



ECONOMIC DEVELOPMENT GOALS & RECOMMENDATIONS

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 and a team of consultants. Various combinations of this group are referred to throughout the report as The Natick 2030+ Team.

Under each goal, recommendations and action items 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.

While it is the intent of the Master Plan that all of the recommendations be considered, some of the recommendations represent relatively minor changes to existing procedures and bylaws while others are more ambitious. **Recommendations highlighted in green** are generally considered to be particularly ambitious because they require actions or cooperation by public entities outside the jurisdiction of Natick (e.g., state agencies or adjacent municipalities) or by private businesses and/or property owners; they require the Town to take on new roles (e.g., establishing and managing a loan program); or they require extensive further analysis.

Recommendations that support sustainability and resiliency are indicated with this leaf icon.



Having identified Natick's economic challenges, opportunities, and ability to attract and support new development and investment, the Natick 2030+ Team worked with residents to develop goals for economic development in Natick. Through survey responses, public meetings, and topic-based focus groups, community members helped identify areas of improvement and identify and modify specific recommendations. Those ideas and recommendations are organized by the following agreed upon goals:

- 1. Develop and market Natick as a hub in MetroWest for the incubation and cultivation of 21st century companies.**
- 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.**
- 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.**
- 4. Encourage new and expanding businesses to take advantage of redevelopment and infill opportunities near existing transportation infrastructure, public services, and utilities.**

The recommendations for achieving these goals are listed on the following pages under each goal heading. Listed next to each recommendation are the primary and support parties responsible for carrying out the recommendations in the years to come. A suggested time frame is also included, associated with the specific actions (**in blue**) of each recommendation. In some cases, a recommendation may require coordination with recommendations from other chapters. In those cases, the icons for the related chapters will appear next to the recommendation. Metrics of progress are also included for recommendations that involve tracking progress over time.



MathWorks Apple Hill Drive Campus

GOAL 1

Develop and market Natick as a hub in MetroWest for the incubation and cultivation of 21st Century companies.

R1.1

LEAD 

BOARD OF SELECTMEN

SUPPORT 

ECONOMIC DEVELOPMENT COMMITTEE

NATICK CENTER ASSOCIATES

COMMUNITY & ECONOMIC

DEVELOPMENT DEPARTMENT

I-5 YEARS 

I-5 YEARS 

R1.2

IMPROVE THE VISIBILITY AND MARKETING OF NATICK'S ECONOMIC STRENGTHS AND OPPORTUNITIES.

LEAD 

ECONOMIC DEVELOPMENT COMMITTEE

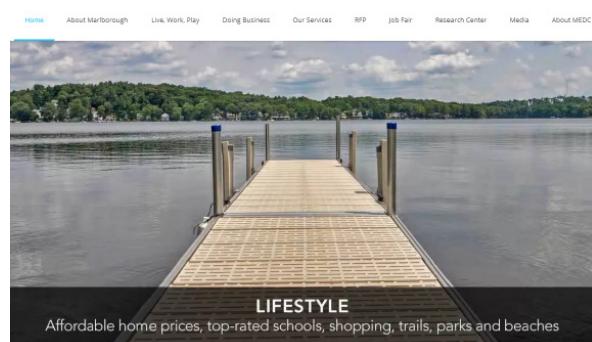
SUPPORT 

BOARD OF SELECTMEN

COMMUNITY & ECONOMIC

DEVELOPMENT DEPARTMENT

Once roles are more clearly defined, the Town should focus on **formalizing and strengthening the role of the EDC to have a strong leadership role on economic development issues, and to act on opportunities.** This group can serve as an apolitical entity that can interact with businesses, court new investors,



The City of Marlborough's Economic Development Website is an example of marketing done by other communities.

