



1. Introduction

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As citizens of Natick, we value Natick’s “small-town” sense as a safe, interconnected community fed by its heritage, pride and spirit of volunteerism, and by its diversity, derived from its tradition of affordability and welcoming nature. //

-Natick 360

Over the course of developing this Master Plan, numerous discussions took place with Town residents, local businesses and Town employees; meeting attendees responded to questions and provided comments; surveys were filled in; and comments were sent to the Natick 2030+ website and left in comment boxes. A recurring theme through all of this input was the importance of the character of the Town to everyone’s satisfaction or happiness with living and working in Natick. From the outset, “The People” or “The Community” was a common response to “What do you like most about Natick?”

A community’s character comes from many things – its history, in terms of the people, how it came to be, and how it developed over time; its residents and how they interact with each other and how they contribute time and energy to the Town; the built and natural environments and what is preserved and what is allowed to change; and how the Town chooses to spend its financial resources to serve residents and businesses.

Natick’s History¹

Natick’s history is described briefly below, and expanded upon as it relates to individual topics in the following chapters.

Natick began in 1651 as a settlement of “Praying Indians” on land granted by the General Court, led by the Puritan missionary, John Eliot. The “Praying Indians” settled on both sides of the Charles River in South Natick and built a bridge over the river, along with three streets, which today are known as Eliot, Union and Pleasant Street. The settlement lasted for over 20 years, only to be disrupted when King Philip, son of the Indian Chief Massasoit, attacked the English settlers in the area. As a result, the “Praying Indians” were first restricted to their villages and then sent to Deer Island. Some returned seven months later, but the “Praying Indians” did not flourish again. By 1725 they had sold most of their land to pay their debts, drifted away or succumbed to disease, and were soon outnumbered by English settlers. Prior to 1686, Thomas Sawin was invited by the Native Americans to live in Natick and establish a grist mill, the first European settler invited by the Native Americans. The Thomas Sawin House, built in 1696, is located on the grounds of the Audubon Society’s Broadmoor Wildlife Reservation.

Although South Natick remained the focal point during the 17th century, during the 1730s a secondary Colonial settlement developed east of Lake Cochituate. The Town transitioned from a somewhat Anglicized but native-run community to a European owned and operated Town.

¹ Massachusetts Historic Commission Reconnaissance Survey Natick Town Report, 1980.

During the Federal period (1775-1830) there were small increases in population, but no significant foreign-born population. South Natick built up more densely as a village, with limited development around Natick Center.

The Town was originally a farming community, but by the late 18th century industrialization began to take hold. Mills along the Charles River sprung up and created industrial jobs. Proximity to Boston facilitated the growth of trade and industry, and was helped along by the Worcester Turnpike and railroad. Nails and paper were two of the goods produced by the mills.

The Early Industrial Period (1830-1870) saw the introduction of the railroad through Natick Center in 1835, followed by large population increases. The largest group was Irish, followed by smaller populations of English and German. Much of the population increase in the 1840s and 1850s is believed to have come from mechanics from New Hampshire and Maine who were drawn to Natick by its industry.

Natick Center grew rapidly as the Town's main village, and the economy was dominated by the shoe industry. Villages in South Natick and Felchville (near the intersection of North Main and Bacon Streets) continued to grow but declined in importance. The building of the Boston to Worcester railroad and the beginning of the Boston & Albany line, from 1831 to 1835, brought another wave of Irish laborers to Natick.

During the Late Industrial Period (1870-1915) suburban trolley routes extended from Boston to Framingham through Natick Center (1890s) along Central and Pond Streets. The inter-urban electric railway was built along the Boston and Worcester Turnpike (Route 9) in 1903 as mainline suburban service. A branch to Natick Center was built around Pleasant Street/Walnut Hill.



Casey's Diner on south Avenue has been serving Natick residents and workers since 1927.

Towards the end of the 19th century, Natick began to specialize in shoe making. By 1880 the town had 23 shoe manufacturers and was the third largest producer of boots and shoes in the nation.² Natick Center continued to grow, with a small amount of additional growth in South Natick and Felchville.

The population continued to grow rapidly during the Late Industrial Period, with a large foreign population. By 1895 - when 8,814 people lived in Natick - one out of five was foreign born. Of these, nearly a thousand (57 percent) were from Ireland. The 1895 population statistics also included 300 Canadians, 200 English, 100 Germans, and two Italians. By the turn of the century new immigrants included 300 Italians, 200 Turks, 76 Greeks, and an assortment of others including Russians, Austrians, Poles, Syrians, Finns, Albanians and Lithuanians. The result was that about 3,700 native-born Natick residents had foreign-born parents and 61 percent of Natick's population was first or second generation Americans. The Town also saw an influx of gypsies in the early 1900s. The Natick Bulletin on Nov. 9, 1906 reported "The Gypsies Encamped in Large Numbers near Lake Cochituate. About forty of them - men, women, and children, and about twenty horses with wagons, bags, baggage, and tents settled there for the winter."³

During the Early Modern Period (1915-1940) a number of railway routes were abandoned with the building of Route 9 as an express auto highway. There was some growth around the periphery of Natick Center but residential development began

² Natick Historical Society.

