housing, adopt a numerical production goal, consider an annual contribution to the Housing Trust Fund, and adopt guiding principles for housing development.
- Improve the effectiveness of the Waltham Housing Partnership Committee (WHPC) and other key housing groups. The WHPC is urged to draft policy documents for consideration by the City; report regularly to the Mayor and the City Council; take steps to upgrade its status and visibility; and take the lead in pursuing housing element recommendations.
- Adopt policies governing the Housing Trust Fund, consider a variety of fundraising options, and develop a long-range plan to increase funds for housing.
- Establish guidelines for using the Comprehensive Permit process as a positive tool to encourage desirable affordable housing.
- Make zoning more supportive of affordable housing by improving the Affordable Housing Provisions (inclusionary zoning); adding linkage and revisions governing multi-family housing, mixed-use development, "smart growth," accessory apartments, lodging houses, and other requirements.
- Engage in dialogue with the colleges in Waltham for housing-related assistance, using town-gown housing examples provided here.
- Work with HUD, the owner of the affordable units in The Mill, and others to ensure that property remains affordable. Other preservation suggestions include continuing existing programs, proactively seeking properties for acquisition and rehabilitation, and streamlining review procedures.
- Pursue opportunities for new housing units in potentially surplus public and privately owned property, as well as market-rate redevelopment where affordable housing provisions apply.

Economic Development

The Economic Development identified a series of goals, policies and strategies

- Protect all of Waltham's neighborhoods from commercial encroachment and negative impacts of development.
- Recognize that economic development should expand and strengthen the tax base which in turn eases the tax burden on residential properties and contributes to the quality of life.
- Evaluate economic development as it related to the other components of the Community Development Plan.
- Reconcile the potential benefits of development projects to expand the tax base and provide jobs with the impacts of development on the City's infrastructure.
- Appreciate the fact that the downtown and the commercial areas along 128 have different economies and scales, and do not and cannot compete against each other.
- Recognize the distinctive appeal of the downtown and the commercial property within the Route 128 transportation corridor and promote their respective advantages.
- Recognize that "the downtown" consists of different components with different characteristics and therefore warrant different strategies to maintain or improve economic conditions.
- Seek to protect and strengthen the existing job base and create new employment opportunities without overburdening the City's infrastructure.
- Support the business community and acknowledge its contributions to Waltham.
- Explore options for stimulating entrepreneurial activity, such as micro loans and technical assistance for startup businesses serving local residents and businesses in targeted areas.

Citywide

- Control development in order to insure that impacts do not overwhelm the City's infrastructure.

- Provide easily accessible information relative to land use ordinances and regulations including a clearly articulated development process.
- Maintain a strong working relationship with the Waltham West Suburban Chamber of Commerce.
- Work with the Waltham Tourism Council to promote Waltham's historical, cultural, and recreational amenities.
- Undertake aggressive grant reconnaissance in order to minimize reliance on the municipal tax base.
- Recognize that economic development initiatives are linked with land use and land use regulatory controls (See Land Use Element of Community Development Plan.)
- Improve the City's visual character by removing utility poles and placing utility lines underground

Downtown

- Persist in efforts to make the downtown an attractive place to work, shop and invest.
- Create a welcoming atmosphere for prospective retailers and other businesses.
- Continue to maintain and improve streetscape improvements and basic infrastructure.
- Extend streetscape and infrastructure improvements beyond the traditional core downtown (Moody Street between Main and High Streets).
- Examine structured and non-structured approaches to expand the parking supply.
- Create a Visitors Center.
- Investigate initiatives to exploit the competitive advantage of the Charles River.
- Explore use of the City's trolley to encourage hotel visitors to patronize the downtown.
- Explore options for stimulating entrepreneurial activity, such as micro loans and technical assistance for startup businesses serving local residents and businesses in targeted areas.
- Study ways of attracting more affluent clientele for downtown businesses during the day

Commercial Areas outside of the Downtown

- Consider reviewing and, as appropriate, amending the Zoning Ordinances consistent with the recommendation of the Community Development Plan.

Transportation

- Continue implementing signal upgrades based on the results of the inventory of the city's signal system.
- Institute a systematic traffic count program to allow the city to track changes in traffic patterns.
- Conduct a more detailed analysis at intersections with higher than average crash rates, and for which no current redesign plans exist to determine the nature of existing problems and how they can be corrected.
- Coordinate economic development planning and transportation planning.
- Continue implementing signal upgrades based on the results of the inventory of the city's signal system.
- Pursue detailed, comprehensive local or municipal-level transportation plans; integrate the plans into the Community Development Plan.

Land Use

Preliminary findings indicate that Waltham's current Zoning Ordinances allow maximum By-Right development of:

- Approximately 5,700 additional dwellings (in single or multi-family homes) and
- Almost 2,900,000 square feet (SF) of new commercial (retail/business/office/) space.
- Wards One and Four have the highest potential, and Wards Eight and Nine have the lowest potential, for By-Right residential development in this analysis.
- Wards One and Seven have the highest potential, and Wards Six and Nine have the lowest potential, for By-Right commercial development in this analysis.

Preliminary findings indicate that Waltham's current Zoning Ordinances allow maximum Special Permit development of:

- Approximately 12,200 additional dwellings (in single or multi-family homes) and
- Nearly 42,000,000 square feet (SF) of new commercial (retail/business/office) space.

- Wards Four and Nine have the highest potential, and Wards Three and Seven have the lowest potential, for Special Permit residential development in this analysis.
- Conversion of commercial and industrial buildings in Wards Eight and Nine into housing could generate nearly 7,000 additional dwellings, while development of the Fernald Center in Ward Four can yield over 2,500 homes under Special Permit conditions.
- Wards One and Seven have the highest development potential, and Wards Eight and Nine have the lowest potential, for Special Permit commercial development in this analysis.
- Properties clustered along Route 128, in Ward One, have zoning capacity for development of an additional 25,000,000 square feet (SF) of space.

These initial findings are subject to revision and modification but are a basis for future land use planning in the community and to determine revisions in existing land use ordinances and regulations in order to ensure that impacts do not overwhelm the city's infrastructure. They are conservative in that they currently do not project development of most tax-exempt parcels in Waltham, which are assumed to remain unchanged from their current state.

Comments

The Waltham City Council's Community Development Committee offered the following revisions on March 21, 2005:

i. Assess parcels at-risk along the route of the proposed Waltham Greenway;
ii. Acquire and/or protect entire surplus MBTA right-of-way proposed for use as the Waltham Wayside Rail Trail;
iii. Consolidate public and private "paper" lots west of Hardy Pond to protect the site and promote recreation in the area;
iv. Explore methods of land donation for parcels with significant open spaces;
v. Protect Square Pond and analyze construction of a board walk to allow the public to safely access the site;
vi. Revise error in Ward Six "Access to Water" chart;
vii. Consolidate municipal land holdings around Hardy Pond to help maintain and improve water quality;
viii. Improve the water quality and sedimentation in Hardy Pond;
ix. Protect municipal access to the Winter Street ice rink, currently owned by the Commonwealth, through acquisition or written agreement;
x. Protect the Connors Pool on River Street, currently owned by the Commonwealth, through acquisition or written agreement, from demolition, sale or transfer to parties that would discontinue the property's recreational functions;
xi. Convene a reuse committee for the site of the former Woerd Avenue landfill;
xii. Increase protection of municipal owned open spaces and recreational facilities;
xiii. Compile a forest management plan for the Storer conservation lands;
xiv. Convey all property in the city that falls under MGL Article 97 to the Waltham Conservation Commission;
xv. Explore opportunities to create vest pocket parks in and around the Southside neighborhood.

INTRODUCTION

In the Spring of 2003, the City of Waltham was granted $30,000 in planning services to complete a Community Development Plan (CDP), pursuant to Executive Order 418. Executive Order 418 enabled communities to prepare for future development by creating visions, goals, and strategies in four areas: natural resources and open space, housing, economic development, and transportation. Four state agencies provided funding for this program: the Executive Office of Environmental Affairs, Department of Housing and Community Development, Executive Office of Transportation and Construction, and the Department of Business and Technology. It was intended to build on the state's earlier funding of "buildout" analysis of communities' zoning capacity for additional development, which was completed for Waltham in the spring of 2000. Pre-planning work for Waltham's CDP was conducted in a Visioning workshop in November, 2002 prior to formal approval of Waltham's full EO 418 application. In April, 2004, the draft plan was presented for public input and submitted to the Commonwealth of Massachusetts for approval in July of 2004.

The EO 418 program allowed communities to re-allocate funds from individual plan elements for which their existing plans met the intent of the program. The state Interagency Work Group accepted Waltham's existing Open Space Plan as equivalent in late 2002, and the City allocated an additional $20,000 to fund a Comprehensive Housing Plan outside of the 418 process, which was completed by the Metropolitan Area Planning Council (MAPC) in February 2003. The City was thus able to allocate additional funding to the two remaining elements and the pulling together of the final Community Development Plan.

The City engaged the Metropolitan Area Planning Council (MAPC) and the Central Transportation Planning Staff (CTPS) as its consultants to complete the CDP. Over the course of eighteen months, MAPC facilitated four public workshops:

- Visioning, November 21, 2002;
- Economic Development, September 24 and October, 23, 2003
- Putting it All Together, April 22, 2004

This Waltham Community Development Plan document was produced by MAPC, and incorporates the City's 2000 Open Space Plan and 2003 Housing Plan, as well as findings and recommendations from the Economic Development element produced by MAPC and a traffic conducted by Central Transportation Planning Staff (CTPS) within the EO 418 process. The report is organized around: Vision, Open Space, Housing, Economic Development, Transportation, and Putting it All Together. The City has initiated a follow up effort to the CDP comprising a detailed analysis and revision of its zoning ordinance to better align zoning regulations with its goals and strategies.

Throughout this report, we provide perspective on trends in Waltham by comparing the town to larger geographic regions. Often we refer to the "MAPC region." This is the area covered by the Metropolitan Area Planning Council and includes the 101 communities of metropolitan Boston from Cape Ann to Duxbury and from Boston out to Interstate 495. We also refer to the "subregion", which refers to MAPC's 24 Inner Core communities: Arlington, Belmont, Boston, Braintree, Brookline, Cambridge, Chelsea, Everett, Holbrook, Lynn, Malden, Medford, Melrose, Milton, Nahant, Newton, Quincy, Randolph, Revere, Saugus, Somerville, Waltham, Watertown, and Winthrop.

VISION

The Visioning session was the initial public event for the CDP process. It was held in November, 2002 for an audience of over 50 residents from throughout the community. One key product of the meeting was a draft vision statement for the city.

The City of Waltham seeks to improve its overall quality of life by:

- Preserving and enhancing its key strengths – its location, access to highways and commuter rail, relatively low taxes, diversity, community medical facilities, and cultural and environmental assets;
- Reducing its liabilities – overdevelopment (pro-development attitude, reactive zoning), traffic, insufficient parking, lack of trees, threats to open space, and need for better education; and
- Targeting resources and planning initiatives to take advantage of key opportunities – Main Street and Moody Street streetscapes and revitalization; development and preservation of Trapelo Road, community reuse of surplus state and federal properties; completion and maintenance of the Riverwalk; use of the river and Hardy Pond; and a traffic plan that is bicycle and pedestrian friendly.

Full results of the Visioning workshop are presented in Appendix F.

NATURAL RESOURCES, RECREATION AND OPEN SPACE

SECTION 1 - PLAN SUMMARY

The City of Waltham Open Space and Recreation Plan 2006 has been developed to provide a framework for ensuring the protection of natural resources while enhancing existing recreational opportunities in Waltham. This Plan has evolved, through citizen participation and analysis, from The 1994 and 2000 Open Space and Recreation Plans. It builds upon the former goals and objectives by taking into account changes in the built and natural landscape over the past five years.

Open space benefits Waltham's residents by providing opportunities for recreational and aesthetic enjoyment. In its natural state, open space provides places for wildlife habitats, functions as a drainage detention area, and preserves ecologically sensitive natural resources. From the Charles River to Waltham's large parks, open space plays an important role in both the natural and built environment. Waltham residents understand how natural resources affect their overall quality of life, and enhancing and expanding these resources are a high priority.

Consequently, the City of Waltham has identified the following basic goals that are expanded upon throughout this Plan:

- Provide varied, well-distributed and balanced recreation facilities and programs for all residents of Waltham,
- Acquire, protect and conserve Waltham's open space;
- Protect and enhance Waltham's water resources;
- Develop additional parks and recreation areas;
- Develop conservation management capacity and
- Create regional open space and recreational systems that cross municipal boundaries and are a part of an overall regional network and
- Acquire, develop and protect open space during the disposition process of federal and state property.

SECTION 2 - INTRODUCTION

Statement of Purpose

The purpose of The 2006 Open Space and Recreation Plan is to reinforce the importance of preserving open space, enhancing and increasing recreational opportunities, and to identify a course of action to guide the City of Waltham in its planning for open space and recreation in the future.

In recognition of the importance of protecting and enhancing open space and recreational opportunities, the City of Waltham has developed a series of plans to guide the City in its decision making. In 1978, the Waltham Planning Department developed the City's first formal Recreation and Conservation Plan. In 1988, a consulting firm worked with various City agencies to prepare the 1988 Open Space and Recreation Plan. Also, in 1992, the Planning Department prepared a Recovery Action Program (RAP) that enumerates strategies for recovery and enhancement of Waltham's recreation system. The 1994 Open Space and Recreation Plan is an update to the 1988 Open Space and Recreation Plan but also incorporates citizen input and elements of the 1992 RAP. The 2000 Open Space and Recreation Plan further updated the previous plan with significant citizen participation. The 2006 Open Space and Recreation Plan builds on the accomplishments of the past five years while providing updated goals and priorities for these continuing efforts.

Planning Process and Public Participation

The Open Space and Recreation Plan 2006, which has evolved over the past two decades, is based upon a long planning process including public participation.

Beginning with The 1988 Open Space and Recreation Plan, the City of Waltham has solicited public input in developing plans for open space. In drafting the 1988 Plan, the City's consultant worked under the direction of the

Planning Department and in close collaboration with the Conservation Commission, the Parks and Recreation Department, the City Engineer's Office, and other municipal agencies and departments. The former MDC, now Department of Conservation and Recreation (DCR) contributed to the study as well. Comments and recommendations from all of these departments and agencies were incorporated into the plan. During its development, the 1988 Plan was made available to residents of Waltham through established neighborhood associations. The Director of Parks and Recreation and the Parks and Recreation Board met with the neighborhood associations to garner citizen input. Recreational goals and priorities for neighborhoods were established and incorporated into the plan.

In preparing the 1994 Plan, the Planning Department mailed questionnaires on open space and recreation issues to the City Council, the Parks and Recreation Board and the Conservation Commission. Follow-up phone calls were made to gather further input. In the spring of 1993, the draft 1994 Open Space and Recreation Plan was discussed at open meetings of the Parks and Recreation Board and the Conservation Commission. A member of the Planning Department reviewed the update and asked for further input and ideas from the boards. Other agencies involved in conservation and open space planning were also contacted including DCR, the Beaverbrook Association and the Charles River Watershed Association. Furthermore, the Planning Department published a questionnaire on open space and recreation in the local newspaper in both English and Spanish, which was delivered to every household in the City. The Planning Department received 300 surveys, which were then tallied by ward.

The Open Space and Recreation Plan 2000 built upon the preceding citizen participation processes by gathering additional input from city officials and members of boards who are in constant contact with their constituents and understand the needs and concerns of their neighborhoods. Input was solicited from the City Council, Parks and Recreation Board, Board of Planning and Survey, Conservation Commission, Council on Aging and School Committee. In addition, the Planning Department conducted a citywide survey in early 2000. Questionnaires, written in both Spanish and English, were printed in the local newspaper, made available in the public library and Planning Department, and placed on the Internet. The Planning Department tallied the results and incorporated them into the Plan.

Furthermore, a needs assessment and inventory were completed in the summer of 1999 in preparation for an application for the acquisition of surplus federal property in Waltham. The assessment, conducted by the Planning Department in conjunction with the Parks and Recreation and School Departments, was an update to the studies completed in 1994.

The 2006 Open Space and Recreation Plan reinforces the goals from the 2000 Open Space and Recreation Plan; it encompasses what has been accomplished in the last five years, including which previous goals were met, and establishes new objectives in keeping with the overall vision of the plan. Additional input and contributions have been made in various forums, including a community workshop entitled "*Envision Waltham 2020: Charting the Future*," which enabled citizens to develop a Community Development Plan based on their concerns, hopes and desires for their community. An additional forum was provided by *Healthy Waltham*, a civic group interested in improving the health and quality of life for people who live, work and learn in Waltham. The participants of this workshop were clearly aware of how vital open space and recreation are to the overall quality of life of a community. Additional input has been provided by Mayor Jeannette A. McCarthy's recommendations, which outline opportunities for acquiring land from state and federal agencies for the explicit purpose of preservation and open space, in addition to continued improvements to existing recreational and open space amenities. Contributions were also made by the Waltham Land Trust, a private non-profit organization that has been active in promoting stewardship, land acquisition and preservation as well as fostering public outreach programs. City Councilors, City departments and other citizen groups have also contributed their concerns and goals for future preservation, enhancement and improvement of open space and recreational facilities.

SECTION 3 - COMMUNITY SETTING

A. Regional Context

Waltham is a densely populated suburb approximately 10 miles west of downtown Boston. Waltham's location has historically been a defining factor in its development. The Charles River, which traverses Waltham, has been a dominant natural resource with important implications for the development of Waltham, whereas Waltham's physical location within the region relative to the man-made transportation network has also been a critical determinant of Waltham's development patterns.

South Waltham can be characterized as an older mill city whose economic vitality once depended on the Charles River. In contrast, North Waltham's development has been heavily influenced by the City's proximity to Boston and the construction of Route 128 and the Massachusetts Turnpike in the 1950's that resulted in a second industrial revolution for the City. As a result of the new commercial development, many new housing developments have occurred in north Waltham. Land consumption for development of office parks, apartment complexes and residential subdivisions has left north Waltham with very little vacant and open space, while the dense development of south Waltham leaves a glaring deficiency in open space.

Much of Waltham's land use is dedicated to institutional uses that have regional if not greater scope. State, regional, federal and non-profit holdings in Waltham provide critically important uses for the region and even the country. In fact, approximately 20% of Waltham's land is in tax-exempt status. The Girls Scouts, Brandeis University and Bentley College, while providing important services that extend well beyond Waltham's borders, limit the City's ability to secure additional open space.

In recent years, several State and Federal entities have initiated or completed processes to dispose of land—thereby posing major open space implications for Waltham as well as the region. The City of Waltham is committed to taking advantage of any opportunities to create open space and develop recreational opportunities on what was once institutional land.

Specifically, the Commonwealth disposed of the Middlesex County Hospital, which was converted to a privately operated hospital. It is now being converted into housing for over-55 aged residents. The State is currently undergoing disposition of the Metropolitan State Hospital, which lies in the communities of Waltham, Lexington, and Belmont. The Metropolitan State Hospital (Met State) site is the largest tract of open space remaining within the Route 128 belt. Much of Met State's 330 acres is either wetlands or other sensitive natural resources. Waltham has been working with Lexington, Belmont and the State to preserve over 200 acres of the site as open space. The City of Waltham purchased 54 acres of the former Met State Hospital for recreational use and is exploring alternatives to its ultimate reuse. The City also purchased the former Gaebler School, which was part of Met State, for municipal use. The City purchased an additional 32 acres from the Our Lady Comforter of the Afflicted Church in June of 2005.

In 2001, the City of Waltham acquired from the federal General Services Administration 32.5 acres of the former Frederick C. Murphy Federal Center. In 2005, the City completed construction of 4 multi-use fields, 2 softball fields on the former hospital property.

There is an abandoned MBTA-owned railroad right-of-way that runs through the center of the City of Waltham to the towns of Belmont to the east and Weston to the west. The City is working with the MBTA to develop the right-of-way for a recreational/bike trail that will provide non-vehicular transportation through Waltham with potential access to the City of Boston for commuters and recreational users.

B. History of Community

When Waltham was incorporated a town in 1738, it was an agricultural community. Neighbors watched carefully over each other in a sparsely populated landscape, forming the first "neighborhoods" at Piety Corner, Pond End, and on Trapelo Road. During this period, Waltham became the gateway to settlements in Sudbury, Weston, and farther west. Main Street or Route 20, was then called "The Great Road West" and "The Boston Post Road."

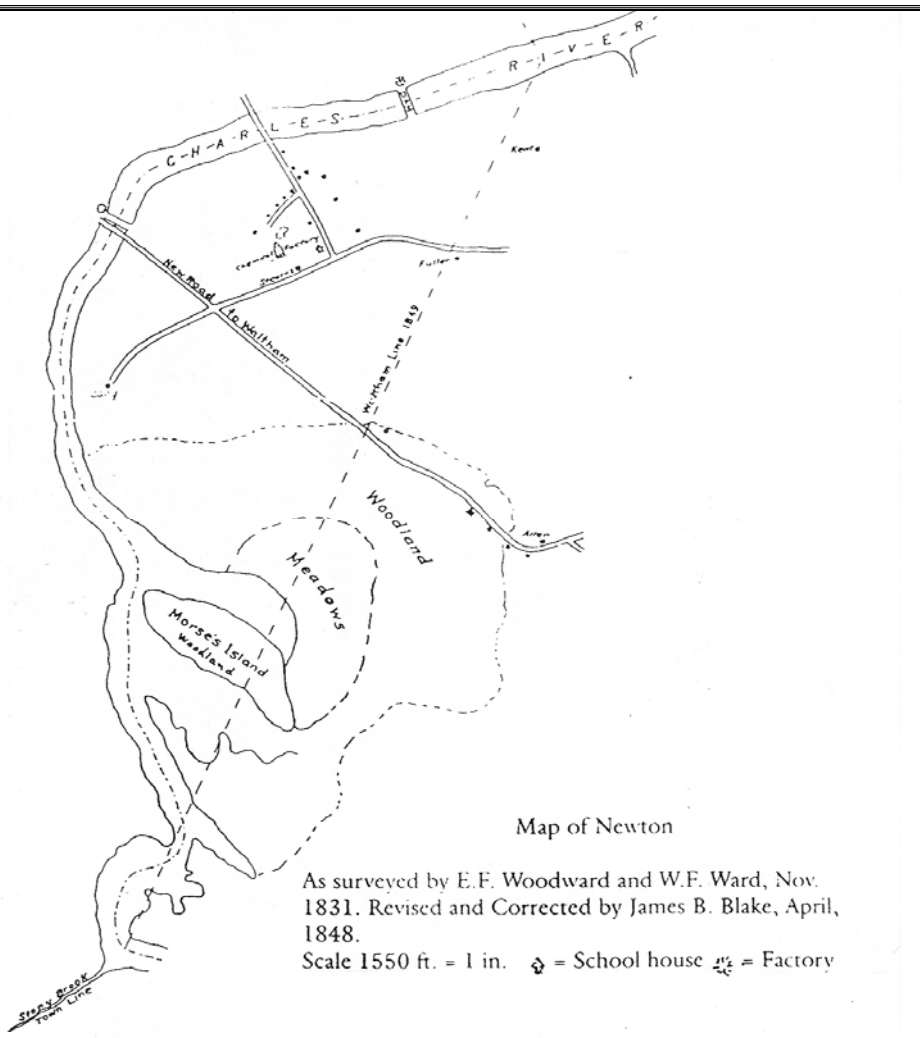
The beginning of the 19th Century witnessed a profound and irrevocable change in Waltham with the opening of the Boston Manufacturing Company (BMC) textile mill in 1813. In 1849, prompted by extensive development near the BMC, the town purchased 600 acres across the river and created what is today known as the, “south side”. Industry also promoted the growth of neighborhoods along the river, on Charles and Felton Streets to the west of the Common, and on River Street to the east.

From roughly 1820 to 1884, when Waltham became a city, the town experienced rapid population growth. Immigrants from Europe flooded into Waltham to contribute to the industrial labor force. In South Waltham, recreational use of the Charles River was strong. People took advantage of boating, canoeing, fishing and swimming activities. Boat houses and the dance hall, "Nutting's-on-the-Charles", provided centers for riverfront recreation and entertainment.

In 1920 the city established its first zoning ordinance to control development. Waltham's expansion resulting from the Industrial Revolution meant increased development throughout the city to house new residents. The south side was a congested industrial and ethnic neighborhood. Other neighborhoods developed on former farmland, and also appeared north of the river. At this point, the Charles River became neglected; recreational use was at a minimum. The banks of the Charles were unprotected from dumping and encroachment. A former Waltham cement company cleaned its trucks in the river at one time and the river's condition even prompted a malaria scare in the 1930's. However, attitudes started to change in the late 60s and 70s. In 1972, the federal government passed the Clean Water Act and Massachusetts followed with the adoption of wetlands regulations.

Transportation made a major impact in Waltham in the early 1950s when Route 128 and subsequently the Mass. Pike were built. Large farms encircling the city gave way to office parks for the high technology industry. The land surrounding the new Route 128 was zoned to promote commercial development. Brandeis University and Bentley College campuses were established. Apartment complexes were constructed near the center of the city and other housing subdivisions were developed to accommodate new residents.

City of Waltham
Open Space & Recreation Plan, 2006
HISTORIC MAP OF MOODY STREET



This map shows the south bank of the Charles River in Newton in 1848 just before the 600 acres were annexed by Waltham. The "New Road to Waltham," later renamed Moody Street, opened in 1847. Two earlier roads had gone across this land since the seventeenth century. The road from the Fuller house past the Stearns house to the Cary house is now High Street and Maple Street. The road from the "Chemical Factory" north across the river is now Newton Street.

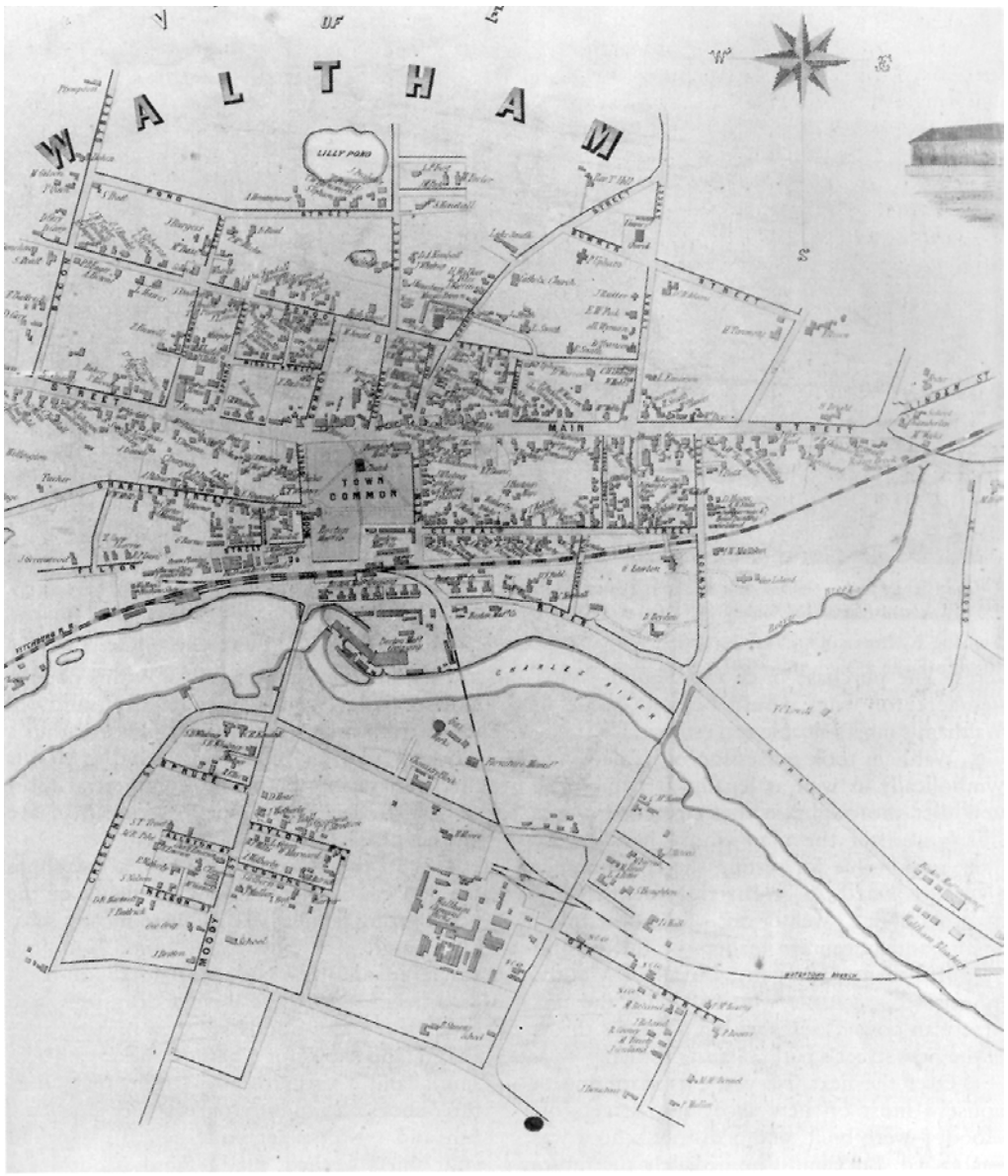
Traced and updated by C.E. Bengston and E. L Sanderson, 1931. Courtesy of the Waltham Historical Society.

Waltham Planning Department Ronald G. Vokey, Director Prepared: 1/1/2006

City of Waltham

Open Space & Recreation Plan, 2006

WALTHAM IN 1854



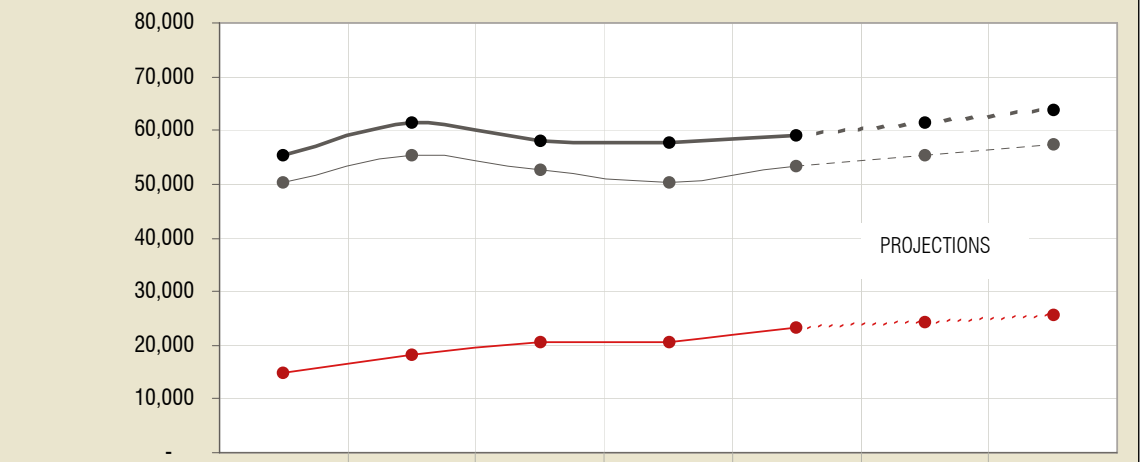
By 1854, when this map was published, settlement of the South Side was well under way. Nelson and Allston streets were renamed when the Watch Company decided to use the names of trees for most of the streets in the factory's residential development west of Moody Street. The first Crescent Street became Adams Street, and a new Crescent Street was constructed closer to the river's edge. Photo courtesy of the Waltham Savings Bank.

Waltham Planning Department Ronald G. Vokey, Director Prepared: 1/1/2006

C. Population Characteristics

In 2000, the U.S. Census recorded Waltham's population as 59,226. According to estimates published by the University of Massachusetts, the City's population has grown steadily over the final decade of the 20th Century, gaining almost 5,000 new residents between 1990 and 200[1]. The City has, in fact, experienced an estimated 8% growth in its population since 1990. This significant increase in population has intensified demand for park space and recreation facilities, thereby increasing the pressure on the City to acquire tracts of suitable open land wherever available. The population is projected to increase by nearly another 1,340 persons over the next decade, as shown in *Chart One* below. The pressure for additional recreation and open space presented by this population growth will be exacerbated in Waltham because of the city's historic deficiency in park land and recreation facilities.

Chart One



	1960	1970	1980	1990	2000	2010	2020
Population	55,413	61,582	58,200	57,878	59,226	61,575	63,873
H'hold population	50,220	55,392	52,522	50,201	53,235	55,418	57,486
Households (HH)	14,727	18,221	20,594	20,728	23,207	24,200	25,663
Avg. HH size	3.41	3.04	2.55	2.42	2.29	2.29	2.24

Note: Population projections for 2010 and 2020 were obtained from the Massachusetts Institute for Social and Economic Research

Overall, Waltham had an average estimated population density of 4,663 persons/square mile in 2003. This density is more pronounced in the city's older "south side" than in the newer, more suburban "north side"[2]. In light of this denser settlement pattern, more recreational and open spaces are needed in the city's southern environs. Unfortunately, the few remaining acres of open land potentially available for acquisition and conversion to recreation and park use are concentrated on the city's north side, which was largely undeveloped until the mid-20th Century.

Waltham's urban character is demonstrated by its demographics. In 2000, the average household in the city consisted of 2.3 persons, slightly less than the state average. This is due to the presence of a large percentage (46%) of non-family households, an above-average share (34%) of single-persons living alone and a below-average proportion (17%) of married couples with children under 18 years old. Within Waltham, households comprised of married couples were more prevalent on the north side, while non-family households comprised nearly half (47%) of the households in the south side.

The estimated average household income in 2005 is $76,700. However, within Waltham, the south side has a substantially lower household income than that of the north side. Waltham has also experienced an increase in minority populations during the past ten years. In 2000, the minority population was 18%, while in 1990 the minority population was at 9%. The minority population is more heavily concentrated in the southern section of Waltham.

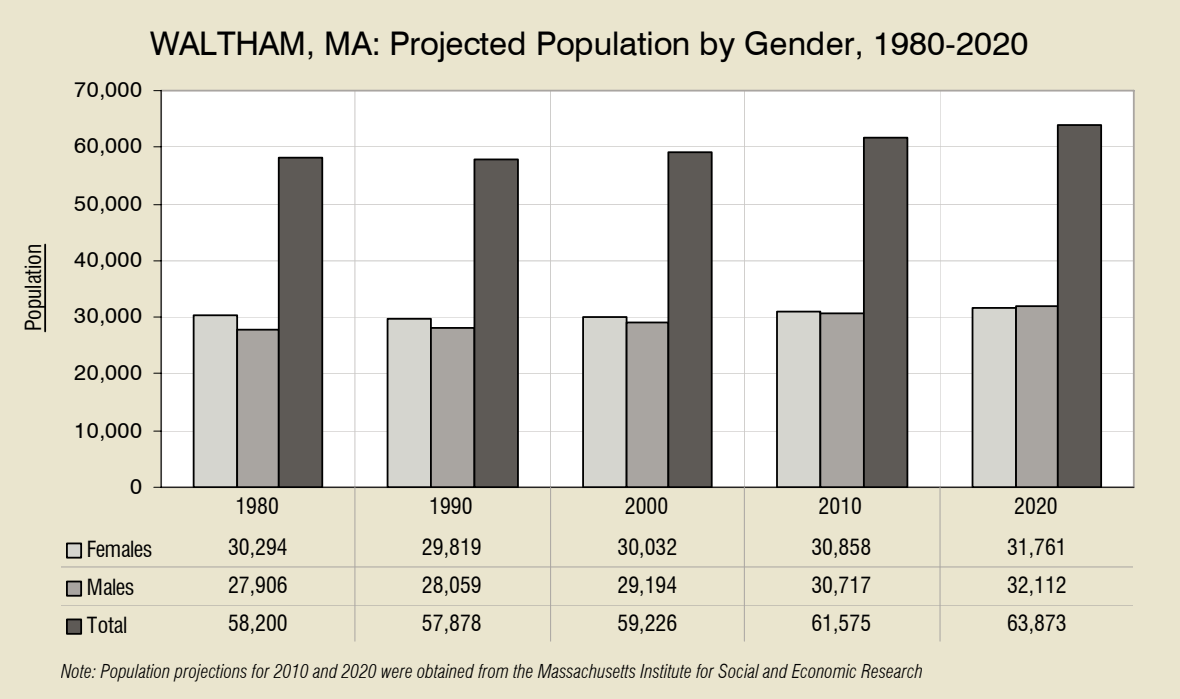
[1] *Source: Massachusetts Institute for Social and Economic Research (MISER), University of Massachusetts, 1996.*

[2] *In this application, Waltham's "south side" and "north side" are defined by their position relative to Main Street.*

Waltham has also traditionally been home to a large number of "institutional" residents, comprised of students of Brandeis University and Bentley College as well as people being treated at the many state institutions in the city. In 1990 these people accounted for 13% of Waltham's population, far beyond the statewide average of 4%. These data indicate the need for a wide spectrum of recreational facilities suited to the needs of families with children, along with those of individuals living alone.

Gauging recreational needs for a city requires examination of the age structure of its population. As *Chart Two* shows, the three largest age categories in Waltham during 1996 were young adults aged 20-24 years and adults 25-29 years old, followed closely by adults aged 30-34. The presence of Brandeis University and Bentley College accounts for the large young adult population, while demand for young professionals among Waltham's high-technology industries has boosted the number of residents 25-34 years old.

Chart Two



Waltham gained more than 3,200 people from 1990-1996. *Chart Two* shows that adults between the ages of 20 and 44 accounted for most of this growth. Increases in the 20-34 and 40-44 age groups were probably a result of the metropolitan area's economic recovery and increased employment among Waltham's technology firms. Over the same period, the city's older population rose, with sizable gains in the number of "new seniors" aged between 60 and 64 as well as "older seniors" (75 years old and above). This trend mirrors a general aging of the American population. The only age group that declined in size between 1990 and 1996 was adults aged 35-39 years. This might be linked to employment patterns in the city's economy. The relative loss in population from this group has not had a large impact on the need for recreational services and park facilities in Waltham, as their recreation habits are roughly similar to those of adults aged 30-34 and 40-44 years.

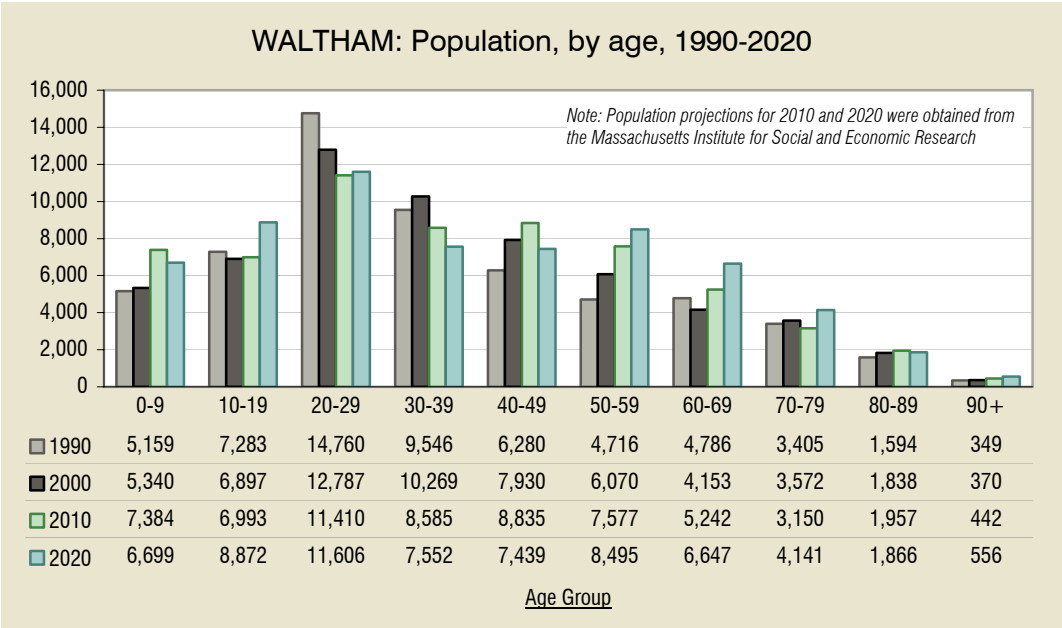
As Waltham's population grows over the next decade, its recreational needs will change. *Chart Three*, shown below, details Waltham's projected population change to 2010, broken down by age groups[3]. As demonstrated, the largest increases will be in adults between 30 and 49 years old, followed by children less than 10 years old and adults aged 50-59 years. Modest increases should also be observed in the number of people aged 75 years and older. On the other hand, the number of young adults aged 20-29 will drop sharply, followed by modest declines in the number of youths aged 10-19 and older adults aged 60-74 years. The projected increase in adults in their 30's and 40's is linked to the growth in the number of young children, as child-rearing adults form families and have children later in life.

These trends indicate a growing need for recreational facilities for adults and seniors, as well as a continued demand for recreational spaces oriented towards children and youth. Combined with Waltham's historic deficit of open and

[3] *Population forecasts based upon data and projections compiled by the Metropolitan Area Planning Council (MAPC).*

recreation space and facilities, these population trends require the city to increase its acreage of public space devoted to both passive and active recreation.

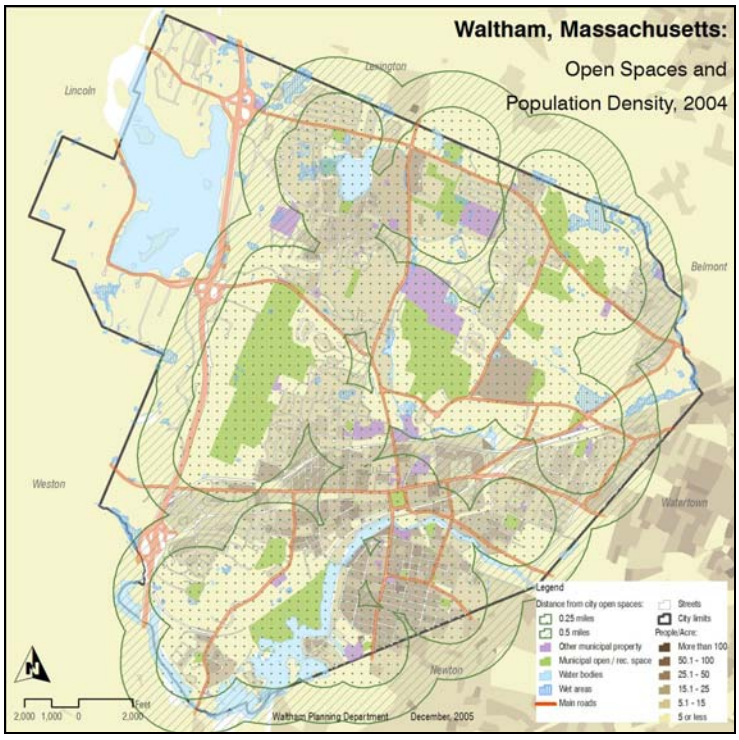
Chart Three

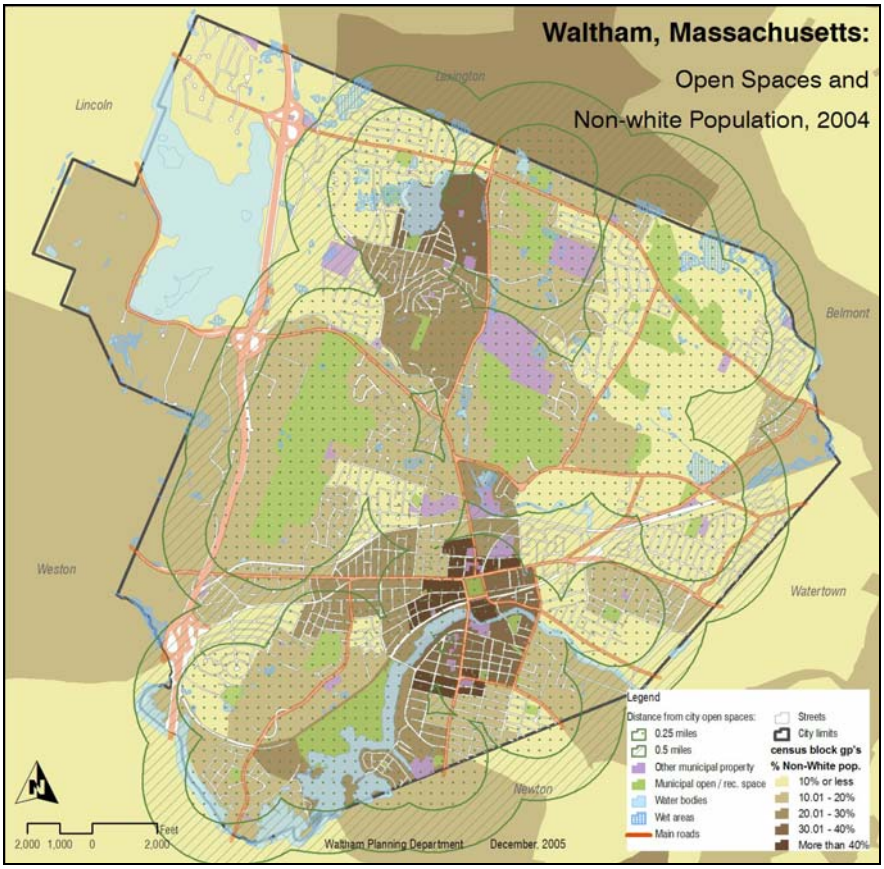


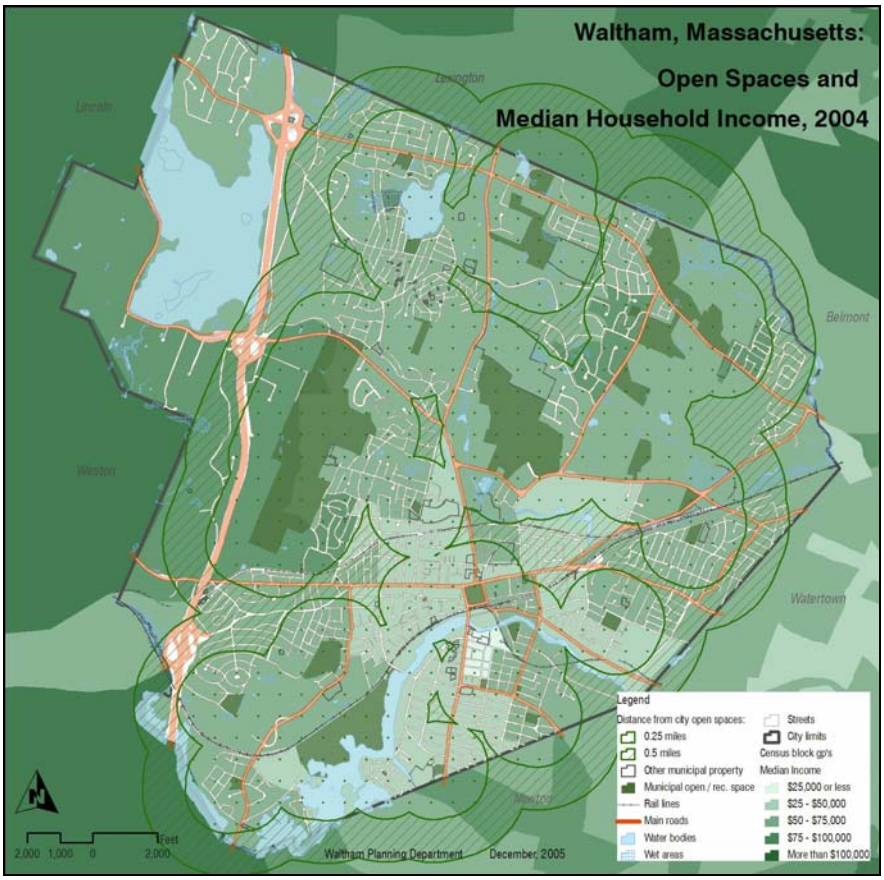
	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	90+
1990	5,159	7,283	14,760	9,546	6,280	4,716	4,786	3,405	1,594	349
2000	5,340	6,897	12,787	10,269	7,930	6,070	4,153	3,572	1,838	370
2010	7,384	6,993	11,410	8,585	8,835	7,577	5,242	3,150	1,957	442
2020	6,699	8,872	11,606	7,552	7,439	8,495	6,647	4,141	1,866	556

Besides being home to nearly 60,000 residents, Waltham has hundreds of businesses operating within its borders. According to the Massachusetts Department of Employment Security, roughly 55,000 persons work in these firms on a daily basis, effectively doubling the City's population in 2002.

It should be noted that Waltham's public spaces and recreational facilities are not restricted to residents, but are, in fact, open to everyone. Combined with Waltham's large industrial-commercial workforce, this increases the strain on the city's limited open space and facilities, during both day and night, and heightens the shortage of recreational opportunities for Waltham's citizens.




Waltham, Massachusetts:
Open Spaces and
Non-white Population, 2004
Lincoln
Lexington
Belmont
Weston
Watertown
Newton
Legend
Distance from city open spaces:
0.25 miles
0.5 miles
Other municipal property
Municipal open / rec. space
Water bodies
Wet areas
Main roads
Streets
City limits
census block gp's
% Non-White pop.
10% or less
10.01 - 20%
20.01 - 30%
30.01 - 40%
More than 40%
2,000 1,000 0 2,000 Feet
Waltham Planning Department
December, 2005


Waltham, Massachusetts:
Open Spaces and
Median Household Income, 2004
Lincoln
Lexington
Belmont
Weston
Watertown
Newton
Legend
Distance from city open spaces:
0.25 miles
0.5 miles
Other municipal property
Municipal open / rec. space
Rail lines
Main roads
Water bodies
Wet areas
Streets
City limits
Census block gp's
Median Income
$25,000 or less
$25 - $50,000
$50 - $75,000
$75 - $100,000
More than $100,000
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Waltham Planning Department
December, 2005

D. Growth and Development Patterns

Patterns and Trends

Waltham started as an agriculture community. With the beginning of the 20th Century, Waltham grew into an industrial mill town centered on the Charles River, around which downtown Waltham formed. Downtown Waltham is still the municipal center of Waltham (the site of City Hall, municipal administration buildings, the public library and U.S. Post Office branches), as well as various commercial and retail uses. However, the Downtown began to see a decline in the 1970s and 1980s with development, as the high technology businesses, clustered along Route 128, brought significant development to North Waltham, away from the city's center.

Following a decade of public and private investment, a vibrant downtown has re-emerged with diverse restaurants, shops and housing options. The City has continued to maintain and nurture its economic base as the high-technology hub of the region. While the city has its own large employment center, Waltham also serves as a suburb or "bedroom community" to Boston. Of its 13.5 square miles, approximately 37% are residential, and 21% are commercial and industrial. Approximately 30% of Waltham can be classified as open space; 7% of the open space being water bodies, such as the Hobbs Basin, Hardy Pond and the Charles River.

Infrastructure

Transportation: Waltham is well served by a network of highways, arterial roads, regional rapid transit, and a local bus system. Interstate Highway 95 (Route 128) passes through the western edge of the City, and I-90 (the Massachusetts Turnpike) passes very closely to the City borders. Routes 20 and 117 converge from the west and northwest respectively, joining to pass through the city center (Main Street). Other arterials radiate from the center, connecting to neighboring cities and towns.

The MBTA rapid rail transit line passes through Waltham, bringing commuters from the western suburbs and Waltham into Boston and Cambridge; there are two stops in Waltham--Downtown and at Brandeis University. The MBTA also operates local and express bus service for Waltham residents and workers.

The City is working with businesses and residents as well as with the schools and recreation providers, such as the YMCA and the Boys and Girls Club, to provide students with access to after school activities and transportation to recreation facilities.

Transportation infrastructure projects have played a major role in the development of Waltham's landscape. In the 1950s, the construction of Route 128 brought major changes in the growth and development of Waltham. North Waltham, then primarily agricultural, has grown to be the third largest employment center in the region.

Water Supply and Sewer Service: The Massachusetts Water Resources Authority (MWRA) provides water supply and sewage disposal services to the city. For all practical purposes, 99% of the properties in Waltham receive these services.

Another water supply consideration is the fact that the City of Cambridge owns 550 acres encompassing the Hobbs Basin in Waltham, including both land and water resources (the Cambridge Reservoir). In addition, the watershed of this resource covers four square miles of land area in towns adjoining Waltham. This system supplies over 20 million gallons of water per day to Cambridge.

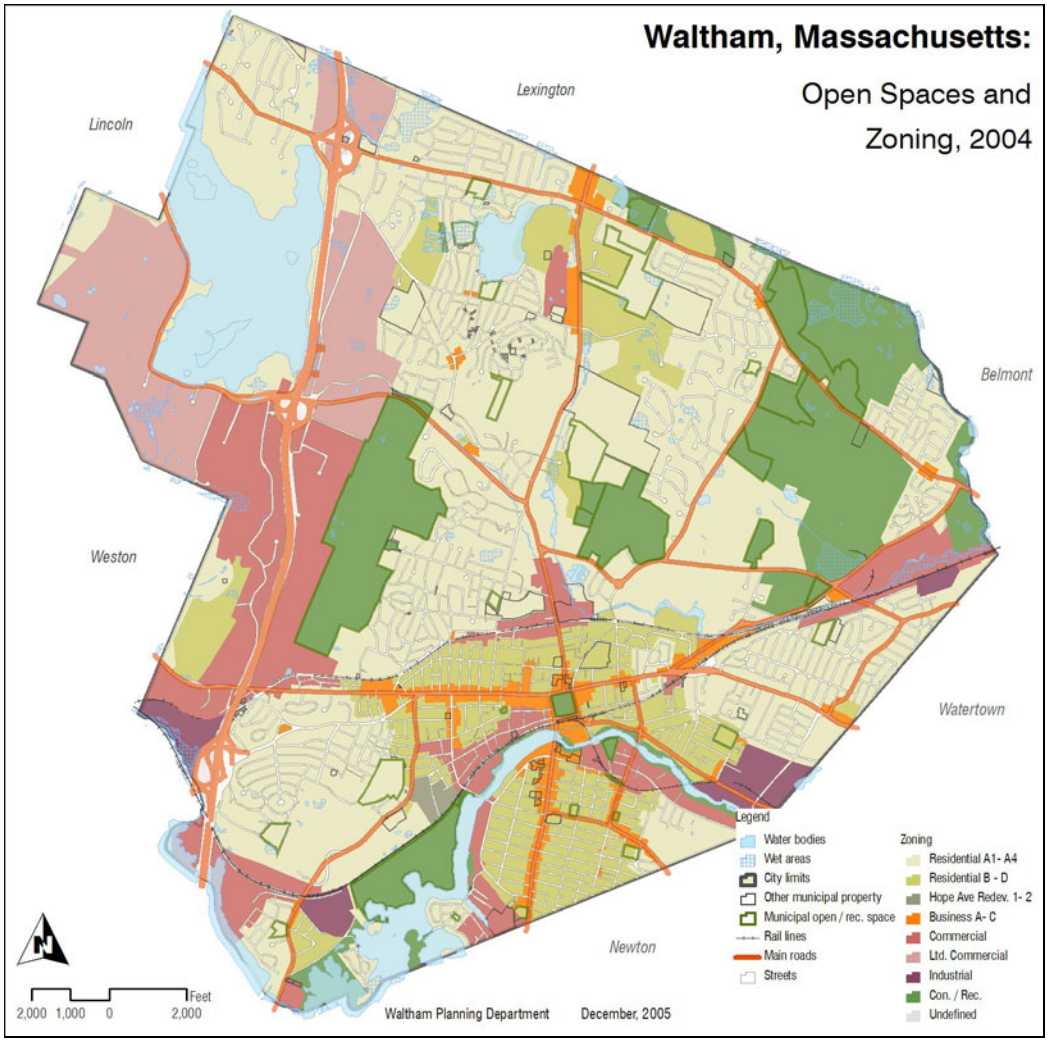
Long Term Development Patterns

Land use in Waltham is controlled by the City's Zoning Ordinances. Open space and conservation areas are protected from development in Waltham by the Conservation/Recreation Zone. All major state holdings, cemeteries, large parks, and state lands are zoned Conservation/Recreation. Conservation/Recreation Zoning allows the following land uses: farms, semi-public outdoor recreation facilities, churches, educational uses, and commercial accessory uses, governmental, and active and passive recreation.

The City of Waltham is constantly updating its Zoning Ordinances and map to reflect changes in land use patterns and desired long term development. In the mid-80s, the City amended its Zoning Ordinances to include Floor Area Ratio (FAR) for commercial and industrial development. The FAR has helped to increase sensitivity of development to the site by increasing flexibility in site planning.

In 1990, the City of Waltham passed a Riverfront Overlay District along the Charles River. The new district overlays existing commercial and business districts bordering the Charles and allows for residential land use and increased public access to the river. Also, the City rezoned the south side of Waltham to include a more condensed business zoning district and provide for mixed use.

Under current zoning, non-institutional parcels within the City of Waltham are essentially developed. Future development will be primarily infill and maximizing the dimensional capacity of lots. After a major office development explosion in the 1980s along the Route 128 corridor, new development has slowed down since 1990. However, there has been a recent surge in development around Route 128 and also renewed interest in developing the remaining vacant limited commercial parcels along Winter Street. Developers are also interested in the downtown area for new retail, although additional square footage would be somewhat minimal.



SECTION 4 - ENVIRONMENTAL INVENTORY AND ANALYSIS

A. Geology, Soils and Topography

Topography: Waltham consists of 13.56 square miles or 7,950 acres with 728 acres of water surface. Waltham has a variety of topographic relief, ranging from long ridges on the western edges of the city, to fairly steep hills throughout the northern portion, to gentle slopes down to the Charles River valley in the southern portion of the city. The highest point in Waltham is at elevation 478 above mean sea level on Prospect Hill, and the lowest point is on the Charles River, at elevation 19 feet, at the Weston line. There are many hills with elevations above 300 feet, including Bear Hill, Owl Hill and Cedar Hill. Many of the hills have been developed by institutions, including two colleges, and State and Federal hospitals.

Geology: Waltham falls within the Boston Basin and has the same geological history as the Boston metropolitan region. Some 350 million years ago the Boston Basin was a submerged bay that lay east of a high mountain range, which then characterized east central Massachusetts. The bedrock in Waltham is a result of material that eroded and washed from this mountain range. The heavier pebbles and cobbles from the mountain range settled out first, forming a Roxbury Conglomerate while finer grained sand and clay deposits formed the parent material for the present Cambridge Slate and Sandstone. Throughout the sedimentary rocks are rocks of volcanic origin.

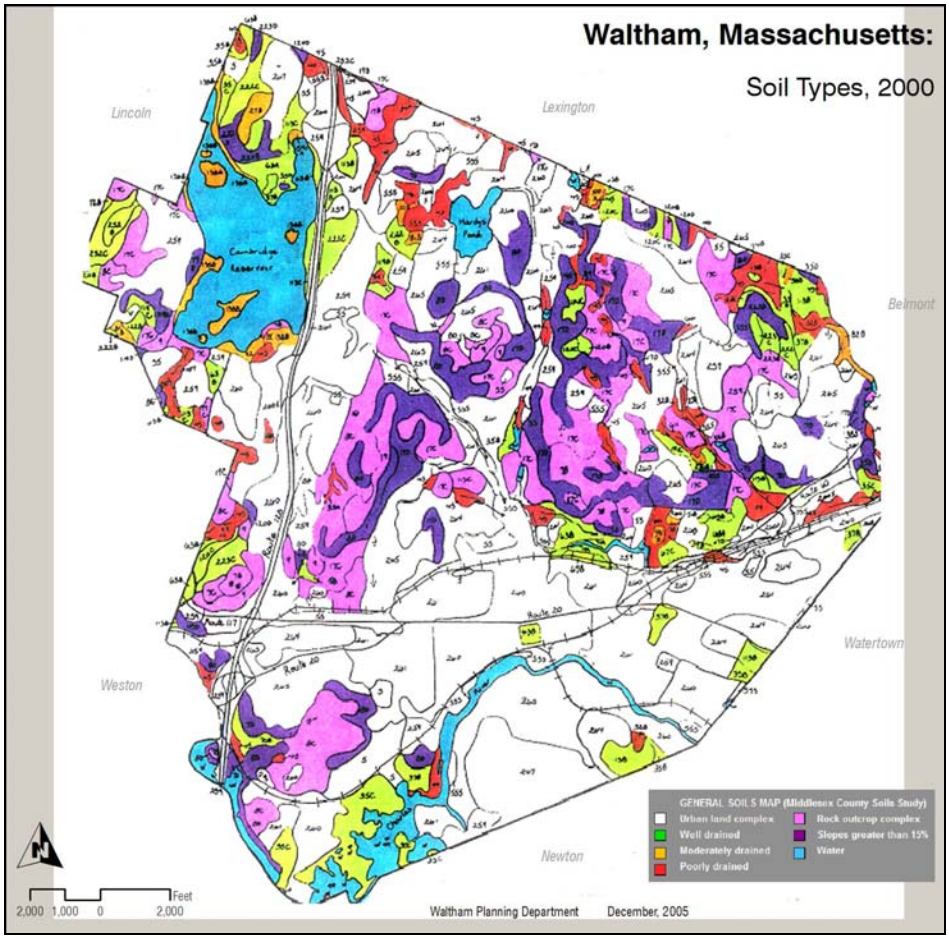
When the last glacier receded from the Boston area approximately 14,000 years ago, it left different forms of surface deposits. The larger hills in Waltham are classified as drumlins, or deposits that were formed under glacial ice. The long axis of the drumlins indicates the general direction of glacial movement. Eskers, which are snake-like layered outwash deposits formed in crevices or in streams under the glacier, can be found on Prospect Hill. Outwash plains were formed in front of the glacier by the meandering meltwater streams and hardpan. Peat and stream deposits, called alluvial deposits, have been formed since the last glacier.

***Soils*:** Soil characteristics influence an area's suitability for different uses. Soil erodibility, wetness, and depth may dictate whether a site is appropriate for certain recreational uses, or for construction. Soil type is also an important indicator of a site's potential to support forest trees, and other forms of vegetation. Because of the relationship between soil types and vegetation for wildlife habitat, soil is also an indirect indicator of wildlife suitability.[4]

As a reflection of the topography and geology described above, the city's soils are a combination of glacial till and exposed bedrock on the hills and ridges of land, and generally a sandy loam on the slopes leading down to the river valleys. In the central and southern portions of the city, the soils supported farming activities until the past two decades. In 1951, when the first MacConnell land use study was made, based on aerial photo reconnaissance, there were over 1,000 acres of crop and pasture land in Waltham. In the most recent survey, conducted in 1980, the city has lost additional farmland in the northern section of Waltham to new housing developments.

The General Soils Map has been prepared from information in the Middlesex County Soil Survey Report (1991) and breaks soils down in to categories of well drained, moderately drained, poorly drained and rock outcrop complex. Slopes of greater than 15% are also indicated. The majority of Waltham is classified as urban land complex, meaning that it is currently developed and has an urban (bituminous) surface. Soil type can affect development. For example, poorly drained soils and muck soils pose severe limitations for any type of development and are better left in their natural state to support wildlife habitats. Very permeable and porous soils can present limitations as far as septic systems, because of potential drainage to water resources. Rock outcrops, or shallow soils, can make building difficult. Slopes of 15% or greater may be considered as environmentally sensitive because of potential impact on water tables, storm water runoff, flood hazards, and soil erosion.

[4]University of Massachusetts, *The Forest Use Manual: Planning, Protection and Management in Massachusetts.*



B. Landscape Character

Waltham has many unique landscape characteristics, including the Charles River, its large State and City-owned open spaces, and the Cambridge Reservoir. The contrast between the old “Mill City” in South Waltham with the new "high tech" development along Route 128 adds to the diversity of Waltham's landscape.

The Cambridge Reservoir, or Hobbs Brook Basin, along Route 128, offers motorists a scenic view and provides office complexes with a rich natural resource. The Charles River is probably Waltham's most treasured natural feature, particularly with its variety of ponds, lagoons, dams and rapids as it flows through the heart of community. At 330 acres, the former Metropolitan State Hospital is being disposed of to the respective communities, a private developer and the DCR. While title to 54 acres went to the City of Waltham, the DCR holds a conservation easement that stipulates the land “will be retained in perpetuity predominantly in its natural, scenic and open condition for conservation, recreational and/or park uses…..and to prevent any uses that will significantly impair or interfere with the recreation and conservation values thereof.” Parts of Met State will continue to provide the residents from Waltham and many surrounding communities with a vast forested open space for walking and hiking. Land owned by the City of Waltham will be retained for recreational uses.

Waltham has a reputation for promoting new technologies and developments. From the opening of the Boston Manufacturing Company textile mill in 1813 along the Charles River, to the new biotechnology firms locating along 128, Waltham has always been on the forefront of technology. Efforts to promote economic development help the quality of life in Waltham by increasing job opportunities and providing a larger tax base for improved municipal services, better schools and infrastructure.

However, open space and natural resources also contribute to the quality of life for Waltham residents. For Waltham to retain its character, an aggressive effort must be made to preserve the large remaining open spaces. Active conservation organizations, such as the Waltham Land Trust, the Hardy Pond Association, Prospect Hill Park Advocacy Group, Beaver Brook Watershed Association and the Charles River Watershed Association, as well as the Conservation Commission, will play a critical role in helping to preserve the open space landscape.

C. Water Resources

The total water surface in Waltham is 728 acres, or approximately nine percent of the City's total area. This includes the Hobbs Brook Basin, the Charles River, Hardy, the Chester Brook, and Lyman Ponds.

Waltham is located in the Charles River Watershed. The western third of the city is part of the Stony Brook subwatershed, with water flowing from Lincoln and Weston through Waltham before entering the Charles at the southwestern tip of the city. There are two large impoundments along this system, where water is held in reservoirs for transport to the City of Cambridge. These two reservoirs, built in the 1880s, are called Stony Brook Basin and the Hobbs Brook Basin (Cambridge Reservoir). Twenty-eight percent of Waltham is in the Stony Brook Watershed.

The eastern two-thirds of the city is part of the Beaver Brook subwatershed, which drains runoff from neighboring Lexington and Belmont down to a discharge point below the Moody Street dam into the Charles. Beaver Brook has two subwatersheds called Chester Brook and West Chester Brook, both of which flow north to south through the central portion of Waltham. These brooks have been the cause of flooding at certain points where the channels pass through pipes and culverts. .

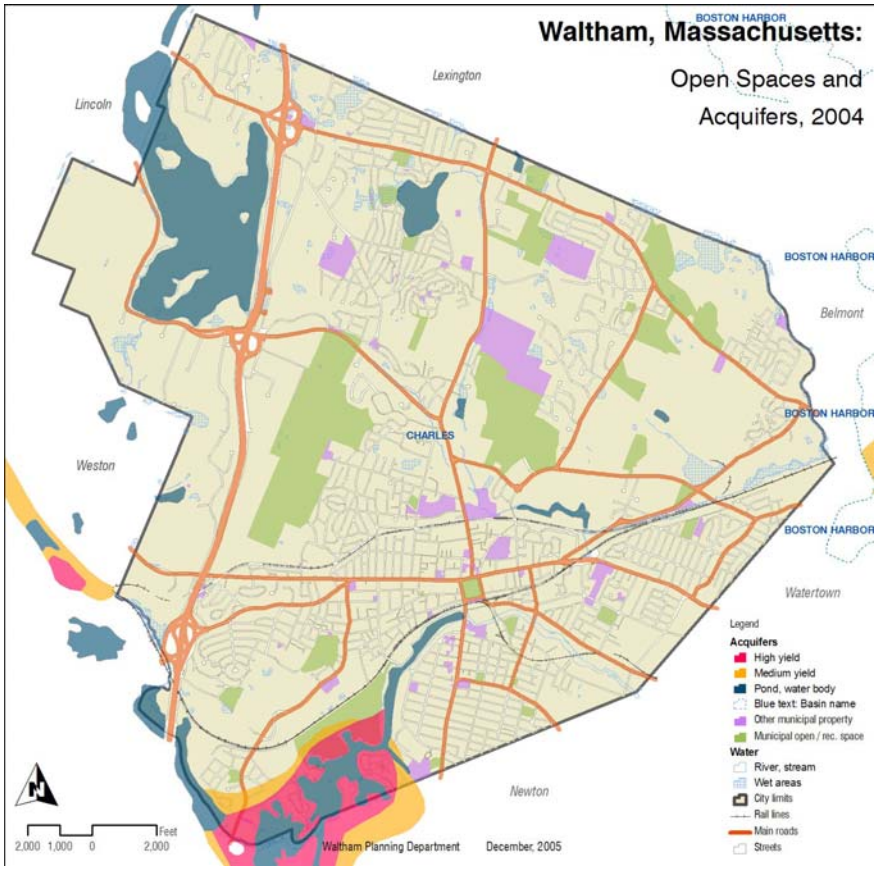
Waltham used to pump water from wells close to the Charles River to supply domestic and local industry needs. However, since this drawdown caused problems for downstream water users, the City became a part of the DCR system many years ago.

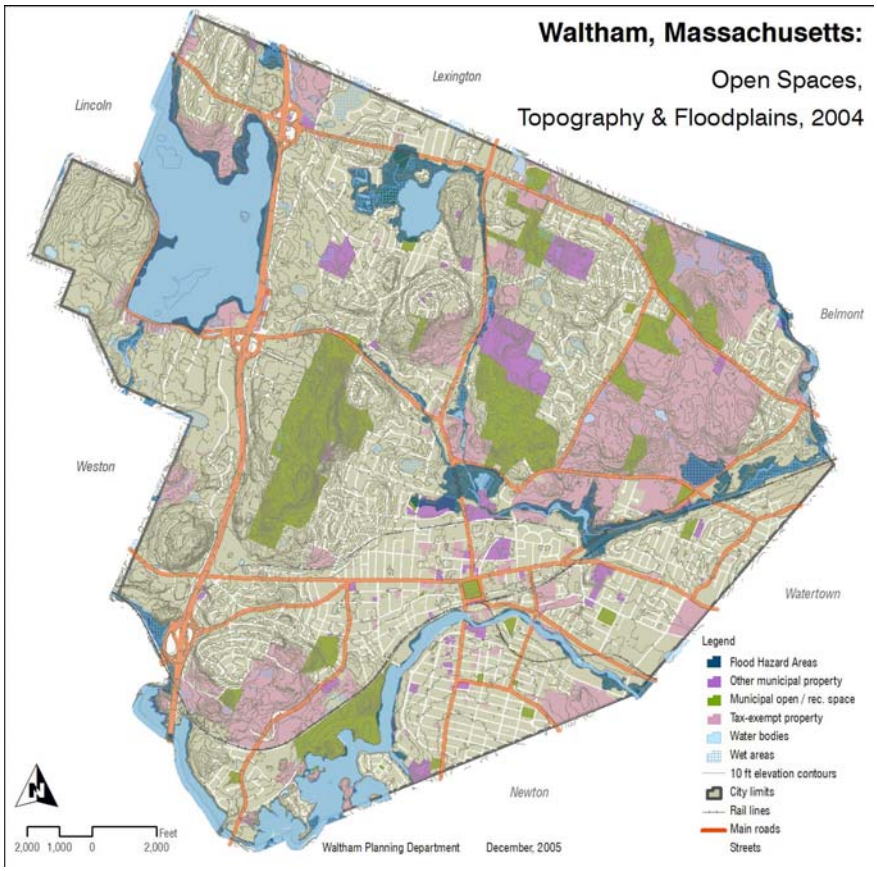
Residences surround Hardy Pond, located in the northern portion of the city. The water area of Hardy Pond is approximately 47 acres. Over many years, the pond had become filled with silt, increasing light in the pond and thus weeds. This killed much of the wildlife within, a process known as eutrophication. The pond has been dredged in order to increase the pond's depth and remove the nutrients that have prompted the weed growth. Increasing the water depth would allow the pond to be used again for water-based recreational opportunities. The City has also banned any motor boating at Hardy Pond for environmental reasons.

Waltham's wetlands were mapped in 1988 as part of The Open Space and Recreation Plan. The work involved the compilation of several sources of existing wetlands, including the National Wetlands Inventory of the US Fish and Wildlife Service, the interim Soil Survey by the Soil Conservation Service, US Geological Survey maps, City of Waltham topographic maps, and the Flood Insurance Rate Maps of the Federal Emergency Management Agency. Areas of the city with major wetlands are the Metropolitan State Hospital site, Prospect Hill Park, along the banks of the Charles River, and Beaver and Clematis Brooks. Many of the smaller wetlands in Waltham are not sufficiently mapped and should be mapped as part of this plan's action items.

Another important wetland resource is the whole network of smaller streams, with their associated flood plains and wetlands. Included are the tributaries of the Beaver Brook and Chester Brook, and various other upland wetlands. A permanent brook that drains into the Charles, the Beaver Brook runs along the eastern edge of the former Metropolitan State Hospital property. These natural areas are important for the variety of roles they play to help create a balance between urban development and the natural environment. These water systems are necessary to prevent flooding of developed areas, to protect water quality for downstream users, to serve as a habitat for wildlife, and for a variety of other ecological functions.

Vernal pools are known on the Metropolitan State Hospital property, and others exist at Prospect Hill Park. Vernal pools are small water bodies that appear in the spring and dry up during the rest of the year. They support a great deal of plant and other wildlife and are important breeding areas for salamanders, toads, and frogs. Because of their value to wildlife, these pools can receive special protection under State Wetlands Protection laws. The Natural Heritage and Endangered Species Program of the Division of Fisheries and Wildlife established a certification process for vernal pools. Certified vernal pools are protected from development. Certification is determined by basic information, such as the location of the pool, the amount of water it holds, the length of time the pool is full, the established absence of a fish population, and the presence of any species listed in the vernal pool certification criteria are needed. There are 9 certified vernal pools within the city of Waltham and there are approximately 33 potentially certifiable vernal pools as well, located on public and private properties. The Waltham Conservation Commission is in the process of submitting additional certifications.


Waltham, Massachusetts:
Open Spaces and
Acquifers, 2004
BOSTON HARBOR
Lexington
Lincoln
BOSTON HARBOR
Belmont
BOSTON HARBOR
CHARLES
Weston
BOSTON HARBOR
Watertown
Legend
Acquifers
High yield
Medium yield
Pond, water body
Blue text: Basin name
Other municipal property
Municipal open / rec. space
Water
River, stream
Wet areas
City limits
Rail lines
Main roads
Streets
Newton
Feet
2,000 1,000 0 2,000
Waltham Planning Department
December, 2005


Waltham, Massachusetts:
Open Spaces,
Topography & Floodplains, 2004
Lexington
Lincoln
Belmont
Weston
Watertown
Legend
Flood Hazard Areas
Other municipal property
Municipal open / rec. space
Tax-exempt property
Water bodies
Wet areas
10 ft elevation contours
City limits
Rail lines
Main roads
Streets
Newton
Feet
2,000 1,000 0 2,000
Waltham Planning Department
December, 2005

D. Vegetation

Forest land

Most of the woodland vegetation in Waltham is in the Charles River Valley and on some of the larger institutional parcels throughout the city, such as the former Metropolitan State Hospital site. The Met State site has one of the few mature forests left within the entire Route 128 belt. Other forested areas in the city are the Paine Estate and Prospect Hill Park. These areas are all zoned for conservation/recreation and are therefore protected. Presently, the forested areas in the city afford opportunities for cross-country skiing, hiking, picnicking, and nature study. The City continually explores funding opportunities at the State and Federal levels to develop better trail networks through the forested areas.

On the Metropolitan State Hospital property, there are four classifications of plant communities: Oak/Hickory Forest, Marshes and Wet Meadows, Red Maple Swamp, and Open Dry Areas. Several of the trees in the forested areas of Met State exceed 100 years of age, with the majority in excess of 75 years old. A survey of plant species on the site was conducted during 1992 by the Beaver Brook Watershed Coalition. Over 225 species of trees, wildflowers, and shrubs were identified on the site (see Appendix A).

Since 1950, there has been a considerable loss of forested land in Waltham. The 1951 MacConnell land use study measured 2,948 acres of "forest", which had been reduced by development to 1911 acres as of 1980. Since 1980, the city has lost little forested land to development. As a result of efforts by the City of Waltham, the Towns of Belmont, Lexington, and the State, DCR will be preserving approximately 220 acres of the former Metropolitan State Hospital property as a public open space reservation.

General Inventory

Forest Inventory: Waltham's forest vegetation is typical of the Society of American Foresters Natural Forest Vegetation Zone 4: Central Hardwoods-Hemlock-White Pine. The important hardwoods in Zone 4 include black oak, red oak, white oak, and shagbark and bitternut hickories. Red maple, chestnut oak, scarlet oak, and black birch are less abundant. Hemlock is the most common softwood in this zone and white pine is relatively abundant on sandy sites.

The Metropolitan State Hospital site has an Oak/Hickory Forest Community with 75-95 year old trees dominating the woodland. Red oak is the most common species. White oak, red maple, hickories, and black birch are also present in significant numbers.

Prospect Hill has a variety of species, including red maple, swamp and red oak, shellbark hickory, black cherry, white pine, American elm, and bitternut hickory spruce. A detailed inventory of the park's vegetation was conducted in 1997 as part of an overall master plan (see Section 10 References).

Marshes and Wet Meadows: Marshes and Wet Meadows exist at Prospect Hill Park and the Metropolitan State Hospital site as well as Hardy Pond and Beaver Brook. At these sites, soils, which are wet during most of the growing season, support cattail stands and extensive grassy areas. At Met State, in areas where the soil dries out during part of the year, a variety of wildflowers flourish. Swamp candle, tear-thumb, Joe-Pye weed, purple loosestrife, vervain, and goldenrod are just a few of the common species. Prevalent shrubs in this area are silky dogwood, elderberry, and meadowsweet. Marshes and Wet Meadows are protected by wetland restrictions and provisions of the Massachusetts Wetlands Protection Act.

Red Maple Swamp: Red Maple Swamps are located at the Met State site where soils are saturated only during the spring resulting in a forested wetland. Red maple is the dominant species in this community. Swamp white azalea, sweet pepperbush, highbush blueberry, and spice bush form a shrub understory. Fern species are prevalent in on the swamp floor. Jewelweed is a prevalent wildflower. In fewer numbers, Canada lily, star-flowered Solomon's seal, and Indian cucumber root grow in secluded locations off the cinder trails. Most of the red maple swamp acreage is protected by wetland restrictions and provisions of the Massachusetts Wetland Protection Act.

Rare, Threatened and Endangered Species: The Natural Heritage Program lists the following rare, threatened or endangered vegetative species in Waltham. The Forest and Red Maple Swamp communities are rare within the Boston metropolitan area and should be preserved as a natural resource.

Waltham, Massachusetts:
Metropolitan State Hospital Site, 2004
Lexington
Belmont
Legend
Metropolitan State hospital
Certifed vernal pools
M: Shallow Marsh or fen
SS: Shrub Swamp
WS1: Wooded Swamp, deciduous
10 ft elevation contours
Other municipal property
Municipal open / rec. space
Main roads
City limits
Feet
500 250 0 500
Waltham Planning Department
December, 2005

NATURAL HERITAGE AND ENDANGERED SPECIES PROGRAM

MASSACHUSETTS DIVISION OF FISHERIES AND WILDLIFE

RARE SPECIES OCCURRENCE LIST FOR CITY OF WALTHAM

Taxonimic Group	Scientific Name	Common Name	State Rank	Most Recent Observation
Amphibian	Ambystoma opacum	Marbled Salamander	T	1800
Beetle	Cicindela purpurea	Purple Tiger Beetle	SC	1897
Beetle	Cicindela rufiventris hentzii	Hentz's Redbelly Tiger Beetle	T	1892
Bird	Circus cyaneus	Northern Harrier	T	1879
Bird	Cistothorus platensis	Sedge Wren	E	1868
Bird	Vermivora chrysoptera	Golden-winged Warbler	E	1906
Butterfly/Moth	Erynnis persius persius	Persius Duskywing	E	1897
Crustacean	Eubranchipus intricatus	Intricate Fairy Shrimp	SC	1904
Dragonfly/Damselfly	Neurocordulia obsoleta	Umber Shadowdragon	SC	1997
Reptile	Clemmys guttata	Spotted Turtle	SC	1993
Vascular Plant	Asclepias verticillata	Linear-leaved Milkweed	T	2004
Vascular Plant	Houstonia longifolia var. longifolia	Long-leaved Bluet	E	1910
Vascular Plant	Linum medium var. texanum	Rigid Flax	T	1908
Vascular Plant	Ludwigia sphaerocarpa	Round-fruited False-loosestrife	E	1881
Vascular Plant	Oxalis violacea	Violet Wood-sorrel	E	1883
Vascular Plant	Platanthera flava var. herbiola	Pale Green Orchis	T	1886

T – Threatened

E – Endangered
SC – Special Concern

The list was last updated 1.13.2006

E. Fisheries and Wildlife

Inventory

Waltham is a substantially developed community, and therefore its wildlife population is limited. Mammals such as Opossum, Easter Chipmunk, Raccoon, Striped Skunk, Woodchuck, Easter Cottontail, and Gray Squirrel live throughout Waltham. Red Fox, White-tailed Deer, Gray Fox, and weasel have been sighted at the larger, open areas in the city. With several rivers, brooks, ponds and the large Cambridge Reservoir, there is a significant number of waterfowl species which either nest in Waltham or use the water bodies as stopover locations during migration. Some rare ducks have been sighted at Hardy Pond, according to observers who reported to the Massachusetts Audubon Society. Blue Herons have been sighted at various areas including in the Charles River corridor and Chesterbrook. The Conservation Commission has received reports of many sightings in the past few years, from 2001 to 2005, including Bald Eagle, Northern Saw-Whet Owl, Goldeneyes, Juncos, Ringnecks, Great Cormorant, Northern Shoveler, Cooper's Hawk, Hooded Merganser, Bufflehead, Wood Thrush, Goldfinches, Great Blue Heron, Orioles, Red Tailed Hawk, Red Billed Woodpecker, Carolina Wrens, Cardinals and Chickadees, among others.