LEAD

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

SUPPORT

ECONOMIC DEVELOPMENT COMMITTEE

**I-5 YEARS****LEAD**

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

SUPPORTECONOMIC DEVELOPMENT COMMITTEE
PLANNING BOARD**I-5 YEARS****I-5 YEARS****R1.3****LEAD**

ECONOMIC DEVELOPMENT COMMITTEE

SUPPORTBOARD OF SELECTMEN
PLANNING BOARD
COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT**ON-GOING**

promote the Town more actively, and work internally and externally to communicate a consistent message about the value of investing in Natick.

Moving forward, it will be valuable to **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.**

In addition to working on internal communication and division of responsibilities for economic development tasks, there must also be a concerted effort to market Natick to outside businesses and investors. **The Town should 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.**

With the pricing of commercial and industrial real estate increasing the closer one gets to Boston, Natick has an advantage when competing for businesses looking for a secondary market in which to set up shop. Natick's per square foot prices are lower, and the community offers many attractive amenities like good schools, a walkable downtown, relatively lower housing prices, transportation access, open space, and more. The Town also has redevelopment potential in some of the existing industrial parks, along highway corridors, in The Golden Triangle, and in the downtown. To attract additional investment from outside Natick, **the Town should market itself 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.** These marketing efforts should target industries where Natick has a competitive advantage within the Greater Boston region and enables clustering among existing manufacturing, research, and high tech employers. **The Town should also consider providing funding for staff and/or EDC members to attend industry conferences or events to market Natick as a place to do business.** Getting out and meeting industry executives and leaders will help put a face to Natick and develop personal relationships with companies, brokers, and site selection specialists that may not have considered Natick in the past.

PROVIDE THE RESOURCES NECESSARY TO CONTINUE TO GROW NATICK'S PRESENCE IN THE REGION.

In December 2016, the EDC issued the Natick Economic Development Study and Action Plan. The report presented data on Natick's strengths and weaknesses in relation to attracting businesses, and the regional and national competition the Town faces. The report also included a series of recommendations for how the Town could improve marketing efforts, business attraction and retention, permitting, and zoning changes to encourage/enable new investment to take place. While the focus of this effort was on the two primary industrial parks, there are recommendations that can be applicable town-wide. These recommendations would require the Town to invest staff time and funding in order to see them through. **The EDC should prioritize and implement the recommendations of the Natick Economic Development Study and Action Plan.**

LEAD 

COMMUNITY & ECONOMIC
DEVELOPMENT DEPARTMENT

1-5 YEARS 

METRIC

GOAL 2

A proactive and systematic plan to implement these important recommendations will help the Town bring in new businesses, and ensure a higher rate of business retention.

One important near-term recommendation that could help with permitting, transparency, and creating a business-friendly culture would be to **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**. This person could work as staff in the Community and Economic Development Department (CED) or could be a staff person to the EDC. In some cases it may be more effective to have the economic development liaison work outside of town hall, to preserve their ability to speak freely with prospective businesses and brokers. Communities across the Commonwealth choose different ways of designating and funding economic development staff. Whichever Natick chooses, it should be easy for businesses to identify who the relevant contact is and how to get in contact with them.

DESIGNATION OF AN ECONOMIC DEVELOPMENT LEAD WITHIN TOWN GOVERNMENT.

LEAD 

COMMUNITY & ECONOMIC
DEVELOPMENT DEPARTMENT

SUPPORT 

PLANNING BOARD
PUBLIC WORKS DEPARTMENT

R2.1

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.

COUPLE ZONING CHANGES WITH INFRASTRUCTURE IMPROVEMENTS TO INCENTIVIZE ECONOMIC DEVELOPMENT.

The communities of West Natick and South Natick have the potential to serve as neighborhood-oriented mixed-use centers that can accommodate retail, restaurants, office, residential, and civic uses in a compact walkable environment. While the two centers are very different in scale and character - South Natick having an historic small-town center feel, and West Natick having a more suburban orientation - there are opportunities to create neighborhood centers in each location.