³ Ibid.

to shift to the north toward Route 9 and East Natick. The shoe industry declined. There were 12 factories in 1919 and only 2 by 1928. The Northway Motor Truck Co. (1919-1923) for a brief period employed 500 mechanics.

Following World War II, Natick saw tremendous growth resulting from returning soldiers and their families. Between 1940 and 1950, the population grew from 13,851 to 19,838 (43%). From 1950 to 1970 the population grew to 31,057 (57% increase). The Town changed from a manufacturing town to a commuter suburb. Retail activity grew in the 1960s with the opening of Sherwood Plaza and the Natick Mall in 1960 and 1966, respectively.

Natick Today

While the Town today is still 87 percent white, demographic changes have resulted in an increased Latino population. Natick's Latino population has risen more than 26 percent, from just 635 people in 2000 to almost 798 in 2014. Asians are the most dominant minority across nearly all census tracts. Town-wide, Asians account for about 8 percent of the total population.⁴



This prominent plaza at Main Street and South Avenue has a number of veterans memorials, as do the Town Common and the grounds in front of the Police and Fire Departments and the Morse Institute.

Natick has a strong veteran's culture, exemplified when one out of every seven Natick residents served in World War II. Many returning veterans bought homes in Natick and started local businesses. The neighborhoods built during the post-war years are strong and cohesive neighborhoods today, and the strong influence of the veteran's culture is evident through the existing Veteran's organizations including the Veterans of Foreign Wars, the American Legion, the MA Army National Guard Readiness Center and the AmVets, as well as through the large number of Veterans' Memorials throughout Town. The U.S. Army Natick Soldier System Center, started in 1952, employs 1600 people (both civilians and military personnel). The Town has a Veterans Affairs Office within the Community Services Department. According to the Director of Veterans Services, approximately 3,200 veterans reside in Natick (almost 10% of the total population); and the town has approximately 160 veterans who served in the Iraq/Afghanistan war.

The Town of Natick's ongoing commitment to providing housing and services for the broad range of residents can be seen in the housing development regulations adopted over the years, including:

- + The Inclusionary Housing Option Program (IHOP), adopted in 1991, allows developers creating 10 or more new dwelling units to apply to the Planning Board for a special permit that will permit them to receive additional units and relaxation of frontage requirements in exchange for the provision of affordable housing units.
- + The Housing Overlay Option Plan (HOOP) districts, adopted in 2004, are designed "to increase production of dwelling units affordable to persons and households of low and moderate income in a manner consistent with the character of the downtown area."

Cluster zoning adopted by the Town was designed "To permit more economical and efficient use of residential land than may be accomplished through standard subdivision development by: protecting the existing character of the landscape,

⁴ American Community Survey 2010-2014 B02001 and B03002, "Race" and "Hispanic or Latino Origin."



The Next Stop Natick mural at the Natick Center Commuter Rail Station illustrates Natick's history.

introducing some variety into residential development, and preserving for the Town more open space for water supply; flood protection; woodland, field and wetland habitat; conservation; and recreation.”

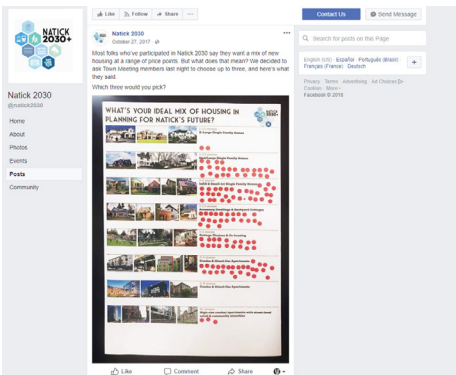
Recent development of the Community-Senior Center and construction of a new High School in 2012, the ongoing support for necessary school improvements, the hiring of an Opioid Addiction Outreach Specialist, and the 2016 purchase of the CSX right of way for the Cochituate Rail Trail, and the Pegan Hill conservation restriction for open space all exemplify the continuing commitment on the part of Town officials and residents to provide exceptional facilities and services to benefit a wide range of residents. The Town’s protection of historic, cultural and natural resources is described in detail in the chapters that follow this introduction.

