



Executive Summary

We are planning now for what we want Natick to be in twenty years for ourselves and future generations.

Natick 2030+ is both a public process and the resulting report that define a community-wide vision for the future development of Natick and guide the daily planning and policy efforts of the town.

The Process and Plan were designed to answer three questions:

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

The Plan is organized around the following eight topic areas:

- + Chapter 2: Demographics and Housing
- + Chapter 3: Land Use, Zoning and Community Character
- + Chapter 4: Transportation and Infrastructure
- + Chapter 5: Economic Development
- + Chapter 6: Historic and Cultural Resources
- + Chapter 7: Open Space, Recreation and Natural Resources
- + Chapter 8: Public Facilities and Services
- + 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.



A recurring theme throughout this project 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.



Outreach and Participation Activities

Residents, business owners and other stakeholders had a key role in answering those questions. The Public Outreach process for the Natick 2030+ Master Plan was carefully designed from the inception of the project to ensure that these groups were kept apprised of project progress and that they were given multiple opportunities to participate in a variety of different ways.

The goals of the Outreach Process were:

- + Ensure broad awareness of the Master Plan process
- + Create a shared vision for the future of Natick
- + Develop a common understanding of existing conditions
- + Identify issues and opportunities
- + Educate community on planning principles and trade-offs
- + Generate widespread enthusiasm and support for the plan and implementation activities



To achieve these goals, the outreach process included the following elements:

- + Master Plan Advisory Committee
- + Project Website
- + Social Media
- + Surveys
- + Community-wide Public Meetings
- + Presence at Public Events such as Natick Days and Town Meeting
- + Stakeholder Meetings
- + Round Tables with local experts
- + Planning Board Coordination



Presentations, Survey Results and Public Comments can be found both on the Project Website and in the Public Outreach Appendix.

Vision and Goals

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 (below) still very strongly represent the aspirations of the community today and formed the basis for topic-specific goals.

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.

The goals developed for each topic area are listed below.

Demographics & Housing

- + Provide housing affordable to the full range of income levels.
- + Provide for a mix of housing options at the full spectrum 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.
- + Support the continued existence and increase of naturally occurring housing that is affordable (existing housing that is or becomes affordable as a result of age, location, size or other characteristics).
- + Support and create housing options for special needs populations which could include, among others, veterans, homeless, families in need, developmentally and physically disabled and elderly.



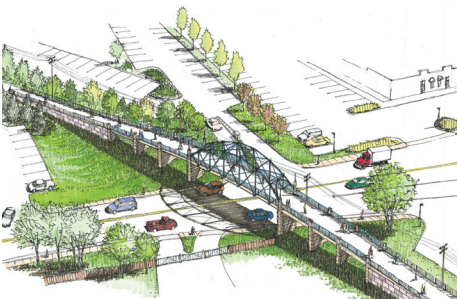
Example of a cluster housing development in Concord, MA.



Natick Center

Land Use & Zoning

- + Maintain the character of Natick’s unique neighborhoods and limit the aesthetic impacts of tear downs.
- + Maintain the traditional Main Street Character of Natick Center, while promoting a place where businesses thrive, people live and work, and activities and entertainment are available for everyone.
- + Support and maintain the South Natick historic village character, and encourage an active commercial center.
- + Support a safe and active street life in Natick Center by investing in sidewalks, crosswalks, bike facilities, signage improvements and promoting sidewalk cafes and outdoor spaces.
- + Enhance the gateways into Natick Center and the Town through programs to improve or redevelop properties around Natick Center, and at key gateways into the Town (e.g., Route 135 near both the east and west Town boundaries and around Exit 13 on the MassPike).



Rendering of Cochituate Rail Trail bridge over Route 30.

Transportation

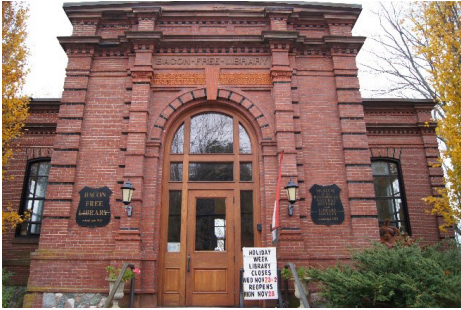
- + Improve safety in all travel modes through the implementation of proven safety counter-measures, such as improved traffic control equipment, upgraded pedestrian crossings (e.g. median and crossing islands), roadway design improvements/road diets, access management measures along commercial corridors, and roundabouts.
- + Reduce traffic congestion and improve accessibility by improving/increasing multi-modal access, including vehicular access, public transit, walking, bicycling, and ride-sharing.

Economic Development

- + Develop and market Natick as a hub in MetroWest for the incubation and cultivation of 21st century companies.
- + Identify market opportunities in West Natick and South Natick to support additional commercial and mixed-use growth that is appropriately scaled and designed to fit within the context and character of the neighborhood.
- + Support redevelopment opportunities of large-scale and underutilized sites and areas across Natick to strengthen and diversify the Town’s employment and tax base.
- + Encourage new and expanding businesses to take advantage of redevelopment and infill opportunities near existing transportation infrastructure, public services, and utilities.



The new MathWorks Lakeside Campus in Natick



The Bacon Free Library



Pegan Hill Walking Trail



Natick Community-Senior Center

Historic & Cultural Resources

- + Protect and promote awareness of arts and cultural resources and Natick's historic heritage through increased historic/cultural events and programming.
- + Support and encourage arts and culture by enhancing participants' experience with expanded opportunities for arts and entertainment venues and nightlife options.

Open Space, Recreation & Natural Resources

- + Continue to support, expand and maintain Natick's high quality active and passive open spaces.
- + Increase the number of public connections, perimeter trails and access points to Natick's lakes, rivers and wetlands.
- + Provide a system of walking and bicycle trails that connect Natick's open spaces and provide a way to travel throughout the town.
- + Preserve and protect Natick's water supply, wildlife, and other natural resources.
- + Increase awareness, appreciation, and use of the Town's open spaces, trails, natural resources, and recreational opportunities through installation of wayfinding and trailheads, provision of updated trail maps, and community engagement efforts.

Public Facilities & Services

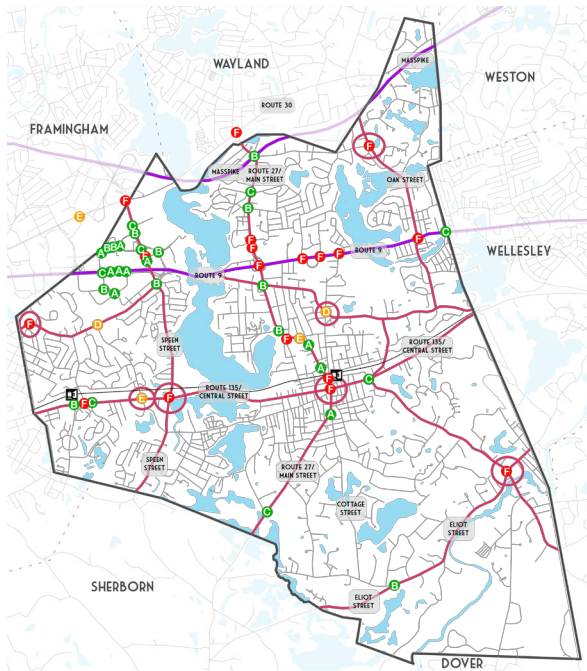
- + As Natick's population changes, invest in facilities and staff that will provide services to meet residents' needs.
- + Provide adequate and consistent investment to address the ongoing maintenance of Natick's public facilities.
- + Maintain high quality educational facilities and access to an excellent education for children in Natick.
- + Establish a practice of long-term facilities planning that includes identifying future resources needed to address maintenance or construction needs.
- + Continue to lead by example by investing in sustainable, environmentally-focused programs that limit energy consumption, reduce emissions, and increase the percentage of total waste that goes into the recycling stream.

The Master Plan

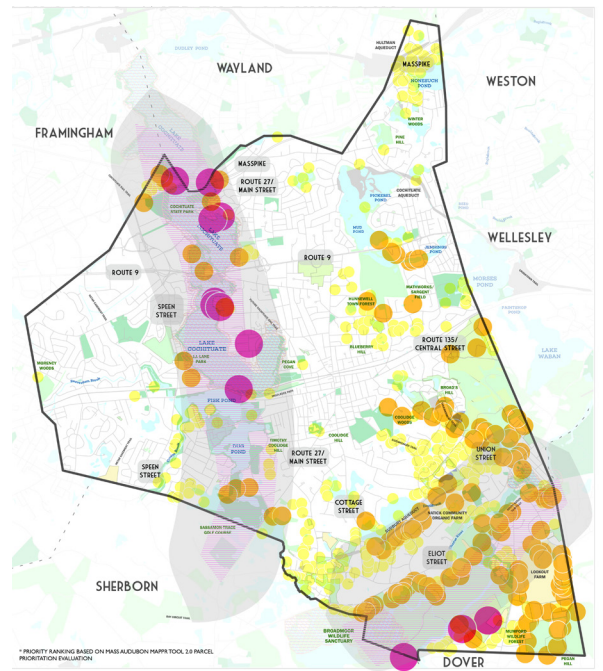
Chapters 2 through 8 begin with an inventory and analysis of existing conditions (highlighting key issues), followed by goals developed over the course of the Master Plan process, and recommendations for achieving those goals. Background information sources included the Town of Natick, previous studies 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 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.