In West Natick, opportunities for larger-scale transit-oriented development are prevalent. Large parcels currently house underutilized one-story buildings and strip retail centers directly across Route 135 from hundreds of residential units and a built-in consumer market. While Route 135 is a major thoroughfare for east/west travel, the area has good secondary roadway access and its own MBTA commuter rail station. In the near term, **the Town should begin 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**. The MBTA has increasingly been willing to work with communities on plans for transit-oriented development on state-owned land. There may be an opportunity



1-5 YEARS 



to create a public-private partnership for land around the West Natick station. It is likely that any new development opportunities would require some zoning changes.

The Town should 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. The Town should also prioritize transportation improvements in this area that will encourage walking and biking between surrounding neighborhoods, business areas, and the MBTA station.



The Town should 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.

METRIC

CONTINUED DISCUSSIONS HAVE BEEN HELD WITH THE MBTA REGARDING INTENSIFYING TOD AROUND THE WEST NATICK STATION.

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.



REVIEW AND REVISE ZONING TO ENCOURAGE INVESTMENT IN NATICK'S BUSINESS CENTERS.

LEAD

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

SUPPORT

PLANNING BOARD
ECONOMIC DEVELOPMENT COMMITTEE



One of the challenges with developing or redeveloping in Natick is the zoning restrictions placed on parcels in certain districts. The EDC's Economic Development Study made this challenge abundantly clear in its zoning audit of the East Natick and Natick Industrial Parks. The current zoning's dimensional requirements, parking standards, and use restrictions are limiting the ability of these parks to support the expansion of existing buildings needed for growing companies. This has a negative effect on the Town's ability to retain those Natick businesses that wish to stay and grow. The zoning also places some limitations on the integration of amenities and other uses that would support industrial park workers, such as food vendors, restaurants, coffee shops, or food trucks.

The Town should review and revise the current zoning in Natick's two main industrial parks to encourage their reinvention into more modern, desirable, mixed-use spaces. Consideration should be given to both code and form-based measures to support a variety of potential uses. The zoning should provide a bonus mechanism for projects that create flexible space that can easily be converted to another use as markets and industries change over time.



Natick Industrial Park



1-5 YEARS



Another area in Natick that holds potential for expanding economic growth and job opportunities is The Golden Triangle (the area around the Natick Mall, Cloverleaf Marketplace and Sherwood Plaza). With companies like MathWorks and TJX serving as strong anchor employers, and new retail, housing, grocery, and hotel development taking place, The Triangle is rapidly reinventing itself as a mixed-use district. The recently completed Golden Triangle Planning Study recommended coupling infrastructure improvements that would connect pedestrians, motorists, and cyclists with redevelopment sites. The study recommends that both Natick and neighboring Framingham adjust zoning to allow for a mix of uses and an intensification of development in the core of The Triangle, with transition areas buffering surrounding neighborhoods. The area holds a great deal of potential to house, employ, and serve residents and visitors alike. To enable this new development pattern, **Natick should review and revise the current zoning in The Golden Triangle to encourage new uses, including mixed-use, entertainment, and multi-family housing.**

LEAD



COMMUNITY & ECONOMIC
DEVELOPMENT DEPARTMENT

SUPPORT



PLANNING BOARD
ECONOMIC DEVELOPMENT COMMITTEE
NATICK CENTER ASSOCIATES

4-7 YEARS

**METRIC**

INDUSTRIAL PROPERTIES HAVE BEEN REZONED, CONSISTENT
WITH THE REST OF NATICK CENTER.



A concept rendering for a portion of The Golden Triangle.



Mixed-use commercial building in Natick Center.

GOAL 4

Encourage new and expanding businesses to take advantage of redevelopment and infill opportunities near existing transportation infrastructure, public services, and utilities.