A study conducted by the Massachusetts Division of Fisheries and Game in 1969 reported the following species from Beaver Brook: Redfin Pickerel, Largemouth Bass, Yellow Perch, (Swamp) Darter, Pumpkinseed, Banded Sunfish, Black Crappie, Brown Bullhead, Golden Shiner, Carp, White Sucker, Creek Chubsucker, and American Eel.

On the Metropolitan State Hospital site the following reptiles and amphibians have been reported: American Toad, Wood Frog, Spring Peeper, Green Frog, Red-back Salamander, Garter Snake, Milk Snake, and Snapping Turtle.

Corridors

A strong network of wildlife corridors exists within in Waltham. The Charles River provides the primary wildlife corridor in the city with connections to undeveloped wooded areas and open space. On the north side of the city, large tracts of Federal and State land create habitat protection and a means to move undisturbed through the community.

The Waltham Land Trust has been working with other local and state agencies to advocate for the preservation of this corridor, naming it the Western Greenway and conducting public outreach to educate and build awareness and stewardship among the local communities. The Trust has developed graphics and public information outlining the key properties that make up the greenway and list available amenities.

Rare, threatened and endangered species

The Natural Heritage Program has listed endangered species of fish or wildlife in Waltham, listed above. Several rare and noteworthy species of birds have been seen at the former Metropolitan State Hospital site including nesting birds such as the Red-tailed Hawk, Great Horned Owl, and the American Woodcock. The owls nest in a tree in the Lexington portion of the property and in 1986 were banded as part of a wildlife rehabilitation effort. A small Northern Bobwhite population exists on the site that is on the northern and eastern fringes of the species' range. Solitary vireos and scarlet tanagers have been seen on the site, which are noteworthy in eastern Massachusetts.

Noteworthy migrant birds that have been seen on the Met State site are Ruby-throated Hummingbird, Virginia and Sora Rails, northern Shrike, Fox Sparrow and Rusty Black bird. Hawks, Peregrine Falcons and some endangered species are often seen soaring or migrating past Mackerel Hill on the site.

F. Scenic Resources and Unique Environments

The following scenic resources and unique environments are places that contribute to Waltham's character and are considered special places by its residents. However, many of these places have environmental problems and are not permanently protected as open space.

Scenic Landscapes

There are no official State-designated scenic landscapes in Waltham, although many have the potential to be listed. Mackerel Hill, on the Metropolitan State Hospital site, and Prospect Hill (485' elevation), in Prospect Hill Park, provide spectacular views of the Boston region. Residents from Waltham and the surrounding area enjoy both the hike and vista these two noteworthy hilltops afford.

The Beaverbrook corridor and reservation (38 acres) is enjoyed by people throughout the region for passive recreation. This water resource is the home to an abundance of wildlife and is a critical link in a contiguous system of open spaces. Through seasonal weed harvesting, the river is remaining open.

The Charles River Lakes Area (Maple Cove, Sandy Hook, and Purgatory Cove) is one of the most scenic areas in the entire river corridor. However, the environmental quality of the river has declined, especially in the Crams Cove area, because of pollution due to the nearby landfill and dumping.

Hardy Pond is a 43-acre great pond that had been undergoing an eutrophication process. Lacking a sufficient water depth, the pond was dredged to return it to its former state as a scenic and recreational resource in a dense, residential area. Joint efforts by the City of Waltham and the Hardy Pond Neighborhood Association have positively impacted the pond's health.

Cultural and Historic Areas

Waltham is home to a number of historic buildings and grounds that are open to the public. The Lyman, Gore and Paine Estates are all historic homes with extensive gardens. The Paine Estate grounds and terrace were designed by Frederic Law Olmsted. From the brick terrace at the back of the house, there is a panoramic view of the area. The Paine Estate is owned and operated by the City of Waltham. The City is also in the process of acquiring Wellington House, a country residence dating to the Revolutionary War period. The structure is an excellent example of Georgian architecture. A historic structures report is currently underway to assess the building and provide restoration guidelines.

The former Metropolitan State Hospital is in the process of being listed in the historic register. The front lawn of the hospital campus, which runs along Trapelo Road, with its mature trees and landscaping, contributes to Waltham's character. During the reuse planning process, it has been a priority to preserve the front lawn area from development.

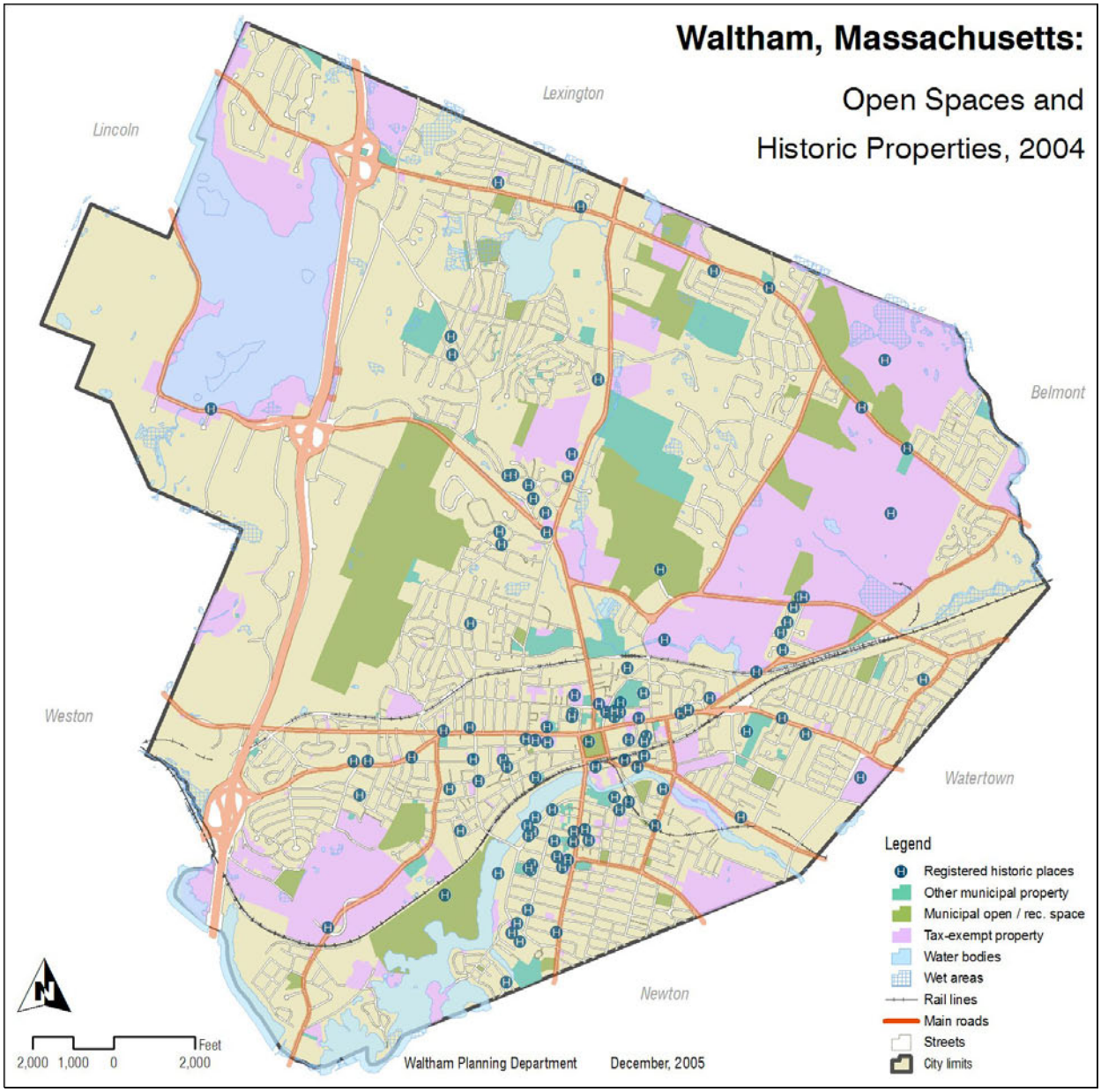
The Moody Street Dam, Landry Park, and the Frances Cabot Mill Building are important elements in the character of the downtown area and the history of Waltham. The Moody Street Bridge, which connects the Moody Street commercial core with the Waltham Common and Main Street, passes over the dam and waterfall adjacent to the historic mill building which houses the Charles River Museum of Industry. On the other side of the bridge is the DCR Riverwalk, a linear park that provides public access along the river in the downtown area, as well as a riverwalk along the southern bank, which was constructed by the City of Waltham.

The University of Massachusetts operates a field station in Waltham. Until a few years ago, the Extension Service of the Agricultural School was located along Beaver Street. The farmland is still used by a variety of non-profit groups, such as the Rose Society and the Day Lily Society. Five acres of the land are farmed by the Waltham Fields Community Farm, which grows organic vegetables for hunger relief organizations, and provides educational programs about farming to school groups. Several more acres are used by the Waltham Community Gardens, which rents land to any Waltham resident for planting flowers and vegetables. This group offers a much-needed opportunity to garden for the large percentage of apartment dwellers in the city. The University of Massachusetts is reviewing the use of this site as part its overall master plan. If the University decides to relinquish the property, the City of Waltham should consider acquiring and preserving the site.

Unique Environments and Critical Resources:

The Areas for Critical Environmental Concern (ACEC) Program is used to identify and protect areas of regional or statewide significance. There are several categories of resources that can be included in an ACEC, ranging from wetlands and wildlife habitats to farmland and scenic landscapes. The program works through a nomination, review and designation process that can be initiated by a municipality's Conservation Commission or the Parks and Recreation Board. Areas in Waltham with a combination of critical resources that should be considered for nomination to the ACEC program include Prospect Hill Park**.** Both of these areas contain important wildlife and natural areas, such as red maple swamps, vernal pools and wetlands. Another possible site is Berry Farm, a 20-acre parcel wedged between the Polaroid campus and Prospect Hill Park. The site, agricultural until the mid 19th century, is now covered with a mature, second-growth forest. The primarily oak-hickory woods include notable specimens of white oak, chestnut oak, shagbark hickory, maple, white birch and white pine. While most trees are about 80 years old, there are several specimens of white oak and white pine that are probably about 150 years old. The understory is covered with shade plants - ferns, ivy, Solomon seal, hostas and mosses. A well-used trail system winds around numerous rock outcrops, making the area both interesting and challenging to hikers.

Designating these areas as ACECs will help to create a planning and management framework for long-term protection.



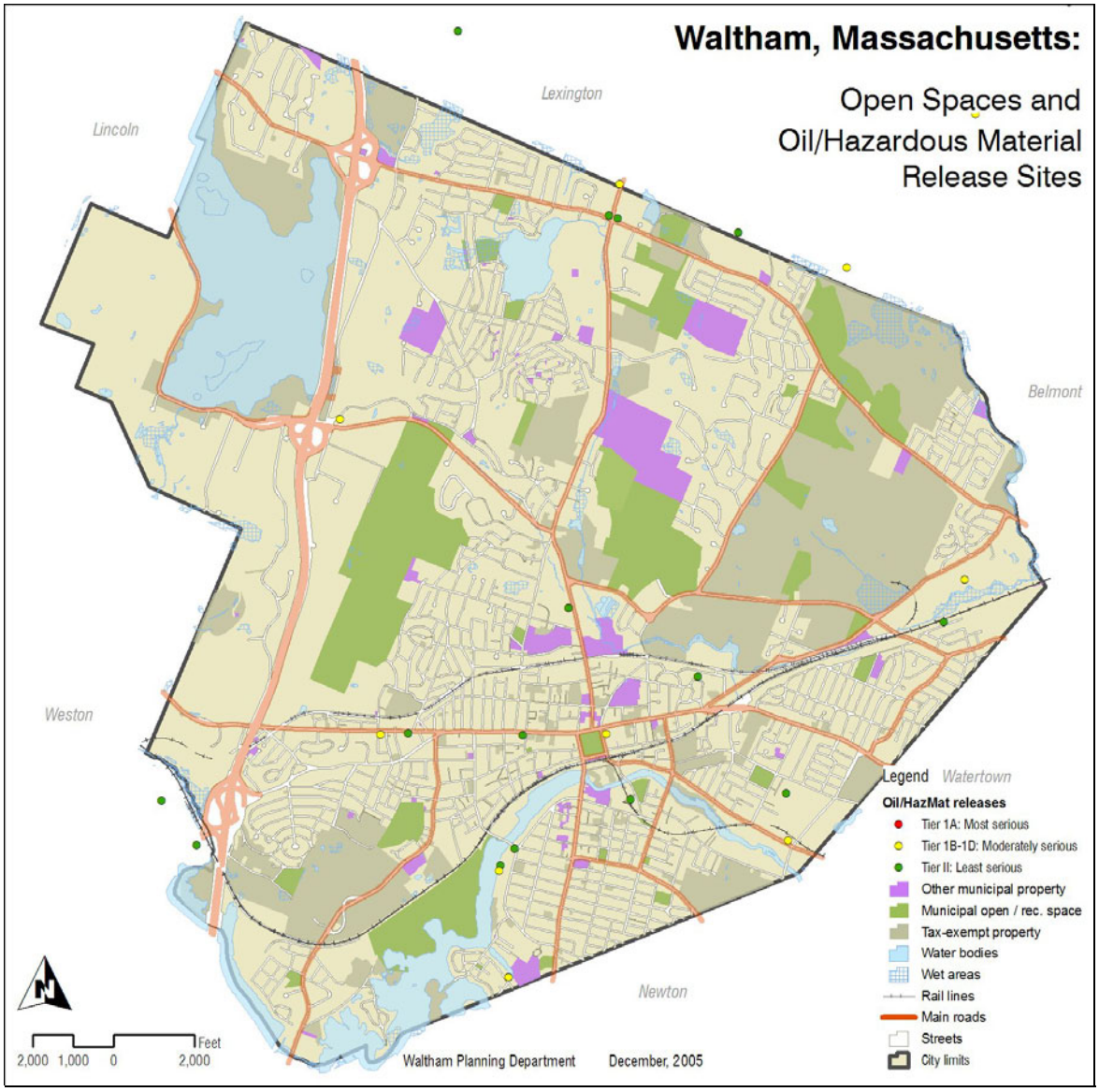
G. Environmental Challanges

Hazardous Waste Sites

The Department of Environmental Protection (DEP) has 88 officially designated hazardous waste sites listed in the city; however, only one is considered serious enough to be a potential public threat. Cleanup of that site, 411 Waverly Oaks Road, which is contaminated with petroleum has been ongoing for over 20 years. The property was originally cited as a threat to bordering wetlands, but experts say that this is no longer the case.

The relatively large number of hazardous waste sites in Waltham is undoubtedly attributable to its industrial history. The remaining DEP sites are listed as "non-priority" (23), meaning that the site does not currently pose a significant risk to human or environmental health, but could if preventative measures are not taken or current practices are not stopped; or "pre-classified" (64), which means the site is suspected of containing hazardous waste material but has not yet been thoroughly investigated.

Because Waltham gets its drinking water from the Quabbin Reservoir, the potential for contaminated groundwater due to hazardous waste is of less significance than for a municipality pumping directly from the ground. However, City officials are concerned with future damage of natural resources and would like DEP and the private sector to take a more aggressive role in clean-ups.



Surface Water Pollution

Hardy Pond is a great pond with a surface of approximately 42 acres, a current mean depth of about two feet and a maximum depth of about four feet. Residential abutters have been very interested and active in the environmental and recreational quality of the pond and have formed a 501(c)3 corporation called the Hardy Pond Association. The pond has been undergoing an eutrophication process. Due to shallow depth, aquatic growth, excessive algae blooms, and degraded water quality, the aesthetic and recreational value of the pond is minimal. The City of Waltham, assisted by the Hardy Pond Association, applied for, and was awarded, a state Clean Lakes Program grant to dredge the pond and increase the depth.

Flooding

The Beaver Brook Flood Plain, particularly as it passes along and under the railroad tracks near Linden Street, has been filled to its capacity during storms, and has caused flooding of roadways and businesses. In 1980, a study was done which concluded that major culvert improvements would be necessary to prevent flood damage from the 50-year storm. In 1993, the DCR developed the Beaver Brook Flood Mitigation Program, which encompasses the entire Beaver Brook area from Main and Linden Streets to Beaver Street. The Program includes detailed plans for culvert installation at all major roads including Linden and Beaver Streets and a complete clean-up of the Brook around Waverly Oaks with new rip-rap, etc.

Development Impact

Since major development occurred around the Hobbs Brook Basin and in the Cambridge Reservoir watershed area, there has been regional concern over negative effects on this natural resource and the potential threat to water quality. The watershed area lies in the communities of Waltham, Lexington, Lincoln and Weston. In 1989, the Cambridge Water Board and the MWRA contracted the Metropolitan Area Planning Council to prepare a Cambridge Reservoir Watershed Protection Plan. This plan had several accomplishments, including formulating the Cambridge Watershed Advisory Committee, providing a base line natural resources inventory of the watershed, assessing the land uses and potential sources of contamination, and analyzing zoning of the watershed. The Plan summarizes the findings of the project and presents recommendations for watershed protection measures designed to ensure the long-term protection of the public drinking water sources within the watershed. These recommendations are summarized as follows:

- *Control of urban runoff by local site plan and wetlands regulations, and permitting under the Clean Water Act*
- *Measures to control drainage from state highways*
- *Regulation of underground storage tanks and hazardous materials by local bylaws and ordinances*
- *Restriction of the most hazardous activities in the watershed by zoning overlay districts*
- *Control of sodium contamination with alternative road deicing practices*
- *Control of wastewater discharges in unsewered areas by local health regulations*
- *Proper solid waste management practices*

- *Coordination of improved emergency response to spills*
- *Water quality monitoring in the watershed*
- *MEPA review of projects in the watershed by DEP and MWRA*
- *Protection of critical parcels in the watershed by DEP and MWRA*

In general, the intensive development that has taken place in the Route 128 corridor, as well as along Lexington Street has presented potential damage to the environment including air quality from excess traffic, damage to surface water and groundwater resources, and loss of open space. The City should make every effort to protect the remaining undeveloped land along Trapelo Road so that there is open space relief from density and also to protect the watersheds and the remaining wildlife diversity in the area.

Landfills

In the Cram's Cove area of the Charles River, the Cities of Waltham and Newton have old landfills. The Waltham landfill was built in the 1930s and closed in 1971. Residents have questioned whether the landfill was capped and sealed properly. The old landfill is adjacent to the Moody Street Playground. The City of Newton also has two old dumpsites in the same area along the Charles River. Citizens from both Newton and Waltham are asking that the cities cleanup the riverfront in this area and test the former dump sites for carcinogens. City of Waltham officials are currently responding to these concerns.

General dumping

Illegal dumping at the large parks in Waltham is a problem. The City has tried to secure all entrances to both Prospect Hill Park and the Paine Estate Reservation; however, dumping continues. Dumping hurts wildlife habitats and degrades the environmental quality of the parks. Clean up efforts by citizen groups have taken place at Paine Estate, Prospect Hill Park and Hardy Pond.

SECTION 5 - INVENTORY OF LANDS OF CONSERVATION AND RECREATION INTEREST

This section provides an inventory of the existing open space and recreational land in the City of Waltham. The contents are as follows: definitions of protected and unprotected land, descriptions of publicly owned and privately-owned land, Inventory of Conservation and Open Space Lands, and List of Parks and Recreation Properties.

Distinction between protected and unprotected land

The following definitions have been developed by the Executive Office of Environmental Affairs through the cooperation of the Division of Conservation Services and the Department of Environmental Management:

Land is considered protected if it is owned by the [City's] Conservation Commission or Water Department, one of the state's conservation agencies (thereby covered by article 97), a non-profit land trust, or if the City received state or federal funds for the purchase or improvement of the property. Private land is considered protected if it has a deed restriction in perpetuity, if an Agricultural Restriction has been placed on it, or if DEP has placed a conservation restriction on it as part of the Wetlands Conservancy Program.

Land owned by other agencies (local school department, Department of Defense, Department of Corrections, etc.) is not protected; it can be sold for development with relative ease.

Publically-owned and Privately-owned land

The City owns three parcels of land that are permanently designated as "open space" and are used only for passive recreation: Prospect Hill Park (252.22 acres); Storer Conservation (Paine Estate) land off Beaver Street (103.0 acres); and the Waltham Common (7.30 acres). The two City-owned cemeteries, plus one private cemetery, constitute visual open space.

There is considerable publicly-owned land under the jurisdiction of State and Federal agencies, some of which is designated for public recreational use, including the Beaver Brook Reservation (38.05 acres), the Charles River State and DCR Reservation (201.14 acres), the DCR's Landry Park near the Moody Street Dam on the Charles River (1.21 acres), the DCR Riverwalk Park from the Moody Street Bridge to the Prospect Street Bridge (5 acres). The City of Waltham now owns and operates a former DCR ice skating rink on Totten Pond Road (4.25 acres) called Veterans Memorial Rink. Other public institutionally-owned lands, which are not normally available for public recreational use but which do provide significant visual open space for Waltham residents include: the former Metropolitan State Hospital, Fernald School, the University of Massachusetts' Waltham Field Station for agricultural research on Beaver Street, Gaebler School, the Church of Our Lady and the Cambridge Water Supply Reservoirs.

Several semi-public institutions have lands and facilities that have specialized public recreational use/open space characteristics. Included are the Massachusetts Girl Scouts land off Beaver Street (75.5 acres), the Massachusetts Boy Scouts (10.0 acres), the YMCA (15 acres), Beth Israel Memorial Park (7.44 acres), and two historical preservation facilities (the Gore and Lyman Estates totaling 47.7 acres). Two college campuses (Bentley and Brandeis) and three private schools for lower and secondary education also have land that provides recreational and open space benefits, mostly for those enrolled at the institutions; however some use of tennis courts and other facilities is available to the public with or without a fee.

Other than the holdings cited above, the City of Waltham does not have much vacant land that could be used for recreation or conservation purposes in the future. The only exceptions are two parcels off Beaver Street and Forest Street. These two holdings, called the "Forest Street Park" (15 acres) and "Waltham Woods" (12 acres) are not protected and are under the jurisdiction of the Parks and Recreation Department. However, the City plans to keep them as open space available for the public.

The MBTA has a right-of-way of former Central Massachusetts Railroad that runs from west to east across the center of the City. The track has been abandoned by the B&M Railroad, and the MBTA has no current use for the right-of-way. The right-of-way runs through several key developable parcels in the City, and studies are being performed to determine how a recreational trail can be designed to accommodate future development. This potential recreational trail could link with the Beaver Brook Reservation, the Lyman and Paine Estates, and recreational trails in Weston and Lincoln. The Metropolitan Area Planning Council has adopted the *MAPC Regional Bikeway Plan (1997)*, which lists the Waltham right-of-way as part of a regional bikeway project.

As indicated in the following inventories, the federal and state governments own significant parcels in Waltham. Accordingly, the City works closely with public agencies to assure that open space and recreation are priorities during any land disposition process. The City will remain diligent in its efforts to secure potentially surplus federal and state land including, but not limited to, MBTA rights-of-way for active and passive recreational use. In fact, as a result of these ongoing efforts, the City acquired 25 acres of the surplus Army Corps of Engineers site on Trapelo and Forest Street and created a recreation field complex for public enjoyment.

INVENTORY OF CONSERVATION AND OPEN SPACE / LAND

Public Lands	Use	Acres	Site Protection Status	Public Access	Zone
Prospect Hill Park	Recreation/Open space	252.20	Deed	Good	CR
Storer Conservation/Paine Estate Beaver Street	Trails	113.0	Deed	Good	CR
Waltham Common *Main & Moody Streets*	Walks Open space	7.30	Deed	Excellent	CR
Beaver Brook Reservation Trapelo Road	Open space	8.77	State CR	Excellent	CR
Beaver Brook Reservation Waverly Oaks	Open space	34.00	State CR	Excellent	CR
Charles River Reservation Charles River Road	Open space	7.35	State CR	Good	CR
Charles River Reservation Edgewater Drive	Open space	2.78	State CR	Fair	CR
Charles River Reservation Forest Grove Road	Open space	5.40	State CR	Fair	CR
Charles River Reservation Moody & Crescent Streets	Open space	2.30	State CR	Good	CR
Charles River Reservation Newton Street	Open space	.10	State CR	Fair	CR
Charles River Reservation Prospect Street	Open space	1.90	State CR	Fair	CR
Charles River Reservation River Street	Open space	1.24	State CR	Fair	CR
Charles River Reservation Riverview Avenue	Open space	.29	State CR	Good	CR

Landry Park Moody & Prospect Streets	Open space	34.00	State CR	Good	CR
Riverwalk Park Moody to Prospect Street	Trail	4.88	State CR	Excellent	CR
Ice Skating Rink Totten Pond Road	Recreation	3.06	Deed	Good	CR
Former Metropolitan State Hospital Trapelo Road	Closed	54.00	Historic Register Zoning	Closed to public	CR
Fernald School Trapelo Road	Institutional	163.05	Zoning	Closed to public	CR
Veterans Memorial Fields	Recreational	25	Deed	Excellent	CR
UMass Field Station Beaver Street	Agricultural	28.18	Zoning	Community Gardens	CR
Cambridge Reservoir	Reservoir	605.10	Deed restriction	Fair	CR
MacArthur School Lake Lincoln Streets	School Open space	21.05	None	Good	RA2
North East School Putney Lane	School Open space	30.56	None	Good	RA3
Kennedy Jr. High School Lexington Street	School Open space	42.33	None	Good	RA2
Waltham High School Lexington Street	School Open space	30.69	None	Good	RA2
Leary Field	School Recreation	7.00	None	Good	A3
Woburn Street	City Open Space	5.962	Zoning Deed	Poor	CR
Semi-public/ Private Lands	Use	Acres	Degree of Protection	Public Access	Zone
Massachusetts Girl Scouts Beaver Street	Open space Historic building	75.50	None	No formal access	CR
Massachusetts Boy Scouts Beaver Street	Building Open space	10.00	None	No formal access	CR
YMCA Lexington Street	Building Open space	15.00	None	Good	RA3
Beth Israel Memorial Park	Cemetery	7.50		Private	CR
Bentley College Campus Beaver Street	Campus	133.33	None	Good	RA3
Brandeis University South Street	Campus	181.70	None	Good	RA3
Gore Estate 52 Gore Street	Historic building Open space	16.60	Historic Register Deed	Good	RA3
Lyman Estate 185 Lyman Street	Historic building Open space	29.50	Historic Register	Good	RA3
A.T.& T. Bear Hill Road	Office Open space	25.46	None	None	C
Our Lady's Church 880 Trapelo Road	Religious Open space	25.88	None	Limited	RA2
Stigmatine Fathers, Inc 554 Lexington Street	Religious Open space	52.55	None	Limited	RA2

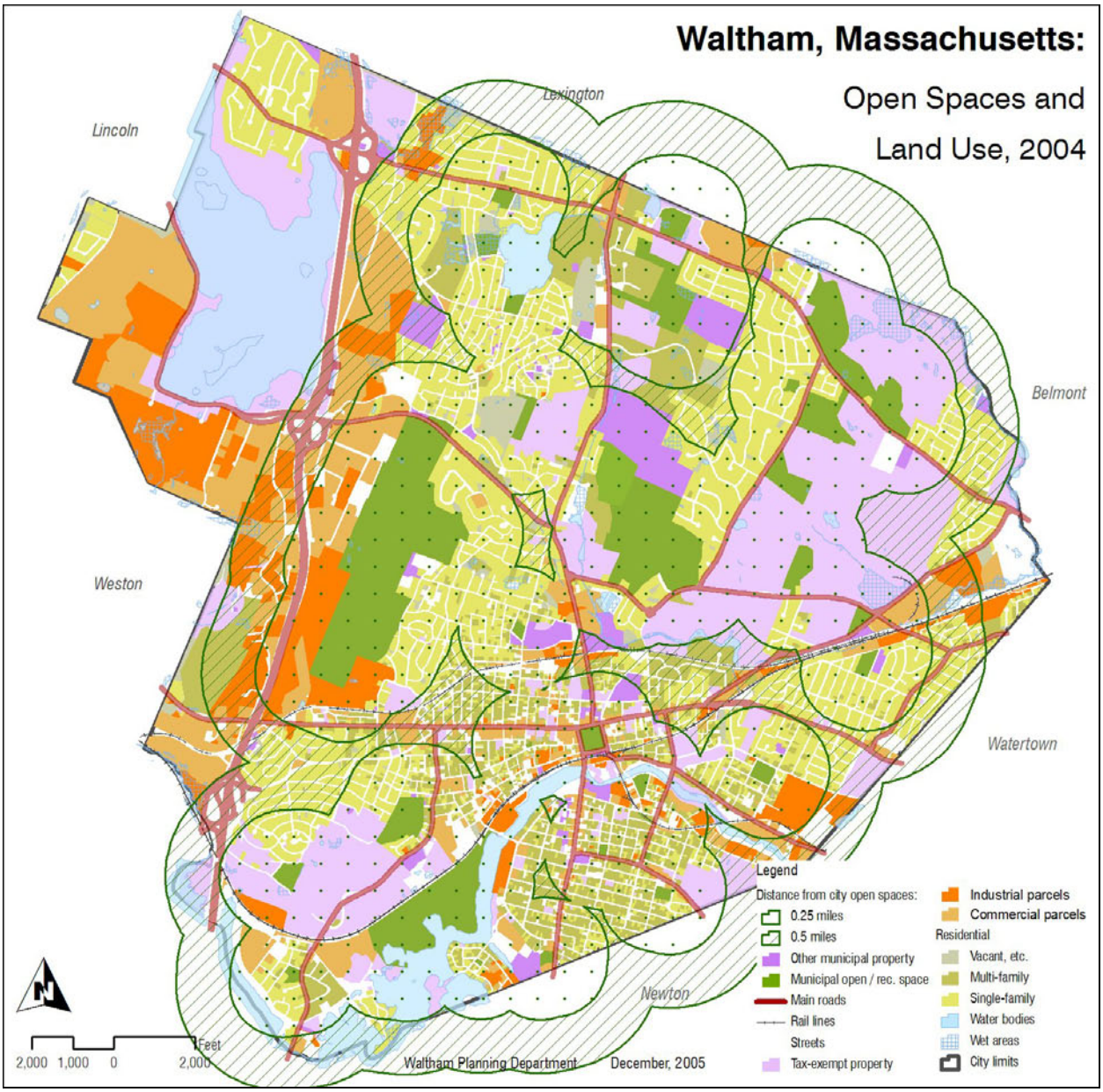
MUNICIPAL OPEN SPACE AND RECREATION LAND - PARKS AND RECREATION PROPERTIES

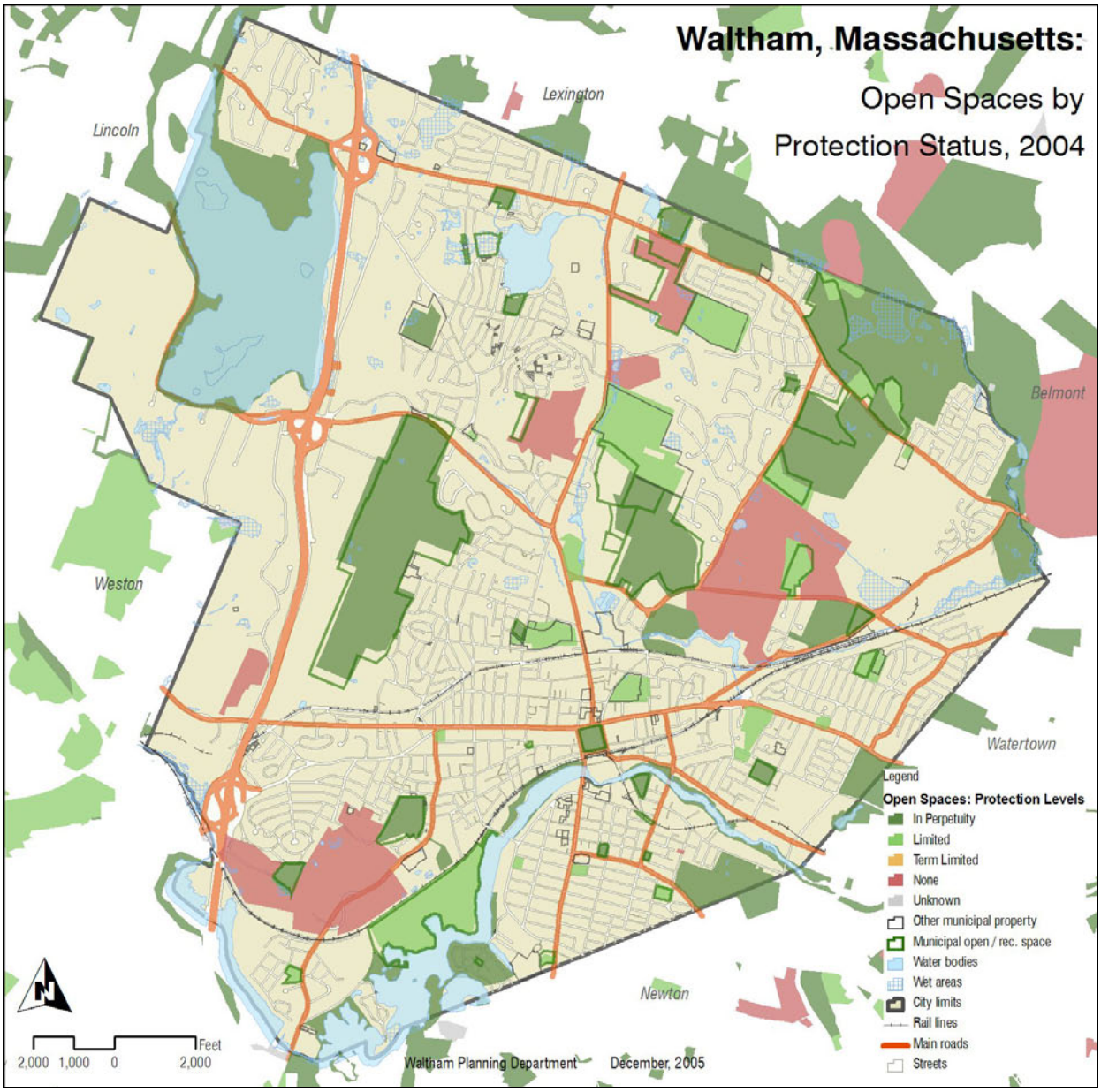
ACTIVE RECREATION AREAS AND FACILITIES	Acreage
Cedarwood Playground **25 Intervale Road, behind Brandeis University** Playground area with small baseball field, basketball court and children's play area. Open field space utilized for soccer by Waltham Youth Soccer Association. Accessible walkway completed in 2002.	7.00
Cornelia Warren Field **210 Waverley Oaks Road** Lighted adult softball field. Small play area with swing set and single basketball hoop. Open field area behind outfield fence is used for soccer practice by Waltham Youth Soccer Association. Redeveloped in 2001 to accommodate both softball and football.	4.84
Drake Playground **3 Hazel Street, Plympton Elementary School** Playground area with wading pool, full basketball court, and softball field. Softball field used by Girls' Softball Program in the spring and departmental Co-ed Softball League during the summer. Site improvements underway, anticipated to open 2006.	2.16
James P. Falzone Memorial Park 901 Trapelo Road, across from Our Lady's Church/School **Baseball/soccer field. Facility shared by Babe Ruth Baseball League and Waltham Youth Soccer Association. Limited playground equipment on site with large parking lot area.**	10.54
Peter Gilmore Playground **90 Hall Street, corner of High Street** Large playground area. Three basketball courts with lights. New play structure installed in 1997. Fencing improvements made in 1998.	1.35
Graverson Playground **16 Pine Vale Road, corner of Trapelo Road, Our Lady's Church/School** Large playground with full, lighted basketball court. Two-lighted tennis courts, Little League baseball diamond and small parking area. Baseball field utilized by the North Waltham Baseball League. Open field space utilized for soccer by Waltham Youth Soccer Association. Site improvements completed in 2001 and 2002.	4.44
Hillcroft Playground **25 Hillcroft Road, off Forest Street** Small playground area, half basketball court.	2.42
"Jack" Koutoujian Playground **901 Moody Street, beside Burger King** Softball field, basketball court and play equipment. Major improvements completed in 1997. Skate park completed in 2000.	11.09
Lazazzero Playground **7 Shore Road, corner of Lake Street, beside Hardy Pond** Playground area with lighted basketball court, wading pool, and 2 Little League baseball fields. Baseball fields used by North Waltham Baseball League. Site improvements in 2000.	4.30
Logan Park **120 Woerd Avenue** Playground equipment, shade trees and park benches.	0.45
Lowell Field **190 Grove Street, corner of Willow Street** Playground area, softball field, lighted basketball court, 3 lighted tennis courts, 2 small parking areas, measured walking circuit and newly constructed soccer field. Spray park installed 2002.	5.35
McDonald Playground **8 Cutter Street, corner of Newton Street** Small playground area and basketball court. Site improvements made in 2002 and new spray park opened in 2003.	0.67
McKenna Playground **10 Whitcomb Street, off Elm Street** Major league baseball field with lights, 2 lighted basketball courts, and parking lot. Baseball field used by Babe Ruth League. Small play structure installed 2002.	3.15
Msgr. McCabe Playground/Warrendale Playground **90 Charlotte Road, behind Fitzgerald Elementary School** Playground with 2 Little League Baseball fields, basketball court and 3 lighted tennis courts, and parking. Baseball fields used by Warrendale Little League. Site improvements in 2001.	4.86

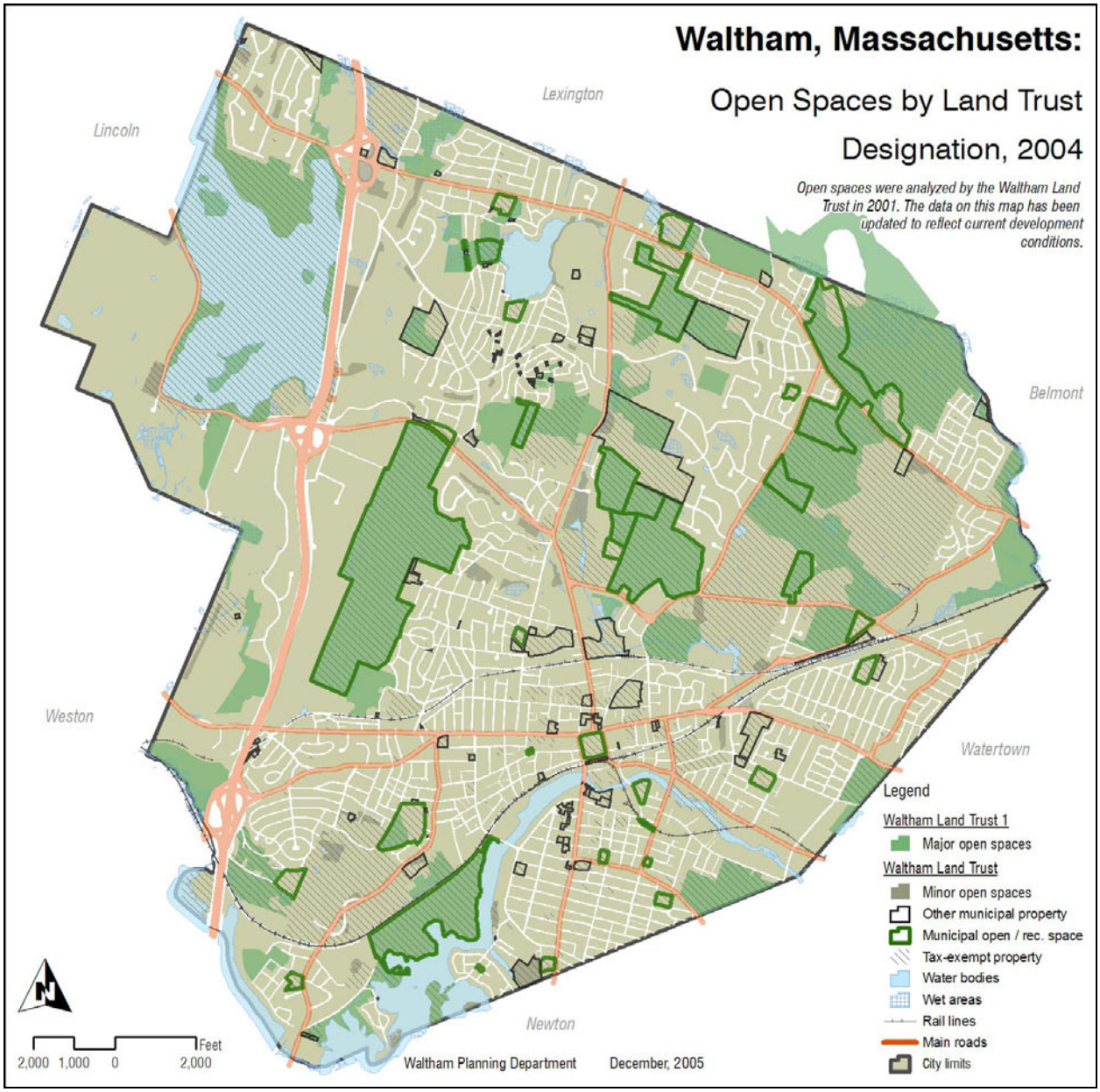
PARKS AND RECREATION PROPERTIES, continued

Nipper Maher Park **65 Dartmouth Street, off South Street** Lighted major league baseball field, 3 Little League baseball fields, wading pool, playground area, lighted basketball courts, 3 lighted tennis courts, small maintenance building with restrooms and large parking lot. Major league baseball field used by Connie Mack and Stan Musial Baseball Leagues. Little League fields used by Little Nipper Baseball League. Additional site improvements are underway and will be completed in 2006.	18.50
Pond End Tot Lot **93 Winter Street, corner of Pond End School Lane** Small neighborhood park.	1.42
ROBERTS PLAYGROUND **20 Sunnyside Street, corner of south streets** Playground area with basketball court and small softball field.	2.98
ELSIE TURNER FIELD **421 Trapelo Road, across from Federal Records Center** Softball field used by Girls' Softball Program, women's competitive leagues and department Co-ed Softball League.	6.00
THOMPSON PLAYGROUND **95 Charles Street** **Small playground area with basketball court. Additional court for smaller children and water splash pad completed in 2005.**	0.40
VETERANS MEMORIAL FIELDS **Forest Street** Multi-use athletic fields, including 3 soccer fields. Completed in 2005.	25
VETERANS MEMORIAL SKATING RINK Totten Pond Road Former DCR indoor skating rink for Waltham Youth Hockey, private groups and public skating.	3.25
Total Active Recreation Areas and Facilities	**120.25**
FOREST STREET PARK **Along Forest Street, between Bentley and U.S. Army Corps Site** Natural woodlands.	14.99
PROSPECT HILL PARK **North Entrance: 314 Totten Pond Road** **South Entrance: Off Prospect Hill Park Road** Undeveloped parkland with picnic sites, naturally wooded areas, Parks and Recreation Department office, summer day camp site and playground area.	252.22
STORER CONSERVATION AREA **Off Beaver Street** Natural woodlands and wetlands, walkways; surrounds Paine Estate, a National Historic Landmark.	103.00
WALTHAM COMMON **Main & Moody Streets** Open space, walkways and park benches.	7.30
WALTHAM WOODS **Entrance along Beaver St., Between Bentley and Patriots Trail Girl Scouts** Natural woodlands, undeveloped.	11.80
Total Passive Recreation Areas and Facilities	**389.31**
TOTAL ACTIVE AND PASSIVE RECREATION AREAS AND FACILITIES	**510.56**

Source: Waltham Parks and Recreation Department


Waltham, Massachusetts:
Open Spaces and
Land Use, 2004
Lexington
Lincoln
Belmont
Weston
Watertown
Newton
Legend
Distance from city open spaces:
0.25 miles
0.5 miles
Other municipal property
Municipal open / rec. space
Main roads
Rail lines
Streets
Tax-exempt property
Industrial parcels
Commercial parcels
Residential
Vacant, etc.
Multi-family
Single-family
Water bodies
Wet areas
City limits
Feet
2,000 1,000 0 2,000
Waltham Planning Department December, 2005


Waltham, Massachusetts:
Open Spaces by
Protection Status, 2004
Lexington
Lincoln
Belmont
Weston
Watertown
Newton
Legend
Open Spaces: Protection Levels
In Perpetuity
Limited
Term Limited
None
Unknown
Other municipal property
Municipal open / rec. space
Water bodies
Wet areas
City limits
Rail lines
Main roads
Streets
Feet
2,000 1,000 0 2,000
Waltham Planning Department
December, 2005


Waltham, Massachusetts:
Open Spaces by Land Trust Designation, 2004
Open spaces were analyzed by the Waltham Land Trust in 2001. The data on this map has been updated to reflect current development conditions.
Lexington
Lincoln
Belmont
Weston
Watertown
Newton
Legend
Waltham Land Trust 1
Major open spaces
Waltham Land Trust
Minor open spaces
Other municipal property
Municipal open / rec. space
Tax-exempt property
Water bodies
Wet areas
Rail lines
Main roads
City limits
N
2,000 1,000 0 2,000 Feet
Waltham Planning Department
December, 2005

SECTION 6 - COMMUNITY GOALS

A Description of Process

The 2006 Community Goals build upon community input from the previous 2000 Open Space and Recreation Plan, the City Council and various City boards. The Goals also incorporate recommendations from a visioning session called "*Envision Waltham 2020: Charting Our Future*" and a community workshop held by Healthy Waltham.

"*Envision Waltham 2020: Charting Our Future*" engaged Waltham citizens in a unique forum where they could share their concerns, hopes and desires for their community. The Metropolitan Area Planning Council (MAPC) was hired by the City to facilitate the workshop. Participants were divided into 4 subgroups. The groups identified the community's strengths and weaknesses and opportunities. Priorities were listed and ranked. The full group then reconvened and each subgroup reported its priorities.

Subgroups then reconvened, each one focusing on a different aspect including housing, economic development, open space and natural resources, and transportation. Key themes were identified for shaping the final plan. The full group then met again with their results and a wrap-up session was conducted to elicit overarching thoughts. Results from the open space and natural resources groups were integrated into the 2006 Open Space and Recreation Plan.

Another community forum was conducted by Healthy Waltham, a community health initiative sponsored by Mount Auburn Hospital and the Regional Center for Healthy Communities, striving to improve the health and quality of life for people who live, work and learn in Waltham. At this workshop, environment/open space was consistently ranked as one of the top five priorities for improvement, along with housing, transportation and healthcare. Specific goals included acquiring more open space; adding more soccer fields and swimming facilities, creating a bike trail, and beautifying the existing parks.

B. Statement of Open Space and Recreation Goals

The City of Waltham is both a diverse and developed community with a variety of open space and recreation needs. Through its water resources, such as the Charles River, Hardy Pond and the Cambridge Reservoir, and its large public land holdings, the City has a vast array of open space environments which all contribute to the quality of life of its residents.

The overall goals used to guide the development of 2006 Open Space and Recreation Plan, are to: protect, enhance, and provide access to open space and natural resources; and to provide a balanced recreation program for all citizens of Waltham.

In generating the goals to be incorporated in this update, Open Space and Recreation planning goals developed for prior plans were used as a base. The goals in the initial Recreation and Conservation Plan, and carried forward to the 1988 Open Space and Recreation Plan are as follows:

1. Integrate conservation and recreation lands and activities.
2. Provide a balanced recreation program.
3. Preserve open space and scenic areas.
4. Protect water resources.
5. Minimize flood hazards.

In addition, the following mission statement and goals were added by the Recreation Department:

The Waltham Recreation Department is focused on meeting the needs of the Waltham Community by providing its citizens of all ages and abilities the opportunities and accessibility to enjoy leisure activities and services that emphasize a better quality of life. With a balanced variety of recreational programming, athletic fields and facilities, cultural events, and conservation areas while continuing to preserve open space.

Additional Goals:

1. To develop partnerships with community agencies, schools, service agencies and businesses to provide expanded services to all populations of the community.
2. To create additional recreation facilities to accommodate increasing demands.
3. To address the need to enhance the existing parks system and improve the conditions and maintenance of

facilities.

4. To preserve and protect our open space including both water resources and land.

SECTION 7 - ANALYSIS OF NEEDS

This section presents an analysis of water resources, land resources, and community and management recreational needs in the City. It reviews what resources the City of Waltham has today and what it will need in the future.

A. Summary of Resource Protection Needs

Community inquiry has shown that Waltham residents use Prospect Hill Park, Waltham Common, Neighborhood Parks, the Charles River Walkway, Beaver Brook Reservation and the Robert Treat Paine Estate more than other facilities in the City.

Prospect Hill Park is the most visited recreational site in the City. This large park is not used at anywhere near capacity and has the potential to serve many more residents. The Prospect Hill Park Master Plan was completed in 1997 and received a Merit Award from the Boston Society of Landscape Architects. It is imperative that the City of Waltham implement the entire master plan and target the restoration of Prospect Hill Park as a priority open space objective.

Since 1994, the DCR has extended its walkways from Watertown to Elm Street in Waltham. In addition, the City of Waltham reconstructed the Calvary Street Footbridge and created the Riverwalk Link Park to connect DCR's Landry Park to Moody Street. Recent additional walkways connect Moody Street west to Newton along the Charles River.

Many residents use their neighborhood parks. Creating additional smaller local parks in areas where there is currently a lack of facilities could increase this number. Beaver Brook Reservation and the Robert Treat Paine Estate have seen an increase in usage in the past few years. Interpretive trails at the Robert Treat Paine Estate were welcome additions and have increased usage of the area by residents.

WATER RESOURCES

Public access to water bodies is an ongoing issue in the City. Many residents consider public access to water a recreational priority.

Charles River

The Charles River is considered by many as the most valuable natural resource in Waltham. There is a continuing desire for better access to the Charles River for public enjoyment. The following are projects that residents have expressed as needed to provide better access to the Charles:

- *Park Land Acquisition There are several small parcels along the Charles, such as 67 Crescent Street, which have been targeted by public and private groups for riverfront recreational purposes. Brandeis may be interested in a parcel in the Woerd Avenue area for a rowing facility.*
- *DCR Walkway Project The DCR continues to expand the walkway system along the Charles River, but there are still easement issues to work out, specifically along the Longview Fiber Company property which is a key piece in creating a contiguous walkway.*
- *Riverfront Park Plans are being formulated to augment an existing DCR riverbank park at the site of the Embassy Parking Deck in downtown Waltham. The plan would add approximately .75 acres of City-owned land to the riverbank property, owned by the DCR.*
- *Totem Pole Boat Tours Boat tours continue on the Charles River at the public riverwalk near Cronin's landing. A private firm is providing the tours.*
- *Cronin's Landing A public riverwalk has been constructed by the City.*
- *New Accessible Dock This was installed in the Charles River off of the public riverwalk along Cronin's Landing.*

Hardy Pond
A dredging project was completed by the City of Waltham, but there are flooding problems that still need to be addressed.

Some residents expressed a desire for better access to the pond at several areas but especially from Lazazarro Park. The Hardy Pond Association would like to create a Pond Life Study Center at Lazazarro. The Center would include a wildlife observation blind, a rustic amphitheater for educational programs, and interpretive displays on pond and wildlife habitats. The Center would be a local destination for nature study field trips and programs for Waltham schools, youth groups, and adult programs.

Hobbs Brook (Cambridge) Reservoir
Waltham, Lexington, Lincoln, and Weston need to continue to implement measures to protect this public drinking water source. There are problems involving siltation and salt from the road.

The Cambridge Reservoir is a significant scenic area and is a home to many different forms of wildlife. Residents would like additional open space around the Cambridge Reservoir for passive recreation purposes that would be compatible with protection of the public drinking water source.

Beaver Brook
There is a need for continued support to prevent flooding through the Beaver Brook Flood Mitigation Program.

Land Resources
Waltham's land resources contribute to the unique character of the community, preserve ecologically sensitive areas, and help control negative impacts, such as traffic, associated with development. The open spaces in Waltham also provide recreational opportunities for residents in the city and surrounding communities.

There are approximately 521 acres of lands owned by the City and State that are designated for open space protection and passive recreational use, including Prospect Hill Park, the Storer conservation land, and DCR land along the Charles River.

The City also owns 20 parks and tot lots, totaling 117 acres, which are not protected open space. The largest of these, Nipper Maher Park, is 18.5 acres comprised of four baseball fields, a wading pool, playground area, lighted basketball courts, three lighted tennis courts, maintenance shed and a parking lot. Baseball field improvements were completed in 2004. Little league field site improvements and fencing adjacent to residences were completed in 2005.

In addition, there are public and semi-public lands and facilities that, though not specifically used or protected as open space, do provide visual open space in the City. This includes lands such as the Girl Scout reservation and the historic "estates" (approximately 155 acres); State institutional lands, and two wooded City-owned parcels on Beaver Street/Forest Street (approx. 27acres). The total of these “institutional”, unprotected open spaces is 1346 acres, or 15.3% of the City land area.

To summarize, there are 120.56 acres of publicly-owned active recreation lands, 389.31 acres of publicly-owned passive recreation lands/open spaces, and 1,346 acres of "institutional" open space, for a total of 1852.31 acres, or 23.7% of the city is land area. In general, this compares favorably with many communities of comparable size in the Boston Metropolitan area, such as Salem and Braintree, which have about 20% of their land in open space, and is more than some, such as Peabody, which has 11%.

However, it is important to keep in mind that over half of these open space lands in Waltham are not permanently protected. Under the control of large governmental agencies, and some semi-public groups such as the Scouts and YMCA, these areas are subject to future pressure for changes, either to more intense use, which will eliminate portions of the open space, or to sale/disposition and reuse which could alter their open space character and eliminate the limited public recreational use which exists on some of these lands.

Also, there is ongoing development pressure on the few remaining privately owned vacant land parcels. As private land is developed, not only are opportunities for permanent open space protection lost, but as new dwelling units are built, added requirements are created to provide public recreation facilities and open space amenities to keep a healthy balance between developed land and open space.

Some residents consider it a high priority for the City to acquire and preserve open space for natural areas.

Many residents have also indicated that existing open space needs to be permanently protected, with public access provided for passive recreational purposes such as fitness walking, cross-country skiing, hiking, and bicycle riding.

New housing and condominium developments along Trapelo Road and Lincoln Street have added many new families to the area. It is important that areas of open space areas in North Waltham be preserved to meet new demands.

Areas for Acquisition:
Areas of the City that need open space protection are:

- *Any vacant parcels in the west end of the City for a neighborhood park*
- *Open space along Main Street for parkland*
- *Park land and access points around Hardy Pond*
- *Cambridge (Hobbs Brook) Reservoir; increase areas for passive recreational purposes*
- *Open space along the Charles River; continue to increase public access and create continuous walkways*
- *Augment open space at Lincoln Woods property*
- *Augment open space at Stigmatine Fathers Espousal Center*
- *Augment open space at the Robert Treat Paine Estate*
- *Augment open space at Prospect Hill Park*
- *Augment Open space at University of Mass Field House*
- *Augment Open space at Fernald Center*
- *Dedicate and develop the Central Mass Branch Railroad right-of-way for a bicycle and walking trail (ie. the Wayside Rail Trail, currently being undertaken by the Massachusetts DCR)*

B. Summary of Community Needs

The following section summarizes the recreational facilities that are available in Waltham and analyzes the extent to which they serve the present and anticipated population of the city. This section also reviews recreational needs of the handicapped and the elderly. Regional recreational needs are evaluated.

ADDITIONAL FACILITIES

Playgrounds and Parkland**:**
The first step in the analysis is to identify deficiencies based on population and location criteria. The National Recreation and Park Association has developed criteria for different categories of parks.

Specifically, mini-parks serve a concentrated or limited population, or specific groups such as young children or seniors. They have a service area of less than 1/4 mile and all users generally walk or ride bikes to the facility. A Neighborhood Playground primarily serves the needs of children from 2 to 15 years of age, with consideration also given to older persons wishing an area for relaxation or unstructured activities. It should generally include swings and climbing equipment for young children, basketball courts, sitting area, and possibly tennis courts. The geographic area it serves is defined by a radius of 1/4 to 1/2 of a mile from the homes in that neighborhood (1/4 for densely populated areas, and 1/2 mile in "suburban" neighborhoods). A District Park serves a larger population group and generally older children and young adults. It serves persons within a 3/4 to 1-mile radius of the facility. A District Park must meet diverse needs and interests, primarily with larger playfields for organized athletic games, including baseball, football and soccer. Parking should also be available.

An analysis of the service radius for District Parks shows that coverage in the City is relatively good, with the only exception being the extreme northwest corner where no public recreation facilities exist. However, for Neighborhood Playgrounds, there are significant gaps in coverage, particularly in the center of the City along the Main Street corridor, and again in the northwest corner. In the Main Street corridor, there are dense concentrations of residences behind the commercial frontages. However, there are few parcels of land that could be acquired for public parks and playgrounds. Probably the most dramatic example of this is the area bounded by Columbus Avenue/School Street on the North, Prospect Hill Road on the West, and Bacon Street on the East. There are no public parks within these twelve blocks of dense residential development, and some of the nearest playgrounds would require crossing Main Street with its heavy traffic.
Possible sites that have been identified for playground development are:

- Hammer Street (car storage site)

- City-owned land @ Felton St./South Fountain Avenue
- Parking lots next to Fitch School

Waltham does not have an adequate number of mini-parks and many neighborhoods do not have facilities for young children within walking distance. There is a need to develop additional mini-parks, with tot play structures, on City-owned properties of one acre or less. Vacant, City-owned house lots would be ideal for the development of mini-parks. The Ward 6 Councilor expressed a need for new playground space for children in his area and suggested that a new tot lot be incorporated into the Central Middle School.

In terms of number of acres in the aggregate, the National Park and Recreation Association standards indicate that there should be approximately five acres of active park per 1000 persons in the city. Rounding off the population of Waltham to 60,000, there should be 300 acres for active recreational parks in the City. At the present time, there are only 145 acres in District and Neighborhood Parks, so there is a glaring deficiency.

*Athletic Fields***:** As reflected in the above numbers, and noted in several questionnaires, there is a greater need for more playfields for organized athletic games. In recent years, youth baseball's enrollment (currently 1,489) was surpassed by youth soccer's enrollment (currently 1,650). This shift in Waltham's recreational interests indicates both soccer's growing popularity nationwide, as well as Waltham's changing demographics. The difference in enrollment may also be partially attributed to the fact that soccer is played in the spring and fall, whereas baseball is played only in the spring. Nevertheless, during the past decade, soccer as well as girls' softball have become increasingly popular, both forming organized leagues in the 1980s. Most recently, Waltham has experienced a growing demand for youth lacrosse and field hockey, in addition to soccer and softball.

Unfortunately, coinciding with the changing and increasing demand for recreational fields, by the late 1980's and early 1990's, Waltham's land was becoming scarce due to the hi-tech boom and subsequent residential developments. Hence, the Recreation Department has struggled to find adequate field space for the new teams with little success and has been totally unable to offer lacrosse or field hockey in its current programming. As a result, Waltham's organized teams frequently have no place to play games or even practice. They are in fact nomadic—constantly searching for make-do responses to their needs. Many of our teams cannot compete on an equal footing with neighboring communities.

There is competition for baseball and softball fields, especially for night games where three leagues are vying for two lighted fields. League activity in the evening also limits the use of fields for families or groups who would like to play on a casual basis. Further exacerbating the need, Waltham High School added field hockey and lacrosse to the women's athletic program while not adding any new fields. Many of the High School's women's teams, especially the junior varsity squads, lack a permanent playing field – rotating from Leary Field, to the "Pit", to the Kennedy Middle School field—creating a scheduling nightmare for the various facilities and teams citywide. Currently, there is no room for expansion of existing programs or to accommodate new programs such as youth lacrosse, field hockey and adult soccer, or increased demand resulting from population growth. Some of this shortage has been alleviated by the creation of playfields at the former Frederick C. Murphy Center, now Veterans Memorial Fields, but there is still a shortage of regulation-size soccer, lacrosse, field hockey fields, softball fields and senior-size baseball diamonds.

In summary, the City of Waltham currently has over 5,000 participants in field-based youth sports programs; this number does not include Waltham High School sports or non field-based youth sports programs such as the Youth Basketball Association, Youth Hockey Association, and the Waltham Track Club. We expect the interest in all these sports will continue—and even grow—if adequate recreation facilities become available. We can predict this since many of the leagues currently have waiting lists and registration caps, and must turn away many eager participants due to lack of field space.

<u>Need for New Recreational Opportunities:</u>

Bike Trail**:** One of the greatest needs in the City is an accessible bike trail. Besides being a healthy form of recreation, bicycle use decreases road congestion and helps reduce emissions and meet air quality standards, and provides an affordable form of transportation for residents without access to a car. Presently, there are no formal bike paths in Waltham; bicyclists ride on the side of the right-of-ways. This informal, shared roadway system does not encourage cycling because most riders are intimidated by vehicular traffic. The City needs to prepare a bicycle plan that analyzes opportunities for bike lanes and bike paths. Bike lanes are a portion of a roadway that has been designated by striping, signing, and pavement marking for the preferential or exclusive use of bicyclists. A bike path is physically separated from motorized vehicular traffic by an open space or barrier and is either within the highway right-of-way or within an independent right-of-way.

In 1997 the City of Waltham in cooperation with the communities of Belmont, Weston, Wayland, Sudbury, Hudson, and Berlin participated in the Central Massachusetts Rail Trail Feasibility Study, produced by the Central Transportation Planning Staff for the Massachusetts Turnpike Authority. The study determined that it was feasible to construct a rail trail along the full 23-mile corridor – which has been proposed as the Wayside Rail Trail. In addition to being a major asset for the seven communities involved, it would also provide access to many schools, as well as residential, employment and recreation areas. The proposed Wayside Rail Trail right-of –way crosses two other proposed bike trails: the Assabet River Rail Trail in Hudson and the Lowell-Sudbury Rail Trail in Sudbury. The community and advocates for the Wayside Rail Trail have been instrumental in the developing of this project in both the City of Waltham and the other six communities. It is clear that the Wayside Bike Trail is a very important project for the City of Waltham and would create a strong connection within an exciting network of other trails and destinations. The City is aggressively seeking grant funding for preliminary design and is maintaining an active role with the other communities and agencies to design and build the Wayside Rail Trail.

Conservation Areas: The need for conservation is another major concern in the community. Robert Treat Paine Estate is the City's only official conservation area in the City of Waltham. With the changing landscape character of Waltham and the pressures of traffic and development, there has been an increased interest in preservation of land as conservation areas. The City should seek opportunities to acquire conservation land including wetland areas adjacent to Prospect Hill Park, near Metropolitan State Hospital Site, and the University of Massachusetts Agricultural Station

*Neighborhood Parks***:** Neighborhood Parks are extremely popular and accessible to residents. These parks allow residents to walk to the park and create a place to meet neighbors. The City needs to be watchful of for opportunities to create new neighborhood parks.

*Hiking Trails***:** There are a number of informal hiking trails in the city, including trails at the Robert Treat Paine Estate, Prospect Hill Park and the Metropolitan State Hospital site. The trails at Prospect Hill Park and the Metropolitan State Hospital site are in need of rehabilitation and upgrading. The Prospect Hill Park Master Plan identifies trails network for the park and tackles issues of accessibility and signage. Due to the watchful eyes of abutters and the Parks and Recreation Department the illegal usage of motorized vehicles on the Parks and Recreation Trails has been greatly reduced. Implementation of the Prospect Hill Park Master Plan will insure the enjoyment of the park and the trails for walkers and help preserve the fragile ecosystem.

Additional trails and walking circuits including: the Charles River Walkways between Farwell Street and Elm Street, and a metered walking circuit at Lowell Field as part of the City's restoration efforts. Both of these projects are very popular with recreational walkers.

Due to the popularity of the walking circuit at Lowell Field, an additional walking circuit is proposed at the former Murphy Federal Center.

Many residents are unaware of the existing walking trails and more public outreach could increase their use.

*Public Access to Water***:** The construction of the new Charles River Walkways in Waltham has dramatically increased public access to the Charles River. Additional access will be provided as the DCR continues implementation of its walkway development plan to the west, towards the Woerd Avenue boat ramp. The City has recently constructed an accessible public dock on the public river walk adjacent to Cronin's Landing. In addition, the DCR has renovated the boat launch on Woerd Avenue. Hardy Pond presents another opportunity for improved public access.

Suggested Improvements to Existing Recreational Facilities

The following list includes some of the suggested improvements to recreational facilities that were received from community input sessions:

- Improve maintenance at existing fields and playgrounds
- Implement Prospect Hill Park Master Plan
- Develop active/passive recreation at Met State property
- Renovate Nipper Maher Park and playground.
- Upgrade Warrendale playground
- Upgrade Logan Park
- Enhance public access and opportunities for recreation along and in the Charles River
- Renovate Connors pool and provide clean locker rooms.
- Improve maintenance of playground and removal of graffiti at Lazzezaro.

- Construct more spray parks.
- Repair light in parking lot at Falzone.
- Improve public access to Hardy Pond.

Suggestions for Additional Facilities

The following list includes some of the suggestions received for additional facilities:

- Improve condition of and access to Square Pond area
- Develop more hiking trails
- Create new tennis courts and install practice boards.
- Add exterior paved courts for racquetball.
- Encourage canoe and small sailboat rentals on Charles River.
- Pursue reuse of old landfill site.

Special User Needs

Handicapped Needs: The City of Waltham and the Greater Waltham Association for Retarded Citizens, provide a summer day camp and after-school recreational programs for the developmentally disabled. To provide further programming for the disabled, the D.P.W. and Recreation Department need a method to provide transportation for the handicapped. A new bus with a lift would enable the Recreation Department to open up its programming to a wider range of residents.

A survey has been completed by the Waltham Handicap Commission which outlines access to each recreation facility by the physically handicapped as part of the Section 504 plan required under the Rehabilitation Act of 1973. The 504 Plan is included as an Appendix to this Plan. The survey reveals what improvements have to be made to each playground to make it accessible. Most of the city's recreational facilities need designated handicap parking, either on street or in parking lots. Some of the facilities do not have appropriate surfacing or grades for wheelchair access. However, in general, the facilities are accessible in some fashion.

Special provisions for the handicapped should be provided whenever a playground or other recreational facility is scheduled for renovation. In fact, this is now a requirement under the Americans with Disabilities Act (ADA). Special design considerations should be included for new boat docks and launching areas need to include lifts or ramps for wheelchairs. The City and DCR recently built one of the only accessible boat docks on the Charles River. Any trail systems in conservation areas should be designed to accommodate disabled persons as well as the blind, such as Braille signage along interpretive trails.

***Elderly Needs*:** There are 10 public housing developments that are primarily devoted to elderly persons, and there are a number of nursing homes operated by institutional groups. The public housing facilities have been sited where open space has been preserved, and some new planting has been provided where necessary. Some of the developments have modest facilities for outdoor activities and encourage residents to get outside to walk or sit on benches. The apartment building owned by the Waltham Housing Authority on Pine Street, (containing 120 units), and the privately-owned Frances Cabot Lowell Mill, (the remodeled mill building containing 258 units for elderly and handicapped residents), are located across the Charles River from each other in the center of the City. These facilities enjoy the view of the river, the Moody Street Dam, and the use of footpaths and a connecting bridge at the river for outdoor exercise. The DCR Riverwalk is located across Moody Street. Responding to the need for improved access and viewing of the falls, the Riverwalk Link on the South bank augments Landry Park and extends the Riverwalk to provide more area for recreation in the downtown.

The Waltham Council on Aging provides a variety of recreational activities for seniors including dancing, bowling, walking, exercise/nutrition classes, bingo, arts and crafts, cards, day trips, and holiday parties. The majority of these activities are offered at the new Waltham Senior Center on Main Street. The Director of the Council on Aging has said that the greatest need for the future is transportation to recreational activities at the Center for Waltham seniors. There is also a need for more recreational activities for senior men.

Regional Needs

Massachusetts Outdoors, the Massachusetts Statewide Comprehensive Outdoor Recreation Plan (SCORP)

The City of Waltham is located within the Department of Conservation and Recreation (DCR) region as designated by the tennis, golf, boating, camping, cross-country skiing, and field-based activities. Since downhill skiing and camping are difficult to provide in this area, the most important activities to focus on are fishing, tennis, golf, and boating.

Based on surveys of residents and local administrators, several SCORP recommendations for the DCR region include:

- Improve water-based recreation opportunities for such activities as boating and fishing.
- Increase and improve opportunities for hiking, cross-country skiing and picnicking.
- Maintain a balance between acquisition and development of recreation and conservation areas.
- Improve maintenance of recreation facilities through the development of incentive programs.
- Market opportunities at state owned facilities.
- Improve opportunities for land-based recreation, particularly for golf, tennis, and field-based components.
- Examine the feasibility of extending outdoor recreation opportunities within wetland recreation areas for such activities as hiking, nature observation, photography and cross-country skiing.

*Open Space Networks***:** It is very important not to overlook the benefits of providing recreation systems that cross municipal boundaries. These regional systems provide recreational opportunities for many users and allow for a larger recreational framework. Three regional projects are currently in the planning phase and need public funding and private involvement to be implemented. They are as follows: the proposed Central Massachusetts Rail Trail (Wayside Rail Trail), DCR Charles River Walkways and the Metropolitan State Hospital Property.

The proposed Central Massachusetts Bike Trail (Wayside Rail Trail) would be approximately a 23-mile trail on the abandoned railroad right-of-way running from Belmont through Waltham to Hudson and beyond to Clinton, roughly paralleling Route 20. It could connect with the Lisle-Sudbury trail and would be the major east-west route in a regional bikeway system. The Metropolitan Area Planning Council has prepared and officially adopted the *Regional Bikeway Plan (1997)* that provides a regional context for all bicycle planning efforts in the 101 cities and towns of the MAPC region. The Central Massachusetts Branch is listed as a regional bikeway project that needs further analysis and support from all the communities that would be involved in its implementation. The MAPC Plan has not been officially adopted, but it contains information that will be incorporated into a more comprehensive plan during the coming year.

The second open space network is the DCR Charles River Walkway running from Watertown to Newton. The DCR has a long-range plan to work with the municipalities along the Charles River to develop parks and narrow "greenways" both on DCR land holdings and on, or through, private and municipal holdings. The DCR identified a number of encroachments on its properties along the Charles River. One of the steps in the development of the continuous walkway will be to reclaim these holdings and develop them as path systems.

The third open space network centers on the Metropolitan State Hospital Property. The DCR is proposing that 240 acres of the 360-acre property become a DCR reservation. The reservation would create a public access link between the DCR Beaver Brook Reservation, Lexington conservation land, and Belmont's Rock Meadow conservation land.

Western Greenway

In addition to the three open space networks, a new greenway called the Western Greenway has been proposed by the Waltham Land Trust as an opportunity to link major properties including recreational fields, wetlands, former hospital sites, historic properties and public lands by a 6-mile trail system. The greenway would stretch from former Met State Hospital and Beaver Brook Reservation to the Lyman Estate and Fernald campus. The Trust is currently seeking to gain official designation by the Massachusetts Department of Environmental Management. Official recognition requires broad support of owners and citizens of Waltham, Belmont and Lexington. Recognition of the value of the greenway can create an environment that will result in well-conceived development plans allowing for growth without compromising the integrity of the greenway and the quality of life cherished by the community.

C. Management Needs

*Maintenance and Updating***:** The quality of maintenance of the parks and playgrounds in the City of Waltham is one of the biggest issues affecting the system. Regular inspections are made of all facilities and equipment at each of the parks and playgrounds. Inventory lists are kept and updated periodically to assure safety. With limited staff and budget, the Recreation Department attempts to keep the facilities in good condition, and has been replacing damaged equipment to some degree; however, there are many playgrounds that have deteriorated because of intensive use. Many neighborhood playgrounds need to be updated with new equipment, such as play structures. The athletic fields also receive very intensive use, and it is difficult to keep fields in top playing condition. An increase in the number of available fields for sports will also allow the resting and rotation of fields, resulting in improved turf quality.

*Employer Contribution***:** City Councilors and the Director of Recreation feel that new and current major employers in Waltham should contribute to maintaining the City's open space and recreation facilities. Because of the City's large employment base, the daytime population in Waltham is nearly double its resident population. Many of the employers take advantage of Waltham's recreational facilities. A number of employees within the City utilize the parks and participate in the services but are not residents. For example, many lunch hours are enjoyed outdoors at various parks and facilities. The Recreation Department offers company-sponsored adult recreational sports leagues that are popular with employees who are not necessarily Waltham residents. It would be in the best interest of their employers to contribute to the parks and recreation system in Waltham because it would contribute in turn to the good health of the work force and improve upon their ability to attract and retain employees.

*Public Outreach and Education***:** Waltham provides a variety of recreational opportunities; however, many residents are not aware of all the opportunities. Continued efforts need to be made to publicize the names and locations of facilities, through the newspaper and increased signage. Rehabilitation projects should also be publicized, such as the signage used when a Community Development Block Grant park rehabilitation project is underway. Perhaps the most important outreach is through the school system. Children should be educated on the natural resources in their community and how they can contribute to the preservation and enhancement of the natural environment.

*Operations and Management***:** The Parks and Recreation Department is now the Recreation Department with passive parks and open space under the supervision of the Consolidated Department of Public Works. Improved communications between the Recreation Board, the Conservation Commission, the School Department, and the Public Works Departments needs to be encouraged to better manage Waltham's growing open space and recreation system. Many parks and recreation grants and other issues require a collaboration of the various boards, municipal departments, and private groups in the City. As an example, the Planning Department succeeded in acquiring surplus federal property in conjunction with Parks & Recreation and School Departments, and redeveloped the site into the Veterans Memorial Fields. The new athletic fields and nature area will benefit both the city's residents and school population.

The City relies heavily on Federal Community Development Block Grant (CDBG) funds and State and Federal grants for large improvement projects at park and recreation facilities. The majority of the Recreation Department's budget is dedicated to management and maintenance of the current system, leaving little for major rehabilitation and no funds for additional parkland acquisition. The Conservation Commission has a very small budget for consulting fees and a small trust fund for open space acquisition.

To maintain its current recreation system, and to expand it where needed to meet current demands, the City will need to increase the capital improvement allocation for the next five years. Much of these capital improvement funds can be used to match available State and Federal grants for acquisition and rehabilitation projects.

SECTION 8 - GOALS AND OBJECTIVES

The goals and objectives of this plan will provide the framework for a five-year action plan for open space and recreation projects. As stated in Section 6, the overriding goals of this plan are to protect, enhance, and provide access to open space and natural resources and to provide a balanced recreation program for all citizens of Waltham.

The goals and objectives were developed based on the 1994 and 2000 goals and objectives, input from the "*Envision Waltham 2020*" visioning session, Healthy Waltham Community Forum, the Waltham Land Trust, and the Conservation Commission. Goals include management capacity and system delivery to improve existing facilities and provide outreach. The regional open space and recreational issue is still very important, and regional planning and implementation of open space and recreational projects are being implemented and expanded. Accurate mapping of natural resources including publicly accessible properties, vegetation, wildlife and endangered species is another long-term goal that will aid in promoting conservation and preservation or fragile areas. Land and water resource goals continue to include an emphasis on protection, enhancement and expansion. The goal of providing a balanced recreation program has also been broadened to ensure that recreational facilities and open space are geographically well distributed.

A recent development is passage of the Community Preservation Act by nine votes in the fall of 2005. This includes a 2% surcharge. The vote continues to be contested, and so far no formal plan has been established for funding projects.

GOAL 1: PROVIDE VARIED, ACCESSIBLE, AND BALANCED RECREATION FACILITIES AND PROGRAMS FOR ALL RESIDENTS OF WALTHAM

Objectives

1. Develop recreational facilities in areas where service is currently inadequate, or in areas where new development will require additional facilities.
2. Expand current recreational opportunities by developing trail systems for cross-country skiing, hiking, bicycling, and jogging on existing or newly acquired land.
3. Provide recreational opportunities and facilities for the special needs population.
4. Provide access to and improve water-based recreation opportunities such as boating, swimming, and fishing.
5. Improve and upgrade current recreational facilities to expand use.
6. Include needed recreational facilities, in any reuse plans for State and Federal holdings in Waltham.
7. Increase public open space in the downtown area that will link historic and cultural assets with greenways along the Charles River.
8. Preserve, enhance and promote historic properties. Include an "opt out" provision to any Historic District program for individual property owners who do not wish to participate.

GOAL 2: PROTECT, ACQUIRE AND CONSERVE WALTHAM'S OPEN SPACE

Objectives

1. Protect ecologically sensitive lands and wildlife areas.
2. Take measures to accurately map, document and permanently protect City-owned open spaces.
3. Plan for the protection of State and Federal owned open spaces, as opportunities become available.
4. Provide public education on the importance of open space and natural resource protection.

GOAL 3: PROTECT AND ENHANCE WALTHAM'S WATER RESOURCES

Objectives

1. Support regional and local efforts to improve the quality of the Charles River.
2. Continue with the Hardy Pond Restoration Project including preserving wetlands, and providing public access.
3. Support efforts to minimize flooding through the Beaverbrook Restoration Project.
4. Take measures to accurately map water resources including wetlands, brooks and tributaries.

GOAL 4: DEVELOP PARKS AND RECREATION AND CONSERVATION MANAGEMENT CAPACITY.

Objectives

1. Provide opportunities for better management of conservation and recreation lands through combined efforts of various municipal boards, City Departments, and public and private interest groups.
2. Establish an open space fund.
3. Expand the use of facilities by providing varied and upgraded equipment.
4. Prepare and implement a maintenance and rehabilitation program for large City-owned open spaces.
5. Provide more factsheets about existing Parks and Recreation facilities and programs.
6. Investigate and upgrade the legal protections afforded municipal open spaces.

GOAL 5: DEVELOP REGIONAL OPEN SPACE AND RECREATIONAL SYSTEMS THAT CROSS MUNICIPAL BOUNDARIES

Objectives

1. Assist the DCR in the long-range plan for extending the greenway on both sides of the Charles River from Watertown to Newton.
2. Support and assist in the implementation of the Central Massachusetts Bicycle Trail on the abandoned railroad right of-way from Waltham to Hudson.
3. Develop spur tract on south side of Charles River [Bemis Spur] for walking, hiking, jogging, and biking.
4. Assist in efforts to officially designate the Western Greenway.

GOAL 6: ACQUIRE, DEVELOP AND PROTECT OPEN SPACES DURING THE DISPOSITION PROCESS OF FEDERAL AND STATE PROPERTY

Objectives

1. Maintain conservation/recreation zoning for land acquired through disposition process.
2. Draft legislation to grant the City of Waltham first priority and right of refusal in the disposition of federal and state properties.

SECTION 9 - FIVE-YEAR ACTION PLAN

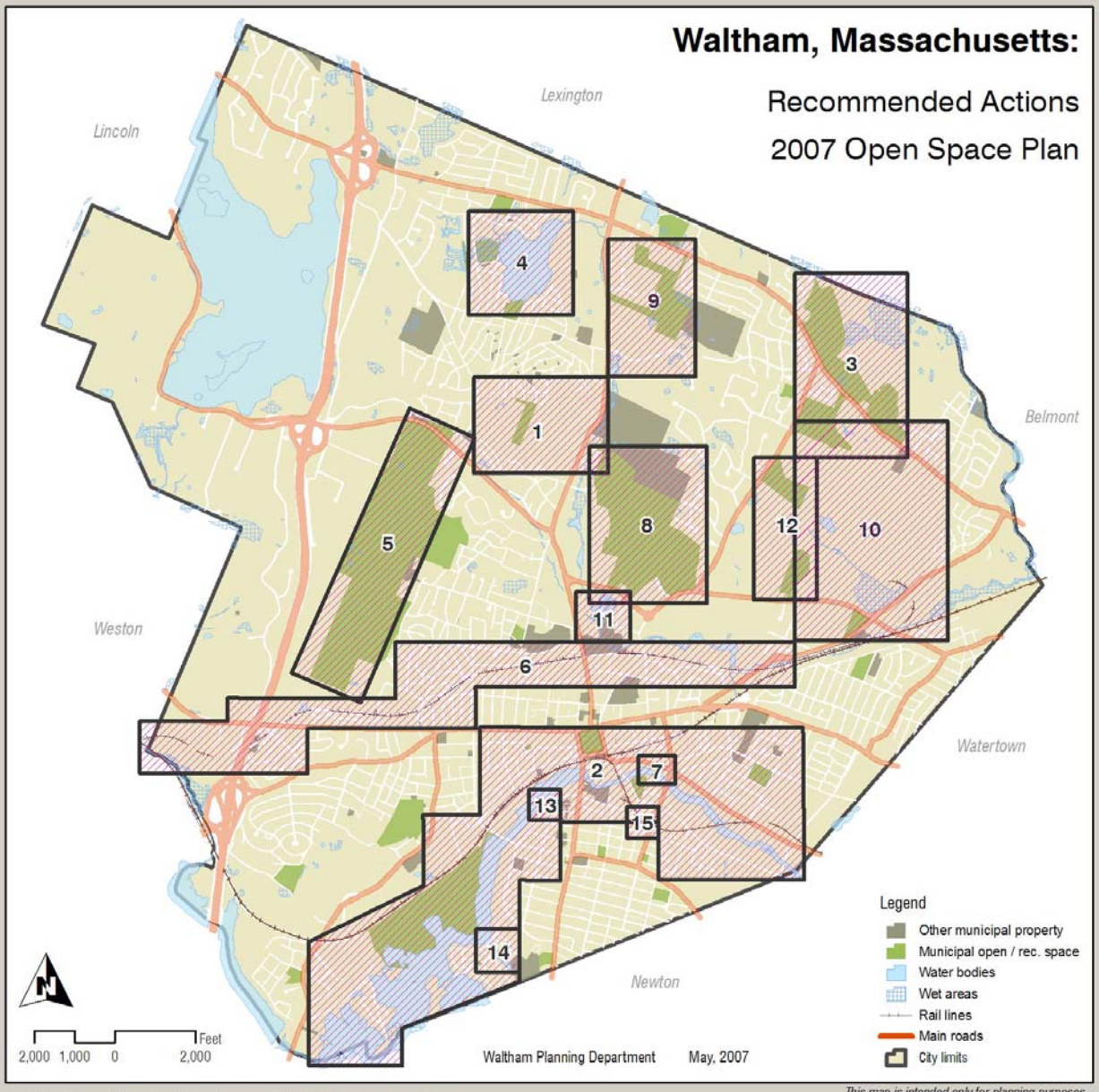
This section establishes an action plan addressing Waltham's open space and recreational needs vis a vis the City's stated goals and objectives, building upon the work conducted in Phase I and II of the Waltham Open Space Plan.

