

today; younger householders (born after 1980) will be more inclined toward downtown living than previous generations, less likely to seek out single family homes; and senior-headed households will increasingly choose to downsize from single family homes to apartments or condominiums.

Physical Context

The Downtown Mixed-Use (DM) Zone comprises the core of Natick Center. The DM zone allows for a wide array of uses including businesses, professional offices, restaurants, cafes, small warehouses, scientific research and development activities, museums, and other civic buildings. In addition, the DM zoning allows (by special permit) multifamily dwellings, indoor recreation places, gas and service stations, larger warehouses, hotel, salesroom for motor vehicles, and commercial parking lots. There are also over 1,800 dwelling units, housing approximately 4,000 people within the ½ mile walkshed. Architecturally, the two main axes include a predominately commercial axis along Route 27 and a commercial/civic axis along Route 135. The two corridors meet at the Town Common.



Town Hall (credit: Jay Ball)



Modern apartments (credit: 2019 Natick Center Plan)



Residential above retail (credit: Natick 2030+ Comprehensive Master Plan Existing Conditions May 2015 by MAPC)

The area today is a bustling downtown in the core of Natick, offering a mixture of retail, commercial, residential, cultural, and civic uses. With easy access to Boston via the MBTA's commuter rail, MetroWest Regional Transportation Administration bus service, and proximate to Route 9 and I-90, Natick Center is an attractive location for residents and visitors. In recent years various developments and initiatives have been planned or proposed.

Because of the rapid growth that occurred after the Fire of 1874, the historic buildings of Natick Center contain architectural harmony through their height, style, material and color. These buildings, built in the High Victorian Gothic, imbue a cohesive 19th century character to much of the neighborhood. One-story buildings and poor ground floor renovations mar some parts of the neighborhood. Auto-related uses and buildings set back behind parking lots have broken the street edge in certain areas.

The Town Common has continued to be a focal point of Natick Center. In addition to being an attractive open space, it hosts numerous popular programs. It is the home of the popular Natick Farmers Market (until the winter, when it moves indoors adjacent to the Common). In the summer the Common also hosts a series of free concerts.

Historic and Cultural Context

Natick, meaning "Place of Hills," was founded in 1651 as one of several settlements for Native Americans who had converted to Christianity. By the 1800s Natick Center began to develop as the new focal point for commerce and the Town as a whole. Until the 1830s, the centers of commerce in Natick were to the north (Hartford Street) and the south (Eliot Street). Once Central Street was laid out, and the railroad arrived, what is now considered Natick Center grew rapidly. In 1874 Natick Center suffered from a fire, demolishing 18 business blocks, two shoe factories, the Town Hall, Natick's only fire house, the

Congregational Church, and many private homes. After the fire, Natick Center rebuilt and continued to expand. As a result, many of today's buildings were built between 1875 and 1900. During this time, three quarters of the Town's 10,000 residents lived within a mile of Natick Center.

After World War II during the 1950s and 1960s, industry moved along the Route 9 corridor, which provided access to Route 495 and, especially, the Route 95/128 high technology corridor. During these transitional years to an auto-centric lifestyle, Natick Center struggled with disinvestment. Historically, however, this time period proved rather brief, and today Natick Center is once again a thriving neighborhood⁷.

Arts & Cultural Assets and Cultural District Designation

In 2012, a portion of Natick Center was designated a Cultural District by the Massachusetts Cultural Council. The designation was made based upon the impressive 19th century architecture and numerous cultural offerings, especially the Center for Arts in Natick (TCAN), Morse Institute Library, and proximity to Walnut Hill School for the Arts. TCAN, housed in a 19th century fire station, provides a diverse range of performances and classes. The Morse Institute Library traces its history back to the early 19th century, and in the 1990s an addition was constructed to continue meeting the community's needs.

Natick Center Associates staffs the district. Their staff includes a full-time executive director, a community engagement coordinator, and a bookkeeper who works about 5 hours/week. The executive director's responsibilities include planning, coordinating, marketing, promoting and executing district-sponsored events throughout the year. In addition, the executive director is responsible for the administrative tasks associated with running a nonprofit, such as managing an annual membership drive, attending board meetings, running the farmer's market, and planning for future projects. Over the course of this project, a community engagement coordinator position was hired in spring of 2019 to assist with the curation and execution of arts and cultural programming in alignment with the guiding values for creative placemaking. The Town of Natick provides \$80,000 to NCA, who also offer a tiered membership model that nets approximately \$20,000 in annual revenue. An annual fundraiser, the farmer's market, and other fundraising activities generate another \$28,000 collectively. Additional funds are raised through event sponsorships.

According to findings from a cultural asset mapping exercise conducted in 2015, there are at least 81 artists, 29 creative cultural enterprises, 42 arts educational institutions, and roughly 7 community cultural organizations in the Natick Center Cultural District. The majority of work represented is in visual arts, with others in music, drama, dance, literature, design and other disciplines. Survey results found that close to a quarter of artists and artisans expressed only slight or no familiarity with the NCCD. Highlights of some of the major assets in the Cultural District are below.

Creative Cultural Enterprises. There are twenty-six creative and cultural enterprises in NCCD, ranging from retail art galleries and stores to architecture firms and a recording studio. TCAN draws regionally and serves as an anchor in the district. The majority of these developments are retail art galleries and storefronts, followed second by design/advertising/photo services. Three other enterprises outside of NCCD, but nearby, could serve as potential partners: Museum of WW2, Belkin Family Lookout Farm and the Broadmoor Wildlife Preserve.

⁷ 2016 Natick Center Plan produced by MAPC

NCCD houses seven community-oriented cultural organizations, including groups focused on history, poetry, painting and quilting such as the Natick Historical Society, Quinobequin Quilters, Natick Artists Open Studios and the Natick Farmers and Winter Markets. Only 39% of these groups own a facility, while 28% rent on a temporary basis, and 23% use borrowed space. This may lead to opportunities to engage some of these institutions that do not have easy access to space as a part of the creative placemaking process.

The Center for Arts in Natick (TCAN) operates in a historic (c.1875) firehouse building restored as a theatre, art gallery and community. TCAN operates as a cultural hub for the area and hosts over 250 annual presentations by national and emerging artists that draws crowds from all over New England.



TCAN in old firehouse (credit: natickcenter.org)



Farmer's Market (credit: Tony Lulek)

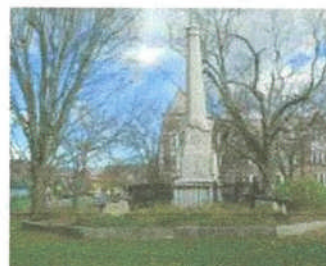


Five Crows Gallery (credit: natickcenter.org)

Public Art. Public art adorns the city center of Natick, including memorials, murals (bus shelter, Adams Street, commuter rail station, Union Court, Common Street Spiritual Center, electric boxes), and mosaics (Court Street).



Bus shelter mural (credit: MAPC)



Spanish War Memorial (credit: MAPC)



Court Street mosaic (credit: natickcenter.org)

Town-Operated and Managed Cultural Assets

Morse Institute Library houses over 200,000 volumes of books and serves between 900 and 1,000 people per day⁸. In 1994, the Town voted to spend \$7.4 million for renovations and a major addition to the library. The new facility opened in 1997 and spans 61,000 square feet and provides programs, space, and uses similar to a community center in addition to lending books and assorted media items. The library also offers free Wi-Fi, computer access, and classes for ESL learners, budding entrepreneurs, and youth in the community.

⁸ Natick 2030+ Comprehensive Master Plan Existing Conditions Report May 2017

Town Common was identified by residents of Natick as a favorite site in Natick Center⁹. Typically held in September, Natick Days is an annual festival that provides an opportunity for youth groups, non-profit organizations, and civic groups to increase the visibility of their great work. Natick Days draws large crowds, nearly 10,000 in 2014¹⁰.

Step 2: Setting the Stage for Cross-Sector Partnership

Creative Placemaking Advisory Committee

In collaboration with the Town of Natick Department of Community and Economic Development and Natick Center Associates (NCA), MAPC helped convene the Natick Center Creative Placemaking Advisory Committee. The cross-sector Advisory Committee was initially formed to provide feedback on the scope of work, to foster community engagement throughout the course of the project, and to guide the development of the vision and values for creative placemaking in Natick Center.

Committee members included representatives from Natick boards and commissions (Planning Board, Design Review Board, Board of Selectmen) and cultural institutions, town staff who have roles and responsibilities that pertain to the execution of arts and cultural activities and installations in public spaces and places in the Town Center (Public Works, Police), Natick Center business owners, and several Natick residents and artists. Town staff also consulted with staff to and members of the Conservation Commission over the course of the project.

Over the course of the project, Committee members were convened 3-4 times for project advisory meetings, participation in creative placemaking workshops, and – for a subset of the committee – as members of the Creative Placemaking Selection Committee meeting to identify finalists for the installation of temporary works in Natick Center as part of the Creative Placemaking Demonstration Weekend. Members of the Committee who were tapped to serve on the Selection Committee met to review applications for temporary creative placemaking installations that were installed in Natick Center for the Creative Placemaking Demonstration Weekend on November 3-4, 2018. More information on members' involvement in the selection process is provided under Step 4.

Defining Guiding Values for Creative Placemaking in Natick Center

Guiding Values

Identifying guiding values for creative placemaking was a foundational activity for the project and provided guidance throughout the project. The values were especially helpful in guiding the outreach and engagement strategy for the Call for Creatives and the selection process. The Advisory Committee brainstormed an initial set of guiding values which were refined – through additional input collected at the March and April creative placemaking workshops – to a set of six: Inclusive, Engaging, Transformative, Bold, Respectful, and Relevant. The original set of brainstormed values are identified below under each primary value.

⁹ 2016 Natick Center Plan, MAPC

¹⁰ Natick Center Cultural District Strategic Plan 2010-2015

Inclusive: Engaging to an intergenerational, culturally diverse audience of all income levels, fostering connections in Natick Center's public spaces and places between people who live and don't live in Natick.

- Relevant Values: Inclusive (6), Intergenerational (8), Economically Inclusive (3), Culturally Diverse (2), Relevant (connects with people who live + don't live here) (6)

Engaging: Participatory and hands-on, engaging viewers as participants, and providing varied opportunities to engage a variety of senses in Natick Center's public places and spaces, e.g., sight, hearing, taste, smell, and touch. Providing an interactive experience for the public to learn something new.

- Relevant Values: Interactive (6), Participatory (3), Educational (3)

Transformative/Bold: Demonstrative of an expansive definition of art and culture

- Relevant Values: Expansive definition of art and culture (3), Boldness (5)

Respectful: The human and physical environment in Natick Center are regarded with care: sustainable materials and processes are used, it is safe to interact with the project, and the artistic process and messages conveyed are expressive of and responsive to different viewpoints.

- Relevant Values: Safe (3), Sustainable (6), Respectful (4)

Relevant: Mindful of the physical and human history and character of Natick Center's past, present, and future. Grounded in and honoring of diverse histories but also forward-thinking and not constrained by adherence to unspoken rules or mainstream aesthetic norms.

- Relevant Values: Not constrained (4), Grounded in history (4), Forward thinking (4), Honors the character of place (2)

Two of the values in particular – Inclusive and Engaging – helped resolved the tension between Respectful and Relevant, and Transformative and Bold which was best summarized by the sentiment, “honor the past, yet bring it into the future.” A focus on Inclusivity and Engagement helped generate a process that has invited participation from as diverse an audience as possible and ensured efforts to reach that audience in new ways.

Natick Center Creative Placemaking Workshops

A series of creative placemaking workshops ensued—facilitated by MAPC, AFTA and APA—which allowed the Advisory Committee to gain new skills and knowledge about creative placemaking concepts, establish the guiding values, determine project locations within Natick Center, and identify priority issues to address.

There were two workshops held, one March 27th and one April 6th, 2018. The intention of these workshops was to deepen Advisory Committee members' knowledge about creative placemaking approaches and begin to develop the creative placemaking strategy for Natick Center, with a focus on generating ideas for the artistic approach and refining the locations for the demonstration.

- **What is Creative Placemaking?**
 - We began the workshops with some brief networking around breakfast and segued into an activity where participants paired up to ask each other questions about meaningful moments in their lives where arts and culture played a role and how it helped to connect them to a place. We then launched into a presentation on creative placemaking and what the goals and timeline look like for our work in Natick. We looked at inspirational examples of other creative placemaking efforts and discussed how what was feasible to achieve with the funding set aside from this project.
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- **Challenges, Opportunities, and Vision for Success**

- We held space for a conversation about challenges, opportunities and what sorts of civic issues can be addressed through creative placemaking. Trying to envision what the demonstration would ultimately look like, we had participants close their eyes and imagine what successful implementation of the project would look like in their minds. What activities would there be? How would seniors and youth be involved? Who would be drawn to this demonstration that otherwise may not frequent Natick Center?

- **Approach to Creative Placemaking**

- During this exercise, we had participants create collages or free write to address questions such as: What artistic and cultural expressions should we engage with and amplify? We hung the results from a clothesline for participants to view during their lunch break.

- **Natick Center Walk and Public Space Assessment Tool Activity**

- After lunch, we embarked on a walking tour of Natick Center and had participants assess a variety of themes such as environment, aesthetics, social cohesion, use, safety, and access through a 43 question site survey. Upon returning, we led a debrief conversation where we asked what was learned or surprising during the walking exercise and what the next steps should be to fulfill the goals of the demonstration.

Scenes from Natick Creative Placemaking Workshops



Step 3: Assessment of Natick Center Public Spaces and Areas of Focus for Creative Placemaking

Creative Placemaking works best when activities are concentrated in defined geographic areas that are in close proximity to one another and are supported by adjacent uses that can attract a diverse mix of residents and visitors. At the first Creative Placemaking Advisory Committee meeting, members were engaged in identifying key locations in the Town Center that were characterized as underutilized and/or which are already hubs of activity but could be home to more curated public art experiences that could attract more residents and visitors to the town Center.

Public Space Assessment Survey

To assist the Advisory Committee in the selection of specific locations in the Town Center for the fall demonstration, MAPC developed and distributed a Public Space Assessment Survey/Tool that was used by members of the Committee and others who participated in two Creative Placemaking workshops that took place in March and April of 2018. The tool, which consisted of a paper map and booklet of survey questions, allowed users to document and share both quantitative and qualitative information regarding the resources and conditions of each location, which helped project partners determine the needs and opportunities of each location. In addition to giving MAPC more data about each location, this tool helped participants think of the space in ways they may not have otherwise. Asking respondents for their observations of the site and then for their opinion provided for an objective and personal interpretation of the area. The process:

- Participants in the creative placemaking workshops conducted site observation walks, visiting four locations in Natick Center that had been previously identified by the Committee (Moran Park - and the adjacent pedestrian bridge over the commuter rail tracks), Adams Street, and Natick Common.
- Participants traveled in groups of 5-8 people and visited all four locations with the help of a facilitator from MAPC, APA, or AFTA.
- Each person received a clipboard with an aerial map of each location and a set of survey questions to answer.
- Survey questions addressed the topics of safety, access, adjacent uses, aesthetics, the environment and the sensory experience (sight, sound, smell, etc.)