Under each goal, recommendations and action items for achieving the goal are listed in the order of the time frame in which they might be implemented, based on complexity of implementation and requirements for coordination with other recommendations and actions. The order does not imply priority. Recommendations which are considered to be particularly ambitious are highlighted in green.



Key Corridors and Opportunities for Intersection Improvements



Priority Wildlife Protection Corridors

Implementation

Implementation of a Master Plan is an on-going, long-term process requiring significant efforts and cooperation of multiple parties. The Master Plan, together with the following matrix, identifies recommendations and action steps, along with the responsible party, support parties, the timeframe for implementation, metrics for tracking progress and identification of other master plan elements with which the action should be coordinated.

Critical to achieving the goals of the Master Plan is ensuring that implementation moves forward at a reasonable pace so that momentum and determination from the Master Plan process is not lost. It will be important to institute an ongoing mechanism for tracking implementation that allows everyone involved to see what is (and isn't) being implemented. That mechanism can take several different forms, and Natick needs to ensure that it employs one that works with the Town organizational structure. It is recommended that the mechanism include two components:





- + Annual reporting by all departments on the status of implementation. The report could be included in the Town’s Annual Report or made public in some other format.
- + An annual meeting, initiated by the Planning Board, of representatives of the Board of Selectmen, Town Administrator, Planning Board and Department heads to discuss the status of implementation, required coordination and any roadblocks that have been encountered.

Master Plans are designed to be “living documents.” While there is an attempt to be forward thinking, it is not always possible to foresee future conditions – many factors related to the economy (and therefore land use, traffic, and tax revenues), technology and demographics are outside of the control of the Town. Goals may also become obsolete or slightly modified. It has been assumed from the outset that this Master Plan will need to be updated on a regular basis to account for those and other changing factors. It is recommended that the plan be updated on a five-year basis. At that time, changing conditions may result in specific recommendations being no longer necessary, becoming more critical, or needing to be updated in terms of the action steps suggested in The Plan. These five year updates will allow the Master Plan to remain relevant over a much longer period of time.







Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
Provide for a mix of housing options at a variety of price points.	Increase opportunities for multi-family and mixed-use development in appropriate locations.	Critically review the zoning in the parts of town where multi-family and mixed-use development are likely to be supported politically and financially. Site higher intensity development in specific locations where impacts to existing single-family neighborhoods will be minimal.	Planning Board Community and Economic Development Department	Zoning Board of Appeals Affordable Housing Trust Board Economic Development Committee	4-7 YEARS		Land Use
	Support the redevelopment of properties in Natick Center by allowing and encouraging mixed-use and multi-family housing that provides housing options and brings more people to downtown to support local businesses.	Consider updating the existing base zoning district(s) covering Natick Center to allow more by-right integration of housing as a permitted use.	Planning Board Community and Economic Development Department	Economic Development Committee	ON-GOING		Land Use
	Increase the stock of affordable housing.	Consider adopting an inclusionary zoning bylaw with the following considerations at a minimum: A minimum set-aside for affordable units A threshold for number of units that would trigger inclusionary zoning Allow for payments in lieu of units or off-site units Area Median Income thresholds for affordable units	Planning Board Community and Economic Development Department	Affordable Housing Trust Board	1-5 YEARS	Adoption of an inclusionary zoning bylaw.	Land Use







Example of Recommendation Matrix found at the end of each chapter

2. Demographics and Housing Recommendations Matrix

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
Goal 1: Provide housing affordable to the full range of income levels.	R1.1: Increase the stock of affordable housing.	Inclusionary zoning bylaw approved at Fall 2018 Town Meeting. 	Planning Board Community & Economic Development Department	Affordable Housing Trust Board	1-5 YEARS		Land Use
		Expand HOOP Districts to other key development parcels in Natick Center, to provide incentives to bring in additional housing. Ensure that a portion of the new housing is set aside as affordable. 	Planning Board Community & Economic Development Department		1-5 YEARS		Land Use
	R1.2: Explore opportunities for the Housing Authority to enter into a public/private partnership with a developer to help share the costs of modernizing public housing and integrating a mix of incomes to help offset development costs.	Create a public partnership with an outside developer to help finance and construct new public housing for Natick's most vulnerable populations. 	Housing Authority	Board of Selectmen Community & Economic Development Department	7-12+ YEARS		Land Use Economic Development
	R1.3: Update the Town's Housing Production Plan.	Create and adopt an HPP to provide the Town with a tool to plan for the types of affordable housing it would like to see in the locations where the Town feels it is most appropriate and desirable. 	Affordable Housing Trust Board Community & Economic Development Department	Board of Selectmen Planning Board	1-5 YEARS	Completion and adoption an updated Housing Production Plan.	
		Conduct focus groups with Planning Board, Selectmen, and Town Meeting members to help educate them about affordable housing needs, policies, programs, and financing.	Affordable Housing Trust Board Community & Economic Development Department	Board of Selectmen Planning Board	1-5 YEARS	At least three educational focus groups have been held within the next five years.	






Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
	R1.4: Create a dedicated source of funding through Town Meeting for the Housing Trust.	Set up an annual dispersement of funds to the Affordable Housing Trust through Town Meeting.	Board of Selectmen	Affordable Housing Trust Board Finance Committee	1-5 YEARS	Establishment of a recurring line item in the annual budget for the Affordable Housing Trust Fund.	
	R1.5: Assist low income households in financing home repairs.	Create a no- or low-interest rate loan program specifically for home repairs.	Affordable Housing Trust Board	Board of Selectmen Finance Committee	4-7 YEARS	Establishment of a loan fund and five homeowners assisted with rehabilitation projects.	
Goal 2: Provide for a mix of housing options at the full spectrum of price points.	R2.1: Support the redevelopment of properties in Natick Center by allowing and encouraging mixed-use and multi-family housing that provides housing options and brings more people to downtown to support local businesses.	Consider updating the existing base zoning district(s) covering Natick Center to allow more by-right integration of housing through a streamlined permitting process.	Planning Board Community & Economic Development Department	Economic Development Committee	ON-GOING		
	R2.2: Increase opportunities for multi-family and mixed-use development in appropriate locations.	Critically review the zoning in the parts of town where multi-family and mixed-use development are likely to be supported politically and financially. Site higher intensity development in specific locations where impacts to existing single-family neighborhoods will be minimal.	Planning Board Community & Economic Development Department	Zoning Board of Appeals Affordable Housing Trust Board Economic Development Committee	4-7 YEARS		Land Use






Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
Goal 3: 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.	R3.1: Change zoning to enable the production of a variety of housing types to help seniors to stay in Natick.	Consider how and where accessory dwelling units could serve as an effective housing option, and design zoning and performance standards to that fit with Natick's existing development pattern and neighborhoods. 	Community & Economic Development Department Planning Board	Zoning Board of Appeals	1-5 YEARS		Land Use
		Create zoning that allows assisted living in geographically appropriate areas and minimizes impacts on surrounding properties. 	Community & Economic Development Department Planning Board	Council on Aging	1-5 YEARS		Land Use
		Consider reworking the Cluster By-laws to better suit the development pattern and opportunity sites left in Natick. 	Community & Economic Development Department	Planning Board	1-5 YEARS		Land Use
	R3.2: Form a partnership between the Council on Aging and local Realtors and banks to bring in housing ombudspersons who could serve Natick seniors as resources on housing options and financial inquiries.	Create an in-town resource through the Council on Aging that uses local lending and real estate experts as ombudspersons to seniors who are looking for housing options.	Council on Aging	Affordable Housing Trust Board Local Banks & Realtors	1-5 YEARS		Land Use
Goal 4: Support the existence of naturally occurring housing that is affordable.	R4.1: Implement programs and regulatory changes that will help Natick retain more of its existing stock of naturally occurring affordable housing. 	Extend the demolition delay period from six months to one year. 	Historic District Commission	Planning Board Board of Selectmen Affordable Housing Trust Board	1-5 YEARS	Demolition delay period increased from six months to one year.	Land Use Historic & Cultural Resources
		Consider instituting a demolition fee from which the proceeds could be deposited into the Affordable Housing Trust Fund to be used for the creation and/or preservation of affordable housing. 	Historic District Commission	Planning Board Board of Selectmen Affordable Housing Trust Board	4-7 YEARS	Institution of demolition fee.	Land Use Historic & Cultural Resources