Natick residents serve on over 53 volunteer and elected boards and committees, and there is a 180-member Representative Town Meeting. This extraordinary contribution of time and energy reflects the commitment that residents feel to the Town, their community and their fellow residents.

All of the values described above were highlighted during the October 27-29, 2006, “Vision for the Future” weekend, held as part of Natick 360. Natick 360 was a strategic planning process sponsored by five of the Town’s boards and committees: Board of Selectmen, Conservation Commission, Finance Committee, Planning Board and School Committee. Authorized by the 2006 Spring Annual Town Meeting, the four phase process resulted in the Natick 360 Strategic Plan 2008-2012, finalized in Spring 2008. That Plan included a series of goals and action items for achieving each of the goals. The work done as part of Natick 360 provided valuable insight and background information for the Existing Conditions analyses in Chapters 3 through 8.

Other more recent studies were reviewed as background reference material. These included:

- + [Natick Center Plan, Metropolitan Area Planning Council, 2016](#)
- + [Master Plan for Parks and Fields, Weston & Sampson, 2016](#)
- + [Town of Natick Economic Development Study & Action Plan, Investment Consulting Associates NA, LLC, 2016](#)



Two screenshots from the Natick2030+ Facebook page.

Master Plan Advisory Committee

The Master Advisory Committee (MPAC) was established in 2016 with the following charge:

- + Advise the Planning Board on the scope, development, and implementation strategy of an updated comprehensive Master Plan in accordance with the Town Charter and MGL Ch 41 S81D.
- + Support the Planning Board's effort to ensure broad public and Town participation in the master planning process.
- + Provide the Planning Board and staff with any materials and lessons from the Strategic Plan Review Committee (SPRC) and Master Planning Steering Committee (MPSC) that may inform the master planning process.
- + Undertake other work related to the Master Plan as requested by the Planning Board.

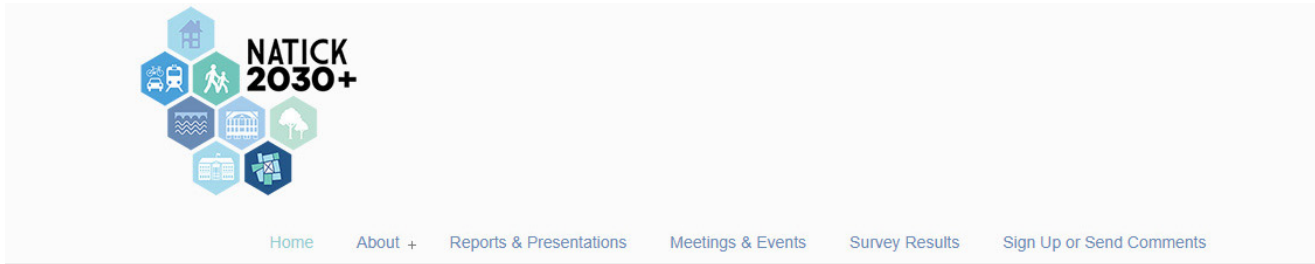
Members of the Advisory Committee serve at large and include a mix of representatives of Town government bodies and non-affiliated members of the wider Natick community. The composition and charge of the MPAC may change over time to best serve the different stages of the master planning process over its duration. Members will be appointed by a majority vote of the Planning Board. Also to establish the MPAC, the Planning Board intends to appoint all current members and officers of the MPSC (Master Plan Steering Committee) to the MPAC upon dissolution of the MPSC by the Board of Selectmen and affirmation of each member's interest in serving. (The MPAC Charter)

Regular meetings were held with this Committee of citizens who acted as a sounding board for ideas and concerns throughout the project, and assisted with outreach activities. The MPAC met approximately monthly over the course of the project to review project progress and to provide guidance on public outreach. Members of the MPAC helped to organize and staff tables at public events, publicize and facilitate discussion at the Community Meetings, and maintain the Natick 2030+ Facebook Page.

Project Website

A Project Website (www.natick2030.com) was developed to create a location on which the project could be explained and reported on to a large audience. All meeting announcements, presentations, meeting summaries, surveys and survey results, and work products (for example, draft Master Plan report sections) were posted on the website. The website also allowed people to sign up for the project mailing list and to send in comments.

An email mailing list was developed, beginning with anyone who had signed in at events or via the website. This list was used to email meeting and survey announcements, as well as other project news.