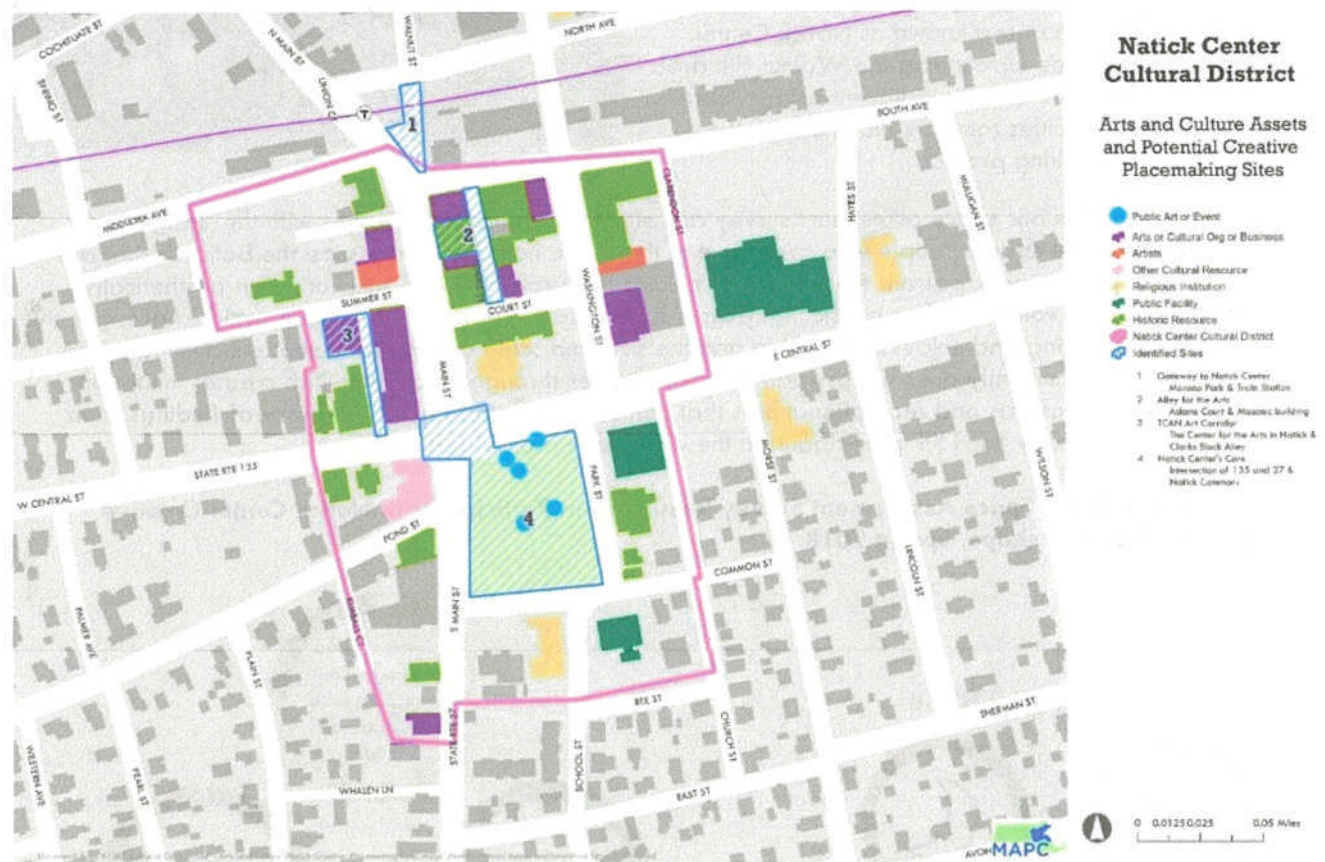
Results from the survey and observation walks were summarized and shared to give the project partners a wider grasp of the types of creative placemaking interventions could or could not work in each location and to pinpoint specific issues and opportunities presented by each location, which were included in the Call for Creatives application that was released to invite artists' proposals for creative placemaking concepts for installation in locations in Natick Center.

The survey consisted of 8 sections and could be completed in about 10-20 minutes at each site.

OBSERVATION	OPINION
<p>Environment</p> <p>1. Is the space exposed to wind or does the space provide areas that are sheltered from the wind?</p> <p>Completely Exposed Mostly Exposed Some Shelter Completely Sheltered</p> <p>2. Is this space shaded, partially shaded, or full sun?</p> <p>Shaded Partially Shaded Full Sun</p> <p>3. How much of the space is planted vs. non-permeable (paved)?</p> <p>≤25% 25%-50% 50%-75% 75%-100%</p>	
<p>Sensory Experience</p> <p>4. Does the air feel clean to breathe?</p> <p>No Sometimes Yes</p> <p>5. Do you feel that the natural world is in balance with the built environment in this space? Is that balance important in this space?</p> <p>No Yes <input type="checkbox"/> Important <input type="checkbox"/> Not Important</p> <p>6. Can you have a conversation with someone here and be able to hear them first and not have to shout to hear each other?</p> <p>No Sometimes Yes</p> <p>7. Do you hear vehicular traffic/ train?</p> <p>No Yes</p> <p>8. Are there places to sit?</p> <p>No Yes</p> <p>9. What are the smells in this space?</p> <p>No Yes</p> <p>10. What views/visual elements are there to look at?</p> <p>No Yes</p> <p>11. Is this a good place to meet with people to sit outside and chat?</p> <p>No Sometimes Yes</p> <p>12. Does the space feel too loud?</p> <p>No Yes</p> <p>13. Would you describe the smells of the space good or bad?</p> <p>Bad Good N/A</p> <p>14. Does this feel like a clean space to sit down and spend some time?</p> <p>No Yes</p> <p>15. What visual aspects of the site do you enjoy? dislike?</p> <p>Enjoy Dislike</p>	
<p>Aesthetic</p> <p>16. Do you see any of the following things on the site:</p> <p><input type="checkbox"/> Litter / Dirt and Grime</p> <p><input type="checkbox"/> Unsanctioned tagging (graffiti, tags, stickers, etc.)</p> <p><input type="checkbox"/> Damaged structure, objects, pavement</p> <p>17. Do you feel that any of these things on this site are an issue:</p> <p><input type="checkbox"/> Unsanctioned tagging (graffiti, tags, stickers, etc.)</p> <p><input type="checkbox"/> Overgrown landscaping</p> <p>18. What physical elements would you change or add to the site?</p>	

The following map summarizes the four initial locations visited during the Creative Placemaking workshops. Based on findings from the assessment, project partners selected three of the four locations as areas of focus: Natick Common, Adams Street, and Moran Park and the adjacent pedestrian bridge over the Natick Center commuter rail tracks. Clarks Block Alley, adjacent to The Center for the Arts in Natick (TCAN) was excluded from the project due to the alley's active use by adjacent businesses as a loading zone and the lack of a sidewalk on either side of the alley – making it unsafe for creative placemaking activities that would likely increase pedestrian activity.

Natick Center Cultural District: Arts & Culture Assets and Creative Placemaking Opportunities Map



Site 1: Moran Park

Moran Park is the site of a large World War II Memorial commemorating the contributions of Natick veterans. This park receives regular foot traffic as people often walk through it or sit on the benches as they wait for the commuter rail. The park is also adjacent to the pedestrian bridge leading to the commuter rail station; the bridge serves as another important area where people stand to wait for the train. The pedestrian bridge and park also links two parts of Natick: the area known as Natick Center and neighborhoods surrounding the Walnut Hill area of Natick. This park and the adjacent bridge were identified as priorities for activation through the creative placemaking project.



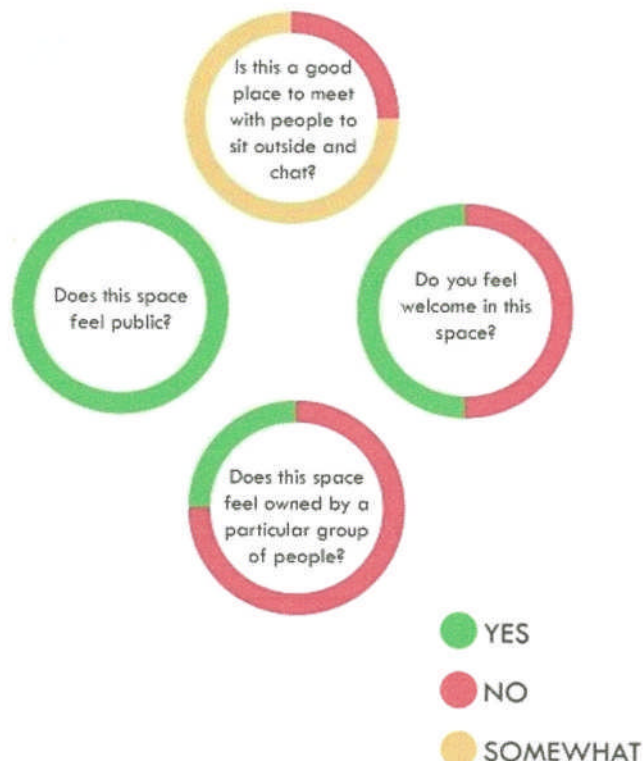
Results from the public space assessment survey and site walk indicate challenges with the design and environment of the space. People who spent time in the space noted several issues: the bollards that are designed to protect park patrons from passing vehicles are prominent and functional but aesthetically unappealing; the volume of fast traffic that passes by the park creates a lot of noise, which challenges the experience of sitting and enjoying the park; and the size and scale of the two memorials dominates the space. This area currently does not provide access to power through an outlet, which creates limitations around the kinds of arts and recreational uses that can be accommodated. A summary of findings from surveys conducted by the 15+ participants in the workshops is provided below.

Moran Park Public Space Assessment Survey Results from Participants in Natick Center Creative Placemaking Workshops, Spring 2018

Do you feel safe? (Day/Night)

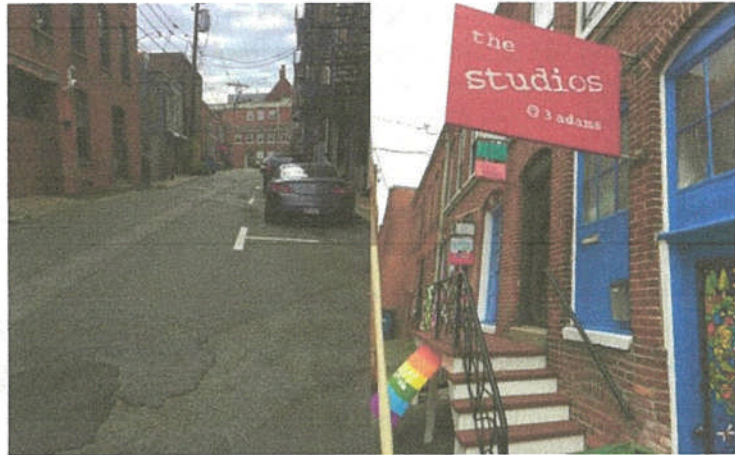


Is this a good place for...



Site 2: Adams Street

Adams Street is around the corner from Moran Park. The Street had a sidewalk on one side, and serves as the back alley to several businesses on Main Street. Located on Adams Street is the entrance to The Studios at 3 Adams Street, which is home to a group of artists working in mixed media including ceramics, glass, jewelry, and more. Three floors of artists work out of the Studios. It is also home to a butterfly public art installation installed by a member of the Natick arts community, which prompts people to stand against the wall and take selfies or photos of others.



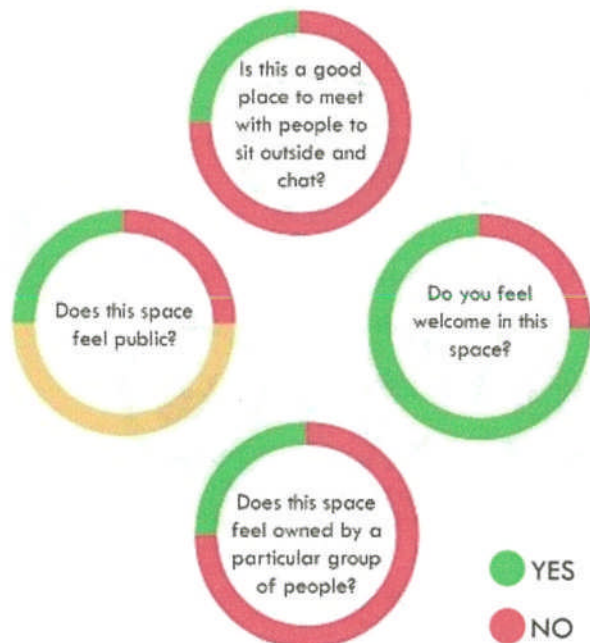
Results from the public space assessment survey and site walk indicate that this area is generally characterized as an interesting and slightly hidden spot of Natick Center this provides many interesting photography opportunities. The height of the walls, the brick surface, and the sea of crossing wires between the buildings were generally viewed as sources of inspiration. The presence of the sidewalk makes it an area that feels moderately safe to travel in at night alongside vehicular traffic. But people who spent time in the space also noted several issues: while the hanging wires between buildings suggest the possibility for beautiful and artistic installations of lighting or other canopies that may add more color to this alley, there is no clear access to power and the alleyway feels dark and unsafe at night. The conditions of the sidewalk also make it more challenging for people with mobility challenges, such as seniors and families with strollers, to comfortably navigate the street. Although it is a public street, people did not entirely agree that the street felt open to the public. A summary of findings from surveys conducted by the 15+ participants in the workshops is provided below.

Adams Street Public Space Assessment Survey Results from Participants in Natick Center Creative Placemaking Workshops, Spring 2018

Do you feel safe? (Day/Night)



Is this a good place for...



Site 3: Natick Common

Natick Common is the core of Natick Center. Home to a wide range of cultural programming largely organized by Natick Center Associates, which is in charge of implementing Cultural District programming, the Common includes an iconic gazebo and a mural. Adjacent to the Common are retail, residential, and mixed uses. The Common Street Spiritual Center, a nonprofit, member-led spiritual community that also serves as a hub of community-building activities including dialogue, food, and the arts, is adjacent to the Common.



