

## GOALS & RECOMMENDATIONS

Having identified Natick's economic challenges, opportunities, and its ability to attract and support new development and investment, the Natick 2030+ Team worked with residents to develop a set of specific goals and recommendations for growing the local economy, to be executed in the coming years. Through a robust public engagement process, residents helped form the goals they would like to see realized in their community. In survey responses, public meetings, and topic-based focus groups, community members helped identify Natick's most critical areas for improvement, and submitted specific recommendations. For those related to economic development, recommendations are organized under the following 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. Named 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 for the specific action items under each recommendation. In some cases, a recommendation may require coordination between several Town departments or stakeholders (i.e. staff involved in open space and transportation). If that is the case, the icon for the relevant Master Plan chapter will appear next to the recommendation which requires additional coordination. Success metrics are also included for those 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 

SELECTBOARD

SUPPORT 

ECONOMIC DEVELOPMENT COMMITTEE

NATICK CENTER ASSOCIATES

COMMUNITY AND ECONOMIC  
DEVELOPMENT DEPARTMENT

I-5 YEARS



### DETERMINE LEADERSHIP ROLES ON ECONOMIC DEVELOPMENT ISSUES TO AVOID DUPLICATION AND OVERLAP OF RESOURCES.

As a broad topic that affects so many aspects of life any city or town, economic development relies upon a wide variety of stakeholders and decision makers to promote and sustain a steady stream of business and economic activity. Towns must focus on promotional activities like marketing and branding, as well as on permitting, incentives, infrastructure, amenities, facilities and services, workforce advancement, and providing friendly service to businesses. With so many focus areas and different entities taking ownership over various components of economic development, it can be easy for key players to become siloed in their own area of expertise.

In Natick, there are several boards, committees, and staff members working on facets of economic development, and the issue of overlap and responsibilities between them arose several times during the Master Plan process. Going forward, it will be important for the Town to **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.** This will present a unified, singular voice to the business community, and ensure that efforts are coordinated regardless of who is actually responsible for a given action item.

I-5 YEARS



### R1.2

LEAD 

ECONOMIC DEVELOPMENT COMMITTEE

SUPPORT 

SELECTBOARD

COMMUNITY AND ECONOMIC  
DEVELOPMENT DEPARTMENT

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

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, 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.**

LEAD 

COMMUNITY AND ECONOMIC DEVELOPMENT  
DEPARTMENT

SUPPORT 

ECONOMIC DEVELOPMENT COMMITTEE

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.**

I-5 YEARS



**LEAD** 

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

**SUPPORT** 

ECONOMIC DEVELOPMENT COMMITTEE  
PLANNING BOARD

**I-5 YEARS** 

**I-5 YEARS** 

**ON-GOING**  **R1.3**

**LEAD** 

ECONOMIC DEVELOPMENT COMMITTEE

**SUPPORT** 

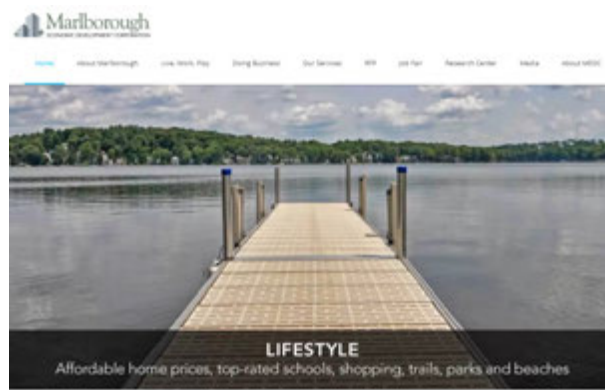
SELECTBOARD  
PLANNING BOARD  
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

**I-5 YEARS** 

**LEAD** 

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

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, 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.



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

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 townwide. 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.** 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 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.**

## 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.**

**LEAD**

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

**SUPPORT**

PLANNING BOARD  
PUBLIC WORKS DEPARTMENT

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. **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.**

**4-7 YEARS**

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 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.**

**1-5 YEARS**

**4-7 YEARS**



**DISCUSSIONS HAVE BEEN HELD WITH THE MBTA REGARDING THE POSSIBILITY TOD IN WEST NATICK.**

# 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.

**LEAD** 

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

**SUPPORT** 

PLANNING BOARD  
ECONOMIC DEVELOPMENT COMMITTEE

I-5 YEARS 

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.**



Natick Industrial Park

**LEAD** 

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

**SUPPORT** 

PLANNING BOARD  
ECONOMIC DEVELOPMENT COMMITTEE

I-5 YEARS 

Another area in Natick that holds potential for expanding economic growth and job opportunities is the Golden Triangle. 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 opportunity 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.**



A concept rendering for a portion of the Golden Triangle

Natick Center also offers opportunities to enhance and augment the town's employment base, by providing smaller, niche office spaces in a mixed-use, amenity-rich environment that offers easy access to the MBTA commuter rail. Natick Center boasts a number of redevelopment opportunities and buildings that could be rehabbed without losing the historic character that makes it unique. More immediate opportunities lie with the industrially-zoned properties

**DRAFT**

LEAD



COMMUNITY AND ECONOMIC  
DEVELOPMENT DEPARTMENT

SUPPORT



PLANNING BOARD  
ECONOMIC DEVELOPMENT COMMITTEE  
NATICK CENTER ASSOCIATES

4-7 YEARS



on the north side of Natick Center, along Route 27 and Middlesex Avenue. As demand for an expansion of Natick Center grows, **the Town may wish to examine opportunities on these industrial parcels, and to identify uses that are compatible with surrounding properties and consistent with the vision for Natick Center.**

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



*Mixed-use commercial building in Natick Center.*

**METRIC**

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

# GOAL 4

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

R4.1

**LEAD** 

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

**SUPPORT** 

ECONOMIC DEVELOPMENT COMMITTEE

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 roll in encouraging spin-off companies from Natick Labs 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.**

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**

I-5 YEARS 



Natick Labs Campus.