Goal	Recommendation	Action Step	Lead Responsibility 	Support Responsibility 	Time Frame 	Metric	Coordination 
		Offer a break on property taxes in return for the preservation of the home over a certain period of time. Create a resale formula that would limit the sale price to a certain percentage of the true market value in return for a continuation of the property tax abatement.	Board of Selectmen	Finance Committee	4-7 YEARS		
Goal 5: Support and create housing for special needs populations, which could include, among others, veterans, homeless, families in need, developmentally or physically disabled and elderly.	R5.1: Assess the supportive housing and programmatic needs of Natick's residents, and take steps to address those needs through affordable housing, service-enriched housing for special needs residents, congregate housing, or other residential options.	Develop an assessment of residents' special needs and determine how best to provide them with housing options. This assessment could be a component of the next update to the Town's Housing Production Plan.	Affordable Housing Trust Board	Council on Aging Housing Authority Community & Economic Development Department	1-5 YEARS	Creation of an inventory and assessment of special housing needs.	
		Special needs housing providers should work with Town staff, non-profits, and other local action councils to develop outreach materials and methods of disseminating information to reach the widest audience possible. 	Affordable Housing Trust Board	Council on Aging Housing Authority Community & Economic Development Department	1-5 YEARS		
	R5.2: Direct local funds to support rehabilitation and preservation of public housing units.	Continue to pursue HOME funding and look for opportunities to supplement those funds with other local dollars, as well as state and other rehabilitation federal sources. 	Housing Authority	Board of Selectmen	ON-GOING		




3. Land Use, Zoning & Community Character Recommendations Matrix


Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
<p>Goal 1: Maintain the character of Natick's unique neighborhoods and limit the aesthetic impacts of tear downs.</p>	<p>R1.1: Institute zoning regulations and infrastructure improvements that support existing neighborhood character without unduly restricting property owners.</p>	<p>Develop new zoning for individual neighborhoods that sets requirements for massing and scale, based on the scale of the existing housing stock within each neighborhood.</p>	<p>Community & Economic Development Department Planning Board Town Meeting</p>	<p>Historical Commission</p>	<p>1-5 YEARS</p>	<p>New zoning has been adopted.</p>	<p>Historic & Cultural Resources Housing</p>
		<p>Enforce Article 78 regarding undergrounding/removal of poles, overhead wires and associated overhead structures along public ways.</p>	<p>Community & Economic Development Department Planning Board Public Works Department</p>		<p>ON-GOING</p>	<p>Utilities have been placed underground in one or more neighborhoods per year.</p>	
<p>Goal 2: Maintain the traditional Main Street Character of Natick Center, while promoting a place where businesses thrive, people live and work, and activities and entertainment are available for everyone.</p>	<p>R2.1: Ensure that new development supports a vibrant downtown district with a healthy mix of uses serving the Natick community.</p>	<p>Amend the DM district to prohibit auto-related uses such as sales, service and repairs, which are inconsistent with a lively, pedestrian-friendly environment.</p>	<p>Community & Economic Development Department Planning Board Town Meeting</p>	<p>Natick Center Associates</p>	<p>1-5 YEARS</p>		<p>Economic Development Historic & Cultural Resources</p>
		<p>Rezone both sides of Main Street, from Central Street north to South Avenue, as a special DM district that prohibits residential use to maintain the long-term opportunity for office use on upper floors.</p>	<p>Community & Economic Development Department Planning Board Town Meeting</p>	<p>Natick Center Associates</p>	<p>1-5 YEARS</p>	<p>Natick Center zoning has been revised to reflect desired uses.</p>	<p>Economic Development Historic & Cultural Resources</p>

Goal	Recommendation	Action Step	Lead Responsibility 	Support Responsibility 	Time Frame 	Metric	Coordination 
	R2.2: Increase the number of arts and entertainment venues in Natick Center	Encourage developers to include entertainment venues and restaurants in Natick Center, where the Town is working to create an active mixed-use environment.	Community & Economic Development Department Planning Board Town Meeting	Natick Center Associates	ON-GOING		Economic Development Historic & Cultural Resources
		Encourage property owners and developers should to include opportunities for rotating art displays in restaurants, coffee shops and office lobbies and to create pop-up arts spaces (galleries or studio space) to fill vacant storefronts until longer-term tenants are found.	Community & Economic Development Department Planning Board Town Meeting	Natick Center Associates	ON-GOING		Economic Development Historical & Cultural Resources
		Work with developers and property owners to market and promote commercial spaces that meet the needs of creative businesses and other businesses in order to facilitate co-location and collaboration.	Community & Economic Development Department Planning Board Town Meeting	Natick Center Associates	ON-GOING		Economic Development Historic & Cultural Resources
		Encourage developers to include ground floor restaurant space.	Community & Economic Development Department Planning Board Town Meeting	Natick Center Associates	ON-GOING		Economic Development Historic & Cultural Resources
		Amend the DMU zone and In-I zones to allow art gallery/creation space and custom fabrication/artisanal industrial space as allowable uses. 	Community & Economic Development Department Planning Board Town Meeting	Natick Center Associates	1-5 YEARS	The number of restaurants and arts/entertainment paces in natick center has increased.	





Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
<p>Goal 3: Support and maintain the South Natick historic village character and encourage an active commercial center.</p>	<p>R3.1: Ensure that zoning and infrastructure improvements support the appropriate development in this historic district.</p>	<p>Expand Section III - Historic Preservation of the Zoning Bylaw to provide relief for adaptive reuse of buildings on the historic inventory and extend the delay period for buildings from six months to one year.</p> 	<p>Community & Economic Development Department Planning Board Town Meeting</p>	<p>Historic District Commission Historical Commission</p>	<p>1-5 YEARS</p>		<p>Historic & Cultural Resources Economic Development</p>
		<p>Prioritize investments in South Natick that keep the historic character in place, but add infrastructure to enhance walking, biking, and safe crossings to bring nearby neighbors to the commercial center.</p> 	<p>Community & Economic Development Department Planning Board Town Meeting</p>	<p>Historic District Commission Historical Commission Public Works Department</p>	<p>1-5 YEARS</p>		<p>Historic & Cultural Resources Economic Development Transportation</p>
		<p>Consider the establishment of a fund to provide low interest loans and/or grants for ADA improvements, fit-out or façade improvements to encourage preservation of historic properties.</p> 	<p>Community & Economic Development Department Planning Board Town Meeting</p>	<p>Historic District Commission Historical Commission</p>	<p>4-7 YEARS</p>	<p>Vacant historic structures have been repurposed and/or rehabilitated.</p>	<p>Historic & Cultural Resources Economic Development</p>
<p>Goal 4: Support a safe and active street life in Natick Center by investing in sidewalks, crosswalks, bike facilities, signage improvements and promoting sidewalk cafes and outdoor spaces</p>	<p>R4.1: Enhance the pedestrian environment in Natick Center to attract visitors and new businesses and to support arts and entertainment venues.</p>	<p>Encourage developers to include outdoor dining opportunities as well as streetscape improvements such as planters and seating.</p> 	<p>Community & Economic Development Department Public Works Department</p>	<p>Planning Board</p>	<p>ON-GOING</p>		<p>Economic Development Historic & Cultural Resources</p>
		<p>Explore the inclusion of a pedestrian gateway connecting to Summer Street if the Town moves forward with development of a parking garage on Middlesex Avenue.</p> 	<p>Community & Economic Development Department Public Works Department</p>	<p>Planning Board</p>	<p>1-5 YEARS</p>		<p>Economic Development Historic & Cultural Resources</p>




Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Make streetscape improvements, particularly along Main Street, with planters, banners and decorative pedestrian scale lighting, in conjunction with traffic improvement recommendations. 	Community & Economic Development Department Public Works Department	Planning Board	4-7 YEARS		Economic Development Historic & Cultural Resources Transportation
		Implement aesthetic streetscape improvements such as the introduction of banners, murals and overhead decorative lighting to create an attractive environment that could be used as a pop-up gathering space for special events on Adams Street. 	Community & Economic Development Department Public Works Department	Planning Board	4-7 YEARS		Economic Development Historic & Cultural Resources
		Implement aesthetic streetscape improvements described above on Clarks Court. 	Community & Economic Development Department Public Works Department	Planning Board	7-10 YEARS		Economic Development Historic & Cultural Resources
	R4.2: Develop a consistent system of wayfinding that connects open spaces, trail networks, transportation resources, and cultural amenities throughout the Town.	Develop a wayfinding and signage system to define an overall character and identity for the Town. 	Community & Economic Development Department	Natick Center Associates Historical Commission Historical Society Open Space Advisory Committee	1-5 YEARS	Wayfinding system has been implemented.	Open Space Historic & Cultural Resources Economic Development