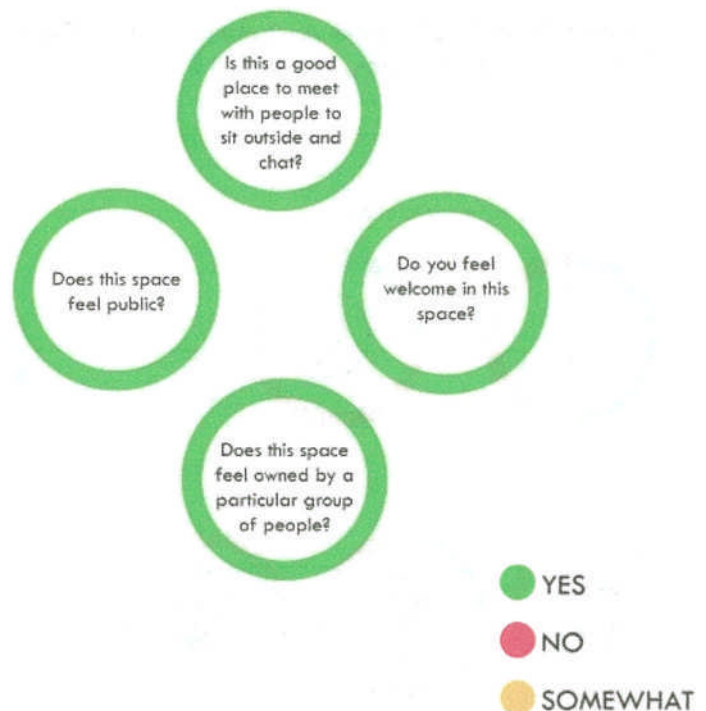
Results from the public space assessment survey and site walk indicate that the Common is viewed as an open and well-cared for public space in Natick. With abundant landscaped grassy areas and trees, the area is characterized as being safe during the day and at night. It is a good place to meet people, to sit, and for people from different backgrounds and mobility needs to gather. That said, there were a number of desired improvements to the Common, including the need for more shaded seating and tables away from areas directly visible from the street and a more welcoming gazebo. The gazebo provides access to power, but the ability to know how to get the power turned on for public use was not an easy or straightforward process. Current signage on the gazebo also makes it appear unwelcoming and prohibitive for people to use it without express permission. It was also perceived that a majority of the cultural programming offered is designed for families with young children; people surveyed through the workshop and the high school expressed a desire for more variety in programming that would appeal to older teens and adults.

Natick Common Public Space Assessment Survey Results from Participants in Natick Center Creative Placemaking Workshops, Spring 2018

Do you feel safe? (Day/Night)



Is this a good place for...



Step 4: Preparation and Execution of the Natick Center Creative Placemaking Demonstration Weekend

The goal of the Natick Center Creative Placemaking Demonstration was to engage Natick residents, business owners, town staff and the broader MetroWest community in a public process to explore and demonstrate how Natick Center's public places and spaces can be activated through arts, culture, and design in ways that promote cultural inclusion, accessibility, and other civic priorities. The process to prepare for and execute the creative placemaking demonstration weekend, *For the Love of Natick*, took six months and commenced in June of 2018 and extended until November 2018 when the temporary works were installed in three locations in the Town Center.

Works for the demonstration weekend were solicited through an open Call for Creatives. Rather than calling it a "Call for Artists" the word "Creatives" was used to signal that anyone could apply – including both experienced practitioners who might self-identify as an artist, as well as those with a creative idea but little experience as a public artist. Key steps involved in the preparation and execution of the demonstration weekend:

- Step 1: Outreach and engagement to promote the Call for Creatives
- Step 2: Development and release of the Call for Creatives
- Step 3: Advancing Equity through Emerging Artists Support and Partnership
- Step 4: Call for Creatives Demonstration Selection Process

Step 1: Outreach and Engagement to promote the Call for Creatives

Community Engagement Strategy

MAPC staff developed a community engagement strategy Utilizing the Natick Center creative placemaking guiding values as a guidepost, which aimed to engage a wide representation of Natick residents, visitors and neighbors—specifically ensuring voice amongst groups not currently well represented in positions of power within the town. Our engagement strategy included five approaches:

- 1) engagement with the cross-sector Advisory Committee
- 2) a pop-up strategy to engage residents through existing popular events in Natick Center;
- 3) a publicity strategy to promote the project through press, social media, and Advisory Committee members' networks;
- 4) a power analysis of organizations and stakeholders in Natick with high, moderate, and low access to public art resources and town processes pertaining to public art to inform our identification of specific organizations to recruit as lead partners in the Creative Placemaking demonstration (i.e., Common Street Spiritual Center)

Highlights from our targeted engagement work to promote the Call for Creatives creative placemaking opportunities is outlined below.

Being Present: Summer Pop-Up Events

MAPC staff worked with NCA to develop a list of events throughout the summer of 2018 when MAPC staff could pop-up and reach visitors to Natick Center. The goal of showing up at these events was to introduce the public to the Creative Placemaking project, and to invite them to apply to the upcoming Call for Creatives. Target audiences were mapped onto these events to ensure that diverse groups of audiences would be reached. Out of this assessment, five events were ultimately chosen for engagement:

- Farmer's Market
- Natick Nights on July 12th including children's performances outside the library and an outdoor movie on the Common.
- Art Walk – July 19, over 60 artists were exhibiting their work in galleries and in pop-up tents throughout Natick Center.
- Summer Concert Series – August 6
- Multicultural Day – August 25



Unfortunately, scheduling conflicts with town meeting agendas led to a delay in the approval and release of the Call for Creatives application, so the application was not available during the summer months when engagement activities were taking place. However, the people who were reached during these engagements were advised to plan ahead and were able to sign up for a mailing list to be notified when the Call officially opened.

Attending public events enabled the team to be adjacent to the public, but additional materials had to be created to create a convivial space for interaction to occur. MAPC Artist-in-Residence, Carolyn Lewenberg designed and fabricated a custom wrap for a standard 10x10 pop-up tent that could be affixed to the posts of the tent, thus carving out a more intimate space. Participants were invited to paint a custom label that they could place onto a cup which they could use to drink a cup of water that was infused with seasonal produce (strawberries, blueberries, mint, etc.). These drinks were called “coolers” since people were prompted to paint what would make Natick Center cooler.



Critical to the pop-up effort were colorful half-page flyers that were available at each engagement event for people to take home. Especially during the Art Walk, when only a table (and not the full tent) could be set up, the flyers were particularly useful to hand out to people walking around Natick Center. This mobile canvassing strategy was helpful when a vibrant stationary location could not be secured.



Having a custom tent was successful in drawing a crowd, and having an activity created more time for conversation. However, a lesson learned in this project was that children became the target audience for the art project – most adults were hesitant to participate – but with the children came parents who were more interested in the larger implications of the project.

Step 2: Development and Release of the Call for Creatives

In late August 2018, the Call for Creatives was released, inviting people to submit creative placemaking concepts in each of the target areas throughout Natick Center.

The Call was released online at PublicArtist.org. The online platform enabled MAPC and NCA to manage the call process so people could submit their application including uploading images of their concepts and prior works. Also, by encouraging people to apply via that platform, creatives had to set up an online account where they will now be exposed to other calls for artists throughout the country. People could also apply to the Call in person or by delivering paper copies to NCA, but by providing an online process, this Demonstration project exposed artists to other opportunities to expand their practice.



Step 3: Advancing Equity through Emerging Artists Support and Partnership

Supporting Emerging Artists

Following guidance from the values of inclusivity and engagement, additional support was offered to applicants in the form of mentorship. A contact was provided at MAPC to prospective applicants, and many reached out with information about the requirements of the sites and the grant guidelines. Half of those inquiries were best served by in-person meetings on site to discuss concepts and logistics, so two members of the Advisory Committee volunteered to meet and mentor with these people. One had experience in administering art programs (organizing the Open Studios, Farmer's Market, etc.), while the other was a cultural producer (organizing and choreographing a cross-cultural dance performance in Natick). Most of the applicants met with the producer, as the emerging artists needed the most assistance with conceptual development during the application phase.

Partnership with Common Street Spiritual Center

Especially with the shortened window for applications that occurred over August when schools were not in session, additional partnerships were secured to ensure that the project reached additional people who might not have already be apprised of the latest opportunities in the Town.

One organization stood out as a connector between underrepresented cultural groups in Natick, The Common Street Spiritual Center, so MAPC entered into a special partnership with them to ensure that members of their community would be included in the process. The Spiritual Center was a natural partner since they were also experienced in producing participatory projects, namely a portrait photography project called "We are Natick" where families from their community were photographed on a black background, showing variation within the community.

With the partnership secured, the Spiritual Center organized a participatory project where six canvases were provided to various artists of color to paint custom murals that were sized to be hung on the gazebo in the middle of Natick Common. One additional panel was set aside as a community painting project that was started during the Demonstration Weekend and eventually hung on the Gazebo with the rest of the paintings.

Step 4: Call for Creatives Demonstration Selection Process

The selection process involved many people – Town of Natick and NCA staff, volunteer members of a Creative Placemaking Selection Committee and the Natick Center Associates Public Art Committee, and applicant artists.

ARTIST SELECTION PROCESS



- 1** The Town of Natick and Natick Center Associates invited Natick residents, artists, youth, organizations, and other aspiring and professional creative people to submit creative concepts.
- 2** Concepts were reviewed by a selection committee made up of residents and representatives of municipal departments, businesses, and local organizations.
- 3** Selected applicants received support from artist mentors to refine their concepts and funding to develop and execute their projects.

Project Timeline

- May 24 – September 8: Promotion of forthcoming Call for Creatives
 - MAPC pops up at Natick events
 - NCA volunteer/artist mentor Archana Menon assists artists with their applications
- August 6: Presentation to Board of Selectmen to introduce project and the forthcoming Call for Creatives
- August 7- September 4: Release of Call and Application Period
- September 4 – 17: Selection Committee and Public Art Committee recommend finalists
 - After Selection Committee's review of applications, Town Planner (Ted Fields) and the Executive Director of NCA (Athena Pandolf) interviewed all of the high scoring candidates to get a better understanding of their concept, to see if they would need mentorship through installation, and to ask logistical questions that arose during Committee meeting.
- Public Art Committee members reviewed comments and notes about the seven proposals were presented to the Public Art Committee as semi-finalists
- September 17: Board of Selectmen review and approve slate of finalists
- September 18 – October 20: Artists build projects with support and guidance from Town and NCA staff
- October 20 – November 2: Artists install works
- November 3-4: Creative Placemaking Demonstration Weekend and closing celebration party

Two-Part Selection Process

In preparation for presenting a slate of recommended awardees for installation approval at the Natick Board of Selectmen meeting, a process was devised to evaluate each project and to decide which ones to fund. Two meetings were organized, the first to narrow the field, and the second to make final decisions, while interviews were scheduled to take place in between.

- For the first meeting where each project was evaluated, a Selection Committee was organized made up of representatives from the Advisory Committee as well as additional municipal staff such as from DPW and the Police Department so that they could weigh in on any logistical concerns that may have arisen.
- The second meeting was attended by the previously established Public Art Committee. They were empowered to make the final decisions on which projects to fund.

A Decision Matrix in Action

With a two-hour meeting on the books to narrow the field, and fourteen projects to evaluate, a process was created to quickly narrow the field for the second round. The applications were sent out in advance to the eleven Selection Committee members. Upon arrival at the meeting, many of the Selection Committee members had skimmed the proposals. However, since not all of them had time within such a short window, each prospective project was presented in a slideshow format, and then the Committee members were asked to fill out an evaluation. In the future, the rubric can be completed as pre-work before the meeting so that more of the meeting time can be devoted to discussion.

To provide a rubric for evaluating the projects, MAPC created a decision matrix that allowed each person to assign numerical weight to the objectives of the project. Included as criteria were the values as well as the needs and opportunities of each site as determined by the site surveys. The numerical responses were recorded in each category and then added up to create a total score which was used to prioritize projects. Once the scores were tallied, the projects ranked between low, medium, and high. The Selection Committee

then engaged in a discussion about the merits of each project, and whether they believed they were appropriately assigned to the right category.

Initial scores on applications served as a starting point for discussion, and prompted fruitful discussion regarding the application of our guiding values to the selection process. Committee members discussed the merits of valuing some criteria more heavily than others, and the merits of supporting both emerging and established artists.

NATICK CREATIVE PLACEMAKING CALL FOR CREATIVES REVIEW RUBRIC - Fall 2018	
CREATIVE PLACEMAKING VALUES:	
Assists with Wayfinding	- Will it create a landmark or guide people to through Natick Center?
Accessible and welcoming	- Is it appealing and accessible to an intergenerational and culturally diverse audience?
Engaging to the public	- Is the project participatory?
Sensorial	- Does the project stimulate the five senses?
Social Cohesion	- Will the project expand the sense of community in the site? Will it attract people to stay and spend time in the site?
Bold	- Does the project put a new twist on an old idea or expand our definition of art?
Environmentally respectful	- Are sustainable materials used? Is it safe?
Relevant to local history	- Does it honor local history and/or is it responsive to different viewpoints?
Addresses planning priorities	- Is it responsive to the accessibility of affordable housing and transit in Natick Center?
CAPACITY AND LOGISTICS: Please score on a Scale of 1-5.	
Feasible	- Does the project seem technically possible to achieve?
Viable	- Can it be built on the budget they have proposed?
Impact	- Will it have a long-term or outsized impact?
Experience Level	- Does the applicant have the experience and/or support to execute project?
SITE SPECIFIC. NOTE: Applicants were asked to identify a desired site for their works; reviewers were asked to consider the project's potential fit in any of the potential sites available for the demonstration through a YES or NO answer, and not through a score.	
MORAN PARK	
	- Is it respectful to veterans & memorials?
	- Does it positively alter people's use of space (becomes more comfortable or enhanced as a gateway)
	- Does it respond to or elevate accessibility to the train station?
ADAMS STREET ALLEY	
	- Does it enhance the urban aesthetic?
	- Does it respect the existing loading zones?
TOWN COMMON	
	Is it interactive/playful?
	Is it respectful of preexisting artwork/structures?
	Does it make the space more welcoming?

Final Recommendations and Approval

Having received feedback from eleven Selection Committee members, and after having a conversation with each applicant, Ted and Athena facilitated a meeting with the Public Art Committee to select a final slate of candidates to send to the Board of Selectmen for final approval. Whereas the Selection Committee meeting was made up of over a dozen local stakeholders with varied backgrounds in public art, the Public Art Committee is smaller. Only six people serve on this committee, representing local artists, studio owners, merchants, and professors. Half serve on the NCA Board of Directors.

The seven highest scoring proposals were presented to the Public Art Committee as semi-finalists, other proposals were discussed, and a preliminary round of voting was held followed by discussion before making casting the last vote for the finalists. Through this discussion it was discovered that the proposal for one of the finalists did not fit the requirements of the grant: it was not planned to be installed as a finished work during the demonstration weekend – it would have been a small contribution to a much larger project – so it was scrapped. Instead the Public Art Committee decided to elevate two performative projects one that scored in the medium and another in the low category to accompany the visual art projects that were planned for the Demonstration Weekend. The Public Art Committee was able to use the scores from the Selection Committee meeting as a basis for discussion to make the hard decisions over which projects to fund and did a good job of keeping the guiding values for Natick Center creative placemaking as key part of their decision-making.

Lessons Learned from the Fall 2018 Call for Creatives

Selection Rubric

Overall the rubric succeeded in setting the ground for an informed discussion. However, the numbers were accepted a little too readily when they actually masked biases. Projects that were favored by the decision matrix were established artists for whom the Committee could clearly envision their proposal, including visual artists. Performances were undervalued by the decision matrix because their temporal nature did not fit neatly into some of the indicators. For some, the categories did not neatly apply, for example when Committee members were asked to evaluate whether a project was “Environmentally respectful? Are sustainable materials used?” In other instances, some of the indicators ensured that temporal projects would earn a low score. For example, Impact was indicator “will it have a long-term or outsized impact?” Questions like these undervalued some of the experimental temporal projects where Committee members were unable to imagine the performance, let alone its potential impact.

Ted and Athena wound up meeting all fourteen applicants in the spirit of fairness and for a few other reasons. The number of low scoring candidates was small, the cut-off between their scores and those in the medium category was relatively small, and some of them were active in local affairs and deserved to be heard.