Objective	Actions	Year
1.1 Develop recreational facilities in areas where service is currently inadequate, or in areas where new development will require additional facilities.	Develop active and passive recreation at the Metropolitan State Hospital site. - *ongoing*	2008
	Continue interaction with the state regarding renovating Connors Pool - *ongoing*	2008
	Explore opportunities to create vest pocket parks in Southside neighborhood, including the acquisition of the 67 Crescent Street parcel and similar properties	2010
	Convert the former municipal landfill at Woerd Avenue into a passive recreation facility - *ongoing*	2012
1.2 Expand recreational opportunities by developing trail systems for cross-country skiing, hiking, bicycling, and jogging.	Develop a metered walking loop at Koutoujian Playground	20011
	Develop Wayside Rail trail and facilities on the Bemis Spur (Newton Street)- *underway*	2011-12
	Develop hiking trails/cross-country skiing trails at the Metropolitan State Hospital/DCR Reservation.	2012
1.3 Provide recreational opportunities and facilities for the special needs population.	Provide handicap accessible trails, appropriate signage and restroom facilities at Prospect Hill Park.	2008
	Continue with the handicap accessible improvements listed in the 504 Plan - *ongoing*	2012
1.4 Provide access to and improve water-based recreation opportunities such as boating, swimming, and fishing.	Continue with the Hardy Pond Restoration Project and provide public access to the pond for fishing, boating and swimming – *ongoing* • Improve shoreline portion of Lazazzero Playground to enhance water based recreation activities	2010
	Make improvements to facilities as listed in the Plan when funding is available; apply for recreational rehabilitation grants if applicable - *ongoing*	2012
	Explore funding options and collaborative means to renovate and manage Connors Pool - *ongoing*	2008
	Protect Square Pond and determine feasibility of construction of board walk for public access.	2010
1.5 Improve and upgrade current recreational facilities.	Site improvements / new spray park at Chesterbrook Gardens - *ongoing*	2008
	Site improvements at Nipper Maher Park - *ongoing*	2012
	Upgrade Warrendale Playground	2009
	Continue Prospect Hill Park Restoration – *ongoing*	2012
	Construct spray park at Drake Playground – *underway*	2009
	Renovate wading pool at Lazazzero Playground	2008
1.6 Include needed recreational facilities, in any reuse plans for State and Federal holdings in Waltham.	Develop active and passive recreation along Trapelo Road at the Metropolitan State Hospital site. – under review	2008
	Construct new field house at Veterans Memorial Fields - *underway*	2008
	Continue analysis of State open space to determine if recreational facilities can be accommodated – *ongoing*	2010
	Develop indoor and outdoor recreation at former Gaebler School – *ongoing*	2008
1.7 Increase public open space in the downtown area which will link historic and cultural assets with greenways along the Charles River	Renovate historic fountain near Charles River at Crescent Street	2008
	Provide a link on the Longview Fiber site with the municipal Riverwalk along the south bank of the Charles River.	2009
	Explore acquisition of 67 Crescent Street for use as a “pocket park” on the Charles River	2009
1.8 Preserve, enhance and promote historic properties.	Improve public access to Paine Estate and Storer Conservation Lands.	2008
	Develop inter-connected historic districts.	2008

Objective	Actions	Year
	Develop appropriate historic programming with CPA funding.	2009
2.1 Protect ecologically sensitive lands and wildlife areas.	Provide updated inventory of wildlife resources and endangered species.	2008
	Preserve Waltham Woods and Forest Street Park woodlands.	2009
	Acquire Jericho Hill, Stigmatine Center and Sanderson Woods properties to create a contiguous open space – *partially completed*	2008
	Acquire undeveloped land behind Our Lady Comforter of the Afflicted Church on Trapelo Road - *complete*	2006
	Acquire surplus Bemis Railroad Spur between Pine and Gorham Streets for use as public park land - *complete*	2006
	Acquire Chesterbrook Woods parcel - *complete*	2003
	Acquire former Polaroid Company land adjacent to Prospect Hill Park	2010
	Acquire Antico parcel adjacent to Prospect Hill Park	2010
	Protect open space on the grounds of the former Middlesex County Hospital	2008
	Acquire the University of Massachusetts Agricultural Field Station on Beaver Street	2010
	Acquire the Fernald Center on Trapelo Road.	2010
	Acquire former railroad property between Elm Street and the Charles River for use as a pocket park	2011
	Assess parcels at risk along the route of the Western Greenway.	2008
2.2 Take measures to accurately map and permanently protect City-owned open spaces.	Research methods to permanently protect the city-owned open spaces on Forest and Beaver Streets (Waltham Woods).	2008
	Assess city-owned property. Recommend areas to receive conservation restrictions and for transfer to the Conservation Commission.	2009
	Formulate tree replacement program where needed, using appropriate species for urban areas.	2008
	Provide conservation restriction for Chesterbrook Woods	2009
2.3 Plan for the protection of State and Federal owned open space, as opportunities become available.	Develop municipal task forces, as needed, to work with residents and appropriate State and Federal agencies prior to disposition of state land - *ongoing*	2011
	Work with delegates at the state and federal levels to pass legislation insuring the City of Waltham first priority and right of refusal in the disposition of federal and state properties. - *ongoing*	2007
2.4 Provide public education on the importance of open space and natural resource protection.	Financially assist the DCR with the employment of a park ranger for the DCR Reservation at the Met State property.	As needed
	Organize school field trips to Met State, Prospect Hill Park and Charles River to increase awareness of Waltham's natural resources – *underway*	2007
3.1 Support regional and local efforts to improve the quality of the Charles River, including the Crams Cove area.	Identify problem points along the Charles River and develop a plan for improvements – *ongoing*.	2011
	Work with the DCR in maintaining optimal conditions on the Riverwalk – *ongoing*.	2007
3.2 Continue Hardy Pond Restoration Project including dredging, preserving wetlands, and providing public access.	Support efforts to preserve wetlands and provide access and recreation opportunities.- *ongoing*	2007
3.3 Support efforts to minimize flooding through the Beaverbrook Restoration Project.	Support DCR efforts to reduce flooding issues at Beaverbrook. - *ongoing*	2007
3.4 Take measures to accurately map water resources including wetlands,	Determine sites of all vernal pools and apply for certification.	2008

Objective	Actions	Year
brooks, tributaries, and public access points.	Map smaller wetlands not already recorded.	2009
4.1 Provide opportunities for better management of conservation and recreation lands through joint efforts of various municipal boards and public and private interest groups.	Analyze city owned parcels and determine potential conservation restrictions with Conservation Commission.	2010
	Coordinate efforts with Waltham Land Trust to promote and advocate for Western Greenway. – *ongoing*	2010
	Explore alternative methods of acquisition for parcels with significant open space - *ongoing*	2008
	Explore transfer of jurisdiction of wetlands west of Hardy Pond to the Conservation Commission	2008
	Develop a forest management plan for Storer conservation lands.	2010
4.2 Establish a fund for conservation management and maintenance of parks and facilities.	Investigate contributions from local companies and businesses, including "Adopt a Park" and "Adopt a Campsite" programs - *ongoing*	2009
	Utilize CPA funding - *ongoing*	2008
4.3 Expand the use of facilities by providing varied and upgraded equipment	Purchase new play structures for playgrounds, as funding becomes available. - *ongoing*	2010
	Upgrade Warrendale Playground	2008
	Improve small open spaces and recreation areas	2009
4.4 Prepare and implement a maintenance and rehabilitation project program for all City-owned open spaces.	Prepare a needs assessment with cost information for improvements for City owned open spaces.	2009
	Organize a re-use committee for the site of the former Woerd Avenue Landfill.	2009
4.5 Provide more factsheets about existing Parks and Recreation facilities and programs.	Provide trail map and general information at Prospect Hill Park, the Carter Street Visitors Center, Waltham Museum and City Hall.	2008
5.1 Assist the DCR in the long-range plan for extending the greenway on both sides of the Charles River from Watertown to Newton	Support DCR and Charles River Watershed Association efforts to map priority acquisition/rehabilitation projects along the Charles River in Waltham. - *ongoing*	2010
5.2 Support and assist in the implementation of the Central Massachusetts Bicycle Trail (Wayside Rail Trail) on the abandoned railroad right-of-way from Waltham to Hudson.	Work with DCR to acquire a long term lease on surplus MBTA right-of-way for use as Wayside Rail Trail - *underway*	2008
	Work with DCR to apply for ISTEA funds for construction, as funding becomes available - *underway*	2008
5.3 Develop Bemis Spur parcel between Gorham, Pine and Newton Streets.	Conduct design and construction. – *delayed pending legal work*	2008
6.1 Maintain conservation/recreation zoning for land acquired through the disposition process	Investigate options for preserving Conservation/Recreatiaon zoning on property acquired from the Commonwealth of Massachusetts and other public entities.	2008
6.2 Draft legislation to grant the City of Waltham first priority and right of refusal in the disposition of federal and state properties.	Work with local delegates to investigate ways to insure the City's priority in the disposal of State and Federal properties.- *ongoing*	2009

Figure 18: Recommended Actions, 2007 Open Space Plan



1. Preserve/protect Sanderson Heights open spaces;
2. Enhance public access to and recreational opportunities on Charles River;
3. Develop active/passive recreation uses on Metropolitan State hospital and Gaebler School properties;
4. Protect Hardy Pond by annual monitoring and acquiring wet "paper lots" along shoreline
5. Continue to implement Prospect Hill Park Master Plan improvements;
6. Develop the Waltham Wayside Rail Trail on surplus MBTA property;
7. Protect and rehabilitate the Connors Pool;
8. Improve public access to Paine Estate and Storer Conservation lands;
9. Improve public access to open space behind Our Lady's Church ;
10. Protect public access to open spaces at Fernald Campus and UMass Field Station;
11. Improve condition of and public access to Square Pond area;
12. Preserve Waltham Woods and Forest Street Park woodlands;
13. Develop small parks on the Southside and along Charles River, possibly at sites such as 67 Charles Street;
14. Cap former municipal landfill and convert to passive recreation space;
15. Convert former Bemis railroad right of way at Newton, Pine and Gorham Streets into small park

Figure 19: Hardy Pond: Recommended Actions for Wetlands Protection and Recreation Enhancement

Figure 20: Waltham Rail Trail: Recommended Areas for Parking Development

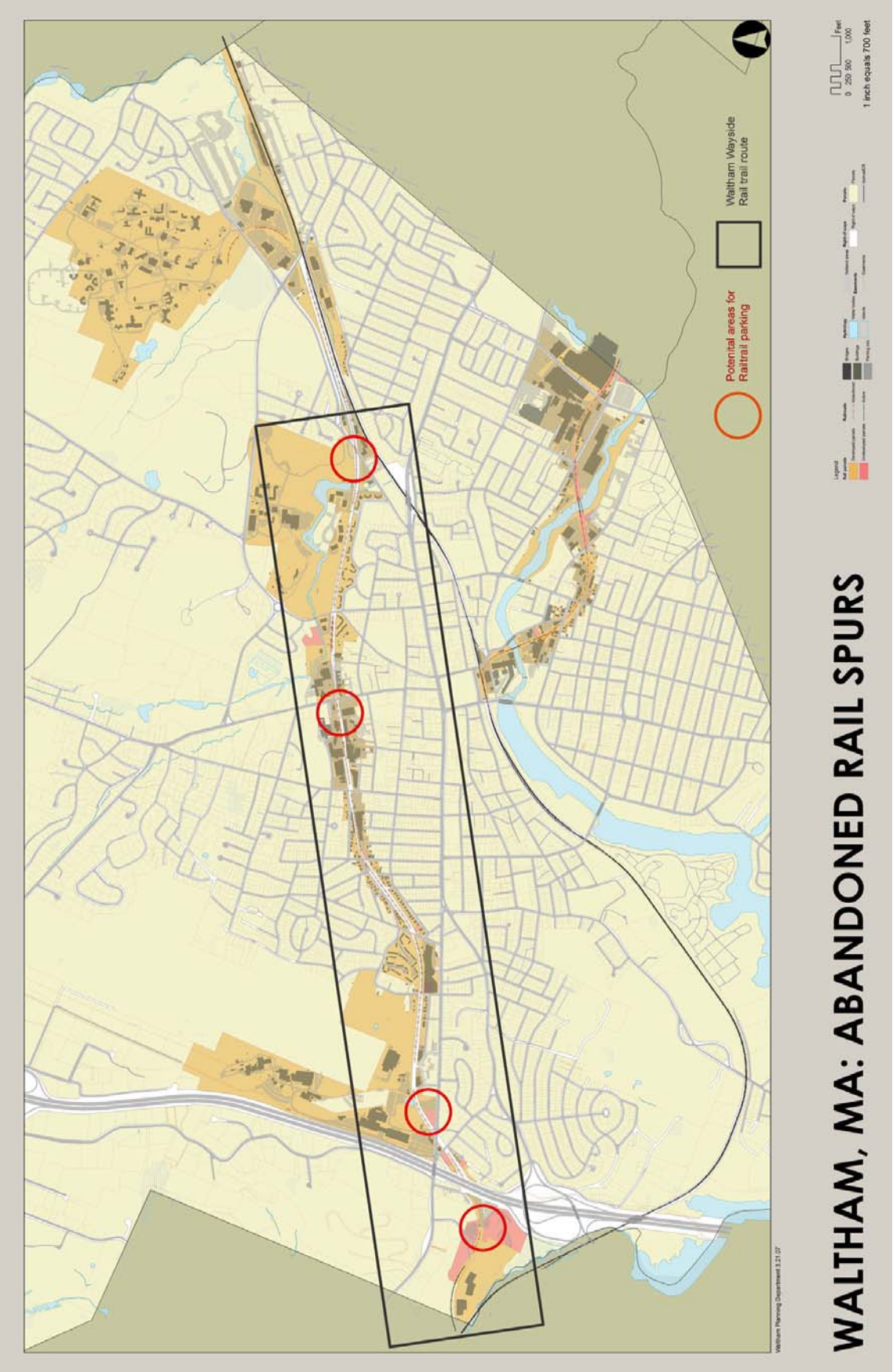
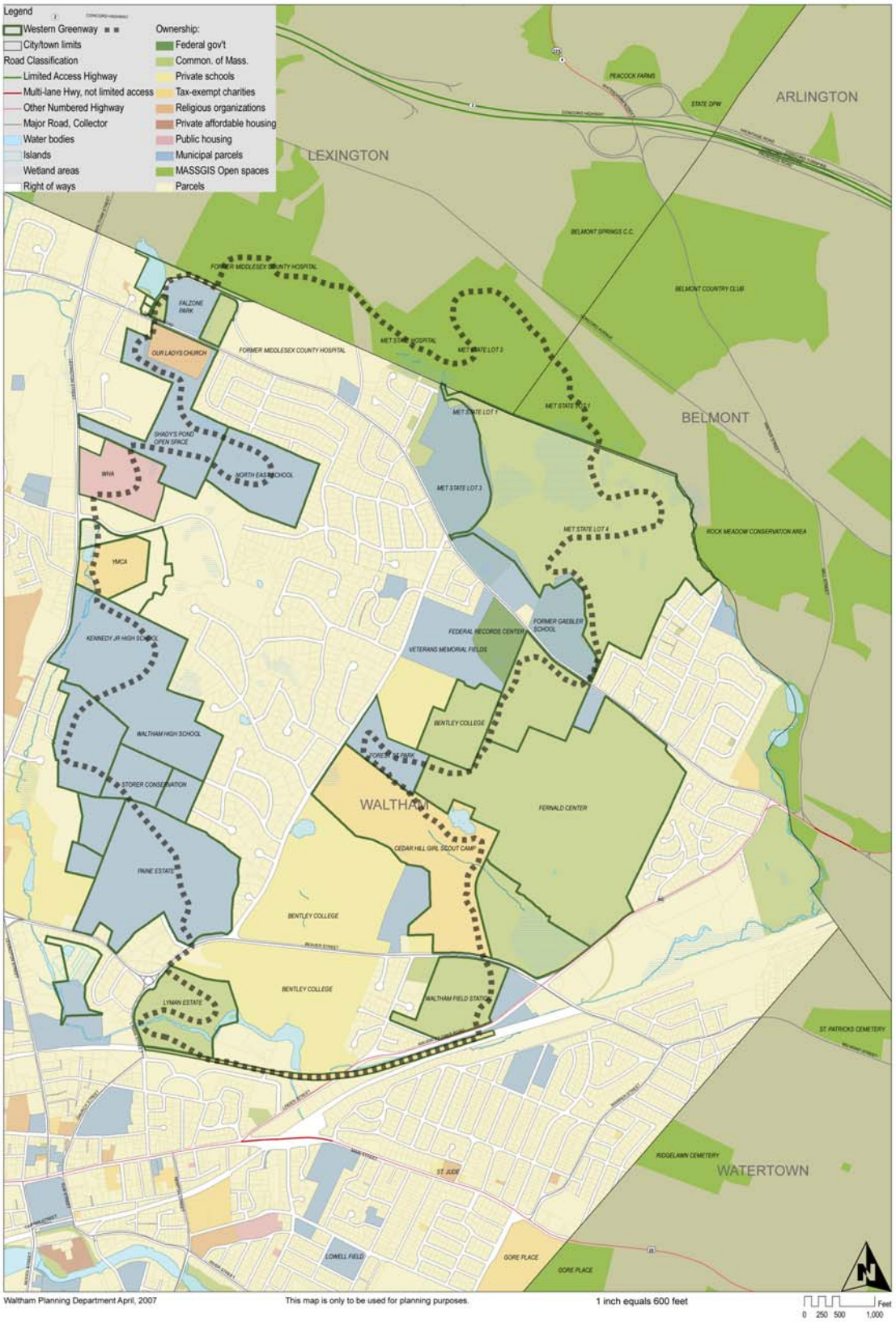


Figure 21: Waltham: Parcels Comprising the Western Greenway



WALTHAM, MA: THE WESTERN GREENWAY

The City of Waltham considers the objectives to be on going. However, the City is proud that several of the actions identified in The 2000 Open Space and Recreation Plan were implemented. Specifically:

Actions Completed Since 2000

1. Construction of Koutoujian Skate Park.
2. ADA improvements at McDonald and McKenna Parks.
3. Construction of recreational fields at Frederick C. Murphy Federal Center, now Veterans Memorial Fields.
4. Acquired Gaebler School, adjacent to the former Met State Hospital, 8± acres – study underway for municipal uses and recreation activities.
5. Accessible dock constructed along Charles River.
6. On –going site improvements at Nipper Maher.
7. New boat ramp at Woerd Avenue.
8. Hardy Pond dredging project completed.
9. Efforts to develop bike trail are underway.
10. GIS office and system created by the City.
11. Citywide vision workshop held to assess strengths, weaknesses and opportunities for open space and recreation.
12. Establishment of Waltham Land Trust to protect natural resources.
13. Construction of a public riverwalk near Cronin's Landing.
14. Transfer of approximately 62% of former Met State Hospital property to the DCR for a reservation.
15. The City has worked with the Metropolitan Area Planning Council on a regional approach to implementation.
16. Passage of the Community Preservation Act.

Improvements to Waltham City Parks Since 2000 Open Space Plan

Chesterbrook Gardens	New water park installed, 2006
Veterans Memorial Fields	New playing fields installed, 2005
Thompson Water Park	New spray park added 2004-2005
Cedarwood Playground	Accessible walkway constructed in 2002
Nipper Maher Park	Site improvements, new play surfaces, fencing, drainage, landscaping: 2002-2006
Site Improvements to Common	New benches, litter receptacles, fencing and plantings
Bandstand on Common	New construction, 2005
Circle of Remembrance	New veterans memorial on Waltham Common, 2005
McKenna Playground	New baseball field, fencing, landscaping, 2002
Prospect Hill Park	Site improvements, new railing, restoration of picnic pavilion, 2000-2002
Veterans Skating Rink	Former DCR skating rink acquired by the City and managed by Rec. Dept.
Graverson Playground	Accessible walkway, fencing, landscaping in 2002, resurfaced play areas
Lazazzero Playground	Basketball court resurfaced, new baseball field irrigation and dugouts, 2003
Lowell Field	New spray park constructed in 2002
McDonald Playground	New spray park in 2003
Koutoujian Playground	New skate park and additional play area, 2000

SECTION 10 – 2007 PLAN UPDATES

The Natural Resources and Open Space element of the 2006 Community Development Plan was updated by the Waltham Planning Department in conjunction with the Waltham City Council. On March 5, 2007, the Council's Ad Hoc Master Plan Committee recommended the following revisions to this part of the Plan:

Amendment #1: *Supplement the items listed under "Areas for Acquisition" on page 47 in Section Seven with the acquisition of Related Properties' under-used parking lot on Main Street for use as parking for the proposed Wayside Rail Trail, which abuts the property to the north along surplus MBTA right-of-way.*

Amendment #2: *Improve access to Hardy Pond by acquiring "wet" parcels on the shoreline. Work with Auditor's Department to identify specific tax-title parcels for acquisition.*

Amendment #3: *Supplement the title of the Natural Resource and Open Space element to include "Recreation". Heighten references to the Massachusetts DCR Riverwalk along the Charles River (both its benefits and problems (overgrown brush, etc.)) as a recreational asset, and include the DCR in the planning process for recreation and open space.*

Amendment #3b: *Highlight the need to improve the Farwell Street bridge with decorative railings, include in Five Year Open Space/Recreation Plan.*

Amendment #4: *Describe and incorporate "soft" acquisition techniques, such as conservation restrictions, into the Natural Resource and Open Space element. Mention prior recommendations from the Council's nascent Open Space Committee in the Plan.*

Amendment #5: *Amend page 59 of the Natural Resource and Open Space element by adding the Lawrence School as a property to be acquired/preserved if/when it is surplused by the School Committee.*

Amendment #6: *Include properties that comprise the Western Greenway on priority lists for municipal acquisition.*

Amendment #6a: *Include property acquisition to link the Fernald Campus with municipal open space behind Our Lady Comforter of the Afflicted Church.*

Amendment #6b: *Restore all "filled" wetlands at the Fernald Campus.*

Amendment #6c: *Acquire parcels in and around key environmental assets.*

Amendment #6d: *List all parcels abutting rail spurs and assess their suitability to support parking for the proposed Wayside Railtrail.*

Amendment #6e: *Transfer jurisdiction of all "paper lots" on the western edge of Hardy Pond to the Conservation Commission.*

SECTION 11 – PUBLIC COMMENTS

The 2006 Open Space and Recreation Plan Update was prepared by the Waltham Planning Department.

Public Comments were collected through:

Public Vision Charrette

Healthy Waltham Public Forum

Recreation Department
Planning Department

The following officials, boards and organizations were asked for their comments:

Mayor Jeannette A. McCarthy

City Councillors

Recreation Director
Parks and Recreation Board
Board of Planning and Survey
Waltham Land Trust
Conservation Commission
Council on Aging

Economic Development Manager

Letter attached from:

Mayor Jeannette A. McCarthy

City of Waltham

Jeannette A. McCarthy
Mayor

April 20, 2006

Mr. Stephen R. Pritchard, Secretary
Division of Conservation Services
Executive Office of Environmental Affairs
100 Cambridge Street
Boston, MA 02114

RE: The City of Waltham's Open Space and Recreation Plan, 2006 Update

Dear Mr. Pritchard:

I am pleased to submit the Open Space and Recreation Plan - 2006 Update for the City of Waltham. This Plan provides a solid framework for the City's decision making and planning relative to open space, land use and recreation. Implementation of this plan will help protect natural resources while enhancing recreational opportunities.

The Open Space and Recreation Plan – 2006 Update will serve as a comprehensive guide for the City to preserve, protect and expand open space and to promote a wide variety of recreational activities.

The City Council has a copy of the document and will be reviewing it at a later date.

I look forward to your continued support of Waltham's commitment to protect our natural amenities and to meeting the recreational needs of our community.

Very truly yours,

Jeannette A. McCarthy
Mayor

610 Main Street • Waltham, Massachusetts 02452 • (781) 314-3100 • Fax (781) 894-9581

APPENDIX A

Grants and Tools

- Land and Water Conservation Fund Act of 1965
  Public Law 89-578, 78 State. 897 Administered by the U.S. Department of Interior's Heritage Conservation and Recreation Service. The fund allocates money for planning, acquisition and development of public outdoor recreation areas. Local agencies may be reimbursed up to 50 %.

- Urban Park and Recreation Recovery Act of 1978
  Title X, Public Law 95-625
  U.S. Department of Interior's Heritage Conservation and Recreation Service Program offers funds for rehabilitation of existing recreational facilities; demonstrations of innovative recreation facilities and services; and recreation planning. Rehabilitation and innovation grants require a 30% local match. Planning grants require a 50% local match.

- Massachusetts Self-Help Program
  General Laws Chapter 132 A, Section 11
  Administered by the Division of Conservation Services which is part of the Executive Office of Environmental Affairs, this program offers cities with Conservation Commissions up to 80 % reimbursement for the cost of land purchased for conservation or passive outdoor recreation. The Heritage Conservation and Recreation Service and Water Conservation Fund and the State's Self-Help Program may be applied together. In that case, a community may receive up to 75 % reimbursement for the cost of purchasing land.

- Massachusetts Urban Self Help Program
  General Laws Chapter 933, Acts of 1977
  Up to 80% reimbursement for acquisition of land for municipal, park and recreation purposes.

- Revenue Sharing
  Public Law 92-572, Acts of 1972
  Open space/recreation lands can be purchased with community funds received through the Federal government's Revenue Sharing Program.

- National Register of Historic Places
  National Historic Preservation Act of 1966
  80 Stat. 915-16 United States Code 470
  Under this program the National Park Service can make funds available for the restoration and protection of significant historical, archeological, architectural and cultural sites.

- HUD Community Development Block Grant Program
  Section 570.201
  Up to 100% reimbursement for acquisition and or development of recreational facilities (other than stadium) conservation, or park lands within designated neighborhoods.

- Eminent Domain
  Taking land under eminent domain requires a two-thirds vote of the Town Meeting or City Council, in accordance with Mass. General Laws, Chapter 79.

- Conservation Restriction Act
  Chapter 184, Sections 31-33
  A Conservation or Preservation Restriction or easement is a written agreement between a property owner and a governmental or private agency by which the owner agrees to restrict development of his land in specified ways. For example, a restriction can take the form of prohibiting construction on the land of a building detrimental to the preservation of an historic site. Conservation Preservation restrictions vary widely. They may be purchased or granted as gifts. The owner of land subject to a restriction has all the rights and benefits of ownership consistent with the terms of the restriction. The restriction does not transfer title to the land nor does it dispossess the owner. It can be made binding on all future owners of the land if special procedures are followed.

A conservation restriction often qualifies a property owner for certain tax advantages (MGL ch. 719, Acts of 1972) while still permitting his use of the land for such purposes as recreation, farming, and other activities consistent with the restriction. Properties under conservation restrictions must be reassessed to reflect the limitations on development and the effects this may have on the fair market value of such properties.

- License
  A revocable written agreement between an owner and an individual or group that permits an individual or a group to access the property. Since it is neither permanent nor binding on future landowners, the use of a license has significant restrictions. Under Massachusetts General Law, a license cannot convert into an easement, and public use of a property under a license cannot lead to claims of adverse possession.

- Easement
  A legal agreement that authorizes others to use someone's land in perpetuity consistent with provisions established within the agreement. Provisions of use can be very broad, permitting public access with few limitations to an entire property, or restrictive, tightly regulating access to a trail of a certain width during daylight hours. Easements are most often used for trails across open spaces or for access to water bodies.

- Floodplain and Wetland Zoning
  Zoning Enabling Act MGL Ch. 40, Sec. 2A. The Massachusetts Zoning Enabling Act specifically permits municipalities to regulate uses on land "deemed subject to seasonal or periodic flooding." The Act further states that these lands "shall not be used so as to endanger the health or safety of the occupants thereof." Floodplain zoning, although designed primarily to prevent damage from floods, can permit use of low intensity recreation areas while restricting urban development. Conservancy Zoning, a device adopted in several Massachusetts towns, is essentially a variation of floodplain zoning, applying restrictions to periodically wet and water surface areas.

- Historic Districts Acts
  MGL Chapter 40c. This legislation authorizes cities and towns to establish historic districts to protect areas of architectural and/or historical significance. An Historic District Commission administers a review process which insures that any changes which occur within an historic district are compatible with the character of the district. Any part of an historic district property which cannot be seen from the street is not subject to control. Any normal maintenance undertaken by a property owner in which no changes are to take place is permissible. Any such programs enacted in Waltham should include an "opt out" provision for individual property owners within proposed historic districts.

- Wetlands Protection Act
  Massachusetts General Laws Chapter 131 Section 40
  This act regulates, but does not ban, development on wetlands. The law requires that any person or governmental agency intending to remove, fill, dredge, or alter a wetland must notify the Conservation Commission, which then conducts a public hearing and imposes conditions on the work so that it will contribute to: the protection of public or private water supply, protection of ground water supply, flood control, prevention of storm damage, prevention of pollution, protection of land containing shellfish, and protection of fisheries.

- City and Town Common Program
  A $7 million fund set-aside for community grants for the restoration, rehabilitation, and development of city and town commons and squares.

- Aquifer Acquisition Program
  $4 million has been provided for cities, towns, and districts to acquire land for the protection of local groundwater supplies.

- Landfill Capping Program
  Enables the state to make grants to cities and towns to close publicly owned landfills in an environmentally sound manner so that the land can eventually be used for passive and active recreation and open space.

- Acquisition of Endangered Species Habitat
  A $4 million program to allow the state to acquire property to protect rare and endangered species of animals and plants in Massachusetts.

APPENDIX B

Healthy Waltham Report Excerpts

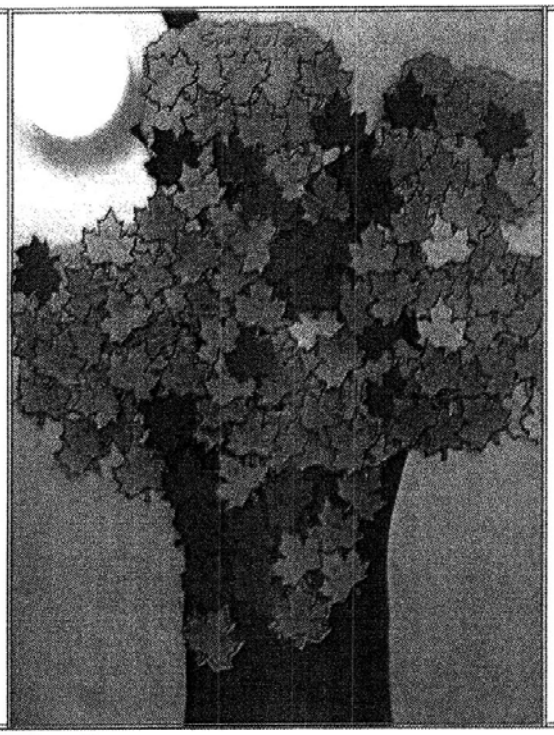
Healthy Waltham

A Report to the Community:

A Picture of Health and Quality of Life in Waltham 2004-2005

Healthy Waltham Mission:

To mobilize the people of Waltham to better understand our



community's strengths and challenges and to build a healthier, more just and prosperous community.

Presented by Healthy Waltham, a civic group interested in improving the health and quality of life for people who live, work, and learn in Waltham.
Healthy Waltham is funded in part by Mount Auburn Hospital.

Available at: **www.walthampartnershipforyouth.org**

Revised April 2005

Community Forum Findings

Conclusion

Based on an analysis of all data, five areas were consistently and repeatedly the most frequently identified by the most tables and prioritized the most often. These areas were:

- Housing
- Environment and Open Space
- Healthcare and Well-Being
- Transportation and Traffic
- Civic Participation and Government

It is also notable that Civic Participation and Government (which were split to present a greater level of detail for assets) received the most frequent mention as an asset of Waltham.

Healthy Waltham has used the opinions from the forum, along with the data in the following section to help shape common directions and to recommend action areas for community health improvement

(see *"A Letter to Readers: What's Next?"* on page 2 and The Healthy Waltham Annual Report 2004—2005).

Environment & Open Space

There are so many parts of our natural environment that we enjoy every day: fresh air, clean water, safe food, green space, parks and the recreation opportunities they provide. Our environment has an impact on our health and we can have a positive impact on our environment by encouraging environmentally sound policies and practices.

Components of our Environment:

- **Air:** acid rain, indoor air quality, pollution, ozone, radon
- **Conservation:** energy, environmental stewardship, natural resources, pollution prevention
- **Ecosystems:** ecology, endangered species, global warming, habitats, watershed biodiversity
- **Human Health:** drinking water, fish advisories, outdoor/indoor air quality, lead, ozone depletion, pesticides, radon, smog, mercury, soil and ground water contamination, mold
- **Waste & Recycling:** household, hazardous and solid waste, landfills, hazardous waste site cleanups, trash and garbage management

AIR: There are 70 facilities in Waltham that produce and release air pollutants.

LAND: There are sites identified as brownfields* in Waltham.

RADIATION: There are no reported facilities that are monitored by the US EPA for radiation and radioactivity.

WASTE: There are 255 facilities that report hazardous waste activities. There are 5 Federal Superfund** clean-up sites as well as other MA 216 sites.

WATER: Since 1993, there have been only 4 reported health based violations in public water systems where the amount of contaminant (lead and copper) exceeded the safety standard (MCL) or the water was not treated properly. In each case, subsequent compliance was reported. Standards refer to those established by the EPA under the Safe Drinking Water Act established to protect public health.
There are 10 facilities in Waltham that have a federal permit to discharge waste water into rivers or other waters of the United States. *(Source: Conservation Commission)*

Environmental Statistics for Waltham

**The term "Brownfield site" means property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of hazardous substance, pollutant, or contaminant. **The term "Superfund" refers to the Federal governments program to clean up the nations uncontrolled hazardous wastes sites.* Source: EPA Environfacts Warehouse www.epa.gov

Environment & Open Space

Waste Management

- **Waltham Recycling Hotline: 781-314-3395**
- In 1950, each individual generated about 2 pounds of waste per day, now we each generate about 4 pounds of waste a day.
- Did you know that with the help of local businesses, televisions, computers, cell phone, ink jet cartridges, and appliances can all be disposed of as part of Waltham's city-wide recycling program?
- The City of Waltham provides weekly pickup of recyclable materials such as paper and glass, and trash on the same day.
- The City of Waltham provides yard waste collection for residents every other week. The 2005 season goes from April through December.
- Hazardous waste products can be disposed of at the Minute Man Hazardous Products Facility in Lexington, MA from 9 A.M. to 2 P.M. one Saturday per month.

Source: City of Waltham Recycling Department www.city.waltham.ma.us

River Facts

The Charles River is 80 miles long and flows through eastern Massachusetts. It flows through 23 towns and cities, and 35 towns and cities comprise its watershed. The Charles River watershed drains an area of 308 square miles. The Charles River is swimable along much of its length. The Charles River has 20 dams along its length that were created to generate power and support a long history of industrial growth.

Source: Charles River Water Shed Association www.cwra.org

Did You Know?

- The City of Waltham Parks & Recreation Department manages 344 acres of land, including playgrounds, parks, basketball and tennis courts, accessible walkways, and athletic fields and picnic areas. Recent improvements have been made to many parks.
- Waltham Woods and Forest Street Park represent 27 acres of undeveloped woodland/ conservation areas owned by the City of Waltham.
- In 2005, Veterans Memorial Fields will open with 6 new athletic fields, 4 multi-purpose synthetic grass
- The City of Waltham Parks & Recreation Department hosts a large variety of youth and adult recreation programs from a "pumpkin stroll", to fishing, to indoor rock climbing, gymnastics, martial arts and yoga.
- The Department of Conservation and Recreation manages the Charles River Reservation—17 miles of linear park with many recreational opportunities. The dam at Moody Street in Waltham creates the "Lakes District", an extensive water area and flooded meadow. At Waltham Center Landry Park, with its fish ladder, provides open space adjacent to the Charles River Museum of Industry. Upstream a portion of the Riverwalk opens the river to Prospect Street for bicyclists and pedestrians. The Lakes District offers canoeing and ice fishing. Small boats can be launched at the new Woerd Avenue boat ramp.

Source: Waltham Parks and Recreation Department and www.mass.gov/mdc/charlesr

Environment & Open Space

Water Use

- The City of Waltham uses over 6,000,000 gallons of water per day.
  Source: City of Waltham Department of Public Works

- In order to ensure that tap water is safe to drink, Massachusetts DEP and EPA prescribe regulations that limit the amount of certain contaminants in water provided by public water systems. Food and Drug Administration (FDA) and the Massachusetts Department of Public Health regulations establish limits for contaminants in bottled water to provide the same protection for public health.

- **EPA's Safe Drinking Water Hotline (1-800-426-4791)**

Some Health Effects Linked to the Environment

Asthma

- Indoor air pollutants act as triggers for people with asthma and allergies.
- Environmental Tobacco Smoke: As mandated by state law, Waltham work sites are smoke free to limit exposure to and protect against lung cancer from second-hand smoke.
- In Waltham, in fiscal years 1998 and 1999 there were a reported 71 preventable hospital discharges from asthma, of these 25% were from a population ages 65 and over.
  Source: Uniform Hospital Discharge Data Set, MA Preventable Hospitalization Report, Feb. 2002, MA Div Health Care and Finance
- Childhood Asthma: Nationally, asthma is the third ranking cause of hospitalization for children among those younger than 15 years of age. Nationally, asthma accounts for over 14 million days of school lost annually.
  Source: www.cdc.gov/asthma/children.htm

Lead Poisoning — A Leading Childhood Health Indicator

According to the Childhood Lead Poisoning Prevention Program 2002 and the Massachusetts Department of Public Health, Health Status Indicator Report 2000 *(MassCHIP)*, there have been no reported cases of lead poisoning in Waltham children ages 0-5.

Aerosols, Ozone, and Skin Cancer

- Aerosols damage the ozone layer of the atmosphere. Ozone depletion affects the amount of ultraviolet rays that penetrate the atmosphere. Ultraviolet rays can damage your skin and put you and your family at risk of skin cancer.
- To find out the daily Ultra Violet index to minimize the risk of sun exposure and help prevent skin cancer, check out: **www.eap.gov/environfacts/uv_search** or contact your local chapter of the American Cancer Society.

Environment & Open Space

Forum Opinions: Community Assets

Some of the assets of Waltham identified by Community Forum participants are:

The Charles River
"the Charles River and the Riverwalk"
"boating and fishing on the river"

Recreation
"sources of recreation and health recreation"
"Waltham parks"
"recreation programs for youth"

The City's Recycling Program
"recycling, the recycling committee"

Land Use/Open Space
"Waltham's open, undeveloped green space"
"Waltham parks"
"The unique collaboration between the Waltham Land Trust and WATCH"
"The Paine Estate, Hardy Pond and the Community Gardens"

Forum Opinions: Improvement Areas

Some of the areas for improvement in Waltham identified by Community Forum participants are:

More opportunities for community recreation
"we need a public swimming pool"
"a community center "
"a walk-able downtown"
"policies that support access to public areas"

Land Use/Open Space
"plan for Fernald"
"controlled development"
"preserve open space"

Thank You!

Direct and In-kind support from:

Mount Auburn Hospital &
Community Health Network 18
Brandeis University Heller School for Social Policy and Management Center for Youth and Communities
Waltham Public Schools, Parent Information Center

Review Process

This document was submitted for review to the following community stakeholders:

- Brandeis University Heller School for Social Policy and Management Center for Youth and Communities
- City of Waltham, City Clerk Department
- City of Waltham, Conservation Commission
- City of Waltham, Department of Public Works
- City of Waltham, Health Department
- City of Waltham, Housing Department
- City of Waltham, Parks and Recreation Department
- City of Waltham, Planning Department
- City of Waltham, Traffic Commission
- City of Waltham, Transportation and Parking Department
- Joseph M. Smith Community Health Center
- Mount Auburn Hospital
- Waltham Land Trust, Inc.
- Waltham Partnership for Youth, Inc.
- Waltham Police Department
- Waltham Public Schools, Office of the Superintendent
- Waltham Alliance to Create Housing (WATCH)

Data Support from:

City of Waltham, City Clerk Department
City of Waltham, Mayor's Office
City of Waltham, Parks and Recreation Department
Greater Waltham Chamber of Commerce
Joseph M. Smith Community Health Center
State of Massachusetts
United States Census
The Waltham Museum
Waltham Alliance to Create Housing (WATCH)
Waltham Police Department
Waltham Public Schools

Healthy Waltham Research Committee Members:

Marina Bartley, Waltham Partnership for Youth, Healthy Waltham Co-Chair
Kathleen Chlapowski, The Power Program
Cushing Hurd, Resident
Tracy Lituri, Waltham Public Schools, Parent Information Center
Thomas Piñeros Shields, Brandeis University Heller School for Social Policy and Management Center for Youth and Communities
Peg Sallade, Consultant, Mount Auburn Hospital
Lesya Struz, Waltham Land Trust
Sonia Ventura-Mee, Joseph M. Smith Community Health Center
Katherine Whitton, Brandeis University Health, Science and Social Policy Intern

Available at: **www.walthampartnershipforyouth.org**

Printed April 2005

Appendix C: Forum Observations

Environment and Open Space	Sub-Category	Priorities	Table
Perpetually funded open space, acquisition program	Open Space		Table A
Need more open space	Open Space		Table C
Environmentally concern of open space over building	Open Space		Table F
Open space/ preservation	Open Space		Table G
Continue to improve open space	Open Space	One	Table J
City takes over/maintain green space controlled by MDC- ex, pool at River and Newton, River path, reservation land	Open Space		Table L
No open space	Open Space	Six	Table M
More open space	Open Space		Table N
Open spaces, preserve, safety, bike path	Open Space/ Recreation	One	Table I
Clean air	Pollution		Table A
Strong wetlands ordinance	Preservation	Two	Table A
No CPA (community preservation act)	Preservation		Table A
Preservation of Lincoln woods, near Sachem blasting	Preservation		Table L
Beautification of our parks	Recreation		Table D
City park	Recreation	One	Table F
Train track- walking, bike trail, river walk	Recreation	One	Table F
Bocci ball court	Recreation		Table F
Outdoor activities	Recreation		Table F
Passive recreation opportunities	Recreation		Table G
More supervisors at public parks	Recreation		Table H
Increase physical activities, i.e.,- walking programs for seniors, for kids outside of school, community based	Recreation		Table K
Lack of soccer fields	Recreation	One	Table N
Clean playgrounds	Recreation		Table N
Pool for younger kids	Swimming		Table A
Pool fixed	Swimming		Table C
More pools and repairing pools/reopening pools	Swimming		Table H
No public swimming pools, kiddie pools	Swimming	One	Table J
Make Hardy Pond swimmable	Swimming		Table J
No swimming pools	Swimming	Three	Table K
Open/fix swimming pool	Swimming	One	Table N
Prospect Hill pool recreation	Swimming/Recreation	Two	Table F
More street trees (especially on Main St.)		One	Table A
Leaf dump- relocation			Table A
Place for winter sledding and cross country skiing- possible Gaebler			Table A
Put the overhead wires/cables underground, show the skyline			Table B
Flood control			Table G
Improve environment			Table G
Clean empty lots			Table H
Create drop center for recycling			Table K
Smoking ban			Table K
Public casements through private property, to access trails		One	Table L
"Village" at Fernald, working group plan, housing, transit, open space, prevent more traffic on Trapelo		Two	Table L
More national historic registries- Field Station			Table L
Cleanliness in the neighborhoods, ownership of their own areas		Four	Table M

SOME OBSERVATIONS ABOUT ENVIRONMENT AND OPEN SPACE AREAS OF IMPROVEMENT

- 13/14 tables raised 44 areas of improvement for Environment and Open Space, including 28 priority issues at 8 tables
- Subcategories about Environment and Open Space include:
  - ◊ 9 open space issues at 9 tables, with 8 priorities at 3 tables
  - ◊ 1 pollution issue
  - ◊ 3 preservation issues at 2 tables, with 2 priorities at 1 tables
  - ◊ 12 recreation issues at 7 tables, with 3 priorities at 2 tables
  - ◊ 8 swimming issues at 7 tables, with 6 priorities at 4 tables

SECTION 11 - REFERENCES

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Newton Planning and Development Department, Recreation and Open Space Plan, Newton, MA, 1989.

HOUSING

Executive Summary

Waltham's *Comprehensive Housing Plan*, funded by the City and prepared by the Metropolitan Area Planning Council (MAPC), consists of two parts: *Part I: A Housing Profile* describes Waltham's housing demand, supply, and affordability; and *Part II: A Long-Range Plan* presents strategies and recommendations on how the City can address the housing needs of its people. Among the most compelling findings of Part I are these:

- 10,566 households in Waltham, nearly half of the total population, have annual earnings that qualify as low-to-moderate income by the Commonwealth of Massachusetts.
- Waltham is attracting more single-person households and losing single-parent families at a faster pace than is typical among metropolitan communities.
- In 2005, the median sales price of single-family homes sold in Waltham was $427,500, requiring an income of nearly $111,000, more than the combined starting salaries of two typical City employees.
- Over 5,000 households are on the Housing Authority waiting list.
- To achieve the state goal of 10% affordable housing in each community, the City needs 1,139 more affordable units, or 114 units annually for ten years, assuming no growth in total housing units; to keep pace with growth, it would need 1,360 affordable units, or 136 units annually.

To meet the needs of its people,

- Waltham needs more housing that is affordable to people across a range of incomes.
- The private market is generally meeting the needs at the middle[5] and upper end of the spectrum, while the lower-, moderate-, and even median-income segments may need some public intervention or assistance.
- The number of units needed probably exceeds realistic expectations by a significant number, and even meeting the 10% target will be a challenge.

The City is urged to adopt policies to improve the balance of housing opportunities, targeting scarce public resources toward low-, moderate-, and possibly median-income households, and setting numerical goals.

Highlights of Part II are as follows:

- **Getting Started: City Policy.** This section recommends that the City reaffirm its commitment to affordable housing, adopt a numerical goal, consider an annual contribution to the Housing Trust Fund, and adopt guiding principles for housing.
- **The Housing Community.** This section suggests ways to improve the effectiveness of the Waltham Housing Partnership Committee (WHPC) and other key housing groups. The WHPC is urged to draft policy documents for consideration by the City; report regularly to the Mayor and the City Council; take steps to upgrade its status and visibility; and take the lead in pursuing housing study recommendations.
- **Financial Resources.** In addition to considering an annual housing appropriation, the City should adopt policies governing the Housing Trust Fund, consider a variety of fundraising options, and develop a long-range plan to increase funds for housing.
- **Zoning.**
  - **Waltham's Status under M.G.L. 40B.** If the recently approved Indian Ridge development survives the court challenge and is built on schedule, Waltham will comply with Chapter 40B using the land area methodology. To maintain this status, the City should take steps to ensure that existing "expiring use" properties remains affordable (see below) and establish guidelines for using the Comprehensive Permit process as a positive tool to encourage desirable affordable housing.
  - **Waltham's Zoning Ordinance.** The study identifies opportunities to make zoning more supportive of affordable housing. These include improvements to the Affordable Housing Provisions (inclusionary zoning); consideration of linkage; and revisions governing multi-family housing, mixed-use development, "smart growth," accessory apartments, lodging houses, and other requirements.
- **Brandeis, Bentley, and Waltham's Housing Stock.** With 41% of their students living off campus, Brandeis and Bentley add to local demand for housing, especially rentals. Both schools plan steady-state enrollment and modest increases in dormitory beds. Bentley plans to donate the former Hardy School to the City. The City should pursue Hardy School reuse and engage in dialogue with the colleges for other housing-related assistance, using town-gown housing examples provided here.

[5] *Up to 150% of median income, using the state definition.*

- **The Business Community.** This section recommends ways the City can capitalize on the business community's need to attract a qualified workforce. Ideas include working with the Chamber of Commerce, lenders, and construction trades labor unions; recruiting "champions"; adding a business representative to the WHPC; and soliciting financial and pro bono assistance.
- **Preservation of Affordable Housing.** Waltham is seeing considerable "gentrification," as property improvements and new development raise housing costs, attract more affluent people, and force out those of modest means. One key "at-risk" property is The Mill, which faces "expiring use" issues. The City is urged to work with the owner, HUD, and others to ensure that it remains affordable. Other preservation suggestions include continuing existing programs, proactively seeking properties for acquisition and rehabilitation, and streamlining review procedures.
- **Production of New Housing.** Most opportunities are in reuse or redevelopment of existing properties or in infill. Opportunities exist in five schools slated for replacement, other municipally owned facilities, state-owned property which may become surplus, privately owned property, and market-rate redevelopment where affordable housing provisions apply. The study recommends that the City develop a comprehensive plan to use its surplus property, including schools, to meet its competing needs; develop an action strategy to pursue key publicly owned properties including Fernald, and initiate discussions with owners of private properties such as Bentley.

Detailed recommendations are presented throughout the report and are summarized in a "Long-Range Plan Matrix" at the end of Part II.

PART I: A HOUSING PROFILE

Faced with growing pressure to take the initiative in creating and preserving housing affordable to people with a broad range of incomes, the City of Waltham has funded preparation of a Comprehensive Housing Plan. The Metropolitan Area Planning Council (MAPC), the regional planning agency for the 101 communities of metropolitan Boston, was selected to complete the study.

This Housing Profile represents the first part of the study. As such, it lays the groundwork for the plans and strategies to follow in *Part II: The Long-Range Plan*. It does so by describing Waltham's housing demand, supply, and affordability. It looks first at the "people side," presenting and analyzing trends in Waltham's population, household types and size, race characteristics, age, and other relevant features of the City's people. It then looks at the "housing side," analyzing the housing stock and its characteristics, such as occupancy, tenure, type, and age.

Lastly, it looks at housing affordability -- "putting it together" – reviewing how the incomes of Waltham's people relate to the housing costs they face; how the "affordability gap" has changed over time; and how Waltham compares with its neighbors. This section also looks at supply and demand from the perspective of those most in need – Waltham Housing Authority clients, the homeless, and people with special needs.

Perhaps the most compelling findings are these:

- **Almost half of Waltham's households – 10,566 households -- have incomes that qualify as low-to-moderate income under the state's definition. To meet this need, the City would need 9,320 more affordable units.**
- **Waltham is attracting more single-person households and losing single-parent families at a faster pace than is typical.**
- **In 2005, the median sales price of single-family homes sold in Waltham was $427,500, requiring an income of almost $111,000, more than the combined starting salaries of two typical City employees.**
- **Over 5,000 households are on the Housing Authority waiting list.[6]**
- **To achieve the state goal of 10% affordable housing in each community, the City needs 1,139 more affordable units, or 114 units annually for ten years, assuming no growth in total housing units; to keep pace with growth, it would need 1,360 affordable units, or 136 units annually.**

These and other findings lead to the same conclusions. To meet the needs of its people,

- Waltham needs more housing that is affordable to people across a range of incomes.

[6] *May include some double counting of those appearing on more than one list.*

- The private market is generally meeting the needs at the middle[7] and upper end of the spectrum, while the lower-, moderate-, and even median-income segments may need some public intervention or assistance.
- The number of units needed probably exceeds realistic expectations by a significant number, and even meeting the 10% target will be a challenge.

The City is urged to adopt policies to improve the balance of housing opportunities, targeting scarce public resources toward low-, moderate-, and possibly median-income households, and setting numerical goals.

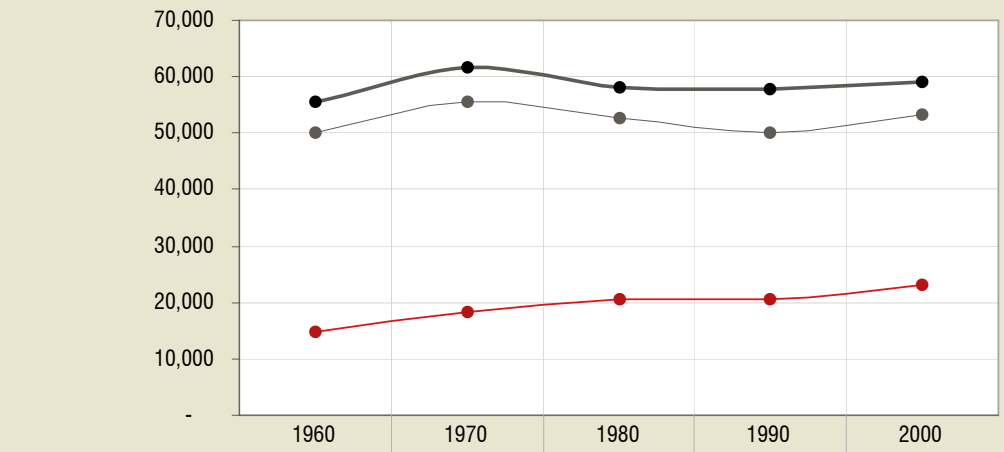
Housing Demand Characteristics: The People Side

Population: Past

Waltham's population has fluctuated over the years, remaining relatively stable. Population peaked in 1970 at 61,582 people and declined for the next two decades. Since 1990, Waltham's population has reversed itself, rising by 2.3% between 1990 and 2000.

Waltham's population growth was in step with the region as a whole,[8] where most communities saw an increase. Comparatively, however, Waltham's population rose less than other areas. Population in the more developed Inner Core communities rose somewhat more than in Waltham, while larger increases occurred in the outer suburbs near I-495.

Figure 1. Waltham, MA: Population and Household Change, 1960-2000



	1960	1970	1980	1990	2000
Total population	55,413	61,582	58,200	57,878	59,226
H.hold population	50,220	55,392	52,522	50,201	53,231
Households	14,727	18,221	20,597	20,648	23,157
Avg. household size	3.41	3.04	2.55	2.43	2.30

Source: U.S. Census, 1960-2000

Figure 2. Waltham, MA and Neighboring Communities: Population Change, 1990-2000

Location	1990 Population	2000 Population	Change, 1990-2000	Change, 1990-2000
Waltham	57,878	59,226	+1,348	2.3%
MAPC - Inner Core	1,579,452	1,628,008	+48,556	3.1%
Middlesex County	1,398,468	1,466,394	+67,926	4.8%
MAPC region	2,922,934	3,066,394	+143,460	4.9%
Massachusetts	6,016,425	6,349,097	+332,672	5.5%

[7] *Up to 150% of median income, using the state definition.*

[8] *As used here, the term "region" generally refers to the area covered by the Metropolitan Area Planning Council (MAPC): the 101 communities of metropolitan Boston. MAPC Inner Core communities include: Arlington, Belmont, Boston, Braintree, Cambridge, Chelsea, Everett, Holbrook, Lynn, Malden, Medford, Melrose, Milton, Nahant, Newton, Quincy, Randolph, Revere, Saugus, Somerville, Waltham, Watertown and Winthrop.*

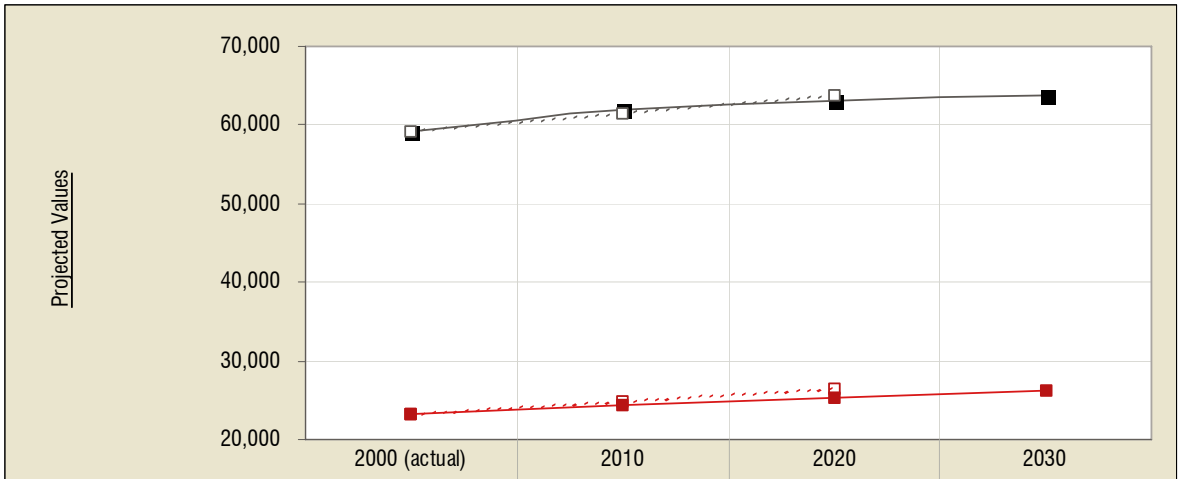
Population: Future

There are several methods of predicting future growth. The first is to look at past demographic trends, such as the age of the population, birth and death rates, and in-migration and out-migration. The second is to look at a community's available land and its zoning and determine how many new residents would be added if the land were developed to its full potential under existing zoning regulations via a "buildout analysis".

The two most recent demographic population forecasts, compiled by the Massachusetts Institute for Social and Economic Research (MISER) and MAPC, differ in their expectations, as shown in Figure Three. MISER, which predicted a large increase for 2000, forecasts a continued rise in population, to 61,575 in 2010 and 63,873 in 2020. MAPC, which produced a more accurate estimate for 2000, predicts sustained growth to 61,947 residents in 2010, 63,051 in 2020 and 63,842 in 2030 [9].

Alternatively, the most recent and comprehensive buildout analysis for Waltham, contained in this Plan, suggests that the city has tremendous growth "potential" if all available land were developed to its highest and best use under current zoning. At the very least, under By-Right development, parcels in the city have capacity to add over 5,700 new residences, in both single and multi-family dwellings. This amount of additional housing would raise population by at least 10,000 people, although local housing demand is probably insufficient to absorb this amount of additional stock. However, Waltham's current zoning permits more than enough housing to be built By-Right to accommodate the population growth forecast by both MISER and MAPC, about twice the population expansion experienced during the past decade, when the City gained 1,348 new residents. More discussion of the buildout study appears later in this Plan.

Figure 3: Waltham, MA: Projected Population Change



	2000 (actual)	2010	2020	2030
Population, MAPC	59,226	61,947	63,051	63,842
Households, MAPC	23,207	24,272	25,353	26,227
Avg. HH size, MAPC	2.29	2.29	2.24	2.19
Population, MISER	59,226	61,575	63,873	
Households, MISER	23,207	24,797	26,403	
Avg. HH size, MISER	2.29	2.23	2.18	

Households and Household Size

In the last decade, Waltham added 2,157 housing units, increasing from 21,723 housing units in 1990 to 23,880 housing units in 2000. Although population has risen by 2.3%, the number of households (which occupy homes) has grown by 12%. Households are smaller, with 2.42 persons per household in 1990 and 2.29 persons per household in 2000.[10] Some of these changes can be attributed to declining vacancy rates and declining rates of people in group quarters, both of which will be discussed later in this section.

[9] *MISER projections from December, 2003; MAPC projections from January, 2006.*
[10] *These figures do not include people in group quarters.*

As Figure Three shows, households will continue to shrink in the future, which will boost demand for new housing in the city. MAPC predicts the average household will have 2.19 people by 2030, while MISER estimates that 2.18 people will comprise Waltham's typical household in 2020. This will ultimately require between 1000 –1600 new units by 2010 (not including units that need to be replaced due to age, etc.) and 2100 – 3200 new residents by 2020.

Family and Non-Family Households

Figure Four below shows changes in family composition from 1990 to 2000 and compares those changes with the Inner Core communities and with the region as a whole. It shows that the number of family households in Waltham has increased slightly, as have the number of family households with children, married-couple families, and married-couple families with children.

The number of female-headed households with no husband present has declined by almost 6%, and the number of female-headed households with children under 18 has declined by 12%. The number of non-family households has grown substantially (26%), led by the number of single-person households (up 26%). The number of single people over age 65 living alone has increased by 4.2%, indicating that most of the growth in single-person households is in the younger age groups. Although families with children have increased in Waltham, they have increased more for the Inner Core as a whole (7%) and even more for the region (12%), led by the fast-growing outer suburbs.

Waltham's decline in single-parent families runs counter to regional trends. For the Inner Core, female-headed households with no husband present increased by 1.4%, while those with children grew by 2.3%. For the region as a whole, the comparable figures are 11% and 12.6%, respectively. While the region as whole saw growth in both non-family households and single-person households, the growth was much higher in Waltham than in either the Inner Core or the larger region.

These changes in household composition may result in part from changes in Waltham's housing stock and costs. High housing costs may be driving out single-parent families, while new condominiums and rentals, along with proximity to high-wage jobs along Rt. 128, may be attracting younger, single professionals.

Figure 4: Waltham and Metropolitan Boston, Changes in Household Composition, 1990-2000

Household Type	Waltham, 1990	Waltham, 2000	Waltham Change, 1990-2000	MAPC - Inner Core Change, 1990-2000	MAPC Change, 1990-2000
1. Family households	12,211	12,455	2.0%	-.01%	3.5%
Families w. children	4,633	4,713	1.7%	7.2%	11.8%
1a. Married couple families	9,314	9,590	3.0%	-1.5%	3.3%
Married couples w. children	3,572	3,702	3.6%	3.8%	10.3%
1b. Female-headed families	2,187	2,059	-5.9%	1.4%	2.3%
Single females, w. children	908	799	-12.0%	11.0%	12.6%
2. Non-family households	8,517	10,752	26.2%	13.0%	15.2%
2a. Householder alone	6.302	7,943	26.0%	11.0%	15.0%
2b. Householder 65+	2,221	2,314	4.2%	-3.5%	4.3%
Total Households	**20,728**	**23,207**	**12.0%**	**5.6%**	**7.7%**
Total people in households	50,215	53,235	6.0%	3.2%	4.9%
Average household size	2.42	2. 29	-5.3%	-2.3%	-2.6%

Notes: These figures do not include people living in Group Quarters, such as institutions or dormitories. References to children pertain to children under 18 years of age. Source: 2000 U.S. Census

Race and Hispanic Origin

Waltham's population is becoming somewhat more diverse, with the number of white people declines (-7.1%) and the number of other races increasing between 1990 and 2000, as shown in Figure Five below. During this time, the number of black people grew by 47%, while the number of Asians grew by almost 112% and the number of "other races" grew by 72.5%.[11] Of the growing Asian population, East-Asian Indians constituted the largest group, while Koreans were the fastest growing.

[11] *In 2000, a total of 1,120 people reported their race "two or more." This category was not available in the 1990 Census.*

Waltham's Hispanic population grew by 55.3% from 1990 to 2000. Waltham's non-white populations grew at a much higher rate than those of the Inner Core or the region as a whole. Waltham's Hispanic population growth roughly paralleled that of the Inner Core and of the region as a whole.

Figure 5: Waltham and Metropolitan Boston, Changes in Race and Hispanic Ethnicity, 1990-2000

Race and Ethnicity	Waltham, 1990	Waltham, 2000	Waltham Change, 1990-2000	MAPC - Inner Core Change, 1990-2000	MAPC Change, 1990-2000
1. One Race:	NA	58,106	NA	NA	NA
White only	52,885	49,145	-7.1%	-8.5%	-2.5%
Black only	1,778	2,614	47.0%	9.5%	11.3%
Asian	2,039	4.318	111.8%	69.1%	73.1%
Other	1,176	2,029	72.5%	53.1%	58.6%
2. Multi-racial:	NA	1,120	NA	NA	NA
Total Population	**57,878**	**59,226**	**2.3%**	**3.1%**	**4.9%**
3. Ethnicity: Hispanic	3,239	5,031	55.3%	51.3%	49.3%
Not Hispanic	54,639	54,195	-0.8%	-0.4%	2.8%
White, Not Hispanic	50,871	46,416	-8.8%	-10.4%	-3.4%

Notes: People reporting more than one race were not recorded prior to the 2000 Census. Multi-racial totals do not exist for the 1990 Census.

Source: 2000 U.S. Census

Age

Waltham's population aged during the 1990s, with the median age rising from 31.6 years to 34.2 years, as shown in Figure 6a on the next page. The population profile changed as well, as the number of pre-school children declined slightly, while those of school age (ages 5-14) increased and late teen-agers (ages 15-19) declined more significantly. There was a decline in those of household formation and first-time homebuyer ages (ages 20-34) and a sharp increase of those in the home buying and "trade-up" home buying ages (ages 35-54 years). There was a decline in the empty-nester and younger elderly populations (ages 55-74) and a substantial increase in the older elderly populations. Comparatively, Waltham saw less increase in school-age (5-14 years) children than the region and a sharper decline in late teens. The City also saw less decline in the household formation years, similar increases in the trade-up years, and less dramatic increases in the older elderly population.

Figure 6: Waltham and Metropolitan Boston, Changes in Age Composition, 1990-2000

Age Group	1990	2000	Waltham Change, 1990-2000	MAPC - Inner Core Change, 1990-2000	MAPC Change, 1990-2000
0-9	5,159	5,340	3.5%	2.0%	9.2%
10-19	7,283	6,897	-5.3%	10.6%	11.7%
20-34	20,097	18,194	-9.5%	-8.4%	-15.8%
35-44	7,746	9,052	16.9%	11.6%	14.2%
45-54	5,074	7,122	40.4%	38.4%	39.0%
55-64	4,936	4,846	-1.8%	-1.4%	1.9%
65-74	4,147	3,925	-5.4%	-11.8%	-4.5%
75-84	2,534	2,827	11.6%	2.2%	14.1%
85+	902	1,023	13.4%	12.0%	24.2%
Total:	57,878	59,226	2.3%	3.1%	4.9%

Source: 2000 U.S. Census

Figure 6a: Waltham and Metropolitan Boston, Change in Median Age: 1990-2000

Locale:	Median Age, 1990	Median Age , 2000	Change, 1990-2000
Waltham	31.6	34.2	8.2%
MAPC – Inner Core	32.0	33.2	3.9%
MAPC	32.9	36.1	9.8%

Source: 2000 U.S. Census

Housing Supply Characteristics: The Housing Side

Housing Occupancy

Between 1990 and 2000, Waltham's total housing units increased by 9.9% as shown below in Figure Seven. The number of occupied units increased by 12%, while vacancies declined by 32.4%. Surprisingly, Waltham's rate of increase exceeds that of both the Inner Core and MAPC region, as the number of housing units in the Inner Core's increased by 2.5%, while the total in the MAPC region grew by 5%.

The vacancy rates for homeownership and rental both declined during the decade, further squeezing the supply of housing and driving up costs. Homeownership vacancies slid from 1.4% in 1990 to only 0.3% in 2000, while rental vacancies dropped from 4.9% to 2.2%.

Figure 7: Waltham and Metropolitan Boston, Housing Occupancy: 1990-2000

Age Group	1990	2000	Waltham Change, 1990-2000	MAPC - Inner Core Change, 1990-2000	MAPC Change, 1990-2000
All housing units	21,723	23,880	9.9%	2.5%	5.0%
Occupied units	20,728	23,207	12.0%	10.6%	11.7%
Vacant units	995	673	-32.4%	-41.4%	-37.8%
Seasonal / occasional units	45	131	191.1%	84.6%	23.6%
Homeowner vacancy rate	1.4%	0.3%	-78.2%	NA	NA
Rental vacancy rate	4.9%	2.2%	-55.2%	NA	NA

Source: 2000 U.S. Census

Housing Tenure

Homeowners occupy 46% of Waltham's dwellings and renters occupy the remaining 54%, as shown in Figure Eight. This proportion remained almost constant during the decade. Communities in the MAPC Inner Core region had a slightly lower proportion of homeowners (43.5%) in 2000, but homeownership opportunities are growing at a faster rate (8.1%) than renter opportunities (3.7%).

For MAPC as a whole, the mix of rentals and homeownership is tilted more toward homeowners and is becoming more so over time. Of the region's occupied units, over 57% are owner occupied, while just under 43% are rentals. During the 1990s, ownership units increased by 11.6%, while renter-occupied units grew by just under 3%.

Figure 8: Waltham and Metropolitan Boston, Housing Tenure, 1990-2000

Tenure Type:	1990	2000	Waltham Change, 1990-2000	MAPC - Inner Core Change, 1990-2000	MAPC Change, 1990-2000
Owner-occupied units	9,523	10,677	12.1%	8.1%	11.6%
Renter - occupied units	11,205	12,530	11.8%	3.7%	2.9%
Total units	20,728	23,207	12.0%	5.6%	7.7%

	Waltham			MAPC – Inner Core			MAPC - Region		
Tenure:	1990	2000	Change	1990	2000	Change	1990	2000	Change
% Owner-occupied	46.0	46.0	0%	43.0	44.0	2.3%	55.0	57.0	3.6%
% Renter-occupied	54.0	54.0	0%	57.0	56.0	-1.8%	45.0	43.0	-4.4%

Source: 2000 U.S. Census

Housing Types and Age

Waltham's housing stock has relatively diverse mix of structural types. Single-family homes comprise 42% of the city's housing stock, two-four family homes make up 28% and larger multi-family buildings make up the remaining 30% of the stock. Although more than 8% of Waltham's housing was built during the last decade, much of it is relatively old. Of the total, more than 86% were built before 1980, including 33.5% built before 1940. The lion's share of the City's housing was built before 1978, the year lead paint laws went into effect. In addition to lead paint abatement, the aging housing stock is also likely to need more repair and rehabilitation than newer housing.

Figure 9. Waltham, MA, Age of Housing

Year structure built	Number of Dwellings	Percent of Housing Stock

1999 to March 2000	212	0.9%
1995-1998	1,020	4.3%
1990-1994	716	3.0%
1980-1989	1,326	5.6%
1970-1979	2,753	11.5%
1960-1969	3,007	12.6%
1940-1959	6,853	28.7%
1939 or earlier	7,993	33.5%

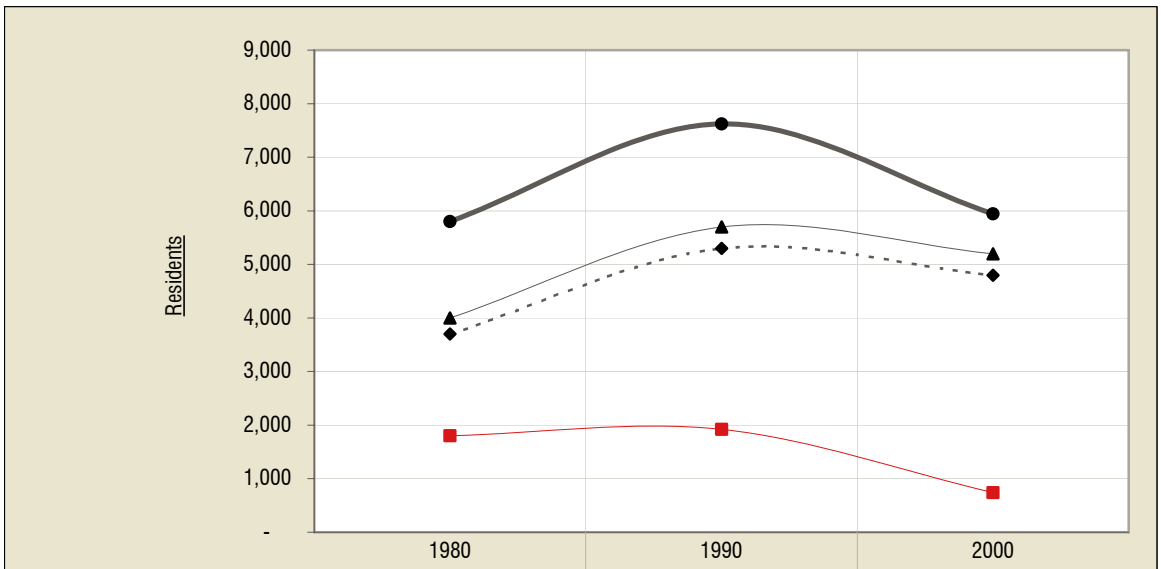
Shaded area =approximate period prior to the adoption of lead paint laws

Source: 2000 U.S. Census

People in Group Quarters

The number of Waltham residents living in group quarters (government institutions, dormitories, etc.) declined by almost 22% since 1990. This was driven by a steep drop (61%) in the city's institutionalized population, due to the closing of the Metropolitan State Hospital in the 1990's and much smaller decline in the number of non-institutionalized people in group quarters, mostly college dormitory residents living on the campuses of Brandeis University and Bentley College.

Figure 10: Waltham, MA: Group Quarters Populations, 1980-2000



	1980	1990	2000
Total in group quarters	5,800	7,623	5,942
Non-institutionalized	4,000	5,700	5,200
College students	3,700	5,300	4,800
Institutionalized	1,800	1,923	742

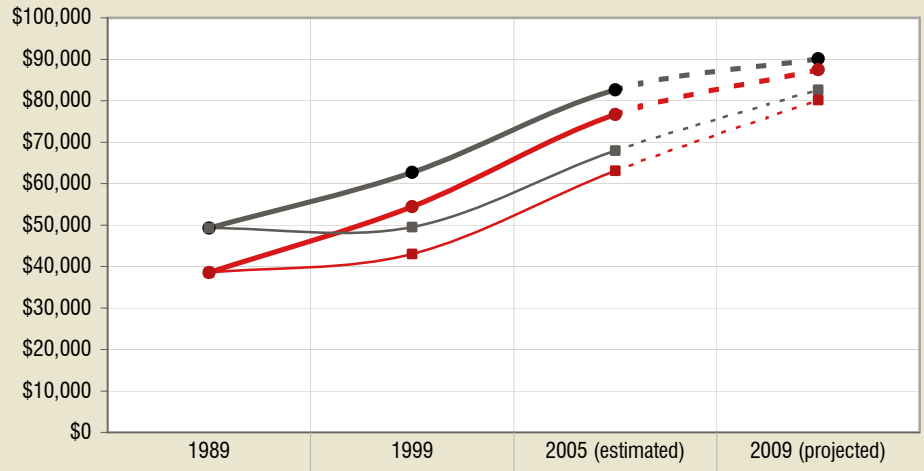
Source: U.S. Census Bureau

Housing Affordability: Putting it Together

Income

The 2000 Census found that 10,566 households in Waltham – 46% of the total – earned less than 80% of the Boston area median income; meaning that almost half the City's households qualify for low-to-moderate income status under federal guidelines and the state's Chapter 40B housing law. In 1999 the median household income in Waltham was $54,475, compared to a Boston area median of $62,700. Although incomes in Waltham have historically lagged behind metropolitan levels, the city's median income grew by 41% between 1989 and 1999 versus a metropolitan growth rate of 27%. Applying this trend to 2005 and projecting it to 2009, as shown in Figure Eleven, Waltham's median income is currently around $76,700 and will grow to almost $87,500 by 2009, at which time it will be very near the projected Boston area median income of $90,000. Waltham's income distribution, as defined by the Massachusetts Department of Housing and Community Development (DCHD) and tabulated in the 2000 Census, is summarized below in Figure Twelve.

Figure 11: Waltham, MA: Median Household Income, 1990-2010



	1989	1999	2005 (estimated)	2009 (projected)
Metro. Boston	$49,265	$62,700	$82,600	$90,112
Waltham	$38,514	$54,475	$76,694	$87,459
Boston, Infl. Adj.	$49,265	$49,483	$67,964	$82,600
Waltham, Infl. Adj.	$38,514	$42,992	$63,105	$80,168

Infl. Adj. = Inflation adjusted (Consumer Price Index for all urban consumers in Boston area.
Income data from the 1990 and 2000 US Census respectively reflect conditions from 1989 and 1999.

Figure 12: Waltham, MA: Income Distribution, 2000

Income Group: (defined as % of 1999 Boston area median income, BMI)	**Households**	**Percent of Total**	**30% of monthly income***
VERY LOW INCOME (30% or less of BMI, or less than $19,650/yr)	3,633	15.7%	Up to $491 /mo.
LOW INCOME (31-50% of BMI, $19,651 – $32,750/yr)	3,039	13.1%	$492 - $819 /mo.
MODERATE INCOME (51-80% of BMI, $32,751 - $52,400/yr)	3,894	16.8%	$820 – $1,310 /mo
MIDDLE INCOME (81-150% of BMI, $52,401 - $98,250/yr)	7,989	34.5%	$1,311 – $2,456 /mo
HIGH INCOME (151% + of BMI, greater than $98,250/yr)	4,602	19.9%	Over $2,456 /mo
TOTAL	23,157	100%	-

***Shaded area** = Income groups generally eligible for federal assistance*

Federal guidelines consider housing affordable only if rent or ownership costs account for 30% or less of gross income.

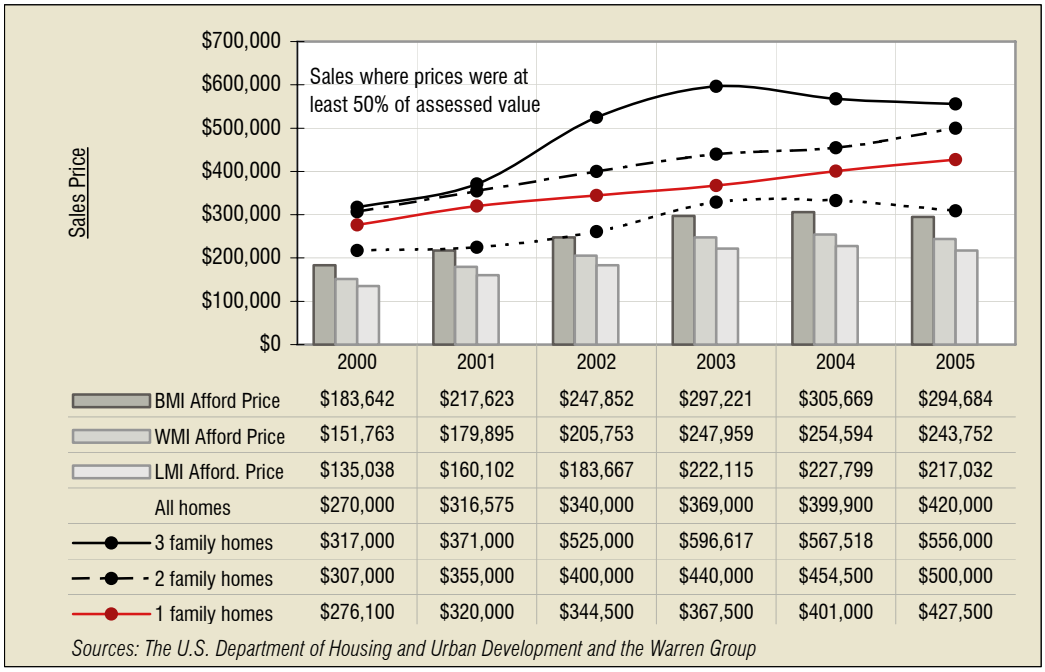
BMI – Boston-area median income. Calculations based on HUD area income limits for FY2000 compared with Census data (1999 income); data are pro-rated on the assumption that households are equally distributed within ranges. Source: 2000 U.S. Census.

Housing Costs & Affordability: Homeownership

In 2005 the median assessed value of single-family homes in Waltham was $358,300[12], a 43% increase from the median of $250,800 recorded by the 2000 Census. The median sales price for single-family homes in the city was $427,500 in 2005, a 54.8% rise from the median of $276,100 observed in 2000, as shown in Figure Thirteen. According to federal housing standards, people earning the Boston area median income (BMI) and the Waltham median income (WMI) in 2005 could respectively "afford" to pay only $294,700 and $243,800. A moderate-income family (earning 80% of the BMI) can afford to pay just over $217,000. As Figure 13a demonstrates, the proportion of homes sold within the $150,000 - $250,000 "affordable" price range has greatly diminished over the years.