The Existing Conditions Report is now available [HERE](#) and on the Reports & Presentations Page

Submit comments for the Existing Conditions Report [HERE](#)

What's New

- [Natick 2030+ at Spring 2018 Town Meeting](#)
- [Survey Results](#)
- [Natick 2030+ at Natick Days: September 9th, 2017](#)
- [Spring 2017 Town Meeting](#)
- [Community Senior Center Outreach Meeting: May 2, 2017](#)
- [Natick Center Outreach Meeting: March 2, 2017](#)

About the Project

What is our shared vision for Natick's future development and how do we get there? Natick **2030+** is an approximately 18 month public process and the resulting Town-wide Master Plan that will answer:

- Where are we now?
- Where do we want to be?
- How do we get there?

We're planning now for what we want Natick to be for our own future and for generations to come.



About the Project



Reports and Presentations



Meetings and Events



Sign Up / Comments

Natick 2030+ Progress



Screen shot of the Natick 2030+ website homepage.

What do you think are the important physical elements that help create a sense of character in Natick Center and other mixed-use and commercial districts?



Comment Summary

- Note that Natick Center needs a much more vibrant night-life - bars, restaurants, and coffee joints.
- Adopt traditional wooden/gold or other historical signage rules within Natick Center.
- Signs and cultural institutions e.g. TCAN, library, Town Common.
- Sometimes a very different architectural style is still complementary, too alike looks like.
- South Natick has de facto mixed use, make it official and encourage it.
- Sidewalks, accessibility, landscaping, free parking.

Example of survey results from the Summer Survey.



Example of emails and flyers distributed prior to public meetings.

Social Media

The Master Plan Advisory Committee sponsored a Natick 2030+ Facebook page that provided an additional opportunity to keep residents and stakeholders informed about the project.

On-Line Surveys

In addition to the surveys that enabled residents to respond to questions asked at the public meetings (described later), a series of surveys was conducted over the spring and summer of 2017.

MetroQuest Community Survey – April 23 to May 22, 2017 (1452 responses):

The MetroQuest survey provided a highly interactive platform that allowed participants to prioritize topic areas; respond to more specific questions and provide comments on those topics; and map suggestions and comments. Responses provided the basis for developing goal statements and recommendations.

Goals Statement Survey – July 4 to August 2, 2017 (279 Responses):

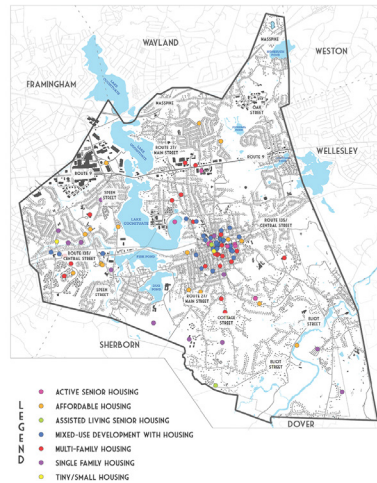
As a follow-up to the MetroQuest Survey, this survey included potential goal statements for Community Character; Housing; Economic Development; Arts, Culture & History; Recreation and Natural Resources; and Public Facilities, Services and Education. Participants had the opportunity to agree or disagree with 27 potential goal statements, as well as to suggest additional goal statements. Responses provided the basis for refining goal statements and recommendations.

Summer Survey – September 7 to October 1, 2017 (925 Responses):

This three-part survey asked more detailed questions about specific topics. Responses provided the basis for further refining recommendations:

- + Survey I: Arts, Culture & History; Community Character; Housing
- + Survey II: Economic Development; Open Space & Recreation
- + Survey III: Transportation; Public Facilities, Services & Education

SUGGESTED NEW HOUSING



HOUSING GOALS

Provide a mix of housing at a variety of price points.



Support seniors who wish to remain in their homes, as well as those who are looking for other housing types at different sizes and price points.



Encourage higher density housing to locate in appropriate locations throughout Natick.