The Ups and Downs of Installation

Once the finalists were selected, those projects were able to be sent to the Board of Selectmen (BOS) for approval. However, since the projects on the Common would also need to be approved by the Parks and Recreation Department (PRC), Ted and Athena provided an overview to them in anticipation as to what might be coming their way at their next meeting. Ted and Athena moved forward with the presentation to the Board of Selectmen summarizing each project and what it would be required for their installation.

Once approved by the BOS, Ted and Athena went back to the PRC for their approval for the projects on the Common which was granted. Ted and Athena then spoke over the phone with the Director of the DPW about each project and received their approval. For the installations on the Common, they met with Art Goodhind and dug where the installations would need footings to ensure that they would avoid hitting

electrical wires and sprinkler pipes. Ted and Athena also reached out to Public Safety but never had the opportunity to speak with them about the projects.

The hanging of the banners over Adams Street needed more approvals including letters from each of the landlords on the buildings to which the banners would be attached. Once approved by the landlords and the BOS, the COI and Indemnification paperwork needed to be completed. Installing the banners on Adams Street could not be completed by DPW because their trucks were too large, and the Fire Department did not have a bucket truck available. Luckily the Masons were doing work on their building and gladly lent their services to hang the banners.

Celebrating the Success of *For the Love of Natick*: a Creative Placemaking Weekend

Closing Ceremony

The creative projects were installed in time for the Demonstration Weekend, *For the Love of Natick*, and a celebration was scheduled at the closing of the weekend for all the artists to meet and to celebrate their success. The celebration wound up becoming one of the more successful elements of the project. All of the creatives were able to attend, and were given a platform to talk about their work. They brought their families and friends, creating a critical mass of people that generated the atmosphere which reflected the values.



Furthermore, one of the applicants, a flamenco dancer, was able to conduct her performance during that celebration event. Bringing artistic production into what had been a more traditional speaker-based presentation created an electrical moment that served as a shared experience for all those involved.



Impact and Outcomes

The impact of the demonstration projects were felt long after their debut weekend ended on November 4th.

Moran Park

Sasha Kuznetsova's *Musical Bridge* transformed Moran Park, the pocket park and bridge that is itself a transformed pedestrian plaza from a former vehicular connection to Walnut Street. Because the project was adjacent to the commuter rail station, it was the most visible to the most people as they commuted to Boston for work.

According to the site surveys, prior to the installation, the space was not good for youth and families – it was predominantly a place for seniors to sit, and yet it needed better lighting amongst other elements (bike parking, public art landmark, etc.). There was a consensus that it was not a place to spend time. Sasha's project delivered on flipping the script on nearly all of these accounts. By installing interactive instruments she instantaneously signaled that the space is for children and families to spend some time. She even improved the lighting which ensured the most pressing value for this space – that the artwork respect history – making it the Veteran's Agent's favorite addition.

Because the entire project was so well-received, and the lighting enhanced the park so much, the Town is considering asking the artist to rehang the lighting component. Furthermore, the entire project generated a sense of expanded possibilities for the site at a time when the MBTA is scoping improvements to the train station. Here the very existence of an artistic interactive installation opened the door to discussions about civic planning priorities.

Adams Street

Like Moran Park, Adams Street was identified as a space where people were not likely to spend time, yet unlike Sasha's project, the one here did not have as much of a transformative effect. Most pressing, was that the project only lasted a fraction of the time, essentially through the Demonstration Weekend. Beth Fagan's *Let's Root Together* was a project consisting of a series of banners with photographs of pastoral scenes in Natick. They were meant to be strung across a public space and wave in the wind, offering the chance for passersby to experience a contemplative state, similar to what one may experience when seeing Tibetan prayer flags.

Unfortunately, the banners were not secured properly, so they sagged in the middle and did not wave as expected. In her original proposal, Beth proposed that the banners be hung adjacent to the train station which would likely have had more of a visual impact, but would have encountered the same logistical concerns. When moved to Adams Street, the new location did not afford the project the same way to shape opinions about their surroundings. In Adams Street people already feel welcome – more so than they do in Moran Park – but it still doesn't feel like a great place for families and the elderly. Even well-hung banners in this location would not have been able to impact those observations.

Instead, the needs from the site survey point towards projects that would make the space more welcoming for these people at night, increasing people's perception of safety. Seating, and/or an artistic lighting project could work well in this space as it may start to complement the shadows that the fire escapes cast on the hard brick walls of the alley during the day.

That said, the project could still be considered a success in that it created learning and provided a resource for the town that can be reused in alternate locations. By experimenting with this project, the NCA and the Town developed the expertise in how to secure banners for outdoor installation, and that knowledge may now translate into knowledge the kinds of banners, their size and ideal locations that are most appropriate for the Town. Although this project in particular may not have lasted beyond the

Demonstration Weekend, the project can be refashioned to hang properly, and the knowledge of how best to approach banner installation is embedded in the Town long-term, as is a more defined vision for how art can improve Adams Alley.

Natick Common

The site surveys indicate that people already had a high opinion of the Town Common. It was welcoming to people of all ages to gather, during both day and night, people just universally did not feel a sense of ownership over the space. The initial ideas in to change this perception included the need to change the gazebo, add a market space, kids play area, more hardscape and moveable furniture. The Demonstration projects all addressed these concerns, and some were so transformative that they have been called to continue in additional venues.

The project *Jump Natick!* By Eddie Bruckner converted some of the limited hardscape on the Common into an artistically rendered hopscotch court, creating a kids play area where there was none before. It was so popular that the Town is now working towards making it a permanent fixture outside the Library. While the open space adjacent to the Library suffers a similar lack ownership, the Town may also want to consider commissioning a permanent version (or another play space on the ground plane) on the Common since it addresses those issues so well. Either way, this experience showed that a permanent version should be made out of different materials. When installed as a long sheet, it works great for a weekend, but will only last a week or two beyond that time. Thus, although the materials of the prototype did not last, it served its role in lasting through the demonstration period, proved its value in the space, and provoked interest in increasing even more artistic amenities in the Town.

Mark Favermann's *Natick Creature Comfort* provided additional seating in the Common, but this time in the form of silhouettes of whimsical natural creatures. The site surveys indicated that there were already places to sit in the Common, but moveable furniture was desired, so although these pieces did not address these concerns, they will live on in another part of Natick that is not already as flush with other permanent benches. In this sense the benches may have confirmed the observations and people's opinions in the survey. In a space where benches already existed, these benches were not as used as some of the other projects in the Common. Yet placed in another location, they may become well-loved additions to the public realm. Two locations are currently being discussed, so a survey of current amenities may point towards the need for one to receive these resources over another.

If the Common suffered from a lack of ownership before, Rebecca Tuck's *Clootie Tree* changed that throughout the course of the Demonstration period. As each day passed more people marked the space on the tree by stringing ribbons that they had collected at locations throughout town and filled with their wishes or tributes to a missed person. The project inspired so much conversation that after it was taken down, Rebecca was invited by SPARK Kindness to bring the tree to a film screening of "Won't You Be My Neighbor?" at TCAN.

Visions of Community, the collaborative project produced by The Common Street Spiritual Center's pastor Ian Mevorach with the support of artists Rohma Shirwani, Sepideh Golestani, Sofy Brinister, Fotios Mpouris, and Lewis Randa served as a colorful symbol of change for nearly two months until it had to be taken down for holiday decorations. Considering that an application to yarn bomb the gazebo had been denied the previous year, the positive response to the artistic enhancement to the gazebo marked a change in the town's propensity to embrace changes to the public realm.

Additional Locations

A lack of a sense of ownership was a common theme across all three sites. The fourth site that was surveyed however, Clark Block, where TCAN is located, people unanimously had the opposite opinion. Perhaps it is because TCAN extends its space into the neighborhood. Public Art Committee member, Joe Kettner, used to curate screenings of experimental films on the side wall of the building, and people were

able to watch from across the alley in an adjacent parking lot. Because Natick Center has such distinct spaces, a project that unites them all under a common thread can be an effective strategy to bridge the spaces and create continuity out of diversity.

First-time artist Shahreen Quazi's *Wayfinding Floor Decal Stickers* served exactly this purpose – they provided a pop of visual interest that brought together disparate spaces, guiding people to unique locations throughout town. Moreover, they were well-sized and shaped for the adhesive vinyl to stick to the pavement for months. The Town has since decided to try and replicate the project multiple times throughout the year and the town and has applied for a MassDevelopment Technical Assistance grant to fund the season install

Creative Placemaking Strategy Recommendations (FY20 – FY24)

This action plan matrix translates learnings and insights from the development and execution of the November 2018 creative placemaking demonstration and a subsequent Spring 2019 Call for Creatives process into a proposed strategy for implementation by the Town of Natick, Natick Center Associates (NCA), and other public and private sector partners. This five-year strategy aims to ensure the continuity and expansion of creative placemaking as an initiative that is core to the Town's Natick Center Cultural District strategy. Furthermore, this strategy may shape and inform the town's exploration of creative placemaking in the town's other neighborhood districts.

Prior to implementation, staff in the Town of Natick Department of Community and Economic Development and at Natick Center Associations will consult with departments and organizations named in the Projected Partners list to confirm their participation in the implementation of this strategy.

Strategies	Projected Partners	FY20 (July 2019 – June 2020)	FY21 (July 2020 – June 2021)	FY22 (July 2021 – June 2022)	FY23 (July 2022 – June 2023)	FY24 (July 2023 – June 2024)
Goal #1: Identify and develop opportunities for ongoing funding and siting of temporary and permanent creative placemaking installations in Natick Center.						
1.1 Identify opportunities to integrate permanent or ephemeral installations within the public infrastructure of Natick Center. Identify well-located town-owned properties and town-managed public infrastructure that can accommodate permanent or temporary/experiential installations that advance the town's creative placemaking values for Natick Center. Identify existing sources of funding from within the maintenance or improvement budgets of the existing public infrastructure that can be leveraged to infuse aesthetic impact and beauty into their development and maintenance. This may include identification of opportunities on the facades of the town-owned facilities and the grounds and sidewalks adjacent to civic resources in the Center including the Town Common, Morse Library, and Town Hall. Consult with Parks and Recreation, Public Works, Building, and Police departments.	<ul style="list-style-type: none"> Various Departments in the Town of Natick NCA Call for Creatives Selection Committee NCA Public Art Committee 		x			
1.2 Identify opportunities to integrate permanent or ephemeral installations onto centrally located, privately-owned properties in Natick Center. Identify well-located properties that can accommodate permanent or temporary/experiential installations that advance the	<ul style="list-style-type: none"> NCA 		x			

Strategies	Projected Partners	FY20 (July 2019 – June 2020)	FY21 (July 2020 – June 2021)	FY22 (July 2021 – June 2022)	FY23 (July 2022 – June 2023)	FY24 (July 2023 – June 2024)
town's creative placemaking values for Natick Center and approach property owners for participation. This may include identification of active or vacant business storefronts, building facades and windows, and private ways/alleys. Leverage existing resources provided for Town Center revitalization through membership contributions and other fundraised resources allocated to Natick Center Associates. Utilize the unique opportunity to expand the public art in Natick Center to crowd-fund from the private sector in Natick and from the broader Natick and MetroWest community.	<ul style="list-style-type: none"> Natick Center property owners and businesses Foundation for MetroWest MetroWest Visitors Bureau 					
1.3 Pursue funding from new sources to expand pool of funds available to support ongoing creative placemaking in Natick Center. Secure town commitment of funding to integrate permanent or temporary art into new municipal structures that will be constructed in Natick Center. Request town consideration of allocation of a portion of proceeds from a prospective Parking Benefits District in Natick Center. Continue to pursue sources of state funding.	<ul style="list-style-type: none"> Board of Selectmen Community and Economic Development Department Massachusetts Cultural Council (MCC) MassDevelopment DHCD Massachusetts Downtown Initiative 		x	x	x	x
Goal #2: Improve town processes to facilitate commissioning of permanent and experiential installations that respond to issues of place.						
2.1 Streamline the Town of Natick's public art review and permitting process for temporary and permanent works on public and private property. Develop a streamlined review and permitting process. Task the Natick Center Associates Public Art Committee to document the town's current review process for art works on public property, to research best practices in Public Art Review through consultation with local and national experts including Americans for the Arts and ArtWeek. Recommend a streamlined process for Board of Selectmen consideration by fall of 2019 or spring of 2020. Create a visual	<ul style="list-style-type: none"> Board of Selectmen Various town departments, boards, committees, and commissions NCA Public Art Committee 	x				

Strategies	Projected Partners	FY20 (July 2019 – June 2020)	FY21 (July 2020 – June 2021)	FY22 (July 2021 – June 2022)	FY23 (July 2022 – June 2023)	FY24 (July 2023 – June 2024)
flowchart of the existing process and the proposed new permitting process. Consult with Parks and Recreation, Public Works, and Police departments.						
<p>2.2 Continue creative placemaking as an initiative that is core to Natick Center's Cultural District strategy through the release of an annual or biannual Call for Creatives. Continue to invite and support emerging and established artists from Natick and MetroWest communities to contribute to the ongoing creative placemaking of Natick Center through short-term and long-term installations. Refine rubric to guide selection process and to address implicit biases in the process and to create space to identify and discuss differences and build knowledge. Experiment with the release of several rounds for the Call inviting works in different artistic disciplines, e.g., experiential/performance art, music, and visual arts. Secure technical expertise regarding the fabrication and installation of temporary works. Consult with regional and state organizations and agencies for additional support as needed. Provide a clear overview of the opportunity on the Town of Natick and Natick Center Associates' Cultural District webpages.</p>	<ul style="list-style-type: none"> Community and Economic Development NCA New England Foundation for the Arts MCC 	x	x	x	x	x
<p>2.3 Continue to convene a Natick Center Creative Placemaking Advisory Committee that convenes a cross-sector mix of representatives. Continue to identify and convene representatives from Town departments, boards and committees, the local business community, and the arts community in Natick and MetroWest. The Advisory Committee makeup will also include members of the Natick Center Public Art Committee and will serve to broaden that Committee's network and interactions with the town departments who are central advancing and upholding the creative placemaking vision and values for Natick Center.</p>	<ul style="list-style-type: none"> NCA Various town departments, boards, committees, and commissions 	x	x	x	x	x

Goal #3: Promote the creative placemaking vision and values for Natick Center to MetroWest communities through targeted messaging and promotion.