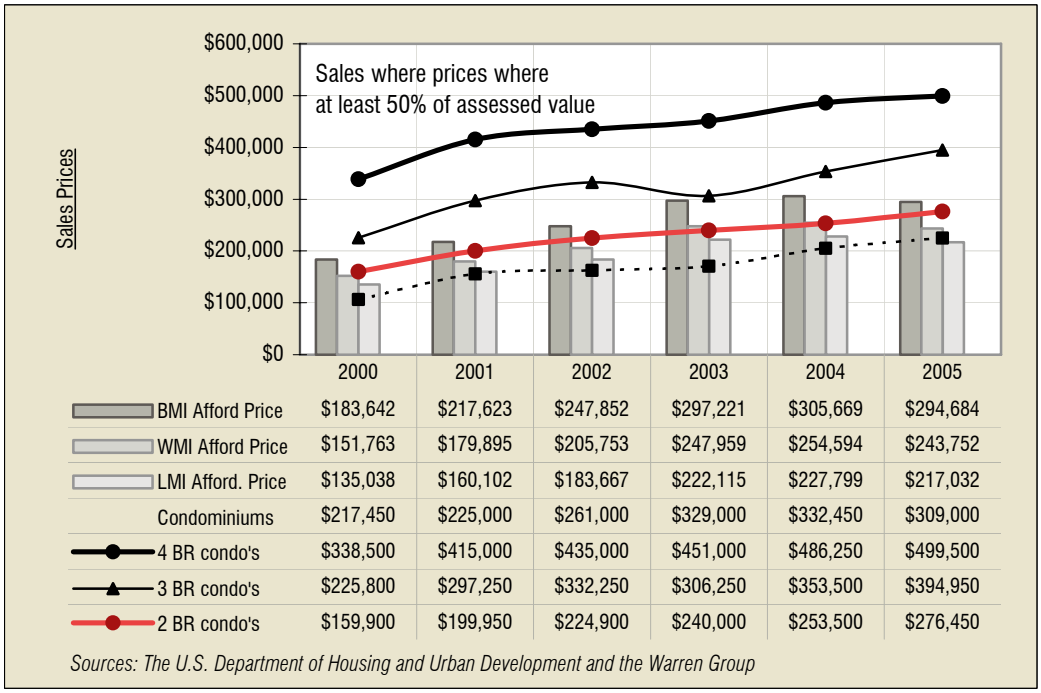
Figure 13: Waltham, MA: Median Sales Prices, Residential Properties, 2000-2005

(In the following charts, BMI Afford Price = House price affordable @ the Boston-area median income; WMI Afford Price= House price affordable @ the Waltham median income & LMI Afford Price = house price affordable to low and moderate-income buyers (ie. those earning 80% or less of BMI)



	2000	2001	2002	2003	2004	2005
BMI Afford Price	$183,642	$217,623	$247,852	$297,221	$305,669	$294,684
WMI Afford Price	$151,763	$179,895	$205,753	$247,959	$254,594	$243,752
LMI Afford. Price	$135,038	$160,102	$183,667	$222,115	$227,799	$217,032
All homes	$270,000	$316,575	$340,000	$369,000	$399,900	$420,000
3 family homes	$317,000	$371,000	$525,000	$596,617	$567,518	$556,000
2 family homes	$307,000	$355,000	$400,000	$440,000	$454,500	$500,000
1 family homes	$276,100	$320,000	$344,500	$367,500	$401,000	$427,500

Sources: The U.S. Department of Housing and Urban Development and the Warren Group

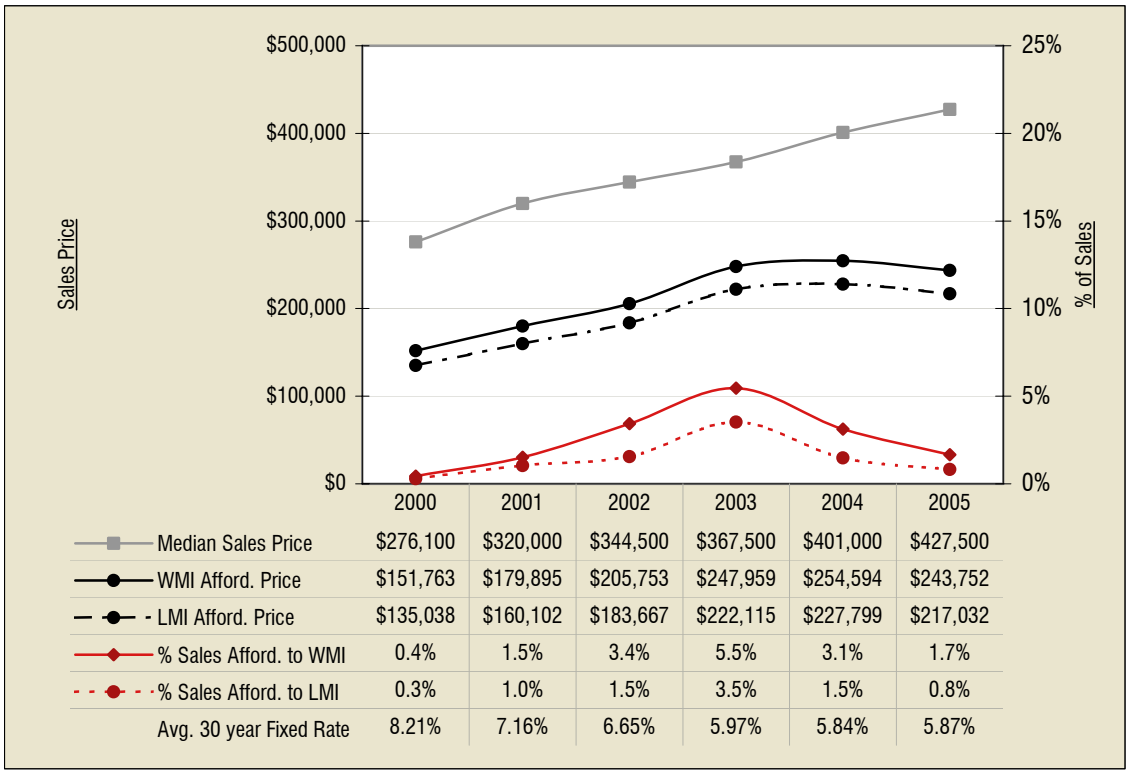


	2000	2001	2002	2003	2004	2005
BMI Afford Price	$183,642	$217,623	$247,852	$297,221	$305,669	$294,684
WMI Afford Price	$151,763	$179,895	$205,753	$247,959	$254,594	$243,752
LMI Afford. Price	$135,038	$160,102	$183,667	$222,115	$227,799	$217,032
Condominiums	$217,450	$225,000	$261,000	$329,000	$332,450	$309,000
4 BR condo's	$338,500	$415,000	$435,000	$451,000	$486,250	$499,500
3 BR condo's	$225,800	$297,250	$332,250	$306,250	$353,500	$394,950
2 BR condo's	$159,900	$199,950	$224,900	$240,000	$253,500	$276,450

Sources: The U.S. Department of Housing and Urban Development and the Warren Group

Figure 13a: Waltham, MA: Single Family Home Prices, 30 Year Mortgage Rates, 2000-2005

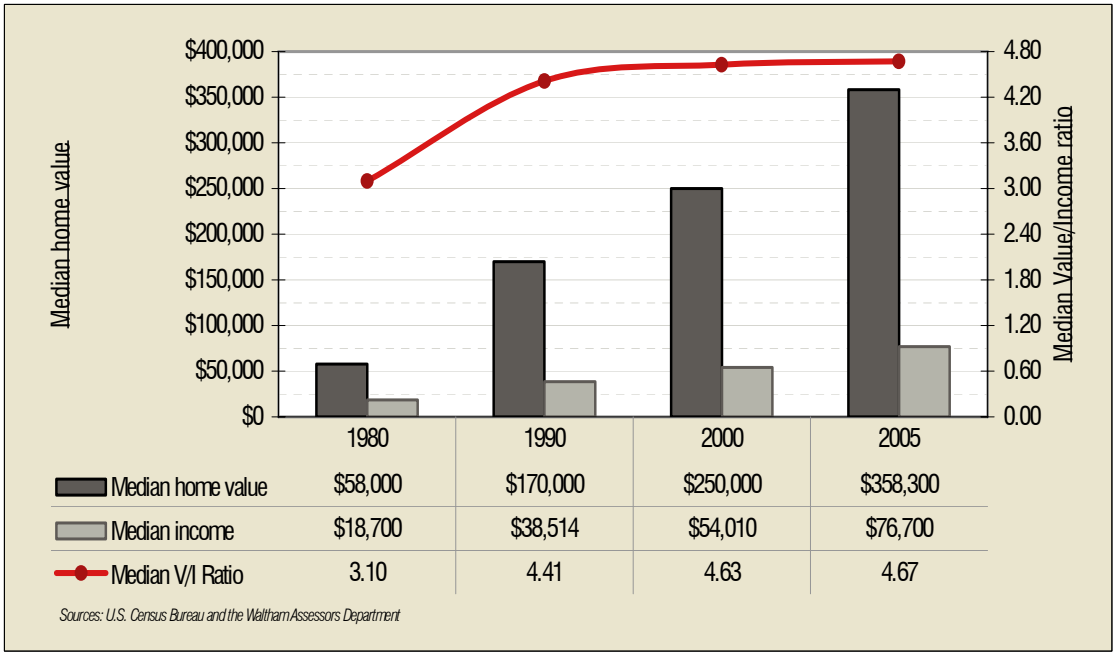
[12] *Waltham Assessors, 2005*



	2000	2001	2002	2003	2004	2005
Median Sales Price	$276,100	$320,000	$344,500	$367,500	$401,000	$427,500
WMI Afford. Price	$151,763	$179,895	$205,753	$247,959	$254,594	$243,752
LMI Afford. Price	$135,038	$160,102	$183,667	$222,115	$227,799	$217,032
% Sales Afford. to WMI	0.4%	1.5%	3.4%	5.5%	3.1%	1.7%
% Sales Afford. to LMI	0.3%	1.0%	1.5%	3.5%	1.5%	0.8%
Avg. 30 year Fixed Rate	8.21%	7.16%	6.65%	5.97%	5.84%	5.87%

Home values and sales prices have grown faster than incomes in Waltham since 1980, resulting in the ratio of median home value to income rising from 3:1 in 1980 to almost 5:1 in 2005, as indicated in Figure Fourteen. Most of this increase occurred during the 1980's, when income growth lagged (107%) behind rising housing costs (193%). Since 1990, income and house prices have grown more evenly, although housing values have risen slightly more. The 2000 Census determined that more than a quarter of Waltham homeowners spent too much (more than 30% of income) on housing costs, including mortgage, insurance payments and property taxes. Although mortgage rates have dropped over the past five years, as shown in Figure 13a, it is not clear if this trend has reduced the number of homeowners "overpaying" for their homes.

Figure 14: Waltham, MA: Median Assessed Values for Single Family Homes and Incomes, 2000-2005



	1980	1990	2000	2005
Median home value	$58,000	$170,000	$250,000	$358,300
Median income	$18,700	$38,514	$54,010	$76,700
Median V/I Ratio	3.10	4.41	4.63	4.67

Sources: U.S. Census Bureau and the Waltham Assessors Department

As a point of reference, it is useful to compare these income requirements with the salaries of various City of Waltham employees. Salaries for policemen start at $34,563, for secretaries at $31,349, for librarians at $39,595, for a public

health nurse at $43,460, for the director of veterans' services at $54,005, for the director of parks and recreation at $58,120,and for the city engineer at $62,094.

Housing Costs and Affordability: Rental

Waltham's median gross rent, as reported in the 2000 Census, was $869 per month, requiring an income of almost $35,000 a year to be "affordable" (ie. not exceeding 30% of gross household income). A moderate- income family earning 80% of the Boston-area median income could afford to spend $1,255 on rent and utilities in 2000. According to the Census, about 12% of Waltham's rental stock rented for less than $500 a month, while 34% rented for $1,000 or more in 2000, as shown in Figure Fifteen.

There is a substantial difference between median gross rent as reported in the Census and median advertised rent as it appears in the *Boston Globe*. According to data gathered and analyzed by the Boston Redevelopment Authority (BRA), the median advertised rent for a two-bedroom apartment in Waltham was $975 in 1998, $1,100 in 1999, $1,250 in 2000, and $1,350 in 2001, representing a 38% increase during the time period. People looking for apartments face much higher rents than sitting tenants.

Figure 15: Waltham, MA: Rent Levels, 2000

Contract Rents, 2000	Number of Dwellings	Percent of Rental Stock
No Cash Rent	220	1.8%
$1 – $299/mo	819	6.5%
$300 - $499/mo	715	5.7%
$500 - $749/mo	2,605	20.8%
$750 - $999/mo	3,993	31.8%
$1,000 - $1,249/mo	1,918	15.3%
$1,250 - $1,499/mo	812	6.5%
$1,500/mo +	1,455	11.6%
Total	12,537	100%

Shaded area = rents affordable to households earning 80% or less of the Boston-area median income in 2000.

Source: 2000 U.S. Census

During the period covered by this study, there began to be indications that rents were stabilizing or even declining. To determine whether this was true, we analyzed median advertised two-bedroom rents during 2001 using the BRA methodology. We found that median rents were $1300 in June and July, peaked at $1350 in August, held at $1300 in the early fall, and then fell to $1225. It is not clear whether this is the beginning of a downward trend or is simply a seasonal variation, based on student demand linked to the school calendar. In terms of the impact of rent levels on people's ability to pay, the 2000 Census reports that one-third (34%) of Waltham's renters paid more than 30% of their income for rent, the federal standard for determining housing affordability.

Figure 16: What is Affordable Housing?[13]

Income Group	Income Limit, 2000	Affordable Rent, 2000	Affordable House Price, 2000	Income Limit, 2005	Affordable Rent, 2005	Affordable House Price, 2005
VERY LOW (< 30% BMI)	$19,650	$490	NA	$24,800	$620	NA
LOW (31-50% BMI)	$32,750	$820	$62,130	$41,300	$1,030	$100,550
MODERATE (51-80% BMI)	$52,400	$1,310	$135,040	$66,100	$1,650	$217,030
WALTHAM MEDIAN (WMI)	$57,540	$1,440	$151,760	$76,700	$1,920	$243,750
BOSTON MEDIAN (BMI)	$65,500	$1,640	$183,640	$82,600	$2,070	$294,680
MIDDLE (101-150% BMI)	$98,250	$2,460	$305,150	$123,900	$3,100	$488,815

***Shaded area** = Income groups generally eligible for federal assistance*

Very little of Waltham's housing stock falls within the price range affordable to low-, moderate-, and even median-income households. Figure Seventeen plots the assessed values and contract rents of Waltham's housing stock to show how many homes are affordable to different income groups. A negative number in the Surplus Column indicates a

[13] *Income limits are those established by HUD for FY 2005. Affordability analysis assume rent (including utilities) and ownership costs (mortgage payments, insurance and taxes) are no more than 30% of income; ownership calculations assume a 10% downpayment and a 30 year fixed mortgage at the national average rate (8.2% in 2000, 5.9% in 2005) as reported by Freddie Mac.*

shortage of housing affordable to the relevant income group. The table clearly indicates shortages of homes affordable to low and even middle-income residents in 1990 and 2000. It seems that as Waltham became relatively more affluent over the decade, its housing remained unaffordable to the poor, but became relatively more affordable for middle and upper-income people, who seemed to be occupying the large surplus of homes affordable to moderate-income people.

Figure 17: Waltham, MA: Supply and Demand of Affordable Housing, 1990-2000 [14]

Income Group	Households, 1990	Affordable Homes, 1990	*Surplus*	Households, 2000	Affordable Homes, 2000	*Surplus*
Very low (up to 30% BMI)	2,773	1,153	*-1,620*	3,633	1,568	*-2,065*
Low (31-50% BMI)	2,611	1,766	*-845*	3,039	2,924	*-115*
Moderate (51-80% BMI)	4,324	5,618	*1,294*	3,894	6,859	*2,965*
Middle & Upper (81%+ BMI)	10,940	12,162	*1,222*	12,591	11,840	*-751*
TOTALS:	*20,648*	*20,699*	*51*	*23,157*	*23,191*	*34*

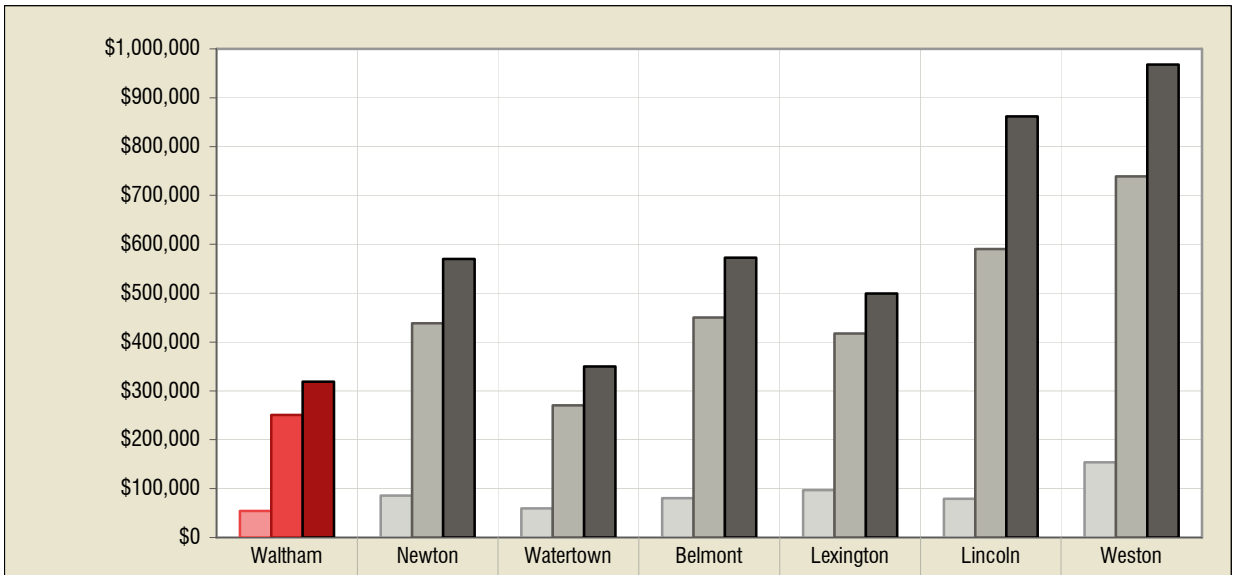
Shaded area = Income groups generally eligible for federal assistance under the Community Development Block Grant Program.

Source: 1990 & 2000 U.S. Census

Housing Affordability: Waltham & its Neighbors

Waltham's median income and median housing costs are lower than any of its surrounding communities. In Weston, both incomes and homeownership costs are roughly three times those in Waltham, as demonstrated below in Figure Eighteen.

Figure 18: Waltham and Neighboring Communities: Median Incomes, Home Values and Sales Prices, 2001



	Waltham	Newton	Watertown	Belmont	Lexington	Lincoln	Weston
Median Income	$54,010	$86,052	$59,764	$80,295	$96,825	$79,003	$153,918
Home Value	$250,800	$438,400	$270,600	$450,000	$417,400	$590,300	$739,200
House Price, 2001	$319,000	$570,000	$350,000	$572,500	$499,500	$861,805	$968,000

Source: 2000 U.S. Census and The Warren Group

Supply and Demand: The View from the Waltham Housing Authority

The Waltham Housing Authority (WHA) owns and manages public housing developments and runs leased housing programs, whereby rents are subsidized for tenants in private housing. In all, the WHA has 297 units of family housing, 484 units of housing for the elderly, and 29 units of housing for the developmentally disabled. In leased

[14] *Properties include single-family homes, condominiums and 2-4-family homes.*

housing, it has 450 federal Section 8 vouchers used to assist tenants in privately owned housing and 46 state subsidy vouchers, some of which are used to support tenants in mental health residences.

Waiting lists are kept separately for different programs. In some cases, people may be on more than one list and in more than one community.

Figure 19. Waltham, MA: Waltham Housing Authority Waiting List

Waiting list information:	
Section 8	
Single person households	934
Families	2,346
Total	3,280
Elderly and disabled public housing	
State	805
Federal `	158
Total	963
Family public housing	822
Length of wait for public housing for Waltham residents:	
Elderly	1 – 1.5 years
Families	about 3 years

Understanding the Numbers

Section 8: Section 8 is the federal program which awards "mobile" vouchers to be used as rent subsidy in private housing.[15] Waltham's Section 8 waiting list is currently closed. It was open in April 2002 for ten days, during which 3,280 people filed applications. People can apply for Section 8 in many communities; they do not need to live in Waltham to apply here nor do they need to rent in Waltham to use the Section 8 voucher. The City, however, gives preference to local residents (those who live or work in the City) in all its programs. Of the 3,280 applicants, 388, or 12%, qualify for resident preference. In order to assist those with the greatest need, the law requires that 75% of new vouchers must go to people with incomes at or below 30% of the area median.

Elderly and Disabled Public Housing: People may be on both the state and federal lists, so there is likely to be some double-counting in the numbers above. Of the total, 417 are Waltham residents. There are limits on the percentage of non-elderly disabled people who may live in state elderly developments, but there is no such limit in federal properties. In Waltham, there are about 40-50 elderly/disabled vacancies each year.

Family Public Housing: The City has two- and three-bedroom units only. There are 160 Waltham families waiting for two-bedroom apartments and 37 Waltham families waiting for three-bedroom units; the relative proportion varies over time. As with the elderly units, there are about 40-50 vacancies each year.

Special Needs and the Homeless

People with Special Needs

According to the Waltham Housing Authority, non-elderly, single disabled people account for the biggest percentage increase in Section 8 applicants. This is largely because there are more people competing for fewer appropriate settings; service providers are cutting back; and SSI, the primary source of support, does not pay enough to afford even the lowest market rents. SSI pays between $500-600 per month, while low-end, one-room rents run $100-175 per week.[16]

DHCD's Subsidized Housing Inventory lists 100 units of handicapped or special needs housing in Waltham, including 29 units owned by the Housing Authority and others run by non-profit agencies such as the Work, Communty & Independence, Inc. Sometimes the WHA provides state housing subsidies to disabled residents. Additionally, the Department of Mental Retardation (DMR) also supports 103 beds for the mentally retarded in Waltham. A few of

[15] *There are also Section 8 subsidies which are attached to specific housing units; they are handled separately from the mobile vouchers.*
[16] *Estimate from Walter McGuire, WHA Executive Director.*

these already appear on the DHCD Inventory, but most do not. Details of special needs services and demand are presented in the City's Consolidated Community Development Plan, 2006-2010.

Homeless

New Census information on the number of homeless people is not yet available. However, anecdotal information for the Boston region indicates that the number of homeless has risen substantially with the downturn in the economy, closing of institutions, cutbacks in state programs, and more stringent rules governing program eligibility, length of stay, and other factors. Although the preponderance of the homeless have historically been single men, social service providers report increasing numbers of homeless families with children.

Waltham has six shelters accommodating 65 men, 12 women, and 57 families. These include the Bristol Lodge Shelters for Men (45 beds) and Women (12 beds), Hurley House (20 beds), Mary's House (6 families), Sandra's Lodge (35 families), Hestia House (16 families) and Olivia's Place (9 families)

In addition, the Support Committee for Battered Women provides emergency shelter and services for battered women and their children, with nine beds at confidential locations.

Middlesex Human Services Agency (MHSA) runs all of these shelters except Hurley House. MHSA officials confirm that all shelters are constantly filled. The biggest rise in demand has been from families with children. High rents are driving the increased demand. When MHSA is able to place clients in permanent housing, it is almost always in a few distant cities or in other states such as Maine; it is seldom in Waltham.

Meeting the Needs of Other Population Groups

Waltham's Consolidated Plan 2006-2010 identifies the needs of specific groups in Waltham's population based on data from the 2000 Census, as well as information on cost burden, substandard housing, and overcrowding analyzed by income group, family size and type, and age, among other factors.

Waltham's Subsidized Housing

Waltham has 1,236 units of subsidized housing, according the DHCD Inventory as of April 2002.[17] Of these, 812 are for elderly residents, 324 are for families, and 100 are for those with disabilities. To meet the needs of its 10,556 low-to-moderate income households, the City would need 9,320 more affordable units. Using the state's goal of 10% subsidized housing, Waltham's shortfall is 1,139 units. If the City grows at past rates, the deficit would rise to 1,360 affordable units by 2010.

Figure 20. Waltham, MA: Income Change, 1990-2000

Income Group	Households, 1990	%	Households, 2000	%	*Change*
Very low (up to 30% BMI)	2,773	13.4%	3,633	15.7%	*860*
Low (31-50% BMI)	2,611	12.6%	3,039	13.1%	*428*
Moderate (51-80% BMI)	4,324	20.9%	3,894	16.8%	*-430*
Middle & Upper (81%+ BMI)	10,940	53.0%	12,591	54.4%	*1,651*
TOTALS:	20,648	100%	23,157	100%	*2,509*
Low and Moderate-income Households (up to 80% BMI):	9,708	47%	10,566	45.6%	858

Shaded area = Income groups generally eligible for federal assistance under the Community Development Block Grant Program.

BMI = Boston-area Median Income. This figure was $46,300 in 1990 and $65,500 in 2000.

Source: 1990 & 2000 U.S. Census and the U.S. Department of Housing and Urban Development.

[17] *The complete list appears in the Preservation section in Part II of this report, and discussion of Waltham's compliance with Chapter 40B appears in the Zoning section of Part II (under separate cover).*

Conclusions

This section has used many indicators to analyze housing demand, supply, affordability, and need. Although the numbers differ, the findings all point in the same direction:

To meet the needs of its people,

- Waltham needs more housing that is affordable to people across a range of incomes.
- The private market is generally meeting the needs at the middle and upper end of the spectrum, while the lower-, moderate-, and even median-income segments may need some public intervention or assistance.
- The number of units needed probably exceeds realistic expectations by a significant number, and even meeting the 10% target will be a challenge.

Of the options set out in the following sections of this study, some are designed to make market-rate housing somewhat more affordable to those in the median and in the middle ranges, while others are designed to create or preserve more housing geared toward the lower- moderate-, and median-income households.

Although this is a policy decision the City needs to make for itself, it is strongly recommended that the City adopt policies to improve the balance of housing opportunities, targeting scarce public resources toward low-, moderate-, and possibly median-income households, and setting numerical goals.

PART II: THE LONG-RANGE PLAN

Introduction

Part I of Waltham's Comprehensive Housing Plan presented a Housing Profile, describing the City's housing demand, supply, and affordability. Among its most compelling findings were these:

- **Almost half of Waltham's households – 10,566 households -- have incomes that qualify as low-to-moderate income under the state's definition.**
- **Waltham is attracting more single-person households and losing single-parent families at a faster pace than metropolitan Boston.**
- **In 2005, the median sales price of single-family homes sold in Waltham was $427,500, requiring an income in excess of $111,000, more than the combined salaries of two typical City employees.**
- **Over 5,000 households are on the Housing Authority waiting list.**[18]
- **To achieve the state goal of 10% affordable housing in each community, the City needs 744 more affordable units, or 74 units annually for ten years, assuming no growth in total housing units. To keep pace with growth, the number would increase to 88 more affordable units, or 88 units annually.**

The Profile concluded that, to meet the needs of its people,

- **Waltham needs more housing that is affordable to people across a range of incomes.**
- **The private market is more likely to meet the needs at the middle and upper end of the spectrum, while the lower-, moderate-, and even median-income segments may need some public intervention or assistance.**
- **The number of units needed probably exceeds realistic expectations by a significant number, and even meeting the 10% target will be a challenge.**

And finally, **it urged the City to adopt policies to improve the balance of housing opportunities, targeting scarce public resources toward low-, moderate-, and possibly median-income households, and setting numerical goals.**

Part II will present ideas on how the City can address the housing needs of its people. In the first section, "Getting Started," it will present some overarching steps the City should consider in establishing policy and setting the tone. It will then identify barriers and opportunities and spell out what the City can do to take advantage of the opportunities and overcome the barriers.

The study will discuss opportunities and recommend actions in the following areas:

- The Housing Community: the City's organizational infrastucture, including the Waltham Housing Partnership Comiittee, WATCH, the Waltham Housing Authority, and other participants;
- Financial Resources;
- Zoning, including
- Waltham's status under M.G.L. Chapter 40B
- Waltham's affordable housing provisions (Artice IX)
- Linkage programs
- Other zoning barriers and opportunities
- Brandeis and Bentley
- The Business Community
- Preservation of Affordable Housing
- Production of New Housing

The findings in each of these areas will then be summarized in a Long-Range Plan Matrix. Supplemental materials will also be presented in an Appendix.

[18] *May include some double counting of those appearing on more than one list.*

Getting Started

There are several overarching steps the City should consider to establish a proactive housing policy and set the tone for action and implementation.

Step 1: Probably the most important overarching step is for the City to reaffirm its commitment to housing that is affordable to people with a broad range of incomes, especially those of modest means who cannot successfully compete in the marketplace. Once the City officially endorses this principle, it should express its support frequently and publicly and instruct all relevant City departments to work cooperatively and proactively to realize this goal.

Step 2: As a second step, Waltham needs to adopt a goal for the number of units it hopes to preserve or create.

As we will see, Waltham will technically comply with Chapter 40B using the land area methodology if Indian Ridge survives the court challenge and receives a building permit within the required timeframe. Nonetheless, only 5.2% of its housing stock – a total of 1,236 units -- is officially considered affordable, while 46% of its households – a total of 10,566 – have incomes that qualify as low-to-moderate income.

Given this disparity, achievement of the 10% goal should be considered by the City as a worthy starting point. Using this measure, Waltham has a shortfall of 1,139 affordable units, assuming no growth in Waltham's total housing stock. To achieve this goal over a ten-year period would require 114 new units per year. From 1990 to 2000, however, Waltham's housing stock grew at a rate of 216 units per year. Assuming the same growth rate, Waltham would need to create 22 additional affordable units per year, for a total of 136 units annually, to achieve 10% of future housing stock.

Although this is an ambitious goal, it is nonetheless far fewer units than are needed to address the needs of Waltham's population based on income.

As this report will show, Waltham's housing organizational structure and its financial resources are stretched to their limits. Additional housing preservation and production will require active pursuit of added funds, organizational capacity, and pro bono services, as well as proactive use of the Comprehensive Permit process as a development strategy. Opportunities and recommendations are presented in various sections of this report and summarized in the Long-Range Plan Matrix at the end.

Step 3: Consider an annual contribution to the Housing Trust Fund. Nothing proves the City's commitment more than funding. Ideally, the City would identify a dedicated source of revenue, preferably one that is related to housing.

Step 4: Adopt a set of guiding principles governing affordable housing preservation and creation. These principles should shape how the City invests its limited resources to best achieve its goals. The menu below offers some ideas for consideration:

- Target limited resources to serve those with the greatest need;
- Prioritize housing that remains affordable for the longest possible time;
- Support housing for families and those with disabilities as well as for the elderly;
- Provide opportunities for both rental and homeownership;
- Use local resources to leverage other sources of assistance;
- Continue to use the Comprehensive Permit process as a positive tool to promote affordable housing; and
- Prioritize situations where locally controlled funds can fill gaps in other financing or can be accessed more quickly than other sources.

Waltham's Housing Community

Waltham's housing community consists primarily of the Waltham Housing Partnership Committee (WHPC), the Waltham Alliance to Create Housing (WATCH), the Waltham Housing Authority (WHA), and the City's planning and housing departments. There is also a second tier, consisting of tenant associations and those with an interest in housing and those who may be helpful in supporting affordable housing. These include faith-based organizations, lenders, developers, real estate companies, housing professionals, social service providers, and civic and fraternal groups. There are also other City offices whose roles affect housing. These include the Building Department and the Assessor.

This section of the Plan deals with the major players. It briefly describes their history and their role. It then presents detailed recommendations for the WHPC and additional recommendations to improve the working relationship and effectiveness of the other key players. Although there is no detailed discussion of the second-tier players, it is recommended that there be a concerted effort to engage these parties in addressing the City's housing issues and to take advantage of the expertise that may be available in the community.

The Waltham Housing Partnership

The Waltham Housing Partnership Committee (WHPC) was created by the City Council in 1991. It grew out of recommendations of a 1989 study to perform duties in conjunction with the proposed inclusionary zoning ordinance and housing trust fund. Its stated purpose is "to investigate and research the need for affordable housing in the City of Waltham, to provide recommendations and propose programs for the development of such housing, and to educate policy makers on housing issues."

The WHPC consists of nine members: three ex officio members (the Housing Finance Specialist in the Office of Housing Rehabilitation, the Director of the Waltham Housing Authority, and a City Councilor; and six members appointed by the Mayor, including a tenant representative, a real estate broker or developer, a local banker, and three at-large members, at least one of whom is a Waltham homeowner. The ordinance governing the WHPC appears in the Appendix to this report.

During its tenure, the Committee has undertaken a range of activities and advised on various subjects, including: identifying sites for potential affordable housing development; reviewing housing proposals; developing affordable housing priorities for 40B proposals; soliciting public comments on housing needs; and developing a priority list for uses of the Housing Trust Fund.

It is also a step forward for the Committee to undertake this housing study. WHPC worked hard to develop the scope and received a grant from the Massachusetts Housing Partnership Fund (MHP) to hire a consultant to prepare the request for proposals.

The Committee has played an important role in

- increasing funds in the Housing Trust Fund;
- developing a rental assistance program for low-to-moderate income tenants affected by rent increases at Gardencrest;
- making important revisions to the inclusionary zoning ordinance; and
- pressing for stronger affordable housing provisions in the Comprehensive Permit for Indian Ridge and in other developments.

The WHPC has gained considerably in stature since its inception. The Zoning Board of Appeals (ZBA) has begun to inform the Committee of Chapter 40B applications and to solicit its comments on them.

In formulating this Comprehensive Housing Plan, the consultant worked with the WHPC to evaluate its strengths and weaknesses and recommend changes to help it become more effective in achieving its goals and gaining recognition as a leader in formulating the City's housing policy (for details, see Appendix). Recommendations to make the Committee more effective appear at the end of this section. Recommendations about specific housing initiatives the Committee should pursue are presented elsewhere in this report.

WATCH

WATCH is a non-profit community development corporation founded in 1988 to serve the residents of Waltham. Its mission is to preserve and promote affordable housing and to promote economic opportunities for low and moderate

income residents of Waltham. It seeks to "build, empower, and stabilize neighborhoods and communities in Waltham."

Its primary activities are housing, economic development, and community outreach. Housing programs include tenant training workshops, first-time homebuyer workshops; and housing development. To date, WATCH has created nineteen units of affordable housing in seven properties. The majority of these were re-sold to first-time homebuyers. Two properties, totaling six units, have been kept in WATCH's real estate portfolio and are managed by the non-profit. All six are rented to low-income families.

WATCH has sought to purchase many properties in recent years but has either been outbid or has been unable to acquire financing quickly enough to meet owners' time limitations. As this report is being written, however, WATCH is having renewed success and expects to be working on a number of new units in the near future.

WATCH recently built three new modular two-family homes on a vacant lot on Charles Street, each containing one affordable ownership unit and one affordable rental unit in 2003. The project was funded with HOME money and private financing. WATCH is also renovating 180 Brown Street, 21-23 Pine Street, 26-28 Hall Street, and recently completed acquiring and renovating 570 Moody Street into its headquarters, seven units of affordable housing and associated commercial space.

WATCH worked with the City to apply to the state's Soft Second Program for downpayment assistance. The state awarded Waltham $50,000, and WATCH has negotiated with a local bank to provide $1 million in reduced mortgage financing for first-time homebuyers.

Operating funds supporting WATCH come from several sources, with approximate amounts for the year 2002 are shown below in Figure Twenty.

Figure 21. WATCH: Sources of Operating Funds

Source	Approximate amount
Private foundations and corporations	$160,000
Rental & program income & developers' fees	80,000
"Grassroots" – individuals, small churches	35,000
State sources	32,000
City HOME & CDBG	19,500
Federal	0

HOME funds are used to support most projects. Several earlier development projects received funding through the Federal Home Loan Bank.

WATCH has prepared a very useful briefing paper entitled *WATCH Housing Proposal: A Call to Action*, most recently updated in January 2003. The report outlines the nature of the affordable housing problem and identifies solutions in land use, zoning, funding, preservation, and government priority and commitment. The report is available from the WATCH CDC at (781) 891-6689. Many of its ideas have been adapted or incorporated into this study.

The Waltham Housing Authority (WHA)

The Housing Authority owns and manages public housing and runs leased housing programs. Its activities are described in more detail in the *Housing Profile*, Part I of this report. The WHA Director sits on the Housing Partnership Committee.

Waltham recently received a state grant of $8.3 million for public housing improvements to upgrade aging facilities. The money will be used for heating system improvements at the Beaverbrook Apartments and for kitchen and bathroom upgrades and handicapped-accessibility at Prospect Hill Terrace and Chesterbrook Gardens. The City also received $105,000 in state grants to plan for public housing upgrades. At the same time, however, sizable federal cutbacks threaten the WHA's operating budget.

The Planning and Housing Departments

The City's Housing Department was created in 2000 to promote and finance the development of rental and ownership housing, create new homebuyer opportunities through education and financing, preserve the long-term affordability of existing publicly assisted housing, improve the City's housing stock through rehabilitation, develop and implement programs to increase access to affordable housing for Waltham residents, support non-profits in developing and managing affordable housing; coordinate with the federal and state government to bring additional resources to housing programs; and provide planning assistance and public information related to housing issues.

In 2005, due to their close working relationship, the Housing Department was incorporated into the Planning Department as a semi-autonomous division. It is primarily responsible for running housing programs such as downpayment assistance paid for with HOME monies and rehabilitation programs paid for through Community Development Block Grant (CDBG) funds. In its work with the Housing Partnership Committee, the Housing Department is also the housing policy arm of the government.

The CDBG program is based in the Planning Department, where more general planning and zoning activities take place. The Planning Department is the primary liaison to the WestMetro Housing Consortium, a group of adjacent communities that have joined forces to gain access to and administer federal funds.

The Planning and Housing departments work together to prepare the City's *Consolidated Plan*, which governs the use of CDBG and HOME funds, and the City's *Fair Housing Plan*, which analyzes and addresses impediments to fair housing choice.

The Department will also take the lead in the creating the City's upcoming Community Development Plan under Executive Order 418. That plan will seek to integrate housing with other key elements of a local plan – transportation, economic development, and open space and natural resource protection. It will also include a map showing the location of proposed affordable housing.

The two departments are in adjacent spaces in the Government Building and work closely together.

Recommendations for the Waltham Housing Partnership Committee

The following recommendations are designed to help the WHPC become more effective in achieving its goals and in gaining recognition as a leader in formulating the City's housing policy.

Prepare draft guiding principles for housing and priorities and criteria for use of the Housing Trust Fund. Use these to initiate dialogue with the Mayor and City Council and to begin the steps described in the "Getting Started" section of this report.

Prepare an Annual Report to present to the Mayor and the City Council. This is required in the ordinance. It is also an excellent opportunity for the Committee to recognize its own value and successes and to gain visibility with City leadership both for the Committee and for the housing issues it was formed to promote.

Seek changes to the WHPC ordinance to upgrade the Committee's status. The WHPC differs from other, more formal Waltham committees and boards in that it has no paid stenographer, its members receive no stipend, and the City Council has no role in approving appointment of members. Stenographers of other boards receive $100 or $150 per meeting, and board members receive stipends of $100 per meeting.[19] The WHPC also has no authority and serves only as an advisory body. The Committee would have more prestige and importance if it were equal to its counterparts. The Committee should explore ways to increase its authority and should seek amendments that would authorize:

1. A paid stenographer, receiving compensation comparable to other boards ($150 per meeting);
2. A comparable stipend for members ($100 per meeting); and
3. City Council approval of appointments.

Review the Committee's purpose. This should clear up some confusion about the Committee's charge as compared to other housing groups.

[19] *Stenographers for Planning Board & ZBA get $150 per meeting, for Conservation Commission, $100. Stipend for members of all three boards is $100 per meeting. ZBA members get $150. The Planning Board also has a clerk, currently the Director of Public Works, who receives a stipend of $3,000 annually.*

Reconsider the Committee's membership composition. There is a general sense that the Committee is a workable size and is sufficiently diverse. However, some key interests are not represented. These include senior citizens, the homeless or homeless advocates, the colleges, and the business community (especially those companies where employee recruitment and retention are most affected by high housing costs). There is also no lawyer or access to legal counsel.

The Committee should consider adding some of these as specific categories instead of the at large seats and perhaps instead of the "housing financial specialist" in the Office of Housing Rehabilitation. (This latter position is currently filled by the Housing Director, whose role is complex and should be reconsidered; see below.) The important additions would be a representative of the homeless or a homeless advocate, a senior citizen, and an attorney. As replacements, these three could be added without increasing the size of the Committee.

Stagger terms. This invites new people to become involved while maintaining the stability and "institutional memory" of more "seasoned" participants.

Elect a chairman annually. The ordinance calls for annual election of a chairman, who appoints a member as secretary. Currently, the Housing Director, appointed by the Mayor, is both a member and serves as staff to the Committee. An elected chairman, independent of the City administration, would have greater freedom to act assertively as a strong champion and voice for housing.

Reconsider the role of the Housing Department. The Committee was formed before there was a Housing Department. The ordinance calls for inclusion of the Housing financial specialist in the Office of Housing Rehabilitation as an ex officio voting member. The Housing Director now holds this seat. This is problematic for two reasons: first, this dual role could lead to a potential conflict of interest; and second, the Committee would have a stronger voice if its leadership consisted of policymakers rather than staff.

The WHPC should consider alternate roles for the Department. In other communities, it is common for staff members to serve as staff and technical advisors to housing committees. In Brookline, for example, Housing Advisory Board (HAB) members are appointed by the Board of Selectmen, the Planning Board, and the Housing Authority; the HAB is staffed by the Housing Division of the Planning and Community Development Department. Waltham's ordinance should be amended to remove housing staff from membership and make clear that the department's role is as staff and technical advisor but not as a voting member.

Increase visibility with the Mayor. Invite the Mayor to one meeting annually. Use the opportunity to present accomplishments and engage the Mayor in dialogue about key issues or new ideas.

Work with the Mayor and the City Council to develop a long-range plan for use of Housing Trust Fund monies.

Increase visibility with the City Council.

Review and make use of the Committee's role in relation to the Housing Trust Fund. The Committee has only an advisory role. Perhaps this is an opportunity to increase its authority. There are also several mentions in the Housing Trust Fund ordinance for the Committee to develop criteria and regulations. For example, the WHPC could develop criteria for funding projects, regulations governing disposition of profits from the sale of housing that has received trust fund monies; eligibility standards, and other documents. The Committee should take advantage of these opportunities to guide housing choices.

Set up subcommittees to pursue housing study recommendations. A Policy Subcommittee, for example, might follow up on the recommendations about city policy, guidance documents and criteria, Housing Trust Fund priorities; and the WHPC upgrades. A Property Subcommittee might work on the affordability of The Mill, reuse plans for City properties, and acquisition of other land or buildings. A Fundraising and Partnering Subcommittee might pursue relationships with businesses, unions, colleges, and others, along with revenue-raising strategies such as Linkage or the Community Preservation Act.

This ambitious workload would be more feasible with active involvement from a broad range of citizens, especially those with housing expertise (see below). City Councilors might also team up with WHPC members to spearhead and lend support to various initiatives.

Explore mechanisms to involve others. There are probably many more interested and potentially helpful parties in Waltham whose input would be valuable. The Committee should invite others to attend and participate without being

actual members and should engage them in active support of the Committee's work program. The WHPC should develop a mailing list to notify people of meetings and other events and should plan occasional events designed to get broader input and educate the general public.

Develop and implement a public outreach and education plan. The term "affordable housing" carries a lot of baggage. So do "subsidized housing" and "low and moderate income housing." There is considerable misperception about who needs such housing, who benefits from it, where they come from, and more. There is fear about potential negative impacts on property values and "community character." The Committee can play a very important role in educating both policy makers and the public at large. It can also partner with other related groups for this purpose. Components of a public education plan might include:

- *The Annual Report.* This is an opportunity to highlight housing issues and plans. The document and its presentation to the Mayor and the City Council are opportunities for media coverage and public exposure. Send a press release with some quotable "fun facts" or visual data. Send copies to interested parties. Place copies in the library, City Hall, and other public places.
- *The Comprehensive Housing Plan.* The opportunities here are similar. The Plan could also be the basis for a series of articles and other education pieces. A graphic summary of its basic facts and findings could be prepared for the general public.
- *Press releases.* Use these to announce Committee achievements and successes.
- *Meeting announcements and meeting highlights (minutes).* The Committee should develop a mailing list and/or an email list and should distribute materials regularly to a broader constituency.

Improve communications among Committee members. Develop an email list or LIST-SERVE.

Improve communications between the Committee and other related groups. Put them on your distribution list and ask to be put on theirs. Host an annual meeting where all housing-related interest groups meet together and share information.

Seek local appropriations and other resources for affordable housing.

Recommendations for the Waltham Housing Community

- **Increase coordination and cooperation among the City, the WHPC, and WATCH.**

- **Plan regular, perhaps quarterly, joint meetings.**

- **Plan regular, perhaps annual, meetings with the Mayor and/or City Council.**

- **Broaden the base of housing support.** Invite participation of those with an interest or expertise in housing (e.g., faith-based organizations, lenders, developers, real estate companies, housing professionals, social service providers, and civic and fraternal groups).

- **Develop a cooperative relationship with related City agencies.** Building inspectors, the Assessor, and others should be enlisted to help identify properties that are at risk or that may become available for affordable housing.

Financial Resources

City Funds

A few years ago, the City allocated $50,000 and $100,000 for affordable housing from UDAG payback funds. These monies cannot legally accrue interest. Hence, they are in a separate account, not in the Housing Trust Fund (see below), but they are specifically allocated for affordable housing development. The City has not subsequently set aside money for affordable housing.

Other cities in the region have allocated substantial sums from general tax revenue to support affordable housing. Cambridge, for example, has invested more than $20 million in housing, setting aside $4.5 million annually in recent years.[20] Boston and Brookline have also appropriated large sums. Some of these investments began in response to the loss of rent control, a situation not unlike that faced by tenants in Waltham properties where rents have sky-rocketed under new owners. Cambridge invested heavily in development of affordable housing via non-profits; Brookline hired a specialist to assist affected tenants with housing searches and provided one-time assistance with a variety of relocation costs.

Another way cities can make funds available is to sell surplus land or buildings and dedicating the proceeds to affordable housing purposes. Cities can also make resources available by allocating surplus City-owned parcels and tax title properties to housing uses; this option is discussed elsewhere in this report.

Housing Trust Fund

The City has a Housing Trust Fund, established in 1991. It was created primarily to receive and allocate funds generated in conjunction with Waltham's Affordable Housing provisions. Since its inception, the fund has received two contributions, $300,000 for the development of Cronin's Landing and over $800,000 for the construction of the 365-unit Longview complex next to Waltham Hospital.

The City is considering using some of this money to provide rental assistance to 104 income-qualified households faced with major rent increases at Gardencrest. The proposal would provide monthly rental assistance. for up to two years. The City's contribution would be matched by the owner. Although the Gardencrest situation makes a strong case for the use of public dollars, the proposal has met with a range of reactions. Some would extend the rental assistance offer to all income-eligible Waltham tenants; others object to subsidies they believe would ultimately benefit the property owner. Still others fear that this is not an investment that preserves or creates affordable housing; once the money is spent, they say, it is gone, without any tangible, long-term benefit to City's affordable housing stock.

The debate is an important one. It underscores the need for a set of policies and guidelines governing the use of Housing Trust Fund resources. As we noted in the "Getting Started" section, the City should adopt general policies about preserving and creating affordable housing. Under this broad umbrella, specific policies should be developed for the Trust Fund. The Housing Partnership is already authorized to develop criteria and regulations. It should use this authority to propose draft ideas and use the draft to engage in dialogue with the Mayor and the City Council.

Trust funds and City-controlled funds have a valuable and unique role to play in addressing a community's housing needs. These funds have several advantages over other sources. There are, for example, few if any strings attached, so these funds can be used for projects that may not fit neatly within the rules of existing programs or for people not eligible to receive other funds. Because they require only the approval of the City, they can be accessed quickly when property decisions need to be made in a hurry. They can also provide critical "gap financing" in situations utilizing multiple funding sources. They may also be useful as match for other sources of funds. Policies and criteria governing trust fund allocation should be designed to capitalize on these special characteristics.

CDBG, HOME, and the WestMetro Consortium

Waltham is an entitlement community under the federal Community Development Block Grant (CDBG) program and receives about $1,100,000 annually. In 2006-07, about $300,000 will be allocated to the Waltham Housing Rehabilitation Program for lead removal and housing rehabilitation loans ($200,000) and administrative costs ($100,000).

The City is also a member of the WestMetro HOME Consortium based in Newton. The consortium includes Brookline and Watertown and has recently added Belmont, Bedford, Lexington, Lincoln, and Needham. Participation in the Consortium gives Waltham access to funding from the federal HOME program. Waltham's HOME budget allocation

[20] *Karen Sunnarborg,* An Affordable Housing Strategy for the Town of Belmont, *June 2000.*

for 2006 was nearly $400,000. These funds enable the City to run a number of valuable programs identified in the chart below. Discussion of these programs and their use appears in the "Preservation" section of this report.

Figure 22. Waltham, MA: HOME Program Budget, FY 2006

Project	Lead agency	HOME project	Amount
WATCH – development set-aside	CHDO (WATCH)	Will be applied to CHDO acquisition project	$60,919
WATCH - operating set-aside	CHDO (WATCH)	Partial salary & benefits for Housing Development Manager	$20,306
Downpayment Assistance Program	Waltham Housing Office	No-interest/deferred repayment loans for down payments on 1-4 family homes	$284,288
Program administration	Waltham Housing Office	Waltham Housing administration of HOME. Projects: salaries, office supplies, etc.	$32,224
		TOTAL:	**$397,737**

Recommendations:

The City should seriously consider annual appropriations of funding to the Housing Trust Fund.

Adopt a set of policies and priorities governing how Housing Trust Fund monies are used. The City should develop these policies within the context of broader goals. Policies should consider how funds are to be used, who the beneficiaries should be, and whether the particular use leverages other funding sources and maximizes long-term affordability. The Waltham Housing Partnership Committee (WHPC) should work with the Mayor and the City Council to develop the policies and the plan. If deemed appropriate, the WHPC should initiate the process by drafting proposed guiding principles and proposed priorities and criteria for the Housing Trust Fund.

Consider a variety of options to increase funds. Ideas include identifying a dedicated revenue stream; instituting a linkage program (see "Zoning" section); adopting the Community Preservation Act (CPA); and seeking contributions from private corporations, lenders, faith-based organizations, or private individuals.

Develop a long-range plan to increase funds.

Zoning

Waltham's Status under M.G.L. 40B[21]

According the state's Subsidized Housing Inventory, Waltham has 1,631 units of affordable housing, or 6.90% of its total year 'round housing stock. (The complete list appears in the "Preservation" section of this report.) By this measure, Waltham has not achieved the state's goal of 10 % affordable housing pursuant to M.G.L. Chapter 40B, which requires additional production of 744 dwellings that qualify as "affordable" by the State.

Indian Ridge, recently constructed under a Chapter 40B Comprehensive Permit, added 264 new units to Waltham's housing stock. Although only 66 of these dwellings are affordable, all 264 "count" toward 40B under the state's rules.

An alternative method to comply with 40B is to show that land area devoted to affordable housing exceeds 1.5% of the community's total land area zoned for residential, commercial, or industrial use. By this measure, Waltham needs to devote 79.1 acres (3,446,568 square feet) to affordable housing. Prior to the development of Indian Ridge, the City's affordable housing occupied 59.9 acres (2,607,775 square feet). With the addition of Indian Ridge, acreage used for affordable housing reached 82 acres (3,572,833 square feet), thus exceeding the target by 2.9 acres (126,265 square feet).

This count does not include units recently identified by the Department of Mental Retardation, nor does it include the Maryvale Assisted Living Residence, issued a Comprehensive Permit as this study was being finalized. Inclusion of the areas of these properties would increase Waltham's level of compliance using the 1.5% methodology.

There are several caveats in the counting of Indian Ridge, however. First, the full acreage only counts if the development remains rental. There are provisions in the permit to allow units in the complex to convert to

[21] *The Appendix includes Technical Notes describing the methodology used here, some of the issues in determining how to count certain properties, and a determination from the Department of Housing and Community Development (DHCD) regarding Waltham's calculation.*

condominium ownership under certain circumstances. If this occurred, only the area used for the affordable units would be included in the land area calculation. If only 25 % of the units remained affordable, for example, the total area devoted to affordable housing would fall to approximately 65.4 acres, about 13.7 acres below the target.

Other changes in Waltham's housing stock could also reduce its current level of affordable housing. One major concern, for example, is the future of existing subsidized housing that could cease to be affordable. Two properties are at risk: Francis Cabot Lowell Mill I and II. The status of these properties is described elsewhere in this report. In terms of 40B compliance, the loss of these properties, which total 4.3 acres (185,229 square feet), would reduce the City's subsidized housing acreage (including all of Indian Ridge) to 77.8.

For this reason and many others, it behooves the City to take all available steps described elsewhere in this report (see "Preservation" section) to retain The Mill as affordable housing.

Once the City officially meets the 40B requirements, it can continue to take advantage of the Comprehensive Permit process, with considerably more leverage and ability to "call the shots." The streamlined process then becomes a positive tool, and the City is in a position to establish criteria and guidelines for developments it deems most appropriate.

Recommendation: Establish criteria or guidelines governing the use of the Comprehensive Permit process as a positive tool to encourage desirable affordable housing developments. These criteria should be related to the general guiding principles for housing recommended elsewhere in this report and to the rules governing use of the Housing Trust Fund.

Zoning: Affordable Housing Provisions

Article IX of Waltham's zoning code, originally adopted in 1991, sets forth the City's affordable housing provisions. They are of the type generally referred to as "inclusionary" zoning, in that affordable units are included within new, market-rate development or are created elsewhere as a result of the development. Compliance is mandatory for all multi-family developments of eight units or more which require a special permit for an increase in intensity of use, and it is voluntary for those not requiring such a special permit.

The special permit is triggered by the "floor area ratio" (FAR).[22] In other words, housing that complies with the requirements of a zoning district may receive a building permit without City Council approval if its density does not exceed the FAR allowed "by right" in that district. If the development exceeds the FAR, the proponent must apply for a special permit.

Applicants may meet the requirement by transferring 5% of the units in the development to the Waltham Housing Authority; selling or leasing 10% of the units at an affordable price, with affordability maintained for at least 50 years; paying an in lieu fee to the Waltham Housing Trust; or purchasing or constructing off-site affordable units. The WHPC makes a recommendation to the City Council regarding the method of meeting the mandatory affordable housing requirement; the City Council makes the final decision.

In spite of a net gain of 3,900 housing units in Waltham since 1990, the affordable housing provisions have come into play only twice. They were used at Cronin's Landing to produce three one-bedroom units for the elderly and a contribution of $300,000 to the Housing Trust Fund. There is no income restriction on the set-aside units, however, and no provision for monitoring that lives there. Thus the units are not considered affordable. This was much less than the ordinance, strictly applied, would have produced. This negotiated settlement came about as a result of the City's eagerness to revitalize this key parcel in the heart of the downtown Waltham after several previous development proposals failed. The affordable housing provisions were applied again in 2004 to secure eight units and $800,000 from the development of Longview Terraces next to Waltham Hospital. Future development of a former factory on Rumford Avenue may yield three affordable units.

There are a number of reasons why the ordinance has not produced more. First, the period immediately after its adoption was marked by an economic downturn and a slowdown in the housing market. Second, the ordinance did not apply to those single-family districts with no FAR requirement; much of the housing that was produced was in these districts or was below the FAR threshold.

[22] *The floor area ratio is the ratio of the total floor area of a building to the total land area of the parcel. To calculate the floor area in a multi-story building, add the total area of each floor.*

In order to increase the effectiveness of Article IX, the City has amended it twice, most recently in December 2000. The most important recent changes accomplish the following:

- Lower the threshold for applicability. Any project under eight units is now exempt, down from eleven units.
- Provide incentives for voluntary compliance. Projects that do not need a special permit may voluntarily comply and receive a double density bonus.
- Establish rent or income requirements for affordable units. Units must be occupied by and affordable to households with incomes under 80% of median.
- Improve or provide protection for low-income households facing displacement or condo conversion.
- Provide for enforcement and monitoring. Deed restrictions and annual compliance reports are now required; the Housing Department is authorized to sign off on building permits and monitor project compliance.

Recommendations for Potential Future Changes
The changes adopted in 2000 did not address the issue of applying the ordinance in situations where there is no FAR or where the proposed development is below the FAR. There was discussion of applying the law in all residential districts, including single-family zones with no FAR requirement. However, there is substantial sentiment against this change and a concern that the provision must be triggered by a special permit if it is not to be seen as a "taking."

The following changes should be considered to broaden the applicability of the ordinance and/or make it more effective:

Add an FAR requirement to all zoning districts. There is currently no FAR requirement in the RA or RB residential districts. Adding such a requirement would enable the affordable housing provision to apply. It might also be useful in limiting "teardowns," situations where small homes are demolished to make room for oversized "McMansions" on the same lot.

Link the affordable housing provision to other determinants of density, such as the number of units per acre.

Apply the provisions to all eight-unit-plus multi-family developments requiring any special permit, not just special permits for increased intensity of use.

Increase the percentage allocated to affordable housing. The current law requires a set-aside of 5% if units are donated and 10% if they are sold or leased. The City has not achieved the goal or 10% affordable housing and has relatively little remaining land where housing could be built. Hence, it would make sense to consider raising the percentage required, perhaps to 10% for donations and 15% for sale or lease.

Offer other benefits. For example, reduce parking requirements for affordable units or reduce or waive permit fees.
Add an affordability component to the incentive zoning provisions in Article VIII. **Waltham allows flexible residential zoning by special permit. The provision – along with suggested changes to encourage affordable housing -- is described in detail in the next section of this report. a planned residential development**

Linkage
Linkage programs are similar to "inclusionary zoning" programs such as Waltham's Affordable Housing Provisions. They differ, however, in that they apply to commercial development and generally require payment of a fee into a Housing Trust Fund rather than direct provision of units.

Linkage programs are based on the premise that new commercial development or redevelopment fuels housing demand. The demand could play out as general pressure on housing costs due to an increase in jobs, especially white-collar jobs; or it could play out as "gentrification" due to downtown redevelopment, where existing lower-income residents are displaced by new, higher-income workers. In order for these programs to withstand legal challenges, this relationship, or "nexus," should be supported by a study that identifies and quantifies the causal relationship.
Linkage programs are only appropriate in communities with a strong commercial base and a strong appeal to commercial developers. The City of Boston has one of the oldest and most successful linkage programs in the country. Originally created in 1983, the program requires commercial developers to pay a fee based on the size of the property, exempting small properties from the mix. The purpose is to ". . . establish a balance between new large-scale real estate development and the housing needs of the City, and to mitigate the impacts of large-scale development on the available supply of low- and moderate-income housing."[23] Since its inception, the program has generated $50 million

[23] *From Boston Zoning Commission as quoted in MAPC,* Inclusionary Housing and Linkage Programs in Metropolitan Boston, *1986.*

in linkage fees and contributed to the development or preservation of almost 5,000 affordable units.[24] Cambridge and Somerville also have linkage programs.

Recommendation: Waltham should consider establishing a Linkage Program.

Other Zoning Barriers and Opportunities

Local zoning provisions have significant impacts on housing characteristics and costs. Examples include regulations governing housing types, lot sizes, setbacks, accessory apartments, mixed use, and cluster development. These provisions and their impacts may be more or less intentional and more or less obvious. In this section, we will identify items in Waltham's Zoning Code that affect housing and its cost, noting especially those that impede the development of affordable housing as well as opportunities to facilitate or provide incentives for affordable housing. (Discussion of Article IX, the Affordable Housing Provisions, appears earlier in this section.)

What the Zoning Allows: Results of the "Buildout Analysis"

The Waltham Planning Department and MAPC recently completed a "buildout analysis" of all parcels in Waltham. This analysis reviewed the community's development potential – how much of its undeveloped residential land or undeveloped or underutilized commercial and industrial land could be developed given existing zoning and existing constraints on development, such as wetlands protection requirements. The analysis then estimates the impacts of potential development in terms of new housing units, new residents, new students, and other factors.

The results of the residential component of Waltham's study are summarized below in Figures Twenty Two and Twenty Three. If all buildable residential land were developed to its full potential, Waltham could anticipate the types of new housing units shown.

Figure 23. Waltham, MA: Potential New Residential Development - Results of the Buildout Analysis

Zoning District	Residential Parcels	Existing dwellings	Net new dwellings, By-Right	Net new dwellings, by Special Permit	Minimum Lot area (S.F.)	New residents, By-Right	New residents, by Special Permit
RA-1	128	123	11	11	20,000	25	25
RA-2	1,297	1,413	305	305	15,000	703	703
RA-3	3,463	4,064	607	607	9,600	1,395	1,395
RA-4	3,361	4,555	413	413	7,000	950	950
RB	1,971	5,260	556	556	6,000	1,278	1,278
RC	509	2,387	130	768	6,000	298	1,767
RD	1	0	129	280	6,000	297	644
HR1/HR2	4	0	0	360	10,000	0	828
Total	**10,730**	**17,802**	**2,151**	**3,300**	**-**	**4,946**	**7,590**

Figure 24. Waltham, MA: Potential New Housing Units by Type

Housing type	Number of new units, By Right	Share of new units, By Right	Number of new units, by Special Permit	Share of new units, Special Permit
Single family	1,336	62.1%	1,336	40.5%
Two family	556	25.8%	556	16.8%
Multi-family	259	12.0%	1,408	42.7%
Total	**2,151**	**100%**	**3,300**	**100%**

Unlike Waltham's existing housing stock, which is 42% single family,[25] most of the new housing – 62% -- would be single family in the By-Right scenario. The Special Permit scenario would yield a new set of housing more similar to what currently exists, with 41% of new units in single-family homes. New housing is by definition more expensive than older housing of similar type, size, and quality, and single-family housing is likely to cost more than multi-family housing and is more likely to be owner-occupied. Thus, Waltham's direction under present zoning is toward more expensive housing, more single-family housing, and more owner-occupied housing.

[24] *CHAPA,* Taking the Initiative: A Guidebook on Creating Local Affordable Housing Strategies, *2002. This source also cites, for more information: BRA,* Survey of Linkage Programs in Other U.S. Cities, *2000, available at www.cityofboston.gov.*

[25] *According to the 2000 Census, Waltham has 8,949 one-unit detached and 1,100 one-unit attached housing units, totaling 10,049 units.*

What the Zoning Allows: Uses
The information below analyzes Waltham's zoning barriers and opportunities. Suggestions for potential changes are presented here as "opportunities" rather than "recommendations." The City needs to consider these as options and weigh how they relate to other land use and development goals and how the various ideas relate to each other. The intent here is that the City should pick and choose among these for the most appropriate package of measures..

Single-family versus multi-family housing
RA residential districts allow only single-family housing. The RB district allows single-family and two-family structures; multi-family is not allowed. In the RC and RD districts, two-family homes are allowed, and multi-family is allowed By Right, with additional intensity of use (FAR) permitted by special permit from the City Council. The recently created HR1 and HR2 districts allow single-family and multi-family dwellings By Right and with additional intensity of use (FAR) permitted by special permit from the City Council. There is, however, little buildable land remaining in the RB district, and only a single RD, HR1 and HR2 district exists respectively on the grounds of the former Middlesex County and Waltham Hospitals.[26] Hence, the RA and RC districts are the only ones likely to see development, and 80% of the new units are likely to be built in the RA districts where only single-family homes are allowed. This district also has no FAR requirement; hence, the affordable housing provisions of Article IX do not apply.

Opportunity: Relaxing these restrictions – allowing more two-family and multi-family development in more areas – would contribute to creation of housing that is more affordable. Similarly, adding an FAR requirement to the RA districts would allow the affordable housing provisions to apply there.

Mixed-use development

Waltham's business districts allow some housing, while commercial and industrial districts do not. The BA (maximum 3 stories, 6 units per acre) and BB (maximum 4 stories, 10 units per acre) business districts allow single- and two-family housing only by special permit from the City Council and allow multi-family by right, with additional FAR permitted by special permit. The BC district (maximum 5 stories, 30 units per acre) does not allow single- or two-family homes but does allow multi-family by right, with additional intensity by special permit.

Opportunity: Allowing more units per acre or otherwise increasing density would contribute to housing affordability in these areas.

"Smart Growth"
Related to the concept of mixed-use development is "Smart Growth." Smart Growth generally means planned growth designed to balance the need for new development with the desire to preserve natural resources and quality of life. In practice, it often translates into concentrating new development in areas with the infrastructure – e.g., water supply and water quality, sewer capacity, public transportation – to support growth while preserving undeveloped areas deemed to have special value in terms of contiguous green space and parkland, recreation, habitat, watershed protection, and other factors. The higher density and mix of uses contribute to housing affordability. Residents have easy access to jobs, shopping, and services because of proximity to public transportation; they may be able to walk to work, and they may be able to get along without a car or with fewer cars per housing unit.

Waltham has designated the Main Street and Moody Street corridors as a "concentrated development center" under MAPC's MetroPlan, the regional development plan. This area is especially well suited to this purpose. Other areas of Waltham – especially local business areas near public transportation – may also be appropriate.

Waltham also has several "incentive" zoning provisions designed to promote the revitalization of specific areas and to allow for more environmentally sensitive growth. Article VIII allows special permits for planned residential development, planned unit development (a mix of residential and commercial), and a Riverfront Overlay District.

The first two allow more flexible development than traditional zoning. The planned residential special permit, intended to make more efficient use of land and preserve open space, applies to certain parcels of five acres or more in RA-1 and RA-2 districts; it allows construction of both single- and multi-family housing and requires a set-aside of open space. It does not include any provision for affordable housing, and the City's affordable housing provisions under Article IX do not apply because there is no FAR requirement in these zoning districts.

[26] *The City Council recently rezoned as Residence D a portion of the former Middlesex County Hospital site on Trapelo Road to allow JPI to build an apartment and condominium complex.*

Opportunity: Either one of two potential changes could make this provision more effective in producing affordable housing. First, an FAR requirement could be established for the RA-1 and RA-2 districts, thus triggering Article IX. Alternatively, the special permit requirement could be amended to allow a density bonus, a reduction in parking requirements, or other benefits in exchange for affordable units.

The planned unit special permit allows parcels in the Business B District to include a mix of residential and commercial uses and is structured to create housing above stores. It does not address affordable housing, although Article IX would apply. It also requires off-street parking at the rate of two spaces per unit, which may be excessive for this type of housing.

Opportunity: Several options exist to utilize this provision in support of affordable housing. The City could extend the law to apply to Business A and C districts; it could lower the parking requirement; and it could include a density bonus or other benefits in exchange for more affordable units.

The Riverfront Overlay District was created to permit the orderly redevelopment of the riverfront area and associated neighborhoods. To do so, it allows a mix of uses, provides greater flexibility, and promotes "the production of housing that is affordable to low and moderate income households in the City of Waltham." Thus the law specifies that compliance with Article IX is required.

Opportunity: The parking requirements could be eased for affordable units.

Accessory apartments

An accessory apartment is a second, subordinate dwelling unit within a single-family house. As such, these units often provide rental opportunities for tenants, added income for owners, and more efficient use of space. For older homeowners, the tenant may assist with chores and provide a sense of security.

Waltham allows accessory apartments only in Residence A districts and only with a special permit from the Board of Appeals; it does not allow them anywhere else. Requirements (Section 3.616) are fairly strict: accessory units, for example, may house no more than two people, and there must be parking for at least four cars "in such a manner that cars can exit onto the street in a forward direction."

As in many communities, there are illegal accessory apartments in Waltham that remain "under the radar." Some communities have taken steps to legalize these units.

Lexington: amnesty and encouragement. Lexington, for example, set up an amnesty program as part of a larger program to encourage accessory apartments. According to Lexington's 1983 by-law, the purpose of accessory units is to:

- Increase the number of small dwelling units available for rent in the town,
- Increase the range of choice of housing accommodations,
- Encourage greater diversity of population with particular attention to young adults and senior citizens, and
- Encourage a more economic and energy-efficient use of the town's housing supply while maintaining the appearance and character of the town's single-family neighborhoods.

When Lexington passed the by-law, the amnesty provision allowed a two-year period in which to get a certificate of occupancy for a non-conforming second dwelling unit. In 1988, it provided for a way to legalize a dwelling unit in an accessory structure. According to the building commissioner, by June of 1987 the Town had received and reviewed 265 applications, and 234 were determined to be legal units. The remaining 31 were awaiting either special permits, repairs to bring them into compliance with the State Building Code, or additional research to verify their history. Of the 265 units, only 27 would be considered accessory apartments; the others were classified as two-family houses.

Lexington also has more lenient rules regarding existing units and creation of new units. Their requirements, for example, limit the accessory unit to two bedrooms but do not specify the number of people who may live in it. They require only one parking space for the accessory unit and specify that only one parking space have direct access to the street.

Barnstable: affordability. Barnstable has a by-law that links accessory apartments to affordability and is designed to ensure that the units "count" toward the subsidized housing inventory under Chapter 40B. It applies to both new and

existing accessory units. New units are limited to single units in single-family homes, while existing units may also include more than one unit in a multi-family structure.

The intent of the law is to bring unpermitted units into compliance and to encourage the use of existing dwellings to create additional affordable housing. To comply with state law, Barnstable established a local Chapter 40B program which helps owners of accessory units by waiving certain fees, assisting with the process, adjusting property tax assessments to reflect deed restrictions, and identifying funds for rehabilitation. To qualify for amnesty or to receive a permit for new units, properties must meet several criteria and owners must agree to rent to people with incomes under 80% of median, charge affordable rents, and execute a deed restriction to ensure affordability. The full text appears in the Appendix to this study.

In the first year and a half of the program, 45 owners applied and were approved, all but one of them for existing units. Since then, applications have slowed but continue to trickle in.[27]

Opportunity: Waltham may wish to consider the value of accessory apartments in providing more affordable units and making more efficient use of its housing stock. If promotion of the concept seems desirable, the City could adopt an appropriate policy statement, allow accessory apartments in more districts, develop an amnesty program, ease existing restrictions (e.g., number of parking spaces, number of occupants), and/or design an affordability program.

Lodging houses and rooming houses[28]

Lodging houses and rooming houses provide small rental units that are generally very affordable compared to other rentals. In Waltham, rooming houses are allowed by right in Residence A and B zones; they are allowed by right with additional intensity of use permitted by special permit in Residence C and D districts and in all business districts. Lodging houses are not allowed in Residence A or B districts; they are allowed only by special permit in Residence C and D zones and in all business zones. Neither type is allowed in commercial or industrial zones.

Apart from zoning requirements, the City exercises other controls over lodging houses by means of licensing, building inspections, and various fire, health, and safety codes. In some cities and towns, some departments are supportive of lodging houses while others would prefer they not exist. The result is often mixed messages and conflicting guidance.

If Waltham decides on a policy of preserving and/or creating lodging houses, it should review the various laws and regulations that govern them and the agencies and departments that enforce them to ensure that the rules are consistent with each other and that the agencies are working toward mutually supportive goals.

Opportunity: Waltham could encourage these types of dwellings by adopting a supportive policy statement and by easing restrictions on where they may exist or allowing them "by right" rather than by special permit in the areas where they are currently allowed. The City should also review other requirements (e.g., licensing) and departmental practices to ensure consistency.

Other requirements

There are several other provisions in Waltham's Zoning Code that should be revisited from the point of view of affordable housing. For example, two-family and multi-family uses and accessory apartments require two parking spaces per dwelling unit, while rooming houses and lodging houses require one per bed.

Opportunity: It may be appropriate to reduce parking and other requirements in certain situations. Reductions could be based on expectations about residents' likely age or income or on proximity to transit. A waiver or reduction in parking requirements could also be used as an incentive to affordable housing.

Brandeis, Bentley, and Waltham's Housing Stock

Waltham is home to two major higher education institutions, Brandeis University and Bentley College. Faculty and students add to housing demand, putting pressure on rents as graduate and undergraduate students with multiple roommates outbid working families for apartments and as faculty and staff compete with municipal workers for

[27] *Source: Paulette McAuliffe, City of Barnstable.*

[28] *Rooming houses are dwelling units where the resident owner rents rooms to not more than three people "not within the second degree of kindred" to the resident owner. Lodging houses are dwellings, excluding dormitories, where rooms are rented to four or more such persons; the owner need not be a resident.*

homeownership opportunities. This section of the Comprehensive Housing Plan will identify the institutions' plans for growth and for additional housing to accommodate it, present models of town-gown joint ventures in housing used successfully elsewhere in the region and the nation, and suggest opportunities for such partnerships in Waltham.

Figure 25. Waltham, MA: Student Housing: Brandeis University and Bentley College

2005 Academic Year	Brandeis	Bentley
Undergraduate students	3,200	4,253
Graduate students	1,200	1,293
Total students	4,400	5,546
Students housed on campus	2,678	3,135
Students in college-owned off-campus housing	0	145
Students living off campus	1,722	2,266[29]
Total students living off campus	*3,988*	

Brandeis University

As shown above in Figure Twenty Four, Brandeis has a total student body of 4,400 students, 61% (2,678) of whom live on campus. The university does not have data on the number of off-campus students who live in Waltham as opposed to those living in other communities. However, Waltham has many more apartments than any of the adjacent communities do. Thus, it is probably safe to assume that, other than those who live "at home" with their parents in the Boston area, the majority of students from outside metropolitan Boston seek apartments in Waltham.

The university anticipates a steady-state undergraduate enrollment of 3,000-3,100. Its long-range housing strategic plan calls for development of new housing and removal of some existing housing in three phases. Phase I, currently in construction, will add 220 beds to be occupied by upper class students who are not currently living on campus. Phase II calls for the addition of 415 new beds and the removal of up to 106 existing beds, for a net addition of 309 beds. Phase III calls for the removal of 182 existing beds, once they are no longer needed as swing space to accommodate students during renovations. In all, 347 net beds will be added under this plan.

Brandeis has explored many options for creating additional graduate housing either near or on campus. However, "given the significant easing of pressure in the local rental market, graduate students report little difficulty in finding affordable housing near campus." Brandeis officials state that the rents that would be needed to reach the break-even point for new construction would be unacceptably high relative to rents for available housing in the area. Thus, Brandeis is now focusing on efforts to master lease or otherwise secure housing opportunities at existing commercial locations, rather than on the development of new graduate student housing. This decision will be revisited if and when conditions in the local housing market change.[30]

Brandeis has also worked with the City to explore the possibility of the university creating graduate student housing with a senior housing component at several sites in Waltham. According to the university, these sites did not allow for a sufficient number of units to justify the financial outlay and would not have become available within the needed timeframe. Although the time issue might not have been an absolute deterrent in light of what Brandeis perceives as a softened rental market, the size limitation makes further consideration unlikely.

Bentley College

Bentley College had an enrollment exceeding 5,500 students in 2005, most of whom (3,280 or 59%), live on campus or in Bentley-owned off-campus housing. The college does not have complete information on the number of off-campus students who live in Waltham. There are 178 Bentley employees and 369 students who list Waltham as their permanent home address, although some of these students may live on campus. The college projects stable enrollment figures over the next five years.

Bentley recently completed two new dormitories with suite-style units for about 400 students on two sites, one across Beaver Street from the main quadrangle and another off-campus at the site of the former Murphy Federal Center about a half mile to the north of the main quadrangle. In 2005, the college donated the former Hardy School, now providing 21 apartments, to the City. Bentley's goal is to get more students out of the community and back on campus. According to college officials, students prefer to be on campus where they can have a more close-knit college experience; the college prefers on-campus housing because it cuts down on parking demand and traffic and reduces local competition for apartments.

[29] *Bentley leases apartments at Windsor Village. Currently, 185 students (148 undergraduates and 37 graduates) live there. Because these students are basically competing with the general public for private market housing, they are counted here as living off campus, not in student housing.*

[30] *Brandeis and Bentley information provided by each of their respective, official websites.*

Bentley strives "not just to be a good neighbor, but an integral part of the City of Waltham." The college and the City work together with regard to lodging licenses required for most of the college's residences, and the president and other college officials meet often with City officials and community groups regarding other matters. [31]

Several years ago, the Bentley Service-Learning Center and WATCH co-sponsored a housing workshop for communities in the region, and, more recently, the college provided space for a state-sponsored housing workshop. In addition, Bentley has an innovative arrangement, described in the section of this report dealing with the business community, to help staff and faculty buy homes.

There are also some relevant courses in Bentley's Department of Finance. They include real estate investment decisions, mortgages and mortgage markets, and real estate investment analysis. It is possible that professors in these subject areas might provide pro bono assistance to the City or that students might be interested in serving as interns to get practical experience.

Models of Town-Gown Collaboration to Support Housing

Educational institutions generally value their relationship with the community and are interested in cooperating in initiatives that would at once reduce the student or faculty housing crunch and improve town-gown relations. There is some precedent for university-community partnerships in housing development and some impetus recently in the Boston area. A ground-breaking report, *A New Paradigm for Housing*, projects a production goal of 36,000 new units of housing in metro Boston over the next five years and calls upon universities and colleges to "collectively agree to build a total of 7,500 student residence units over this five-year period – an average of 1,500 per year."[32] Although there are some efforts among metro Boston's educational institutions to achieve this goal, there appears to be no organized effort to do so.

As the examples below indicate, many models exist for university involvement in local housing initiatives. In some cases, colleges have developed new housing for community, non-student residents, often in partnership with the community or with non-profit housing developers. Collaboration may take the form of a joint venture in housing development, participation in and support for a local community development corporation, financial contributions, donations of land, or technical assistance.

- **Northeastern University**

Northeastern University and the City of Boston, for example, recently dedicated Davenport Commons, an innovative mixed-use complex of student residence halls and affordable homeownership opportunities for community residents. The $51 million project includes 585 student beds; 75 condominiums and townhouses for low-and moderate-income community residents; and 2,000 square feet of commercial space. The affordable units are deed restricted and must remain owner-occupied and affordable for 75 years.

The development was built on city-owned land. Construction loans were provided by MassHousing (formerly the Massachusetts Housing Finance Agency), with additional financial assistance from Northeastern (close to $2 million), the Massachusetts Department of Housing and Community Development (DHCD), the City of Boston, the Federal Home Loan Bank, and the HOME program. Three different entities joined forces to develop the project.

Also at Northeastern, the Center for Urban and Regional Policy received funding from the Fannie Mae Foundation and FleetBoston Financial to create a university-based institution to assist community organizations and developers in constructing new and rehabilitated housing throughout Greater Boston, beginning in the inner city. The World Class Housing Collaborative (WCHC) focuses on project-specific implementation and provides technical assistance such as financing, environmental assessments, community relations, and property management.

- **Harvard University**

In 1999, Harvard announced a multi-faceted $21 million affordable housing initiative to support local non-profits in their efforts to ease the affordable housing shortage. The initiative, designed to assist both low- and middle-income residents, consists of three distinct programs: Harvard 20/20/2000, a $20 million low-interest loan program; a $1 million fund for housing innovation and policy grants; and a Harvard Housing Advisory Committee, a faculty-based research and advisory group to support nonprofits in their housing efforts.

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[31] *Bentley information provided by Kathleen Yorkis, Vice President for Student Affairs, and Paul Clemente, VP for Business & Finance.*

[32] *Report prepared by The Center for Urban and Regional Policy at Northeastern University, published September 2000. The 7,500 units include 3,450 units currently planned, thus calling for an added 4,050 above currently planned levels.*

In addition to housing 99% of its undergraduates and close to 40% of its graduate students on campus, the university has worked to support other city housing priorities, including: below-market sale of 100 housing units to Homeoners Rehab. Inc., a local non-profit housing developer; a joint venture partnership that developed housing for 94 income-eligible elderly and disabled families; a revolving loan program to restore vacant and uninhabitable housing; and creation of 775 units of Section 8 housing on 10 acres in Boston's Mission Hill neighborhood. (See Appendix for details.)[33]

- **Fannie Mae Foundation Programs**

The Fannie Mae Foundation has long had an interest in promoting successful partnerships between universities and community organizations. Its University-Community Partnership Initiative funded pilot efforts to enable universities to expand affordable housing opportunities in distressed areas. Models included homeownership outreach assistance and counseling (Yale University), organizational capacity building and training (universities of Michigan and Maryland), housing development and rehabilitation (Yale and University of Florida/South Florida), technology innovation (Case Western Reserve and the University of Pennsylvania), planning and design technical assistance (Pratt Institute), and applied research and evaluation (Georgia State). To our knowledge, no new projects are eligible for funding under this program, but information on past projects can be found at <www.fanniemaefoundation.org>.

- **The U.S. Department of Housing and Urban Development (HUD)**

HUD has a program to help colleges work with communities. The Community Outreach Partnership Center (COPC) funds colleges and universities to help community partners address a range of local issues. The applicant and recipient is the educational institution. The community partner may be a local government, a non-profit, a faith-based organization, or other group. The proposed program must address at least three distinct issues. The focus is on technical assistance and capacity building. The program should have an impact on the campus as well as on the community.

One nearby example of a successful program is the Woodlawn COPC in Rhode Island, where the University of Rhode Island has been an important participant and provided technical and other assistance. This COPC has initiated activities in housing, job training and economic development, neighborhood revitalization, and education and social services. Various institutions in Massachusetts have also received these grants, including Northern Essex Community College, UMass Lowell, and Fitchburg State.

The City of Waltham supported Brandeis University's 2005 COPC application to HUD, which it helped formulate. Unfortunately this application was not chosen for funding.

Recommendations

There are many ways that the City can tap into the colleges to support housing. The first step would be for the WHPC to consider the various roles the institutions could play and outline a proposal to discuss with the Mayor and City Council. The City's leaders should then initiate a meeting or meetings with the institutions, preferably together but possibly with each institution individually.

Draft a proposal. The Housing Partnership, perhaps in consultation with WATCH, should discuss the various roles and determine priorities. The most promising types of assistance to consider include: properties the institutions may own, joint venture opportunities, contributions to the Housing Trust Fund and/or WATCH, expertise and technical assistance, and public support. It is important to note that WATCH has had some dealings with both institutions in the past, but their previous contact people have left the colleges. The grant opportunity via the Community Outreach Partnership Center (COPC) program described above would be an excellent starting point for discussion.

Meet with the Mayor and/or City Council. Once a general list of priorities has been established, the WHPC should meet with the appropriate City officials to gain their support and assistance in approaching the colleges. The approach should be from the Mayor to the presidents of the colleges. It should also include a presentation that: a) demonstrates the stresses on Waltham's housing stock and the affordability issues faced by its residents; b) offers some specific things the colleges could do to help; and c) frames the results as a win-win for the City and the colleges as well as a positive enhancement for the institutions' image in the community.

Establish an agreement and a plan. Firm up the results of the dialogue in a Memorandum of Understanding (MOU) or other official document that spells out the agreement, the steps to implementation, and the responsibilities of the various parties. Again, a COPC application would be a great starting point.

[33] Harvard Gazette, *November 11, 1999.*

The Business Community: Impacts and Opportunities

Business plays a significant role in the fabric of Waltham, and the health of the economy deeply affects the City. Our interest here is in the relationship between the business community and housing in Waltham – how housing affects the economy, how the economy affects housing, and how companies can become partners with the City in addressing housing needs.