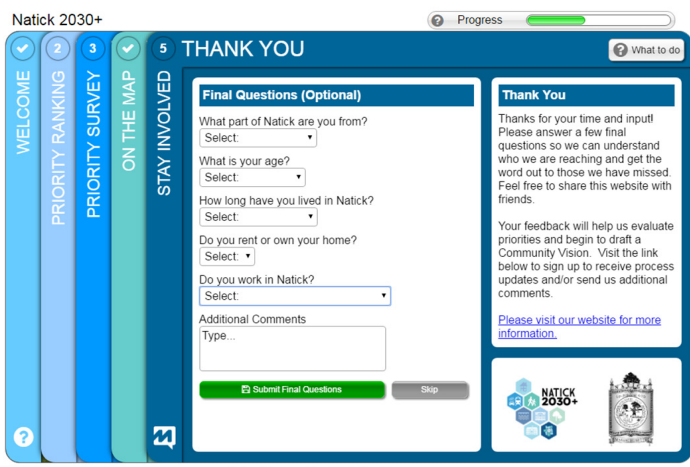
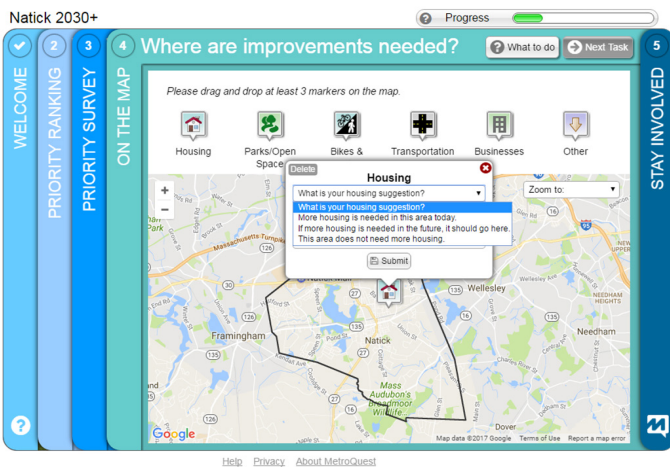
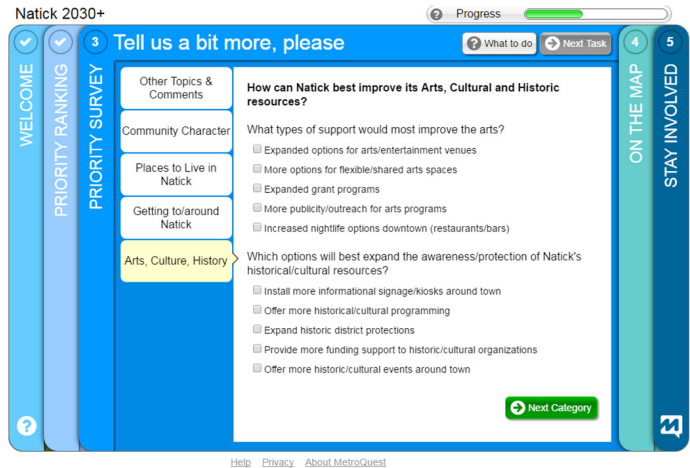
ARE THERE ANY OTHER GOALS YOU WOULD LIKE TO ADD?

"There should be some kind of goal to link housing to classroom size and take into account the need for school expansion as population changes."

"Allow the creation of accessory dwelling units by right."

"Encourage low-impact development and sustainable design."

Example of survey results from the Goals Statement Survey.



Screenshots showing the progression of questions on the MetroQuest survey.



Above: Photos from Meeting 1.



Community-Wide Public Meetings

Four community-wide meetings were held to encourage broad participation. Meetings were widely advertised in local newspapers, on the Town and Project Websites, via the Natick 2030+ Facebook page, and email announcements to the project mailing list and to contact people at local organizations encouraging them to forward the announcements to their organizational mailing lists. For the November 29, 2016 meeting, a postcard was mailed to every household and business in Natick. Following each of the public meetings, on-line surveys allowed people unable to attend in person to answer the same questions discussed in the breakout sessions.

Meeting 1 – June 16, 2016: This meeting was held in a tent on the Common, at the same time as a regular Thursday evening Natick Night, to increase visibility and attract participants who might not otherwise have come to a public meeting. A brief presentation introducing the Master Plan project and the history of Natick’s development was given twice during the evening, and tables set up around the tent enabled participants to review existing conditions information, respond to a few questions about recent planning efforts, neighborhood issues and town-wide issues; and ask questions about the project.

Meeting 2 – November 29, 2016: At this meeting held at the Wilson Middle School, participants were asked to indicate on a map where they lived, and to fill in a brief demographic survey that was used to help determine that the project was reaching residents from all over Town and from a wide range of age groups. Displays around the room allowed participants to learn about the Existing Conditions data being collected. Following a summary presentation on Existing Conditions, participants broke into smaller groups where they were led in a discussion of the following topics:

- + Community Character
- + Housing
- + Economic Development
- + Arts, Cultural & Historic Resources
- + Open Space Resources
- + Transportation
- + Public Facilities, Services & Education

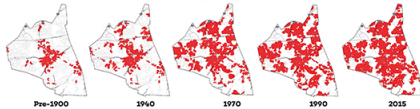
For each topic, the discussion focused on answering the questions:

- + What is your vision for the best outcome in the next five years and in 10+ years?
- + What are the town’s barriers and the strengths for reaching that vision?

Information gathered at this meeting was used to develop the Vision and Goals for the Master Plan.