Strategies	Projected Partners	FY20 (July 2019 – June 2020)	FY21 (July 2020 – June 2021)	FY22 (July 2021 – June 2022)	FY23 (July 2022 – June 2023)	FY24 (July 2023 – June 2024)
3.1 Engage the creative placemaking values to authentically message and promote Town and NCA's shared priorities for Natick Center. Improve the messaging and branding of the ongoing Natick Center creative placemaking initiative. Continue to refine talking points about the initiative to elevate the value of continuing to fund and commission temporary and permanent projects. Expand current branding for the initiative, "For the Love of Natick" to include a social media strategy; making it into year-round promotion.	<ul style="list-style-type: none"> NCA 	x	x	x	x	x
Goal #4: Support the creative development of Natick artists and residents interested in public art.						
4.1 Connect interested Natick artists and residents/creatives to information and trainings pertaining to public art. Reach out to regional and state organizations that offer capacity building and professional development to emerging and established artists interested in public art.	<ul style="list-style-type: none"> NCA Various town departments, boards, committees, and commissions 	x	x	x	x	x
4.2 Recruit more established artist mentors from MetroWest to support prospective applicants to future Call for Creatives opportunities. Engage previous grantees as mentors to applicant artists in future rounds and offer stipends in recognition of expertise provided. Consider hiring an in-house artist/mentor who may serve as an "artist-in-residence" with NCA who can help to improve town awareness of public art and working with artists. Selected AIR may be tapped to be an in-house mentor to applicants to future calls for public art, and may also be engaged to support NCA's ongoing creative placemaking activities and programming, such as the town's participation in the annual ArtWeek event.	<ul style="list-style-type: none"> NCA Natick artists 		x	x	x	x
Goal #5: Expand town staff, board, and commission member knowledge regarding public art.						
5.1 Identify and connect town staff, committee, board, and commission members with opportunities to receive trainings on key topics that will promote education on public art. Identify town staff	<ul style="list-style-type: none"> NCA Various town departments, 	x				

Strategies	Projected Partners	FY20 (July 2019 – June 2020)	FY21 (July 2020 – June 2021)	FY22 (July 2021 – June 2022)	FY23 (July 2022 – June 2023)	FY24 (July 2023 – June 2024)
who are involved in the permitting and approval of public art. Offer workshops or refer staff to attend regional workshops on topics such as public art 101 and procurement and contracting best practices pertaining to public art. Expanding knowledge of town staff will help reduce barriers to the selection and installation of public art.	boards, committees, and commissions					
5.2 Offer public art and creative placemaking 101 training to new NCA Creative Placemaking Selection Committee and NCA Public Art Committee members. Provide an orientation to creative placemaking and the vision and values for Natick Center to all new members. Ensuring that members understand the vision and values will help promote shared goals and objectives in the Call for Creatives selection process.	<ul style="list-style-type: none"> NCA Creative Placemaking Selection Committee NCAD Public Art Committee members 	x	x			
5.3 Work towards release of a Call for Art for the long-term installation of public art works in the Town Center. Continue to execute an annual of biannual Call for Creatives process for the first 2-3 years in tandem with the investment in educating town staff, boards, and commissions that are involved with the selection, permitting, and installation of public art. Work towards the release of a Call for Creatives to develop and propose projects that may be installed over the longer term (1+ years; "permanent" is subjective.)					x	x

APPENDICES

- A. Creative Placemaking Workshops
 - a. Glossary of Terms
- B. Call for Creatives Materials
 - a. Promo Flyer
 - b. Call for Creatives Application
- C. Creative Placemaking Demonstration Weekend Materials
 - a. Press Release – Creative Placemaking Demonstration Temporary Project Awards
 - b. Creative Placemaking Awards Celebration Program Brochure
 - c. Creative Placemaking Ceremony Slide Deck
- D. For the Love of Natick Center Creative Placemaking Demonstration Weekend Project Impact: Americans for the Arts Evaluation Report

FAVERMANN
DESIGN



NATICK

COMMUNITY BRANDING & WAYFINDING PROJECT

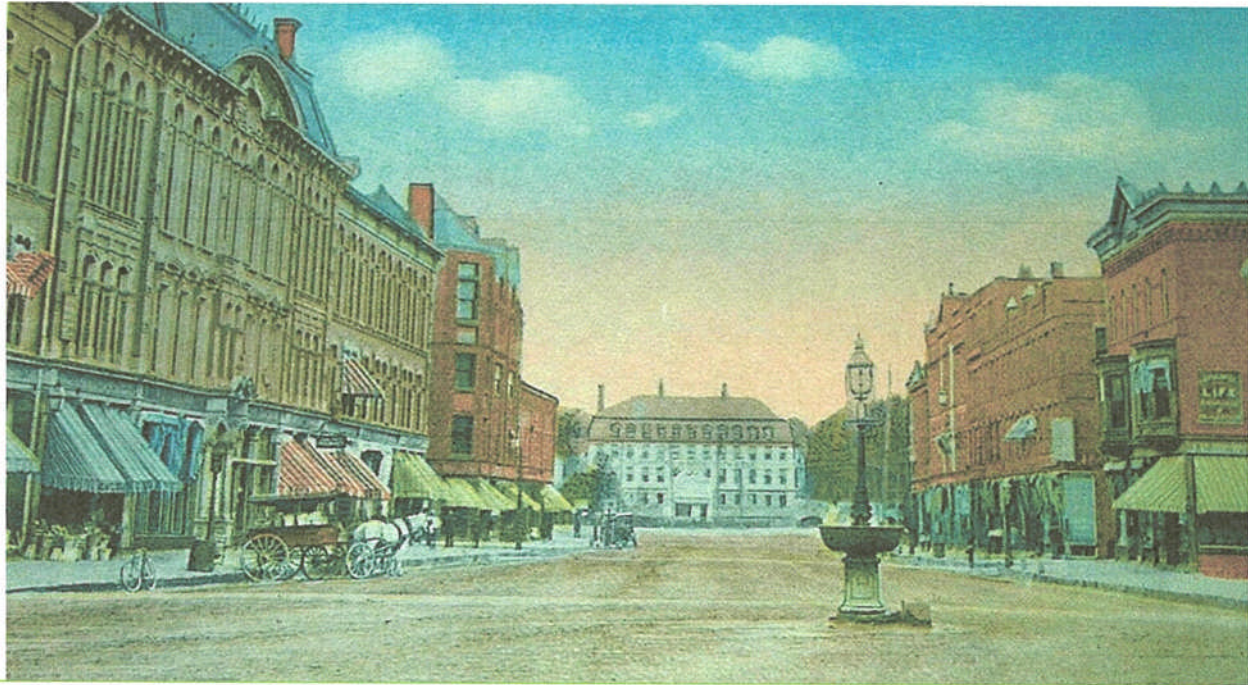
FINAL REPORT 2020-2021

Prepared by Favermann Design

Prepared for the Department of Housing
and Community Development (DHCD)

MASSACHUSETTS
DOWNTOWN
INITIATIVE





Vintage Main Street Natick

BACKGROUND AND HISTORY

Located 10 miles west of Boston, the Town of Natick is primarily a residential and commuter community. It is part of Middlesex County, Massachusetts. Natick is considered to be at near the center of the MetroWest Region of the Greater Boston area of Eastern Massachusetts. According to the 2020 census, it has a population of 37,006. Massachusetts's statistical center of population for the last few decades was in Natick.

The Town of Natick's long history started in the mid-17th century. Natick was settled in 1651 by John Eliot, a Puritan missionary who received a commission and funds from England's Long Parliament "to settle" the Massachusetts Indians called "Praying Indians" on both sides of the Charles River on land deeded from the settlement at nearby Dedham. Natick was the first of Reverend Eliot's network of praying towns and served as their center for a long time. While the towns were largely self-governing under Indian leaders, the praying Indians were subject to rules governing conformity to firm Puritan culture, actual practices like the other praying towns that combined both indigenous and Puritan cultures and practices. Notably, Eliot and Praying Indian translators printed America's first Algonquian Language Bible.

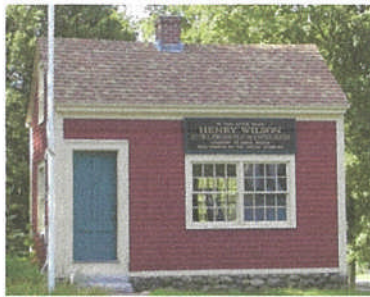


Vintage Map of Natick

After a period of expansion and little focus on evangelism, Reverend John Robinson told the New Englanders to prioritize missionary work over growth, "the killing of those poor Indians....How happy a thing it had been if you had converted some before you had killed any." The Puritan leadership was chastened in the wake of the Mystic Massacre which occurred during the Pequot War to attempt serious efforts at conversion of the indigenous population to Christianity. A school was set up, a government established, and the Indians were

encouraged to convert. However, in November 1675, during King Philip's War, a huge number of the Natick Indians were sent to Deer Island where many died of disease and cold. Upon return, those who survived found their homes destroyed. Sorrowfully, the Indian village did not fully recover, and the land held in common by the Indian community was slowly sold to white settlers to cover war debts. By 1785, most of the Natick Indians had drifted away.

More hopefully a century later, in 1775, both European and Indian citizens of Natick participated in the battles of Lexington, Concord and Bunker Hill. Several Indian residents served in the Continental Army. The names of Natick's Praying Indian soldiers are memorialized on a stone marker, along with all of Natick's Revolutionary War veterans, on a stone marker on Pond Street, near downtown Natick.



Henry Wilson shoe shop

The town was incorporated in 1781. Henry Wilson, a United States Senator and 18th Vice President of the United States (1873-75) resided most of his life in Natick. Previously, he served in town as a shoemaker and schoolteacher, was known as the "Natick Cobbler" and is buried there. His former shoe shop has been preserved as part of the town's historic legacy. Located at 181 West Central Street, it is listed on the National Register of Historic Places. .

Though historically Natick was primarily a farming town, the invention of the sewing machine in 1858 led to the growth of several shoe factories. The shoe business business flourished and peaked by 1880, when Natick, with 23 operating factories, was third in the nation in the quantity of shoes produced. The shoes made in Natick were primarily heavy work shoes with only one or two companies making lighter dress shoes. Natick was famous for its "brogan shoes," heavy ankle-high boots worn by soldiers in the Civil War.

In 1874, a catastrophic fire in downtown Natick demolished 18 business blocks, two shoe factories, the Town Hall, Natick's only fire engine house and the Congregational Church, as well as many private homes. The loss of property was greater in proportion to the town's wealth than the Great Chicago



Natick Center

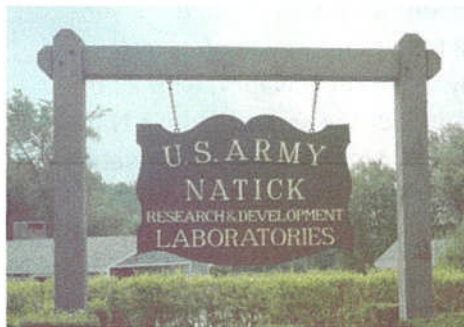
Fire of 1871. Over the next two years, the structures were largely built back. In 1875, Natick's new Central Fire Station was completed on Summer Street. The Central Fire Station is now the home of The Center for the Arts in Natick (TCAN), a private nonprofit performing arts center.

Also, the Town of Natick has a strategic role in the history of baseball. The wound core for a more resilient baseball was developed by John W. Walcott and combined with the figure-eight stitching devised by Colonel William A. Cutler. It was manufactured by the firm of H. Harwood & Sons in their factory, the world's first plant for the manufacture of baseballs. In 1988 H. Harwood & Sons was converted into baseball factory residential condominiums.

Natick Center, also known as Downtown Natick, is at the intersection of Central Street and Main Street and serves as the town's civic and cultural hub. Most of Natick's public services and public land use are downtown. Municipal buildings like the Natick Town Hall, Natick Fire Department, Natick Police Department and Morse Institute Library are there, along East Central Street.

Also directly downtown is the beautiful and iconic Natick Town Common, where many town events and community activities are held. In the 1990s new downtown construction of a town hall, fire/police station, and enlargement to the library gave the downtown a fresh new look. New municipal buildings exist alongside several historic buildings and churches, the restored Central Fire House, several banks, restaurants and small businesses.

There are several institutions, corporations and activities that define the quality and essence of the Town of Natick. These include:



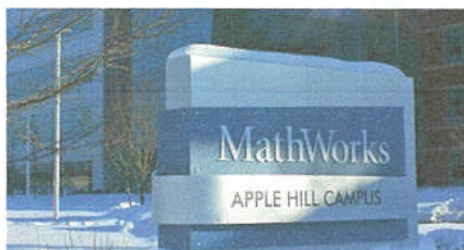
Located adjacent to Downtown Natick, the U. S. Army Soldier Systems Center (SSC), also known as The Natick Army Labs, is a complex of military R&D facilities. It produces military-use items such field rations, personal protective field equipment, and specialized uniforms. By developing new technologies, it invests in the continuous development and provide quality of life for our military and civilian workforce. It also advances, assesses and applies emerging technology and creates a collaborative environment between government, academia and industry on behalf of the

soldier. A major medical research lab located there is USARIEM. It is engaged in essential medical research focused on optimizing servicemen and women's health and performance during training and on the battlefield.



Located 3.2 miles from Downtown Natick on Route 9 is the largest shopping center in New England. First opened in 1966, it was replaced by the current building in 1994. A major renovation took place in 2007.

Major corporations located in Natick include Cognex Corporation and Two campuses of MathWorks located at Lakeside and Apple Hill. The Lakeside campus was formerly the site of the Boston Scientific headquarters and of mini-computer manufacturer Prime Compute. Prior to Prime Computer, Carling ran a Black Label brewery there.



Located just outside of Downtown Natick, the Walnut Hill School is a private secondary school, offering particular emphasis in the studio and performing arts. Walnut Hill graduates more students to the Julliard School than any other secondary school in the world.



Marathon



Morse Library

Casey's Diner, constructed in 1922, is one of the oldest operating ten-stool diners in the United States. A Downtown Natick icon, Casey's Diner is diminutive in size at only 10 feet by 20-1/2 feet, and was constructed by the Worcester Lunch Car Company of Worcester, Massachusetts. Famous for its steamed hot dogs, Casey's originated as a horse-drawn lunch wagon that was parked on Natick Common.



Casey's Diner

Begun in 1808 with 100 books, The Morse Institute Library, located in Downtown Natick, is a public library which serves as a major educational resource as well as providing cultural programs and hands-on learning opportunities for all residents of Natick and the MetroWest area. The Library now houses over 200,000 volumes.

The Natick Historical Society, located in the lower level of the Bacon Free Library. Its archives and exhibits on John Eliot and Praying Indians, natural history collections, life during colonial times, early republic and industrial revolution, memorabilia of famous Natick citizens act as a history museum for the Town of Natick.

With thousands of residents and visitors lining the road and cheering, miles 8 through 12 of the Boston Marathon run through Natick each Patriots' Day along Route 135/Central Street going through Downtown Natick.

In 2012 the Massachusetts Cultural Council voted unanimously to make Natick Center. The Cultural Districts Initiative is designed to help communities attract artists and cultural enterprises, encourage business and job growth, expand tourism, preserve and reuse historic buildings, enhance property values, and foster local cultural development. Natick Center Cultural District is anchored by The Center for the Arts in Natick, Morse Institute Library and the Natick Common. Rain or shine, the Natick Farmers Market is part of this public participation activity as well.

After decades of civic focus development, restoration and revitalization, the Natick Center Cultural District is perhaps the best example of an integration of arts and culture with a business community in any town in the Commonwealth. This just didn't happen overnight but was a long, thoughtful focused effort. Besides scores of independently-owned businesses, it is home to more than 200 working artists, The Center For Arts in Natick, the Morse Institute Library, The Walnut Hill School for the Arts and several cultural organizations, as well as an active Parks and Recreation Department that all contribute to a busy year-round schedule of arts and cultural events.