R4.1

LEAD

COMMUNITY & ECONOMIC
DEVELOPMENT DEPARTMENT

SUPPORT



ECONOMIC DEVELOPMENT COMMITTEE



1-5 YEARS



1-5 YEARS



WORK TO RETAIN EXISTING BUSINESSES IN NATICK AND ALLOW THEM TO GROW AND THRIVE.

Natick has several informal business incubator spaces that function as starter locations for companies seeking cheaper space than may be available closer in to Boston. One such example is the Natick Labs campus located off Kansas Street along Lake Cochituate. While much of the research and production on this campus is kept confidential, there have been spin-off companies that have resulted from the work done at Natick Labs. **The Town should take a proactive role in encouraging spin-off companies from Natick Labs, as well as MathWorks, Cognex, Abi Labs, Exponent and other tech firms in Natick's industrial parks, to occupy and incubate in Natick's industrial parks. The Town should create pathways of communication between contractors at Natick Labs and property owners in Natick's industrial parks.**

This recommendation is ambitious because, while the Town can encourage these actions, actual decisions will be made by private companies. The benefit will be an increase in high-paying high tech jobs, an increase in tax revenues, new tenants for commercial/industrial space and new patrons from local businesses.

The Town should also focus efforts on drawing in a more diverse mix of tenants in Natick Center to add vibrancy and curate a 24-hour activity center. There are several property owners who own large multi-tenant buildings in Natick Center who need to be at the table with Town officials to discuss businesses that could fill gaps in the current tenant mix. **The Town should 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.** The Town currently does this, to some degree, through Natick Center Associates in Natick Center (primarily for retail) and the Economic Development Commission for the remainder of the Town. These efforts should be increased and formalized.



Natick Labs
Campus



R4.2

LEAD



BOARD OF SELECTMEN

SUPPORT



FINANCE COMMITTEE

ECONOMIC DEVELOPMENT COMMITTEE

NATICK CENTER ASSOCIATES

COMMUNITY & ECONOMIC

DEVELOPMENT DEPARTMENT



4-7 YEARS



4-7 YEARS



7-12+ YEARS



CONTINUE AND STRENGTHEN FUNDING OPPORTUNITIES TO ENCOURAGE A DIVERSE TENANT MIX IN NATICK CENTER.

Changing a commercial center's tenant mix can be challenging. In some cases, existing property owners may have long-term leases with good paying, responsible tenants. There may be little financial or risk incentive for a given property owner to consider leasing to another business when current leases expire. Risk of losing a good tenant, vacancy, and loss of an income stream can be enough of a deterrent that building owners neglect to consider new tenants. Financial assurances and risk management may be ways to persuade building owners to pursue a different path.

If the Town is interested in encouraging and incentivizing a more diverse tenant mix in Natick Center, there are opportunities for using targeted funding programs as a reward for risk-taking businesses and property owners. **First, the Town could 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.** A program like this provides a financial incentive that rewards behavior viewed as positive by the Town. This program may not be necessary for a long period of time; rather, just enough time to encourage a healthy tenant mix and prove to building owners that diversifying is good for everyone in Natick Center.

Another financial incentive the Town could consider would be to **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.** This program could be used to encourage any number of business types, but would likely be most effective for attracting businesses that are expensive to start or are in high demand and difficult to attract. The City of Taunton has a rent rebate program for their downtown where new businesses are given a break on rent for a set period of time. This helps them establish their presence, provides time for marketing and business start-up, and helps reduce the initial cost burden.

Other, more pro-active, creative incentives that have been adopted by other communities could also be considered. **The Town, potentially in concert with local funders, could 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.** Once a new business has agreed to locate in Natick Center, it faces a multitude of upfront costs before it can open, including investments in tenant fit-out. For restaurant tenants, these fit-out costs can easily run into the hundreds of thousands of dollars. A low-interest rate loan program could help businesses secure funding faster and get them producing revenue more quickly.