Recent Changes in the Economy

After an unusually long period of growth, the economy nationwide has been in difficulty since at least early 2001, and the situation worsened in the wake of 9/11. Waltham has been hit along with everyone else. Between 2000 and 2001, Waltham lost over 4,000 jobs, with the biggest losses in services, trade, and manufacturing occupations. The average annual wage of jobs in Waltham fell by almost $6,900. The City's unemployment rose from a record low of 2.0% in 2000 to 3.2% in 2001. More recent monthly statistics have hovered around 4.5%.[34] Commercial vacancy rates in Waltham stand at 30%.[35]

Waltham has about 1,800 hotel rooms, and these jobs were especially hard hit by the decline in travel that followed 9/11. There is some evidence that some of these jobs have come back and that more are being filled by local workers rather than by those who previously came via public transportation and shuttle buses from Boston's urban core. There are also reports that Waltham's hotel industry has had difficulty in recruiting workers because of accessibility issues and high housing costs.

Local sources agree that Waltham's downtown has remained strong during this period. Recent revitalization efforts and a growing reputation as a regional restaurant mecca have enhanced the appeal of the central business district. Downtown commercial rents, although rising, remain lower than those in many neighboring communities.

Less than 25% of Waltham's workforce, however, live in Waltham.[36] More of the downtown workforce is likely to live in Waltham, while more of the Rt. 128 workforce most likely lives elsewhere. Local sources suggest that those hardest hit by the dot.com and high tech downturn were probably the younger workers in their twenties and thirties with salaries in the $40,000-80,000 range. They were more likely to live in Allston or Cambridge than in Waltham. About 57% of Waltham's employed residents work outside the City.

How Housing Affects the Economy

Housing and the economy are inextricably linked. Changes in one are sure to cause changes in the other, although there is often a time lag.

Housing affects the economy in a number of ways. The high cost of housing may affect the region's ability to attract workers; force out low- and moderate-income residents; cut discretionary spending and thus affect local business; and contribute to wage pressures and inflation. While housing construction and rehabilitation generate relatively well-paying jobs, declines in building lead to job losses and unemployment.

On the other hand, the high cost of housing encourages the upgrading of existing property, as homeowners choose rehabilitation over new home purchases. The gentrification of downtown and some other parts of Waltham also attracts more affluent residents who may spend more on local goods and services, and it brings in more in tax revenues.

A recent study concluded that the region's high cost of living – primarily the high cost of housing – is hurting the region's competitive position in the global economy. Young, educated people, those in the 25-34 age group, are leaving the area for locations where their earnings will buy more, especially in terms of housing.[37] These are precisely the people in the "household formation years," people who are most likely to be looking for an entry-level home. Thus high housing costs have a negative effect on workforce availability.

How the Economy Affects Housing

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[34] *Department of Employment and Training.*
[35] *Peter Cameron, Nelson Companies. Figure includes subleases.*
[36] *CTPS,* Suburban Public Transportation, *1998, based on 1990 Census data. Data for 2000 are not yet available.*
[37] *The Massachusetts Institute for a New Commonwealth,* The Road Ahead: Emerging Threats to Workers, Families and the Massachusetts Economy, *1998.*

Although the economy is troubled, housing prices continue to soar in Waltham and in the region as a whole. This is highly unusual. Economists attribute this pattern to low interest rates and to the attractiveness of property compared to other investment alternatives. Many, however, predict a softening of the real estate market, and there may indeed be early signs of a softening during the period of this study.

It is likely that Waltham's housing prices will remain high, however. As a relative latecomer to the housing boom, Waltham is now playing catch-up, and even its pricier homes are still less expensive than those in neighboring towns. New, luxury apartments downtown and elsewhere are contributing to escalating rents and housing prices. Downtown is experiencing "gentrification," as students, sports figures, and well-off retired people rent the new apartments. Big companies are also holding apartments for business clients and transferees.

Lenders do not report an increase in foreclosures.

At the low end of the income scale, there is high demand for housing vouchers and public housing units and an increase in homeless families. (See elsewhere in this report.)

Opportunities for Partnership

Given the current state of the economy, it will be a challenge to engage the business community in helping to address Waltham's housing issues. There are, however, some examples of companies in the region providing housing assistance as a way to attract or retain employees.

Citizens Bank, for example, is offering up to $8,000 toward home purchases for employees who earn less than $100,000 and stay with the company for five years. The program is modeled after Fannie Mae's Local Employer Assisted Housing Initiative. Fannie Mae's Boston office provides free technical assistance to employers planning to offer the benefit. Under Fannie Mae's program, employers can offer referral to information, counseling, and training; a savings program whereby the employer matches some of the employee's saving; and downpayment assistance with a direct subsidy or a loan. Fannie Mae employees can also take advantage of a forgivable loan of up to $15,000 to purchase a home. [38]

The Greater Boston Chamber of Commerce is planning a housing counseling program and other housing benefits. The Chamber has recruited Citizens' Housing and Planning Association (CHAPA) to help in implementing the initiative. CHAPA, the leading affordable housing advocacy organization in the state, will work with participating businesses to design programs tailored to the specific needs of their employees. Options could include:

- Referral to information, counseling, and training about community housing resources
- A matched savings program where the employer matches a proportionate share of funds saved by an employee for housing costs
- Financial assistance to renters by providing or guaranteeing payment of security deposits and last month's rent
- Downpayment assistance in the form of a direct subsidy or favorable loan
- In cases where the employer is also a mortgage lender or insurer, in-kind savings through reduced mortgage rates or insurance premiums, and
- Investing directly in acquiring, developing, or rehabilitating housing for low or moderate income families by partnering with developers or community-based non-profit organizations.[39]

Mass Envelope Plus in Somerville and the Private Bank & Trust Co. are also considering housing assistance programs for their employees.

Closer to home, Bentley College has linked with a Century 21 office and a local mortgage company to offer assistance for staff and faculty in buying or selling a home, with discounts on mortgage fees, moving services, and home decorating and rebates of up to $3,500 when the employee sells the home.[40]

Program Models

Most of these examples are "demand side" programs enhancing the affordability of existing housing and thus enabling a company's employees to obtain housing already on the market.

"Supply side" programs – those that increase the stock of housing – are a tougher sell but are more productive in meeting the housing needs of the community as a whole. Techniques include providing sites, construction financing,

[38] *"Bridging the Affordability Gap,"* The Boston Sunday Globe, *September 22, 2002.*
[39] *Source: www.bostonchamber.com*
[40] The Boston Sunday Globe, op.cit..

purchase guarantees, cash subsidies, or pro bono services. All enable a developer to build or rehabilitate units at a reduced cost. In return, employees of contributing firms may receive priority access to the units created and a reduced sales price or rental rate.

Providing sites could involve donating excess land or joining with a consortium of companies to purchase a site or a building near the workplace. Companies could promote affordability and availability by selling the property at a discount, leasing, or donating it to a developer, nonprofit or otherwise. The land could be held by the firm, leased to a developer, or held by a nonprofit or land trust.

The construction financing option would enable real estate developers, especially nonprofits, to benefit from the lower borrowing rates available to major companies. Thus major firms could borrow or guarantee loans for developers and pass through to the developer the savings realized through company's borrowing capacity. This could result in substantial savings in construction finance interest charges.

Companies can use purchase guarantees to help reduce the risks builders face in new construction. Firms do this by agreeing to purchase some units if they are not sold by a certain date. In return, the builder agrees to market the units to the company's workers at a discount.

Cash contributions can be used to write down construction costs, rents, or sales prices. If these are corporate rather than charitable contributions, the company can negotiate priority access or a set-aside for company employees.[41]

Companies can also contribute to nonprofit developers or to housing trust funds to support more general affordable housing production. BRIDGE, for example, the largest nonprofit affordable housing developer in California, began in 1983 with substantial support from many of the region's major employers. Current supporters include lenders, construction companies, real estate companies, and the insurance industry. BRIDGE has also received program-related investment funds for specific developments and has received gifts of land and buildings. Since its inception, BRIDGE has "participated in the development of 9,500 homes serving over 20,000 Californians."[42] Their approach is to view corporate contributions as part of corporate giving and good public relations. They have not appealed to businesses on the basis of an individual economic benefit. They have also urged companies to invest in tax credits as an investment strategy.

Pro bono services can help reduce the costs of creating or preserving housing. The building trades – contractors, carpenters, plumbers, electricians – can sometimes be tapped for assistance. Building trade unions have been active collaborators as well. In Boston, for example, building trade unions have built housing at reduced cost and have set up credit unions to help members purchase homes.

Recommendations

As we have seen, Bentley is a pace-setter in employer-assisted housing in Waltham. There are also some local companies, primarily banks, supporting the nonprofit WATCH, the Waltham Alliance to Create Housing. These include Cambridge Savings Bank, Citizens, Chart Bank, FleetBoston, Medford Savings, Watertown Savings, and Belmont Savings. WATCH is also launching a capital campaign to garner additional corporate support and is trying to develop a model of corporate investment in projects.

Given the importance of the commercial and office sectors in Waltham, the City should make a concerted effort to enlist the support of the business community. It would be wise to coordinate with WATCH, so the two are not competing for the same limited resources. The steps below are suggested as good places to start:

Meet with the Chamber of Commerce to talk about the City's housing needs and issues and to engage them in problem-solving. Work with them to design the most effective way to approach companies and to identify those most likely to be interested. Priority candidates would be institutions that are permanently based in Waltham, such as Brandeis and Bentley, two of the largest employers in the City; businesses that relate to housing, such as lenders, developers, real estate and insurance companies, construction firms, and construction trade unions; and hotels and service industries that rely on lower wage employees.

Meet with lenders. Under the Community Reinvestment Act, most financial institutions have an affirmative obligation to help meet the credit needs of the communities in which they do business, including those of low- and

[41] *Daniel Hoffman,* A Blueprint for Employer-Assisted Housing, *from http://policy.rutgers.edu/eah*
[42] *See http://www.bridgehousing.com*

moderate-income neighborhoods. Hence, it is in the lenders' best interest to work with the City in identifying needs and designing appropriate programmatic responses.

Meet with construction trades labor unions. As we have seen, building trades and their unions have contributed to local affordable housing projects in other communities. The City should meet with their representatives and discuss potential models.

Recruit "champions." This would be a small cadre of influential leaders who could lend vocal support to housing efforts. They could participate by adding their voice to public sentiment in support of housing, add their presence to events, host events, or be quoted in the local press.

Add a business representative on the Waltham Housing Partnership. This could be the Chamber, one of the colleges, or a business leader. Alternatively – or perhaps preferably -- develop a role for a broader group of non-member supporters to supplement the partnership and include all of the potential participants suggested above.

Initiate a campaign for contributions to the Housing Trust Fund.

Solicit pro bono assistance. Lenders, attorneys, developers, public relations specialists, building tradespeople, and others have expertise that could be useful to the City's housing program. Depending on need, the City could issue a targeted invitation for specific services. The universities also have considerable expertise in design, finance, and other specialties that could be useful to the City.

Preservation of Affordable Housing

Trends in Waltham's Housing Market

As we have seen, Waltham as a community is seeing considerable "gentrification." Property improvements are increasing property values and housing costs and attracting a more affluent clientele while forcing out people of modest means.

Improvements in the downtown are the most obvious manifestation of this trend. The influx of new, regionally appealing restaurants and a multiplex cinema playing top films is making the downtown an entertainment mecca, attracting people from the surrounding communities and others along Route 128.

Cronin's Landing, 281 units of rental housing, bills itself as the "cornerstone of Waltham's downtown redevelopment," "suburban Boston's premier address," combining the "serenity of waterfront living with the excitement of a vibrant city." Asking rents are $1,650-1,895 for a one bedroom, up to $2,250-$3,500 for two bedrooms and a den. Residents include young professionals, sports figures, and some apartments are rented by corporations.

Just south of downtown, in the area around Myrtle Street, older, multi-family rentals are being demolished to make way for Fieldstone Crossing. Phase I and II of this development, now under construction, will consist of 54 two-bedroom condominium units with asking prices of $339,900 and condo fees of $160-165 per month. Once this segment is completed, the developer plans to demolish more old homes and replace them with more upscale condos.

Elsewhere in the City, several rental properties have changed ownership, and rents have escalated. A few years ago, the Northgate development, with 220 apartments, was purchased by Met Life. Rents rose sharply, forcing out long-time residents. More recently, Gardencrest was sold for an estimated $85 milllion, and rent hikes are in the works. This 696-unit development is home to many long-time residents with strong local ties paying modest rents of about $1,000 per month, including heat. To help cushion the blow of rent increases, the City has offered rental assistance to income-eligible residents. The proposed program would allocate $87,000 from the Housing Trust Fund to provide $70 per month for two years to 104 qualified households, with the owner matching this amount.

New development is also geared toward an upscale clientele. Rents at Longview Place, a 360-unit luxury apartment complex built in 2004 on the parking lots of the former Waltham Hospital, start at $1,695 per month for a one-bedroom unit. Similar dwellings at Archstone at Bear Hill, a 324-unit apartment development completed in 1998, rent for $1,600 per month.

Given these trends, it is a challenge to preserve existing affordable housing – both subsidized and non-subsidized. It is generally more cost-effective to preserve existing affordable housing than to create new affordable housing. Hence, the identification and preservation of existing affordable units – both subsidized and non-subsidized – is especially

important. This section will inventory existing subsidized housing; examine in detail privately owned, mixed-income properties with "expiring use" restrictions;[43] and consider the situation of other, non-subsidized affordable housing potentially at risk.

Waltham's Subsidized Housing Inventory

As of April, 2006, Waltham has 1,743 dwellings that "count" toward the state's Subsidized Housing Inventory under Chapter 40B of the Massachusetts General Laws (see Figure Twenty-five below). This includes of 812 units for the elderly, 324 family units, and 100 units for people with disabilities operated by the Waltham Housing Authority. Aside from "project-based" rental assistance vouchers that are assigned to particular developments, leased housing vouchers – rental assistance given to people to subsidize rents in privately owned apartments, such as Section 8 certificates -- do not count toward the inventory.

All of the 810 units owned by the Housing Authority are permanently affordable – their affordability is guaranteed "in perpetuity." There are 367 other units where affordability ends in a certain year, depending on the funding source and the agreements governing the property's usage over time. Of these, there are 258 units where affordability restrictions end soon. These are considered to be "expiring use" properties, and their preservation is especially important to Waltham's affordable housing stock.

Figure 26. Waltham's Subsidized Housing Inventory[44]

Project Name	Address	Funding Agency	Ch. 40B Units	Year ending	Total permanent housing units, 2000 Census	% 40B units
Arthur J. Clark Apts (MA 13-7)	48 Pine St.	HUD	120	Perpetual		
Cedar Street (MA 13-4)	100 Cedar St.	HUD	22	Perpetual		
Charles Lawless Apts (MA 13-2)	94-120 Pond St.	HUD	47	Perpetual		
Dale Street (MA 13-6)	46-48 Dale St.	HUD	36	Perpetual		
School & Pond Streets (MA 13-1)	231-237 School & 56-62 Pond Sts.	HUD	40	Perpetual		
Chesterbrook Gardens (200-2)	Chester Lane, Brookway Rd	DHCD	100	Perpetual		
Dana Court (200-3)	7-15 Gardner & 20-24 Lowell Sts	DHCD	32	Perpetual		
Prospect Terrace (200-1)	Hansen Rd, Dermody Rd, Prospect Hill Lane	DHCD	140	Perpetual		
Beaverbrook Apts (667-2)	292-324 Grove St.	DHCD	60	Perpetual		
Carey Court (667-1)	269-79 School St.	DHCD	24	Perpetual		
Chapter 667-9	37 Bank St.	DHCD	7	Perpetual		
Myrtle Street Apts (667-3)	75-85 Myrtle St.	DHCD	24	Perpetual		
South St. Congregate Elderly (667-9)	300 South St.	DHCD	20	Perpetual		
Whalen Apts (667-4)	82-86 Orange St.	DHCD	32	Perpetual		
Winchester Crane Elderly Apts (667-8)	101 Prospect St.	DHCD	59	Perpetual		
Chapter 689-1	15 Townsend St.	DHCD	8	Perpetual		
Chapter 689-2	146-148 Hammond St.	DHCD	8	Perpetual		
Chapter 689-3	284 South St.	DHCD	6	Perpetual		
Chesterbrook Gardens (689-4)	5 Brookway Rd.	DHCD	1	Perpetual		
Chapter 705-2	113-119 Bright St. / 20 Gormans Ct / 286-298 South St	DHCD	14	Perpetual		
Grove St. Family Housing (705-3)	326-340 Grove St.	DHCD	8	Perpetual		
Central Street	19-21 Central St.	DHCD	6	2030		
Francis Cabot Lowell Mill I	190 Moody St.	HUD	150	2023		
Francis Cabot Lowell Mill II	174 Moody St.	HUD	108	2023		
Heard Street	28-30 Heard St.	DHCD	5	2030		
St. Mary's Apartments	78 Lexington St	HUD	70	2041		
W.H.A. HOME Units	35-45 Marguerite Avenue	HUD	2	Perpetual		

[43] *"Expiring use" properties are those that were developed with some form of public assistance that required some units to be rented to income-eligible tenants but allowed property owners to prepay their mortgages after a certain time and be free of restrictions. Other "at risk" properties are those whose affordability depends on Section 8 contracts which are periodically subject to renewal and potential termination.*

[44] *Source: DHCD, April 2002*

52-54 Charles St.	52-54 Charles St.	HUD	3	2038		
56-58 Charles St.	56-58 Charles St.	HUD	4	2038		
16 Grant Place	16 Grant Place	HUD	2	2018		
18 Myrtle Street	18 Myrtle Street	HUD	2	2018		
315 Newton Street	316 Newton Street	HUD	2	2018		
13-17 Taylor street	13-17 Taylor street	HUD	4	2018		
5 Derby Street	5 Derby Street	HUD	3	2015		
11 Derby Street	11 Derby Street	HUD	2	2015		
570 Moody Street	870 Moody Street	HUD	7	2015		
Various locations	Confidential	DMH	59	Perpetual		
Various locations	Confidential	DMR	242	Perpetual		
The Ridge		*Ch. 40B*	*264*	*2020*		
Waltham Total			**1,743**		**23,749**	**7.40%**

"Expiring Use" Properties

Waltham has a privately owned affordable housing complex where continued affordability is not assured. The Francis Cabot Lowell Mill - "The Mill," as it is called -- consists of 258 units of housing for the elderly and disabled in two separate but related developments: Mill I, at 190 Moody St., consists of 150 units, and Mill II, at 174 Moody St., consists of 108 units. The Mill is an attractive, well-maintained housing complex and has provided decent affordable housing for Waltham's elderly for many years.

The original agreements governing affordability have run out, and affordable rents are maintained only by "project-based" Section 8 vouchers that are subject to annual renewal. The owner has recently decided to participate in HUD's "Markup-to-Market" program, whereby HUD agrees to pay actual market rents in exchange for a long-term commitment by the owner (in this case to 2023) to retain affordability. The Section 8 vouchers that ensure these rents are subject to annual appropriation, so HUD can terminate the agreement for lack of funds, while the owner cannot terminate.

Figure 27. Waltham, MA: Status of The Mill I & II

	Mill I	Mill II
Address	190 Moody St.	174 Moody St.
Units	150	108
Current contract expiration	December 2003	August 2003
Tax agreement with city	121A	121A
Other City permits		Comprehensive Permit (40B)

What are Some Other Options to Preserve The Mill?

Beyond The Mill's current Markup-to-Market contract that expires in 2023, HUD could issue "preservation vouchers" that tenants could use at The Mill or elsewhere. These vouchers would be "mobile," usable in other rental properties subject to rent limit provisions and landlords' willingness to accept them. These vouchers, however, would go with the existing tenant, not the rental unit. According to DHCD's policy, preservation vouchers would count toward Waltham's subsidized housing inventory under Chapter 40B for only two years and only for those tenants who remain at The Mill.

Currently, all the units count, constituting 21% of the City's subsidized housing. If none of the units counted, the City's percentage would fall from 5.2% to 4.1%. Implications using the land area methodology are discussed in the 40B compliance section earlier in this report (see "Zoning" section). Meeting the 40B requirement is, of course, only one reason to retain affordability at this property. Loss of this important resource would also be a blow to long-time Waltham residents and to the Waltham community as a whole, depriving it of affordable housing in the downtown area with excellent access to shops, services, and transportation.

If the owner were to decide not to keep The Mill affordable after 2023, the City might have some leverage to encourage him to do so. Each of The Mill developments has received beneficial tax treatment from the City through a Chapter 121A agreement, and the Mill II development was approved through a Comprehensive Permit under Chapter 40B. In other communities, these tools have been found to take precedence over other affordability arrangements.

In Salem, for example, the Massachusetts Housing Court found that state law governing financing and prepayment of mortgage obligations, embodied in the Chapter 121 agreement between Salem and the developer, preempted the provision in the mortgage agreement. At the time (1973), state law required a 40-year commitment, while the mortgage agreement required only 20 years. Hence, the 40-year provision was found to prevail. DHCD also plays a role in 121A agreements and can act as an ally of the community. In the case of Salem, this state agency filed an *amicus* brief on Salem's behalf.[45]

In Wellesley, a recent high court ruling found in favor of the town, which wanted to ensure continued affordability of a 36-unit mixed-income rental project. The case is *Zoning Board of Appeals of Wellesley v. Ardemore Apartments Limited Partnership*. The project was subsidized through Section 8 "project-based" vouchers. It was in a single-family zoning district and had been approved using the 40B Comprehensive Permit process. The permit did not specify the length of affordability. The court concluded: "where a comprehensive permit itself does not specify for how long housing units must remain below market, the Act requires an owner to maintain the units as affordable for as long as the housing is not in compliance with local zoning requirements . . ."[46]

According to recent research done by Citizens' Housing and Planning Association (CHAPA), the Comprehensive Permit for The Mill II does not specify how long the units are to remain affordable. Hence, the *Ardemore* ruling would seem likely to apply.

Recommendations

While the best road to preserving affordability at The Mill is most likely to **work with the owner and HUD to complete a Mark-to-Market agreement that extends for the full 20 years allowed**, the City should be aware of other options and continue to monitor the situation closely.

For starters, the City should:

- **Gather key documents about The Mill.** Chief among these are the 121A agreements, the original applications for 121A status, and the Comprehensive Permit. Confirm that the permit does not specify a time limit.

- **Continue to meet with the owner to discuss his plans.** Express the City's interest in retaining current levels of affordability and its willingness to assist in supporting a Mark-to-Market deal. The City may wish to outline relevant provisions in the 121A agreement and the Comprehensive Permit, or it may save this to use only if it becomes necessary.

- **Continue to consult with experts in the field.** It may be advisable to seek technical assistance in deliberations regarding a HUD Mark-to-Market deal or other aspects of preservation strategies. A good place to start is the Community Economic Development Assistance Corporation (CEDAC). They have been working with communities to retain expiring use properties for many years, and they stand ready to meet with City officials.[47]

- Consider long-term preservation strategies such as non-profit ownership.

Non-subsidized Affordable Housing

In addition to units in Waltham's Subsidized Housing Inventory, there are some units of privately owned housing that are "affordable" to those of modest means. This includes units that are run down and in need of repair and rehabilitation, most of them on the south side of the City; some owner-occupied multi-family housing where long-term owners may keep rents reasonable for long-term tenants; some apartments above stores; lodging houses and rooming houses; and occasional accessory apartments.

The City has several programs that assist with rehabilitation and deleading, often an issue in older homes. The City's Rehabilitation Deferred Loan program provides interest-free loans of up to $10,000 to income-eligible owner-

[45] *The case is* City of Salem v. Salem Heights Apartments. *Information is from* HDR Current Developments, *January 7, 2002, and from the Community Economic Development Assistance Corporation (CEDAC). Although several clippings about Salem see it as having far-reaching implications, the HDR report ties the 40-year requirement to a 1973 state law that changed in 1975 to require only 15 years. Hence, it is not clear to what extent the Salem finding would apply elsewhere.*

[46] Wellesley ZBA v. Ardemore Apartments

[47] Contact Roger Herzog at CEDAC, 18 Tremont Street, Boston, MA 02108, (617) 727-5944.

occupants of 1-4 family homes. Loans can be used to increase energy efficiency or to correct building code violations. Loans are payable upon sale or transfer of the property.

The City also runs a Lead Removal program, offering interest-free loans of up to $15,000. Although the owner may be above income limits, at least 51% of the units must be occupied by income-eligible tenants at affordable rents. The City occasionally also provides lead abatement grants to income-eligible families buying homes through Waltham's Downpayment Assistance Program.

Although housing improved through these programs does not "count" toward the City's subsidized housing inventory unless it meets other Chapter 40B requirements, it does contribute to the general affordability of housing for people of modest means.

The rehab program is very popular. Funds are fully utilized each year, and added funds are sometimes made available from the City's Community Development Block Grant (CDBG) allocation. The lead program does not have as high a level of demand, in part because of the income-eligibility requirements. All properties using any of the City's housing programs are inspected for lead, and lead is removed or abated in the course of all City-assisted rehabilitation or acquisition.

The City recently acquired a tax title property at 187 Berkeley Street. Plans are underway to demolish it and rebuild it as affordable housing.

In addition to the City programs, WATCH has purchased some run-down properties, rehabilitated them, and either sold them with affordability requirements or kept them in their own portfolio as rental units (details appear in the earlier section on WATCH). In all, WATCH has created nineteen units, is building six additional units, and is in the planning stages for another 25 units.

Recommendations

As painstakingly slow as the acquisition and rehabilitation process may seem, it is the way much affordable housing is produced – a few units at a time, dispersed throughout the community, using multiple sources of funding and expertise. Hence, the City should continue existing programs, including:

- **Continue to offer deferred loans for housing rehabilitation and lead removal.**

- **Continue to support WATCH and/or other non-profits in property acquisition and rehabilitation efforts.**
- **Continue to adapt available tax title property for affordable housing purposes.**

To ensure the future success of such efforts, the City should take steps to

- **Proactively seek potential properties.** With direction from the Mayor and the City Council, there should be a concerted effort to ensure that those on the front lines notify the appropriate parties of housing that may be at risk or may present affordable housing opportunities. In addition to the Housing Department, front line agencies might include the Building Department, the Assessor, the Treasurer, and licensing authorities, as well as WATCH and non-governmental people such as lenders. There should be a central point of contact – probably the Waltham Housing Partnership Committee or the Housing Department – and a system for reporting, communicating, and following up. The WHPC, WATCH, and the Waltham Housing Authority would coordinate response and follow-up action.

- **Improve interdepartmental coordination.** In some communities, officials in different departments give different, and potentially conflicting, messages. As we discussed earlier, some departments may want to discourage lodging house renewals, for example, while other departments may consider these properties an important affordable housing resource. As part of the direction (above) from the Mayor and the City Council, there should be a review of procedures and policies of all departments that affect housing to ensure that the City is speaking with a unified voice.

- **Streamline review procedures.** In the course of the review recommended above, the City should consider opportunities to streamline related components of the review process. This might include coordinating review timelines, holding joint hearings, and instituting other measures that reduce duplication of effort or burdensome paperwork.

- **Pursue additional sources of funding and pro bono assistance.** WATCH is stretched to its limits with projects underway or on the drawing board, and it is not yet clear where it will find funding to renovate projects currently under consideration. The Waltham Housing Department also has a lot on its plate, and certainly will if it pursues opportunities suggested in the upcoming "Production" section of this report; similarly, funds available from current sources (HOME and CDBG) are being used to capacity. If the City is to produce more affordable housing and take advantage of opportunities that present themselves, it must actively pursue added sources of funds and pro bono expertise in the community. Detailed suggestions for utilizing the resources potentially available from Bentley and Brandeis, from corporations and area businesses, and from unions are presented elsewhere in this report. The Southern Middlesex Opportunity Council (SMOC), a regional non-profit, may also be a source of additional development capacity.

Production of New Housing

As we have seen in the previous section, Waltham is witnessing considerable gentrification, and most new housing is targeted toward middle and upper middle income people. The matrix, "Waltham Properties of Housing Interest," which appears later in this section, summarizes current and recent development of housing interest as well as the main opportunities for future affordable housing.

Most of the opportunities to create affordable housing in Waltham are in the reuse or redevelopment of existing properties or in infill. There is relatively little undeveloped land remaining in Waltham. There is also considerably more public support for housing in the form of small-scale redevelopment and infill than for new affordable housing on undeveloped land.

There are a number of potential opportunities for reuse and redevelopment. They are mainly in schools slated for replacement by new school buildings; other municipally owned facilities; state-owned property no longer used for previous purposes; privately owned property potentially becoming available; disinvested property; tax title property; and market-rate redevelopment where affordable housing provisions apply.

It is important to note that in any situation where the City has site control – e.g., surplus schools and municipal properties – the City has the advantage of "calling the shots." It can, for example, determine the criteria for appropriate development, balancing housing with open space or other needs. Based on these criteria, it can issue a Request for Proposals (RFP) to attract competitive designs. It can also "sweeten the deal" by offering an expedited comprehensive permit process, a density bonus, or other benefits to the developer whose proposal best achieves the City's goals.

Not all of the properties discussed here are necessarily appropriate for housing uses. The City has many other competing uses beside housing, and it should address these needs comprehensively. The City will shortly develop a Community Development Plan under Executive Order 418. That process is designed to integrate into one holistic plan the needs for housing, transportation, open space and natural resource protection, and economic development.

Reuse of Schools
Waltham is in the process of building several new schools. As these come on line, several existing schools will no longer be utilized as classroom space. The list of schools expected to close, along with the location of each, are listed in Figure Twenty-seven below.

Figure 28. Waltham, MA: Schools Expected to Close

School	Location
Banks Elementary	South & Main streets
South Middle	Moody Street
Fitch Elementary	Crescent Street
Lawrence Elementary	Trapelo Road
Bright Elementary	Grove Street

Of these, the Lawrence is expected to close first, sometime between the summer of 2003 and the winter of 2003-04.[48]

[48] *Source: David King, Waltham School Department*

The process of declaring public buildings to be surplus and making them available for other uses is governed by law. The School Department has first crack at reusing school buildings for school-related purposes. In this case, the Waltham School Department hopes to move the Superintendent's Office, now in the High School, to another location, and it needs a maintenance facility. These and other school uses would take precedence. If and when the School Department declares school buildings surplus, the City then determines priority uses.

These buildings present a rare opportunity for the City to meet a variety of needs. The School Department and the City administration should begin to develop a comprehensive strategy for their reuse. To begin this strategy, the City should compile a wishlist of needs and desires and then prioritize them, with thought given to which properties might be most appropriate for which purposes.

The strategy development process, although potentially contentious, is a very visible focus for open public debate about the City's future and citizens' visions of that future. Thus it is very important that the process be open and encourage substantial public input.

Other Municipally owned Property

The former Dog Pound on Felton Street may be one of the more promising of the non-school, municipally owned properties. Both WATCH and the WHPC have identified it as worth pursuing. Given the site's proximity to downtown, services, and transportation, it is appropriate for small-scale housing but may also be appropriate for other municipal purposes or for economic development. The City should consider reuse of this parcel in the context of a comprehensive plan for reusing municipal property to address the range of local needs and should expedite the reuse of this particular property which is not now in use.

Another City owned property that should be considered is the old Police Station at 25 Lexington Street. WATCH has identified this as potential housing.

State and other Publicly owned Property

It is important for the City to be proactive in determining the future uses of state and other publicly owned property that may become surplus. The development of the former Army Corps of Engineers site off Forest Street is seen by some as a missed opportunity. The site has been redeveloped in part as dormitories by Bentley College, in part as a new Jewish High School, and in part as a municipal athletic complex with for synthetic play fields and two softball fields. Participants in a recent "Visioning Session" believed that most of the reuse plan was finalized without adequate City input and stressed the importance of early planning for potential upcoming sites.

The Fernald School is probably the most likely of this property class to become available and to be appropriate for housing, perhaps balanced with open space or recreational uses. The school sits on 163 acres of land along Trapelo Road, near the former Metropolitan State Hospital site, other publicly owned facilities, and MDC parkland. Fernald is still open but is not accepting new clients. Given the state's financial crunch, sale of state properties such as Fernald may be fast-tracked as an important source of revenue. The state has also expressed interest in streamlining the process by which state properties are declared surplus in order to encourage redevelopment of state property for housing. The City should meet with state officials to discuss the future of Fernald.

The City should also meet with officials at the University of Massachusetts to explore potential reuse of the UMass-owned Extension Service site. The university now rents this site for agricultural purposes, and its future status is unknown.

Privately owned Property

There are several privately owned properties that could become available. The most likely is the former Hardy School at the corner of Lake Street and Lexington Street. It is currently owned by Bentley College and has 21 apartments now used to house students. The school is planning to build new dormitories on campus. When the dorms are complete – estimated to be in the summer of 2004 – Bentley plans to move off-campus students into these dorms and donate the Hardy School to the City. It is not too early for the City to make clear its interest in this property and begin to plan for its development.

Other properties may become available, especially in light of the soft economy. These include the Stigmatine Order facility on Lexington Street; land owned by Polaroid; and land owned by NSTAR, other utilities, or the railroads. The City should initiate discussions with these landowners and be on the alert for indications of potential sales.

Disinvestment/Tax Title Property
The City recently took title to a Berkeley Street property that will be demolished and rebuilt as an affordable housing unit. Given the strong real estate market, it is unlikely that other tax title properties will become available. However, procedures should be put in place to ensure that the Housing Department and/or WATCH are notified as soon as there is an indication of a back-tax issue likely to result in a taking.

Where there are such tax delinquencies or in the case of potential foreclosures, the City or WATCH may be able to offer assistance to help the current residents keep their property.

Recommendations

The following recommendations, appearing in detail in the Preservation section of this report, apply to production as well. Thus the City should:

- **Proactively seek potential properties;**
- **Improve interdepartmental coordination;**
- **Streamline review procedures; and**
- **Pursue additional sources of funding.**

In addition, the following steps are suggested to deal more specifically with property for new production potential:

Develop a plan to use surplus municipal property to meet and balance the City's competing needs. The Executive Order 418 Community Development Plan, soon to be undertaken by Waltham, is a good start. There is also need for a more fine-grained, systematic plan looking specifically at the reuse of schools and other municipally owned properties. These are the City's primary assets in its quest to address a variety of local needs, and a systematic approach is essential.

Develop an action strategy to pursue the key property opportunities identified here. For each priority property, identify the action steps to take, the appropriate lead agency or agencies, a timetable with milestones for task completion, and a procedure for reporting back and monitoring progress.

Coordinate among City agencies and develop a "first-response" capability. The Preservation section of this report recommends a review of City departments and their procedures to ensure that they give a consistent message with regard to housing. It also recommends a notification system. The notification system should be expanded to cover property that may become available for production as well. Thus a "first-response" team should be established and entrusted with the responsibility of tracking potential property transactions and notifying a designated City agency. The system should include a reporting and feedback loop to ensure follow-up.

Initiate discussions with owners of private properties. The City should express its interest in development opportunities. Appropriate starting points would be Bentley, Fernald, and perhaps Polaroid. Others appear on the matrix in this chapter.

2007 PLAN UPDATES

The Housing element of the 2006 Community Development Plan was updated by the Waltham Planning Department in conjunction with the Waltham City Council. In March of 2007, the Council's Ad Hoc Master Plan Committee made no specific revisions to this part of the Plan, other than revising minor inconsistencies and errors.

Figure 29. Waltham Properties of Housing Interest

SUBSIDIZED HOUSING INVENTORY

See Preservation section of report

At Risk

Expiring Use -- Francis Cabot Lowell Mill I and II; original contracts governing affordability have run out; owner may raise rents to market levels, convert to condominiums, sell the property, or maintain affordable rents through "project-based" Section 8 vouchers that are subject to annual renewal. "The Mill," as the development is called, consists of 258 units of elderly and disabled housing and is located at 174 and 190 Moody Street.[49] For detailed discussion & recommendations, see Preservation section.

AFFORDABLE HOUSING IN THE PIPELINE

Property	Location	Total units	40B units	Comments	Status	Developer
	509 Moody Street	7	0	Mixed-use store-front with 7 one-bedroom units upstairs. Acquired and rehabilitated with state and federal funds.	Completed in 2005	WATCH

INCLUSIONARY AFFORDABLE HOUSING IN THE PIPELINE

Property	Location	Total units	Affordable units	Comments	Status	Developer
Middlesex Hospital	775 Trapelo road	260	26	Townhouse development on former hospital site.	Under construction	Pulte Homes
	428-436 Main Street	12	1	Townhouse development.	In permitting.	
	74 Rumford Avenue	34	3	Renovation of a historic factory into condominiums.	Permitted.	Norumbega LLC

POTENTIAL 40B DEVELOPMENTS IN THE PIPELINE

Property	Location	Total units	40B units	Total land area	40B land area	Status	Developer

[49] *"The Mill" is actually two separate developments with two separate contracts. Mill I is at 190 Moody and consists of 149 units; its contract expired in December 1999. Mill II is at 174 Moody St. and consists of 100 units; its contract expired in August 2000.*

NON-SUBSIDIZED BUT FORMERLY "AFFORDABLE" HOUSING IN TRANSITION

In the past:
Northgate: Condominiums & 220 units rental. Rental portion purchased by Metropolitan Life Insurance Co.

Gardencrest: 696 units of rental. Most long-time residents with strong local ties paying modest rent (about $1000 per month including heat). Sold for about $85 million. Rents expected to rise. The Housing Department proposed a program offering rental assistance to income-eligible residents; 104 households qualify. City Council has not yet approved. Plan would allocate $87,000 from Housing Trust Fund for two years at $70/month/household, with owner matching this amount.

Fieldstone Crossing: (Myrtle and surrounding streets). Formerly multi-family older homes; relatively affordable rental. Fieldstone Crossing = condos asking price $339,900, with condo fees of $160-165 per month.

POTENTIAL SITES / SITES IN TRANSITION – POTENTIAL OPPORTUNITIES

(Priority sites shaded)

Property	Location	Identified by	Ownership	Comments	Status
Dog Pound	92 Felton Street	HPC & WATCH	City	Continues to be potential site	
Old Police Station	25 Lexington Street	WATCH	City		
Armory	Curtis Street WATCH lists this as 30 Sharon Street	HPC	City	Not likely for housing. Difficult building to renovate. Historic status limits renovation options.	Veterans interested in this site for non-housing purposes.
WHA-owned land	Behind Chesterbook Gardens	HPC	WHA	*Tough site to build; wetlands & ledge. May be potential for land swap*	
Banks Elementary School	South & Main Street		City		Expected to close
South Middle School	Moody Street		City		Expected to close
Fitch Elementary School	Crescent Street		City		Expected to close
Lawrence Elementary School	Trapelo Rd.		City	Abuts Fernald; very small. Architect did scheme for WATCH.	Expected to close between 7/03 & 1/04 (earliest of school closings)
Bright Elementary School	Grove Street		City		Expected to close
Espousal Retreat Center	Lexington Street		Stigmatine Order		Diocese may want for conference facility; no recent movement
Fernald School			MA	*Possible future use; state would need to declare surplus*	Still in use, but not accepting new clients
UMass-owned Extension service site					UMass rents for agricultural purposes. Future status unknown
Back half of Umass Ext.	191 Waverley Oaks Rd.	WATCH			
Olympus (formerly Middlesex County Hospital)				Requires special permit; should trigger Affordable Housing Provisions	Before City Council for mix of 55+ & market-rate housing
Gaebler School	Trapelo Rd.		State		
Bentley College		WATCH		See Hardy School, below	
Brandeis University		WATCH		No known opportunity	
Boston Edison		WATCH		No known opportunity	
Former Hardy School	Lake Street		Bentley	*Priority opportunity *	Bentley donated this 21-unit apartment bldg to the City once new on-campus housing built
Polaroid	Main Street complex & elsewhere			?	?

IN TRANSITION – PROBABLY NOT HOUSING

Property	Location	Ownership	Total land area	Comments	Status
Metropolitan State Hospital	Trapelo Rd. Waltham-Belmont-Lexington		338 acres in Waltham, Lexington, & Belmont	Waltham part to be golf course	Disposition process in final phases
Army Corps property	Off Forest St.	Formerly federal			Was declared surplus. Planned uses: Bentley, Jewish H.S., City soccer field
Brandeis			40 acres undeveloped		
Our Lady's	Trapelo Rd.	Archdiocese	26 acres behind church. Landlocked.	Housing not likely. Maybe land swap, with housing developed elsewhere (behind Chesterbrook Gardens)	Church once had interest in doing housing; no recent mention
Former Reservoir Nursing Home site	1841 Trapelo Rd.			Not likely to be 40B. WATCH bid failed; likely to be S-F or nursing home.	
Waltham Hospital	South St.			Would probably continue to be used for medical-related purpose; Brandeis has expressed interest	

RECENT & PLANNED MARKET RATE & LUXURY HOUSING IN THE PIPELINE (Major Projects)

Property	Location	# Units	Comments	Status
Archstone Bear Hill	1449 Main Street	324 garden apartments	Rents: • 1 bdrm = $1,587-1,800/mo. • 2 bdrm. = $2,200-2,400 • Townhomes (2.5 bdrms. & 2 baths) = $2900	*Completed in 1998*
Cronin's Landing	Crescent Street (waterfront)	281 rentals	Rents: • 1 bdrm. = $1,650-1,895 • 2 bdrm. = $2,250-3,500	*Completed in 1997*
Longview Terrace	South Street , Waltham Hospital –former parking lot	365 rentals	City created special zone; inclusionary zoning did not apply. Developer committed to affordable housing donation @ occupancy permit	*Completed in 2004*

Matrix of Opportunities and Recommendations

This section summarizes in capsule form the opportunities and recommendations identified throughout this report. The City can use this matrix to identify and prioritize the most important items, distinguish between short-term and long-term activities, and assign responsibility for follow-through.

LONG-RANGE PLAN MATRIX

This matrix presents the opportunities and recommendations that appear throughout this report. Some are more appropriate or more pressing than others, and some represent alternative approaches to the same issue. The City will need to pick and choose among these, setting priorities and distinguishing between short-term and long-term actions. Use Column 3 for ranking or notes.

Getting Started: City Policy	**Opportunity / Recommendations**
Housing commitment	Reaffirm the City's commitment to housing that is affordable to people with a broad range of incomes
Housing goal	Set a goal for the number of affordable housing units to be preserved or created
Housing funds	Consider an annual contribution to the Housing Trust Fund
Targeting resources	Establish guiding principles to use limited resources to achieve the housing goal
Housing Community	**Opportunity / Recommendations**
Waltham Housing Partnership Committee	Prepare draft guiding principles for housing and priorities and criteria for use of the Housing Trust Fund. Use these to begin the "Getting Started" steps shown above
	Prepare an Annual Report to the Mayor & City Council
	Seek changes to the WHPC ordinance to upgrade the Committee's status, including • a paid stenographer • member stipends • City Council approval of appointments
	Review WHPC's purpose
	Reconsider membership composition; consider adding specific categories in place of existing seats
	Stagger terms
	Elect a chairman annually
	Reconsider the role of the Housing Department
	Increase visibility with the Mayor
	Work with Mayor & City Council to develop long-range plan for use of Housing Trust Fund
	Increase visibility with the City Council
	Review & utilize Committee's role in relation to the Housing Trust Fund
	Set up subcommittees to pursue study recommendations
	Explore mechanisms to involve others
	Develop & implement a public outreach & education plan
	Improve communications among Committee members
	Improve communications between WHPC & related groups
	Seek local appropriations & other resources for affordable housing
Waltham Housing Community	Increase coordination and cooperation among the City, WHPC, & WATCH
	Plan regular joint meetings
	Plan regular meetings with the Mayor &/or City Council
	Broaden the base of housing support
	Develop cooperative relationship with other related City agencies

Financial Resources	**Opportunity / Recommendation**
Appropriation	Consider an annual appropriation of City funds to the Housing Trust Fund
Policies and priorities	Adopt policies & priorities for use of the Housing Trust Fund
Fundraising options	Consider options to increase funds
	Develop a long-range fundraising plan
Zoning Provision	**Opportunity / Recommendation**
Waltham's 40B status	Establish criteria governing use of the Comprehensive Permit process as a positive tool to encourage affordable housing
Affordable Housing (Article IX)	Add an FAR requirement to all zoning districts
	Link the affordable housing provision to other determinants of density
	Apply the provisions to all eight-unit-plus multi-family developments requiring any special permit
	Increase the percentage allocated to affordable housing
	Offer other benefits
Linkage Program	Consider adopting a Linkage Program
Single family versus multi-family (Sec. 3.4 Table of Uses)	Allow more two-family and multi-family in more areas
	Add an FAR requirement to Residence A districts
Mixed use development (Sec. 4.11, Dimensional Requirements)	Allow more units per acre or otherwise increase density
"Smart Growth": Planned residential development (Sec. 8.2)	Establish an FAR requirement for RA-1 and RA-2 districts, triggering Article IX Amend special permit requirement to allow density bonus, reduction in parking requirements, or other benefits in exchange for affordable units
"Smart Growth": Planned unit development (Sec. 8.3)	Extend to BA & BC districts; lower parking requirement; include a density bonus or other benefits in exchange for affordable units
"Smart Growth": Riverfront overlay dist. (Sec. 8.4)	Ease parking requirements for affordable units
Accessory apartments (Sec. 3.4 & elsewhere)	Adopt a policy, allow accessory apartments in more districts, develop an amnesty program, ease existing restrictions (e.g., # parking spaces, # occupants), and/or design an affordability program.
Lodging & rooming houses (Sec. 3.4 & elsewhere)	Adopt a positive policy; ease restrictions on location; allow "by right" instead of by special permit; check other provisions & department practices for consistency
Other requirements	Reduce parking & other requirements in certain situations (e.g., residents' age or income; proximity to transit). Allow a waiver or reduction in parking requirements as an incentive to affordable housing.
Brandeis and Bentley	**Opportunity / Recommendations**
Plan of action	Draft a proposal recommending preferred role(s) for each institution
An approach	Meet with Mayor and/or City Council to get their support and assistance in approaching the colleges
An agreement	Establish an agreement and an implementation plan
The Business Community	**Opportunity / Recommendations**
Outreach and engagement	Meet with the Chamber of Commerce to engage their membership in problem-solving
	Meet with lenders to identify needs and design programmatic responses
	Meet with labor leaders
Leadership	Recruit "champions," influential leaders who can lend vocal support to housing efforts
Funds	Initiate a campaign for contributions to the Housing Trust Fund
Expertise	Solicit pro bono assistance
Preservation of Affordable Housing	**Opportunity / Recommendations**
Expiring Use – The Mill	Gather key documents about The Mill
	Meet with the owner to discuss his plans

	Consult with experts in the field Consider long-term preservation strategies
Non-subsidized “affordable” housing	Continue to offer deferred loans for housing rehabilitation and lead removal Continue to support WATCH and/or other non-profits in property acquisition and rehabilitation efforts Continue to adapt available tax title property for affordable housing purposes Proactively seek properties that may be at risk or may present affordable housing opportunities; designate central point of contact and monitoring system Improve interdepartmental coordination; review policies & procedures to ensure consistency Streamline review procedures to reduce duplication or burdensome paperwork Pursue additional sources of funding & pro bono assistance
Production of New Housing	**Opportunity** / **Recommendations**
Schools and municipally owned properties	Develop a list of City property that is or may become available for reuse. The list should probably include, at a minimum: • Banks School • South Middle School • Fitch School • Lawrence School • Bright School • Dog Pound • Old Police Station Develop a plan to use surplus municipal property to meet the City’s competing needs Develop an action strategy to pursue key property opportunities, including action steps, lead agency, timetable, monitoring & reporting system.
Property owned by public & private entities	Coordinate among City agencies & develop a “first-response” capability Initiate discussions with owners of potentially available public & private properties. Starting points should include: • Fernald School (Comm. of MA) • Gaebler School (Comm. of MA) • UMass (Comm. of MA) • Archdiocese of Boston • Stigmatine Order

2007 PLAN UPDATES

The Housing element of the 2006 Community Development Plan was reviewed by the Waltham Planning Department in conjunction with the Waltham City Council. On March 26, 2007 the Council's Ad Hoc Master Plan Committee made no specific revisions to this part of the Plan, other than revising minor inconsistencies and errors.

ECONOMIC DEVELOPMENT

Economic Profile

Waltham is one of the primary economic engines of metropolitan Boston. With over 60,000 jobs, it is the third largest employment center in the region. While the city's concentration of businesses in information technology and telecommunications has resulted in significant job losses and office vacancies in recent years, Waltham's location should ensure its recovery as the economy improves.

Waltham's $2.6 billion commercial/industrial tax base makes it the third most highly valued business center in the state. Waltham home owners consequently enjoy a significant benefit from a relatively high tax contribution from business properties as well as tax policies which shift the burden from residential property.

Waltham has a long history as a manufacturing center for products ranging from textiles to paper to watches. The last two decades have seen a tremendous decline in the city's manufacturing employment, which has fortunately been accompanied by an equally dramatic increase in employment in service sectors. Today, Waltham is a regional center in growing industries centered on information technology, communications, education, consulting services, and manufacturing.

The city's population and resident workforce are growing slowly. Rising incomes, low employment, and rising educational levels point to a workforce increasingly oriented toward managerial, professional, and technical occupations. Yet, there is also a significant and growing immigrant community which has substantial need for workforce development services.

The city has a number of areas designated for commercial and industrial use. The downtown has undergone considerable redevelopment over the last decade and is now home to a thriving restaurant scene. The Route 128/95 corridor has been transformed from predominantly rural and industrial use to a mix of office parks, hotels, and industry. Build-out analysis shows the potential for an additional 5-6 million square feet of commercial/industrial space, the great majority of it representing redevelopment in the 128 corridor. Projections to 2020 indicate that the city can accommodate expected employment growth within existing zoning capacity.

Working Residents

The number of Waltham *residents* active in the workforce has grown slowly over the last decade, increasing by fewer than 500 (1%) from 1990 to 34,376 in 2001. At the same time, the number of *jobs* based in the city fell, leading to a decrease in the ratio of Waltham jobs to working residents from 1.89 to 1.77. In other words, even though the number of jobs offered by Waltham employers declined, they still exceeded the number of workers living in the city by 77%. Waltham thus remains a strong employment center for the region, "importing" workers who live in other communities. In contrast, the median "jobs to labor" ratio for the 101 MAPC communities is only 0.76, indicating that half the region's communities "export" workers to jobs in places like Waltham, and themselves supply only three jobs for every four of their own working residents.

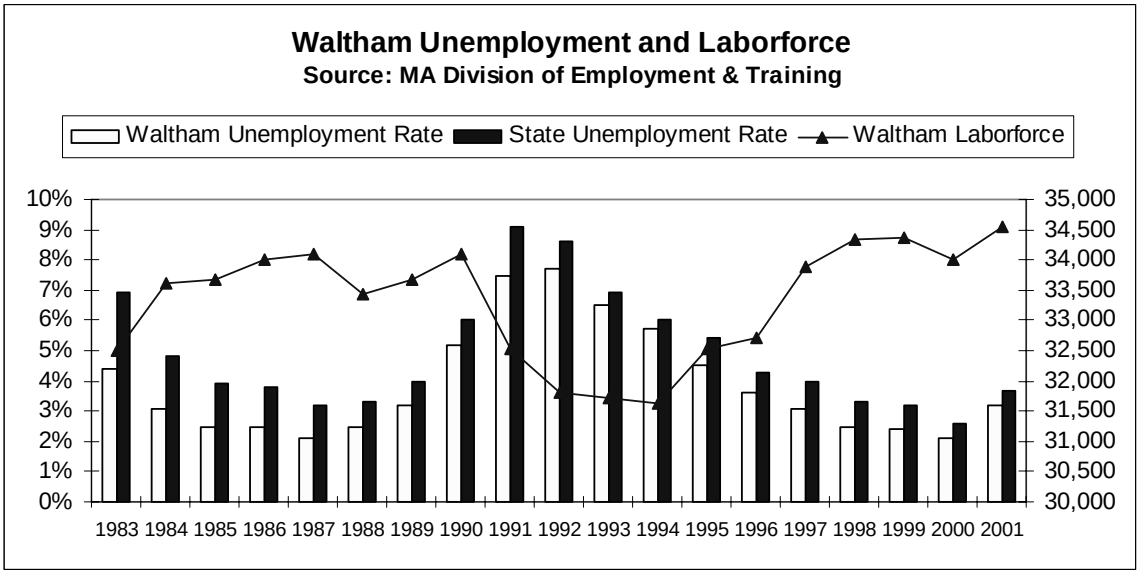
Table 1. Waltham, MA: Numbers of Working Residents and Jobs, 1985-2001.

Year	Workforce	Jobs	Job:Worker Ratio
1985	32,489	60,483	1.86
1986	33,623	59,796	1.78
1987	33,672	61,008	1.81
1988	33,991	64,206	1.89
1989	34,091	64,663	1.90
1990	33,427	63,087	1.89
1991	33,687	61,538	1.83
1992	34,094	61,164	1.79
1993	32,519	60,142	1.85
1994	31,800	58,838	1.85
1995	31,711	61,496	1.94
1996	31,628	62,248	1.97
1997	32,529	63,609	1.96
1998	32,706	64,736	1.98
1999	33,895	63,638	1.88
2000	34,339	64,851	1.89
2001	34,376	60,793	1.77
Growth 1990-2001			
Number	446	(2,294)	(0.1)
%	1.3%	(3.6%)	(6.3%)

Source: MA Division of Employment and Training.
As of 2000, roughly 11,000 Waltham residents also worked in the city, filling roughly one local job in five. Two thirds of working residents commuted to jobs in other communities in the region in 2000, with Boston (14%), Newton, (6%), and Cambridge (6%) representing the most common destinations. About 2% (800) of working residents worked at home.

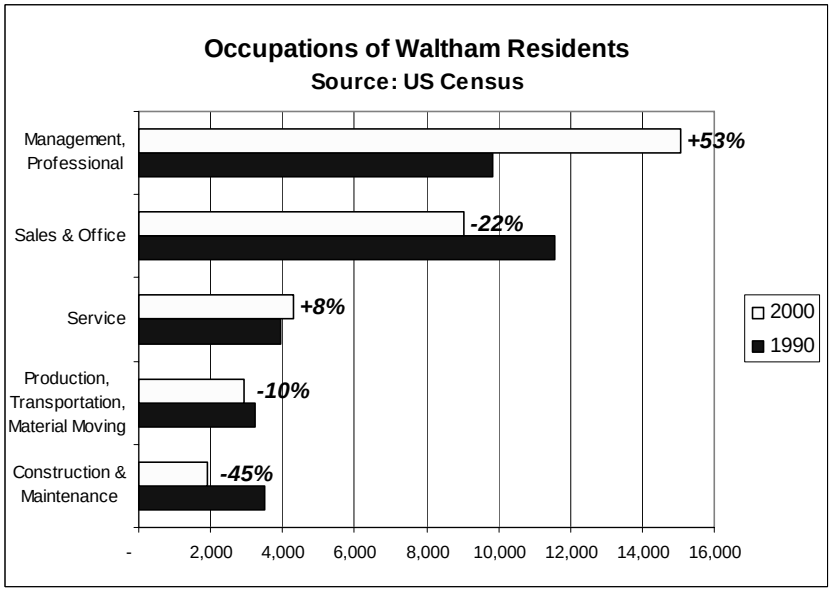
While the local resident workforce shrank during the recession of the early 1990s, it has since recovered. And, since 1981, the local annual unemployment rate has averaged about 1 percentage point below the annual statewide rate, indicating that Waltham residents remained relatively competitive even as local manufacturing jobs disappeared. However, Census data indicate that 3,200 fewer Waltham residents worked in the city in 2000 than in 1990, suggesting that displaced workers may have had to look outside the city to find jobs that fit their skills.

Figure 1. Waltham, MA: Unemployment rate and number of workers.



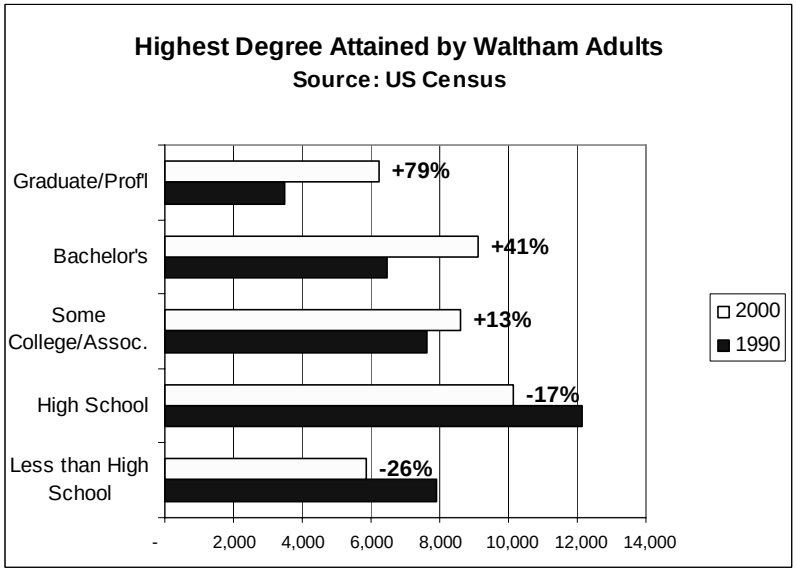
As the economy has shifted toward services and knowledge-based occupations, Waltham workers have become increasingly "white collar". In 2000, 45% of Waltham workers identified themselves as being in Managerial or Professional occupations (up from 30% in1990). This proportion is only slightly below the regional average. In fact, the distribution of Waltham workers across all occupational categories is within 1 or 2 percentage points of the region. Median age in the city increased from 31.5 to 34 years, but is below the regional median of 36.

Figure 2. Waltham, MA: Occupations of Residents, 1990-2000.



Reflecting this change in occupations, the educational levels of Waltham adults has also increased. While Waltham's population over 16 increased by only 2% in the 1990s, the number of adults having a college degree increased by over half, from less than 10,000 to over 15,000. As with occupations, the overall distribution of educational attainment among Waltham adults is very similar to the region as a whole. Waltham residents tend to have slightly less formal education than the region, with the proportion of adults having college degrees being about 2 percentage points below the region's at 38%. The proportion with high school degrees or less is 3 points above the region at 40%. Although the number of Waltham adults who lacked at least a high school degree declined by one fourth in the 1990s, 5,000 remained in that category in 2000.

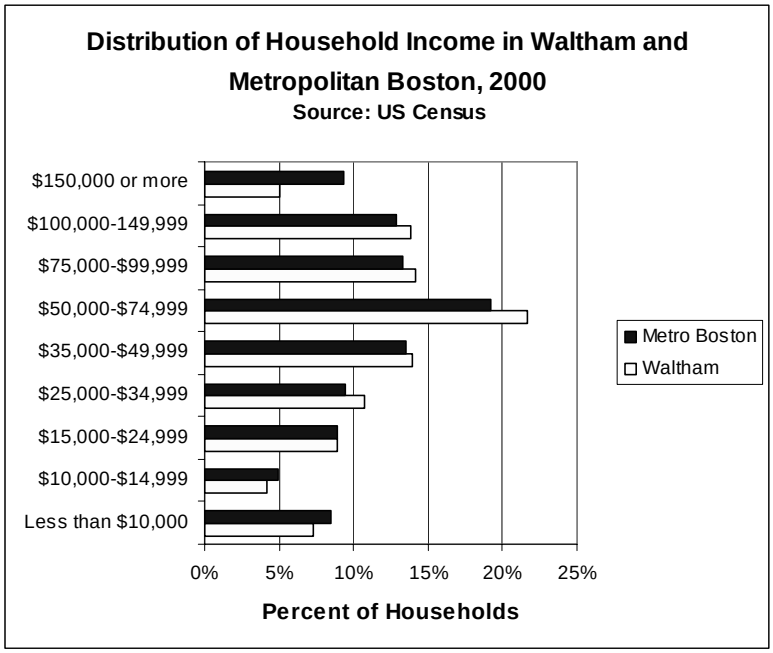
Figure 3. Educational attainment of Waltham residents, 1990-2000.



As Waltham residents became more educated in the 1990s, median household income also grew, rising by 40% (to $54,000), slightly better than the 36% increase region-wide (to $55,200). While impressive, this growth is about half that of the average wage of Waltham jobs, most of which are filled by residents of other communities. Waltham remains a predominantly middle-class community, with the city having a higher proportion of households than the region in all income categories between poverty level and $150,000 and below the region at the extremes.

The number of families living below the poverty line fell 12% to 448 in 2000. However, the total number of *individuals* in poverty grew by 14% to 3,750 (5.5% of the population) over the same period, reflecting a substantial increase in the number of adults. One likely contributor to this increase is an influx of immigrants with limited English language skills. The number of foreign-born residents increased by 39% in the 1990s, and the number of people speaking a language other than English at home rose by 45% to 15,000. Over 5,000 residents reported speaking English "less than well".

Figure 4. Waltham, MA and Metro Boston: Household Income, 2000



While Waltham has a number of organizations that help residents gain job skills, a brief survey of workforce development providers in August 2003 identified some needs for additional services:

- More ESOL classes
- Computer training
- Native language literacy (e.g., in Spanish)
- Transportation to classes and jobs
- Affordable child care (especially for children younger than five)
- Space for meetings and offices for service providers
- Clearer understanding of employers' needs
- Coordination among providers
- More jobs

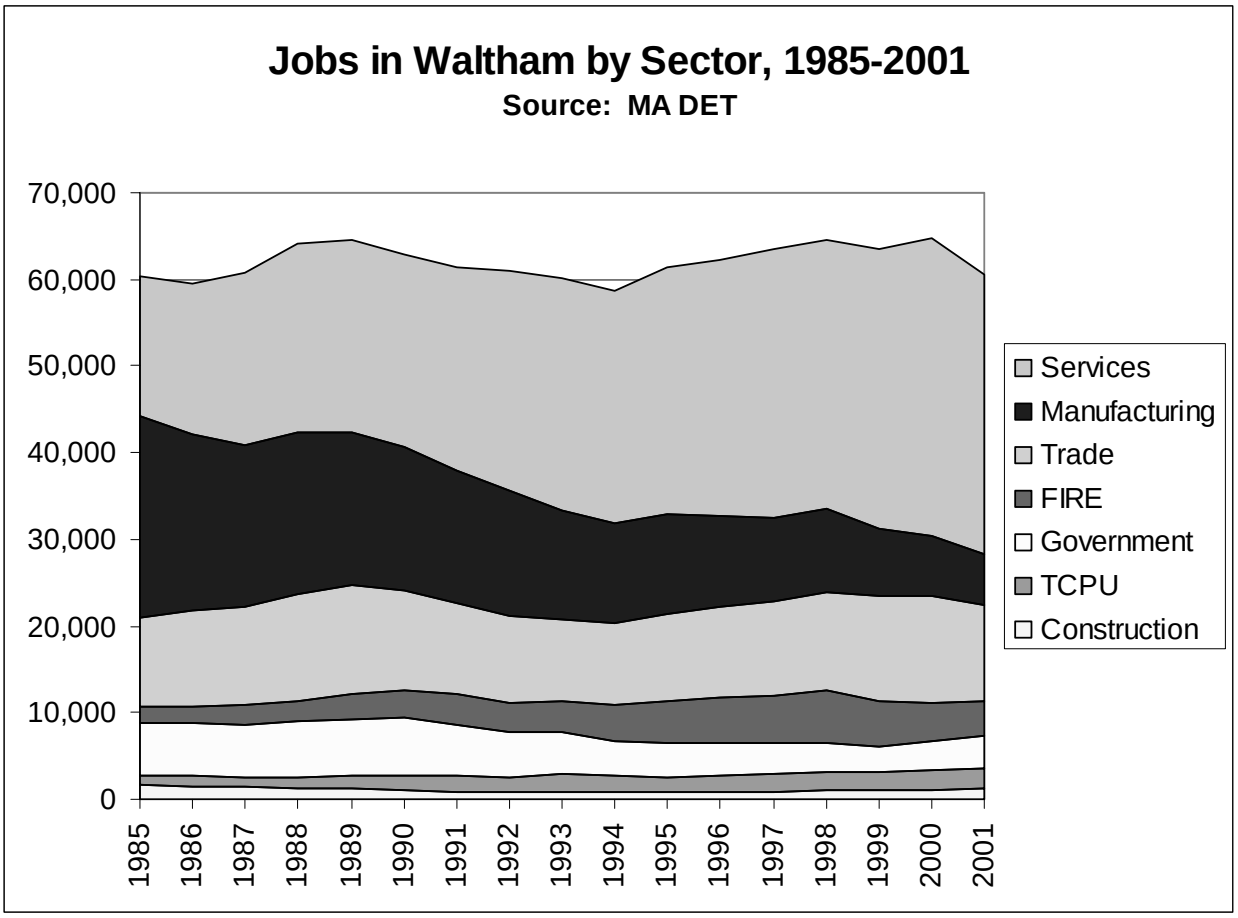
A partial list of organizations providing workforce development services to Waltham workers is included in Appendix X.

Job Base

Waltham is a significant regional job center, with its total of 60,000 jobs ranking third among metropolitan communities in 2001 behind only the larger cities of Boston and Cambridge. Waltham's ratio of jobs to resident workers was 1.76 in 2001, the eighth highest in the metro region, signifying that the city is home to more jobs than workers and is thus a destination for commuters from other communities.

Waltham's job total has been relatively steady over the last two decades, staying within about 5% of 62,000 jobs even as there were huge shifts in employment between different sectors. In 2002, the total fell by about 5,000, reflecting the continuing sluggish economy, particularly in the information technology, telecommunications, and service sectors for which Waltham is a regional center. While overall employment has been relatively flat, the number of establishments has continued to increase, leading to a decline in the average establishment size from 33 in 1985 to 25 in 2001.

Figure 5. Waltham, MA: Jobs by Sector, 1985-2001.



The relative stability of the job total, however, masks an enormous shift in local jobs from manufacturing (and to a lesser extent, government and construction) to Services, Finance/Insurance/Real Estate (FIRE), Transportation/Communications/Utilities (TCPU), and Trade. Although Waltham retains over 5,000 relatively high-paying manufacturing jobs, manufacturing employment has declined by about three fourths since the mid 1980s. While this decline reflects national trends in productivity increases and movement of jobs to lower wage locations, manufacturing remains an important part of Waltham's skill base and self-image.

The loss of government jobs reflects another trend outside the city's control: shifts in Federal and State spending policies and spending priorities, which have resulted in downsizing and closure of large facilities such as Metropolitan State Hospital, Fernald School, and the Murphy Federal Center.

Table 2. Number of Waltham Jobs by Sector. Source: MA Division of Employment & Training.

Year	Number of Establishments	Total Jobs	Services	Trade	Manufacturing	Government	Finance, Insurance, Real Estate	Transportation, Communications, Utilities	Construction	Agriculture, Fishing, Forestry
1985	1,851	60,483	15,978	10,244	23,270	6,132	1,925	1,114	1,603	217
1986	1,966	59,797	17,485	11,074	20,231	6,280	1,867	1,100	1,524	236
1987	2,083	61,008	19,889	11,397	18,641	6,215	2,258	1,023	1,418	167
1988	2,167	64,206	21,756	12,363	18,696	6,330	2,282	1,301	1,314	164
1989	2,236	64,663	22,232	12,516	17,656	6,523	2,874	1,463	1,269	130
1990	2,251	63,087	22,285	11,465	16,667	6,648	3,152	1,751	1,003	116
1991	2,193	61,538	23,511	10,480	15,369	6,001	3,461	1,768	872	76
1992	2,141	61,164	25,412	10,131	14,396	5,285	3,380	1,706	765	89
1993	2,241	60,142	26,759	9,328	12,559	4,772	3,658	2,180	796	90
1994	2,319	58,838	26,777	9,478	11,681	4,138	4,030	1,799	830	105
1995	2,345	61,496	28,515	10,171	11,421	4,110	4,743	1,694	752	90
1996	2,413	62,248	29,427	10,452	10,494	3,883	5,194	1,829	868	101
1997	2,371	63,494	30,939	11,031	9,645	3,534	5,450	1,961	934	0
1998	2,392	64,736	31,192	11,439	9,477	3,314	6,079	2,107	1,013	115
1999	2,366	63,638	32,224	12,174	7,806	2,884	5,281	2,114	1,016	139
2000	2,402	64,851	34,349	12,410	6,904	3,374	4,255	2,277	1,140	142
2001	2,392	60,793	32,230	11,221	5,870	3,896	3,884	2,366	1,161	165
2002	2,435	55,704	NA	NA	NA	NA	NA	NA	NA	NA
% of 2001 Jobs			*53%*	*19%*	*10%*	*6%*	*6%*	*4%*	*2%*	*0.3%*
Growth 1985-2001										
Jobs	541	310	16,252	977	(17,400)	(2,236)	1,959	1,252	(442)	(52)
%	29%	1%	102%	10%	(75%)	(36%)	102%	112%	(28%)	(24%)
Projected Growth 2001-2020										
2020		633	879	238	(3,075)	967	2,907	1,313	(588)	(74)
%		1%	2.7%	2%	(52%)	(25%)	75%	2%	(51%	(45%)

Waltham has fortunately been able to leverage its strategic location along Route 128/95 to make the transition from manufacturing to a service-based economy. As office parks and hotels sprouted along the highway in the 80s and 90s, more jobs were created in Services, TCPU, Trade, and FIRE in combination than were lost in manufacturing. Many of these new jobs required different skills than the old ones, and the number of Waltham residents who also worked in the city declined by about 3,000 in the 1990s to about one in 3 (11,000 workers).

In the 1990s, Waltham emerged as a regional center for two of the region's leading industry clusters: knowledge-based services (education, professional services) and information technology (computers, software, and IT services). Waltham is home to two well respected educational institutions: Bentley College and Brandeis University, which are among the largest employers in the city. The largest single employing industry in Waltham in 2002 with over 8,200 jobs was Professional and Technical services, comprising primarily consulting services, computer system design, and scientific research and development. In addition, the Information industry (including software publishing, telecommunications, and data processing services) employed almost 5,000. In addition, Manufacturing jobs had a significant technology component, with over one third of manufacturing jobs producing computer and electronic products. The service industries pay particularly well, especially for those with advanced college degrees and technical skills. They are more heavily concentrated in Waltham's job base than regionally, and contribute, along with Wholesale businesses, to Waltham having an overall average wage ($60,000) 20% above the region's. Average pay for local jobs grew strongly in the 1990s, increasing at a compound rate of 3% per year after inflation (compared to regional median income growth of 1.7% per year).

Waltham also has a large number of businesses offering entry level and part time positions accessible to workers of limited income or education. For example, the city has a large base of hotels and restaurants, which employ many low-moderate income workers and also support such ancillary services as building maintenance/cleaning services. However, Waltham has relatively fewer jobs than the region in retail, health care, and construction industries, which also traditionally have significant need for entry level and inexperienced workers. The closing of Waltham Hospital in 2003 may further reduce local health care employment, at least in the short term. Waltham industries that pay average wages below the U.S. Department of Housing and Urban Development's "Low Income" threshold of

$40,400 for a family of four are designated by shading in Table 3. For all industries except Arts, Entertainment, and Recreation, a family with two full-time workers earning the industry average could rise above the Low Income level.

Table 3. Employment and Wages in Waltham by Industry, 2002.

Industry	Number of Employees	Average Annual Wage
Professional & Tech. Services	8,222	$85,332
Admin. & Waste Services.	7,750	$31,564
Educational Services	5,199	$45,812
Wholesale Trade	5,052	$99,892
Information	4,835	$84,396
Manufacturing	4,442	$67,028
Accommodation & Food Service	3,193	$21,996
Health Care	3,136	$38,168
Retail Trade	3,120	$30,056
Finance & Insurance	2,916	$104,156
Management of companies	1,859	$71,656
Transportation & Warehousing	1,389	$40,144
Construction	1,207	$49,140
Other Private Services	1,169	$36,608
Real Estate & Leasing	687	$49,868
Arts, Entertainment, & Rec.	408	$18,824
Waltham Job Average		*$60,632*
Metro Boston Job Average		*$49,972*
HUD Moderate Income (Metro Area, Family of 4)		*$62,650*
HUD Low Income (Metro Area, Family of 4)		*$40,400*

Source: MA Division of Employment & Training (Does not include 2% of jobs suppressed for confidentiality)

Figure 6. Waltham, MA and Metro Boston: Job distribution by Industry, 2002

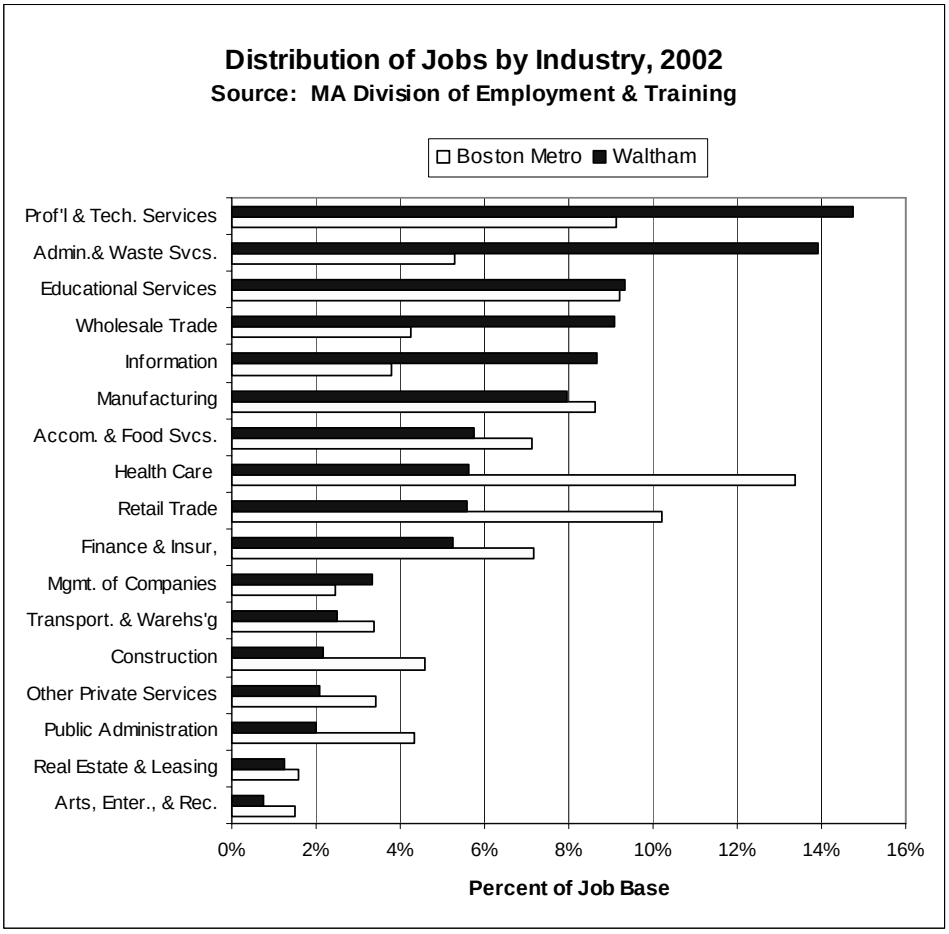
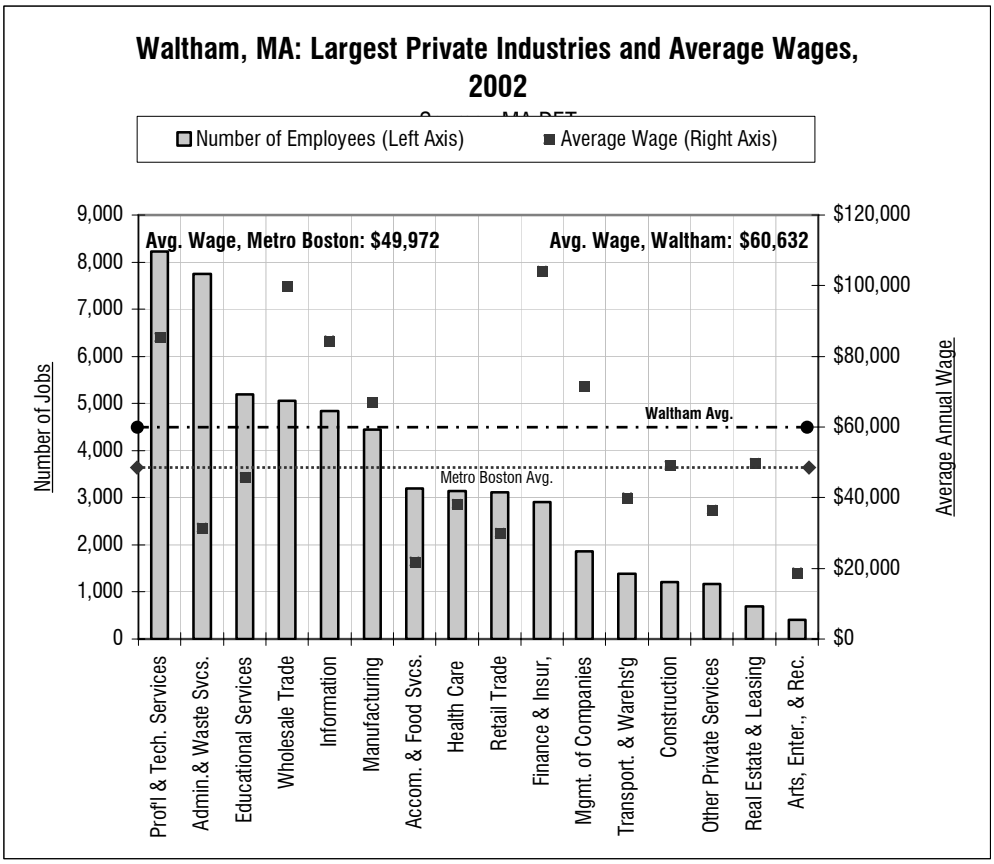


Figure 7. Waltham, MA: Wages and employment in the largest industries, 2002



Property Tax Base

The total valuation of property in Waltham for tax purposes in Fiscal Year 2003 was over $7.5 billion. The $2.6 billion of Commercial, Industrial, and Personal (CIP) property value represented the third highest CIP total in Massachusetts, behind only the larger cities of Boston and Cambridge. Since 1985, commercial property rose by five times in value, while industrial property doubled despite large job losses in manufacturing.

Yet, despite the tremendous gains in CIP valuation since the 1980s, the share of total valuation contributed by Waltham's business property declined by 5 percentage points to 35% in FY2003. The reason for this was an even larger rate of increase in the value of housing, as the median sale price of a single family house in Waltham doubled to $340,000 from 1990 to 2002. Residential values have in fact soared in most Eastern Massachusetts communities over the last two decades, reflecting a regional shortfall of housing construction combined with rising incomes and housing demand.

Table 4. Tax valuation in Waltham by property class, 1985-2003. Source: MA Department of Revenue.

	Residential	Commercial	Industrial	Total	CIP %
1985	$979 M	$365 M	$231 M	$1,637 M	40%
1990	$2,855 M	$1,342 M	$572 M	$4,867 M	41%
1995	$2,249 M	$781 M	$379 M	$3,555 M	37%
2000	$3,242 M	$1,309 M	$396 M	$5,104 M	36%
2003	$4,926 M	$1,895 M	$467 M	$7,522 M	35%
Change over Period					
1985-1990	$1,875 M	$977 M	$342 M	$3,229 M	1 pts
1990-1995	$(606 M)	$(561 M)	$(193 M)	$(1,312 M)	(4) pts
1995-2000	$993 M	$528 M	$17 M	$1,549 M	(1) pts
2000-2003	$1,684 M	$587 M	$71 M	$2,418 M	(1) pts

Still, Waltham's 35% CIP valuation share is higher than all but 18 Massachusetts communities, including all its nearest neighbors. The CIP contribution to valuation is 2-3 times that of Newton and Lexington, and many more times those of predominately residential Lincoln and Weston. Even among established commercial suburbs such as Quincy, Framingham, Burlington, and Woburn, only the last two have comparable CIP contributions. Because Waltham combines its substantial CIP valuation with tax policies that favor homeowners[50], 60% of the property tax levy was allocated to CIP property in FY03. The $2,559 average single family tax bill is 5% below the state median even though the average home valuation for tax purposes is 60% above the state median.

Table 5. Property tax data for nearby communities ranked by 2003 CIP percentage of total valuation.

Community	Commercial + Industrial Valuation, % (FY03)	Average Single-Family Parcel Value (FY03)	Average Single Family Tax Bill (FY03)
Burlington	39%	$311,660	$2,556
Waltham	35%	$337,600	$2,559
Woburn	34%	$267,352	$2,254
Framingham	25%	$298,620	$3,787
Quincy	21%	$226,825	$3,089
Lexington	15%	$527,430	$5,775
Newton	11%	$593,537	$6,481
Belmont	5%	$ 633,746	$6,832
Lincoln	4%	$934,634	$8,739
Weston	3%	$ 1,062,321	$10,783
			Median
Massachusetts	*18.8%*	*$266,350*	*$2,709*

Source: MA Department of Revenue, City of Waltham.

Future Economic Profile

MAPC has prepared demographic and employment projections for each community in the region out to the year 2025 as part of the planning process for metropolitan Boston's transportation system. These projections began with a top-down analysis based on regional trends, then were adjusted with bottom-up input from the communities. They form the basis for this future economic profile for 2020.

Waltham's population is projected to grow modestly over the next two decades, with a total addition of 3,800 residents by 2020 (+6.5% over 2000). This would represent on average an addition of roughly 175 persons per year, or about 1,500 households in total if the average household size stayed around 2.29. In comparison, the build-out analysis of parcels in the city shows capacity under existing zoning for an additional 5,700 – 15,000 housing units[51].