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
<p>Goal 5: Enhance the gateways into Natick Center and the Town through programs to improve or redevelop properties around Natick Center, and at key gateways into Town (eg., Route 135 at east and west Town boundaries and around MassPike Exit 13.</p>	<p>R5.1: Enhance the identity and character of Natick Center by improving the gateways into Downtown Natick.</p>	<p>Expand the DM District in the following locations to provide the opportunity for pedestrian-friendly mixed-use development within easy walking distance of the MBTA station and the rest of Natick Center.</p> <ul style="list-style-type: none"> - North of Middlesex Avenue to the railroad tracks on the north and Spring Street on the west. - The north side of South Avenue from Washington Street on the west to the RG district on the east (approximately Tibbetts Street). 	<p>Community & Economic Development Department Planning Board Town Meeting</p>	<p>Natick Center Associates</p>	<p>1-5 YEARS</p>		<p>Economic Development Transportation</p>
		<p>Require new development to include fenestration to allow views into buildings and minimize curb cuts and use landscaping to provide a pedestrian-friendly frontage.</p> 	<p>Community & Economic Development Department Planning Board Town Meeting</p>	<p>Natick Center Associates</p>	<p>ON-GOING</p>		<p>Economic Development Historic & Cultural Resources</p>
		<p>Consider expanding the HOOP II District north to Bigelow Avenue, allowing for continued multi-family residential development.</p> 	<p>Community & Economic Development Department Planning Board Town Meeting</p>	<p>Natick Center Associates</p>	<p>1-5 YEARS</p>		<p>Economic Development Historic & Cultural Resources</p>

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Develop a “Transitional Mixed Use Zone” with uses similar to the existing DM Zone, but with lower densities compatible with adjacent residential development: - South side of Central Street from Lincoln Street to Union Street. - North side of Middlesex Avenue from Spring Street to Washington Avenue.	Community & Economic Development Department Planning Board Town Meeting	Natick Center Associates	1-5 YEARS	Zoning changes have been adopted.	
	R5.2: Enhance the West Natick neighborhood and this gateway into Natick by improving the pedestrian environment and development potential of parcels on West Central Street.	Create a new zoning district for this area that allows mixed-use with multi-family housing and commercial uses.	Community & Economic Development Department Planning Board Town Meeting	MBTA	1-5 YEARS		Economic Development Transportation
		Encourage property owners to consolidate parcels to create more developable sites with fewer curbcuts from West Central Street.	Community & Economic Development Department Planning Board Town Meeting	MBTA	ON-GOING		Economic Development Transportation
		Prioritize pedestrian and bicycle improvements on West Central Street to support redevelopment.	Community & Economic Development Department Planning Board Town Meeting	MBTA	1-5 YEARS		Economic Development Transportation

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Continue discussions with the MBTA to find ways to create a transit oriented development around the West Natick Station.	Community & Economic Development Department Planning Board	MBTA	ON-GOING		Economic Development Transportation
	R5.3: Re-envison The Golden Triangle as an active, vibrant mixed-use district.	Ensure that new development is consistent with and helps to implement the Golden Triangle Connections & Open Space Framework Plan, with new, pedestrian-friendly streets that create new connections through The Triangle.	Community & Economic Development Department Planning Board Town Meeting	MassDOT City of Framingham Private Property Owners	ON-GOING	Portions of the Connections and Open Space Framework Plan have been developed and new development is consistent with the Plan.	Economic Development Housing Transportation Open Space & Recreation
		Encourage mixed-use development including retail, office, entertainment and residential uses.	Community & Economic Development Department Planning Board Town Meeting	MassDOT City of Framingham Private Property Owners	ON-GOING		Economic Development Housing
		Encourage developers to incorporate a frontage road concept for new development on parcels facing Route 9 and/or Route 30.	Community & Economic Development Department Planning Board Town Meeting	MassDOT City of Framingham Private Property Owners	ON-GOING		Economic Development Transportation Transportation
		Design and implement a wayfinding and signage program.	Community & Economic Development Department Planning Board Town Meeting	MassDOT City of Framingham Private Property Owners	1-5 YEARS		Economic Development Transportation Open Space & Recreation





Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Explore options for defining the legal status of the pedestrian path from Essex Street to Mercer Road with the intention of creating a more definitive connection to Route 9. 	Community & Economic Development Department Planning Board Town Meeting	MassDOT Private Property Owners	1-5 YEARS		Economic Development Transportation
		Work with property owners on the south side of Route 9 to study the feasibility of, and implement, segments of a connecting road at the rear of parcels, as well to consolidate driveways. 	Community & Economic Development Department Planning Board	MassDOT City of Framingham Private Property Owners	4-7 YEARS		Economic Development Transportation
		Develop a continuous north-south and east-west greenway system utilizing existing open space and wetland areas, including a multi-use boardwalk through Bannister's Meadows. 	Community & Economic Development Department Planning Board	MassDOT City of Framingham Private Property Owners	4-10 YEARS		Open Space Economic Development
		Work with MassDOT and Framingham to prioritize transportation improvements, particularly along Speen Street and the MassPike Exit 13 interchange.	Community & Economic Development Department Planning Board	MassDOT City of Framingham Private Property Owners	ON-GOING		Economic Development Transportation
		Creating two new Zoning Districts: - The Primary Development Zone: between Superior Drive and Route 30. - The Transition Zone: the area south of Route 9 from the Framingham border east to Speen Street. 	Community & Economic Development Department Planning Board Town Meeting	City of Framingham	1-5 YEARS	Zoning recommendations have been adopted.	Economic Development

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Create an incentive or density bonus provision to encourage developers to grant easements for the construction of connecting internal streets or to pay into a fund that could be used by the municipalities to build connecting streets. 	Community & Economic Development Department Planning Board Town Meeting	MassDOT City of Framingham Private Property Owners	1-5 YEARS		Economic Development
		Parking Recommendations: - Allow shared parking for mixed-use developments. - Regulate the placement of parking to limit it to the rear and sides of buildings. 	Community & Economic Development Department Planning Board	City of Framingham Private Property Owners	1-5 YEARS		Economic Development
		Create a district-wide entity such as a Business Improvement District (BID) to ensure coordination between municipal staff, governing bodies, property owners, and businesses in The Triangle.	Community & Economic Development Department Planning Board Town Meeting	MassDOT City of Framingham Private Property Owners	1-5 YEARS		Economic Development
		Consider the idea of establishing a District Improvement Financing (DIF) district as a way to help fund public infrastructure and improvement projects in The Triangle. 	Community & Economic Development Department Planning Board	MassDOT City of Framingham Private Property Owners	1-5 YEARS		Economic Development
		The two municipalities should continue to inform each other of development proposals, zoning changes, infrastructure improvements, and similar issues.	Community & Economic Development Department Planning Board	City of Framingham	ON-GOING		Economic Development




4. Transportation & Infrastructure Recommendations Matrix








Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
<p>Goal 1: Improve safety in all travel modes through the implementation of a Complete Streets design approach, roadway and intersection improvements, and proven safety counter-measures.</p>	<p>RI.1: Employ a Complete Street Design Approach</p>	<p>Continue to implement the Complete Streets policies into all roadway improvement projects.</p>	<p>Public Works Department</p>	<p>Community & Economic Development Department Transportation Advisory Committee</p>	<p>ON-GOING</p>		<p>Open Space & Recreation Economic Development</p>
	<p>RI.2: Implement Proven Safety Countermeasures</p>	<p>Consider these measures as potential design elements that should be evaluated for inclusion in all roadway improvement projects, as appropriate to the project context.</p>	<p>Public Works Department</p>	<p>Transportation Advisory Committee</p>	<p>ON-GOING</p>		<p>Open Space & Recreation Economic Development</p>
<p>Goal 2: Reduce traffic congestion and improve accessibility by improving multi-modal access, including vehicular access, public transit, walking, bicycling and ride-sharing.</p>	<p>R2.1: Reduce traffic congestion and improve accessibility by managing traffic bottlenecks, improving connectivity of the roadway network, and upgrading intersection design and traffic controls.</p>	<p>Look for opportunities to create connections between dead ends and cul-de-sacs and highlight dead ends that could be connected over time, either by roadway or pedestrian/bicycle connection.</p>	<p>Public Works Department</p>	<p>Community & Economic Development Department Transportation Advisory Committee</p>	<p>ON-GOING</p>		<p>Land Use Economic Development Open Space & Recreation Historic & Cultural Resources</p>
		<p>Study and/or implement improvement recommendations for the following intersections:</p> <ul style="list-style-type: none"> • Route 135/Route 27 • Route 135/Speen Street • Route 135/Mill Street • Hartford Street/Bishop Street • Pleasant Street/Union Street/Route 16 • Walnut Street/Bacon Street/Chestnut Street • Pine Street/Oak Street/Erie Drive 	<p>Public Works Department</p>	<p>Community & Economic Development Department Transportation Advisory Committee</p>	<p>ON-GOING</p>		<p>Land Use Economic Development Open Space & Recreation Historic & Cultural Resources</p>

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
	R2.2: Encourage walking and bicycling as modes of travel and exercise through improved pedestrian access and environment, an expanded pedestrian and bicycle network, and improved pedestrian and bicycle safety.	Incorporate bicycle lanes and sidewalks on Route 135 and Route 27.	Public Works Department	Community & Economic Development Department Transportation Advisory Committee	4-7 YEARS		Land Use Economic Development Open Space & Recreation
		Incorporate bicycle lanes and improve crosswalks on Speen Street north of Route 135.	Public Works Department	Community & Economic Development Department Transportation Advisory Committee	4-7 YEARS		Land Use Economic Development Open Space & Recreation
	R2.3: Implement the transportation recommendations from The Golden Triangle Planning Study.	Further study and implement the following recommendations: <ul style="list-style-type: none"> • Connections and Open Space Framework • Commuter Shuttle • Displaced Left Turn at Speen Street/Route 30 Intersection • MassPike Exit 13 Interchange Redesign 	Public Works Department	Community & Economic Development Department Transportation Advisory Committee City of Framingham MassDOT	7-12+ YEARS		Land Use Economic Development Housing
		Continue to work with Framingham on coordinated improvements to the Route 30/Route 9/Speen Street circulation pattern.	Public Works Department	Community & Economic Development Department Transportation Advisory Committee City of Framingham MassDOT	7-12+ YEARS		Land Use Economic Development Housing





Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
							
	R2.4: Review the pedestrian and bicycle network throughout Natick and develop comprehensive improvement plans to be implemented over time.	Implement the recommendations from the Pedestrian Accessibility Study.	Public Works Department	Community & Economic Development Department Transportation Advisory Committee	1-5 YEARS		Open Space & Recreation
		Consider undertaking a town-wide bicycle transportation plan.	Public Works Department	Community & Economic Development Department Transportation Advisory Committee	1-5 YEARS		Open Space & Recreation
	R2.5: Encourage increased use of public transit through improved MBTA commuter rail station infrastructure and parking opportunities and improved local MWRTA public transit service.	Implement the pedestrian improvements from Recommendation 2.1.	Public Works Department	Community & Economic Development Department Transportation Advisory Committee	ON-GOING		Economic Development
	R2.6: Evaluate parking supply, parking demand, and options for parking management through a downtown parking management plan.	Undertake a comprehensive parking and parking management study.	Public Works Department	Community & Economic Development Department Transportation Advisory Committee	1-5 YEARS	Comprehensive Parking Study has been undertaken and is being updated every 5 years.	Land Use Economic Development
		Implement the recommendations of the Comprehensive Parking Study.	Public Works Department	Community & Economic Development Department Transportation Advisory Committee	ON-GOING		Land Use Economic Development


5. Economic Development Recommendations Matrix

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
<p>Goal 1: Develop and market Natick as a hub in MetroWest for the incubation and cultivation of 21st century companies.</p>	<p>R1.1: Determine leadership roles on economic development issues to avoid duplication and overlap of resources.</p>	<p>Clearly define the roles of the Economic Development Committee (EDC), Natick Center Associates, and the Natick Board of Selectmen in relation to economic development initiatives, to avoid duplication of efforts and ensure the Town's message is consistent.</p> <p>Extend coordination of efforts to other organizations involved with economic development, such as MetroWest Chamber of Commerce</p>	<p>Board of Selectmen</p>	<p>Economic Development Committee</p> <p>Natick Center Associates</p> <p>Community & Economic Development Department</p>	<p>1-5 YEARS</p>		
	<p>R1.2: Improve the visibility and marketing of Natick's economic development strengths and opportunities.</p>	<p>Formalize and strengthen the role of the EDC to have a strong leadership role on economic development issues, and act on opportunities.</p>	<p>Economic Development Committee</p>	<p>Board of Selectmen</p> <p>Community & Economic Development Department</p>	<p>1-5 YEARS</p>		
		<p>Hold joint meetings of the Board of Selectmen and the EDC to ensure that a cohesive vision and goals are aligned and that there is a clear delineation of responsibilities.</p>	<p>Community & Economic Development Department</p>	<p>Economic Development Committee</p>	<p>1-5 YEARS</p>		
		<p>Continue to develop and refine marketing tools for economic development such as its website, brochures, and advertisements in industry sector materials. Consistent branding elements should be used in marketing materials, wayfinding signage, and other promotional communications.</p> 	<p>Community & Economic Development Department</p>	<p>Economic Development Committee</p>	<p>1-5 YEARS</p>		
		<p>Market the Town as a lower-cost hub for smaller-scale industrial spaces and as an incubator of innovative businesses. Examine opportunities on industrial parcels nearest Natick Center and in both Industrial Parks.</p> 	<p>Community & Economic Development Department</p>	<p>Economic Development Committee</p> <p>Planning Board</p>	<p>1-5 YEARS</p>		





Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Consider providing funding for staff and/or EDC members to attend industry conferences or events to market Natick as a place to do business. 	Community & Economic Development Department 	Economic Development Committee Planning Board 	1-5 YEARS 		Facilities and Services 
	R1.3: Provide the resources necessary to continue to grow Natick's presence in the region.	Prioritize and implement the recommendations of the Natick Economic Development Study and Action Plan. 	Economic Development Committee	Board of Selectmen Planning Board Community & Economic Development Department	ON-GOING		Land Use
		Identify and designate a business ombudsman who can help answer questions, assist with permitting, and communicate across departments and boards to coordinate efforts on behalf of new or existing businesses.	Community & Economic Development Department		1-5 YEARS		Facilities and Services
						Designation of an economic development lead within Town government.	
Goal 2: Identify market opportunities in West Natick and South Natick to support additional commercial and mixed-use growth that is appropriately scaled and designed to fit within the context and character of the neighborhood.	R2.1: Couple zoning changes with infrastructure improvements to incentivize economic development.	Hold conversations with the MBTA to better understand their goals for the West Natick station, and find ways to create a small node of transit-oriented development around the station. 	Community & Economic Development Department	Planning Board MBTA	1-5 YEARS	Continued discussions have been held with the MBTA regarding intensifying TOD around the West Natick Station.	Transportation Land Use
		Begin a process of reviewing and revising current zoning along the Route 135 corridor near West Natick to encourage more walkable and transit-oriented development patterns.	Community & Economic Development Department	Planning Board Public Works Department	4-7 YEARS		Transportation Land Use





Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Prioritize transportation improvements in this area that will encourage walking and biking between surrounding neighborhoods, business areas, and the MBTA station.	Community & Economic Development Department	Planning Board Public Works Department	4-7 YEARS		Transportation Land Use
		Prioritize investments in South Natick that keep the historic character in place, but add infrastructure to enhance walking, biking, and safe crossings to bring nearby neighbors to the commercial center.	Community & Economic Development Department	Planning Board Public Works Department	4-7 YEARS		Transportation Land Use
Goal 3: Support redevelopment opportunities of large-scale and underutilized sites and areas across Natick to strengthen and diversify the Town's employment and tax base.	R3.1: Review and revise zoning to encourage investment in Natick's Business Centers.	Review and revise the current zoning in Natick's two main industrial parks to encourage their reinvention into more modern, desirable, mixed-use spaces.	Community & Economic Development Department	Planning Board Economic Development Committee	1-5 YEARS		Land Use
		Review and revise the current zoning in the Golden Triangle to encourage new uses, including mixed-use, entertainment, and multi-family housing.	Community & Economic Development Department	Planning Board Economic Development Committee	1-5 YEARS		Land Use
		Examine opportunities on these industrial parcels in and around Natick Center, and to identify uses that are compatible with surrounding properties and consistent with the vision for Natick Center.	Community & Economic Development Department	Planning Board Economic Development Committee Natick Center Associates	4-7 YEARS	Industrial properties in Natick Center rezoned to be more consistent with the mixed-use, walkable character of downtown.	Land Use



Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
<p>Goal 4: Encourage new and expanding businesses to take advantage of redevelopment and infill opportunities near existing transportation infrastructure, public services, and utilities.</p>	<p>R4.1: Work to retain existing businesses in Natick and allow them to grow and thrive.</p>	<p>Take a proactive role in encouraging spin-off companies from Natick Labs, MathWorks, Cognex, Abi Labs, Exponent and other Natick tech firms to occupy and incubate in Natick's industrial parks. Create pathways of communication between contractors at Natick Labs and property owners in Natick's industrial parks. </p>	<p>Community & Economic Development Department</p>	<p>Economic Development Committee</p>	<p>1-5 YEARS</p>		
		<p>Identify and work with local property owners to open the lines of communication and better understand what improvements are needed to help secure a more diverse tenant mix in Natick Center. </p>	<p>Community & Economic Development Department</p>	<p>Economic Development Committee</p>	<p>1-5 YEARS</p>		<p>Land Use</p>
	<p>R4.2: Continue and strengthen funding opportunities to encourage a diverse tenant mix in Natick Center.</p>	<p>Consider offering tax incentives to property owners who actively market to, and secure leases from certain types of businesses that are desired, but not well-represented in Natick Center. </p>	<p>Board of Selectmen</p>	<p>Finance Committee Economic Development Committee Natick Center Associates Community & Economic Development Department</p>	<p>4-7 YEARS</p>		<p>Land Use</p>
		<p>Set aside funding that would allow the Town to offer a rent buy-down program for underrepresented but desirable types of businesses in Natick Center.</p>	<p>Board of Selectmen</p>	<p>Finance Committee Economic Development Committee Natick Center Associates Community & Economic Development Department</p>	<p>4-7 YEARS</p>		






Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Consider setting aside funding each year to offer low interest rate loans to new businesses that would allow them to retrofit existing first floor commercial spaces in a more cost-effective manner.	Board of Selectmen	Finance Committee Economic Development Committee Natick Center Associates Community & Economic Development Department	7-12+ YEARS		
						Establishment of at least one program to encourage a diverse mix of tenants in Natick Center.	
	R4.3: Invest in infrastructure improvements to enhance Natick Center for business owners.	Develop a more robust employee parking plan for Natick Center that provides long-term daily parking in locations that do not take away from parking for business patrons.	Public Works Department	Board of Selectmen Economic Development Committee Natick Center Associates Community & Economic Development Department	4-7 YEARS		Transportation Land Use
		Continue to invest in the infrastructure to support a walkable, safe, friendly downtown.	Public Works Department	Board of Selectmen Economic Development Committee Natick Center Associates Community & Economic Development Department	7-12+ YEARS		Transportation Land Use




6. Historic & Cultural Resources Recommendations Matrix

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
<p>Goal 1: Protect and promote awareness of arts and cultural resources and Natick's historic heritage through increased historic/cultural events and programming.</p>	<p>RI.1: Celebrate Natick's historic heritage through identifying and protecting historic/cultural resources.</p>	<p>Implement the recommendations from the 2008 & 2012 historic surveys, including: creating a Walnut Hill National Register Historic District, nominating four individual houses and the U.S. Post Office on Common Street to the National Register, surveying additional areas, and expanding the Natick Center Historic District.</p> 	<p>Historical Commission Planning Board</p>	<p>Community & Economic Development Department</p>	<p>1-5 YEARS</p>		<p>Land Use Housing</p>
		<p>Develop new zoning for individual neighborhoods that sets requirements for massing and scale, based on the scale of the existing housing stock within each neighborhood.</p> 	<p>Community & Economic Development Department Planning Board</p>	<p>Historical Commission</p>	<p>1-5 YEARS</p>		<p>Land Use Housing</p>
	<p>RI.2: Encourage adaptive reuse of historic buildings</p>	<p>Provide relief for adaptive reuse of buildings on historic inventory, subject to review by the Special Permit Granting Authority and extend demolition delay from six months to one year.</p> 	<p>Planning Board Town Meeting Community & Economic Development Department</p>	<p>Historical Commission</p>	<p>1-5 YEARS</p>		<p>Land Use Housing Economic Development</p>
		<p>Reconsider the adoption of the Community Preservation Act (CPA).</p> 	<p>Planning Board Town Meeting</p>	<p>Historical Commission Community & Economic Development Department</p>	<p>1-5 YEARS</p>		<p>Land Use Housing Economic Development</p>
		<p>Establish a fund to provide low interest loans and/or grants for ADA improvements, fit-out or façade improvements to encourage preservation of historic properties.</p>	<p>Planning Board Town Meeting Community & Economic Development Department</p>	<p>Historical Commission Finance Committee</p>	<p>4-7 YEARS</p>		<p>Land Use Housing Economic Development</p>

Goal	Recommendation	Action Step	Lead Responsibility 	Support Responsibility 	Time Frame 	Metric	Coordination 
						Regulations are in place to protect and encourage rehabilitation of historic structures. The number of buildings saved under these protections should be evaluated every three years.	
	R1.3: Promote awareness of arts and cultural resources and Natick’s historic heritage through increased historic/ cultural events, education and programming	Have High School art and/or history class develop brochures and walking maps of historic resources, in collaboration with the Historical Society.	Community & Economic Development Department	School Department Historical Society Natick Center Cultural District	1-5 YEARS		
		Conduct an assessment of an ArtMobile or similar program to determine funding, staffing and other operational requirements, as well as potential sponsors and organizers.	Community & Economic Development Department	Community Services Department Historical Society Natick Center Cultural District	4-7 YEARS		
		Apply for participation in the STARS Residencies Program to have an Artist in Residence in the schools.	Community & Economic Development Department	Community Services Department Historical Society Natick Center Cultural District	4-7 YEARS		
		Explore centralizing space reservation and publicity activities/ services.	Community & Economic Development Department	Community Services Department Historical Society Natick Center Cultural District	1-5 YEARS	Development and on-going operation of a centralized reservation and publicity system for arts activities.	








Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Provide assistance with outreach and publicity for arts events by allowing them to be listed on the Town website and in the Common Guide.	Community & Economic Development Department	Community Services Department Historical Society Natick Center Cultural District	1-5 YEARS		
		Providing Non-Profits with grant writing assistance.	Community & Economic Development Department	Community Services Department Historical Society Natick Center Cultural District	4-7 YEARS		
		Continue to develop partnerships with like-minded organizations in Natick as well as in neighboring towns/metro-west and the State to expand programming and publicity.	Community & Economic Development Department	Community Services Department Historical Society Natick Center Cultural District	ON-GOING		
Goal 2: Support and encourage arts and culture by enhancing participants' experience with expanded opportunities for arts and entertainment venues and nightlife options.	R2.1: Increase entertainment & arts venues	Consider including space for art installations/performances in planning for public facilities and infrastructure improvements,	Community & Economic Development Department Facilities Management Department	Economic Development Committee Planning Board	ON-GOING		Land Use Economic Development
		Encourage developers to include entertainment venues, including eating and drinking establishments in Natick Center and The Golden Triangle.	Community & Economic Development Department Planning Board 	Economic Development Committee	ON-GOING		Land Use Economic Development








Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		<p>Encourage property owners and developers to include opportunities for art displays in restaurants and lobby spaces, and create pop-up arts spaces to fill vacant storefronts until longer-term tenants are found. </p>	<p>Community & Economic Development Department Planning Board</p>	<p>Economic Development Committee</p>	<p>ON-GOING</p>		<p>Land Use Economic Development</p>
		<p>Work with developers and property owners to market and promote commercial spaces that meet the needs of creative businesses and other businesses in order to facilitate co-location and collaboration. </p>	<p>Community & Economic Development Department Economic Development Committee</p>	<p>Planning Board</p>	<p>ON-GOING</p>		<p>Land Use Economic Development</p>
						<p>New arts and entertainment venues have opened and two or more rotating art displays are held annually.</p>	
	<p>R2.2: Enact zoning changes to encourage flexible/mixed use in the Town Center and The Golden Triangle.</p>	<p>Add artisan/industrial space as a use category in the Zoning Code and explore districts where this use would be appropriate. </p>	<p>Planning Board Community & Economic Development Department</p>	<p>Natick Center Cultural District</p>	<p>1-5 YEARS</p>	<p>Zoning changes to encourage flexible/mixed-use have been enacted.</p>	<p>Economic Development Land Use</p>
	<p>R2.3: Improve the environment around entertainment/arts venues</p>	<p>Encourage downtown developers to create indoor and outdoor dining opportunities as well as streetscape improvements such as planters and seating. </p>	<p>Planning Board Community & Economic Development Department</p>		<p>ON-GOING</p>	<p>One new restaurant has provided an outdoor seating area and streetscape improvements.</p>	<p>Economic Development Land Use Transportation</p>
		<p>Explore the inclusion of a pedestrian gateway connecting to Summer Street if the Town moves forward with development of a parking garage on Middlesex Avenue. </p>	<p>Community & Economic Development Department Public Works Department</p>	<p>Adjacent Private Property Owners Natick Center Cultural District</p>	<p>1-5 YEARS</p>		<p>Economic Development Land Use Transportation</p>







Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		<p>Make streetscape improvements in Natick Center, particularly along Main Street, including planters, banners and decorative pedestrian scale lighting similar to that on Central Street, in conjunction with traffic improvement recommendations.</p> 	<p>Community & Economic Development Department Public Works Department</p>	<p>Adjacent Private Property Owners Planning Board</p>	<p>4-7 YEARS</p>		<p>Economic Development Land Use Transportation</p>
		<p>Implement aesthetic streetscape improvements such as the introduction of banners, murals and overhead decorative lighting to create an attractive environment that could be used as a pop-up gathering space for special events on Adams Street.</p>	<p>Community & Economic Development Department Public Works Department</p>	<p>Planning Board Private Property Owners</p>	<p>4-7 YEARS</p>		<p>Economic Development Historic & Cultural Resources</p>
		<p>Implement aesthetic streetscape improvements described above on Clarks Court.</p> 	<p>Community & Economic Development Department Public Works Department</p>	<p>Planning Board</p>	<p>7-10 YEARS</p>		<p>Economic Development Historic & Cultural Resources</p>
						<p>One or more of the streetscape improvement projects has been implemented.</p>	
	<p>R2.4: Develop a consistent system of wayfinding that connects open spaces, trail networks, transportation resources, and cultural amenities throughout the Town.</p>	<p>Develop wayfinding and signage that is consistent and helps define an overall character and identity for the Town.</p> 	<p>Community & Economic Development Department</p>	<p>Historical Commission Historical Society Natick Center Cultural District Open Space Advisory Committee</p>	<p>4-7 YEARS</p>		<p>Land Use Open Space Economic Development Historic & Cultural Resources</p>








