

BOARD OF SELECTMEN
Edward H. Dlott Meeting Room
AGENDA
July 9, 2018
5:00 PM

AGENDA REVISED 7/6/2018 at 12:55 PM --- Open Session Starts at 7:15 PM

EXECUTIVE SESSION

Purpose 6-To discuss the purchase, exchange, lease or value of real property where discussion in open session may have a detrimental effect on the Town's negotiating position

- a. Sawin House
- b. Mechanic Street
- c. 22 Pleasant Street
- d. Winona Farm

Purpose 3-To discuss strategy with respect to litigation where discussion in open session could be detrimental to the Town's position

- a. JLMC-15-4932
- b. Further response to E.L. Harvey demand letter
- c. Massachusetts Opioid Litigation Attorneys (MOLA)

ANNOUNCEMENTS

1. 2018 Spirit of Massachusetts Association of Women in Law Enforcement Award: Lt. Cara Rossi

WHAT'S NEW

CITIZEN'S CONCERNS

REQUESTED ACTION

2. Public Hearing: Application for a Change in Beneficial Interest-DDH Hotel Natick Speen, LLC d/b/a Hampton Inn
3. Public Hearing: Application for a Change in Beneficial Interest-DDH Hotel Natick Worcester, LLC d/b/a Crowne Plaza
4. The Beer Mobile, Inc. (in Conjunction with Barleycorn's): Request for a 1-Day Liquor License for Natick Nights, 7/19/18, 4-8 PM, Parking Lot at 21 Summer Street
5. Appointments to the Community Services Advisory Committee-Terms Expire 6/30/2021
 - a. Kelsey Hampton

- b. Rachele Manning
- 6. Request to Occupy a Public Way: Bryan Blackerby, R. Zoppo Corporation
- 7. Police Chief
 - a. Appointment of Reserve Officers
 - b. Safety Committee Recommendations
- 8. Sustainability Coordinator
 - a. Municipal Vulnerability Program Update and Action Grants
 - b. Accept Donation from St. Paul's Church
 - c. Letter to Legislature RE: Solar Demand Charges

BOARD OF SELECTMEN UPDATES

- 9. Walker Consultants: Parking Garage Study Update
- 10. Town Administrator: Fiscal Year 2019 Tax Bills

DISCUSSION AND DECISION

- 11. Director of Community & Economic Development: Cochrane Rail Trail Project
 - a. Vote to accept and sign grants of permanent and temporary easements; vote to pay appraised value for certain grants of permanent and temporary easements; vote to accept and allow the Chair of the Board of Selectmen to sign Certificates of Donation for certain grants of easements; vote to sign orders of taking; vote to accept and sign quitclaim deed; for the properties located at:
 - 341/342 Speen Street/HD Development of MD
 - 82 North Main Street/MCREF Natick Development LLC
 - b. Vote to authorize the Chair of the Board of Selectmen or her designee to sign Traffic Control Agreement; property acquisition affidavits.
- 12. Administrative Approval of Various Licenses and Permits

CONSENT AGENDA

- 13. Weekly Warrant Reviews: 6/26/18, 6/30/18, 7/1/18, 7/3/18
- 14. Accept Donation From Eastern Bank to Recreation & Parks Department
- 15. Approve Natick Center Cultural District Request to Paint Electrical Box
- 16. Approve Request for Exemption from Town Bylaws Chapter 41, Section 4: Michael Fitzpatrick - Tutor/Mentor ASAP / Beach Attendant Rec & Parks

TOWN ADMINISTRATOR NOTES

SELECTMEN'S CONCERNS

CORRESPONDENCE

Correspondence 7/9/18

ITEM TITLE: 2018 Spirit of Massachusetts Association of Women in Law Enforcement
Award: Lt. Cara Rossi

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Announcement of Award	6/7/2018	Cover Memo

Fwd: Congratulations to the 2018 Spirit of MAWLE Award & Special Recognition Winners