These three recommendations are ambitious because they would require the Town to set-up, fund and administer loan/grant programs and monitor funding recipients. The benefit is that they provide the opportunity to incent rehabilitation of underutilized ground-floor spaces and bring in desirable uses to help activate and revitalize Natick Center. Examples of similar programs in other locations include Springfield and Taunton, MA; Raleigh, NC and Houston, TX.

METRIC

ESTABLISHMENT OF AT LEAST ONE PROGRAM TO ENCOURAGE A DIVERSE MIX OF TENANTS IN NATICK CENTER.



R4.3

LEAD



PUBLIC WORKS DEPARTMENT

SUPPORT



BOARD OF SELECTMEN

ECONOMIC DEVELOPMENT COMMITTEE

NATICK CENTER ASSOCIATES

COMMUNITY & ECONOMIC

DEVELOPMENT DEPARTMENT



4-7 YEARS



7-12+ YEARS



INVEST IN INFRASTRUCTURE IMPROVEMENTS TO ENHANCE NATICK CENTER FOR BUSINESS OWNERS.

Parking in downtowns is often perceived as one of the most difficult challenges communities face. Natick is no different. After interviews with many business owners and employees in Natick Center, parking was one of the most commonly cited challenges. Comments ranged from not enough parking, locations are not convenient, parking regulations are difficult to decipher, and employee parking is not handled well. Patron parking is available in Natick Center, although one may have to walk a block or two to get to their end destination. However, long-term parking for employees is a bit harder to come by. Many employees requested parking for more than four hours, and more of it. Employees are a critical component of successful businesses and **the Town should 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.** *The Town is currently conducting a Parking Garage Feasibility Study. The garage could provide a location for employee parking.*

In addition to improving the tenant mix in Natick Center, **the Town should also continue to invest in the infrastructure to support a walkable, safe, friendly downtown.** Natick is blessed with relatively wide sidewalks, pedestrian crossings, and a lovely town green for gathering and events. However, there are some additional improvements the Town could consider such as benches, lighting, street trees, plantings, and bike racks. These improvements will help retain existing businesses, attract new businesses to fill vacancies, and provide an even more pleasant environment for patrons and visitors. The Town could consider dedicating a portion of parking revenues to provide initial funding for this program, although much of the revenue will most likely be used to pay down the construction debt of the garage.



Natick Center Streetscape

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Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
Goal 1: Develop and market Natick as a hub in MetroWest for the incubation and cultivation of 21st century companies.	RI.1: Determine leadership roles on economic development issues to avoid duplication and overlap of resources.	<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>	Board of Selectmen	Economic Development Committee Natick Center Associates Community & Economic Development Department	1-5 YEARS		
	RI.2: Improve the visibility and marketing of Natick's economic development strengths and opportunities.	Formalize and strengthen the role of the EDC to have a strong leadership role on economic development issues, and act on opportunities.	Economic Development Committee	Board of Selectmen Community & Economic Development Department	1-5 YEARS		
		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.	Community & Economic Development Department	Economic Development Committee	1-5 YEARS		
		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.	Community & Economic Development Department	Economic Development Committee	1-5 YEARS		
		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.	Community & Economic Development Department	Economic Development Committee Planning Board	1-5 YEARS		

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
Goal 4: Encourage new and expanding businesses to take advantage of redevelopment and infill opportunities near existing transportation infrastructure, public services, and utilities.	R4.1: Work to retain existing businesses in Natick and allow them to grow and thrive.	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.	Community & Economic Development Department	Economic Development Committee	1-5 YEARS		
		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.	Community & Economic Development Department	Economic Development Committee	1-5 YEARS		Land Use
	R4.2: Continue and strengthen funding opportunities to encourage a diverse tenant mix in Natick Center.	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.	Board of Selectmen	Finance Committee Economic Development Committee Natick Center Associates Community & Economic Development Department	4-7 YEARS		Land Use
		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.	Board of Selectmen	Finance Committee Economic Development Committee Natick Center Associates Community & Economic Development Department	4-7 YEARS		

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

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