Roughly 2,400 of these new residents would be expected to fall in the core of the workforce, ages 16-64, with about 1,667 active in the labor market at current participation rates. Waltham's age distribution in 2020 is expected to reflect the national shift toward an older population. The largest numbers of adult residents are expected in the 25 to 39 year old categories, with the largest decline being of those between 15 and 24 year. The largest increases will be in 35 to 39 years and in those over 55. In general, the workforce in 2020 will be more mature, having relatively more experienced workers with established careers, more workers nearing the traditional retirement age and perhaps seeking part-time work, and fewer entry level workers in their teens and early twenties.

Table 6. Historic and projected population and employment for Waltham.

Year	Population	Jobs
1990	57,878	63,087
2000	59,226	64,851
2010	61,947	65,867
2020	63,051	67,022

Source: MAPC, MA Division of Employment and Training, US Census.

[50] *Waltham shifts some of the tax burden from residences by taxing CIP property at a higher rate, and excludes some of the value of owner-occupied homes from taxation.*

[51] *This analysis follows this section of the plan.*

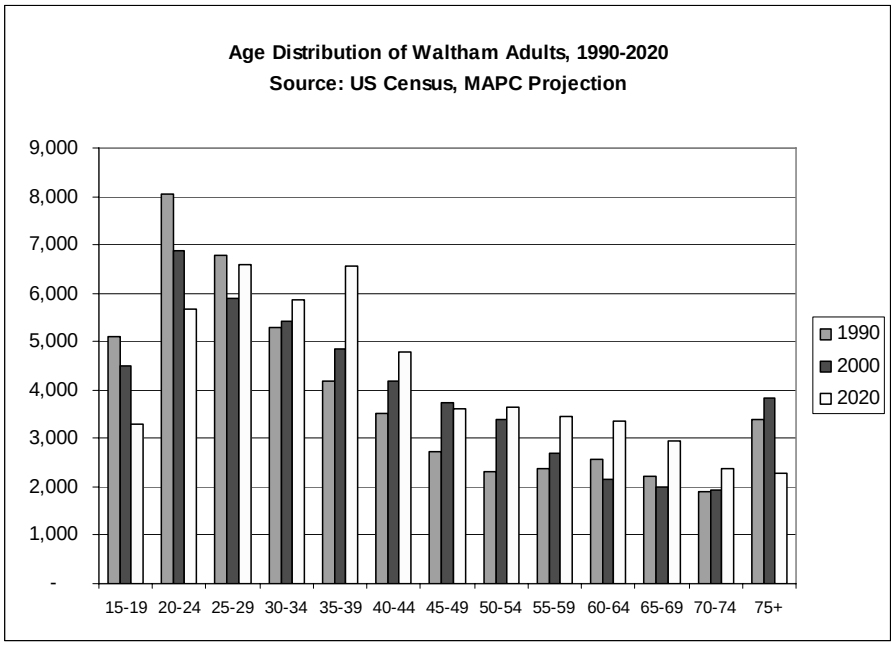
Waltham's total job base is expected to remain near historic levels, with jobs totaling 67,000 in 2020. This represents a slight increase of over 2,150 jobs compared to 2000, but an increase of 6,200 jobs over 2001, and of nearly 9,300 jobs over the 2002 totals released after the regional projections were completed. The data in Table 6 reflect continuation of the long-term trends away from employment in Production (Manufacturing, Construction) and Government, toward jobs in Services (including TCPU, FIRE, Trade). The continued decline of some sectors will hold down total job growth.

If 4,700 new jobs are created in Waltham by 2020, perhaps 500 to 1,000 of them would be filled by residents. The lower figure (500) is based on the population projection and represents a continuation of the current ratio of one third of residents also working in the city. The higher end of the range is based on the jobs projection and assumes continuation of the ratio of working residents holding roughly one local job in five. Either way, local workforce development efforts will be challenged to keep certain segments of Waltham's population – immigrants, youth, older workers – competitive for jobs that will increasingly require specialized, up-to-date knowledge and skills.

To estimate land use implications, the most recent data by SIC sector from 2001 was compared to the 2020 employment projection. The continued shift in employment from production to more knowledge-based industries suggests continued redevelopment of commercial/industrial properties for office use. If we assume that each of the 5,300 new jobs projected in the four services sectors requires 300 square feet of new office space[52], Waltham would face demand for an additional 1.6 million square feet by 2020. Because office parks in the 128 corridor are currently experiencing office vacancy rates near 17%, some of this demand could be met by existing properties rather than new construction. In addition, the projection ignores the "net" effect of demolishing older commercial / industrial buildings to provide new space. Still, it provides an order of magnitude indication of the implications of the employment projections.

The Land Use element of this plan indicates that an additional 2.9 million square feet of commercial/industrial space can be developed By-Right under Waltham's existing zoning. Over half (1.55 million square feet) of this potential space lies within existing commercial properties, the rest can be developed on vacant land. Most of this By-Right development potential (2.6 million square feet) lies in properties along the Route 128/95 corridor in Wards One and Seven. However, it is critical to take into account that zoning capacity is not tantamount to what actually could and will be constructed. Other factors intervene to restrict buildout on a citywide basis. Specifically, demand is influenced by market conditions as well as the capacity of infrastructure to accommodate additional development.

Figure 8. Projected age distribution of Waltham adults.



[52] *Estimates of the space required per office worker vary depending on property type, occupancy cost, type of business, and the research methodology used to collect data. In addition, various sources cite polar opposite trends to project whether future average space per office work will increase (e.g., more common space for collaborative work) or decrease (eg., increased telecommuting and sharing of work spaces). (Recent published estimates range from 219 square feet (Torto Wheaton Research, 2002) to 347 sq. ft. (International Facility Management Association, 2002). A value of 300 square feet per employee was used in this analysis to err on the high side of projected development impact of the employment projections.*

Of course, estimating the physical and fiscal impacts of additional commercial/industrial development depends on precisely where the development occurs, and what existing structures are replaced. However, the methodology used in the build-out analysis suggests that 1.6 million square feet of new construction would generate additional water use on the order of 120,000 gallons per day, independent of the water usage of whatever businesses were displaced. Depending on location, the new space could also increase traffic congestion on Route 128/95 as well as on local streets such as Trapelo Road, Main Street, and Totten Pond Road. Because most of the City's redevelopment areas are in the watershed of the Cambridge drinking water reservoirs, there is additional potential for contaminating the water supply and Charles River with run-off from hard structures, traffic, and spills, although modern pollution control systems in newer developments may partially mitigate this problem.

Recommended Actions

Introduction

It is important to achieve a balance in establishing economic development objectives and the strategies designed to achieve those objectives. Appropriate commercial development should support and strengthen the tax base while contributing to the quality of life for Waltham's residents. Nevertheless, development, if not controlled and directed, can wreak havoc on the City's infrastructure system and undermine the very factors that contribute to the City's appeal. Unlimited development will ultimately affect demand as well as seriously undermine the quality of life and capacity of the infrastructure to accommodate demand. It is therefore important to manage both the quality and quantity of future development and redevelopment.

The City of Waltham essentially has two distinct components to its commercial economy: its downtown and the commercial areas located predominantly along Route 128. It is critical to recognize the dynamics involved in both economies and subsequently plan economic development initiatives tailored to each.

With few exceptions, the City's major commercial areas are in close if not immediate proximity of Routes 128, 2 and 93 and the Massachusetts Turnpike. This strategic location serves as a catalyst for economic development and thereby presents both extraordinary opportunities and challenges. Given this location and the fact that the City has consistently maintained the infrastructure that supports development along the transportation corridor, there is no need to attract or even encourage development in the commercial areas outside of the central business district.

In contrast, the downtown clearly does not enjoy the attraction offered by a phenomenal location. Accordingly, the city's central business district requires deliberate action to promote its revitalization and to maintain the successes achieved to date. Given the intrinsic differences between the downtown and the commercial areas outside of the central business district, the downtown cannot—and should not—compete against the areas along 128. Rather, its distinct advantages, most notably the Charles River and public transportation, should be promoted in order to continue the revitalization of the downtown.

Goals and Policies

- Protect all of Waltham's neighborhoods from commercial encroachment and negative impacts of development
- Recognize that economic development should expand and strengthen the tax base which in turn eases the tax burden on residential properties and contributes to the quality of life
- Evaluate economic development as it related to the other components of the Community Development Plan. Reconcile the potential benefits of development projects to expand the tax base and provide jobs with the impacts of development on the City's infrastructure
- Appreciate the fact that the downtown and the commercial areas along 128 have different economies and scales, and do not and cannot compete against each other
- Recognize the distinctive appeal of the downtown and the commercial property within the Route 128 transportation corridor and promote their respective advantages
- Recognize that "the downtown" consists of different components with different characteristics and therefore warrant different strategies to maintain or improve economic conditions
- Seek to protect and strengthen the existing job base and create new employment opportunities without overburdening the City's infrastructure
- Support the business community and acknowledge its contributions to Waltham

Strategies

Citywide

- Control development in order to insure that impacts do not overwhelm the City's infrastructure
- Provide easily accessible information relative to land use ordinances and regulations including a clearly articulated development process
- Maintain a strong working relationship with the Waltham West Suburban Chamber of Commerce
- Work with the Waltham Tourism Council to promote Waltham's historical, cultural, and recreational amenities
- Undertake aggressive grant reconnaissance in order to minimize reliance on the municipal tax base
- Recognize that economic development initiatives are linked with land use and land use regulatory controls (See Land Use Element of Community Development Plan.)
- Improve the City's visual character by removing utility poles and placing utility lines underground
- Improve municipal staffing levels to ensure 24-hour enforcement of zoning ordinances

Downtown

- Persist in efforts to make the downtown an attractive place to work, shop and invest
- Create a welcoming atmosphere for prospective retailers and other businesses
- Continue to maintain and improve streetscape improvements and basic infrastructure
- Extend streetscape and infrastructure improvements beyond the traditional core downtown (Moody Street between Main and High Streets)
- Examine structured and non-structured approaches to expand the parking supply
- Create a Visitors Center
- Investigate initiatives to exploit the competitive advantage of the Charles River
- Explore use of the City's trolley to encourage hotel visitors to patronize the downtown
- Explore options for stimulating entrepreneurial activity, such as micro loans and technical assistance for startup businesses serving local residents and businesses in targeted areas
- Study ways of attracting more affluent clientele for downtown businesses during the day

Commercial Areas outside of the Downtown

- Consider reviewing and, as appropriate, amending the Zoning Ordinances consistent with the recommendations of the Community Development Plan

2007 PLAN UPDATES

The Economic Development portion of the 2006 Community Development Plan was updated by the Waltham Planning Department in conjunction with the Waltham City Council. On April 9, 2007, the Council's Ad Hoc Master Plan Committee recommended the following revisions be incorporated into a redraft of this part of the Plan:

Amendment #1: *Accentuate the first two points and remove the third and ninth points in the Economic Development portion of Executive Summary on page 7.*

Amendment #2: *Accentuate the need for more and better information on development proposals, remove mention of municipal incentives for small local businesses. Remove mention of residential development of the Fernald Center on page 137, due to development impacts noted in the Land Use section.*

Amendment #3: *Mention need to conduct a Municipal Master Traffic Plan to accurately estimate development impacts of development projects.*

Amendment #4: *Mention general parameters for preferred future development on the site of the Fernald Center.*

Amendment #5: *Provide caveats regarding the ability of land in the city to accommodate estimated future demand for office space, subject to infrastructure constraints.*

TRANSPORTATION

Traffic Conditions and Safety Analysis in Waltham between I-95/Route 128, Trapelo Road, the Belmont Town Line, and Main Street

Executive Order number 418, signed by the Governor in January 2000, established the Community Development Plan Program. The Secretaries of the Executive Office of Environmental Affairs and the Executive Office of Transportation and Construction, and the Director of the Department of Housing and Community Development were ordered to develop a program to provide technical assistance and resources to cities and towns to create community development plans that would attempt to answer the following questions for each community:

- Where will the community create new housing opportunities?
- Where will the community target commercial or industrial economic development?
- How will the community improve its transportation infrastructure or how will its existing infrastructure handle growth?
- Where and how will the community preserve open space?

This study addresses the transportation element of the City of Waltham's Community Development Plan and, more specifically, addresses the third question listed above, for the northwestern section of Waltham.

Introduction

Discussions with the Waltham Transportation and Planning Departments determined the City's interest in understanding accident and traffic volume patterns in the northwestern, more residential section of the city. The study area is the portion of the city bound by Trapelo Road to the north, the town of Belmont to the east, Main Street to the south, and I-95/Route 128 to the west.

Existing Peak Hour Traffic Volumes and Levels of Service

No new counts were taken during the study. Existing count data was obtained from traffic studies for various projects proposed for this area of the city. Count data was found for the following locations:

1. Trapelo Road and Smith Street
2. Trapelo Road and Lexington Street
3. Trapelo Road and Forest Street
4. Trapelo Road and Waverly Oaks Road
5. Waverly Oaks Road and Beaver Street
6. Lyman Street and Main Street
7. Bacon Street and Main Street
8. Totten Pond Road, Wyman Street, and the I-95/Route 128 northbound off-ramp
9. Lexington Street and Lake Road

Most of the counts were taken during the past three years. However, several were taken in 1997 and 1998 and growth factors were applied to adjust them to reflect current conditions. Recent traffic studies have used one- and two-percent annual background growth rates to forecast traffic volumes. However an examination of counts taken at two locations during a three-year period showed virtually no change in peak hour traffic. This lack of growth can be partially attributed to the fact that the number of vehicles that can be processed by an intersection during a given time period is finite. If the intersection peak hour level-of-service (LOS) is already F, few additional vehicles can be processed. Additional vehicles trying to enter the intersection will wait in the queue or divert to other roads and might not be counted. In light of this fact, only the earlier counts were increased by one percent per year, and only at those intersections with LOS E or better.

Existing AM and PM peak hour turning movement counts for the nine intersections are presented in Figure 1. Intersection total volumes are presented in Figure 2. The highest traffic volumes occur on Totten Pond and Trapelo Roads near I-95/Route 128, along Main Street, and on Trapelo Road near the Belmont town line. In the latter case,

approximately half of the westbound vehicles on Trapelo Road turn left onto Waverly Oaks Road during both the AM and PM peak hours.

LOS is a measure of the quality of the flow of traffic, with A being the best and F the worst. The levels of service established by the 2000 Highway Capacity Manual (HCM) for signalized and unsignalized intersections are summarized in Table 1. Existing levels of service at the various intersections (obtained from traffic studies) are presented in Table 2. The City has completed an inventory of its entire traffic sign and signal system and is currently working on a preventive maintenance program for sign replacement and an upgrade of the entire signal system over the next five years. Designs have been completed for several of the intersections included in this report. These improvements are expected to raise the LOS. Future LOS at the intersections is presented in Table 2. The future LOS reflects developer mitigation, but, in some cases, not all improvements planned by the City.

Future Traffic Volumes Without Redevelopment of Sites along Trapelo Road

Travel demand at the selected intersections was forecast for the year 2025 using a set of computer-based supply-and-demand models, the Boston Metropolitan Planning Organization Travel Forecasting Model, that account for such things as future study area population, employment, and travel-time and cost characteristics of the competing highway and transit modes of travel. This set of models was developed at CTPS and has been used extensively over the course of the last few years for a variety of projects. These types of models are used in most large urban areas in North America. The population and employment forecasts used in the model were obtained from the Metropolitan Area Planning Council (MAPC). MAPC projected that Waltham's population will increase by 5.8% between 2000 and 2025 and that employment will increase by 1.2% during that same time period. Note that potential, unspecified redevelopment of specific sites is not included in the forecasts. Population and employment growth in the communities along the I-95/Route 128 corridor, as well as the I-95/Route 128 roadway improvements between Route 24 and Route 9, are included in the model**.**

Projected 2025 AM and PM peak hour traffic volumes are presented in Figure 3. Note that there are some streets for which volumes were not forecast because many minor streets are not included in the model. Volumes are forecast to decrease slightly on a few approaches at some intersections and to grow by as much as 28% on other approaches. Table 3 lists AM and PM peak hour volume growth by intersection. Overall growth is expected to range between 1.5% and 19.0% during the AM peak hour and between 2.9% and 7.2% during the PM peak hour.

Traffic Impacts of Future Developments

According to the Waltham Planning Department, several possible redevelopment scenarios could affect future volumes in the northwestern portion of the city. Among them are the redevelopment of some church-owned property on Trapelo Road and of two large parcels of currently publicly owned property, the Fernald Center and the Metropolitan State Hospital. Traffic impacts of the redevelopment of these sites cannot be estimated without more specific information on development type and size. However, some idea of what to expect can be derived from the results of studies of proposed projects in the area. These results are summarized below.

During the early 1990s, the Massachusetts Division of Capital Planning and Operations (DCPO) worked with task forces from the three communities, Lexington, Waltham, and Belmont, in which the Metropolitan State Hospital site is located and with MAPC to define appropriate reuses for the hospital site. "The process resulted in limiting uses on the site to those which meet the following traffic related criteria:

- Generate peak hour traffic loads at or below those generated by the Site in the late 1980's, as a maximum; and
- Represent traffic loads at intersections and along roadways which are within the normal fluctuation of day to day traffic and would not noticeably affect traffic operations."[53]

The plan stated that "legislation will be filed which will authorize the Commonwealth to transfer approximately 247 acres of environmentally significant land to the MDC, enter into negotiations to sell approximately 49 acres of land to the City of Waltham for a public 9 hole golf course, and solicit requests for proposals for private-party

[53] *DCPO in Cooperation with the Tri-Community Task Forces, Metropolitan State Hospital Reuse Plan, June 30, 1994, p. 8.*

redevelopment of the former main hospital and Gaebler campuses."[54] The 35-acre main campus is located in Lexington. The 7-acre Gaebler campus is in Waltham. The plan was amended in 2002 to stipulate that primary access to the main hospital site will be in Lexington with only emergency access from Trapelo Road in Waltham in order to limit traffic impacts in Waltham.

A traffic impact study for the proposed redevelopment of the main campus on Concord Avenue in Lexington (Rizzo Associates, December 16, 2003)[55] indicates that 5% of the trips generated by the 430-apartment development would use Waltham Street, which becomes Lexington Street in Waltham. This is the equivalent of 12 trips in the AM peak hour and 14 trips in the PM peak hour.

Two recent studies for developments on or near Trapelo Road provide additional examples of development impacts. One of the studies was done for Jefferson at Waltham,[56] a development consisting of 208 apartments and 92 age-restricted condominiums located on the north side of Trapelo Road between Gilman Street and Abbott Road. The study predicts that the development will increase traffic on area roadways by approximately 5% to the west of the site drive and less than 2% to the east of the site drive. The impact on Trapelo Road will be 91 trips west of the site and 40 trips east of the site in the AM peak hour. In the PM peak hour, there will be 112 additional trips on Trapelo Road west of the site and 47 additional trips east of the site.

The other study, an environmental impact report for the redevelopment of the McLean Hospital site in Belmont near the Waltham line,[57] indicates that the development will increase traffic on Trapelo Road in Waltham by less than 3% during peak hours. This is the equivalent of 53 trips during the AM peak hour and 56 trips during the PM peak hour.

Note that the above impacts are independent of each other.

Safety Analysis

Waltham's Web site lists summary accident statistics by intersection from 1995 to 2002. The average number of crashes during the latest three years of that time period and the crash rate per one million entering vehicles were calculated for seven of the nine intersections. It is assumed that no crashes have occurred at Trapelo Road and Forest Street during the last three years, as no data is listed on the Web site. The Totten Pond Road/Wyman Street /I-95/Route 128 ramp/Third Street intersection is not included because of its complexity and the inability to determine whether all of the crashes are within the intersection.

For the seven intersections, Table Four lists three-year total crashes, average annual crashes, the crash rate per one million entering vehicles, and the rank within the 499 intersections listed on the Web site. Crash types are not included in the City's summary data. Four of the intersections exceed MassHighway District 4's average crash rates for signalized and unsignalized intersections. All of the intersections are in the top 25 accident locations for the city. This data indicates that these are problem intersections. Those intersections that do not have proposed improvement projects should be studied further.

MassHighway's latest available crash data (1997–99) was also analyzed to determine the types and severity of crashes that occurred at five of the intersections listed in Table l (the Lyman Street/Main Street and the Bacon Street/Main Street intersections were studied in the CTPS Route 20 Planning Study, May 1998). While the two sets of data cover different time periods, the types of crashes that occur should not change dramatically over a few years.

Table Five lists crash type and crash severity for the intersections from 1997 to 1999. There were no fatalities during this time period, and more than half the crashes at each intersection involved only property damage. Angle crashes were the leading type at Trapelo Road/Smith Street and Trapelo Road/Lexington Street, while rear-end crashes were the leading type at Trapelo Road/Waverly Oaks Road and Waverly Oaks Road/Beaver Street. The two crash types occurred equally at Lexington Street/Lake Street/Bishop's Forest Drive. Angle crashes generally indicate problems with left turns and insufficient left-turn opportunities. Rear-end crashes generally indicate congestion and stop-and-go conditions. The latter helps to explain why 80% of the crashes at Trapelo Road/Waverly Oaks Road were the rear-end type.

[54] *Ibid., p. 7.*
[55] *Rizzo Associates, Traffic Impact Study Metropolitan State Hospital Redevelopment, Lexington, MA, December 16, 2003.*
[56] *Conley Associates, Traffic Impact Study Jefferson at Waltham, Trapelo Road, Waltham, MA, March 2003.*
[57] *Rizzo Associates, Traffic Impact Study, McLean Hospital, Belmont, MA, July 2001.*

Conclusions

Traffic Conditions

During the next twenty years, peak hour traffic is forecast to increase by less than 5% at some of the intersections examined in this study. The queues, however, might lengthen, and in the absence of capacity improvements, several of which are currently being planned or considered by the City, traffic increases will divert to other roadways in the study area. Some of the larger increases in future volumes could be attributed to diversions from more heavily congested intersections.

These projections do not include development that might occur in the future. Construction of new residential and commercial property near the capacity permitted under the City's current zoning ordinances (15,000 new dwellings and over 42 million square feet of commercial space By Special Permit) would most likely overwhelm Waltham's existing road network, pushing many, if not most, intersections to Level of Service F, or "failure".

Safety

Current traffic volumes were not available for several intersections in the study area, two of which, Bacon Street/Lexington Street and Beaver Street/Lexington Street, are ranked number one and number three, respectively, among the city's high-crash locations. Four of the seven intersections analyzed in this study have average crash rates that are higher than MassHighway District 4 averages.

Recommendations

- Continue implementing signal upgrades based on the results of the inventory of the city's signal system.
- Institute a systematic traffic count program to allow the City to track changes in traffic patterns.
- Conduct a more detailed analysis at intersections with higher-than-average crash rates and for which no current redesign plans exist, to determine the nature of existing problems and how they can be corrected.
- Coordinate economic development planning and transportation planning.
- Conduct a Municipal Master Traffic Plan to accurately estimate the impacts of proposed development projects.

Table One: Level- of-Service Criteria

Level of Service	Signalized Intersection Control Delay (Seconds/vehicle)	Un-signalized Intersection Control Delay (Seconds/vehicle)
A	≤ 10	≤ 10
B	> 10–20	> 10–15
C	> 20–35	> 15–25
D	> 35–55	> 25–35
E	> 55–80	> 35–50
F	> 80	> 50

Source: Transportation Research Board, 2000 *Highway Capacity Manual*

Table Two: Peak Hour Intersection Level of Service (LOS)

		EXISTING			FUTURE		
Intersection	**Peak Hour**	**V/C Ratio[1]**	**Delay (sec)**	**LOS***	**V/C Ratio[1]**	**Delay (sec)**	**LOS***
Totten Pond Rd./Wyman St./I-95 /Rt. 128 Ramp	AM	1.13	66.8	E	.88[2]	44.6	D
	PM	1.24	**	F	.55	54.8	D
	AM	.90	59.0	E	.94[3]	67.5	E
Trapelo Rd./Lexington St.	PM	.92	59.0	E	.98	67.5	E
	AM	.87	20.0	C	.98[4]	22.0	C
Trapelo Rd./Waverly Oaks Rd.	PM	.84	18.0	C	.94	20.0	C
Trapelo Rd./Forest St.	AM						
Westbound		NA	9.9	A	NA[5]	10.3	B
Northbound		NA	55.9	F	NA	89.1	F
	PM						
Westbound		NA	9.8	A	NA	10.0	B
Northbound		NA	**	F	NA	**	F
	AM	.64	16.0	C*	.69[4]	18.0	C
Waverly Oaks Rd./Beaver St.	PM	.87	16.0	C	.88	18.0	C
	AM	.72	36.9	D	.83[6]	25.8	C
Lexington St./Lake St.	PM	.76	39.0	D	.87	30.7	C
Lyman St./Main St.	AM						
Northbound		NA	31.0	E	NA[7]	17.0	C
Southbound		NA	**	F	NA	21.0	C
	PM						
Northbound		NA	36.0	E	NA	18.0	C
Southbound		NA	**	F	NA	23.0	C
	AM	.70	26.3	D	NA	NA	NA
Bacon St./Main St.	PM	.79	35.9	D	NA	NA	NA

Note: Future projections due not presume residential or commercial development up to either the By Right or Special Permit capacity allowed by Waltham's current Zoning Ordinances.

[1] Volume/capacity
[2] Conley Associates, Traffic Impact Study, 130 Third Avenue, Proposed Office Building, Waltham, MA, December 2001. (Includes intersection improvements.)
[3] GPI,*Traffic Impact and Access Study, Proposed Starbucks Coffee Shop*, May 2003. **(Does not include the City's proposed intersection improvements.)**
[4] Rizzo Associates, *Traffic Impact Study, McLean Hospital*, *Belmont, MA,* July 2001. **(Does not include the City's proposed improvements)**
[5] Conley Associates, *Traffic Impact Study, Jefferson at Waltham, Trapelo Road*, March 2003. **(Does not include the City's improvements.)**

[6] VHB, Traffic Impact Study, Indian Ridge Development, Waltham, MA, September 2001. (Includes improvements.)

[7] CTPS, *Route 20 Transportation Planning Study*, May 1998. (Assumes improvements using existing conditions.)

* LOS was calculated using the 1996 *Highway Capacity Manual,* whose LOS criteria are slightly different.

** Volume exceeds capacity and the calculation of delay is infeasible.

Table Three: Peak Hour Intersection Volume Growth 2003–2025*

Intersection	AM	PM
Trapelo Rd./Smith St.	3.1%	7.2%
Trapelo Rd./ Lexington St.	8.2%	2.9%
Trapelo Rd./Forest St.	19.0%	4.8%
Trapelo Rd./ Waverly Oaks Rd.	4.4%	3.3%
Waverly Oaks Rd./ Beaver St.	7.6%	5.2%
Lyman St./ Main St.	4.7%	5.0%
Bacon St./ Main St.	3.0%	4.1%
Totten Pond Rd./Wyman St./I-95/Rt. 128 Ramp	1.5%	3.1%

*Does not include improvements not yet approved.

Table Four: 2000–2002 Crash Statistics

Intersection:	Trapelo Rd. / Smith St.	Trapelo Rd. / Lexington St.	Trapelo Rd./ Waverly Oaks Rd.	Waverly Oaks Rd. / Beaver St.	Lexington St. / Lake St.	Lyman St. / Main St.*	Bacon St. / Main St.
Three-year crashes	42	70	26	30	30	31	25
Average annual crashes[1]	14	23	9	10	10	10	8
Crash rate[2]	0.959	1.570	0.833	0.826	1.074	1.117	0.849
City rank[3]	15	5	9	19	11	6	25

*Unsignalized intersections.
[1]Average annual crashes for 2000–2002.
[2]The District 4 average crash rate per million entering vehicles is 0.87 for signalized intersections and 0.63 for unsignalized intersections.
[3]Rank among 499 of the city's intersections.

Table Five: Crash Type and Severity (MassHighway 1997–99 Crash Statistics)

Intersection:	*Trapelo Rd. / Smith St.*		*Trapelo Rd. / Lexington St.*		*Trapelo Rd. / Waverly Oaks Rd.*		*Waverly Oaks Rd. / Beaver St.*		*Lexington St. / Lake St. / Bishop St.*	
Crash Type:	Number	% Total	Number	% Total	Number	% Total	Number	% Total	Number	% Total
Angle	24	48%	39	46%	1	4%	15	38%	14	44%
Head on	2	4%	4	5%	0	0%	1	3%	1	3%
Rear end	16	32%	28	33%	20	80%	21	54%	14	44%
Undetermined	8	16%	13	16%	4	16%	2	5%	3	9%
Total	50	100%	84	100%	32	100%	39	100%	32	100%
Severity	Number	% Total	Number	% Total	Number	% Total	Number	% Total	Number	% Total
Injury	17	34%	18	21%	10	40%	16	41%	20	41%
Property	31	62%	62	74%	15	60%	22	56%	11	56%
Hit and run	2	4%	4	5%	0	0%	1	3%	1	3%
Total	50	100%	84	100%	25	100%	39	100%	32	100%

Source: MassHighway 1997–99 crash statistics

2007 PLAN UPDATES

The Transportation element of the 2006 Community Development Plan was updated by the Waltham Planning Department in conjunction with the Waltham City Council. On May 7, 2007, the Council's Ad Hoc Master Plan Committee made no specific revisions to this part of the Plan, other than requesting that it incorporate the findings of any future Transportation Plans (both citywide and area-specific) conducted by the City of Waltham. The Committee also requested that the Transportation element identify the need to conduct a Municipal Master Traffic Plan to accurately estimate the impacts of proposed development projects.

LAND USE - BUILDOUT ANALYSIS

Executive Summary

A build-out analysis is a model of a community's potential future, given the status of land at the time of analysis, the dimensions and characteristics of that land (i.e. wetlands), and regulations that govern the development of the land. Such an analysis estimates the maximum possible development that is allowed by regulation on a parcel or in an area. The capacity of infrastructure to accommodate possible development is not factored into a build-out analysis.

The Metropolitan Area Planning Council (MAPC), hired by the City to prepare a Community Development Plan, developed assumptions and calculations based upon the City's Zoning Ordinances for two build-out scenarios covering 12,750 property parcels (94% of the total parcels in the city): a) maximum potential development By-Right, and b) maximum potential development by Special Permit.

The initial assumptions and calculations were revised in consultation with the City's Planning Department and City Council. In addition, the Planning Department and City Council worked with MAPC to set reasonable standards for expectations for future development in each of the zoning districts and wards of the city.

The analysis indicates that the Zoning Ordinances allow maximum By-right development of:

- Approximately 5,700 additional dwellings (in single or multi-family homes) and
- Almost 2,900,000 square feet (SF) of new commercial (retail/business/office) space.

Additional findings relative to By-Right development include:

- Wards One and Four have the highest development potential, and Wards Eight and Nine have the lowest potential, for By-Right residential development.
- Wards One and Seven have the highest potential, and Wards Six and Nine have the lowest potential, for By-Right commercial development.

Further conclusions indicate that the Zoning Ordinances allow maximum Special Permit development of:

- Approximately 12,200 additional dwellings (in single or multi-family homes) and
- Nearly 42,000,000 SF of new commercial (retail/business/office) space.

Other important conclusions relative to maximum development under Special Permits include:

- Wards Four and Nine have the highest potential, and Wards Three and Seven have the lowest potential, for Special Permit residential development.
- Conversion of commercial and industrial buildings into housing in Wards Eight and Nine could generate nearly 7,000 additional dwellings, while development of the Fernald Center in Ward Four can yield over 2,500 homes with Special Permits.
- Wards One and Seven have the highest development potential, and Wards Eight and Nine have the lowest potential, for Special Permit commercial development in this analysis
- Properties clustered along Route 128, in Ward One, have zoning capacity for development of an additional 25,000,000 SF of space

The build-out analysis is conservative in that it does not include development of most tax-exempt parcels in Waltham, which are assumed to remain unchanged from their current state.

Introduction

A build-out analysis is a model of a community's potential for property development, based upon existing physical conditions (amounts of vacant, developed and underdeveloped land; wetlands; easements, etc.); existing regulatory conditions governing land development (Zoning and Building Codes); and current and future economic trends that influence the "highest and best" uses for land in the area. Although it is not possible to predict exactly what the future development of a parcel or an area will be, it is possible to estimate the maximum possible development that is allowed by regulation. The capacity of infrastructure to accommodate possible development is not factored into a build-out analysis.

The Metropolitan Area Planning Council (MAPC), a regional planning agency serving over one hundred communities in the Greater Boston area, completed a general build-out analysis for Waltham in 2000. MAPC relied on a methodology developed by its own planners, and adopted by the Massachusetts Executive Office of Environmental Affairs (EOEA), to provide an initial view of potential future development of communities across the entire state. This "initial" build-out methodology was adept at analyzing new development on vacant lands (based on aerial photo interpretation of land uses), but was not designed to analyze potential future development on already-developed or under-developed properties. MAPC further developed its build-out formulae to allow them to better calculate the redevelopment potential of developed areas and communities. Waltham's final 2000 build-out report enhanced its general findings with a redevelopment analysis of the Route 128 commercial/industrial corridor.
Subsequently, the City took advantage of State funding to contract with MAPC to work with the Planning Department and community residents to develop a Community Development Plan under Executive Order 418, which enabled communities to develop comprehensive plans to identify and guide appropriate development. A draft Community Development Plan was completed in June 2004. The City then contracted MAPC to undertake a more detailed build-out analysis than that prepared in 2000. The expanded build-out analysis of the city would be based on the Assessors' parcel-level information, and would examine the potential for redevelopment in all of the city's neighborhoods and commercial areas.

To start this effort, MAPC developed an initial set of calculations and assumptions based upon Waltham's Zoning Ordinances and economic trends, and then reviewed these figures with the Planning Department. As part of this process, the Planning Department helped MAPC set reasonable standards for expectations for future development in each of the zoning districts and wards of the city. The City's Planning Department subsequently applied these standards together with the Zoning Ordinances themselves to virtually every parcel in the city.

Waltham's buildout analysis is an examination of the maximum amount of development that Zoning Ordinances could allow both as-of-right and by Special Permit based on a series of assumptions. Inherently subjective, these assumptions address neither market demand nor infrastructure capacity, both of which determine, along with land use regulations, what will ultimately be built over time. All three variables—zoning, infrastructure and the market (and their interaction)—are critical in influencing development decisions.

The buildout analysis is a tool designed to guide decision-making. It is <u>not</u> a prophecy of what will happen, but rather what can happen under certain circumstances. A buildout analysis focuses on only one of the many factors that determine the type and amount of development that may occur in the future: Zoning.

Waltham's real estate market demand is clearly cyclical and is driven by a number of factors including regional, national and even international economies; hence, it cannot be predicted with any reliability. While infrastructure, such as the traffic network and the water and sewer system, technically does have saturation points, it is extraordinarily difficult to project the timing and extent to which the capacity to accommodate increased development actually affects demand. While the buildout analysis clearly has its limitations, if used properly it can provide decision makers with an understanding of the City's land use controls and how and where they might be amended. The results of the Buildout Analysis are not cause for concern. Rather, the analysis should serve as a foundation upon which to base discussion and, if appropriate, adjustments to the Zoning Ordinances.

Results

This parcel-based build-out analysis is a complex process with a large number of assumptions and conditions under which different calculations were applied to the data. The analysis was also run twice: first for the assumptions and calculations based upon the potential for By-Right development under the Zoning Ordinances, and then a second time using the assumptions and calculations derived from the Special Permit provisions of the Zoning Ordinances. Table One and Maps One and Two summarize the results of the Build-out Analysis assuming that future development is undertaken to the limits allowed By-right under Waltham's zoning regulations, and follows parameters, described later in the report, developed by MAPC and the Planning Department.

Table 1: By-Right Build-out Summary

Ward	Parcels Analyzed	Existing Dwellings	Additional Dwellings	Existing Commercial Space (SF)	Additional Commercial Space (SF)
1	1,720	2,789	817	11,248,869	1,881,753
2	1,820	2,786	645[1]	1,573,022	216,803
3	1,851	2,424	456[2]	2,894,823	101,130
4	1,394	1,628	1,535[3]	1,686,627	199,795
5	1,298	2,625	475	2,697,528	130,009
6	1,200	2,959	677	1,018,706	-213,031
7	1,312	1,762	482[4]	2,382,487	742,492
8	1,176	3,100	317	1,050,245	-12,429
9	967	2,663	318	2,060,469	-166,292
Totals	12,738	22,736	5,722	26,612,776	2,880,229

1. Includes actual construction of 264 multi-family units at The Ridge development.
2. Includes actual construction of 265 multi-family units at the former Middlesex County Hospital.
3. Includes projected development of 1,255 multi-family units By-Right at the Fernald School.
4. Includes actual construction of 364 units at Longview Place at the former Waltham Hospital.

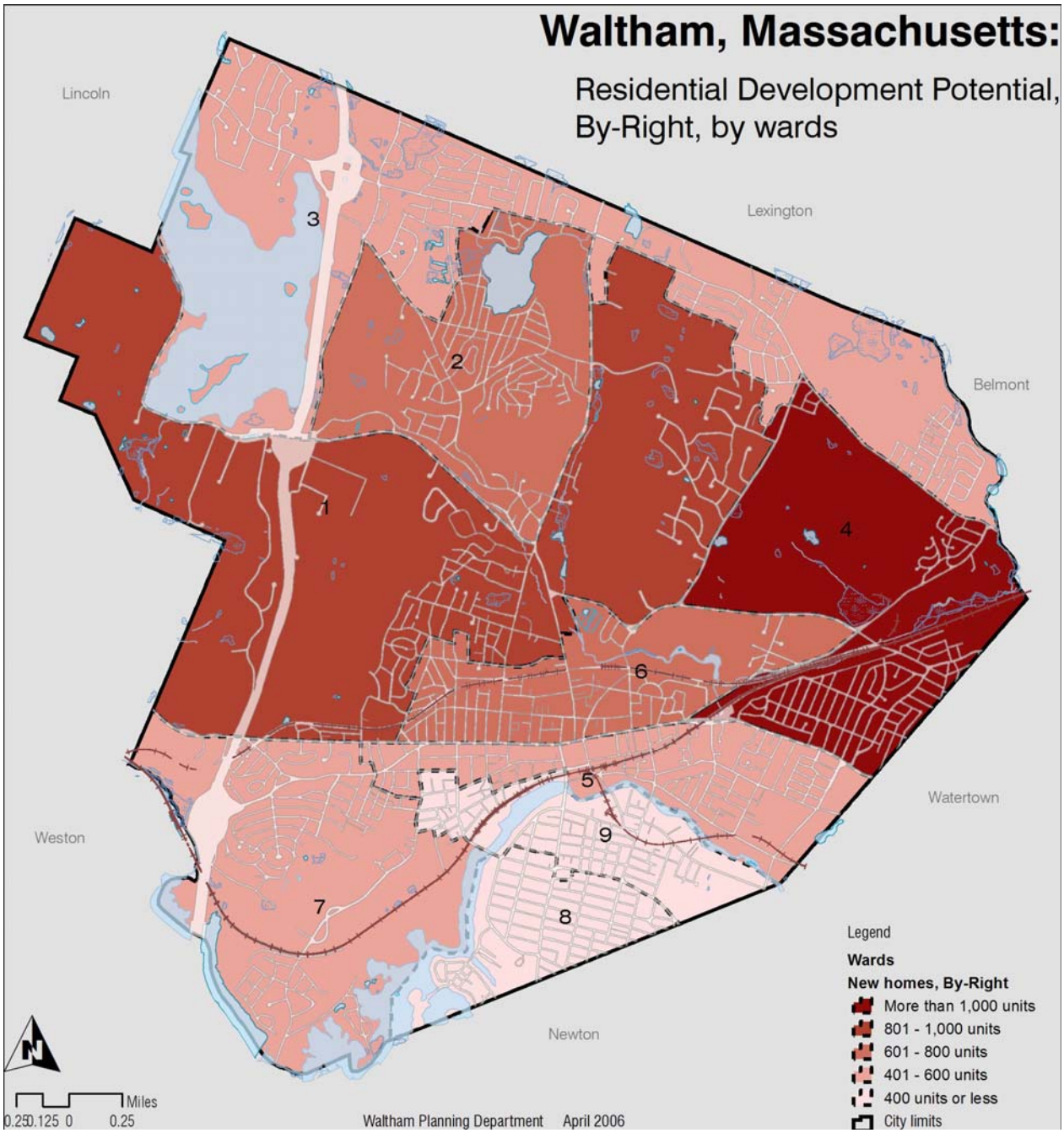
Table Two and Maps Three and Four present the results of a build-out analysis that assumes future development will be undertaken to the limits of Waltham's existing Special Permit regulations.

Table 2: Special Permit Build-out Summary

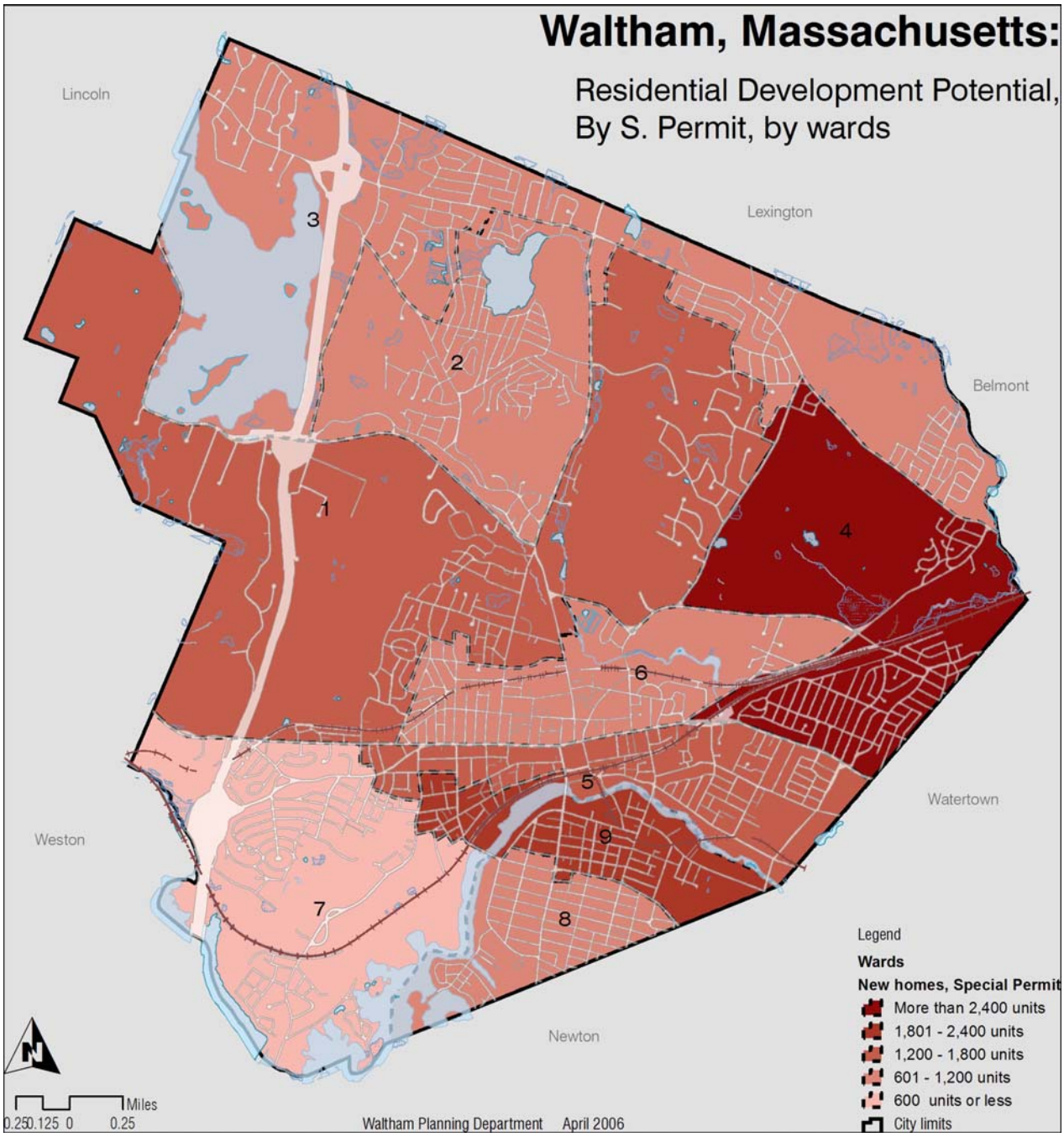
Ward	Parcels Analyzed	Existing Dwelling Units	Additional Dwellings (units)	Existing Commercial Space (SF)	Additional Commercial Space (SF)
1	1,720	2,789	1,454	11,248,869	26,212,089
2	1,820	2,786	663[1]	1,573,022	1,389,534
3	1,851	2,424	670[2]	2,894,823	634,577
4	1,394	1,628	3,206[5]	1,686,627	1,207,391
5	1,298	2,625	1,234	2,697,528	2,901,945
6	1,200	2,959	1,143	1,018,706	1,672,151
7	1,312	1,762	530[4]	2,382,487	8,646,093
8	1,176	3,100	1,028	1,050,245	-334,032
9	967	2,663	2,277	2,060,469	-622,671
Totals	12,738	22,736	12,205	26,612,776	41,707,077

1. Includes actual construction of 264 multi-family units at The Ridge development
2. Includes actual construction of 265 multi-family units at the former Middlesex County Hospital
3. Includes actual construction of 364 units at Longview Place on the former Waltham Hospital
5. Includes projected Special Permit development of 2,744 multi-family units at the Fernald School Campus

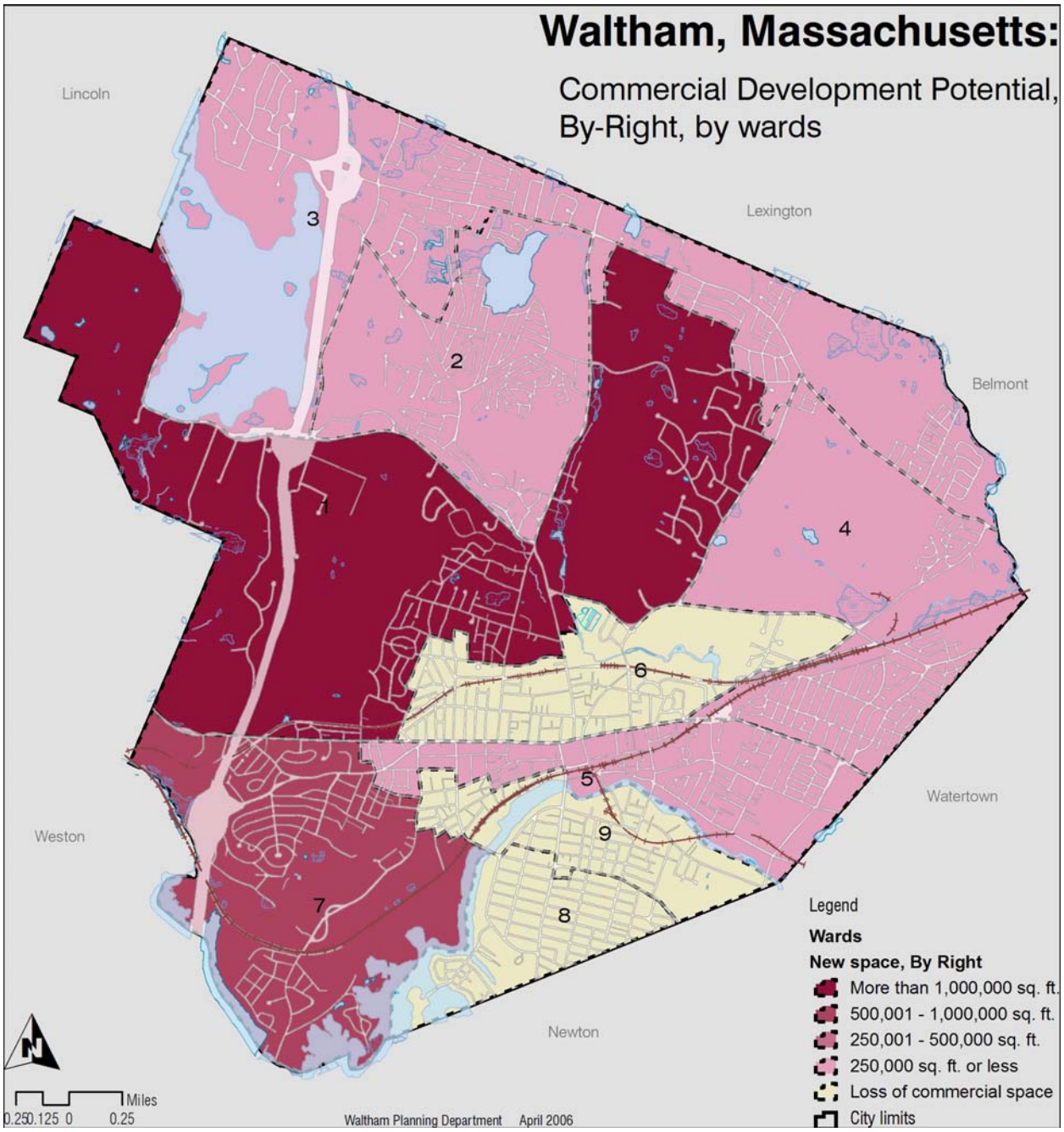
Map One


Waltham, Massachusetts:
Residential Development Potential, By-Right, by wards
Lincoln
Lexington
Belmont
Watertown
Weston
Newton
1
2
3
4
5
6
7
8
9
Legend
Wards
New homes, By-Right
More than 1,000 units
801 - 1,000 units
601 - 800 units
401 - 600 units
400 units or less
City limits
Miles
0.25 0.125 0 0.25
Waltham Planning Department April 2006

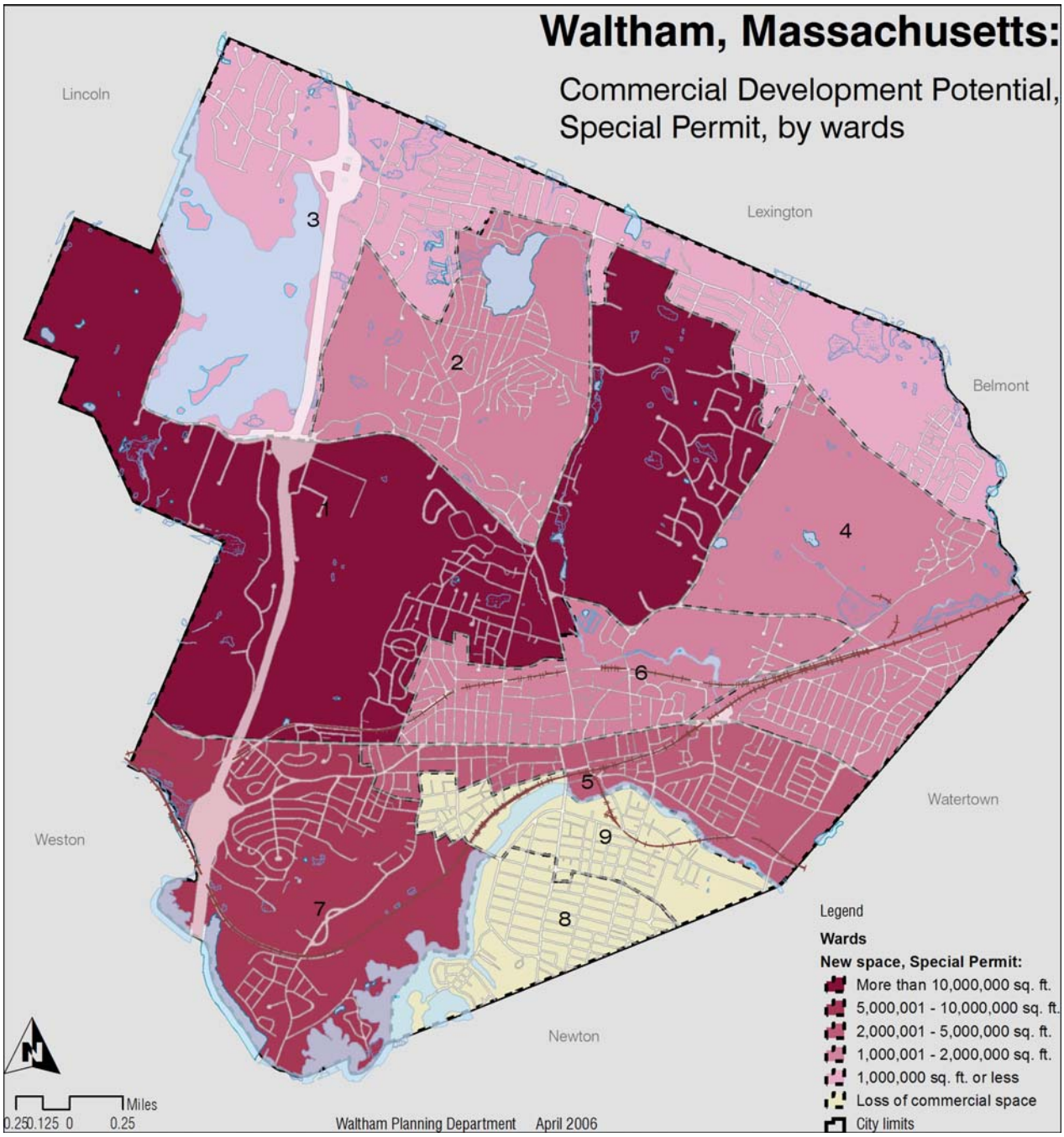
Map Two


Waltham, Massachusetts:
Residential Development Potential,
By S. Permit, by wards
Lincoln
Lexington
Belmont
Watertown
Weston
Newton
1
2
3
4
5
6
7
8
9
Legend
Wards
New homes, Special Permit
More than 2,400 units
1,801 - 2,400 units
1,200 - 1,800 units
601 - 1,200 units
600 units or less
City limits
Miles
0.250.125 0 0.25
Waltham Planning Department April 2006

Map Three


Waltham, Massachusetts:
Commercial Development Potential, By-Right, by wards
Lincoln
Lexington
Belmont
Watertown
Weston
Newton
1
2
3
4
5
6
7
8
9
Legend
Wards
New space, By Right
More than 1,000,000 sq. ft.
500,001 - 1,000,000 sq. ft.
250,001 - 500,000 sq. ft.
250,000 sq. ft. or less
Loss of commercial space
City limits
Miles
0.25 0.125 0 0.25
Waltham Planning Department April 2006

Map Four


Waltham, Massachusetts:
Commercial Development Potential, Special Permit, by wards
Lincoln
Lexington
Belmont
Watertown
Weston
Newton
1
2
3
4
5
6
7
8
9
Legend
Wards
New space, Special Permit:
More than 10,000,000 sq. ft.
5,000,001 - 10,000,000 sq. ft.
2,000,001 - 5,000,000 sq. ft.
1,000,001 - 2,000,000 sq. ft.
1,000,000 sq. ft. or less
Loss of commercial space
City limits
Miles
0.250.125 0 0.25
Waltham Planning Department April 2006

Assumptions

A build-out analysis is based on a series of assumptions that influence each other and the equations that ultimately yield projected future development calculations. This study was driven by eleven major principles that are summarized below. The importance of carefully establishing the assumptions underlying a build-out analysis is illustrated in the following example. Office space can be built to a maximum Floor Area Ratio (FAR) of 2.0 by Special Permit in the commercial districts along the Route 128 corridor (i.e. 50,000 square feet of space can be built on a 25,000 square foot parcel). However, multi-level parking garages are required to support such dense development, because buildings occupy so much of their sites. It was assumed that areas outside of the I-95/Route 128 corridor (Wards Two, Four and Five) will not economically support the structured parking that are needed to achieve the maximum FAR. Hence, assumptions relating to the economic viability of structured parking have critical implications for the amount of development that a parcel can accommodate.

I. Current economic trends in the Boston area will remain in effect, and conditions in Waltham's real estate markets will remain stable over the short and medium-term.
II. Given Principle I, housing will generally be the highest and best use of property in Waltham, except in the I-95/Route 128 business area and the Riverfront Overlay Zoning District along the Charles River. Office/retail/commercial/research space and mixed residential/commercial development will be the highest and best uses of sites respectively along I-95 and within the overlay district.
III. Residential properties will not be redeveloped with a lower number of units than currently exists. If the number of existing dwellings is greater than the projected development capacity of residentially zoned parcels, these parcels will not sustain any change.
IV. Similar to Principle III, commercial parcels will not redevelop with a smaller amount of space than currently exists. Such parcels will not change if the amount of existing space is greater than their projected development capacity.
V. Residential properties will be converted to commercial/office uses, where possible under zoning, only if 5,000 or more square feet of commercial space can be developed on the subject parcel.
VI. Existing residential or commercial properties will convert to mixed-uses in zoning districts that permit such development. In parcels projected to convert to mixed uses, the number of existing homes or the amount of commercial space can rise or fall. However, as in Principle III, residential properties are assumed to convert to mixed-use only if 5,000 or more square feet of commercial space can be developed in its place.
VII. Commercial or industrial uses within residential zoning districts will neither change in use nor expand. An adequate market does not exist for these non-conforming uses to allow for continued use of the property without conversion to residential uses.
VIII. Areas outside of both the I-95/Route 128 corridor and downtown area will not economically support structured parking areas (i.e. garages) that are needed to achieve the maximum densities permitted by Special Permit in business, commercial and industrial zones.
IX. Parcels within and around the city's Riverfront Overlay District along the Charles River will redevelop into mixed-use developments with two or more floors of apartments over ground floor shops and other commercial uses.
X. Tax-exempt property is generally assumed to remain unchanged in this build-out analysis. Exceptions were made for parcels that may revert to taxable status in the near future, such as the Fernald School campus, all or part of which may be declared surplus by the Commonwealth of Massachusetts.
XI. Wetlands and utility/road easements are assumed not to have any development potential.

Table Three overleaf illustrates the parameters for developing the build-out calculations, which were derived from Waltham's Zoning Ordinances and reviewed and approved by the Planning Department.

Table 3: Land Use Assumptions for Projected Future Development of Waltham Parcels

Location(s)	Land Use	Zoning District	Assumed use By-Right unless otherwise specified	Assumed use(s) for Special Permit	Minimum lot area required	FAR - By-Right (or as limited by other regulations)	FAR - By Special Permit (or as limited by other factors)
"Small" lots - All Wards	Vacant residential	RA 1-4	Single family housing	None allowed	N/A	N/A	N/A
"Small" lots - All Wards	Vacant residential	RB	Two family housing	None allowed	N/A	N/A	N/A
"Small" lots - All Wards	Vacant residential	RC	Two family housing	Apartments @ 18 units/acre	N/A	N/A	N/A
All Wards	Residential	RA1	Single family housing	None allowed	20,000	N/A	N/A
All Wards	Residential	RA2	Single family housing	None allowed	15,000	N/A	N/A
All Wards	Residential	RA3	Single family housing	None allowed	9,600	N/A	N/A
All Wards	Any Business	Residential	Business use remains	None allowed	9,600	N/A	N/A
All Wards	Residential	RA4	Single family housing	None allowed	7,000	N/A	N/A
All Wards	Residential	RB	Two family housing	None allowed	6,000	N/A	N/A
All Wards	Residential	RC	Two family housing	Apartments @ 18 units/acre	6,000	N/A	N/A
Wards 3 & 4	All but tax exempt	Bus. A	Retail / office	Retail / office	N/A	0.41	0.41
Ward 2	All but tax exempt	Bus. A	50% apartments; 50% retail/office	50% apartments; 50% retail/office	N/A	0.41	0.41
Ward 5,7,8, 9	All but tax exempt	Bus. A	67% apartments 33% retail/office	67% apartments 33% retail/office	N/A	0.41	0.41
Wards 1, 6,	All but tax exempt	Bus. A	Apartments	Apartments	N/A		
Wards 2 & 3	All but tax exempt	Bus. B (out RF Overlay)	Retail/office (CR-Off)	Retail/office (CR-Off)	N/A	0.24	0.41
Wards 1,4,5,6,7,8,9	All but tax exempt	Bus. B (out RF Overlay)	25% retail, 75% apartments	25% retail, 75% apartments	N/A	0.24	2.5
All Wards	All but tax exempt	Bus. B in RF Overlay	Retail/office (CR-Off)	3 floors residential; 1 floor commercial	N/A	0.5	1
All Wards	All but tax exempt	Bus. B in RF Overlay	Retail/office (CR-Off)	3 floors residential; 1 floor commercial	N/A	0.5	1.5
All Wards	All but tax exempt	Bus. B in RF Overlay	Retail/office	3 floors residential; 1 floor commercial	N/A	0.5	2
All Wards	All but tax exempt	Bus. C (out RF Overlay)	4 floors residential over 1 commercial	4 floors residential; 1 floor commercial	N/A	1	2.5
All Wards	All but tax exempt	Bus C in RF Overlay	5 floor Office	4 floors residential; 1 floor commercial	N/A	1	1
All Wards	All but tax exempt	Bus. C in RF Overlay	5 floor Office	4 floors residential; 1 floor commercial	N/A	1	1.5
All Wards	All but tax exempt	Bus. C in RF Overlay	5 floor Office	4 floors residential; 1 floor commercial	N/A	1	2
Wards 2 & 4, 5 (out of RF Overlay)	All but tax exempt	C (out of RF Overlay)	Office	Office	N/A	0.4	0.66*
Wards 1,3,6,7,8,9	All but tax exempt	C (out of RF Overlay)	Office	Office	N/A	0.4	2
All Wards, parcels < 40,000 SF	All but tax exempt	C in RF Overlay	Office	5 floors residential; over 1 commercial	N/A	0.4	1

Table 3: Land Use Assumptions for Projected Future Development of Waltham Parcels; continued

Location(s)	Land Use	Zoning	Assumed use By-Right unless otherwise specified	Assumed use(s) for Special Permit	Minimum lot area required	FAR - By-Right (or as limited by other regulations)	FAR - By Special Permit (or as limited by other factors)
All Wards	All but tax exempt	Bus C in RF Overlay	5 floor Office	4 floors residential; 1 floor commercial	N/A	1	2
Wards 2 & 4, 5 (out of RF Overlay)	All but tax exempt	C (out of RF Overlay)	Office	Office	N/A	0.4	0.66*
Wards 1,3,6,7,8,9	All but tax exempt	C (out of RF Overlay)	Office	Office	N/A	0.4	2
All Wards, parcels < 40,000 SF	All but tax exempt	C in RF Overlay	Office	5 floors residential; over 1 commercial	N/A	0.4	1
All Wards, parcels, 40 - 80,000 SF	All but tax exempt	C in RF Overlay	Office	5 floors residential; over 1 commercial	N/A	0.4	1.5
All Wards, parcels > 80,000 SF	All but tax exempt	C in RF Overlay	Office	5 floors residential; over 1 commercial	N/A	0.4	2
All Wards	All but tax exempt	LC	Office or retail	Office or retail	N/A	0.25	0.6
Ward 4	All but tax exempt	I (out of RF Overlay)	Office	Office	N/A	0.4	0.66*
Wards 1,2,3,5,6,7,8,9	All but tax exempt	I (out of RF Overlay)	Office	Office	N/A	0.4	2
All Wards, parcels < 40,000 SF	All but tax exempt	I in RF Overlay	Office	5 floors residential; over 1 commercial	N/A	0.4	1
All Wards, parcels, 40 - 80,000 SF	All but tax exempt	I in RF Overlay	Office	5 floors residential; over 1 commercial	N/A	0.4	1.5
All Wards, parcels > 80,000 SF	All but tax exempt	I in RF Overlay	Office	5 floors residential; over 1 commercial	N/A	0.4	2
All Wards	Tax exempt (special cases only) [1]	All but CR	Apartments @ 6 units/acre	Apartments @ 13 units/acre	N/A	N/A	N/A
All Wards	Tax exempt (special cases only)[1]	CR	Apartments @ 6 units/acre	Apartments @ 13 units/acre	N/A	N/A	N/A

* FAR of Special Permit development limited by projected infeasibility of building structured parking in Wards 2, 4 and 5.

1. The only tax-exempt parcels assumed to be developed were those with the potential to revert to taxable uses in the near future (such as the Fernald School campus). All other tax-exempt parcels were assumed to retain their existing uses.

2. The area of wetlands and easements was computed by the Waltham MIS Department and was removed from calculations of development potential.

This analysis calculated the development potential of all parcels within the city. Despite considerable efforts to make municipal property data as comprehensive as possible, a small percentage of the Waltham's 13,567 parcels could not be studied due to mismatches between the Waltham's GIS database and Assessors' records. These conflicts are being resolved by the MIS Department. Inclusion of these "missing parcels", which are generally very small, will not significantly change the results of the study.

Finally, this build-out study describes two possible futures, for By-Right and Special Permit development, under Waltham's Zoning laws. Alternative development scenarios, based upon different assumptions and parameters than those underlying this analysis, can be computed with the computation systems developed by MAPC and the Planning Department for this study.

Ward-specific results and discussion

Ward One

Ward One, Waltham's largest, stretches from the city's western border, over Interstate 95-Route 128 and Prospect Hill Park to the Piety Corner neighborhood and across Lexington Street towards Forest Street and Trapelo Road. The 1,720 parcels analyzed in this ward currently contain 2,800 residences, a mixture of single-family homes, apartment complexes and condominium developments; and 11,250,000 SF of commercial space, consisting mostly of office parks, research campuses and some manufacturing plants along Route 128.

Based on the assumptions underlying this analysis, the parcels examined in Ward One have a total By-Right development capacity of 817 additional dwellings and 1,881,753 SF of additional commercial, retail, office and research space. These same properties have a Special Permit capacity of 1,454 additional dwellings and 26,212,089 SF of additional commercial space, assumed to consist primarily of multi-story offices and research facilities with parking garages. These results are summarized in Table Four below.

Table 4: Ward One – Build-out Summary

Property type	Number of Parcels	Current Dwellings	Current Commercial Space (SF)	Additional Dwellings, By-Right	Additional Commercial, By-Right (SF)	Additional Dwellings, By Sp. Permit	Additional Commercial, Sp. Permit (SF)
Residential	1,448	2,729	0	686	0	1,261	56,360
Commercial	89	0	7,333,547	5	360,626	5	8,261,066
Industrial	55	0	3,873,329	0	984,281	0	14,355,719
Mixed-Use	8	25	41,987	-3	15,040	-5	222,762
Tax Exempt	51	35	0	0	0	0	0
Vacant	65	0	0	109	521,806	140	2,611,053
Uncategorized	*4*	*0*	*6*	*19*	*0*	*54*	*705,128*
TOTAL	**1,720**	**2,789**	**11,248,869**	**817**	**1,881,753**	**1,454**	**26,212,089**

Residential Parcels

This analysis studied 1,493 residential parcels in the ward, of which 1,448 are developed and 45 are vacant. Most (1,352) contain single-family homes; two-family homes occupy another 62 parcels. These small residential parcels have a projected By-Right expansion capacity of 166 dwellings. Fifty-four parcels contain some of the largest residential developments in the city, including the Archstone at Bear Hill apartment community; and the Northgate, Bishop's Forest and Clark's Pond condominium complexes. Zoning allows 520 additional dwellings to be developed By-Right on these multi-family parcels. Non-residential parcels in the ward currently have the By-Right capacity to add 134 residences. One parcel was assumed to convert from residential to commercial use, yielding a loss of three dwellings and the addition of over 8,700 SF of commercial space.

As noted above, Ward One's residential parcels have greater development potential via Special Permit than as-of-right. Single and two-family properties can add an additional 161 units with Special Permits, while the large residential complexes mentioned above can add 1,095 extra dwellings. Non-residential parcels in the ward have a Special Permit capacity of 191 residences.

Commercial/Industrial Parcels

Ward One currently has 144 developed commercial/industrial parcels with over 11,200,000 SF of finished space, representing 44% of Waltham's commercial/industrial base. Most (62%) of these properties have no By-Right development capacity. Fifty-six commercial/industrial sites can add nearly 1,350,000 SF of new space By-Right; however only 21 of these properties can expand by more than 10,000 SF. Ward One has enormous commercial development potential under the Special Permit provisions. The ward's existing commercial properties, heavily clustered around Route 128, have the capacity to add over 22,500,000 SF of retail, office, research, manufacturing

and warehousing space by Special Permit, which would double the city's stock of commercial space. Over 8,000,000 SF of new commercial space can be developed on three properties near Route 128 currently or previously owned by Polaroid, NStar and GTE; and 57 parcels have the ability to add more than 100,000 SF of new commercial uses.

Mixed-Use Parcels

Ward One currently has eight properties that contain a mix of 25 residences and nearly 42,000 SF of commercial space. Only two (25%) of these parcels have any By-Right development capacity, for a total of 15,000 SF of commercial area at the expense of three residences. Three of these sites can add a total of 222,000 SF of commercial area by Special Permit at the cost of five dwellings. Additionally, residential properties in Commercial and Limited Commercial zoning districts have the capacity to add 25,000 SF of commercial space By-Right, and over 117,000 SF by Special Permit.

Tax Exempt Parcels

Fifty-one tax-exempt properties owned by public agencies or private non-profit organizations were examined in Ward One. None of these sites are expected to be redeveloped in the near future.

Vacant Sites

This study examined 65 vacant parcels in Ward One, of which 45 are classified as residential, while 20 are classified as commercial/industrial. Overall, these properties can add 109 dwellings and nearly 522,000 SF of commercial/industrial space as-of-right, and 146 new homes and over 2,600,000 SF of commercial/industrial space by Special Permit. Three vacant parcels near Route 128 represent 40% (757,000 SF) of the ward's By-Right commercial development capacity.

Ward Two

Ward Two runs from Lexington Street to I 95-Route 128 and from the northern shore of Hardy Pond to Totten Pond Road. The 1,820 parcels analyzed contain nearly 2,800 dwellings, mostly single-family homes with some apartments and condominiums, as well as 1,573,000 SF of commercial space, primarily a mix of retail business and offices. These parcels have a By-Right development capacity of 645 additional dwellings and 217,000 SF of additional commercial space, and a Special Permit development capacity of 663 additional dwellings and 1,390,000 SF of commercial space. These figures incorporate the 264 townhouses being built at The Ridge development along Lexington and Lake Streets. These results are summarized in Table Five below.

Table 5: Ward Two – Build-out Summary

Property type	Number of Parcels	Current Dwellings	Current Commercial Space (SF)	Additional Dwellings, By-Right	Additional Commercial, By-Right (SF)	Additional Dwellings, By Sp. Permit	Additional Commercial, Sp. Permit (SF)
Residential	1,663	2,748	1,518	137	85,350	151	220,561
Commercial	22	0	1,114,873	7	13,797	11	647,632
Industrial	3	0	450,463	0	26,567	0	296,914
Mixed-Use	5	5	6,168	-2	15,262	-2	40,027
Tax Exempt	58	33	0	89	0	89	0
Vacant	69	0	0	414*	75,827	414*	184,400
Uncategorized	*0*	*0*	*0*	*0*	*0*	*0*	*0*
TOTAL	**1,820**	**2,786**	**1,573,022**	**645**	**216,803**	**663***	**1,389,534**

* Includes the development of 264 homes at The Ridge development

Residential Parcels

This analysis examined 1,723 residential parcels in Ward Two, 1,663 of which are developed and 60 are vacant. The great majority (94%) of these properties are single-family homes. The 1,080 multi-family units are concentrated in the Windsor Village Apartments (707 units), the Totten Pond Village condominium complex and three medium-sized (25-100 unit) apartment buildings. Ward Two also has a relatively high number (118) of "grandfathered" parcels that are subdivided into smaller lots that, in some cases, can be developed under zoning. Forty-two parcels in Ward Two can each add an additional dwelling, and 27 parcels can add a total of 99 units of multi-family[58] housing By-Right. This By-Right figure includes the addition of 102 new dwellings on "grandfathered" parcels. Four residential parcels near Route 128 are assumed to convert from residential to commercial uses, yielding a loss of four dwellings and the addition of nearly 45,800 SF of commercial space.

Residential expansion capacity in Ward Two is greater under Special Permit than By-Right provisions, but not to the degree seen elsewhere in the city. The ward has 46 parcels with the capacity to add an additional dwelling by Special Permit, while 34 properties can add a total of 113 multi-family units by Special Permit, including three parcels with the capacity to add more than 10 dwellings by Special Permit. Another seven residential parcels were assumed to convert from residential to commercial uses, yielding a net loss of eight dwellings and the addition of nearly 233,000 SF of commercial space by Special Permit.

Commercial/Industrial Parcels

Thirty-four parcels with commercial or industrial uses totaling nearly 1,600,000 SF were examined in Ward Two, 22 of which are developed and nine are vacant. Only nine (26%) of these parcels have By-Right capacity to add additional commercial space (110,000 SF), including three vacant sites that can accommodate 70,000 SF of new uses. One commercial property was assumed to convert nearly 3,000 SF of commercial space into two new residences By-Right.

Commercial/industrial properties in Ward Two have much greater expansion capacity via Special Permit than By-Right provisions. The ward has 22 commercial properties that can accommodate over 1,350,000 SF of new space by Special Permit. Unlike Ward One, most of this capacity comes from developed properties; vacant parcels in Ward Two can only accommodate 177,000 SF of new commercial uses. In addition, 23 properties without commercial uses can add over 200,000 SF of commercial space by Special Permit.

Mixed-Use Parcels

Ward Two currently has five properties that contain a mix of five homes and nearly 6,000 SF of commercial space. Only two (25%) of these parcels have any By-Right development capacity, for a total of 15,000 SF of commercial area at the expense of two residences. Three of these sites can add a total of 40,000 SF of commercial area by Special Permit at the cost of three dwellings. Residential properties in Business and Limited Commercial zones in Ward Two have the capacity to add 85,000 SF of retail space By-Right, and nearly 228,000 SF of space by Special Permit.

Tax-Exempt Parcels

All but one of the 58 tax-exempt parcels analyzed in Ward Two were assumed to remain unchanged by redevelopment, primarily because most (41) are publicly owned. The development capacity of only one large property, owned by the Archdiocese of Boston, was calculated at 89 single-family house lots both By-Right and by Special Permit under existing zoning.

Vacant Parcels

Assumptions were applied to 69 vacant parcels including 60 classified as "residential" and nine termed "commercial" by the Assessors' Department. These parcels can absorb 414 new dwellings and nearly 76,000 SF of commercial space By-Right, and 414 new homes and almost 185,000 SF of commercial space by Special Permit. Both residential projections include the construction of 264 townhouse units at The Ridge complex near Lexington and Lake Streets. In addition, 150 new dwellings can be constructed on vacant residential parcels By-Right and with a Special Permit. Only a token amount of new commercial development can occur on these vacant residential properties (6,300 SF By-Right, 7,000 SF by Special Permit).

[58] *Multi-family housing is defined in this study as residential structures with two or more dwellings per building.*

Ward Three

Ward Three encompasses the area between Waltham's northern border and Trapelo Road, as well as the Hobbs Brook Reservoir and residential neighborhoods to the west of Hardy Pond. The 1,851 parcels analyzed in this ward contain over 2,400 dwellings and nearly 2,900,000 SF of commercial/industrial space, primarily a mix of retail businesses and offices. These parcels have a By-Right development potential of 456 additional dwellings and 101,000 SF of additional commercial/industrial space. These projected capacities increase to 685 additional residences and 635,000 SF of commercial space under Special Permits. The residential totals include the 280 residences being developed on the former Middlesex County Hospital property on Trapelo Road. These results are summarized in Table Six.

Table 6: Ward Three – Build-out Summary

Property type	Number of Parcels	Current Dwelling Units	Current Commercial Space (SF)	Additional Dwelling Units, By-Right	Additional Commercial, By-Right (SF)	Additional Dwelling Units, Sp. Permit	Additional Commercial, Sp. Permit (SF)
Residential	1,755	2,407	0	85	0	190	0
Commercial	16	0	2,864,211	267*	67,316	267*	67,316
Industrial	3	0	27,565	0	0	0	23,127
Mixed-Use	3	3	3,047	0	0	0	0
Tax Exempt	57	14	0	58	14,109	122	510,555
Vacant	17	0	0	46	19,705	91	33,579
Uncategorized	*0*	*0*	*0*	*0*	*0*	*0*	*0*
TOTAL	**1,851**	**2,424**	**2,894,823**	**456**	**101,130**	**670**	**634,577**

* Includes the development of 265 homes at the former Middlesex County Hospital site on Trapelo Road

Residential Parcels

Ward Three is primarily residential, with 1,729 single-family homes and 26 multi-family properties with 678 dwellings, including the Northgate and Kingsway condominium complexes. By-Right development of 60 residential parcels can add a total of 85 new dwellings. Most of these properties can add one extra home each, although 15 can accommodate a total of 40 additional dwellings. Sixteen properties that contain "grandfathered lots" can absorb 19 additional dwellings By-Right. No residential parcels in Ward Three are assumed to convert from residential to commercial uses.

Ward Three's housing stock has limited capacity to grow via Special Permit, with 64 residential parcels able to add 190 new dwellings. As mentioned above, the ward's residential growth capacity is heightened by the residential transformation of the former Middlesex County Hospital into 265 condominium townhomes in a multi-phase development that includes associated construction of housing in Lexington.

Commercial-Industrial Parcels

Ward Three currently has 19 parcels with commercial/industrial uses approaching 2,900,000 SF. Only six (24%) of these parcels have any By-Right capacity, with the ability to accommodate a total of 67,000 SF of additional commercial space. No commercial properties in the ward were projected to lose commercial space in favor of residential uses. Waltham's Zoning Code allows seven commercial/industrial properties in Ward Three to add over 90,000 SF of additional commercial space by Special Permit.

Mixed-Use Parcels

Three mixed-use properties with a total of three homes and 3,000 SF of commercial space in Ward Three were examined. None of these properties has any additional development capacity under either the By-Right or Special Permit provisions of existing Zoning.

Tax-Exempt Parcels

Fifty-seven tax-exempt parcels were analyzed in Ward Three, including the former Metropolitan State Hospital site, Our Lady the Comforter of the Afflicted Church on Trapelo Road and the United States Postal Service facility on Smith Street. Since the Waltham portion of the Metropolitan State Hospital site was recently acquired by the City, as was an undeveloped portion of the Our Lady's parcel, only five of these parcels are assumed to be redeveloped in the future. The Postal Service's facility can add an additional 14,100 SF of commercial space By-Right, and nearly 511,000 SF of space by Special Permit under existing zoning, although Federal regulations may allow the Service to build beyond this capacity. Three properties owned by the Commonwealth near the former Middlesex County Hospital site can accommodate 55 new homes By-Right, and 116 new dwellings by Special Permit, while another property owned by the State can absorb two new homes By-Right and five new dwellings under Special Permit.

Vacant Parcels

Seventeen (17) vacant parcels were examined in Ward Three. These parcels can absorb 46 new dwellings and nearly 20,000 SF of commercial space By-Right; via Special Permit they can accommodate 91 new homes and almost 34,000 SF of commercial space. One parcel, located directly west of Hardy Pond and subdivided with a number of "grandfathered" lots, has the capability to add 28 units By-Right on these "sub-parcels", although surrounding wetlands could inhibit actual development of this many units. A relatively significant amount of new commercial development can occur on one vacant residential property in the ward (9,750 SF By-Right and Special Permit).

Ward 4

Ward Four covers most of Waltham's northeastern quadrant, encompassing the area east of Forest Street between Trapelo Road and Beaver Street, as well as the Warrendale neighborhood north of Main Street. Tax-exempt organizations, including the National Archives, the Massachusetts Department of Mental Retardation, Bentley College and the Girl Scouts of America, own several large properties in the ward, many of which are undeveloped or contain large swathes of undeveloped land. The 1,394 parcels analyzed in this ward currently contain 1,628 dwellings and 1,687,000 SF of commercial space, primarily office and industrial uses.

If current development trends remain constant, these parcels have a By-Right development capacity of 1,535 additional dwellings and 200,000 SF of additional commercial space and a Special Permit development capacity of 3,206 additional homes and 1,208,000 SF of commercial space. This significant capacity to accommodate residential expansion reflects the redevelopment of the Fernald Center into a residential community, with over 1,300 townhouses if developed By-Right and 2,850 units by Special Permit. The results for Ward Four are summarized in Table Seven.

Table 7: Ward Four – Build-out Summary

Property type	Number of Parcels	Current Dwelling Units	Current Commercial Space (SF)	Additional Dwelling Units, By-Right	Additional Commercial, By-Right (SF)	Additional Dwelling Units, Sp. Permit	Additional Commercial, Sp. Permit (SF)
Residential	1,289	1,601	0	40	5,134	40	76,353
Commercial	24	0	847,851	75	140,644**	123	799,265
Industrial	21	0	830,070	16	-13,695**	16	213,621
Mixed-Use	4	7	8,706	0	0	0	0
Tax Exempt	39	20	0	1,390	0	3,013	0
Vacant	17	0	0	14	67,712	14	118,152
Uncategorized	*1*	*0*	*0*	*0*	*0*	*0*	*0*
TOTAL	**1,394**	**1,628**	**1,686,627**	**1,535**	**199,795**	**3,206**	**1,207,391**

** These figures represent net totals that include properties adding commercial space and others converting existing commercial space into residences in mixed-use developments

Residential Parcels

The build-out analysis examined 1,289 residential parcels in Ward Four, including 1,215 single-family homes and 74 multi-family properties with 386 dwellings, most of which are small 2-4 unit buildings. Waltham's Zoning allows 17 residential properties to add a total of 40 dwellings By-Right; 12 of these properties can each add one new home, while five can accommodate 28 new units. Three residential properties are projected to add both an extra dwelling and 3,800 SF of commercial space By-Right, while another four parcels can add a total of 1,400 SF in new commercial uses to existing dwellings. Fourteen residential parcels can absorb a new home by Special Permit. More significantly, seven strictly residential parcels in business zoning districts are projected to add a total of 36 homes and nearly 54,000 SF in retail space in mixed-use developments in the ward.