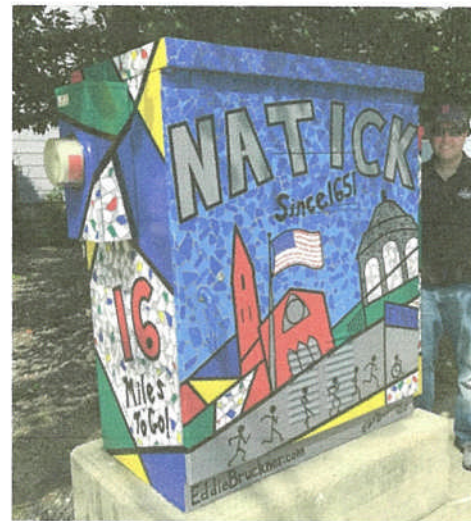
Public Art-Animal Benches

With total acknowledgment and respect shown for the character and style of its historic buildings, the vital and friendly business environment, the activities and events on the common have all contributed to the growth of Natick Center as a center of arts, culture and commerce. This wonderful combination of structures, atmosphere and cultural activities all make Natick Center a very special place.

A further description of how things work so well in Downtown Natick can be described by the following description: Natick Center Cultural District is fostered by a private-public partnership, managed by Natick Center Associates (NCA). This nonprofit organization is comprised of property owners, retail and office workers, concerned neighbors, town officials, nonprofits and corporations with a history of more than 40 years working together for downtown revitalization. It strives to be a great example of a successful community-driven alliance dedicated to preserving the small-town feel and the big-city amenities.

Natick Center Associates' (NCA) private-public partnership represents innovative cultural voices from merchants and property owners, to arts and cultural organizations, local artists, and concerned citizens. Together it works to build capacity for cultural programming and creative spaces, and to foster creative partnerships, pivotal to the continued renaissance of Natick Center. In recent years, this has included temporary and permanent public art commissions as well.

However, what has been missing has been a branding and wayfinding system to connect all of the pieces together and to orient visitors. For this reason the Town of Natick and its partner The Natick Center Cultural District applied for and were awarded an MDI grant to develop strategic branding and wayfinding for Downtown Natick.



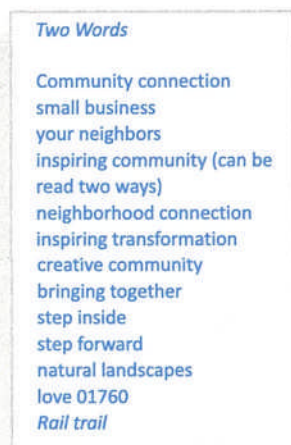
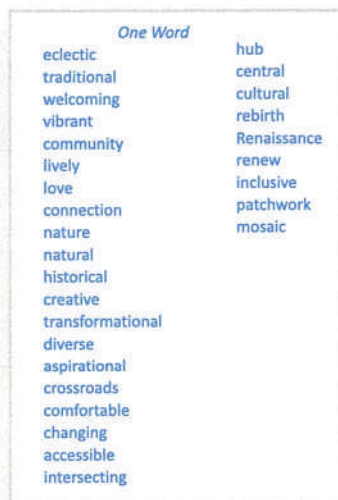
Public Art-painted utility



Gazebo with art work

THE PROCESS

The first step was to develop a Branding and Wayfinding Advisory Committee. The members of the committee were appointed by the town administration and served to collaborate with review and refine the work of the consultants, Favermann Design. They included the following individuals:



Town of Natick Branding and Wayfinding Advisory Committee

Ted Fields, Sr. Planner, Town of Natick

Athena Pandolf, Executive Director of the Natick Center Cultural District (NCCD)

Archana Menon, NCCD Outreach Coordinator

Karen Partanen, Director of Natick Recreation and Parks Dept.

Jeremy Marsette, Director of the Natick's Department of Public Works

Karen Adelman-Foster, Natick Select Board Member

Terri Evans, Member of the Natick Planning Board & Natick Historical Society

Niki Lefebvre, Director of the Natick Historical Society

Lt. Brian Lauzon, Safety Officer of the Natick Police Department

Steve Levinsky, Resident, Artist, and Board Member of the NCCD

Betty Scott, Former Natick Business owner & Board Member of the NCCD

Carol Krentzman, Artist and Public Art Committee Member of the NCCD

Denise Girardin, Artist and Public Art Committee Member of the NCCD

Don Porter, Public Art Committee Member of the NCCD

Ed Hudson, Public Art Committee Member of the NCCD

Ian Parkes, Public Art Committee Member of the NCCD

Karen Leese, Public Art Committee Member of the NCCD

Virginia McEachern, Artist and Public Art Committee Member of the NCCD and Board Member

Swati Dave, NCCD Board Member

Linda Hughes, Director of Diversity and Inclusion- Walnut Hill School

Debra Sayre, Artist, and Manager of the Natick Farmers Market

Avigail Shimshoni, Board Member of the NCCD and Design Review Board Member, Town of Natick

Sarallyn Keller, Program Coordinator at the First Congregational Church and Design Review Board Member.

Due to Covid-19, all meetings were held online. The first meeting in September of 2020, was a discussion and presentation about the many physical and literal interpretations and meanings of Community Branding. The second meeting, held October 15, 2020, focused on case studies of other communities wayfinding and branding approaches. In both of the first two meetings, the Advisory Committee's discussion became very animated.

The third meeting, held on November 10, 2020, was an Ideation Workshop that was an interactive word and phrase association exercise. After that workshop, it was suggested to the Advisory Committee that they consider:

- (1) What are the words and phrases that describe Natick? These will be used as reference guides to build the branding images.
- (2) Think about how Natick is uniquely placed with a major highway and shopping area on one end (the mall) and Natick Center which houses many stores and art galleries.
- (3) How should Natick Center stand out?

(4) Comments from a few members of the Advisory Committee included:

Ian Parkes:

I would be really keen to see whatever brand Natick arrives at, reflect what we want our future to be. I think it is important to use our brand to shape the sorts of creative people we want to attract to the town while nurturing a creative community spirit amongst those who already live here.

Some high-level thoughts following Mark's tried and tested formula:

Slogan: "Inspiring Community" (This can be read two ways)

Imagery/ Symbols: Bright and colorful patchwork reflecting a diverse and creative community

Wayfinding Elements: Leatherwork needles/ Knitting needles to depict some of our past, but pointing to a creative future

Denise Girardin:

Words that describe Natick....

eclectic? (too out there?)

Traditionally (quintessentially) New England

Welcoming

Charming

Natick is not the mall

Natick Center offers tons of locally owned opportunities to shop, eat for entertainment and services.

Saralyn Keller:

Natick Center is:

vibrant and lively

connected to the community

your neighbors

small businesses

art in your own front yard

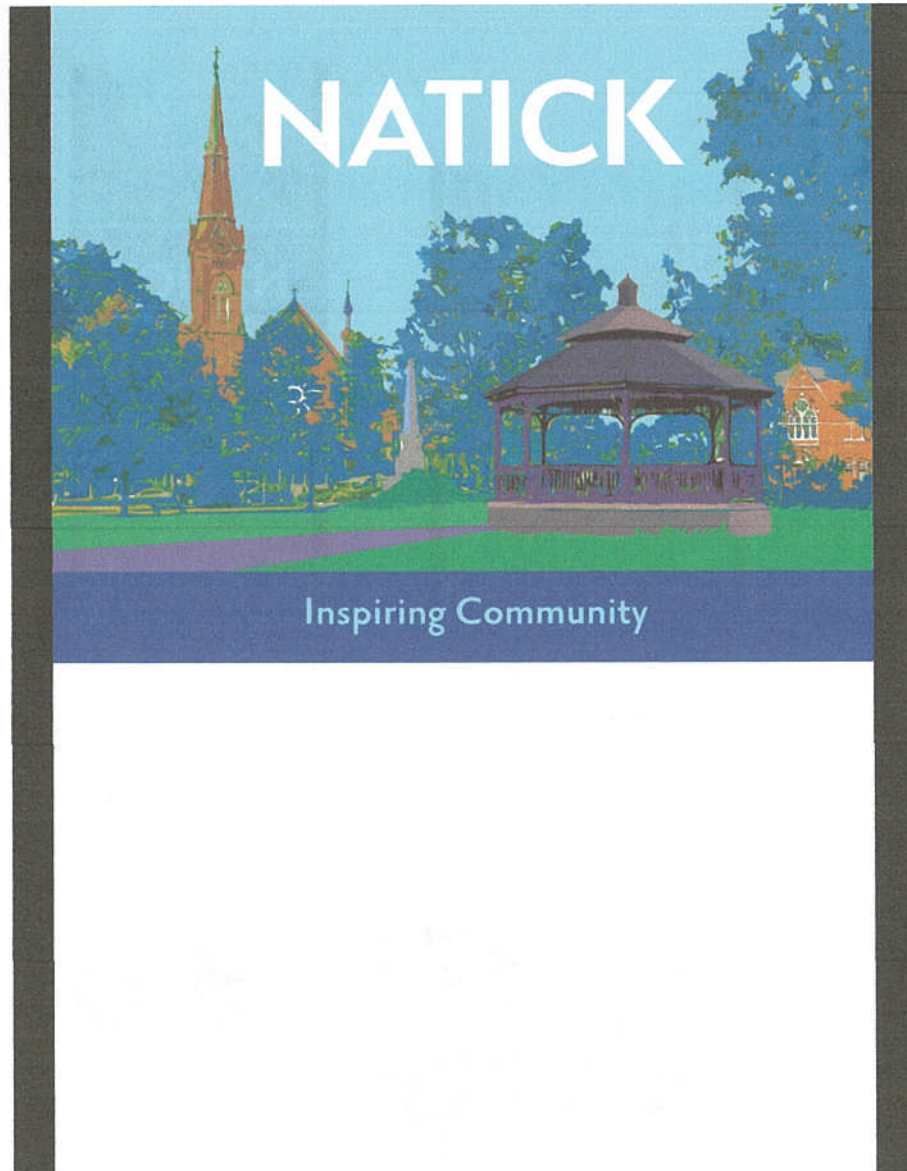
a cup of coffee with a friend

Natick Center provides opportunities for neighbors to meet and greet one another It is a place where everyone can know your name. From the Farmer's Market on Saturday to the Main Street businesses and restaurants. It is small town America at its best!

At the following Workshop #4, on January 12, 2021, Favermann Design interpreted the word descriptions and phrasing developed by the Advisory Committee into several potential design options. These included designs based on the Bandstand/gazebo on Natick Common, Downtown Natick facades and Casey's Diner. The reaction was clear: the Advisory Committee wanted to see more design options, and the consultants were directed to create color studies of the bandstand image, studies using the Morse Public Library and an interpretation of Natick Common as it is set surrounded by key structures in Natick Center. From the results of the Ideation Exercise, the Advisory Board also favored the slogan or tagline "Inspiring Community." It seemed to resonate on many levels.

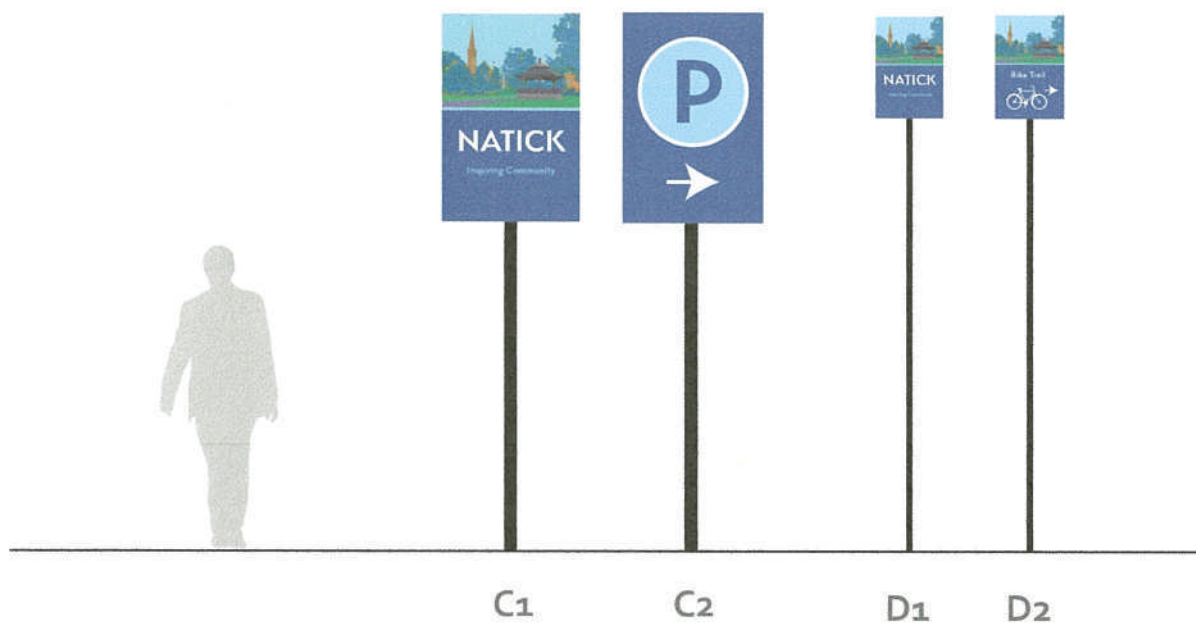
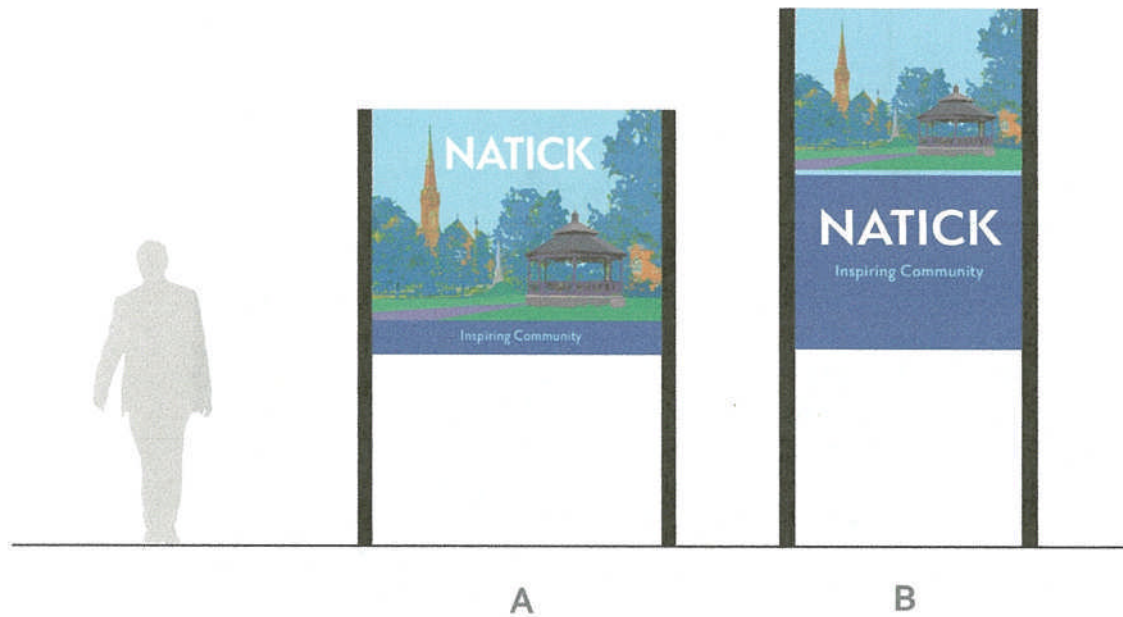
At Workshop #5, the consultant presented the refinements to the Advisory Committee. The consensus was that a more traditional approach to the Natick Common was the preferred branding image. But there was a strong desire to use different colors and to "open" the vegetation to see the Morse Public Library. Following that meeting, various revisions were circulated to the Advisory Committee, and a version was approved. A "Family of Elements" was developed after this.