**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.**

## PROVIDE FUNDING OPPORTUNITIES TO ENCOURAGE A DIVERSE TENANT MIX IN NATICK CENTER.

I-5 YEARS 

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

**R4.2**

**LEAD**



SELECTBOARD

**SUPPORT**



FINANCE COMMITTEE

ECONOMIC DEVELOPMENT COMMITTEE

NATICK CENTER ASSOCIATES

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

**4-7 YEARS**



**7-12+ YEARS**



**4-7 YEARS**



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.

The second 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 under-represented 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.

Finally, **the Town 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.

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



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





R4.3

LEAD



PUBLIC WORKS DEPARTMENT

SUPPORT



SELECTBOARD

ECONOMIC DEVELOPMENT COMMITTEE

NATICK CENTER ASSOCIATES

COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

7-12+ YEARS



In addition to the 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.



Natick Center Streetscape

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.**





4-7 YEARS







IDENTIFICATION AND DESIGNATION OF ADDITIONAL LONG-TERM PARKING FOR EMPLOYEES OF NATICK CENTER BUSINESSES

DRAFT





**PAGE INTENTIONALLY LEFT BLANK.**





Goal	Recommendation	Action Step	Lead Responsibility 	Support Responsibility 	Time Frame 	Metric	Coordination 
<b>Develop and market Natick as a hub in MetroWest for the incubation and cultivation of 21st century companies.</b>	Determine leadership roles on economic development issues to avoid duplication and overlap of resources.	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.	Board of Selectpersons	Economic Development Committee  Natick Center Associates  Community and Economic Development Department	1-5 Years		
	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 Selectpersons  Community and 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.	Economic Development Committee	Board of Selectpersons  Community and Economic Development Department	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 and Economic Development Department	Economic Development Committee	1-5 Years		

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
		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 and Economic Development Department	Economic Development Committee Planning Board	1-5 Years		
		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 and Economic Development Department	Economic Development Committee Planning Board	1-5 Years		Facilities and Services
	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 Selectpersons Planning Board Community and Economic Development Department	Ongoing		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 and Economic Development Department		1-5 Years	Designation of an economic development lead within Town government.	Facilities and Services

Goal	Recommendation	Action Step	Lead Responsibility 	Support Responsibility 	Time Frame 	Metric	Coordination 
<b>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.</b>	Couple zoning changes with infrastructure improvements to incentivize economic development.	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 and Economic Development Department	Planning Board  Public Works Department	4-7 Years		Transportation  Historic & Cultural Resources  Land Use
		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 and Economic Development Department	Planning Board  Public Works Department	1-5 Years		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. Prioritize transportation improvements in this area that will encourage walking and biking between surrounding neighborhoods, business areas, and the MBTA station.	Community and Economic Development Department	Planning Board  Public Works Department	4-7 Years	Rezoning of West Natick and discussions held with the MBTA regarding the possibility of initiating TOD in West Natick.	Land Use  Transportation  Housing

Goal	Recommendation	Action Step	Lead Responsibility	Support Responsibility	Time Frame	Metric	Coordination
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.	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 and Economic Development Department	Planning Board Economic Development Committee	1-5 Years		Land Use Housing
		Review and revise the current zoning in the Golden Triangle to encourage new uses, including mixed-use, entertainment, and multi-family housing.	Community and Economic Development Department	Planning Board Economic Development Committee	1-5 Years		Land Use Housing
		Examine opportunities on these industrial parcels, and to identify uses that are compatible with surrounding properties and consistent with the vision for Natick Center.	Community and 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
Encourage new and expanding businesses to take advantage of redevelopment and infill opportunities near existing transportation infrastructure, public services, and utilities.	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 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 and Economic Development Department	Economic Development Committee	1-5 Years		Land Use

Goal	Recommendation	Action Step	Lead Responsibility 	Support Responsibility 	Time Frame 	Metric	Coordination 
		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 and Economic Development Department	Economic Development Committee	1-5 Years		Land Use
	Provide 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 Selectpersons	Finance Committee Economic Development Committee Natick Center Associates Community and Economic Development Department	4-7 Years	Establishment of at least one program to encourage a diverse mix of tenants in Natick Center.	
		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 Selectpersons	Finance Committee Economic Development Committee Natick Center Associates Community and Economic Development Department	7-12+ 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 Selectpersons	Finance Committee Economic Development Committee Natick Center Associates Community and Economic Development Department	4-7 Years		
	Invest in infrastructure improvements to enhance Natick Center for business owners.	Continue to invest in the infrastructure to support a walkable, safe, friendly downtown.	Public Works Department	Board of Selectpersons Economic Development Committee Natick Center Associates Community and Economic Development Department	7-12+ Years		Transportation Land Use Historic & Cultural Resources
		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 Selectpersons Economic Development Committee Natick Center Associates Community and Economic Development Department	4-7 Years	Identification and designation of additional long-term parking for employees of Natick Center businesses.	Transportation