Housing and Demographics

Residential Growth Pattern in Natick: Pre-1900 to 2015



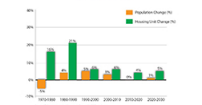
Housing

- 61% of homes in Natick are detached single-family structures.
- 26% of all housing in Natick is renter-occupied.
- The median sale price of a single-family home in 2015 was \$521,000.
- Between 2011 and 2015, average rent for multi-family units increased 23%.

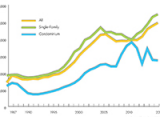
Demographics

- Natick’s population is projected to increase by 7% between 2010 and 2030.
- Natick residents over the age of 65 currently comprise 15% of the total population.
- 14% of Natick’s current population is foreign-born.
- Natick’s median household income is \$95,465.

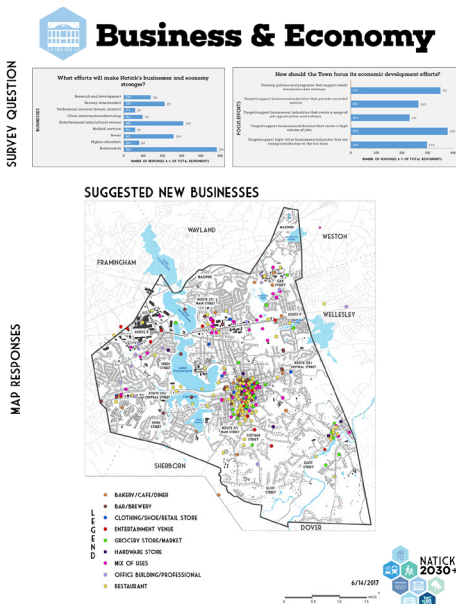
Population and Housing Unit Change 1970-2030



Median Sale Price: 1987-2015



Above: Photo and display board from Meeting 2.



Meeting 3 - June 14, 2017: This meeting at the Wilson Middle School was held to report back to the community on the results of the MetroQuest Survey (described previously) and to elicit further discussion on goals and recommendations. Following a brief presentation, attendees could select two focus groups to attend for a more detailed discussion on goals and potential recommendations. Focus group topics included:

- + Community Character, Housing & Economic Development
- + Open Space & Cultural/Historic Resources
- + Transportation & Infrastructure
- + Public Facilities, Public Services & Education

Meeting 4 - June 20, 2018: This event, to present the draft Master Plan recommendations, was organized as an open house at the Community-Senior Center. A brief explanatory presentation was given hourly. The rest of the time, attendees could circulate freely through individual stations displaying recommendations. Stations were staffed by consultant team members knowledgeable on the topic, and attendees had the opportunity to ask questions and comment on recommendations.

Presence at Community Events

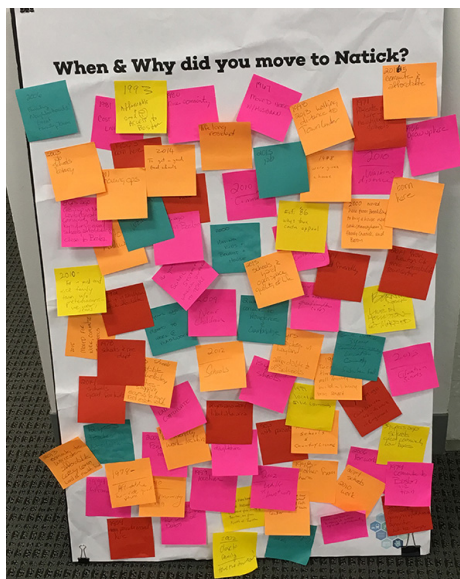
In order to reach a broad cross section of the population that wouldn't necessarily come to a community meeting about the Master Plan, the Natick 2030+ Team attended a number of community events where they provided information about the project and conducted interactive activities. At each of these events, cards with information on the Natick 2030+ website were distributed and visitors had the opportunity to fill out comment cards. Events included:

Natick Arts Walk - July 21, 2016: Cards with information about the Natick 2030+ Master Plan and website were distributed.

Natick Days - September 10, 2016: The 2030+ Team staffed a table with information about the project and visitors responded to the question "When and why did you move to Natick?"



Above: Display board and photo from Meeting 3.



At left: participants filled the board with responses at Natick Days 2016.



Photo from Natick Days 2016.

Earth Day (on the Natick Common) – April 23, 2017: The 2030+ Team staffed a table with information about the project. The MetroQuest Survey (see below) was introduced and The Team assisted visitors in taking the survey and distributed cards with information on how to take the survey on-line.

Natick Night – July 27, 2017: The Master Plan Advisory Committee staffed a table with information about the project and visitors completed the statement “I want Natick to be.....”