Commercial/Industrial Parcels

Ward Four has 45 parcels with nearly 1,700,000 SF of commercial/industrial land uses. Only six (13%) of these parcels have any By-Right development capacity; they can accommodate a total of 267,000 SF of new commercial uses. At the same time, 11 commercial parcels in the ward have potential to redevelop By-Right into mixed residential/commercial uses, losing 140,000 SF of commercial space in favor of 91 dwellings situated over 33,000 SF of shops.

Thirty-one (69%) of Ward Four's commercial/industrial parcels can accommodate over 1,000,000 SF of additional development via Special Permit. Most (79%) of this capacity is contained in just five sites, one of which can absorb nearly 500,000 SF of new commercial uses. Fourteen parcels in the ward with 137,000 SF of existing commercial uses will be able to add 123 dwellings and over 185,000 SF of retail space in mixed-use development by Special Permit. One parcel with nearly 36,000 SF of commercial space is projected to lose 15,000 SF of space in favor of adding 17 residences.

Conversion of commercial parcels into mixed retail and residential uses will be concentrated in the business zones districts that are closer to Main Street, where renovation of buildings into two floors of apartments over ground floor shops will closely match existing development patterns on Main Street.

Mixed-Use Parcels

This study analyzed four mixed-use properties with a total of seven homes and 8,700 SF of commercial space in Ward Four. None of these properties has any additional development capacity under either the By-Right or Special Permit provisions of Waltham's Zoning Ordinances.

Tax Exempt Parcels

Ward Four is home to a number of large tax-exempt parcels, including those owned by the Commonwealth of Massachusetts, Bentley College, the Girl Scouts of America and the City itself. Thirty-nine tax-exempt parcels were examined, with large-scale redevelopment projected for the Fernald Center as well as the portion of the former Murphy Federal Center that is now owned by Bentley College. Some of these parcels can accommodate a tremendous amount of residential expansion under the city's current Zoning Ordinances, particularly by rezoning them to residential districts. Rezoning of the Fernald Center site into a Residence D district and construction of multi-family townhouses on the property alone will produce 1,320 new units By-Right and 2,864 residences by Special Permit. Bentley College has also just completed the construction of 150 dormitory units at the site of the former Murphy Federal Center.

Vacant Parcels

Seventeen vacant parcels were examined in Ward Four. Twelve of these properties are classified as "vacant residential" by the Assessors' Department, the rest are "vacant commercial" or "vacant industrial" plots. These sites can absorb 14 new dwellings and nearly 58,000 SF of new commercial space By-Right, and 14 new homes and over 102,000 SF of commercial space with Special Permits.

Ward Five

Ward Five encompasses the neighborhoods between Main Street and the Charles River, from the Watertown line west to Banks Square. A total of 1,298 parcels were analyzed in this ward, which includes many of the city's older neighborhoods and parts of the downtown. These properties contain 2,625 dwellings as well as 2,698,000 SF of commercial space, characterized by relatively dense single- and multi-family residences and small to medium-sized retail, office and light industrial enterprises.

Assuming current development trends remain constant, Ward Five has a By-Right development capacity of 485 additional dwellings and 130,000 SF of additional commercial space. Under Special Permit, this development capacity increases to 1,234 additional dwellings and 2,902,000 SF of commercial space. The large difference between By-Right and Special Permit capacity in Ward Five is mainly attributable to the presence of the City's Riverfront Overlay District across the southern portion of the ward, where dense mixed residential and commercial uses are permitted and encouraged by Special Permit. These findings are summarized in Table Eight.

Table 8: Ward Five – Build-out Summary

Property type	Number of Parcels	Current Dwellings	Current Commercial Space (SF)	Additional Dwellings, By-Right	Additional Commercial, By-Right (SF)	Additional Dwellings, By Sp. Permit	Additional Commercial, Sp. Permit (SF)
Residential	1,095	2,189	0	256	12,017	302	99,611
Commercial	72	0	955,624	170	-27,362**	545	1,061,174
Industrial	19	0	1,656,562	0	29,952	248	1,174,856
Mixed-Use	35	135	85,342	2	-2,798**	30	10,646
Tax Exempt	41	301	0	0	0	0	0
Vacant	36	0	0	48	118,199	109	555,658
Uncategorized	*0*	*0*	*0*	*0*	*0*	*0*	*0*
TOTAL	**1,298**	**2,625**	**2,697,528**	**475**	**130,009**	**1,234**	**2,901,945**

** These figures represent net totals that include properties adding commercial space and others converting existing commercial space into residences in mixed-use developments

Residential Parcels

Ward Five includes 1,095 residential parcels. Although single-family homes occupy 56% of these properties, the bulk of the ward's housing (almost 2,000 dwellings) is located in 517 multi-family properties, most of which consist of small (2-4 unit) buildings. Ward Five has only five large (20+ unit) developments with just over 125 residences. A total of 227 parcels have By-Right development capacity to add a total of 256 additional dwellings; just 13 of these have the ability to add more than one new unit. Additionally, 10 residential properties in business zones in Ward Five are projected to add a total of 12,017 SF in commercial space along with 10 new dwellings By-Right.

Similar to other wards, expansion capacity of residential parcels is not much greater under the Special Permit provisions. Two hundred and fifty-nine parcels can add a total of 302 dwellings by Special Permit, 44 of these properties can add multiple new dwellings totaling 75 units. Three residential parcels within Industrial zones are assumed to redevelop from residential to commercial uses, yielding a net loss of seven dwellings and the addition of over 33,000 SF of commercial space by Special Permit.

Commercial/Industrial Parcels

Ninety-one parcels with over 2,600,000 SF of commercial/industrial uses were examined in Ward Five. Only 13 of these parcels have any By-Right expansion capacity; they can accommodate 179,000 SF of additional space. Twenty of these properties, with 266,000 SF of space, are projected to convert By-Right into mixed-use developments with 170 dwellings and 95,000 SF of ground floor retail space.

Properties in Ward Five have much greater expansion capacity via the Special Permit than By-Right. Twenty-three commercial/industrial properties with 1,700,000 SF of space can add almost 2,600,000 SF of similar uses by Special Permit. Two properties, a shopping center and a former industrial complex, account for almost 80% (2,100,000 SF) of this Special Permit expansion capacity.

While Ward Five's commercial and industrial base has substantial expansion capacity, more than half (53) of such properties are expected to convert to mixed residential/retail developments via Special Permit, adding nearly 793 dwellings to the housing stock. Twelve commercial/industrial parcels with Special Permit development capacity

are expected to add 102 new residences along with almost 53,000 SF of retail space in mixed-used developments. More significantly, 41 commercial/industrial properties in the ward are expected to convert by Special Permit over 350,000 SF of commercial space into mixed-use developments with 517 residences and 272,000 SF of retail uses. Most of this conversion activity will be focused along the ward's southern boundary, where 30 non-residential parcels within the Riverfront Overlay Zoning District will convert to mixed-use complexes with nearly 120 dwellings and 144,000 SF of retail space.

Mixed Use Parcels

Thirty-four parcels in Ward Five contain both residential and commercial uses, totaling 135 dwellings and 85,000 SF of commercial space. Only two of these properties have any By-Right growth potential, consisting of conversion of 2,800 SF of commercial space into two dwellings. Fifteen of these parcels can expand via Special Permit, adding a total of 30 residences at the cost of 9,000 SF of commercial space.

Tax Exempt Parcels

None of the 41 tax-exempt parcels was assumed to remain unchanged by redevelopment, primarily because most are publicly owned.

Vacant Parcels

Thirty-six vacant properties in Ward Five were analyzed. A third (12) of these parcels are residential, the remainder are commercial/industrial. A total of 48 homes and 118,000 SF of commercial space can be built By-Right on these sites; under Special Permit 109 dwellings and 555,000 SF of commercial uses can be constructed. Some of this Special Permit development capacity rests within the 12 vacant parcels in the ward that lie within the Riverfront Overlay District; these can accommodate mixed-unit development totaling 28 units and 70,000 SF of retail space.

Ward Six

Ward Six stretches across the middle of the city, extending from the Highlands neighborhood eastwards to the area around the Gardencrest apartment complex. The 1,200 parcels analyzed in this ward contain nearly 3,000 dwellings, mixed between single-family homes and apartment buildings, as well as 1,019,000 SF of commercial space comprised of retail businesses, light industrial facilities and some small office properties.

Assuming current development trends remain constant, these parcels have a By-Right development capacity of 677 additional dwellings and no additional commercial space, and a Special Permit development capacity of 1,143 additional dwellings and 1,670,000 SF of commercial space. These findings are summarized in Table Nine.

Table 9: Ward Six – Build-out Summary

Property type	Number of Parcels	Current Dwellings	Current Commercial Space (SF)	Additional Dwellings, By-Right	Additional Commercial, By-Right (SF)	Additional Dwellings, By Sp. Permit	Additional Commercial, Sp. Permit (SF)
Residential	1,013	2,829	0	275	11,005	318	144,295
Commercial	76	0	647,698	135	-174,361**	284	697,999
Industrial	16	0	324,986	14	-65,696**	36	389,575
Mixed-Use	20	62	46,022	5	-504**	12	8,080
Tax Exempt	41	66	0	189	0	407	0
Vacant	33	0	0	59	16,525	86	432,202
Uncategorized	*0*	*0*	*0*	*0*	*0*	*0*	*0*
TOTAL	**1,200**	**2,959**	**1,018,706**	**677**	**-213,031****	**1,143**	**1,672,151**

** These figures represent net totals that include properties adding commercial space and others converting existing commercial space into residences in mixed-use developments

Residential Parcels

This analysis examined 1,013 residential parcels in Ward Six. Almost half of these lots contain a single-family dwelling, the rest are primarily occupied by two, three and four-units. Sixty-eight parcels contain larger apartment buildings with over 1,200 residences, including Gardencrest with more than 700 units. One hundred fifty-nine parcels can add an additional dwelling By-Right, while 36 parcels can add a total of 116 units By-Right. Residential properties in business zones can accommodate nine dwellings and 11,000 SF of retail space in new mixed-use development By-Right. Ward Six also has a high number (87) of "grandfathered" small-lot parcels containing 166 homes that can accommodate an additional 70 single-family dwellings By-Right. No residential parcels in the ward are projected to convert to commercial uses.

Expansion capacity for residential properties in Ward Six is not much greater by Special Permit than By-Right. One hundred and nine residential parcels can each add one additional dwelling by Special Permit, while 57 properties can accommodate multiple (162) new units by Special Permit. Residential properties in business zones can add a total of 52 new dwellings and 103,000 SF of new retail space in mixed-use development. Three residential parcels in commercial zoning districts are expected to convert to commercial uses through the Special Permit process, yielding a net loss of five dwellings and the addition of over 41,000 SF of commercial space.

Commercial/Industrial Parcels

Ninety-two parcels with commercial uses totaling over 970,000 SF were examined in Ward Six. Only six (7%) of these parcels have any By-Right capacity to add additional commercial space totaling 65,000 SF. On the other hand, 45 of these parcels, located in business zones, can convert over 305,000 SF of existing commercial space By-Right into 135 residences in mixed-use developments containing about 46,000 SF of retail space.

As seen elsewhere in the city, commercial properties in Ward Six have much greater Special Permit expansion capacity than is available By-Right. Given the ward's location north of Main Street, it is projected that much of the future commercial expansion in Ward Six will be combined with residences in mixed-use developments. Thirty-six of the ward's commercial properties can add over 1,250,000 SF of commercial space by Special Permit. Five of these parcels can add more than 100,000 SF of commercial space, while another seven can add between 25,000 and 100,000 SF of commercial uses by Special Permit. Just over half (19) of the lots with Special Permit expansion capacity are projected to add 1,210,000 SF of strictly commercial space; the remaining 17 properties are projected to add 79 dwellings along with nearly 51,000 SF of retail space in mixed-use developments. This amount of growth will nearly double the amount of commercial space in Ward Six.

Mixed Use Parcels

Twenty parcels in Ward Six contain both residential and commercial uses, totaling 62 dwellings and 46,000 SF of commercial space. Nineteen of these parcels have no By-Right expansion capacity under zoning; the one lot that can expand By-Right can add five dwellings. Under Special Permit provisions, eight of these properties can add a total of 12 dwellings and 8,080 SF of retail space.

Tax Exempt Parcels

All but four of Ward Six's 41 tax-exempt parcels were assumed to remain unchanged by redevelopment. The former Saint Joseph's Church parcel, the Waltham District Courthouse on Linden Street and two parcels that comprise the University of Massachusetts Agricultural Field Station on Beaver Street were analyzed for their development capacity because they were either recently auctioned to a private developer or have been linked to being auctioned in the past. The Saint Joseph Church and Waltham Courthouse properties have a total By-Right capacity of 26 additional dwellings and a Special Permit capacity of 53 dwellings. In contrast, the much larger Field Station lots can accommodate 164 multi-family units By-Right, and 355 residences by Special Permit.

Vacant Parcels

Thirty-three vacant properties were analyzed in Ward Six. Seven (21%) of these parcels are residential; the remaining parcels are either commercial or industrial. These lots can accommodate a total of 59 homes and 16,500 SF of commercial space By-Right and 86 new dwellings and 432,000 SF of commercial uses by Special Permit.

Ward Seven

Ward Seven covers Waltham's southwest quadrant, encompassing the Cedarwood, Ravenswood, Angleside and Robert's Cove neighborhoods. The 1,312 parcels analyzed contain 1,762 dwellings, mostly in single-family homes,

as well as 2,382,000 SF of commercial space comprised primarily of medium and large office complexes. Ward Seven also includes the Brandeis University campus.

Assuming current development trends remain constant, these parcels have a By-Right development capacity of 482 additional dwellings and 742,000 SF of additional commercial space, and a Special Permit development capacity of 530 additional dwellings and 8,646,000 SF of commercial space under current zoning. Please note that these figures include the recent construction of 364 apartments at Longview Terrace on the site of the former Waltham Hospital. Table Ten summarizes these findings.

Table 10: Ward Seven – Build-out Summary

Property type	Number of Parcels	Current Dwellings	Current Commercial Space (SF)	Additional Dwellings, By-Right	Additional Commercial, By-Right (SF)	Additional Dwellings, By Sp. Permit	Additional Commercial, Sp. Permit (SF)
Residential	1,119	1,704	0	41	0	43	42,566
Commercial	34	0	2,298,021	4	103,575	4	4,495,789
Industrial	8	0	75,720	0	187,483	0	1,213,888
Mixed-Use	4	13	8,692	0	0	0	11,112
Tax Exempt	106	45	0	40	0	86	0
Vacant	40	0	0	397	451,434	397	2,882,738
Uncategorized	*1*	*0*	*0*	*0*	*0*	*0*	*0*
TOTAL	**1,312**	**1,762**	**2,382,487**	**482**	**742,492**	**530**	**8,646,093**

** These figures represent net totals that include properties adding commercial space and others converting existing commercial space into residences in mixed-use developments

Residential Parcels

This analysis examined 1,119 residential parcels in Ward Seven, consisting of 993 single-family homes and 126 multi-family properties. Most (76) multi-family lots contain two and three-family residences; 50 properties consist of apartment houses with a total of 547 dwellings, including the Charlesbank Gardens apartment complex and the Angleside condominiums. Only 34 residential parcels in the ward can add one additional dwelling By-Right, while another three parcels can add seven units of multi-family housing By-Right. No residential parcels are assumed under the parameters of this analysis to convert By-Right from residential to commercial uses.

Ward Seven has a residential expansion capacity that is not much greater by Special Permit than By-Right. Only 33 residential parcels have the capacity to add an additional dwelling, while seven properties can add a total of 10 multi-family units by Special Permit. Additionally, three residential parcels in commercial zones were assumed to convert to commercial uses with Special Permits, yielding a net loss of three dwellings and the addition of nearly 42,000 SF of commercial uses.

Commercial/Industrial Parcels

Forty-two parcels with commercial uses totaling nearly 2,400,000 SF were examined in Ward Seven. Only 15 (32%) of these parcels have capacity to add additional commercial space By-Right; these properties can add a total of 306,000 SF of space. No commercial properties were projected to convert space to mixed residential and commercial uses.

Similar to Ward One, commercial properties in Ward Seven have tremendous expansion capacity via Special Permits. Overall, projected Special Permit commercial development will nearly quadruple the amount of commercial space in the ward. Ward Seven's location west of downtown precludes extensive mixed commercial and residential development; most future commercial expansion will consist of office and research space, following existing development patterns. Thirty-one commercial properties in the ward can add nearly 5,750,000 SF of commercial space by Special Permit; 12 of these parcels can accommodate over 100,000 SF of new commercial development, including parking garages.

Mixed Use Parcels

Four parcels contain both residential and commercial uses, totaling 13 homes and 8,700 SF of commercial space. None of these parcels has By-Right expansion capacity. Under Special Permit provisions, one of these properties can add a total a dwelling while retaining 2700 SF of retail space, and another parcel is projected to convert a dwelling into 11,200 SF of commercial uses.

Tax-Exempt Parcels

All but five of the 106 tax-exempt parcels were assumed to remain unchanged by redevelopment. Five properties owned by the Commonwealth of Massachusetts and Brandeis University have a total By-Right capacity of 40 additional dwellings and a Special Permit capacity of 86 dwellings.

Vacant Parcels

Forty vacant parcels were analyzed in Ward Seven. Eighteen of these lots are categorized as residential, the others as commercial or industrial. Overall, 377 new residences can be built on these properties By-Right and by Special Permit respectively, including the recently constructed 364-unit Longview Terrace apartment complex on the grounds of the former Waltham Hospital. Sixteen vacant commercial and industrial lots can also add over 450,000 SF of commercial uses By-Right and 2,850,000 SF of commercial space by Special Permit.

Ward Eight

Ward Eight covers much of Waltham's south side, stretching from the Island neighborhood around Rumford Avenue to the Newton border along High Street. The 1,176 parcels analyzed contain 3,100 dwellings, mixed between single-family homes and apartment buildings, as well as 1,050,000 SF of commercial space comprised of retail businesses, light industrial facilities and small office properties. These parcels have a net By-Right development capacity of 317 additional dwellings and no additional commercial space, and a Special Permit development capacity of 1,028 additional dwellings and no additional commercial space under current zoning.

These figures are based on the assumption that residential and mixed-use residential/commercial development are the highest and best uses of land in Ward Eight, and that owners of existing commercial properties with any expansion capacity will choose to develop additional mixed-use space either By-Right or by Special Permit. The presence of Waltham's Riverfront Overlay District throughout a large portion of the ward provides an incentive to construct dense multi-use developments. Table Eleven summarizes these projections.

Table 11: Ward Eight – Build-out Summary

Property type	Number of Parcels	Current Dwellings	Current Commercial Space (SF)	Additional Dwellings, By-Right	Additional Commercial, By-Right (SF)	Additional Dwellings, By Sp. Permit	Additional Commercial, Sp. Permit (SF)
Residential	1,051	2,898	0	202	2,703	213	117,111
Commercial	40	0	418,456	31	-41,660**	58	-132,975**
Industrial	13	0	569,444	0	3,031	596	-361,329**
Mixed-Use	26	100	62,345	0	0	2	2,047
Tax Exempt	26	102	0	0	0	0	0
Vacant	20	0	0	84	23,497	159	41,114
Uncategorized	*0*	*0*	*0*	*0*	*0*	*0*	*0*
TOTAL	**1,176**	**3,100**	**1,050,245**	**317**	**-12,429****	**1,028**	**-334,032****

** These figures represent net totals that include properties adding commercial space and others converting existing commercial space into residences in mixed-use developments

Residential Parcels

This analysis examined 1,081 residential parcels in Ward Eight. One-quarter of these lots contain a single-family dwelling, the rest are primarily occupied by two, three and four-unit homes. Eighty-nine parcels contained larger apartment buildings with a total of 817 residences. By-Right, 195 parcels can add one additional dwelling, while

three parcels can add seven new dwellings By-Right. No residential parcels in the ward are assumed to convert By-Right from residential to commercial uses.

Expansion capacity for residential lots in Ward Eight is slightly greater under the Special Permit provisions than under the By-Right regulations. Specifically, 206 residential properties have the capacity to add one additional dwelling by Special Permit, while two properties can each add four new units by Special Permit. One residential property in the ward is projected to convert one existing home into 9,700 SF of commercial space by Special Permit.

Commercial/Industrial Parcels

The Zoning Ordinances offer commercial and industrial properties in Ward Eight, particularly those in the Riverfront Overlay District, with significant potential to redevelop into mixed-use residential and retail projects. Fifty-three parcels with commercial or industrial uses totaling over 990,000 SF were examined. Only seven (9%) of these properties can expand By-Right; overall they have the capacity to add a total of 41,000 SF of new commercial space. On the other hand, 15 non-residential parcels are projected to convert nearly 80,000 SF of commercial space By-Right into 31 dwellings in mixed-use projects.

Waltham's Special Permit zoning provisions dramatically increase Ward Eight's capacity to absorb new mixed-use development, particularly for properties in the Riverfront Overlay District, which covers portions of the ward along the Charles River and the Island. Ten commercial/industrial parcels in the ward can add 59,000 SF of new commercial space by Special Permit, along with 106 new residences. In contrast, 33 non-residential properties are projected to convert over 550,000 SF of commercial uses into 548 new residences in mixed-use developments with over 300,000 SF of retail space. Almost all of this redevelopment will occur in 15 lots within the Riverfront Overlay District, where 476,000 SF of primarily industrial uses will be converted into 535 new homes.

Mixed Use Parcels

Four parcels contain both residential and commercial uses, totaling eight dwellings and 10,000 SF of commercial space. None of these parcels has any By-Right expansion capacity; one of these properties can convert 5,700 SF of commercial uses into two new residences by Special Permit.

Tax-Exempt Parcels

This analysis assumes that none of the 26 tax-exempt parcels in Ward Eight will be redeveloped.

Vacant Parcels

Twenty vacant parcels in Ward Eight were studied. Eight of these lots are residential, the rest are commercial or industrial. These properties can add 84 units and 23,400 SF of retail space By-Right, and 159 units and 41,000 SF of retail space by Special Permit. Approximately half of the new homes on these parcels and all of the new commercial space will be in mixed-use developments.

Ward Nine

Ward Nine stretches across Waltham's downtown and along the banks of the Charles River. The ward extends from the Charles Street area southeastwards to Moody Street and onwards to Newton Street and Calvary Cemetery near the Newton border. The 967 parcels analyzed in this ward contain nearly 2,663 dwellings, mixed between single-family homes and apartment buildings, as well as 2,060,000 SF of commercial space comprised of shops, restaurants, bars, offices, wholesale and light industrial facilities. Many commercial uses are contained in former factory buildings that may be well suited to conversion into mixed-use residential and retail complexes.

These parcels have a By-Right development capacity of 318 additional dwellings and no additional commercial space, and a Special Permit development capacity of 2,277 additional dwellings and no additional SF of commercial space. Similar to Ward Eight, these figures are based on the assumptions that residential and mixed-use residential/commercial development are the highest and best uses of land, and that owners of existing commercial properties with any expansion capacity will choose to develop additional mixed-use space either By-Right or by Special Permit. The presence of Waltham's Riverfront Overlay District in significant portions of Ward Nine heightens the ability to construct dense multi-use developments. These findings are summarized below in Table Twelve.

Table 12: Ward Nine – Build-out Summary

Property type	Number of Parcels	Current Dwellings	Current Commercial Space (SF)	Additional Dwellings, By-Right	Additional Commercial, By-Right (SF)	Additional Dwellings, By Sp. Permit	Additional Commercial, Sp. Permit (SF)
Residential	727	2,093	0	122	24,592	273	189,237
Commercial	91	0	1,050,557	154	-279,306**	830	-467,974**
Industrial	36	0	821,844	3	27,303	973	-427,901**
Mixed-Use	50	469	188,068	18	2,655	123	16,897
Tax Exempt	42	101	0	0	1,516	0	29,788
Vacant	21	0	0	21	56,948	78	37,282
Uncategorized	*0*	*0*	*0*	*0*	*0*	*0*	*0*
TOTAL	**967**	**2,663**	**2,060,469**	**318**	**-166,292**	**2,277**	**-622,671**

** These figures represent net totals that include properties adding commercial space and others converting existing commercial space into residences in mixed-use developments

Residential Parcels

This analysis examined 727 residential parcels in Ward Nine. They are primarily occupied by two, three and four-unit homes. Eighty-two parcels contain larger apartment buildings providing a total of 671 units. Under the assumptions of this study, 99 parcels can add one additional dwelling By-Right, while 11 parcels can add 28 new units By-Right. Twelve of these properties, situated in commercial and business districts, can also add 24,600 SF of commercial uses By-Right. Two residential parcels are projected to convert from residential to over 15,000 SF of commercial uses.

As in other wards, residential expansion capacity in Ward Nine is greater under Special Permit than as-of-right regulations. Ninety-two parcels can add one additional dwelling by Special Permit, while 86 properties can add multiple units (totaling 183 dwellings) by Special Permit. Unlike other areas, this Special Permit residential capacity is not concentrated amongst a few properties in that 25 properties can accommodate relatively small, but dense, multi-family developments by adding more than three residences. Additionally, 154 residential parcels can add nearly 180,000 SF of commercial space by Special Permit. One residential parcel is projected to convert to a commercial use through the Special Permit process, yielding a net loss of two dwellings and the addition of 9,700 SF of commercial space.

Commercial/Industrial Parcels

One hundred twenty-seven parcels with over 1,870,000 SF of strictly commercial or industrial space were examined in Ward Nine. Only 29 of these properties can expand By-Right by 154,000 SF. Another 33 commercial-industrial parcels in the ward are projected to convert 88% of their existing commercial space (406,000 SF) into 154 residences By-Right.

Commercial properties in Ward Nine have much greater expansion capacity via the Special Permit provisions of the Zoning Ordinances and the Riverfront Overlay District. The ward's location astride the Moody Street and Charles River corridors, with concentrations of large, older industrial and heavy commercial properties, indicates that most commercial expansion will be combined with residential uses in developments similar to Cronin's Landing, a large mixed-use complex on Moody Street.

Fourteen small commercial/industrial properties are projected to add new commercial space by Special Permit, nearly tripling their space (to over 260,000 SF) while adding 623 dwellings. In contrast, 104 properties, mainly older factories and other industrial facilities, are projected to convert nearly 65% of their existing commercial space (1,060,000 SF) into over 1,100 new residences by Special Permit, with the remaining commercial area converted into retail and entertainment uses. This mixed-use conversion capacity is concentrated in 27 properties that can adapt their commercial area into 20 or more dwellings; these parcels are projected to convert nearly 560,000 SF of commercial uses (58% of their total space) into over 850 new homes.

Mixed Use Parcels

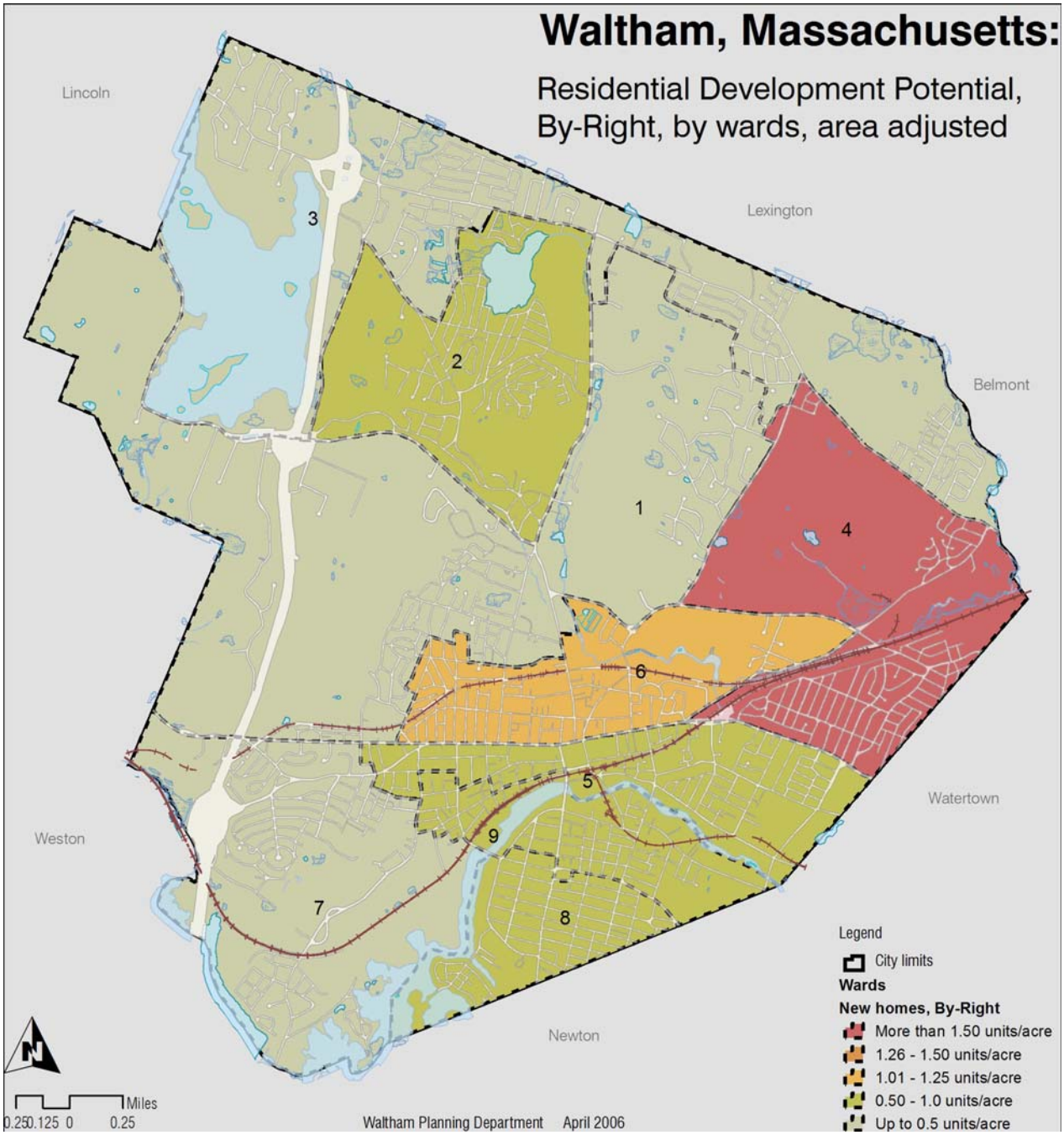
Fifty parcels examined in Ward Nine contain both residential and commercial uses, totaling 469 dwellings and 188,000 SF of commercial space. Forty-two of these parcels have no By-Right expansion capacity; the remaining seven lots can add a total of 18 dwellings and 2,700 SF of commercial space By-Right. Special Permits could allow 33 properties to add 123 units and 20,000 SF of retail space.

Tax-Exempt / Vacant Parcels

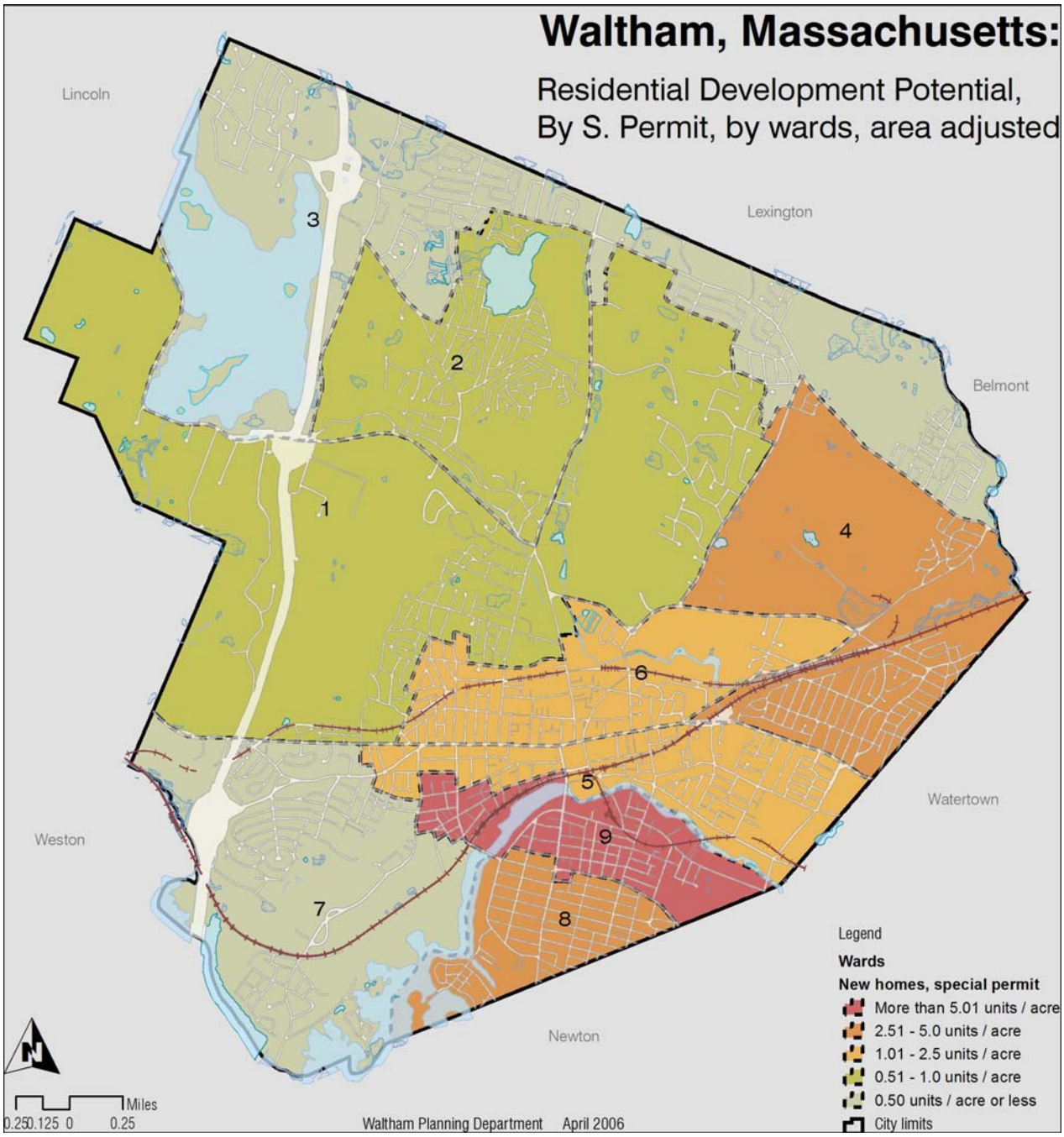
None of the 42 tax-exempt parcels in Ward Nine is projected to be redeveloped. Twenty-one vacant parcels in Ward Nine were examined, of which 6 are residential and the rest are commercial or industrial. These properties can add a total of 21 units and 57,000 SF of retail space By-Right, and 133 units and 37,000 SF of retail space by Special Permit.

Additional maps

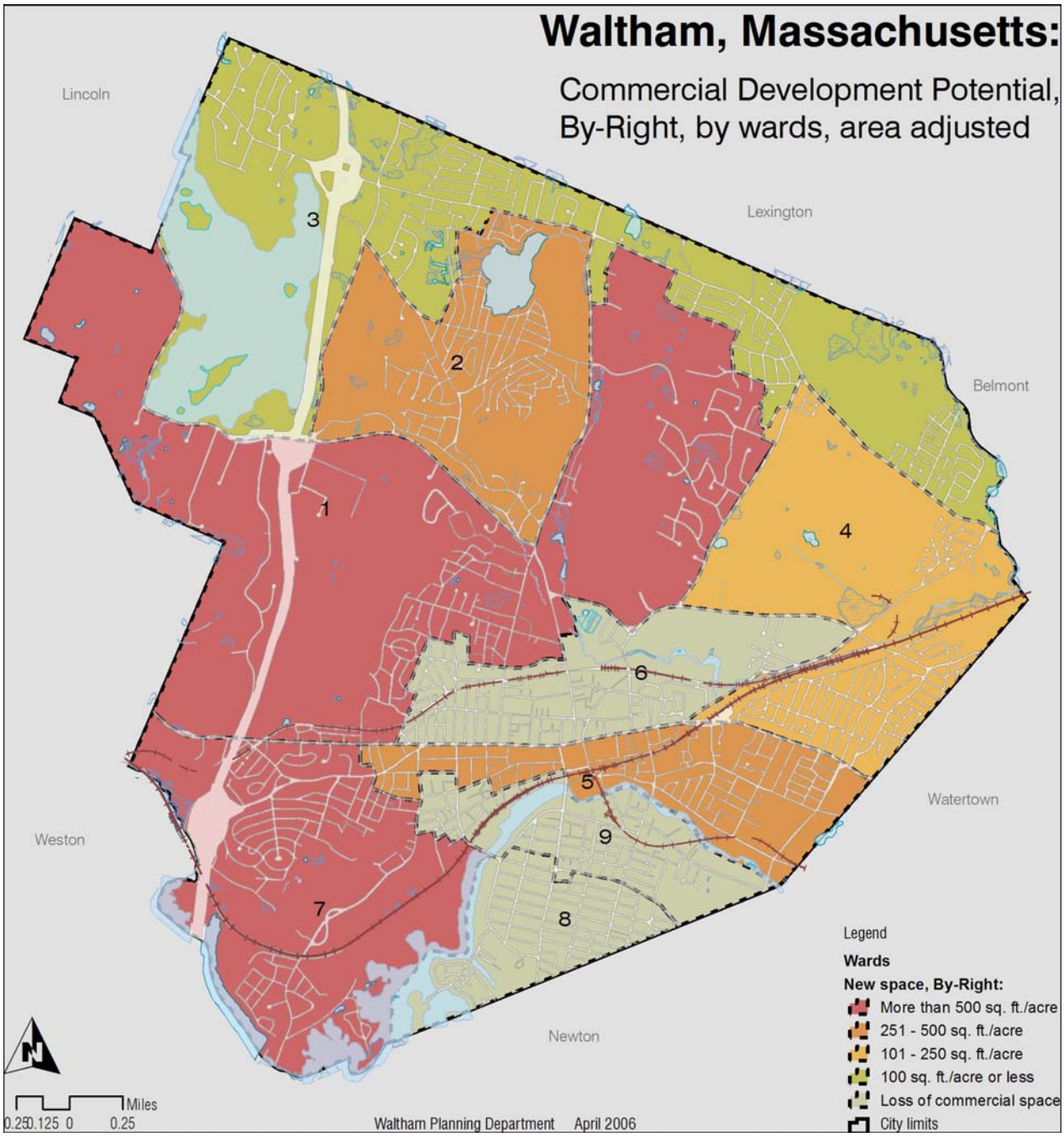
Map Five



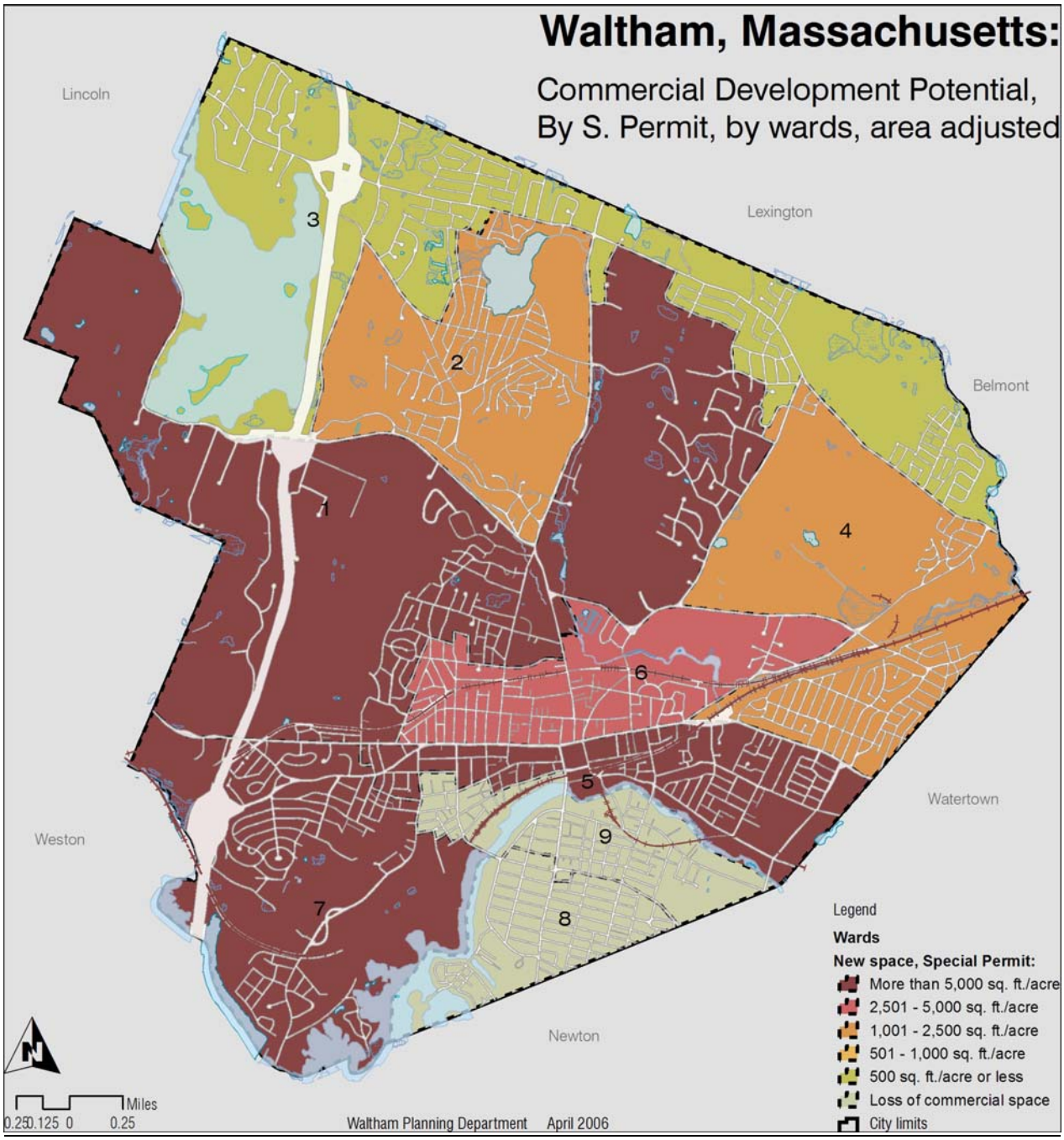
Map Six


Waltham, Massachusetts:
Residential Development Potential,
By S. Permit, by wards, area adjusted
Lincoln
Lexington
Belmont
Watertown
Weston
Newton
1
2
3
4
5
6
7
8
9
Legend
Wards
New homes, special permit
More than 5.01 units / acre
2.51 - 5.0 units / acre
1.01 - 2.5 units / acre
0.51 - 1.0 units / acre
0.50 units / acre or less
City limits
Miles
0.250.125 0 0.25
Waltham Planning Department April 2006

Map Seven


Waltham, Massachusetts:
Commercial Development Potential,
By-Right, by wards, area adjusted
Lincoln
Lexington
Belmont
Watertown
Weston
Newton
1
2
3
4
5
6
7
8
9
Legend
Wards
New space, By-Right:
More than 500 sq. ft./acre
251 - 500 sq. ft./acre
101 - 250 sq. ft./acre
100 sq. ft./acre or less
Loss of commercial space
City limits
Miles
0.25 0.125 0 0.25
Waltham Planning Department April 2006

Map Eight


Waltham, Massachusetts:
Commercial Development Potential,
By S. Permit, by wards, area adjusted
Lincoln
Lexington
Belmont
Watertown
Weston
Newton
1
2
3
4
5
6
7
8
9
Legend
Wards
New space, Special Permit:
More than 5,000 sq. ft./acre
2,501 - 5,000 sq. ft./acre
1,001 - 2,500 sq. ft./acre
501 - 1,000 sq. ft./acre
500 sq. ft./acre or less
Loss of commercial space
City limits
Miles
0.25 0.125 0 0.25
Waltham Planning Department April 2006

Impacts of Projected Development

Communities use development impact studies to gauge the consequences of maintaining current development patterns, estimate the results of revising zoning ordinances or to explore the implications of allowing particular development proposals to be permitted. These reports are often combined with fiscal impact analyses, which project the net benefits and costs associated with estimated future development. Fiscal and other constraints dictate that this Buildout Analysis briefly and broadly examine impacts to the demand for municipal services resulting from development to the estimated capacities allowed By-Right and under Special Permit in Waltham's existing zoning ordinances. This should at least provide a sense of the magnitude of change that could be felt by Waltham residents if development is allowed to proceed to the limits allowed by existing zoning.

School Enrollment

Increases in the number of school-aged children will be the largest single impact that future residential development will produce in Waltham. Education costs generally consume the greatest share of municipal budgets in Massachusetts; in 2004 the Waltham School Department spent $13,478 per pupil across all of its programs, which served over 4,700 students. Forecasting school enrollment resulting from future development requires making several assumptions about types of home construction, household composition and size. MAPC developed excellent forecasting methods using statistical data from the 2000 Census and surveys of residential developments throughout metropolitan Boston for its *Peer Review of the Master Plan for the South Weymouth Naval Air Station*, published in 2005.

Table A summarizes the application of MAPC's methodology to Waltham's projected By-Right and Special Permit capacity for new residential development. Overall, construction of 5,700 dwellings By-Right in Waltham will add nearly 2,000 new school-age children to the city's school system, while the addition of over 12,200 new homes by Special Permit will bring in nearly 3,400 school-age children. Adjusting for private school attendance[59], residential development on this scale will boost enrollment in the Waltham School System between 35% and 61%. To maintain Waltham's current staffing levels in the face of such increases, between 135 and 269 new teachers and 32 and 55 administrative personnel will have to be hired[60]. While the Waltham School Department is nearing completion of an eight-school rebuilding program, accommodation of this amount of new students will require construction of new school buildings, or at the very least re-use of some formerly surplused school properties[61].

Table A: Projected School Enrollment from New Residential Development

Property type	New Units, By-Right	New Units, Sp. Permit	School-Age Children per New Unit*	Additional School-Age Children, By-Right	Additional School-Age Children, Special Permit
Senior Apartments	176	685	0	0	0
Condominiums	1,038	2,968	0.233	242	694
Apartments	620	1,581	0.316	196	524
Townhouses	2,429	5,513	0.219	531	1,172
Single Family Homes, Basic	580	580	0.676	392	392
Single Family Homes, Large	878	878	0.698	613	613
TOTAL	**5,722**	**12,205**	**-**	**1,975**	**3,395**

* These rates were estimated by MAPC with Public Use Microdata from the 2000 US Census for the Boston metropolitan area.

** Totals may not add due to rounding.

Table A also clearly demonstrates that the type of new homes built is just as important as the number of new dwellings in determining the sheer number of new students that could access Waltham's school system under different Buildout scenarios. Most new residences in Waltham will consist of condominiums, townhouses and apartments, the bulk of which will have two bedrooms. MAPC's aforementioned Census analysis indicates that the

[59] *The 2000 U.S. Census found that 10.5% of children in Waltham between the ages of 5 and 17 attended private schools. The Massachusetts Department of Education reported a private school attendance rate of 15% in the Waltham school district for 2002-03.*

[60] *Waltham's overall student-teacher ratio for 2005-06 is 10.7 to 1. The Waltham School Department also has 1.9 administrative staff per 100 students in 2005-06.*

[61] *At the conclusion of its eight-school building program, the Waltham School Department will be able to absorb up to 1,600 new students between grades K–12.*

average number of children per dwelling climbs steeply between dwellings with one or two bedrooms and those with three or more bedrooms, while single-family homes and apartments generally have higher numbers of school-age children than condominiums and townhouses.

Public Safety

Development of over 5,700 and 12,200 dwellings respectively By-Right and by Special Permit, along with the addition of millions of square feet of new commercial space, will require the hiring of additional public safety personnel and possibly construction of new police, fire, and ambulance facilities. The Waltham Fire Department estimates that development of between 1,200 and 2,800 new homes on the Fernald School campus alone will require an additional fire and ambulance company to be located in North Waltham. To maintain Waltham's current staffing levels of fire and emergency personnel, 32 additional firemen and 7 additional paramedics/emergency medical technicians will have to be hired to accommodate Waltham's By-Right Buildout capacity, and 64 new firemen and 14 new emergency staff will be needed to handle Special Permit capacity. This additional staffing will also require between two and four new fire engines, as well as new ambulances, support vehicles and possibly up to four new fire stations if current fire structures cannot adequately house additional equipment and manpower.

Similarly, the Waltham Police Department estimates that projected residential development of just the Fernald campus would require the hiring of twelve additional police officers. Construction of housing up to Waltham's By-Right and Special Permit capacities will respectively require hiring of between 33 and 70 additional police officers, 4 and 8 new emergency dispatchers, 7 and 9 new school crossing guards and 2 and 5 additional civilian support staff. Besides new police vehicles and equipment, this amount of additional staff may require construction of up to two new police sub-stations.

Table B: Projected Public Safety Hiring Required to Maintain Current Staffing Levels

	Additional Staff Required		Additional Facilities Required	
Public Safety Personnel	By-Right Capacity	Sp. Permit Capacity	By-Right	Sp. Permit
Fire	32	64	2	4
Paramedic / EMT	7	14	1	1
Police	33	70	1	2
Emergency Dispatch	4	8	0	0
School Traffic	7	9	0	0
Administrative (Police & Fire)	5	10	0	0
TOTAL	**88**	**175**	**4**	**7**

** Totals may not add due to rounding.

Infrastructure

Construction of new homes and commercial property will not only require the hiring of additional municipal employees, but will increase usage of public infrastructure such as roads, and water, sewer and drainage systems. In gauging the effects of residential development on just the Fernald School campus, Waltham's Transportation Department estimates that peak hour vehicle traffic on Trapelo Road will increase by over 10%, requiring provision of additional lanes to maintain current service levels. Construction of thousands of new dwellings By-Right and by Special Permit, along with millions of square feet of new commercial space, will increase traffic loads on major and minor roads throughout Waltham. Unfortunately, little space exists for road widening, particularly for major arteries such as Trapelo Road and Lexington, Main, Moody and South Streets.

Waltham faces a similar situation with its water systems, part of which (drinking water and trunk sewer) are operated by the Massachusetts Water Resources Authority. Many water, sewer and storm mains in the city are operating substantially below capacity due to age and condition, and can handle very little additional strain from new development without being completely replaced. The Commonwealth of Massachusetts is now requiring storm water run-off to be handled on individual properties in retention ponds and basins, and has imposed tight conditions on sewer expansion in the city to prevent illegal connections and ground water/run-off infiltration into the Charles River.

Recreation

The Waltham Recreation Department currently spends approximately $28.25 per resident per year to provide recreation programming (sports leagues, summer camps, etc.) in municipal parks and playgrounds. The department will have to spend an additional $370,000 to maintain existing recreational programs if 5,700 new homes are built By-Right in the city, and an additional $790,000 if 12,200 new homes are constructed by Special Permit. While these amounts can be raised from property taxes on new development, population growth will boost demand for new playing fields, parks, playgrounds, community centers and open spaces, worsening the shortfall of such property currently faced by the Recreation Department. With little undeveloped land remaining in Waltham, the ability of the city to acquire new recreation property will be severely limited, particularly if demand rises for land on which to build new homes and businesses. In short, development to Waltham's By-Right or Special Permit capacities will likely consume the few remaining parcels suitable and available for use as new recreational areas.

Special Topics

Properties in the Riverfront Overlay District

The Riverfront Overlay District straddles the Charles River across portions of Wards Five, Eight, Nine and a small part of Ward Seven, encompassing dense clusters of commercial and industrial properties along River, Calvary, Charles, Felton and Crescent Streets and Rumford Avenue. Running through Waltham's downtown and historic Southside neighborhood, the District encompasses many large manufacturing and commercial facilities, which are well suited for adaptation to mixed residential and commercial use. Continual decline in Waltham's manufacturing base means that the highest and best use of factory and warehouse buildings in the Riverfront Overlay District in the current real estate market is as mixed use space, with multiple stories of apartments over ground floor shops and restaurants. The potential for this type of conversion has already been realized in Waltham in the Cronin's Landing development, as well as in the proposed redevelopment of a bag factory at 78 Rumford Avenue into apartments.

This study examined 353 parcels in the Riverfront Overlay District, which contain 547 homes and over 2,500,000 SF of commercial and industrial uses, as demonstrated below in Table Thirteen and Map Nine. Three hundred twenty-four of these properties are occupied and 29 are vacant. Most of these parcels (67%) are located within Ward Nine, with the remaining properties concentrated in Ward Five. Land uses on these properties tend to be small, averaging 7,200 SF of commercial/industrial space, except in Ward Eight, where the 27 parcels in the District average 28,000 SF in size.

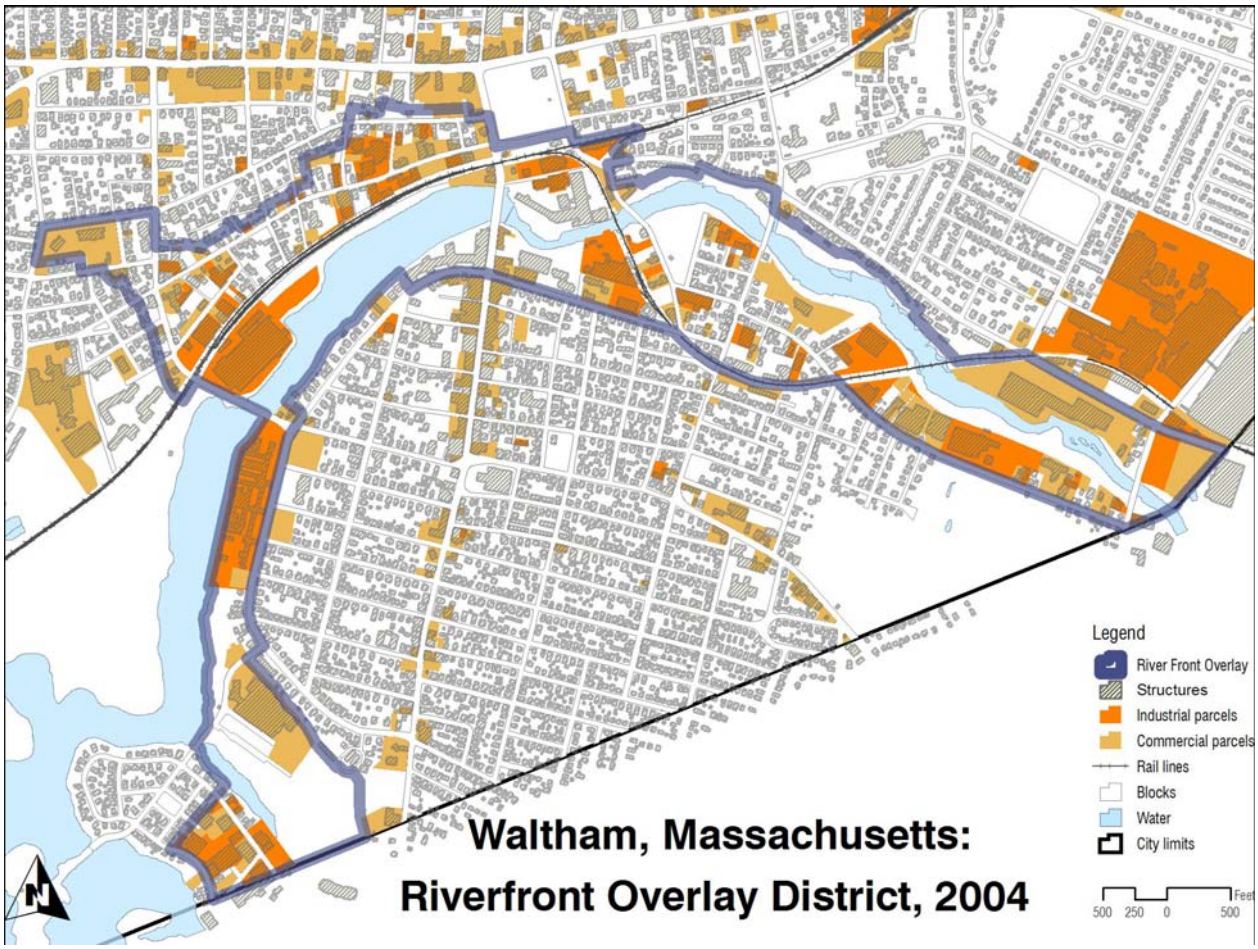
The development potential of properties in the Riverfront Overlay District By-Right is relatively small, totaling 22 new dwellings and nearly 475,000 SF of additional commercial space. In contrast, by Special Permit these parcels can accommodate almost 3,000 new homes, primarily by converting nearly half of their existing commercial/industrial space into residential uses. Vacant parcels in the District can absorb 525 new residences and 113,000 SF of retail space by Special Permit; the remaining capacity of 2,465 new units is derived from adaptation of existing space to residential uses.

Table 13: Parcels in the Riverfront Overlay District – Build-out Summary

Property type	Number of Parcels	Current Dwelling Units	Current Commercial Space (SF)	Additional Dwelling Units, By-Right	Additional Commercial, By-Right (SF)	Additional Dwelling Units, Sp. Permit	Additional Commercial, Sp. Permit (SF)
Ward Five	88	154	438,894	4	194,773	531	-188,227*
Ward Seven	1	0	7,987	0	0	0	0
Ward Eight	27	19	780,893	25	58,085	677	-446,531*
Ward Nine	237	374	1,320,174	-7*	221,328	1,782	-566,872*
TOTAL	**353**	**547**	**2,547,948**	**22**	**474,186**	**2,990**	**-1,201,630**

* These figures represent net totals that include properties adding commercial space and others converting existing commercial space into residences in mixed-use developments

Map Nine


Waltham, Massachusetts:
Riverfront Overlay District, 2004
Legend
River Front Overlay
Structures
Industrial parcels
Commercial parcels
Rail lines
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Tax Exempt Properties

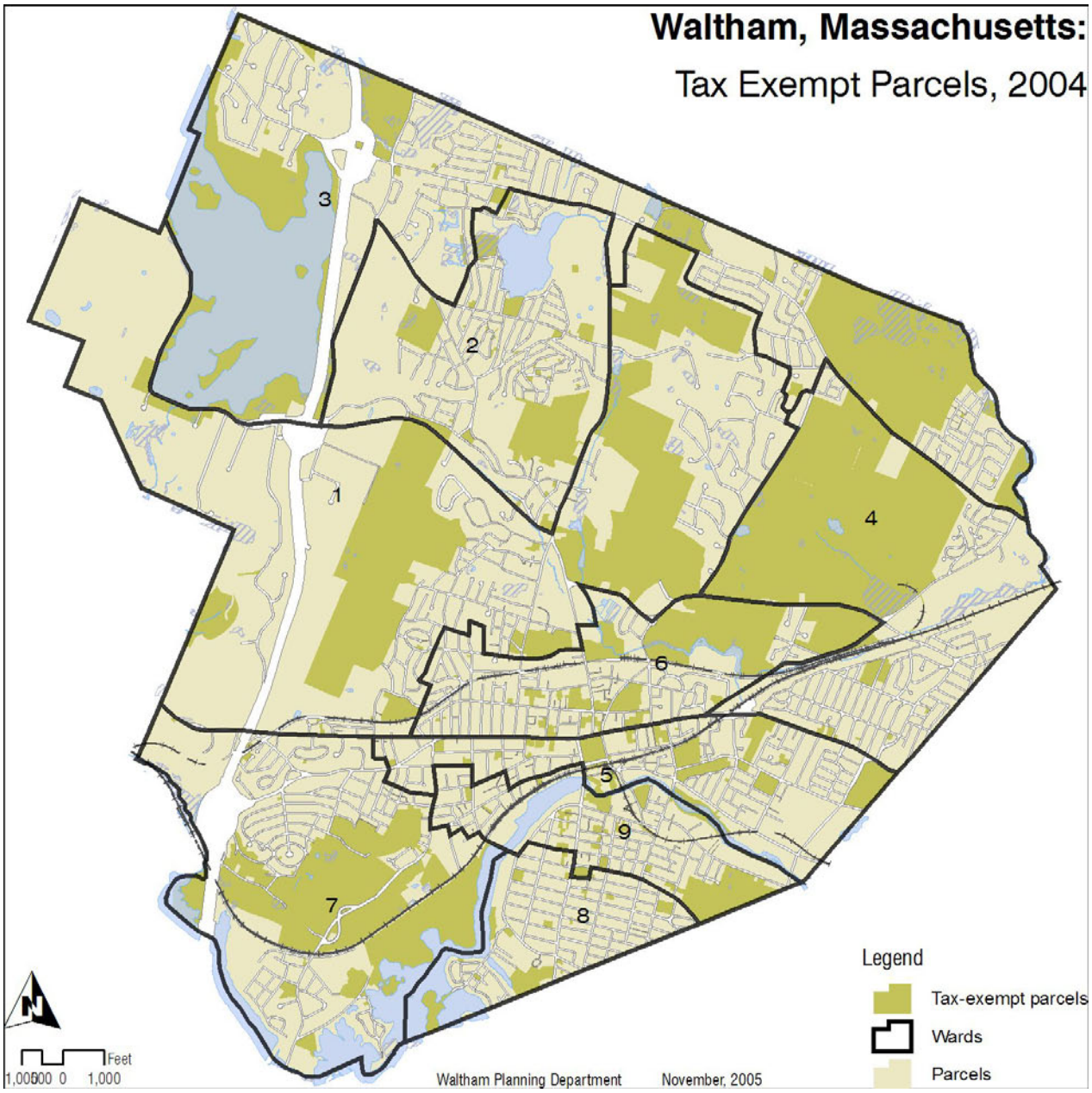
Waltham has a large number of properties owned by public entities and private tax-exempt organizations, including government agencies, religious and educational institutions, charities and other non-profit groups. Over 460 such parcels were analyzed, as shown below in Table Fourteen and Map Ten. While these properties are distributed fairly evenly across the city, they range greatly in size from 5,000 SF lots to the 200-acre Fernald School campus. Most of the 700 dwellings on tax-exempt parcels are owned and operated by the Waltham Housing Authority or social service agencies that assist homeless or disabled people. None of these parcels is currently occupied by commercial or industrial uses.

As stated before, this analysis assumes that only 20 (4%) of Waltham's tax-exempt properties will be redeveloped in the near future. While few in number, these parcels have a large capacity for new residential development (1,700 new units By-Right and 3,600 new units by Special Permit), particularly in North Waltham. Fernald has the potential to add 1,225 new town homes By-Right and over 2,740 new units by Special Permit in Ward Four. Other tax-exempt parcels with significant development potential include the Stigmatine Fathers property in Ward Two, which can be redeveloped into 89 single-family homes both By Right and by Special Permit, and the University of Massachusetts' Agricultural Field Station in Ward Six, which can be redeveloped into 150 new multi-family units By-Right and 324 new dwellings by Special Permit. Commercial expansion capacity is limited to the United States Postal Service distribution facility on Smith Street.

Table 14: Tax Exempt Parcels – Build-out Summary

Property type	Number of Parcels	Current Dwelling Units	Current Commercial Space (SF)	Additional Dwelling Units, By-Right	Additional Commercial, By-Right (SF)	Additional Dwelling Units, Sp. Permit	Additional Commercial, Sp. Permit (SF)
Ward One	51	35	0	0	0	0	0
Ward Two	58	33	0	89	0	89	0
Ward Three	57	14	0	58	14,109	122	510,555
Ward Four	39	20	0	1,390	0	3,013	0
Ward Five	41	301	0	0	0	0	0
Ward Six	41	66	0	189	0	407	0
Ward Seven	107	45	0	40	0	86	0
Ward Eight	26	102	0	0	0	0	0
Ward Nine	42	101	0	0	1,516	0	29,788
TOTAL	**462**	**717**	**0**	**1,710**	**15,625**	**3,598**	**540,344**

Map Ten


Waltham, Massachusetts:
Tax Exempt Parcels, 2004
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Tax-exempt parcels
Wards
Parcels
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Waltham Planning Department
November, 2005

Industrial properties

Waltham has a long and notable industrial history. Its manufacturing base, in decline since the 1970's, is still significant relative to other communities in the region. This study examined 186 industrial parcels with over 8,600,000 SF of manufacturing space, as detailed below in Table Fifteen and Map Eleven. Nearly two-thirds of this capacity is located along I-95/Route 128 in Ward One and River Street in Ward Five, while 18% of this space is located within the Riverfront Overlay District.

Over the past two decades, industrial activity in the greater Boston area has migrated overseas, to southern states, or to peripheral locations along Route 495 and in Western Massachusetts in search of lower labor and production costs. As a result, the highest and best use of industrial property in Waltham now and in the near future is generally not manufacturing but rather office or research functions inside the Route 128 corridor, and mixed residential and commercial uses in other parts of the city.

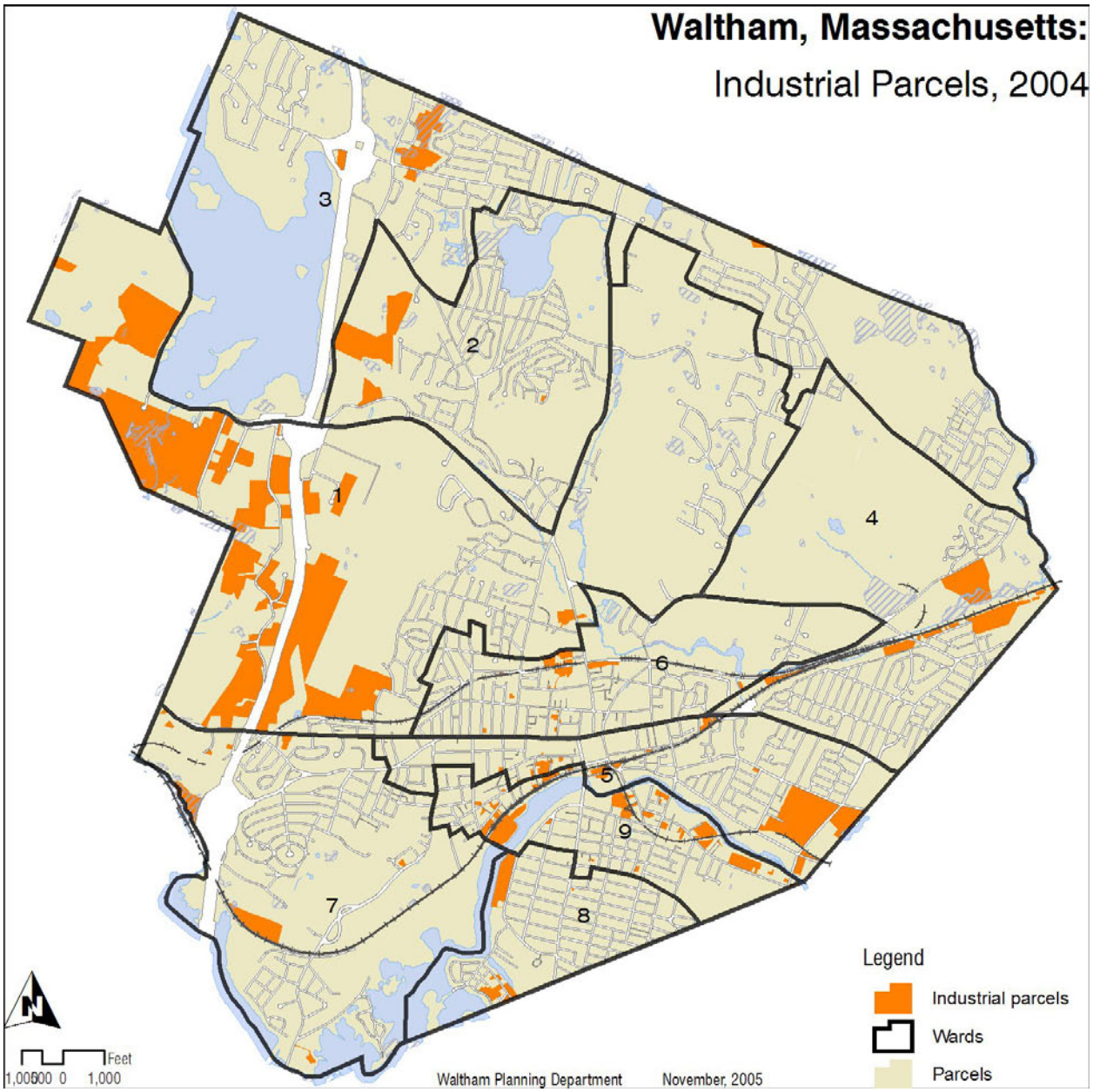
The development potential of industrial properties is relatively small By-Right, totaling 33 new dwellings and almost 1,600,000 SF of new commercial space. In contrast, by Special Permit these parcels can accommodate over 3,300 new homes and more than 19,000,000 SF of office/research and commercial space. This development potential is not evenly distributed throughout the city, but is concentrated in the I-95/128/Winter Street corridor (with the potential to accommodate 17,200,000 SF of new commercial space) and along the Charles River in the Riverfront Overlay District (where properties can absorb 1,800 new homes in mixed-use developments).

Table 15: Industrial Parcels Build-out Summary

Property type	Number of Parcels	Current Dwellings (units)	Current Commercial Space (SF)	New Dwellings, By-Right (Units)	New Commercial, By-Right (SF)	New Dwellings, Sp. Permit (Units)	New Commercial, Sp. Permit (SF)
Ward One	59	0	3,873,329	0	1,298,349	0	15,844,501
Ward Two	4	0	450,463	0	26,567	0	296,914
Ward Three	3	0	27,565	0	0	0	23,127
Ward Four	22	0	830,070	16	-13,695*	16	213,621
Ward Five	22	0	1,656,562	0	100,760	248	1,629,886
Ward Six	17	0	324,986	14	-65,696*	36	498,258
Ward Seven	9	0	75,720	0	215,486	0	1,353,901
Ward Eight	13	0	569,444	0	3,031	596	-361,329*
Ward Nine	37	0	821,844	3	31,303	973	-426,234*
TOTAL	**186**	**0**	**8,629,983**	**33**	**1,596,105**	**1,869**	**19,072,645**
Inside Riverfront Overlay District	*56*	*0*	*1,578,093*	*0*	*149,497*	*1,812*	*-934,233*

* These figures represent net totals that include properties adding commercial space and others converting existing commercial space into residences in mixed-use developments

Map Eleven


Waltham, Massachusetts:
Industrial Parcels, 2004
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Industrial parcels
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Waltham Planning Department
November, 2005

Vacant Parcels

Waltham has a small number (323) of vacant properties, as shown below in Table Sixteen and Map Twelve. These properties are distributed fairly evenly across the city, and range greatly in size from small 5,000 SF lots to sprawling tracts spanning dozens of acres. Most of these parcels (59%) are residential in character; the remaining parcels are either commercial or industrial in nature.

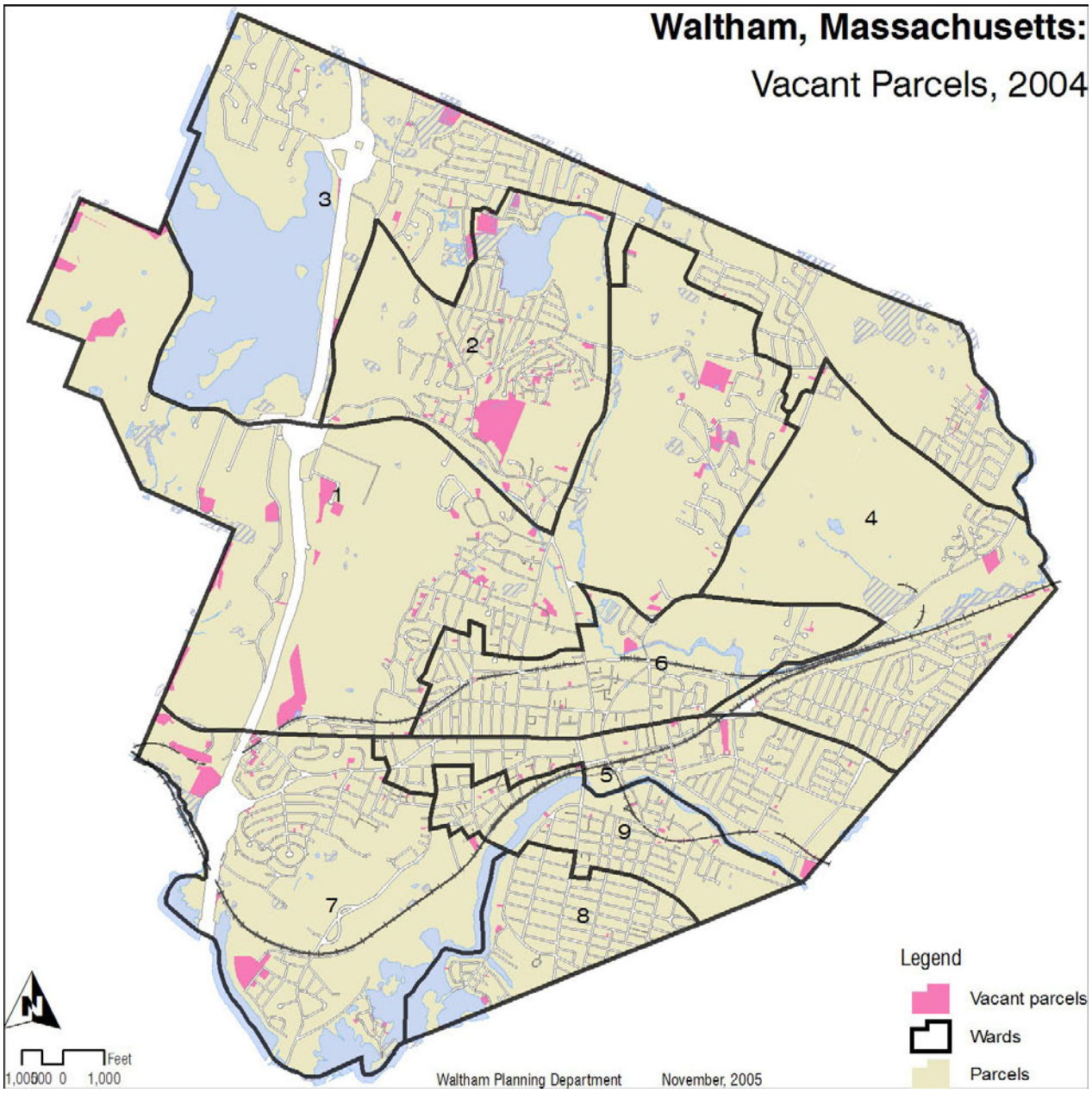
While few in number, Waltham's vacant parcels have a large capacity to accommodate new development both By-Right (910 homes and 1,350,000 SF of commercial uses) and particularly by Special Permit (almost 1,200 homes and 7,600,000 SF of commercial space). These figures include the recent construction of 264 town homes at The Ridge development in Ward Two on formerly vacant commercially-zoned property. Residential development capacity is focused in Wards Two and Five, where large vacant parcels in Commercial and Industrial zones allow for dense residential redevelopment. Similarly, tracts of unused property in Commercial, Limited Commercial and Industrial zones along the I-95/Route 128 corridor allow commercial development capacity to be highly concentrated in Wards One and Seven. Additionally, vacant parcels in the Riverfront Overlay District can accommodate a significant amount of new mixed-use development, totaling 160 new homes and over 110,000 SF of retail space by Special Permit.

Table 16: Vacant Parcels Buildout Summary

Property type	Number of Parcels	Current Dwelling Units	Current Commercial Space (SF)	Additional Dwelling Units, By-Right	Additional Commercial, By-Right (SF)	Additional Dwelling Units, Sp. Permit (Units)	Additional Commercial, Sp. Permit (SF)
Ward One	68	0	0	123	521,806	164	3,316,182
Ward Two	69	0	0	414*	75,827	414*	184,400
Ward Three	17	0	0	46	19,705	91	33,579
Ward Four	17	0	0	14	67,712	14	118,152
Ward Five	36	0	0	48	118,199	109	555,658
Ward Six	33	0	0	59	16,525	86	432,202
Ward Seven	39	0	0	397**	451,434	397**	2,882,739
Ward Eight	20	0	0	84	23,497	159	41,114
Ward Nine	21	0	0	21	56,948	78	37,282
TOTAL	**320**	**0**	**0**	**1,206**	**1,351,653**	**1,512**	**7,601,306**
Inside Riverfront Overlay District	*29*	*0*	*0*	*29*	*167,108*	*160*	*112,880*

* Includes actual construction of 264 multi-family units at The Ridge development
** Includes actual construction of 364 multi-family units at the Longview Place development on the site of the former Waltham Hospital

Map Twelve


Waltham, Massachusetts:
Vacant Parcels, 2004
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Vacant parcels
Wards
Parcels
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Waltham Planning Department
November, 2005

“Small lot” (Grandfathered) Parcels

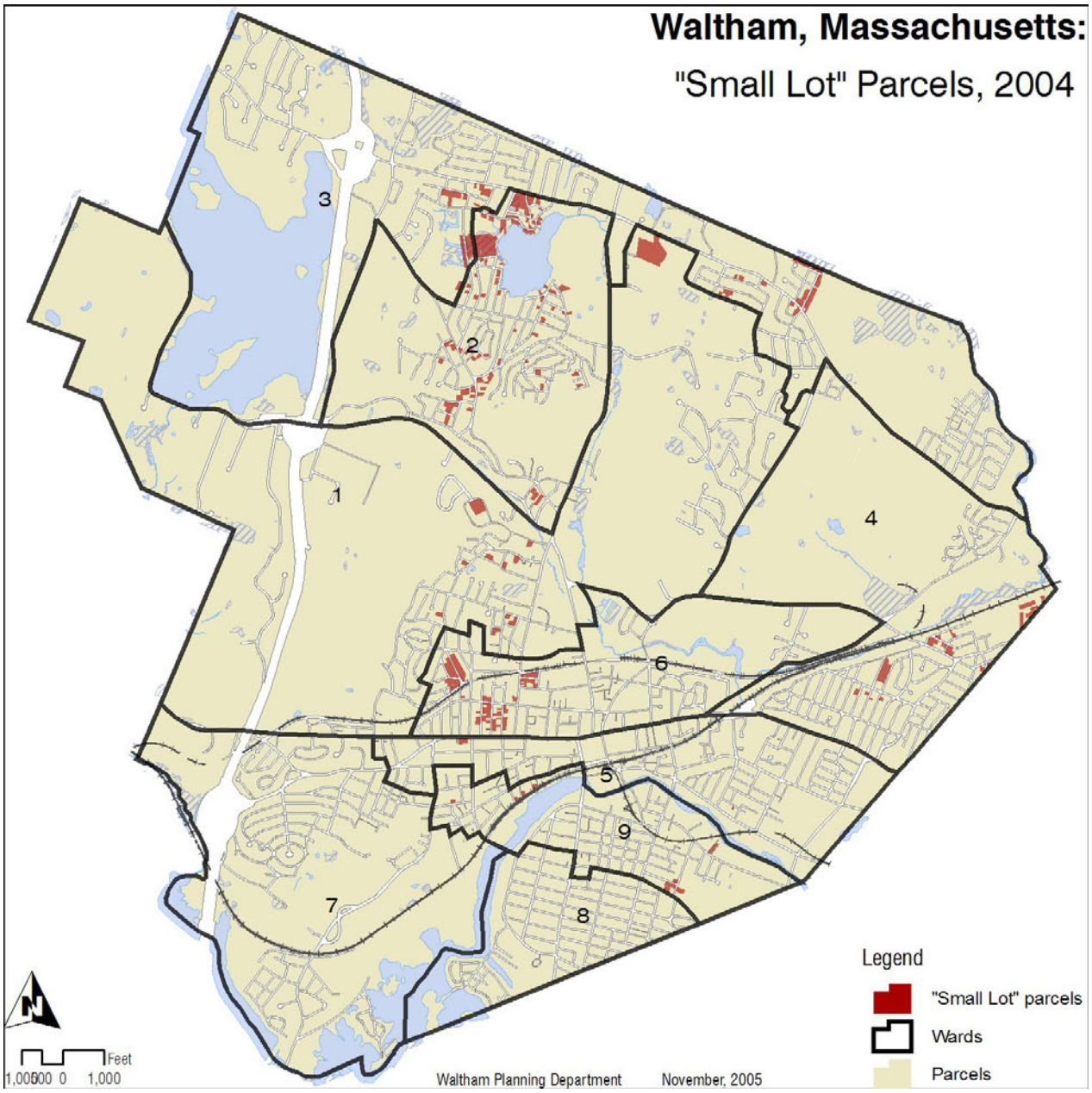
Waltham has a number of residential parcels, collectively referred to as “small lots” or “grandfathered lots”, that are comprised of multiple small sub-parcels that often, under the City’s Zoning Ordinances, can legally have additional structures built on them. This study analyzed 311 such properties, as summarized below in Table Seventeen and Map Thirteen. These properties are primarily residential, and contain a total of 894 “sub-parcels” and 471 dwellings. “Small lot” properties are concentrated in Wards Two, Four and Six, and are generally small, averaging slightly over one-quarter acre (12,000 SF). These parcels were primarily created prior to the adoption of zoning, and are often the sites of former summer cottages, particularly in the Hardy Pond area in Ward Two, which was a popular vacation spot in the early twentieth century.

Waltham’s “small lot” parcels have substantial capacity to accommodate new development. By-Right, these properties can accommodate 217 new homes; by Special Permit they can absorb a total of 291 new homes, a 62% increase in the number of residences that currently exist on them.