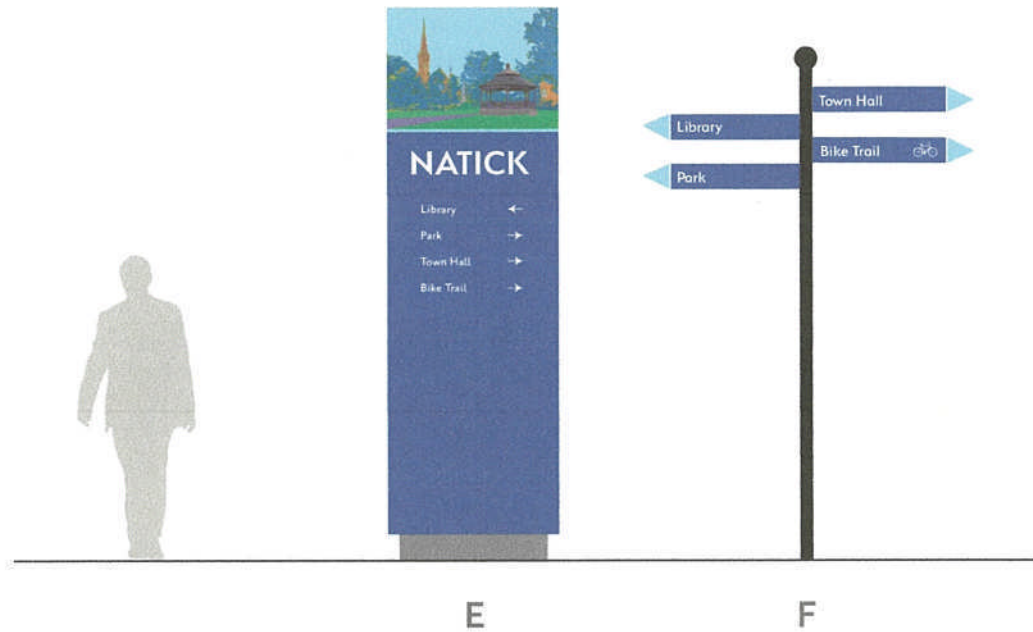
A follow up meeting was held to develop appropriate placement of the sign and specific Family of Element signs and markers. This mapping meeting was led by Senior Town Planner Ted Fields. A Map was created with input from the Advisory Committee members. Favermann Design refined this for presentation to the Town of Natick Select Board on May 19, 2021. After a short presentation and a question and answer period, the Select Board unanimously approved the design program.



NATICK

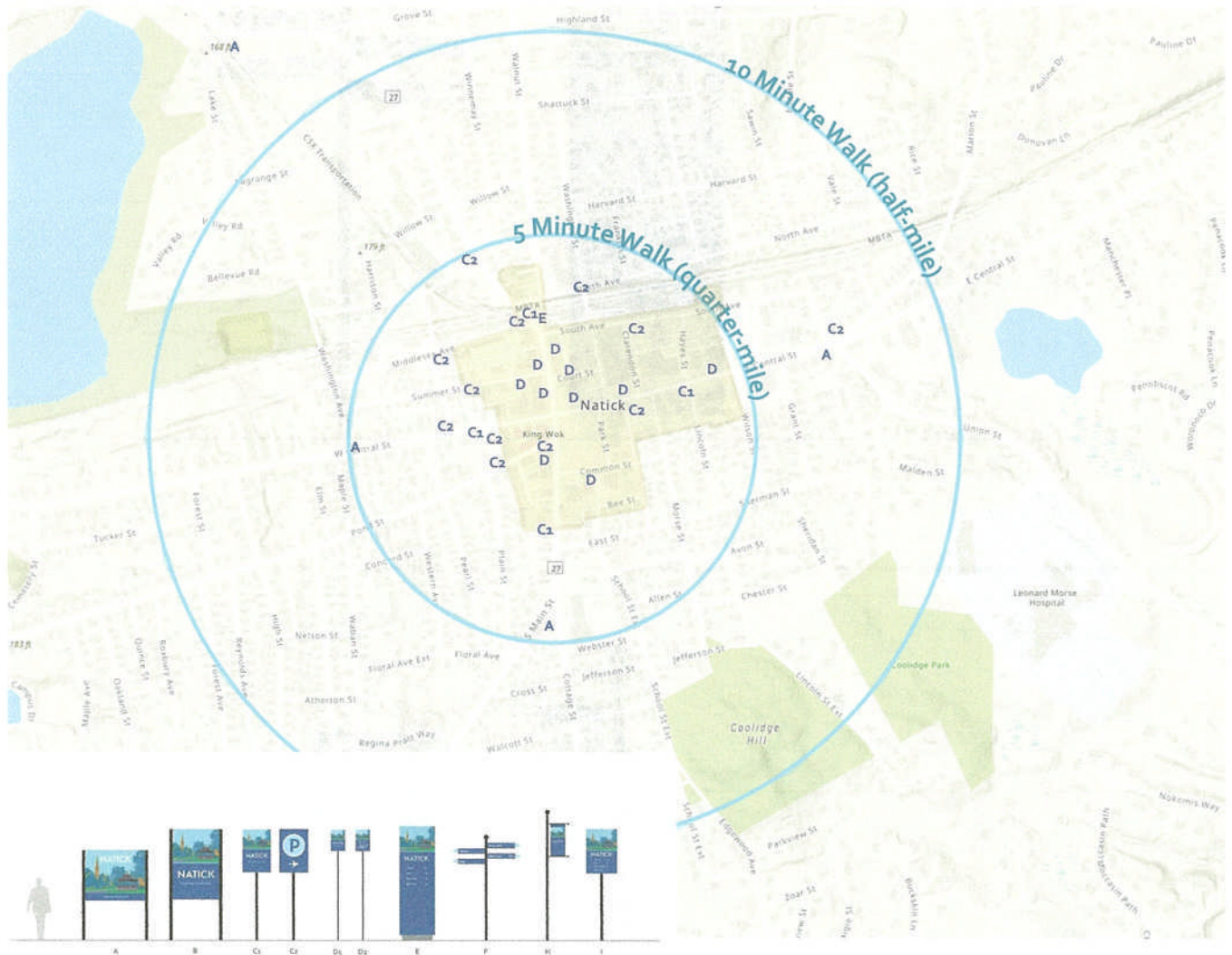
FAMILY OF ELEMENTS





NATICK

SIGNAGE PLACEMENT PLAN



Favermann Design | April 2021

NATICK CENTER, MA | Sign Elements and Wayfinding Locations

Wayfinding Sign Element Cost Estimates

Fr: *Favermann/Design*
Dt: 11/29/2020



<i>Type of Element</i>	<i>Estimate</i>
"A" (Post/Panel)	\$ 1650-\$ 2075
"B" (Post/Panel)	\$ 1450-\$ 1725
"C" (Traffic Sign/with Post)	\$ 475-\$ 625
"D" (Traffic Sign/with Post)	\$ 200-\$ 325
"E" (Monument)	\$ 2850-\$ 3275
"F" (Directional with Post/Arms)	\$ 1025-\$ 1350
"H" (Printed Banner)	\$ 75-\$135
"H" (Bracket Hardware)	\$ 90-\$ 110
"I" (Directory Sign with post)	\$ 600-\$ 735

Note: These estimates are based on recent costs from various vendors. Pricing may change in the next 30 days. Post and brackets costs add to totals and may not be needed. Installation costs can vary, be based on volume of signs or be performed by DPW.

TOWN OF NATICK

ATTACHMENT B
CERTIFICATE OF NON-COLLUSION

The undersigned certifies, under penalties of perjury, that this Proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

Name of Proposer

Natick Center Associates

Address of Proposer

8 Court Street, Natick, MA 01760

Telephone Number 508.650.8848

By: 

(Signature)

Arthur B. Fair, III

Printed Name

President

Printed Title

4/7/2022
Date

TOWN OF NATICK

ATTACHMENT C
CERTIFICATE OF TAX COMPLIANCE

Pursuant to Massachusetts General Laws (M.G.L.) c. 62C, §49A, I certify under the penalties of perjury that the Proposer named below has complied with all laws of the Commonwealth of Massachusetts pertaining to the payment of taxes, to the reporting of employees and contractors, and to the withholding and remitting of child support.

Name of Proposer

Natick Center Associates

Address of Proposer

8 Court Street, Natick, MA 01760

Telephone Number 508.650.8848

By: 

(Signature)

Arthur B. Fair, III

Printed Name

President

Printed Title

4/7/2022
Date

TOWN OF NATICK

ATTACHMENT D

CONFLICT OF INTEREST CERTIFICATION

The Proposer hereby certifies that:

1. The Proposer has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of a Contract pursuant to this RFP.
2. No consultant to, or subcontractor for, the Proposer has given, offered, or agreed to give any gift, contribution, or offer of employment to the Proposer, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a Contract by the Proposer.
3. No person, corporation, or other entity, other than a bona fide full time employee of the Proposer has been retained or hired to solicit for or in any way assist the Proposer in obtaining a Contract pursuant to this RFP upon an agreement or understanding that such person, corporation or entity be paid a fee or other compensation contingent upon the award of a Contract to the Proposer.
4. The Proposer understands that the Massachusetts Conflict of Interest Law, Chapter 268A of the Massachusetts General Laws (M.G.L.), applies to the Proposer and its officers, employees, agents, subcontractors, and affiliated entities with respect to the transaction outlined in the Request for Proposals.
5. The Proposer understands that the Proposer and its officers, employees, agents, subcontractors, and affiliated entities, shall not participate in any activity which constitutes a violation of the Massachusetts Conflict of Interest Law or which creates an appearance of a violation of the Massachusetts Conflict of Interest Law.

Natick Center Associates

Name of Proposer

Address of Proposer

8 Court Street, Natick, MA 01760

Telephone Number 508.650.8848

By:

(Signature)

Arthur B. Fair, III

Printed Name

President

Printed Title

Date

4/7/2022

TOWN OF NATICK

ATTACHMENT E

CERTIFICATE OF CORPORATE PROPOSER

I, Steve Levinsky, certify that I am the Clerk of the Corporation named as Proposer in the attached Proposal Form; that Arthur B. Fair, III, who signed said Proposal on behalf of the Proposer was then President of said Corporation and was duly authorized to sign said Proposal Form; and that I know his/her signature thereto is genuine.

(Corporate Seal)

Natick Center Associates

Name of Proposer

Natick Center Associates

Address of Proposer

8 Court Street, Natick, MA 01760

Telephone Number 508.650.8848

By: 

(Signature)

Steve Levinsky

Printed Name

Clerk

Printed Title

4/11/2022

Date

This Certificate shall be completed where Proposer is a Corporation and shall be so completed by its Clerk. In the event that the Clerk is the person signing the Proposal on behalf of the Corporation, this certificate shall be completed by another officer of the Corporation.

TOWN OF NATICK

ATTACHMENT F

CERTIFICATE OF COMPLIANCE WITH M.G.L. c. 151B

The Proposer hereby certifies that it is in compliance with and shall remain in compliance with Massachusetts General Laws (M.G.L.) Chapter 151B and shall not discriminate on any prohibited basis outlined therein. The Proposer also hereby certifies that it shall comply with any and all applicable Supplier Diversity Office (SDO) thresholds that have been established in conjunction with this Request for Proposals.

Name of Proposer

Natick Center Associates

Address of Proposer

8 Court Street, Natick, MA 01760

Telephone Number 508.650.8848

By:  Pres

(Signature)

Arthur B. Fair, III

Printed Name

President

Printed Title

4/7/2022

Date

TOWN OF NATICK

ATTACHMENT G
CERTIFICATE OF NON-DEBARMENT

The Proposer hereby certifies that it is presently not debarred, suspended, or otherwise prohibited from practice by any federal, state, or local agency, and that, should any proceeding arise in which it is debarred, suspended, or otherwise prohibited from practice by any federal, state, or local agency, the Proposer shall inform the Town of Natick within one (1) business day of such debarment, suspension, or prohibition from practice.

Name of Proposer

Natick Center Associates

Address of Proposer

8 Court Street, Natick, MA 01760

Telephone Number 508.650.8848

By: _____

(Signature)

Arthur B. Fair, III

Printed Name

President

Printed Title

4/7/2022
Date

TOWN OF NATICK

**ATTACHMENT H
FORM OF CONTRACT**

(SEE ATTACHED DOCUMENT.)

Town of Natick, Massachusetts
Contract for Consulting Services for the Promotion of the Natick Center Cultural
District in the Town of Natick

This Contract is made this _____ day of _____ 2022, by and between the Town of Natick, Massachusetts, with an address of Natick Town Hall, 13 East Central Street, Natick, MA 01760, acting by the Natick Select Board (hereinafter the "Town of Natick," or "the Town") and _____, a _____ organized under the laws of _____, with a principal office located at _____. (hereinafter the "Contractor").

The words "he," "him" and "his" in this Contract, as far as they refer to the Contractor, shall so refer whether the Contractor is an individual, partnership or corporation. All prior contracts for the services outlined in Section 1, below (Scope of Services), if any exist between the Town and the Contractor, are hereby terminated and shall be of no force and effect.

1. Scope of Services

The Contractor shall provide consulting services for the promotion of the Natick Center Cultural District in the Town of Natick, as set forth in the Request for Proposals for Consulting Services for the Promotion of the Natick Center Cultural District in the Town of Natick ("RFP"), issued by the Select Board of the Town of Natick, Massachusetts, which is incorporated herein by reference.

2. Standard of Care

The Contractor shall exercise due care and diligence in the rendition of all services under this Contract in accordance with the applicable professional standards in the Eastern Massachusetts area. The Contractor's services shall be performed as expeditiously as is consistent with such standards, with professional skill and care, and with the orderly progress of the work.

3. Term

The term of this Contract shall commence as of the execution date of this Contract and shall end one year later. At the sole discretion of the Town, this Contract may be extended for one (1) or two (2) additional one (1)-year terms.

4. Incorporation of the Request for Proposals/Order of Priority of Contract Documents

The provisions of the RFP and the Contractor's Proposal are incorporated herein by reference. In the event of any conflict among the Contract Documents, the Documents shall be construed according to the following priorities:

Highest Priority:	Amendments to Contract (if any)
Second Priority:	Contract
Third Priority:	Addenda to the RFP (if any)

Town of Natick, Massachusetts
Contract for Consulting Services for the Promotion of the Natick Center Cultural
District in the Town of Natick

Fourth Priority: RFP
Fifth Priority: Contractor's Proposal.