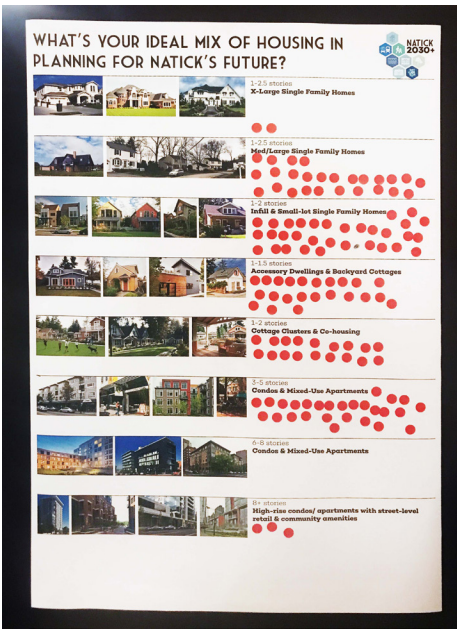
Natick Days – September 9, 2017: The 2030+ Team staffed a table with information about the project and visitors completed the statement “I want Natick to be.....”



Word cloud from Natick Days 2017 responses.



Photos from Natick Days 2017.

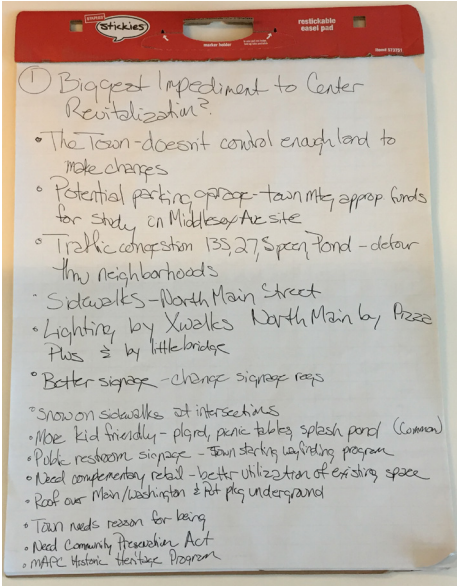


Town Meeting Members’ responses to question about housing preferences from Fall 2017 Town Meeting.

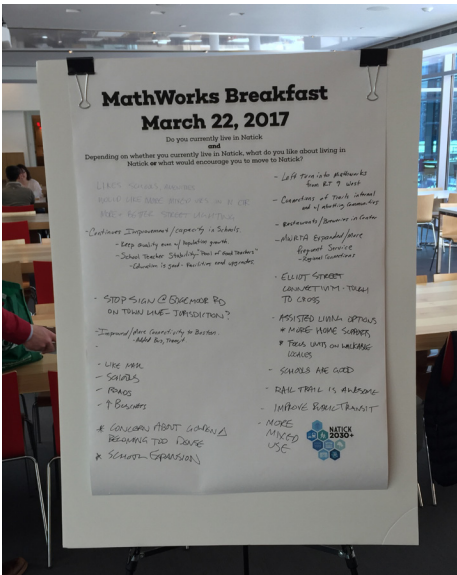
Town Meetings - 2016 Spring Annual Town Meeting, 2016 Fall Annual Town Meeting, 2017 Spring Annual Town Meeting, 2017 Fall Annual Town Meeting, 2018 Spring Annual Town Meeting and 2018 Fall Annual Town Meeting: Jamie Errickson, Director of the Community & Economic Development Department, presented an update of the Natick 2030+ project at each of these Town Meetings. At the Spring 2016 and Fall 2017 meetings, Town Meeting Members participated in interactive activities, indicating their favorite locations in Natick, saying what they would do if they were “Queen or King for a Day” and indicating with stickers which types of new housing they would like to see.

Stakeholder Meetings

During the Existing Conditions phase of the project, the Consultant Team held over 25 one-on-one meetings with local business owners, institutions, other area organizations such as the Natick Center Cultural District and Natick Center Associates, local realtors and developers, representatives from Town departments and committees, and other key players identified by the Town and the Master Plan Advisory Committee. The meetings provided a valuable opportunity to better understand Town operations, any future plans as well as ongoing issues/concerns the public and private stakeholders had, as well as to solicit any ideas for future recommendations.



Flip chart meeting notes from discussion at Natick Center Outreach Meeting.



Comments from MathWorks breakfast.

Three additional larger stakeholder meetings were held:

- + **Natick Center Outreach Meeting – March 2, 2017:** This meeting was held with Natick Center property owners and merchants, and representatives from the Natick Center Cultural District, to brief them on the project and to hear their ideas and concerns.
- + **MathWorks Breakfast - March 22, 2017:** An informal session with MathWorks employees encouraged input from people working in Natick who might not attend a public meeting.
- + **Community-Senior Center Outreach Meeting – April 13, 2017:** This meeting was held to provide an opportunity for Natick seniors to discuss their specific ideas and concerns for the future of Natick.