6 messages

James Hicks <hicks@natickpolice.com>

Thu, Jun 7, 2018 at 12:43 PM

To: Amy Mistrot <amistrot@natickma.org>, Jonathan Freedman <jfreedman@natickma.org>, Michael Hickey <mhickey@natickma.org>, Rick Jennett <rjennett@rpjassociates.com>, Sue Salamoff <ssalamoff@natickma.org>
Cc: Melissa Malone <mmalone@natickma.org>, Patricia O'Neil <poneil@natickma.org>

FYI

----- Forwarded message -----

From: **Massachusetts Association of Women in Law Enforcement** <president@mawle.org>

Date: Wed, Jun 6, 2018 at 1:20 PM

Subject: Congratulations to the 2018 Spirit of MAWLE Award & Special Recognition Winners

To: hicks@natickpolice.com



Congratulations to the 2018 Spirit of MAWLE Award & Special Recognition Winners



Congratulations to the 2018 6th Annual Spirit of MAWLE Award & Special Recognition Winners.

Looking forward to seeing you all at Larz Anderson Auto Museum, Larz Anderson Park, [15 Newton Street, Brookline, MA](#) to be honored for all the great work you do as women in Law Enforcement!!!

Leadership

Officer Kerry Kilroy
Foxborough Police Department

Excellence in Performance

Detective Julie McDonnell
Brookline Police Department

Mentoring

Lieutenant Cara Rossi
Natick Police Department

Civilian Achievement

Crime Analyst Kathryn Finnegan
Massachusetts Bay Transportation Authority Police Department

Courage

Officer Katelyn Murphy
Malden Police Department

Officer Noelle Bowie-Pierce
Malden Police Department

Community Service

Officer Dana Nye
Massachusetts Bay Transportation Authority Police Department

Special Recognition Award Winners

Detective Regina Coppa
Northeastern University Police Department

Officer Kerline Desire
Boston Police Department

Officer Leoutrah Tabb
Boston Police Department (E-5)

Sergeant Jennifer Ellis
Barnstable Police Department

Sergeant Kelly Aylward
Lynn Police Department

Officer Jennifer Almonte
Lynn Police Department

K-9 Officer Lisa Delaney
Massachusetts Bay Transportation Authority Police Department

Officer Shannon McCarron
Massachusetts Bay Transportation Authority Police Department

Detective Ciara Maguire
Holliston Police Department

Detective Sergeant Kelly O'Connell
Boston Police Department

Senior Intelligence Analyst Jennifer Gillis
Boston Police Department

Senior Intelligence Analyst Elizabeth Campbell
Boston Police Department

Sergeant Deborah Batista
Middleboro Police Department

Sergeant Lisa Cote-Barthelmess
Massachusetts State Police Department

Sergeant Maureen Wesinger-Lewis
Massachusetts State Police Department

Officer Nicole Grant
Boston Police Department

Lieutenant Kristin Daley
Belmont Police Department

Officer Michele Nowak (Posthumously)
Middleton Police Department

MPTC Plymouth Regional Police Academy
Academy Director Eileen Goodrick
Program Coordinator Joanne Heres
Program Coordination II Alison Taylor

Thank you all for all you do.
Sincerely,

Deidre Noyes
President
Massachusetts Association of Women in Law Enforcement
www.mawle.org

ITEM TITLE: Public Hearing: Application for a Change in Beneficial Interest-DDH Hotel
Natick Speen, LLC d/b/a Hampton Inn

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Public Hearing Notice	6/28/2018	Cover Memo
Application	6/28/2018	Cover Memo

TOWN OF NATICK

PUBLIC HEARING NOTICE

The Board of Selectmen will hold and conduct a public hearing on Monday, July 9, 2018 at 7:00 p.m., Edward H. Dlott Meeting Room of Natick Town Hall, 13 East Central Street, upon the application for the transfer of beneficial interest of the S12 Hotel All Alcohol license held by DDH Hotel Natick Speen, LLC d/b/a Hampton Inn located at 319 Speen Street

All persons interested in this application may appear and be heard at the time and place mentioned above.