7. Open Space, Recreation & Natural Resources








Recommendations Matrix







Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
<p>Goal 1: Continue to support, expand and maintain Natick's high quality active and passive open spaces.</p>	<p>R1.1: Pursue strategies that identify and protect multi-benefit open spaces in order to maintain both a high-quality and high-functioning open space network within the Town of Natick.</p>	<p>Make a concerted effort to prioritize protection of open space based on identified characteristics, with higher priority given to parcels that provide a variety of benefits.</p> 	<p>Open Space Advisory Committee Conservation Commission Planning Board</p>	<p>Environmental Compliance Officer</p>	<p>ON-GOING</p>		
		<p>Create a weighted model in GIS that specifically emphasized parcels that meet prioritized criteria.</p> 	<p>Open Space Advisory Committee Conservation Commission Planning Board</p>	<p>Environmental Compliance Officer</p>	<p>4-7 YEARS</p>		
		<p>Continue to pursue protection of privately held open space through acquisition, conservation restrictions, and easements in order to meet the open space needs of the Town as they evolve over time.</p> 	<p>Open Space Advisory Committee Conservation Commission Planning Board</p>	<p>Environmental Compliance Officer</p>	<p>ON-GOING</p>		
		<p>Require submission of a digital conservation easement boundary plan as part of the permitting process for any new development.</p> 	<p>Conservation Commission Planning Board</p>	<p>Environmental Compliance Officer</p>	<p>1-5 YEARS</p>		
	<p>R1.2: Actively explore opportunities to expand & enhance the Town's active recreation fields and facilities.</p>	<p>Prioritize the recommendations of the 2016 Natick Master Plan for Parks and Fields and incorporate them into future improvement budgets, with an emphasis on expanding the offerings of rectangular multi-use fields throughout town.</p> 	<p>Recreation & Parks Department</p>	<p>Public Works Department</p>	<p>ON-GOING</p>	<p>Add two facilities per year or make improvements annually to allow for heavier use of fields until field usage is at or below industry recommended use levels.</p>	
		<p>Evaluate the contribution of fees to maintenance and consider increasing fees assessed to local sports leagues for use of the Town's playing fields.</p> 	<p>Recreation & Parks Department</p>	<p>Public Works Department</p>	<p>1-5 YEARS</p>		

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Add lighting to recreational facilities in order to extend the hours of use where appropriate. 	Recreation & Parks Department	Public Works Department	4-7 YEARS		
		Explore the pros and cons of installing artificial turf athletic fields at appropriate locations.	Recreation & Parks Department	Public Works Department	7-12+ YEARS		
	R1.3: Explore opportunities to incorporate a greater variety of open space and recreational offerings throughout Town.	Consider pocket parks as an option in the Town Center area during review of development proposals and when tax delinquent or parcels that are unusable for other purposes are available for acquisition. 	Community & Economic Development Department Recreation & Parks Department	Open Space Advisory Committee	ON-GOING		
		Continue to work with FIDO of Natick, Inc. to approve a dog park location within the town boundary. 	Recreation & Parks Department	Open Space Advisory Committee Board of Selectmen	1-5 YEARS		
		Install or expand offerings of community gardens and splash pads as per the 2016 Natick Master Plan for Parks and Fields recommendations. 	Recreation & Parks Department	Open Space Advisory Committee Board of Selectmen	1-5 YEARS		
		Evaluate feasibility for the Town to partner with adjacent towns to help provide a community pool amenity to Natick residents. 	Recreation & Parks Department	Open Space Advisory Committee Board of Selectmen	7-12+ YEARS		
	R1.4: Ensure that the maintenance budgets and revenue streams for open space and recreation are commensurate with expansion of open space area and amenity offerings. 	Revisit the Parks and Open Space budget upon acquisition of future parcels and expansion of facilities.	Board of Selectmen Recreation & Parks Department	Public Works Department	ON-GOING	Open Space budgets demonstrate per capita spending levels commensurate with comparison communities, reviewed on a three year basis.	


Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		<p>Continue to seek other supporting revenue streams and/or maintenance options for its open space and recreational facilities, including developer payments to the FAR Stabilization Fund, maintenance agreements with private owners for POPS (privately owned and maintained public spaces) and federal, state, and private grants like the MetroWest Community Health Care Foundation and the Massachusetts LAND and PARC programs.</p> 	<p>Board of Selectmen Recreation & Parks Department</p>	<p>Public Works Department</p>	<p>ON-GOING</p>		
<p>Goal 2: Increase the number of public connections, perimeter trails and access points to Natick's lakes, rivers and wetlands.</p>	<p>R2.1: Work with the Department of Conservation and Recreation (DCR) to increase the number of access points around Lake Cochituate.</p>	<p>Continue working with DCR to incorporate a gated connection from the Cochituate Rail Trail to the Cochituate State Park main area.</p> 	<p>Public Works Department MA Department of Conservation and Recreation</p>	<p>Open Space Advisory Committee</p>	<p>1-5 YEARS</p>		
		<p>Install areas for seating and overlooks adjacent to Lake Cochituate with direct access from J.J. Lane Park.</p> 	<p>Public Works Department MA Department of Conservation and Recreation</p>	<p>Open Space Advisory Committee</p>	<p>1-5 YEARS</p>		
		<p>Explore opportunities to provide a second connection from the Cochituate Rail Trail directly to the lake.</p> 	<p>Public Works Department MA Department of Conservation and Recreation</p>	<p>Open Space Advisory Committee</p>	<p>4-7 YEARS</p>		
		<p>Consider accessible kayak launches as part of the improvements for parks around Lake Cochituate to help expand boating access for residents of Natick.</p> 	<p>Public Works Department MA Department of Conservation and Recreation</p>	<p>Open Space Advisory Committee</p>	<p>4-7 YEARS</p>		









Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Continue to monitor the status of the National Guard site for opportunities to expand open space access around the lake. 	Public Works Department MA Department of Conservation and Recreation	Open Space Advisory Committee	ON-GOING		
	R2.2: Expand public access to the Charles River.	Designate the Charles River as a "Blueway." 	Open Space Advisory Committee Recreation & Parks Department	Public Works Department	1-5 YEARS		
		Provide kayak launches along the Charles River as per the 2016 Natick Master Plan for Parks and Fields. 	Open Space Advisory Committee Recreation & Parks Department	Public Works Department	4-7 YEARS		
Goal 3: Provide a system of walking and bicycle trails that connect Natick's open spaces and provide a way to travel throughout the Town.	R3.1: Improve the connectivity of the Town's open and recreational spaces through both (1) better connections between trail systems and parks and (2) coordinated improvements to bike/pedestrian transportation infrastructure. 	Focus future parcel and easement acquisitions on improving connectivity of the Town's existing open space.	Recreation & Parks Department Public Works Department	Open Space Advisory Committee Trails Committee	ON-GOING		Transportation
		Work to improve and expand the open space access points shown on Figure 7.3. On-street improvements to the overall open space connectivity should be incorporated into town infrastructure improvements; bike and pedestrian improvements should be included as roadway improvement projects are completed along the routes shown. 	Recreation & Parks Department Public Works Department	Open Space Advisory Committee Trails Committee	ON-GOING	Increase trail connectivity and park entrances incrementally to achieve improved access coverage, review every two years.	Transportation
	R3.2: Re-instate the Trails Committee and combine overlapping committees.	Formally reinstate the Trails Committee with a clear chair and co-chair lead identified. Create a single Trails Oversight Committee from the existing committees that cover projects related to trails. 	Trails Committee	Open Space Advisory Committee	1-5 YEARS		







Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
<p>Goal 4: Preserve and protect Natick's water supply, wildlife, and other natural resources.</p>	<p>R4.1: Prioritize parcels for protection that serve as wildlife habitat, wildlife corridors or water quality protection.</p>	<p>Prioritize corridors depicted on Maps 7.11 & 7.12 that would produce multiple benefits for the open space network as a whole. Rank open space importance when the Town is considering future open space parcel acquisitions or making conservation recommendations as part of the review process for development proposals.</p> 	<p>Open Space Advisory Committee Conservation Commission Planning Board</p>	<p>Environmental Compliance Officer</p>	<p>ON-GOING</p>		
	<p>R4.2: Update the Aquifer Protection Overlay District Bylaw.</p>	<p>Update the Aquifer Protection Overlay District Bylaw.</p> 	<p>Conservation Commission Planning Board Open Space Advisory Committee</p>	<p>Environmental Compliance Officer</p>	<p>1-5 YEARS</p>		
	<p>R4.3: Implement appropriate Total Maximum Daily Loads (TMDL) for Lake Cochituate.</p>	<p>A final TMDL report for the lake should be compiled and corrective action should be taken to move this water body off the list of impaired waters.</p> 	<p>Conservation Commission</p>	<p>MA Department of Conservation and Recreation MA Department of Environmental Protection</p>	<p>4-7 YEARS</p>		
	<p>R4.4: Implement green infrastructure improvements on town property.</p>	<p>Implement pilot projects for green infrastructure, low-impact design and increased biodiversity on Town properties within the priority natural resource protection zones.</p> 	<p>Public Works Department</p>	<p>Sustainability Committee</p>	<p>4-7 YEARS</p>		
	<p>R4.5: Actively encourage protection of the priority natural resource Protection areas through implementation of green infrastructure on private property.</p>	<p>Develop and provide informational pamphlets and lists of recommended green infrastructure strategies, native/natural landscaping strategies, and organic maintenance practices to all projects seeking a permit within the priority zones.</p> 	<p>Building Department Sustainability Committee</p>	<p>Conservation Commission Planning Board</p>	<p>1-5 YEARS</p>		
		<p>Provide property owners with information regarding MA Chapter 61A&B which allow a reduced tax rate for properties for agricultural, horticultural, or recreational purposes.</p> 	<p>Building Department Sustainability Committee</p>	<p>Conservation Commission Planning Board</p>	<p>1-5 YEARS</p>		







Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
	R4.6: Extend the Flood Plain Overlay District protections in order to account for future climatic changes and resulting increased impact zones.	Provide a crowd-sourced website for flood reporting in order to better document the areas of Town that will need increased flood protection in the coming decades. 	Natick GIS Dept Board of Selectmen Planning Board	Conservation Commission Sustainability Committee FEMA Regional Office	1-5 YEARS		
		Extend the review of flood plain overlay district to include review requirements for the FEMA 500-year flood plain areas. 	Board of Selectmen Planning Board	Conservation Commission Sustainability Committee FEMA Regional Office	4-7 YEARS		
	R4.7: Include all water resource jurisdictional layers on the natick GIS Map website and use layer naming consistent with the town bylaws.	Add the boundary layers for the Aquifer Protection Overlay District, Flood Plain Overlay District, and Wetlands Buffer Zone to the online Town GIS Map Website. 	Natick GIS Dept	Planning Board	1-5 YEARS		
Goal 5: Increase awareness, appreciation, and use of the Town's open spaces, trails, natural resources, and recreational opportunities through installation of wayfinding and trailheads, provision of updated trail maps, and community engagement efforts.	R5.1: Utilize multiple outlets for publicizing the open space, trails, and natural resources in Town.	Continue to develop and maintain up-to-date, town-wide open space and trail maps and provide them both in digital online and print formats. 	Natick GIS Dept Open Space Advisory Committee	MAPC Natick Schools	ON-GOING		Economic Development
	R5.2: Develop a consistent system of wayfinding that connects open spaces, trail networks, transportation resources, and cultural amenities throughout the town. 	Develop wayfinding and signage that is consistent helps define an overall character and identity for the Town.	Community & Economic Development	Open Space Advisory Committee Trails Committee Historic Commission	4-7 YEARS		Economic Development Historic & Cultural Resources Land Use

8. Public Facilities & Services Recommendations Matrix

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
Goal 1: Maintain high quality educational facilities and access to an excellent education for children in Natick.	R1.1: Invest in facilities and staff to ensure Natick's education system continues to thrive.	Continue Town support for the Kennedy Middle School building project, which will provide added capacity for Natick student enrollment.	Natick School Department	Board of Selectmen Finance Committee	1-5 YEARS		
		Consider pursuing and supporting a future submission to the Massachusetts School Building Authority (MSBA) for an elementary school project.	Natick School Department	Board of Selectmen Finance Committee	1-5 YEARS		
		The School Department should continue its practice of evaluating school enrollment trends, school capacity, and space needs for students in Natick.	Natick School Department	Board of Selectmen	ON-GOING	Ongoing monitoring of enrollment trends and school capacity is used to predict and plan for future needs.	
		Continue to support Natick students by hiring additional teachers and administrative support staff as needed.	Natick School Department	Board of Selectmen	ON-GOING	Ongoing monitoring of enrollment trends and school capacity is used to predict and plan for future needs.	
Goal 2: As Natick's population changes, invest in facilities and staff that will provide services to meet residents' needs.	R2.1: Invest in additional digital platforms and security systems to make it easier for Natick residents and staff to do business and perform work tasks.	Determine if there are additional functions that could be offered online through the Town's website in addition to in-person and through the mail.	Finance Department	Other departments that can utilize online systems for payment or applications	ON-GOING		
		Explore the possibility of moving Natick staff to a digital time sheet system to help free up time for department heads who have to monitor and enter data manually for staff.	Finance Department	Human Resources Department IT Department	ON-GOING	Implementation of a digital time sheet system for employees.	

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
	R2.2: Provide additional funding and resources to expand transportation services for youth and senior residents.	Consider increasing funding for the Natick Council on Aging (COA) to provide additional transportation services to seniors and residents with disabilities. 	Council on Aging	Transportation Advisory Committee Board of Selectmen Metrowest Regional Transit Authority	4-7 YEARS		Transportation 
		Explore a partnership with MetroWest RTA to bring additional bus service to Natick to ease transportation pressures on the COA. 	Council on Aging	Transportation Advisory Committee Board of Selectmen Metrowest Regional Transit Authority	4-7 YEARS		Transportation
		Identify longer-term transportation solutions to help get teens from school to relevant spaces like the Teen Center for after-school activities. 	Community Services Department	Transportation Advisory Committee Metrowest Regional Transit Authority	1-5 YEARS		Transportation
	R2.3: Expand the functionality and accessibility of town-owned buildings, and provide staff increases where needed.	Complete a comprehensive accessibility audit of all town-owned buildings to determine what improvements need to be made. Subsequently, a phased approach should be taken to integrate improvements into the capital plan over time. 	Facilities Management Department		4-7 YEARS	Development of an ADA accessibility plan and integrate funding for improvements into capital plans.	
		Determine methods to fund the Teen Center as an ongoing budget item. 	Community Services Department	Board of Selectmen	1-5 YEARS		Open Space & Recreation
		Explore the feasibility of expanding the Cole Center over time to accommodate activities as well as a permanent location for a Teen Center. 	Community Services Department	Facilities Management Department Board of Selectmen	7-12+ YEARS	Creation of a sustainable, long-term funding source for the Teen Center.	Open Space & Recreation
		Increase funding for the Natick COA in order to provide additional programming for seniors. 	Council on Aging	Board of Selectmen	1-5 YEARS		

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Work with the Fire Chief to identify staffing levels that meet the changing demands of residents and the built environment. 	Fire Department	Board of Selectmen	1-5 YEARS		
		Work with the DPW Director to identify a satisfactory level of staffing to properly maintain the parks, fields, and public spaces in Natick, and hire for those positions. 	Public Works Department	Board of Selectmen Finance Committee	1-5 YEARS		Open Space & Recreation
Goal 3: Provide adequate and consistent investment to address the ongoing maintenance of Natick's public facilities.	R3.1: Ensure that the Facilities Management Department has the resources to keep public facilities in a state of good repair.	Continue to plan for both short- and long-term capital needs through a transparent and inclusive capital planning process. 	Facilities Management Department	All other Town departments	ON-GOING		All Elements 
		Consider hiring an Assistant Director to spread some of the responsibilities of running the Facilities Management Department across two people.	Facilities Management Department	Board of Selectmen	1-5 YEARS		
		Consider hiring additional craftspeople to help with ongoing maintenance related to water and sewer facilities/ infrastructure and parks and recreation facilities and fields.	Facilities Management Department	Board of Selectmen	1-5 YEARS		
		Evaluate the effectiveness of current service contracts and determine if and when it makes financial sense to hire additional Natick facilities staff.	Facilities Management Department	Human Resources Department	7-12+ YEARS		
Goal 4: Establish a practice of long-term facilities planning that includes identifying future resources needed to address maintenance or construction needs.	R4.1: Provide the Facilities Management Department with the resources needed to engage in long-term capital planning and proactive facilities maintenance.	Hire a consultant to complete an assessment of capital needs of each town-owned facility in Natick. 	Facilities Management Department	All other applicable departments	1-5 YEARS		

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		Develop a twenty-year facilities plan to better understand the full breadth of need, timing, and budget for maintaining Natick's public facilities. 	Facilities Management Department	All other applicable departments	1-5 YEARS	Development of a long-term capital planning tool and integration into the five-year capital plan.	
		The Facilities Management Department should work with all other applicable departments to coordinate and input a full inventory of buildings, systems, and equipment, with useful life statistics, into Natick's School Dude software program. 	Facilities Management Department	All other applicable departments	1-5 YEARS	Long-term capital planning is programmed into School Dude platform and progress is being tracked.	
Goal 5: Continue to lead by example by investing in sustainable, environmentally-focused programs that limit energy consumption, reduce emissions, and increase the percentage of total waste that goes into the recycling stream.	R5.1: Evaluate the demand for and effectiveness of increasing waste disposal services.	Explore the feasibility of implementing a weekly curbside recycling program. 	Public Works Department	Sustainability Coordinator	4-7 YEARS		
		Analyze data from the current composting pilot program and determine the feasibility of implementing a town-wide compost pick-up program.	Public Works Department	Sustainability Coordinator	4-7 YEARS		
	R5.2: Identify opportunities to invest in new green technology and sources of energy to reduce the Town's carbon footprint.	Evaluate investments in electric power for smaller-engine town vehicles, with a goal of eventually shifting the town's entire fleet from fossil fuels to electric. 	Sustainability Coordinator	Public Works Department	7-12+ YEARS		
		Continue to explore the feasibility of installing solar canopies over municipal lots. 	Sustainability Coordinator	Public Works Department	7-12+ YEARS	Increase in the amount of solar energy generated for the Town.	