RoundTables

During October and November of 2017, the Natick 2030+ Team held a series of topic-specific Roundtables with local experts (including residents, Town Committee/ Board Members, and representatives of Town departments) to hash through identified issues and potential recommendations. Participants for the Roundtables were chosen because of their familiarity/expertise on the topic, as well as their ability to bring a broad perspective to the discussion. The Roundtables topics included:

- + Historic & Cultural Resources
- + Open Space & Natural Resources
- + Transportation
- + Housing
- + Town Facilities & Services
- + Economic Development

THE MASTER PLAN

This Master Plan (The Plan) is the result of a collaborative process that included the community at large, as well as the Planning Board, representatives of Town Departments and Administration, a Master Plan Advisory Committee (described previously) and a team of consultants. Various combinations of this group are referred to throughout the report as The Natick 2030+ Team.

The Plan is organized around the following seven topic areas, based on the elements outlined in Massachusetts General Laws Chapter 4, Section 81D: Master Plan:

- + Chapter 2: Demographics and housing
- + Chapter 3: Land Use and Zoning
- + Chapter 4: Transportation
- + Chapter 5: Economic Development
- + Chapter 6: Natural and cultural resources
- + Chapter 7: Open space and recreation
- + Chapter 8: Public services and facilities
- + Chapter 9: Implementation

The Master Plan does not include a separate chapter on sustainability and resiliency. Rather, because they are an integral component of each of the elements, sustainability and resiliency concerns are woven through all of the chapters. Throughout The Plan, recommendations that support sustainability and resiliency are indicated with this leaf icon.



Chapters 2 through 8 begin with an inventory and analysis of existing conditions, highlighting key issues, followed by goals developed over the course of the Master Plan process and recommendations for achieving those goals. Background information sources included the Town of Natick, previous studies and reports, and state agencies. The description of existing conditions presents a snapshot of Natick as of 2017 when the Master Plan process transitioned from the existing conditions inventory and analysis phase to the development of goals and recommendations.

The Master Plan process is a multi-year process. Natick was not frozen in time – the Planning Board reviewed and approved projects, Town Meeting met and passed new budgets and by-law changes. It should be noted that in some instances the results of these actions have not been incorporated into the existing conditions described in this Plan – it is not possible for a document to remain constantly up to date in a dynamic environment. Because the Town has moved forward on a number of fronts, some recommendations discussed as part of the Master Plan process have been implemented already, or are in progress. In those cases, actions taken by the Town are highlighted next to the recommendation.

Current planning practice has moved away from the heavily physical and engineering based planning practice of the pre-1960s and more towards a practice working to address social needs, and promoting community engagement in the master plan creation and implementation process.

The Natick 2030+ Master Plan is aspirational. In keeping with current master planning best practices, the description of existing conditions does not attempt to define the current capacity of specific town services and facilities. Rather than assuming a finite capacity for facilities and services, and developing a plan to work within that capacity, today's master plans focus on defining the vision of the community – what residents would like the future of the Town to be – and laying out a plan for achieving that vision.

As mentioned earlier in the Introduction, the Natick 2030+ process began with a review of the Natick 360 documents. The Vision Statements from that process (shown below) were the result of an extensive community conversation. Those Vision Statements still very strongly represent the aspirations of the community today and formed the basis for the topic-specific goals in the following chapters.

As citizens of Natick, we aspire to create a future in which:

- + Natick is a healthy community of diverse and interconnected citizens, businesses, organizations and neighborhoods, where citizens of all ages, backgrounds and income levels can live, work and thrive;
- + Natick's natural resources are preserved and accessible to the community;
- + Natick Center is the vibrant core of the community, a unique and accessible destination for commerce, community and culture, day and night;
- + Natick's public schools and programs are recognized as among the best;
- + Natick's self-government, supported by informed and engaged citizens, is fiscally sound, delivers services efficiently and communicates effectively with the public;
- + Natick's public infrastructure and buildings fulfill their function efficiently and effectively to the satisfaction of the community, and are maintained in good working order;
- + Natick is a desirable and accessible destination that marshals local and regional partners and resources to solve problems and enhance the quality of life for all its citizens.

One new statement was added to address sustainability and resiliency, a topic that has grown in importance since the Natick 360 process:

- + Natick's residents, businesses, and government adhere to the highest standards for sustainable practices across all sectors and are well-equipped as a resilient community to respond, withstand and recover from adverse situations.