Michael J. Hickey, Jr. Clerk

Your Payment Has Been Approved

Customer Name DDH Hotel Natick Speen LLC

License Type Retail License Filing Fee

Method Of Payment Checking

Bank Account Number ****4735

Your Confirmation Number Is 096004.

Exit	Make Another Payment	Print
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Payment Confirmation**Customer Name** DDH Hotel Natick Speen LLC**License Type** Retail License Filing Fee**Current Payment**

Payment Amount	\$200.00
Bank Account Number	****4735
Bank Account Type	Business
Bank Routing Number	121000248
Bank Name	WELLS FARGO BANK, NA
Name On Account	DDH Hotel Natick Speen LLC
E-Mail Address	kshisler@distinctivehospitalitygroup.com

I have authorized Commonwealth ABCC to initiate the entry to my account. I have an agreement with Commonwealth ABCC under which I agreed to be bound by the NACHA Rules. This is a similarly authenticated authorization that satisfies compliance with the Electronic Signatures in the Global and National Commerce Act (15 USC 7001 et seq), which defines electronic records (as contracts or other records created, generates, sent, communicated, received, or stored by electronic means) and electronic signatures. Electronic signatures include, but are not limited to, digital signatures and security codes. I understand I can revoke the authorization by notifying Commonwealth ABCC within 60 days. I have signature authority to this account or have been authorized by an individual who has signature authority to this account to authorize this entry.

☐ I have read and accept the above terms and conditions

Please press Accept to charge your account, and to receive a confirmation number.

Back To Step 1	Change	Accept	Print	Exit
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March 26, 2018

Town of Natick
Licensing Department
Natick Town Offices
13 East Central Street
Natick, MA 01760

RE: Change of Beneficial Interest/Liquor License (DDH Hotel Natick Speen, LLC)

To Whom It May Concern:

Enclosed please find our amendment application for change in beneficial interest for our liquor license for the above-referenced property. The town's \$100.00 fee is also enclosed.

If you have any questions, please do not hesitate to call me at telephone number 508-903-1527.

Kindest regards,

A handwritten signature in cursive script, appearing to read 'Katy Shisler', is written over a horizontal line.

Katy Shisler
Director of Administration, Distinctive Hospitality Group



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street
Boston, MA 02114
www.mass.gov/abcc

**AMENDMENT APPLICATION FOR A CHANGE OF BENEFICIAL INTEREST,
CHANGE IN OFFICERS or DIRECTORS FOR NOT-FOR-PROFIT CLUBS, OR
TRANSFER/ISSUANCE OF STOCK**

The following documentation is required as a part of your retail license amendment application.

ABCC investigators reserve the right to request additional documents as a part of their investigation.

- ☒ Monetary Transmittal Form with \$200 fee
You can PAY ONLINE or include a \$200 check made out to the ABCC
- ☒ Change of Beneficial Interest Amendment Application (this packet)
- ☒ Beneficial Interest - Individual Form (formerly known as the Personal Information Form)
For any individual with direct or indirect interest in the proposed licensee
- ☒ Beneficial Interest - Organization Form
For any organization with direct or indirect interest in the proposed licensee
- ☒ CORI Authorization Form
For any individual with direct or indirect interest in the proposed licensee. This form must be notarized with a stamp*
- ☒ Vote of the Corporate Board
A corporate vote changing the beneficial interest holders, signed by an authorized signatory for the licensed entity
- ☒ ~~N/A~~ Business Structure Documents
If Proposed Licensee is applying as:
 - A Corporation or LLC - **Articles of Organization** from the Secretary of the Commonwealth
 - A Partnership - **Partnership Agreement**
 - Sole Proprietor - **Business Certificate**
- ☒ ~~N/A~~ Supporting Financial Documents
Documentation supporting any loans or financing, if applicable
- ☒ Additional Documents Required by the Local Licensing Authority **\$ 100 Fee**

*Officers/Directors of non-profit clubs with no ownership do not need to fill out CORI applications



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street
Boston, MA 02114
www.mass.gov/abcc

Print Form

**RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
MONETARY TRANSMITTAL FORM**

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL
LICENSING AUTHORITY.