5. Payment

In consideration for performance of the work in accordance with the requirements of this Contract, the Town shall pay the Contractor the prices stated in the Contractor's Price Proposal. (See attached Price Proposal Form.)

This Contract is a fixed price/fixed rate contract; and, therefore, miscellaneous expenditures associated with the Contractor's work on this project shall not be paid by the Town. In the event that an unforeseen miscellaneous expense is incurred, the Contractor shall receive the Town's approval in writing prior to incurring the expense if it will subsequently seek payment of said expense from the Town.

Payment shall be made to the Contractor for work completed in accordance with this Contract. All requests for payment shall be submitted to the Town as an invoice and shall specify work completed, progress made toward completing deliverables, the number of hours worked, the classification of each employee who performed work, and the billing rate for each employee who performed work on the project.

Payment will be due thirty (30) days after receipt of the Contractor's invoice by the Town for services rendered in accordance with this Contract. The Town shall not make payments in advance.

If the Town objects to all or part of any invoice, the Town shall notify the Contractor in writing within two (2) weeks of the date of receipt of the invoice, and shall pay that portion of the invoice not in dispute within thirty (30) days after the date of receipt of the invoice.

Should it be necessary for the Contractor to engage the services of a specialized contractor or companies other than those originally proposed in the Contractor's response to the Town's RFP, the Contractor shall take such measures only with the Town's prior written approval. Charges for such services shall be billed directly to the Town unless otherwise agreed upon by the parties.

Payment of the amounts due under this Contract shall release the Town of Natick, Massachusetts and its officers, employees, boards, commissions, committees, agents and representatives, from any and all claims and liability in any way relating to this Contract or anything done in pursuance thereof.

No payment by the Town to the Contractor shall be deemed to be a waiver of any right of the Town under this Contract or ratification by the Town of any breach hereof by the Contractor.

Town of Natick, Massachusetts
Contract for Consulting Services for the Promotion of the Natick Center Cultural
District in the Town of Natick

6. Warranty

DELETED – NOT APPLICABLE.

7. Compliance with Laws

The Contractor shall comply with all provisions of Federal, Massachusetts and Town of Natick law applicable to his work including, without limitation, statutes, by-laws, rules, regulations, orders and directives, as amended, and including, without limitation, the Williams-Steiger Occupational Safety and Health Act of 1970, as amended, and related regulations, as amended, in effect throughout the term of this Contract and any extension or renewal thereof. Without limitation, the Successful Proposer shall comply with the applicable provisions of Chapter 149, Section 26 to 27D of the Massachusetts General Laws (M.G.L.), as amended, and with all applicable minimum prevailing wage rates as determined by the Massachusetts Commissioner of Labor and Industries. This Contract shall be considered to include in their entirety all terms respecting workers' compensation insurance and other terms required to be included in it by Chapter 152 of the Massachusetts General Laws, as amended, as though such terms were set forth in their entirety herein.

8. Insurance

The Contractor shall provide and maintain throughout the term of the Contract and any extension or renewal thereof the following insurance with companies that are authorized and licensed in the Commonwealth of Massachusetts to issue policies for the coverages and limits so required.

- a. Workers' Compensation Insurance as required by the laws of the Commonwealth of Massachusetts and employer's liability insurance in the amount of \$1,000,000/\$1,000,000/\$1,000,000.
- b. Commercial General Liability Insurance, \$1,000,000 each occurrence and \$2,000,000 aggregate limit. Commercial General Liability insurance shall include personal injury liability, broad form property damage liability, products/completed operations liability and broad form contractual liability.
- c. Automobile Liability Insurance, covering all leased, owned, non-owned, and hired vehicles - Combined single limit of \$1,000,000.
- d. Professional Liability Insurance – DELETED/NOT APPLICABLE.
- e. Excess Liability Insurance, Umbrella Form - \$1,000,000 each occurrence and \$1,000,000 aggregate, which shall be following form, providing

Town of Natick, Massachusetts
Contract for Consulting Services for the Promotion of the Natick Center Cultural
District in the Town of Natick

coverage over commercial general liability insurance, automobile liability insurance, and employer's liability under workers' compensation insurance.

- f. The Town of Natick shall be named as an additional insured on each such policy of Commercial General Liability Insurance, Excess Liability Insurance, Umbrella Form, and Automobile Liability Insurance.
- g. All certificates and policies shall contain the following provision:

“Notwithstanding any other provision herein, should any of the above policies be cancelled or materially amended before the expiration date thereof, the issuing company will mail thirty (30) days prior written notice thereof to the named certificate holder and to the Natick Town Administrator, Natick Town Hall, 13 East Central Street, Natick, MA 01760 before such cancellation or amendment shall take place.”
- h. Certificates evidencing such insurance in five (5) copies shall be furnished to the Town at the execution of this Contract. Such certificates shall not merely name the types of policy provided, but shall specifically refer to this Contract and shall state that such insurance is as required by this Contract. The Contractor shall make no claims against the Town of Natick or its officers for any injury to any of its officers or employees or for damage to its equipment arising out of work contemplated by the Contract.
- i. The Contractor shall also be required to provide to the Town of Natick with its proof of insurance coverage endorsements or riders to the policies of commercial general liability insurance, automobile liability insurance, and excess liability insurance, umbrella form, which indicate that the Town of Natick is named as an additional insured on each such policy.
- j. No insurance shall be obtained from an insurer which:
 - (1) is not licensed to sell insurance in the Commonwealth of Massachusetts; or
 - (2) is not authorized to provide insurance as an excess or surplus lines insurer, and does not have a current Best's rating of A or better.
- k. Failure to provide and continue in force such insurance as aforesaid shall be deemed a material breach of this Contract and shall operate as an immediate termination thereof.

9. Indemnification

Town of Natick, Massachusetts
Contract for Consulting Services for the Promotion of the Natick Center Cultural
District in the Town of Natick

The Contractor shall compensate the Town of Natick for all damage to Town property of any nature arising out of the Contractor's work. To the fullest extent permitted by law, the Contractor shall indemnify, defend, and hold harmless the Town of Natick and all of its officers, employees, boards, commissions, committees, agents and representatives from and against all claims, causes of action, suits, costs, damages, and liability of any kind which arise out of the breach by the Contractor of its obligations under this Contract, or the act or omission of the Contractor, its subcontractors, or their officers, employees, agents and representatives or anyone directly or indirectly employed by them, or anyone for whose acts or omissions they may be liable, regarding the work to be performed by the Contractor under the Contract, or which arise out of the violation of any federal, Massachusetts or Town of Natick statute, by-law, rule, regulation, order or directive, or which relate to personal injury or property damage suffered by the Contractor or any of its officers or employees regarding the subject matter of this Contract. Said costs shall include, without limitation, reasonable legal costs, collections fees, and counsel fees incurred in defending any claim or suit that may be brought against the Town and any judgment that may be obtained in any such claim or suit.

10. No Personal Liability

Neither the Town of Natick, nor its officers, employees, boards, committees, commissions, agents and representatives shall be under any personal obligation or incur any personal liability by reason of this Contract, the execution thereof or anything relating thereto which arises out of the breach or violation of any provision of this Contract, or the violation of any Federal, Massachusetts or Town of Natick statute, by-law, rule, regulation, order or directive, or which relates to personal injury or property damage suffered by the Contractor or its employees, regarding the subject matter of this Contract.

11. Familiarity with Area of Work

By signing this Contract, the Contractor acknowledges that it has examined the area of work which is the subject matter of this Contract and that it is familiar with all sites which are the subject of this Contract and with all conditions of the RFP and of this Contract. The Contractor has entered into this Contract in reliance on its own examinations and estimates as to the amount and character of its work, and conditions which may be encountered in the performance thereof, and shall assume all risks and bear all losses pertaining thereto.

12. Performance Bond

DELETED – NOT APPLICABLE.

13. Labor and Materials Payment Bond

Town of Natick, Massachusetts
Contract for Consulting Services for the Promotion of the Natick Center Cultural
District in the Town of Natick

DELETED – NOT APPLICABLE.

14. Independent Contractor Status

The Contractor shall provide services under this Contract as an independent contractor with the Town of Natick and not as an employee of the Town of Natick. No employee, agent or representative of the Contractor shall be entitled to receive any benefits of employment with the Town of Natick, including, without limitation, salary, overtime, vacation pay, holiday pay, sick leave, health insurance, life insurance, pension or deferred compensation.

15. Use of Alcohol and Controlled and/or Mood Altering Substances Prohibited

The Contractor hereby acknowledges that the use of alcoholic beverages, narcotics, and controlled and/or mood altering substances, except for current valid, legal prescriptions, by any officer, employee, agent, or representative of the Contractor is prohibited on Town of Natick property which is the subject matter of this Contract and during all hours of work under this Contract. If any officer, employee, agent, or representative of the Contractor violates the foregoing provision, the Town of Natick shall have the right to order that such officer, employee, agent, or representative of the Contractor shall not be permitted to return to work on this Contract. Under such circumstances, the Contractor shall promptly remove the subject officer, employee, agent, or representative from the job site and shall not permit the subject officer, employee, agent, or representative to perform further work in conjunction with this Contract.

16. No Smoking

Pursuant to Massachusetts General Laws (M.G.L.) c. 270, §22, the Commonwealth of Massachusetts Smokefree Workplace Law, the Contractor, its officers, employees, agents, and representatives are prohibited from smoking tobacco products, or any non-tobacco products designed to be combusted or inhaled, in any public building in the Town of Natick.

17. Criminal Background Screening

For each employee of the Contractor who is performing services under this Contract, the Contractor shall, subject to its confidentiality and privacy obligations owing to its employees and third parties, provide a written confirmation to the Town that such employee passed the Contractor's pre-employment criminal background screen. In the event that any employee refuses to permit the Contractor to provide such information to the Town, the Contractor shall not assign such employee to perform services for the Town, and such employee shall not be authorized to perform services for the Town. The Town

Town of Natick, Massachusetts
Contract for Consulting Services for the Promotion of the Natick Center Cultural
District in the Town of Natick

shall be permitted to keep such information in its files.

18. *Delays/Force Majeure*

Except as specifically set forth in this Contract, neither party shall hold the other responsible or liable for damages or delays in performance caused by acts of God, interruptions in the availability of labor, or other events beyond the control of the other party, or that could not have been reasonably foreseen or prevented. For this purpose, such acts or events shall include unusually severe weather affecting performance of services, floods, epidemics, wars, riots, strikes, lockouts, or other industrial disturbances, protest demonstrations, and project site conditions which could not have been reasonably anticipated. Should such acts or events occur, both parties shall use their best efforts to overcome the difficulties arising and to resume as soon as reasonably possible the normal pursuit of the services for the Project.

19. *Termination*

- a. If the Contractor shall breach any provision of this Contract, which breach is not cured within twenty-one (21) days of written notice thereof from the Town to the Contractor, the Town shall have the right to terminate this Contract upon written notice to the Contractor.
- b. If any assignment shall be made by the Contractor or by any guarantor of the Contractor for the benefit of creditors, or if a petition is filed by the Contractor or by any guarantor of the Contractor for adjudication as a bankrupt, or for reorganization or an arrangement under any provision of the Bankruptcy Act as then in force and effect, or if an involuntary petition under any of the provisions of the Bankruptcy Act is filed against the Contractor and such involuntary petition is not discharged within ninety (90) days thereafter, in any event the Town may terminate this Contract upon written notice to the Contractor.
- c. The award of this Contract and the continued operation of this Contract are contingent upon appropriation by Natick Town Meeting of sufficient money to fund the Contract. Should Natick Town Meeting fail to appropriate necessary funds therefore, the Town of Natick shall no longer be under any obligation to tender performance, including payment, under the terms of this Contract. In that event the Town may terminate this Contract upon written notice to the Contractor.
- d. The Town may terminate this Contract upon written notice to the Contractor if a source of money to fund the Contract is lost during the Contract term. In the alternative, the parties may agree in writing to amend the Contract to provide for a Contract price which represents a reduced appropriation for

Town of Natick, Massachusetts
Contract for Consulting Services for the Promotion of the Natick Center Cultural
District in the Town of Natick

the Contract term.

- e. The Town may also terminate this Contract for convenience upon thirty (30) days' written notice to the Contractor.

In the event of termination, the Contractor shall be entitled to be paid for services rendered in accordance with this Contract prior to termination.

In the event that this Contract is terminated pursuant to Section 19a. or 19b. above, the Town may make any reasonable purchase or contract to purchase services in substitution for services due from the Contractor and may deduct the cost of any substitute contract, or damages sustained by the Town due to non-performance or non-conformance of services, together with incidental and consequential damages from the Contract price, and shall withhold such damages from sums due or sums which become due.

20. Notices

Except as otherwise provided in this Contract, all notices required or permitted to be given hereunder shall be in writing and shall be delivered by certified mail or registered mail, return receipt requested, to the parties at the following address or such other address or addresses as to which a party shall have notified the other party in accordance with this Section.

If to the Town: James Errickson, Town Administrator
 Natick Town Hall
 13 East Central Street
 Natick, MA 01760

With copies to: Karis L. North, Esq.
 Office of the Town Counsel
 Murphy, Hesse, Toomey & Lehan, LLP
 300 Crown Colony Drive, Suite 410
 Quincy, MA 02169

If to the Contractor:

Town of Natick, Massachusetts
Contract for Consulting Services for the Promotion of the Natick Center Cultural
District in the Town of Natick

21. Miscellaneous Provisions

- a. Any action at law or suit in equity instituted by the Contractor as a result of the performance, non-performance or alleged breach of this Contract shall be filed in the Superior Court of the Commonwealth of Massachusetts for Middlesex County, MA, and in no other court or jurisdiction.
- b. No action or failure to act by the Town shall constitute a waiver of a right or duty afforded to the Town under the Contract, nor shall such action or failure to act constitute approval of or acquiescence in a breach thereunder, except as may be specifically agreed in writing. No forbearance or indulgence in any form or manner by the Town shall be construed as a waiver or in any way limit the legal or equitable remedies available to the Town. No waiver by the Town of any default or breach by the Contractor shall constitute a waiver of any subsequent default or breach.
- c. If the Contractor discovers or is informed of any discrepancy or inconsistency in the Contract Documents in relation to any law, statute, ordinance, by-law, decree, code, rule, regulation, or order, the Contractor shall promptly, before commencing services under this Contract, report the same to the Town in writing.
- d. The Contractor acknowledges that it has not been influenced to enter into this Contract, nor has the Contractor relied upon any warranties or representations not set forth in this instrument.
- e. The Contractor shall maintain the confidentiality of information designated by the Town as confidential, unless withholding such information would violate the law or create a risk of significant harm to the public, or unless the Contractor has been required to release such information by final judgment or order of a court of competent jurisdiction, or unless the Town has expressly waived such confidentiality in advance in writing.
- f. The Contractor shall not represent or purport to represent that it speaks for the Town vis-à-vis the media or the public at-large without the Town's express, written consent in advance.
- g. Prior to commencing services under this Contract, the Contractor shall furnish the Town, in writing, the names, addresses and telephone numbers of not fewer than two (2) principal employees of his business who are to be contacted in the event of an after-hours emergency.
- h. By entering into this Contract, the Contractor certifies under penalties of perjury that its Proposal was made and submitted in good faith and without