Table 17: “Small Lot” Parcels - Buildout Summary

Property type	Number of Parcels	Total Lots on Parcels	Current Dwellings on Parcels	Additional Dwelling Units, By-Right	Additional Dwelling Units, Sp. Permit
Ward One	14	31	16	11	11
Ward Two	118	269	173	84	84
Ward Three	34	113	32	47	47
Ward Four	49	118	76	2	2
Ward Five	2	4	1	6	17
Ward Six	87	251	166	67	68
Ward Seven	0	0	0	0	0
Ward Eight	0	0	0	0	0
Ward Nine	7	29	7	0	62
TOTAL	**311**	**815**	**471**	**217**	**291**

Map Thirteen



Recommended Actions

Parcel buildout studies allow study of: the consequences of maintaining current development patterns, the effects of revising zoning ordinances and the implications of allowing particular development proposals to be permitted. Given the findings of this element, we advise the following measures be enacted:

- Review and, as appropriate, amend the Zoning Ordinances in order to:
  - Insure that the amount and location of By-Right development is acceptable given existing infrastructure restraints,
  - Maintain or perhaps extend Special Permit development relative to By-Right development to inject formal municipal review, comment, negotiation and public meeting procedures into Waltham's development process,
  - Examine exaction ordinances and, as appropriate, strengthen and increase current linkage payment requirements in order to mitigate development impacts on the City's transportation, education and general municipal infrastructure,
  - Explore creation of additional mixed-use districts to provide both housing and retail/entertainment uses in areas with large amounts of under-used industrial or commercial property - recognizing the dual advantages of expanding the housing supply and creating new demand for retail and commercial uses,

- Govern development by framing permitting decisions according to projected development impacts so that new construction does not overwhelm existing and future municipal infrastructure. Potential impacts to be studied should include, but not be restricted to:
  - Traffic circulation (auto, transit, bicycle and pedestrian),
  - Parking (spaces provided, relation to traffic impacts, impervious surface created)
  - School enrollment (elementary, middle and high school students "generated"),
  - Public safety (police, fire, ambulance and other emergency services),
  - Water, storm drain and sewer usage (capacity used versus capacity provided to municipal system),
  - Environmental impacts (effects on wetlands, floodplains, watersheds and associated flora/fauna),
  - Fiscal impacts (net development costs [total infrastructure costs versus tax revenue generated]),
  - Recreation (new users "generated" for public active and passive recreation facilities),
  - Urban Design (effects of structural massing and aesthetics on adjacent properties/neighborhood),
  - Historic character (effects on local historic properties if project is located in a historic district)

- Development impact information should be reviewed by appropriate municipal departments:
  - Clearly articulate Waltham's municipal development process, both for By-Right and Special Permit development, via the municipal website, cable channel and publications,
  - Monitor projects developed by Special Permit to ensure that all permit conditions are enforced.

2007 PLAN UPDATES

The Land Use element of the 2006 Community Development Plan was updated by the Waltham Planning Department in conjunction with the Waltham City Council. On May 14, 2007, the Council's Ad Hoc Master Plan Committee recommended the following revisions to this part of the Plan:

Amendment #1: *Provide recommendations in the Land Use element (bullet points) for how to prevent overdevelopment in Waltham. Provide Action Items for improving development decision making processes in the City, mainly by better information flow from technical staff to municipal decision makers.*

Amendment #2: *Review the CDP and refresh any dated references or language.*

RECOMMENDATIONS (PUTTING IT ALL TOGETHER)

"Putting it all Together" refers to the process of reconciling conflicts between the plan elements and identifying how they fit together. Map Five, the Community Development Plan Map, is the product of this process, showing future land use incorporating changes in planned land use.

Strategies presented in this section include mapped strategies for which the town envisioned and described the future of specific areas in town, as well as "unmapable" strategies that if implemented, would not necessarily result in a change in the land use of an area, or are not specific to particular locations. In all cases, implementation of these ideas is far from automatic, and would require a number of steps, many of which would involve public processes and reviews. However, the City Council has started the process by conducting a systematic review of Waltham's zoning ordinance in 2005, using the results of the Buildout Analysis as a guideline, to bring its zoning requirements and process into better alignment with the community's goals.

Community Development Plan Map

Waltham's Community Development Plan (Map 5) describes a fairly small set of changes to the City's land use patterns. A longer list of recommendations are not "mapable", because they involve actions that would apply city-wide, are not specific to sites that can currently be identified, or may involve as-yet-unknown changes in the intensity of uses. The most important of these is the last category, specifically the changes that may result from the City's revision of its zoning ordinance, which will follow the completion of the CDP. The impetus for this effort is the recognition that the buildout analysis for the City indicated significant capacity for additional development under current zoning (two million square feet of commercial space By-Right), but streets and other infrastructure are already near capacity. It is anticipated that the detailed analysis of zoning capacity may lead to revisions in zoning regulations that will reduce the capacity for additional development in some areas of the city.

Mapped elements of the CDP include the following areas.

DOWNTOWN

Extend the revitalization of the Moody Street corridor to the rest of downtown by upgrading public streetscapes, expanding mixed use zoning, and leveraging cultural, historical, and recreational resources. Areas to be addressed include southern Moody Street toward Newton, as well as north across the Charles River to the Common, and the adjacent east and west Main Street, Lexington Street, and River Street corridors.

Recommended strategies:

- Improve public spaces and infrastructure to enhance downtown's image and encourage renovation of private properties.
    - Extend streetscape improvements beyond the existing Moody Street revitalization area. Set priorities among southern Moody Street, the Common area, west Main Street, East Main Street, River Street, and Lexington Street. Sequence improvements based on available funding (e.g. the Mass ReLeaf program and Community Development Block Grants), recommendations of the Tourism study, discussions with merchants and residents, and identification of low cost/ quick return opportunities.
    - Work with downtown merchants to identify desired improvements in the physical environment, including feedback on past efforts to revitalize the public and private streetscapes (e.g. facades, signage).
    - Explore physical improvements to the Common to increase use and improve its image. Investigate establishing a "Friends of the Common" group among downtown businesses and residents to develop programming, plan for physical improvements such as lighting, signage, and maintenance to improve the appearance and perception of this key focal point.
    - Integrate the findings of the Tourism plan currently being prepared to identify potential sites for walking paths, streetscape improvements, etc.
    - Explore with the MBTA the upgrading of the commuter rail station and nearby bus transfer area. Focus on immediate improvements to park maintenance, appearance, and signage. In the longer term, explore the potential for more intensive residential or mixed use transit oriented development.
    - Examine the feasibility of additional structured parking in the Moody street area to serve evening dining/entertainment customers as well as desired daytime retail activity.

- Enhance marketing of downtown to local residents and visitors

  - Foster creation of a marketing plan
  - Define visions and target markets for specific portions of downtown (e.g., basic retail services for neighborhood residents, specialty retail to serve tourists or college students and their visiting parents, dining / arts / culture / entertainment venues drawing from the larger region)
  - Analyze images / brands to effectively communicate the visions
  - Identify gaps in retail services, attractions, amenities to fulfill the visions
  - Devise a plan for joint advertising, promotions, event programming, etc.

- Recruit businesses to fill gaps in the vision for downtown

  - Work with downtown businesses and shoppers to identify retail businesses of interest to the community (e.g. moderate priced clothing store, general merchandise stores).
  - Identify sites and recruit retailers most compatible with residents' vision for a dense, pedestrian-friendly mixed residential / retail district, and with the strategies of the Tourism plan.

- Foster development of appropriate downtown housing to expand the market for retailers and provide needed housing opportunities

  - Explore extending/increasing zoning incentives to encourage mixed-use development (e.g., permitting residential units above retail as of right) in the Main Street / Moody Street corridors.
  - Explore additional incentives, such as a density bonus, to encourage mixed-use residential/commercial developments.
  - Pursue opportunities to stimulate development of affordable housing units on downtown sites.

Rationale:
Continued revitalization of Waltham's commercial center was the goal most frequently stated in the public workshops. Residents expressed satisfaction with the city's ongoing downtown revitalization, and favored extending improvements throughout the downtown. Residents also expressed the desire to bring additional affordable housing to the area, attract a broader mix of retailers, improve streetscapes, and create pedestrian connections and pathways to produce an active walking district for residents and visitors. The focus on retail development serves the additional goal of increasing entry level and part-time job opportunities for workers of low-moderate income with modest levels of education, skill or experience. The bulk of the city's immigrant community resides within walking distance of the downtown commercial core and could provide both the work force and the customer base for new retailers. The Housing Element identified a need for additional housing, and affordable housing in particular, and the addition of more residents to the downtown will help strengthen the areas' retail base.

METROPOLITAN STATE HOSPITAL SITE
Explore the best active/passive recreational uses(s) on Waltham's portion of the site, including a public golf course if appropriate.

Rationale:
Use of the site as active/passive recreation space, including a municipal golf course, would maintain the area as open space, as required by agreements with the State, and the Towns of Lexington and Belmont. Golf operations could also provide a revenue stream for the City.

FERNALD SCHOOL CAMPUS
Determine appropriate mix of uses for the former state school property given the current state of Waltham's municipal infrastructure and the needs of current Fernald residents.

Rationale:
The Fernald site is currently the focus of a task force that is conducting a detailed analysis of reuse options. The CDP does not show a change in future use for the property from its institutional designation because the exact combination of future uses is yet to be defined. Suggestions made in the public forums included continuation of the existing school and library functions, as well as addition of multi-generational community facilities, housing, and commercial space. However, it was also noted that several intersections in the vicinity suffer from traffic congestion, the general area is not currently well served by transit, and the site's utility connections are at full capacity.

FORMER FREDERICK C. MURPHY FEDERAL CENTER SITE

Maintain the Veterans Memorial Athletic Complex.

Rationale:
The Open Space Plan identified a need for additional recreation facilities. The site became available to the City as surplus property of the federal government.

HARDY POND

Enhance recreational uses by upgrading facilities at Lazazzero Field. Consolidate municipal property holdings of wetlands along the shoreline of Hardy Pond to protect water quality by land purchases and, if required, tax title sales. Develop processes to monitor water quality and sedimentation.

Rationale:
The Open Space Plan identified a need for more water-based recreation. The City has improved the water quality in Hardy Pond, and is planning to improve access to the pond and enable more active recreational use.

OPEN SPACE CONNECTIONS

Explore creating a series of attractive corridors linking parks, open space, residential neighborhoods, downtown Waltham, and gateways to the city.

- Identify the potential for establishing pedestrian and bicycle paths connecting the neighborhoods and parks in north Waltham to the downtown. Evaluate the feasibility of a long-term greenway/parkway plan for key transportation corridors.
- Identify priorities for improving the appearance of key gateways and focal points in the city, through, for example, welcoming and directional signs and improved landscaping and maintenance of public spaces (e.g. an "adopt-a-site" type program). Potential gateway locations include Route 20 East and West and Trapelo Road and Totten Pond Road at Route 128.
- Continue to pursue development of the east-west Wayside Rail Trail across Waltham, and identify opportunities to leverage it to bring visitors and residents downtown.
- Examine the potential for increased recreational use of the Charles River and waterfront.
- Extend public streetscape improvements as described in the downtown section of the Economic Development Element.

Rationale:
Residents expressed the need for more open space in the community as well as for safe and attractive walking and biking paths as alternatives to heavily traveled streets. Open space acquisition provides recreational opportunities and reduces traffic. Combined with a system of landscaped gateways and street corridors, they also can improve the city's image. Improvements to the city's natural assets represent amenities to stimulate redevelopment for both residential and commercial use, particularly downtown along the Charles River and the Common.

POTENTIALLY SURPLUS SCHOOL PROPERTY

Explore the potential for reuse of public school sites for affordable housing or other "social" uses by non-profit organizations, if and when the sites (including Banks, South Middle, Lawrence and Bright Schools) are declared surplus by the School Committee.

Rationale:
Waltham has a demonstrated need for additional housing affordable to low and moderate income households. While it may or may not be financially feasible to reuse the existing school structures, city ownership of the land itself may enable development of affordable housing. Three of the four sites are in or near downtown Waltham where most of the city's lower income households live, and their reuse for housing would increase local purchasing power to support downtown retailers. The fourth site is adjacent to the Fernald School site and its potential reuse can be considered as part of the overall redevelopment plan for northeast Waltham.

Non-Mappable Plan Elements

OPEN SPACE

The City's Open Space and Recreation Plan identified a number of city-wide strategies:

- Develop recreational facilities in areas where service is currently inadequate, or in areas where new development will require additional facilities.
- Expand recreational opportunities by developing trail systems for modes of non-motorized transportation including cross-country skiing, hiking, bicycling, and jogging.
- Enhance recreational opportunities and facilities for the special needs population.
- Enhance access to and improve water-based recreation opportunities such as boating, swimming, and fishing.
- Improve and upgrade existing recreational facilities.
- Include needed recreational facilities, such as a golf course, in any potential reuse plans for State and Federal holdings in Waltham.
- Increase public open space holdings in the downtown area that will link historic and cultural assets with greenways along the Charles River.

HOUSING

The City is urged to adopt policies to improve the balance of housing opportunities, targeting scarce public resources toward low-, moderate-, and possibly middle-income households, and setting numerical goals.

- Reaffirm the City's commitment to affordable housing by adopting an annual numerical production goal. Also consider an annual contribution to the Housing Trust Fund, and adopt guiding principles for housing development.
- Improve the effectiveness of the Waltham Housing Partnership Committee (WHPC) and other key housing groups. The WHPC is urged to draft policy documents for consideration by the City; report regularly to the Mayor and the City Council; take steps to upgrade its status and visibility; and take the lead in pursuing housing study recommendations.
- Adopt policies governing the Housing Trust Fund, consider a variety of fundraising options, and develop a long-range plan to increase funds for housing.
- Annually monitor the City's compliance with MGL Chapter 40B requirements using the land area methodology. To maintain this status, the City should take steps to ensure that existing "expiring use" properties remain affordable and establish guidelines for using the Comprehensive Permit process as a positive tool to encourage desirable affordable housing.
- Make zoning more supportive of affordable housing by improving the Affordable Housing Provisions (Inclusionary Zoning); consider linkage and revisions governing multi-family housing, mixed-use development, "smart growth," accessory apartments, lodging houses, and other requirements.
- Engage in dialogue with the colleges for other housing-related assistance, using town-gown housing examples provided here.
- Work with the Chamber of Commerce, lenders, and construction trades labor unions; recruiting "champions"; adding a business representative to the WHPC; and soliciting financial and pro bono assistance as ways to capitalize on the business community's need to attract a qualified workforce.
- Work with the owner of the affordable units in The Mill, HUD officials, and other involved parties to ensure that property remains affordable. Continue existing programs to preserve existing affordable housing, proactively seeking properties for acquisition and rehabilitation, and streamlining review procedures.
- Explore opportunities for production of new housing in potentially surplus school buildings, other municipally owned facilities, state-owned property that may become surplus, privately owned property, and market-rate redevelopment where affordable housing provisions apply. Develop a comprehensive plan to use surplus City property, including schools, to meet competing needs; develop an action strategy to pursue key publicly owned properties, and initiate discussions with owners of large private properties such as Bentley and Brandeis.

ECONOMIC DEVELOPMENT

Improve Access to Health Care

With the closing of the Waltham hospital in 2003 and its probable redevelopment for other uses, residents expressed concern about the community's lack of nearby medical care.

- In the near term, explore the need for additional public transportation to health care facilities in neighboring communities.
- Continue to assist the Joseph Smith Health Center's satellite facility on Main Street with federal grant funds. Explore with health care providers (e.g., private, non-profit, universities) the potential for establishing other satellite facilities, similar to Children's Hospital at Waltham, to better serve all local residents. Examine potential sites for health care providers in the downtown area as a way to increase daytime visits to downtown and help support retailers.
- Explore expansion or acquisition of new/existing medical facilities.

Workforce Development

Waltham has one of the largest and highest paying job bases in metropolitan Boston, much of which is located in office parks along Route 128. The city also has a large and growing population of immigrants, many of whom lack language and job skills to successfully compete for good jobs. While a number of organizations actively provide workforce development services to Waltham residents (see Appendix X for a list), the City can provide leadership to better coordinate between the needs of residents and the needs of local employers.

- Establish and foster an organizational link between employers and the local workforce development community (City of Waltham, public schools, universities, State, private sector, and community groups) to more directly connect employer needs and workforce development efforts.
- Help identify office space for workforce development providers, and in particular assist the current effort to relocate the State's Employment and Training Resources career center from Newton to Waltham.
- Explore funding for transportation service between low income communities in central Waltham and nearby employment centers (e.g., hotels and offices along Route 128) to supplement the services provided by the 128 Business Council and MBTA.
- In recruiting downtown retailers, seek businesses that will commit to hiring low-moderate income Waltham residents.
- Coordinate retailer recruitment with training programs to ensure a quality workforce for target companies

TRANSPORTATION

Most of the intersections examined for the Transportation study are currently experiencing impaired levels of service. Planned improvements by the city will improve some service levels in the future, but significant development or redevelopment could further degrade traffic flow on major streets.

- Continue implementing signal upgrades based on the results of the inventory of the city's signal system and the Waltham Transportation Department's future Transportation Master Planning initiatives.
- Institute a systematic traffic count program to allow the city to track changes in traffic patterns.
- Conduct a more detailed analysis at intersections with higher than average crash rates, and for which no current redesign plans exist to determine the nature of existing problems and how they can be corrected
- Coordinate economic development planning and transportation planning.

LAND USE

Waltham's existing Zoning Ordinances permit a potentially tremendous amount of new residential and commercial development to be built in the city, to a level that will overwhelm existing municipal infrastructure networks (roads, water/sewer capacity, public safety, education, recreation and open space) beyond their capacity to expand. Construction of new development even to the capacity allowed in the Zoning Ordinances By-Right could seriously stress the city's ability to provide effective and responsive municipal services, reducing quality of life.

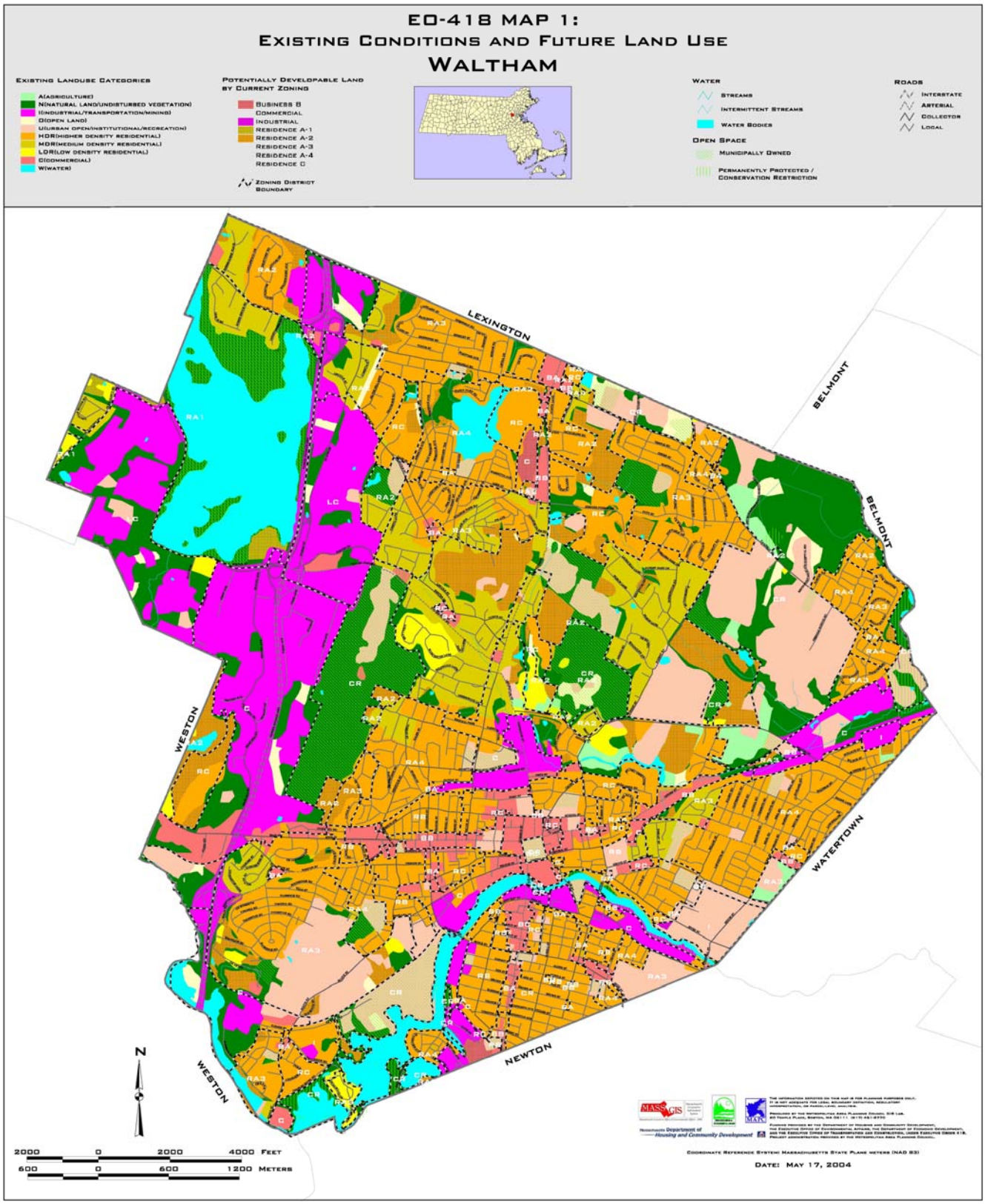
In visioning meetings, residents expressed concerns about the impacts of large commercial and residential developments on city infrastructure and the quality of life of residents. While these sentiments received support in

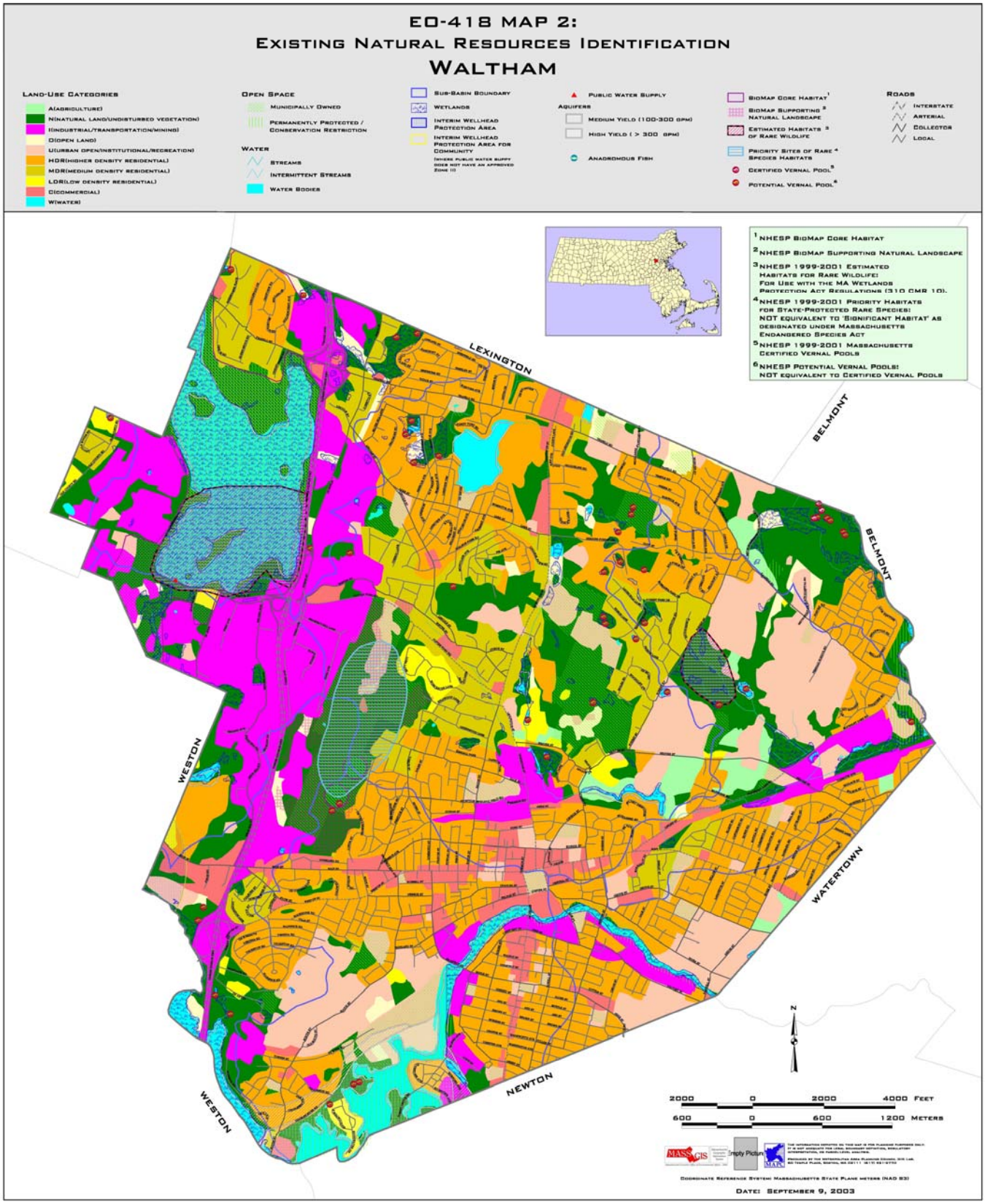
the public forums, the perceived problems were not sufficiently detailed to guide specific changes to the city's review processes. However, since the findings of the Transportation element indicate that key intersections are already experiencing unacceptable levels of service, and the buildout analysis shows that existing zoning can permit 40 million square feet of additional commercial development by Special Permit, the City should analyze impacts of new development both in terms of specific proposals and the City's overall zoning and infrastructure capacity.

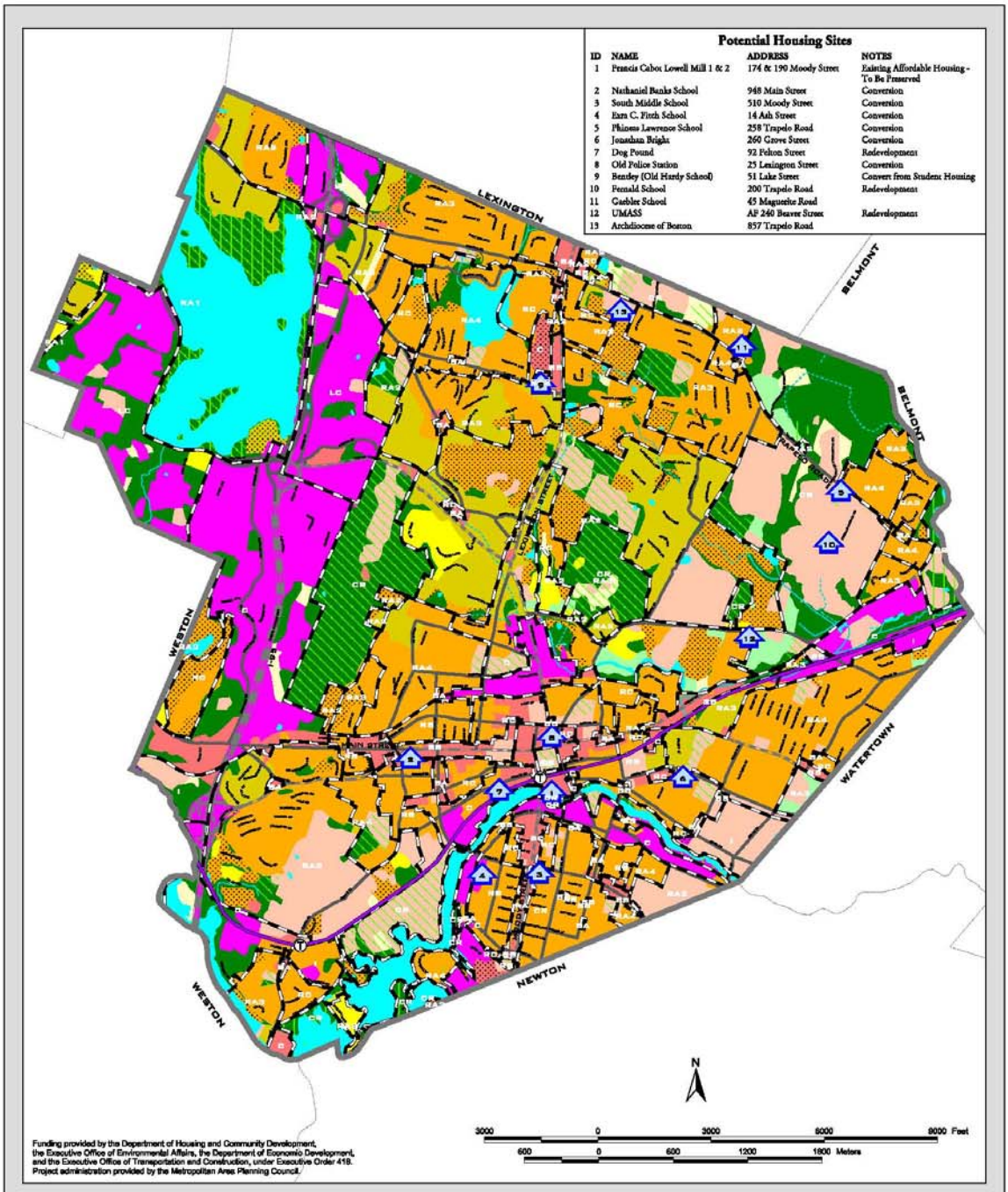
Regulation of Development/Limiting Impacts

- Examine the capacity for additional development under existing zoning regulations, both as of right and under special permits, in relation to the capacity of the city's infrastructure to support additional traffic, school children, water/sewer use, etc. This was accomplished by the Buildout Analysis portion of this plan.
- In accordance with any revision of zoning capacity, explore revising the zoning code to decrease reliance on special permitting and expand the range of clearly defined as-of-right uses.
- Improve dissemination of information about development proposals, extend outreach to increase attendance by affected communities, and clarify decision criteria to increase transparency of the review process.
- Assess the capacity/resources of city staff to investigate and enforce compliance with required mitigation measures.
- Revise or recodify Waltham's existing Zoning Ordinances to reduce the city's zoning capacity for new residential and commercial development.

PUTTING IT ALL TOGETHER - MAPS


EO-418 MAP 1:
EXISTING CONDITIONS AND FUTURE LAND USE
WALTHAM
EXISTING LANDUSE CATEGORIES
A(AGRICULTURE)
N(NATURAL LAND/UNDISTURBED VEGETATION)
I(INDUSTRIAL/TRANSPORTATION/MINING)
O(OPEN LAND)
U(URBAN OPEN/INSTITUTIONAL/RECREATION)
HDR(HIGHER DENSITY RESIDENTIAL)
MDR(MEDIUM DENSITY RESIDENTIAL)
LDR(LOW DENSITY RESIDENTIAL)
C(COMMERCIAL)
W(WATER)
POTENTIALLY DEVELOPABLE LAND BY CURRENT ZONING
BUSINESS B
COMMERCIAL
INDUSTRIAL
RESIDENCE A-1
RESIDENCE A-2
RESIDENCE A-3
RESIDENCE A-4
RESIDENCE C
ZONING DISTRICT BOUNDARY
WATER
STREAMS
INTERMITTENT STREAMS
WATER BODIES
OPEN SPACE
MUNICIPALLY OWNED
PERMANENTLY PROTECTED / CONSERVATION RESTRICTION
ROADS
INTERSTATE
ARTERIAL
COLLECTOR
LOCAL
LEXINGTON
BELMONT
BELMONT
WATERTOWN
NEWTON
WESTON
WESTON
N
2000 0 2000 4000 FEET
600 0 600 1200 METERS
COORDINATE REFERENCE SYSTEM: MASSACHUSETTS STATE PLANE METERS (NAD 83)
DATE: MAY 17, 2004


EO-418 MAP 2:
EXISTING NATURAL RESOURCES IDENTIFICATION
WALTHAM
LAND-USE CATEGORIES
A(AGRICULTURE)
N(NATURAL LAND/UNDISTURBED VEGETATION)
I(INDUSTRIAL/TRANSPORTATION/MINING)
O(OPEN LAND)
U(URBAN OPEN/INSTITUTIONAL/RECREATION)
HDR(HIGHER DENSITY RESIDENTIAL)
MDR(MEDIUM DENSITY RESIDENTIAL)
LDR(LOW DENSITY RESIDENTIAL)
C(COMMERCIAL)
W(WATER)
OPEN SPACE
MUNICIPALLY OWNED
PERMANENTLY PROTECTED / CONSERVATION RESTRICTION
WATER
STREAMS
INTERMITTENT STREAMS
WATER BODIES
SUB-BASIN BOUNDARY
WETLANDS
INTERIM WELLHEAD PROTECTION AREA
INTERIM WELLHEAD PROTECTION AREA FOR COMMUNITY
(WHERE PUBLIC WATER SUPPY DOES NOT HAVE AN APPROVED ZONE II)
PUBLIC WATER SUPPLY
AQUIFERS
MEDIUM YIELD (100-300 GPM)
HIGH YIELD (> 300 GPM)
ANADROMOUS FISH
BIOMAP CORE HABITAT 1
BIOMAP SUPPORTING 2 NATURAL LANDSCAPE
ESTIMATED HABITATS 3 OF RARE WILDLIFE
PRIORITY SITES OF RARE 4 SPECIES HABITATS
CERTIFIED VERNAL POOL 5
POTENTIAL VERNAL POOL 6
ROADS
INTERSTATE
ARTERIAL
COLLECTOR
LOCAL
1 NHESP BIOMAP CORE HABITAT
2 NHESP BIOMAP SUPPORTING NATURAL LANDSCAPE
3 NHESP 1999-2001 ESTIMATED HABITATS FOR RARE WILDLIFE: FOR USE WITH THE MA WETLANDS PROTECTION ACT REGULATIONS (310 CMR 10).
4 NHESP 1999-2001 PRIORITY HABITATS FOR STATE-PROTECTED RARE SPECIES: NOT EQUIVALENT TO 'SIGNIFICANT HABITAT' AS DESIGNATED UNDER MASSACHUSETTS ENDANGERED SPECIES ACT
5 NHESP 1999-2001 MASSACHUSETTS CERTIFIED VERNAL POOLS
6 NHESP POTENTIAL VERNAL POOLS: NOT EQUIVALENT TO CERTIFIED VERNAL POOLS
LEXINGTON
BELMONT
BELMONT
WESTON
WATERTOWN
NEWTON
WESTON
N
2000 0 2000 4000 FEET
600 0 600 1200 METERS
COORDINATE REFERENCE SYSTEM: MASSACHUSETTS STATE PLANE METERS (NAD 83)
DATE: SEPTEMBER 9, 2003



Potential Housing Sites

ID	NAME	ADDRESS	NOTES
1	Francis Cabot Lowell Mill 1 & 2	174 & 190 Moody Street	Existing Affordable Housing - To Be Preserved
2	Nathaniel Banks School	948 Main Street	Conversion
3	South Middle School	510 Moody Street	Conversion
4	Ezra C. Fitch School	14 Ash Street	Conversion
5	Phineas Lawrence School	258 Trapelo Road	Conversion
6	Jonathan Bright	260 Grove Street	Conversion
7	Dog Pound	92 Felton Street	Redevelopment
8	Old Police Station	25 Lexington Street	Conversion
9	Bentley (Old Hardy School)	51 Lake Street	Convert from Student Housing
10	Fernald School	200 Trapelo Road	Redevelopment
11	Gaebler School	45 Maguire Road	
12	UMASS	AP 240 Beaver Street	Redevelopment
13	Archdiocese of Boston	857 Trapelo Road	

Funding provided by the Department of Housing and Community Development, the Executive Office of Environmental Affairs, the Department of Economic Development, and the Executive Office of Transportation and Construction, under Executive Order 418. Project administration provided by the Metropolitan Area Planning Council.

Existing Landuse Categories

- A(agriculture)
- N(natural land/undisturbed vegetation)
- I(industrial/transportation/mining)
- O(open land)
- U(urban open/institutional/recreation)
- HDR(higher density residential)
- MDR(medium density residential)
- LDR(low density residential)
- C(commercial)
- W(water)

Housing Opportunity Site

Commuter Rail Station

Commuter Rail Line

Potentially Developable Land by Current Zoning

- Business B
- Commercial
- Industrial
- Residence A-1
- Residence A-2
- Residence A-3
- Residence A-4
- Residence C

Zoning District Boundary

Water

- Streams
- Intermittent Streams
- Water Bodies

Open Space

- Municipally Owned
- Permanently Protected / Conservation Restriction

Roads

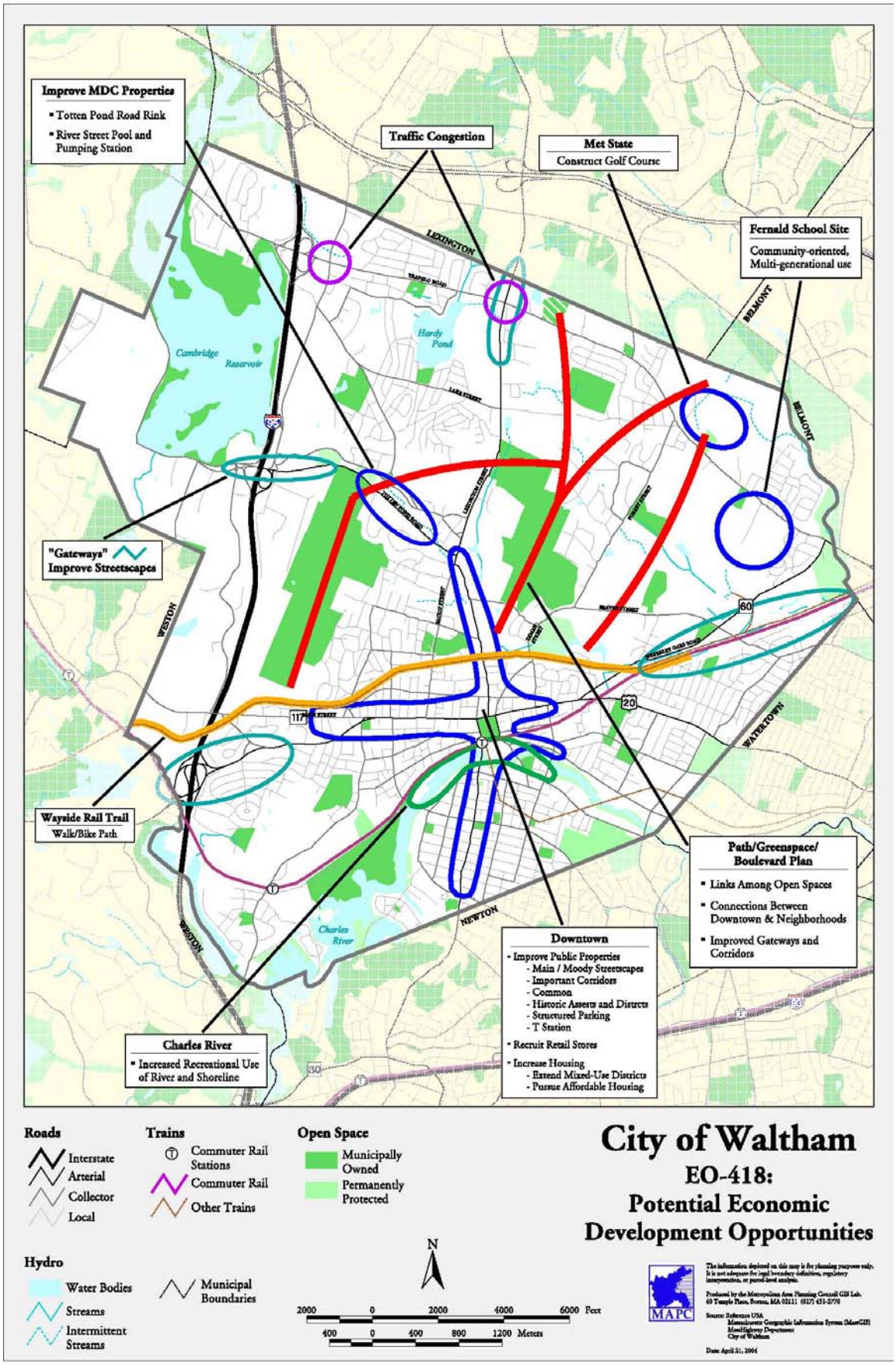
- Interstate
- Arterial
- Collector

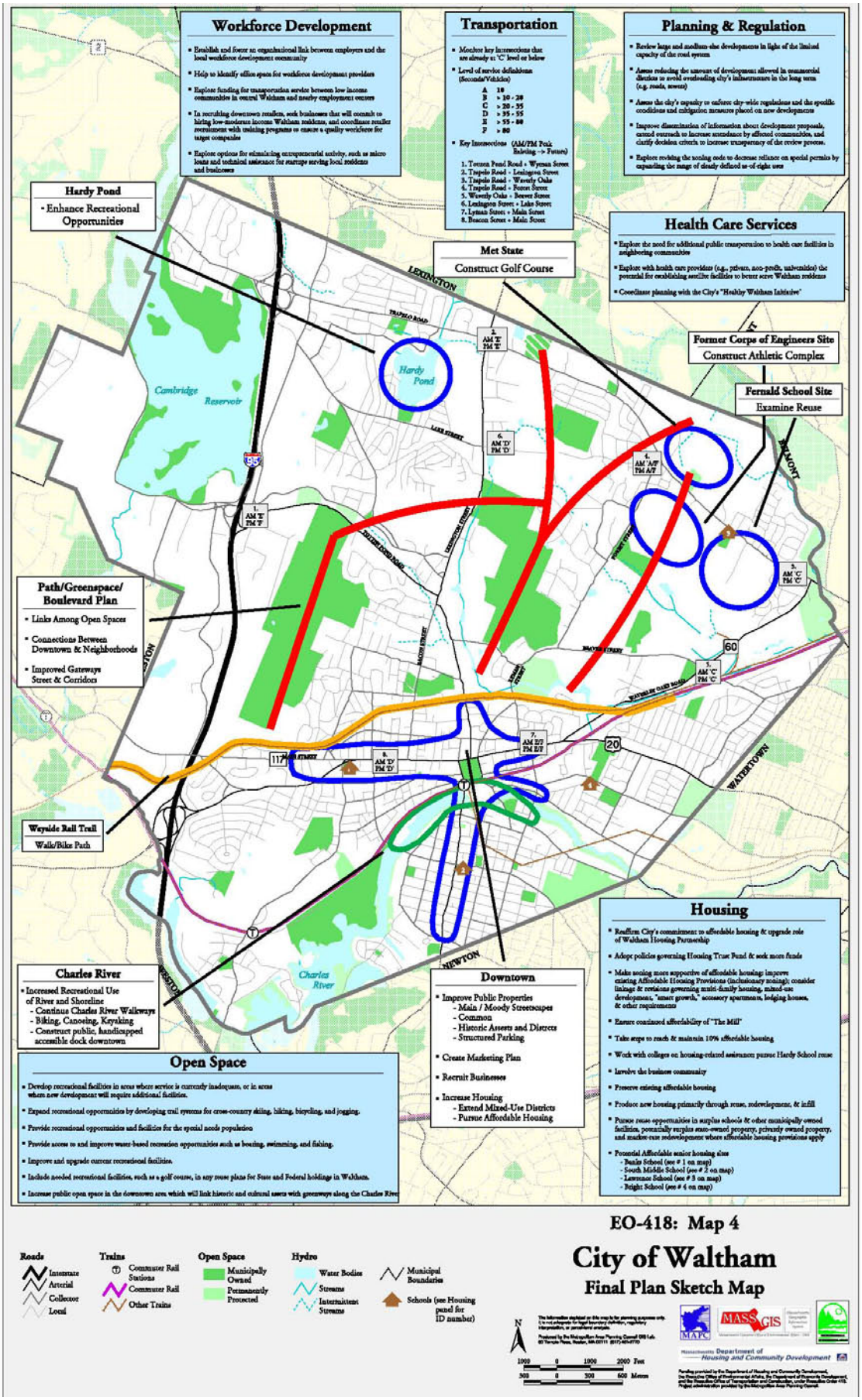
City of Waltham
EO-418: Housing Opportunities

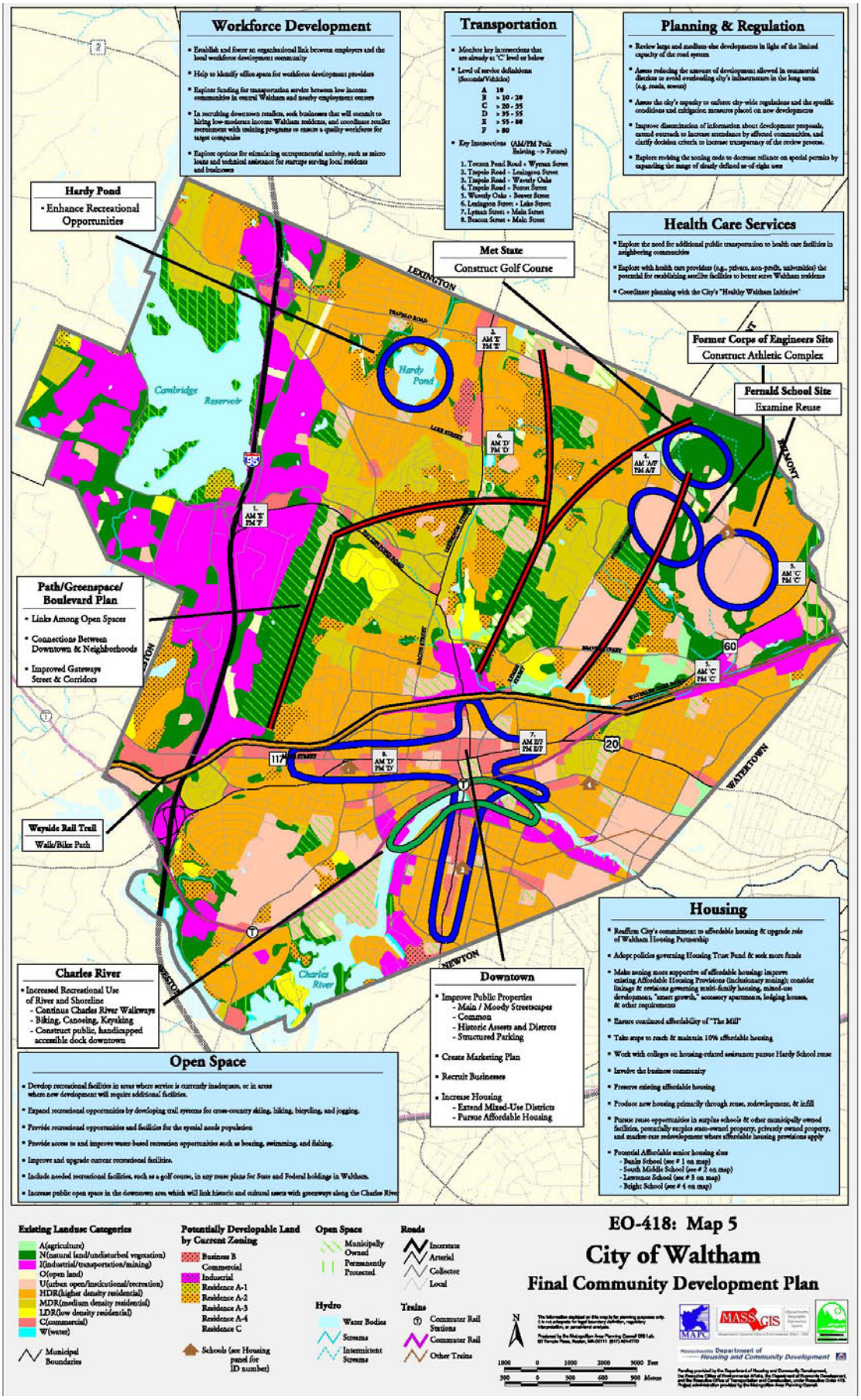
Massachusetts Department of Housing and Community Development

The information depicted on this map is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel-level analysis.

Produced by the Metropolitan Area Planning Council GIS Lab.
60 Temple Place, Boston, MA 02111 (617) 451-2770


Improve MDC Properties
Totten Pond Road Rink
River Street Pool and Pumping Station
Traffic Congestion
Met State
Construct Golf Course
Fernald School Site
Community-oriented, Multi-generational use
"Gateways"
Improve Streetscapes
Wayside Rail Trail
Walk/Bike Path
Path/Greenspace/ Boulevard Plan
Links Among Open Spaces
Connections Between Downtown & Neighborhoods
Improved Gateways and Corridors
Downtown
Improve Public Properties
- Main / Moody Streetscapes
- Important Corridors
- Common
- Historic Assets and Districts
- Structured Parking
- T Station
Recruit Retail Stores
Increase Housing
- Extend Mixed-Use Districts
- Pursue Affordable Housing
Charles River
Increased Recreational Use of River and Shoreline
LEXINGTON
BELMONT
WATERTOWN
NEWTON
WESTON
Cambridge Reservoir
Hardy Pond
Charles River
Roads
Interstate
Arterial
Collector
Local
Trains
Commuter Rail Stations
Commuter Rail
Other Trains
Open Space
Municipally Owned
Permanently Protected
Hydro
Water Bodies
Streams
Intermittent Streams
Municipal Boundaries
N
2000 0 2000 4000 6000 Feet
400 0 400 800 1200 Meters
City of Waltham
EO-418:
Potential Economic Development Opportunities
MAPC


Workforce Development
Transportation
Planning & Regulation
Hardy Pond
Enhance Recreational Opportunities
Met State
Construct Golf Course
Health Care Services
Former Corps of Engineers Site
Construct Athletic Complex
Fernald School Site
Examine Reuse
Path/Greenspace/ Boulevard Plan
Links Among Open Spaces
Connections Between Downtown & Neighborhoods
Improved Gateways Street & Corridors
Weyside Rail Trail
Walk/Bike Path
Charles River
Increased Recreational Use of River and Shoreline
- Continue Charles River Walkways
- Biking, Canoeing, Kayaking
- Construct public, handicapped accessible dock downtown
Downtown
Improve Public Properties
- Main / Moody Streetscapes
- Common
- Historic Assets and Districts
- Structured Parking
Create Marketing Plan
Recruit Businesses
Increase Housing
- Extend Mixed-Use Districts
- Pursue Affordable Housing
Housing
Open Space
Develop recreational facilities in areas where service is currently inadequate, or in areas where new development will require additional facilities.
Expand recreational opportunities by developing trail systems for cross-country skiing, hiking, bicycling, and jogging.
Provide recreational opportunities and facilities for the special needs population
Provide access to and improve water-based recreation opportunities such as boating, swimming, and fishing.
Improve and upgrade current recreational facilities.
Include needed recreational facilities, such as a golf course, in any reuse plans for State and Federal holdings in Waltham.
Increase public open space in the downtown area which will link historic and cultural assets with greenways along the Charles River
Cambridge Reservoir
Hardy Pond
Charles River
LEXINGTON
BELMONT
WATERTOWN
NEWTON
WESTON
Roads
Interstate
Arterial
Collector
Local
Trains
Commuter Rail Stations
Commuter Rail
Other Trains
Open Space
Municipally Owned
Permanently Protected
Hydro
Water Bodies
Streams
Intermittent Streams
Municipal Boundaries
Schools (see Housing panel for ID number)
EO-418: Map 4
City of Waltham
Final Plan Sketch Map
Department of Housing and Community Development


Workforce Development
Transportation
Planning & Regulation
Hardy Pond
Enhance Recreational Opportunities
Met State
Construct Golf Course
Health Care Services
Former Corps of Engineers Site
Construct Athletic Complex
Fernald School Site
Examine Reuse
Path/Greenspace/ Boulevard Plan
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- Pursue Affordable Housing
Housing
Open Space
Hardy Pond
Cambridge Reservoir
Charles River
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U(urban open/institutional/recreation)
HDR(higher density residential)
MDR(medium density residential)
LDR(low density residential)
C(commercial)
W(water)
Municipal Boundaries
Potentially Developable Land by Current Zoning
Business B
Commercial
Industrial
Residence A-1
Residence A-2
Residence A-3
Residence A-4
Residence C
Schools (see Housing panel for ID number)
Open Space
Municipally Owned
Permanently Protected
Hydro
Water Bodies
Streams
Intermittent Streams
Roads
Interstate
Arterial
Collector
Local
Trains
Commuter Rail Stations
Commuter Rail
Other Trains
EO-418: Map 5
City of Waltham
Final Community Development Plan
MAPC
MASS GIS
Massachusetts Department of Housing and Community Development

APPENDICES

Workforce Development Programs Available to Waltham Residents (August 2003)

Cautions: This list is far from complete. Most organizations on this list were not contacted directly, and program information may be out of date. A number of programs are offered collaboratively, and leadership may be inappropriately ascribed.

Organization	Program	ESOL	GED	Computer	Job Help	Literacy	Youth	Adult Ed	Voc'l	Comment	Location	Phone	Interviewed?
Bentley College	Service Learning Center							?		Free classes for qualified Waltham High students	175 Forest Street	781-891-2800	No
Brandeis University	Extension classes open to public							X		Student volunteers in CBOs			No
Breaking Barriers		X	X	X		X				Personal development for latin women; Citizenship, leadership; Even Start Family literacy	various	617-969-7100	Yes
Charles River Public Internet Center	IT certification, internet training			X						Collaborate with WP2 & others, internet access & training	154 Moody St.	781-891-9559	No
Eastern Mass Literacy Council	Literacy classes					X				Based in Malden or Medford	Waltham Public Library		No
Employment & Training Resources Career Ctr.	Metro Southwest / MA DET Career Ctr				X					Interested in relocating to Waltham; looking for someone to propose office space; gateway to career services/training	Newtonville	617-928-0530	No
First Presbyterian Church	Literacy for workforce					X					Alder Street		No
Gathering Place	career assistance, resume prep				X					Targeted for women			No
Hope International Church	Literacy for workforce					X					Bruce Street	781-891-5238	No
Lauback Literacy Services	Literacy classes					X				Based in Lexington	Waltham Public Library		No
Marist Hill Nursing Home	Nursing Career Ladder								X	Training for nurses to improve skills		781-893-0240	No
Marist Hill Retirement Home	technology career training			X					X				No
Massachusetts Bay Community College		X		X		X		X	X	Difficult to access without a car	Framingham, Wellesley		No
Metro Southwest Regional Employment Board	Funding conduit for Federal WIA, MA, other programs and grants; runs state career centers	X						X			Framingham	508-665-5990	Yes
Middlesex Human Service Agency	Project Outreach				X					Mentor youth, help move into workplace		781-314-3160	No
Minuteman Vocational Technical High School							X	X	X	Nearest vocational high school; some classes available to out-of-district residents	Lexington		No
Newton Community Adult Education			X					X			Newton		No
Power Program	ESOL, Literacy, GED prep for ages 16+	X	X			X	X			EvenStart Family Literacy; workplace literacy in partnership with employers; citizenship; GED for at risk youth with WP2; Brandeis, Bentley student volunteers	Boys & Girls Club, city schools		
Support Committee for Battered Women	?????												No
Waltham Partnership for Youth	bring together employers and youth						X			Summer Works jobs for youth with City; private sector also			Yes
Waltham Public Schools	Connecting Activities				X		X			Job training, internishps, placement	Waltham High School	781-314-5512	No
Waltham Public Schools	BEAT - Bridging Educ. & Technology			X			X			Funded through MA Work Based Learning program	Waltham High School	781-314-5608	No
Waltham Public Schools	Pro Start						X		X	Food services management	Waltham High School	781-314-5608	No
Waltham Public Schools	Co-op programs						X		X		Waltham High School	781-314-5504	No
Waltham Public Schools	Director of Career & Technical Info				X		X				Waltham High School	781-314-5519	No
Waltham Public Schools	Workforce Prep Plus (WP2)		X		X		X		X		Waltham High School	781-314-5586	No
Waltham Public Schools	Adult Education	X						X			Waltham High School	781-314-5440	No
Waltham Alliance to Create Housing (WATCH)	ESL for employment, HealthCareWorks	X							X	HCW healthcare training, placement; target low-moderate income immigrants	?	781-891-6689	Yes
Wayside Youth & Family Services	?????												No
Worcester Polytechnic Institute	Technical training for adults			X					X	Targeted to people already in workforce			No
YMCA	?????												No
Additional Education/Training Providers in Waltham from Employment Training Resources Career Center and MA DET													
American Real Estate Academy									X		771 MAIN STREET		No
CATAPULT									X		1601 TRAPELO RD		No
CertiViable, inc.									X		681 Main Street, Suite 3-37	781-891-3303	No
Info Labs Computer Center									X		42 WESTON ST		No
Lanop Corporation									X		1290 MAIN STREET		No
Mentor Graphics									X		1601 TRAPPELD ROAD		No
New Horizons Computer Learning Center									X		404 Wyman Street, Suite 150		No
Oracle University									X		1000 Winter Street		No
Parametric Technology Corp.									X		128 TECHNOLOGY DRIVE		No
Performance Training Associates, Inc.									X		135 Beaver St.	781-894-2700	No
SAP America Inc.									X		950 Winter Street, Suite 3800	781-672-6583	No
Smaller Business Association of NE									X		204 Second Avenue	781-890-9070	No
Software Council Fellowship Program									X		101A FIRST AVENUE, STE.5		No
Waltham Association of Retarded Citizens									X		56 CHESTNUT ST		No
Winslow King Richards and Company									X		275 Wyman Street, Suite 12	781-890-8824	No
Blaine Beauty Career School	Commercial education/training provider								X				No
BU Corporate Education Center	Commercial education/training provider							X	X				No
Sullivan & Cogliano	Commercial education/training provider							X	X		Waltham		No

Visioning, Planning, and Executive Order 418: The Context

In January 2000, Governor Cellucci issued Executive Order 418, an initiative that provides Massachusetts' communities with up to $30,000 in planning services to complete a Community Development Plan. The plan must address the community's needs for open space and resource protection, housing, economic development, and transportation, while considering future development options.

The City of Waltham viewed Executive Order 418 as an exciting opportunity to articulate a community vision and create a blueprint for action. To kick off the process, Waltham sponsored a visioning session – "Envision Waltham 2020: Charting our Future" -- to engage its citizens in a unique forum where they could share their concerns, hopes, and desires for their community. The Metropolitan Area Planning Council (MAPC) was hired to facilitate the workshop and prepare a results briefing paper to set the stage for the upcoming planning process.

Envision Waltham 2020: The Event

"Envision Waltham 2020" was held on Thursday evening, November 21, 2002 in the Government Center Auditorium. Over fifty people attended.

Mayor Gately welcomed everyone to the workshop and introduced elected officials. Planner Ted Fields provided context and introduced staff from the Metropolitan Area Planning Council (MAPC) to facilitate the workshop.

MAPC's Mark Racicot described Executive Order 418, the planning process to be used, and the plan for the evening's visioning. Participants then divided into four subgroups. The groups identified the communities strengths (assets), weaknesses (liabilities), and opportunities and then ranked their priorities. Then the full group reconvened, and each subgroup reported back on its ranked priorities.

The subgroups then reconvened. This time each one focused on a different aspect of the Community Development Plan – housing, economic development, open space and natural resources, and transportation. For their respective subject areas, the groups then identified the key themes they would like to see shaping that element of the plan.

Again, the full group reconvened. Subgroups reported back. There was opportunity to add ideas in each subject area that might have been missed. Then there was a brief wrap-up session designed to elicit some overarching thoughts. Participants were asked to respond to two questions: If you could write tomorrow's news headline about this visioning session, what would it say? and If you were Waltham's Queen/King for a day, what would you do first?

The following pages present:

- A proposed goal statement drawn from the evening's results and intended to inform the Community Plan process ahead;
- A matrix summarizing the ranked priorities of each group; and
- An Appendix of Waltham Brainstorming Results, showing the results of each group and the proposed themes for each of the topic areas.

CITY OF WALTHAM

Draft Vision Statement

The City of Waltham seeks to improve its overall quality of life by:

- preserving and enhancing its key strengths – its location, access to highways and commuter rail, relatively low taxes, diversity, community hospital, and cultural and environmental assets;
- reducing its liabilities – overdevelopment (pro-development attitude, reactive zoning), traffic, insufficient parking, lack of trees, threats to open space, and need for better education; and
- targeting resources and planning initiatives to take advantage of key opportunities –Main St. and Moody St. streetscapes and revitalization; development/preservation of Trapelo Road, community reuse of surplus state and federal properties; completion and maintenance of the Riverwalk; use of the river and Hardy Pond; and a traffic plan that is bicycle and pedestrian friendly.

Themes identified for housing, economic development, open space and natural resources, and transportation appear in the Appendix, entitled *Waltham Brainstorming Result*s. These will be developed and refined in sessions devoted to each of these topic areas.

APPENDIX: WALTHAM BRAINSTORMING RESULTS

GROUP 1

Strengths/Assets

- Location (6)
- People & their diversity (4)
    - Ethnic
    - Economic
- Historic
- Well-maintained
- Services(1)
- Knowledge of one's city
- Downtown (revitalization) (3)
- Broad spectrum of education (2)
    - E.g., universities, private schools
- Government personnel
- Growth opportunities
- Commitment (people's)
- Funding
- Prospect Hill Park (3)
- Restaurants (1)
- Theatre
- Library (well-renowned) (3)
- Senior center (1)
- Housing market
- Relatively low property taxes
- Recycling (great)
- Certified local emergency planning
- Nationally certified police
- Water supply (3)

Weaknesses/Liabilities

- Overdevelopment (7)
    - Poor/no planning
- Not enough public land (1)
- Resolution of private ways (sidewalks, road repaving)
    - No follow through
- Traffic (3)
- No traffic master plan (1)
- Lack of control of development (5)
- Moody Street strength vs. Main Street weakness (1)
- Lack of lighting in parking lots in Moody Street area
- Not enough diversity in government offices vs. diversity in city (3)
- Courts coming to Waltham (Middlesex County)
- More programs for resources at home (after school)
- Services for youth
- MCAS (Schools) lower scores
- Need for better education, especially for gifted and special needs (5)
- Respect for natural landscape -- trees, streetscape (1)
- Respect for open space
- Asphault parking -- not restricting lot coverage (2)
- Moratorium (1)
- Updated zoning ordinance

- Housing out of whack – rental & homeownership (1)

Opportunities

- Kennedy Middle School (swamp?)
- Developing streetscape on Main Street (6)
- Advancing our assets - travel committee (1)
- Tourism
- Charles River Museum (on Charles)
- River (1)
- River use (3)
- Hospital not used by school system, elderly more cooperative effort (interplay to reduce emergency room) (2)
- Hospital - greater use by doctors and community (3)
- Missed opportunities to use senior citizens (1)
- Youth (2)
- Colleges (How are they used for courses?) (2)
- State & federal funds
- Computer use (college & high school, seniors tutoring seniors)(2)
- Use open space appropriately (1)
- Trapelo Road (6)
- Loss of Army Corps Site (3)
- Opportunity to capture other state & federal properties
- Handy Pond resource
- Transportation services (2)

Group 1 Ranked Priorities

Strengths

- Location
- Relatively low property taxes
- Diversity (economic & ethnic) of people

Weaknesses

- Overdevelopment
- Lack of control of development
- Need for better education (gifted & special needs)

Opportunities

- Developing Main Street streetscape
- Development of Trapelo Rd./ Opportunity to capture state & federal properties for appropriate uses
- River use/Hardy Pond

GROUP 2

Strengths / Assets

- Greenspace/Parks/Trails (2)
  Beaver Street/Paine Estate
- Historic architecture & sites & other (2)
  Historic aspects (WPA, etc.) great history
- Location – highways -- proximity to Boston (3)
- Commuter Rail System (3)
- Diversity of City - cosmopolitan (2)
- The place to be -- Economic Growth (1)
- Neighborliness
- City -- Downtown - Social Activities (2)
- Long term residents (2)
- Community Hospital (4)
- Great library -- one of the best in the area (5)
- Cultural events(1)
- Artist studios
- Senior center (2)
- Museums (3)
- Charles River (1)

Weaknesses / Liabilities

- Traffic (7)
- Lack of parking – especially on south side (5)
- Archaic zoning leads to redevelopment -- too dense (2)
- Lack of trees (bare streets) (5)
  Main Street needs restoration (1)
- Need more diversity in retail (4)
- Pro-development attitude – Building inspector, Board of Appeals (5)
- Town common needs attention - should be an asset (3)
- Need more recreation area -- public pool/play area (4)
- Development impacts on existing abutters (2)
- School #'s low -- test and continuing education
- Aging housing stock

Opportunities

- Revitalizing Moody Street (shopping, galleries) – daytime (5)
- Parking deck on other side of Moody Street(1)
- Truck exemptions on Main Street
- More on-campus housing (2 universities) (4)
- Complete Winter Street Bridge (3)
- More sidewalks, bike paths, buses to eliminate traffic (4)
- Finish Riverwalk / maintenance of Riverwalk(5)
- Connect Moody &Main Street revitalization (3)
- Dock for boats @ Cronin's Landing (1)
- Quarterly night-time meetings of all boards (1)
- More citizen input and listen to it (2)
- Better promotion of the city's history (3)
- Improve housing stock of downtown housing (1)
- Development geared to quality of life and set up zoning to accomplish (5)
- Need a WalMart (6)

Group 2 Ranked Priorities

Strengths

- Great library – one of the best in the area
- Community hospital
- Location – highways – proximity to Boston
- Commuter rail system
- Museums

Weaknesses

- Traffic
- Lack of parking – especially on south side
- Lack of trees
- Pro-development attitude

Opportunities

- Need a WalMart
- Revitalizing Moody Street
- Finish Riverwalk / maintain Riverwalk
- Development geared to quality of life and set up zoning to accomplish

GROUP 3

Strengths/Assets

- Location, location, location (5)
- Low crime rate
- Environmental assets (8)
    - Charles River
    - Strong Police
    - Hardy Pond
    - Strong Fire Dept.
    - Prospect Hill
    - Hospital
- Vibrant downtown (1)
- Restaurants
- Business
- Educational
- Totem Pole (boat tour on Charles)
- Transportation
- Diversity - population (2)
- Close neighborhoods (2)
- Historic sites (2)
- Industrial revolution
- Open space (1)
- Giving community
- Lively arts community
- Good tax base (residential, business.)
- Higher education (2)
- Cultural resources (1)
- Beautiful cemetery (2)
- Libraries (excellent) (2)
- Public Internet center
- Museums
- Active/concerned citizens (2)

Weaknesses / Liabilities

- Traffic -- Over development at build out (7)
- Threat to open space (5)
- Pollution
- Reactive zoning (8)
- Divisiveness
- Lack of coordinated efforts
- Lack of leadership (2)
- Apathy
- Schools perceived as poor (1)
- Government cronyism
- Minorities not represented
- Shortage in affordable housing
- Lack of regional planning (1)
- Absentee landlords
- Lack of communication with neighboring communities (1)
- Lack of public transportation in some neighborhoods (1)
- City ignoring river as asset (1)
- Jurisdictional conflict (e.g., MDC/City)
- Lack of adequate parking
- Parking enforcement (1)

- Congestion
- Reactive decision making
- Not outreach for business location
- Need for traffic "calming' (2)
- Lack of river area plan (1)
- Neglected waterfront, including Riverwalk (3)
- Growth of universities (overgrowth)
- Lack of beautification of city
- Asphalt vs. trees (2)
- Lack of pocket parks
- No light pollution policy
- Overhead wires

Opportunities

- Waterfront development (3)
  Public/private use
- Enacting 20-year vision of the Waltham Land Trust (7)
- Using river/downtown to promote community & tourism (3)
- Community reuse of land -- returning land to public use (from institutional) (8)
- Rt. 20/128 - parking - multi-modal - (bikepath) (1)
- Link of hotel tax & open space
  (Tax partly designated to purchase land)
  Link to toursim/Democratic Convention
  Waterfront benefits/restaurants
- Reconcile goals of enhanced tourism, business, use of river & solving traffic problems (3)
- Redevelop existing housing to meet affordable housing goals (also old schools) (3)
- Traffic plan should be pedestrian & bike friendly (7)
- Use schools for community needs e.g., youth centers (1)
- Cap dump & use as park
- Preserve & publicize historic sites (3)
- Broaden & develop retail (2)
- Bookstore

Group 3 Ranked Priorities

Strengths
- Environmental assets
- Location

Weaknesses
- Reactive zoning
- Traffic/over-development
- Threat to open space

Opportunities
- Community reuse of land /institutions
- Traffic plan
- Traffic plan that includes bicycles and pedestrians

GROUP 4

Strengths / Assets

- Location (5)
- Downtown (0)
- Restaurants (Moody St.) (0)
- Public Services (1)
- River (4)
- History (1)
- Open Space (we still have) (6)
- 2 Colleges (1 university, 1 college) (0)
- Accessibility (Rt. 128, I-90, Rt. 2, etc.) (0)
- Multi-cultural – school system (1)
- Public transportation -- commuter rail (0)
- Strong commitment to community (attachment to Waltham) (0)
- High tech employers (0)
- Trash pick-up (0)
- Weekly recycling (1)
- Leaf pick-up (0)
- Cultural
    - Theaters (1)
    - Community theater groups
- Low tax rate (3)
- Hotels (0)

Weakness / Liabilities

- Lack of sidewalks (0)
    - For children
    - Elderly
    - Everyone
- No bowling alley (0)
- Lack of recreation facilities (0)
- Historical recreation facilities & department stores leaving (0)
- Too many restaurants (0)
- Zoning violations (1)
- Lack of diversity in City Hall (1)
- Standardized testing in schools (MCAS) (0)
    - Not above state average
- More technology in schools (1)
- Historical buildings (need for historic buildings, preservation of artifacts) (3)
- Diminishing supply of affordable housing (3)
- Public historical buildings not affordable for residents to use(0)
- Absentee owners for -single family, multi family homes (1)
    - Colleges need more dorms
- Texas developers (0)
- Traffic (4)
- Lack of parking (2)
    - Paving over grassy areas
- Replacing small house lots with large ones (1)
- Lack of sports center for kids (0)
- Flooding (2)
    - Linden St., Lake St, Shore, Lexington St. at Lake
- Multiple houses built on single lots (1)
- Housing prices (0)
- Substandard housing (1)

- Policing on private ways (1)
- Big development (8)
- Crowded streets- fire trucks can't access (0)
- Snow plowing schedule (need to start sooner) (1)
- Too many variances (0)
- No master plan for city development (0)
- Not enough fields for youth sports (0)
- Litter (0)
- Tax rate increases making it expensive for elderly & long time residents (2)
- Deteriorating infrastructure (1)

Opportunities

- Fix the weaknesses (0)
- Community Preservation Act (2)
- Lots of citywide sports (0)
- Tax breaks for big corporations -- don't give back to Waltham (1)
- Large state owned properties that town could take advantage of (4)
- Waterfront (2)
    - Development
    - Boat tour
- Bike path/rail trail (1)
- Recycling depot for apartment complexes
- Preserving air quality -- trees, open space, less building (3)
- Trees to prevent runoff, air quality (3)
- Tourism -- in city, surrounding (1)
- Selling Waltham as a destination for tourism & democratic convention (0)
- More approachability /openness between residents & city council (1)
- Increase city participation -- by minorities (0)

Group 4 Ranked Priorities

Strengths
- Commuter rail system

Weaknesses
- Traffic
- Parking

Opportunities
- Riverwalk
- Traffic Plan – bicycle and pedestrian friendly
- Main Street Scape
- Trapelo Rd. Preservation
- River Use

HOUSING GROUP

Housing Issues In 4-Group Feedback

- Reactive development
- Community reuse of buildings
- Diminishing supply of affordable housing
- Community Preservation Act

Housing Themes

- Long-term affordability
- Inventory of affordable housing

Definition of the term

What is counted as affordable housing

Many existing units are exempted

- Gentrification
- Conflict with what city and state interpret as affordable
- Fairness (Waltham versus surrounding communities)
- Modernization/renovation of existing affordable stock
- Reuse of soon-to-be-vacant school buildings for housing
- Zoning flexibility to allow large homes to be divided into more units
- Aggressiveness of WHA to make existing units more livable
- Develop housing, preserve open space -- Balance these
- Mansionization
- Small lots/huge houses
- Grandfathered lots, side yard requirements
- Demolition delay for historic homes
- Restrictions to require affordable housing
- Proactive housing plan vs. reactive to developers
- Address needs of police, fire, municipal workers -- starter homes
- Maintain property values
- Develop pride in housing

ECONOMIC DEVELOPMENT GROUP

Economic Development Issues In 4-Group Feedback

- Location
- Hospital
- Museums
- Commuter Rail, T, buses
- Traffic as issue
- Parking as issue – retail & residential
- Streetscape improvements
- Retail diversity
- Development --quality of life
- Encourage day retail
- Low tax rate
- Renovate historic buildings
- Promote appropriate-sized development.
- Economic and ethnic diversity
- Waterfront
- Development controls

Economic Development Themes

- Economic development
  - Create broad range of jobs
  - Develop retail to serve community
- Control large development with temporary moratorium, possibly zone-specific
- Zoning for appropriate development.
  - Economic centers in neighborhoods
- Include open space concerns in development
- Improve transit system
- Vision for economic development for different areas in Waltham
- Traffic & parking situations must be improved before more development, i.e., moratorium, with exception of retail serving needs of local community.
- Caution: University expansion will include current open space

OPEN SPACE / NATURAL RESOURCES GROUP

Open Space / Natural Resources Issues In 4-Group Feedback

- Lack of trees
- Finish Riverwalk / maintain Riverwalk
- Threat to open space
- Charles River
- Open space - we still have
- Environmental assets
- Trees to prevent runoff
- Community Preservation Act.
- River use/Hardy Pond
- Enact 20-year vision of Waltham Land Trust

Open Space Themes

- Largest owner of open space is the city of Cambridge
- Expand users of open space
- 40B developments are "eating into" underdeveloped land
- Incorporate western Greenway into Open Space Master Plan
- Conversion of state property has potentially large traffic impact
- Open space contributes to air quality
- Add high level of conservation restrictions on large open space parcels (city owned)
- Greater public awareness of parks
    - Better programming
    - Improved access (transportation)
    - Independent voice
    - Sensitize city departments about land use
- Create an open space coordinator – "Open Space Czar!" -- position in the city
    - Recruit high quality candidate
    - Knowledge of environmental law
- Re-zoning of Middlesex Hospital. property
- Berry Farm land swap
- Hardy Pond
- Our Lady's
- Completion of Riverwalk
    - Both shores
    - Maintain existing
    - Including cemetery
- Follow-up on flooding study
    - Preservation of open space to prevent flooding
    - Public awareness of costs and benefits of open space
- Vigilance on threats/changes to large parcels of open space
- Better coordination between city & Land Trust
- Developer contributions to open space trust fund to maintain & publicize existing parks & open space
- Creative use of zoning for preserving open space
- Make sure all eligible properties are enrolled in Chapter 61 (Right of first refusal)

Open Space / Natural Resources Themes Summary

- Create open space Czar(ina) with broad powers
    - Knowledgeable about environmental issues
    - Elected position
- Integrated Open Space Master Plan
- Greatest protection for city owned properties by state-approved conservation restriction
- Increase public awareness

    - Existing open space
    - Protection/enhancement needs
    - Economic value
- Complete Riverwalk
    - Both shores
    - Full length
    - Connect to adjacent walk

TRANSPORTATION GROUP

Transportation Goals/Objectives

- Get out of neighborhood in timeframe of one light change (1)
- Widen some intersections (1)
  - Bacon Street / Totten Pond
  - Trapelo Road / Lexington St.
  - Trapelo Road / Smith Street @ I-95 / Route 128
- Pedestrian safety - street design with people in mind
- Traffic calming measures - where appropriate (1)
  - Cones in crosswalks
- Traffic light timing for smoother flow (1)
  - Different for different times of day
- One way pair- Main Street & School Street
- Large trucks on Main Streets (should be limited)
- Speed bumps on streets - particularly one-way (1)
- Analysis of intersections - does improvement work? (e.g, Lyman & Main)
- Transit - providing services to parts of city without service.
- Alternative fuels for transit (buses) (2)
- Some areas not serviced by public transit
- Public transit needed - more frequent to increase ridership (2)
- Needs to be shuttle bus on Moody Street at night
- Parking meters on Moody Street & not behind stores
- Street parking - short-term
- Metered parking at night - should pay
- MBTA connection from N. Waltham to Alewife station, from 128 sector to Alewife (4)
- Increase parking downtown & commuter rail (1)
- Reduce cut through traffic in neighborhoods
- More bike lanes/ways/paths (1)
- Use of access road for gridlock alleviation in emergency situations (problems on 128)
- Outdated signs need updating (e.g., Main & Grant St. & Prospect)
- Improve lighting for pedestrians at crosswalks for safety (e.g., Newton & River St.) (1)
- South Street – ongoing reconstruction project - too slow; long overdue; finish bridge
- Water shuttle on river
- Safety concern on Riverwalk - Better lit
- Goal: safe streets - sidewalks where feasible, especially for kids
- Sounds/lights at crosswalks for impaired
- Curb development to ease traffic congestion on existing roads/intersections (8)

WRAP-UP SESSION

If you could write tomorrow's headline about this visioning session, what would it say?

- Citizens' input was first priority of planning committee
- Stop!
- Elect an open space czar/czarina
- Saving open space lowers taxes

If you were Waltham's Queen/King for a day, what would you do first?

- Plant one million trees tomorrow
- Revitalize Main Street
- Curb over-development
- Buy critical parcels that are still green
- Develop riverfront
- Address environmental problems
- Remove compost operations from Mt. Feake cemetery

City of Waltham
"Putting it All Together" Forum
4/22/04
Comments from the Public

MAPC Staff: J. Alland, M. Hunsberger

- Recommendations will only work if they are implemented in the zoning ordinance
- Traffic impacts of development have been ignored for too long
- Have spent much effort to clean up the river; good to use it more for recreation, but must also keep it clean by restricting types of uses
- Do need more housing for low incomes
- Indian Ridge development will create a big problem due to runoff from cutting the tree cover; north Waltham has too much development already; better location for housing is Raytheon site on River Street where there would be no environmental impact
- Water quality of Charles River was recently downgraded – overdevelopment in Waltham was one of the causes; must make sure additional development does not harm the river
- Don't want any more roads
- Need linkage payments for housing from commercial development
- Need to re-zone to create more housing
- Recreation areas (e.g. Hardy Pond) need parking and access
- Need open space for passive recreation as well as for playing fields
- Downtown feels like a parking lot, needs more green space; any new housing should be in taller buildings with green space nearby
- Main Street needs to be comfortable/safe for pedestrians
- What happened to Mayor's notion of development moratorium?
- Mayor: lawyers said moratorium wouldn't stand up in court – will revamp zoning to address over development; needs citizen support to be successful
- Existing codes and conditions placed on development permits need to be enforced in addition to zoning being revamped; without enforcement, new regulations will have no effect
- RFP for a consultant to revise zoning has been issued by City Council
- Suggest "rain tax" – new construction is taxed on the basis of how much impervious surface is created
- Mixed use downtown should be truly mixed use, not just a single purpose district, e.g. all entertainment/restaurant
- Downtown mixed use should extend all the way down to Derby Street (Vokey: agreed, it should go all the way to Newton line)
- Riverside development needs to be sensitive to wildlife and we have to be careful not to overuse the river itself
- Existing ordinances are not being enforced – too much is grandfathered, approved by special permits that violate the spirit of regulations, variances, incorrect interpretations; new ordinance needs to be so clear it cannot be misinterpreted.
- Ideas that come from the neighborhoods need to be implemented: south side has long requested basic services (street sweeping, sidewalks, curbs, pedestrian safety); taking care of streets will keep residents out on the street and control crime; Mayor: Gorham Street sidewalks, sewer, water, parking is scheduled for reconstruction
- Riverwalk should include kiosks with information about history, nature; trash is continually blown onto walkway and into river from businesses near Newton street
- Revitalization of south end of Moody street must not displace the immigrant residents
- Is there potential to use the footings in the river at the end of Maple Street for a fishing pier or boat launch? (City: no, they are structurally unsound. The city is building a handicapped accessible boat ramp right downtown.)
- Is a golf course really the best/most desired use for the Met State property? (a long discussion followed with the Mayor stating she is in favor of keeping the land from reverting to the state in 2006, and is not opposed to the golf course but is opposed to the proposal to build a costly club house in the first phase)
- Support for the greenways linking north to downtown as well as the Wayside Trail

- Waltham is not bike-friendly today – need the Wayside Trail as well as better signage and crosswalks for the Riverwalk; city's crosswalks need to be repainted to be more visible
- Plan needs to be directly linked to zoning to be implemented
- Trapelo Road and Smith Street congestion needs to be addressed
- Many downtown streets are too narrow for parking on both sides; bicyclists should be registered and educated on safe riding
- Sidewalks needed in many places, especially Wyman and Lincoln streets

WALTHAM CITY COUNCIL – COMMUNITY DEVELOPMENT COMMITTEE

Input Session for the Draft Community Development Plan

March 21, 2005

Waltham City Councillors suggested the following comments and revisions at this session:

Councillor Darcy:

1. Assess parcels at-risk along the route of the proposed Waltham Greenway;
2. Acquire and/or protect entire surplus MBTA right-of-way proposed for use as the Waltham Wayside Rail Trail;
3. Consolidate public and private "paper" lots west of Hardy Pond to protect the site and promote recreation in the area;
4. Explore methods of land donation for parcels with significant open spaces;
5. Protect Square Pond and analyze construction of a board walk to allow the public to safely access the site

Councillor Logan:

1. Revise error in Ward Six "Access to Water" chart

Councillor Tarallo:

1. Consolidate municipal land holdings around Hardy Pond to help maintain and improve water quality;
2. Improve the water quality and sedimentation in Hardy Pond;
3. Protect municipal access to the Winter Street ice rink, currently owned by the Commonwealth, through acquisition or written agreement;
4. Protect the Connors Pool on River Street, currently owned by the Commonwealth, through acquisition or written agreement, from demolition, sale or transfer to parties that would discontinue the property's recreational functions

Councillor Rourke:

1. Convene a reuse committee for the site of the former Woerd Avenue landfill;
2. Increase protection of municipal owned open spaces and recreational facilities;
3. Compile a forest management plan for the Storer conservation lands;
4. Convey all property in the city that falls under MGL Article 97 to the Waltham Conservation Commission;
5. Explore opportunities to create vest pocket parks in and around the Southside neighborhood