ECRT CODE: RETA

CHECK PAYABLE TO ABCC OR COMMONWEALTH OF MA: \$200.00

(CHECK MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL)

CHECK NUMBER

IF USED EPAY, CONFIRMATION NUMBER

A.B.C.C. LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

00001-HT-0768

LICENSEE NAME

DDH HOTEL NATICK SPEEN LLC

ADDRESS

319 SPEEN STREET

CITY/TOWN

NATICK

STATE

MA

ZIP CODE

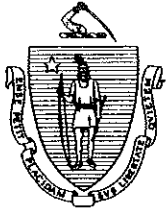
01760

TRANSACTION TYPE (Please check all relevant transactions):

- | | | | |
|--|---|---|---|
| <input type="checkbox"/> Alteration of Licensed Premises | <input type="checkbox"/> Cordials/Liqueurs Permit | <input type="checkbox"/> New Officer/Director | <input type="checkbox"/> Transfer of License |
| <input type="checkbox"/> Change Corporate Name | <input type="checkbox"/> Issuance of Stock | <input type="checkbox"/> New Stockholder | <input type="checkbox"/> Transfer of Stock |
| <input type="checkbox"/> Change of License Type | <input type="checkbox"/> Management/Operating Agreement | <input type="checkbox"/> Pledge of Stock | <input type="checkbox"/> Wine & Malt to All Alcohol |
| <input type="checkbox"/> Change of Location | <input type="checkbox"/> More than (3) \$15 | <input type="checkbox"/> Pledge of License | <input type="checkbox"/> 6-Day to 7-Day License |
| <input type="checkbox"/> Change of Manager | <input type="checkbox"/> New License | <input type="checkbox"/> Seasonal to Annual | |
| <input checked="" type="checkbox"/> Other <input type="text" value="Change in Beneficial Interest"/> | | | |

THE LOCAL LICENSING AUTHORITY MUST MAIL THIS TRANSMITTAL FORM ALONG WITH THE
CHECK, COMPLETED APPLICATION, AND SUPPORTING DOCUMENTS TO:

**ALCOHOLIC BEVERAGES CONTROL COMMISSION
239 CAUSEWAY STREET
BOSTON, MA 02241-3396**



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street
Boston, MA 02114
www.mass.gov/abcc

**AMENDMENT APPLICATION FOR A CHANGE OF BENEFICIAL INTEREST OR
TRANSFER/ISSUANCE OF STOCK**

Please complete this entire application, leaving no fields blank. If field does not apply to your situation, please write N/A.

1. NAME OF LICENSEE (Business Contact)

DDH HOTEL NATICK SPEEN LLC

ABCC License Number

00001-HT-0768

City/Town of Licensee

NATICK

2. APPLICATION CONTACT

The application contact is required and is the person who will be contacted with any questions regarding this application.

First Name: KATHLEEN

Middle: V

Last Name: SHISLER

Title: Authorized Representative

Primary Phone: 508-903-1527

Email: kshisler@distinctivehospitalitygroup.com

3. BUSINESS CONTACT

Please complete this section ONLY if there are changes to the Licensee phone number, business address (corporate headquarters), or mailing address.

Entity Name:

Primary Phone:

Fax Number:

Alternative Phone:

Email:

Business Address (Corporate Headquarters)

Street Number:

Street Name:

City/Town:

State:

Zip Code:

Country:

Mailing Address

☐ Check here if your Mailing Address is the same as your Business Address

Street Number:

Street Name:

City/Town:

State:

Zip Code:

Country:

**AMENDMENT APPLICATION FOR A CHANGE OF BENEFICIAL INTEREST OR
TRANSFER/ISSUANCE OF STOCK**

4. CURRENT OWNERSHIP (Before Change in Beneficial Interest)

Please list all individuals or entities with a direct or indirect, beneficial or financial interest in this license. This pertains to the current licensee (before change in beneficial interest occurs).

