

9. Implementation

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

While The Plan identifies an entity (or entities) with the lead responsibility for each action item, implementation will require collaboration and coordination between that entity and the Board of Selectmen, Town Administration and/or Town departments who have the statutory and charter authority to officially adopt and implement the action items.

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

Sample Implementation Matrix

LEAD 
 PLANNING BOARD
 BOARD OF SELECTMEN

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. For example, the two components outlined on the following page can be requested annually by the Board of Selectmen or Planning Board or Town Administrator, or can be mandated by a new Town by-law.

It is recommended that the mechanism include two components:

- ON-GOING**  + **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.**
- ON-GOING**  + **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.

- ON-GOING**  **While the Town administration and legislators - through the Board of Selectmen, Department Heads and Town Meeting - will oversee the implementation, it could be helpful to have an entity that "champions" the plan. This entity should be actively engaged in monitoring progress and in encouraging identified responsible parties to move forward with implementation tasks. A committee similar to the existing Master Plan Advisory Committee could be appointed as the Master Plan Implementation Committee.**