Name	Title / Position	% Owned	Other Beneficial Interest
Henry Duques	Member <input type="checkbox"/>	50%	
Louis R. Carrier	Member <input type="checkbox"/>	16.0%	
Mark Carrier	Member <input type="checkbox"/>	16.0%	
David Hart	Member <input type="checkbox"/>	10.5%	
David Shamoian	Member <input type="checkbox"/>	7.5%	
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		

PROPOSED OWNERSHIP (After Change in Beneficial Interest)

Please list all individuals or entities with a direct or indirect, beneficial or financial interest in this license.

An individual or entity has a direct beneficial interest in a license when the individual or entity owns or controls any part of the license. For example, if John Smith owns Smith LLC, a licensee, John Smith has a direct beneficial interest in the license.

An individual or entity has an indirect beneficial interest if the individual or entity has 1) any ownership interest in the license through an intermediary, no matter how removed from direct ownership, 2) any form of control over part of a license no matter how attenuated, or 3) otherwise benefits in any way from the license's operation. For Example, Jane Doe owns Doe Holding Company Inc., which is a shareholder of Doe LLC, the license holder. Jane Doe has an indirect interest in the license.

A. All individuals listed below are required to complete a Beneficial Interest Contact - Individual form.

B. All entities listed below are required to complete a Beneficial Interest Contact - Organization form.

C. Any individual with any ownership in this license and/or the proposed manager of record must complete a CORI Release Form.

Name	Title / Position	% Owned	Other Beneficial Interest
Henry Duques	Member <input type="checkbox"/>	50%	
Louis Carrier	Member <input type="checkbox"/>	18.823%	
Mark Carrier	Member <input type="checkbox"/>	18.823%	
David Hart	Member <input type="checkbox"/>	12.353%	
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		

ADDITIONAL SPACE

The following space is for any additional information you wish to supply or to clarify an answer you supplied in the application.

If referencing the application, please be sure to include the number of the question to which you are referring.

This application is being filed due to the removal of David Shamoian as a member of D2C2, LLC due to Mr. Shamoian's retirement. David Shamoian is being removed and his interest is being redistributed among the existing members of D2C2, LLC and no other member will replace him. There are no other changes to the corporate structure of DDH Hotel Natick Speen, LLC .
Further, no funds were exchanged in connection with this application.

APPLICANT'S STATEMENT

I, Louis R. Carrier the: ☐ sole proprietor; ☒ partner; ☐ corporate principal; ☒ LLC/LLP member
Authorized Signatory

of DDH Hotel Natick Speen, LLC, hereby submit this application for Change in Beneficial Interest
Name of the Entity/Corporation Transaction(s) you are applying for

(hereinafter the "Application"), to the local licensing authority (the "LLA") and the Alcoholic Beverages Control Commission (the "ABCC" and together with the LLA collectively the "Licensing Authorities") for approval.

I do hereby declare under the pains and penalties of perjury that I have personal knowledge of the information submitted in the Application, and as such affirm that all statement and representations therein are true to the best of my knowledge and belief. I further submit the following to be true and accurate:

- (1) I understand that each representation in this Application is material to the Licensing Authorities' decision on the Application and that the Licensing Authorities will rely on each and every answer in the Application and accompanying documents in reaching its decision;
- (2) I state that the location and description of the proposed licensed premises does not violate any requirement of the ABCC or other state law or local ordinances;
- (3) I understand that while the Application is pending, I must notify the Licensing Authorities of any change in the information submitted therein. I understand that failure to give such notice to the Licensing Authorities may result in disapproval of the Application;
- (4) I understand that upon approval of the Application, I must notify the Licensing Authorities of any change in the Application information as approved by the Licensing Authorities. I understand that failure to give such notice to the Licensing Authorities may result in sanctions including revocation of any license for which this Application is submitted;
- (5) I understand that the licensee will be bound by the statements and representations made in the Application, including, but not limited to the identity of persons with an ownership or financial interest in the license;
- (6) I understand that all statements and representations made become conditions of the license;
- (7) I understand that any physical alterations to or changes to the size of, the area used for the sale, delivery, storage, or consumption of alcoholic beverages, must be reported to the Licensing Authorities and may require the prior approval of the Licensing Authorities;
- (8) I understand that the licensee's failure to operate the licensed premises in accordance with the statements and representations made in the Application may result in sanctions, including the revocation of any license for which the Application was submitted; and
- (9) I understand that any false statement or misrepresentation will constitute cause for disapproval of the Application or sanctions including revocation of any license for which this Application is submitted.

Signature: Lou Carrier

Date: 3-5-2018

Title: President

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (Formerly known as a Personal Information Form)

Please complete a Beneficial Interest - Individual sheet for all individual(s) who have a direct or indirect beneficial interest, with or without ownership, in this license. This includes people with a financial interest and people without financial interest (i.e. board of directors for not-for-profit clubs). All individuals with direct or indirect financial interest must also submit a CORI Authorization Form.

An Individual with direct beneficial interest is defined as someone who has interest directly in the proposed licensee. For example, if ABC Inc is the proposed licensee, all individuals with interest in ABC Inc are considered to have direct beneficial interest in ABC Inc (the proposed licensee).

An individual with indirect beneficial interest is defined as someone who has ownership in a parent level company of the proposed licensee. For example, if ABC Inc is the proposed licensee and is 100% owned by XYZ Inc, all individuals with interest in XYZ Inc are considered to have an indirect beneficial interest in ABC Inc (the proposed licensee).

Salutation	Mr.	First Name	Henry	Middle Name	Clinton	Last Name	Duques	Suffix	
Title:	Owner		Social Security Number		[REDACTED]		Date of Birth		06-16-43
Primary Phone:	720-883-6721		Email:		ric_duques@yahoo.com				
Mobile Phone:	(941) 266-7005		Fax Number						
Alternative Phone:									

Business Address

Street Number:	1300	Street Name:	Ben Franklin Drive, PH 1208
City/Town:	Sarasota	State:	FL
Zip Code:	32436	Country:	

Mailing Address

☐ Check here if your Mailing Address is the same as your Business Address

Street Number:	785	Street Name:	5th Avenue, The Pierre, Apartment 3304
City/Town:	New York	State:	NY
Zip Code:	10065	Country:	

Types of Interest (select all that apply)

<input type="checkbox"/> Contractual	<input type="checkbox"/> Director	<input type="checkbox"/> Landlord	<input checked="" type="checkbox"/> LLC Manager
<input type="checkbox"/> LLC Member	<input type="checkbox"/> Management Agreement	<input type="checkbox"/> Officer	
<input checked="" type="checkbox"/> Partner	<input type="checkbox"/> Revenue Sharing	<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Stockholder
			<input type="checkbox"/> Other

Citizenship / Residency Information

Are you a U.S. Citizen?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Are you a Massachusetts Resident?	<input type="radio"/> Yes <input checked="" type="radio"/> No
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Criminal History

Have you ever been convicted of a state, federal, or military crime?	<input type="radio"/> Yes <input checked="" type="radio"/> No	If yes, please provide an affidavit explaining the charges.
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ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (continued)

Ownership / Interest

Using the definition above, do you hold a direct ☐ Direct ☒ Indirect or indirect interest in the proposed licensee?

If you hold a direct beneficial interest in the proposed licensee, please list the % of interest you hold.

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table below.

Ownership / Interest

If you hold an indirect interest in the proposed licensee, please list the organization(s) you hold a direct interest in which, in turn, hold a direct or indirect interest in the proposed licensee. These generally include parent companies, holding companies, trusts, etc. A Beneficial Interest - Organization Form will need to be completed for each entity listed below.

Name of Beneficial Interest - Organization	FEIN
N/A	

Other Beneficial Interest

List any indirect or indirect beneficial or financial interest you have in any other Massachusetts Alcoholic Beverages License(s).

Name of License	Type of License	License Number	Premises Address
DDH Hotel Natick Speen, LLC	\$12 On Premises	00001-HT-0768	319 Speen Street, Natick, MA 01760
DDH Hotel Natick Worcester, LLC	\$12 On Premises	00012-HT-0768	1360 Worcester Road, Natick, MA 01760
DDH Hotel Somerville, LLC	\$12 On Premises	00072-HT1130	30 Washington Street, Somerville, MA 02143

Familial Beneficial Interest

Does any member of your immediate family have ownership interest in any other Massachusetts Alcoholic Beverages Licenses? Immediate family includes parents, siblings, spouse and spouse's parents. Please list below.

Relationship to You	ABCC License Number	Type of Interest (choose primary function)	Percentage of Interest
N/A			

Prior Disciplinary Action

Have you ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action? If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
	N/A			

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (Formerly known as a Personal Information Form)

Please complete a Beneficial Interest - Individual sheet for all individual(s) who have a direct or indirect beneficial interest, with or without ownership, in this license. This includes people with a financial interest and people without financial interest (i.e. board of directors for not-for-profit clubs). All individuals with direct or indirect financial interest must also submit a CORI Authorization Form.

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An individual with indirect beneficial interest is defined as someone who has ownership in a parent level company of the proposed licensee. For example, if ABC Inc is the proposed licensee and is 100% owned by XYZ Inc, all individuals with interest in XYZ Inc are considered to have an indirect beneficial interest in ABC Inc (the proposed licensee).

Salutation	<input type="text" value="Mr."/>	First Name	<input type="text" value="Louis"/>	Middle Name	<input type="text" value="Raymond"/>	Last Name	<input type="text" value="Carrier"/>	Suffix	<input type="text"/>
Title:	<input type="text" value="Owner"/>		Social Security Number	<input type="text" value="[REDACTED]"/>		Date of Birth	<input type="text" value="06-05-64"/>		
Primary Phone:	<input type="text" value="508-903-1533"/>		Email:	<input type="text" value="lou@distinctivehospitalitygroup.com"/>					
Mobile Phone:	<input type="text" value="(702) 236-2228"/>		Fax Number	<input type="text"/>					
Alternative Phone:	<input type="text"/>								

Business Address

Street Number:	<input type="text" value="319"/>	Street Name:	<input type="text" value="Speen Street"/>
City/Town:	<input type="text" value="Natick"/>	State:	<input type="text" value="MA"/>
Zip Code:	<input type="text" value="01760"/>	Country:	<input type="text"/>

Mailing Address

☐ Check here if your Mailing Address is the same as your Business Address

Street Number:	<input type="text" value="14"/>	Street Name:	<input type="text" value="Oak Street"/>
City/Town:	<input type="text" value="Hopkinton"/>	State:	<input type="text" value="MA"/>
Zip Code:	<input type="text" value="01748"/>	Country:	<input type="text"/>

Types of Interest (select all that apply)

<input type="checkbox"/> Contractual	<input type="checkbox"/> Director	<input type="checkbox"/> Landlord	<input checked="" type="checkbox"/> LLC Manager
<input type="checkbox"/> LLC Member	<input type="checkbox"/> Management Agreement	<input type="checkbox"/> Officer	
<input checked="" type="checkbox"/> Partner	<input type="checkbox"/> Revenue Sharing	<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Stockholder
			<input type="checkbox"/> Other

Citizenship / Residency Information

Are you a U.S. Citizen?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Are you a Massachusetts Resident?	<input type="radio"/> Yes <input checked="" type="radio"/> No
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Criminal History

Have you ever been convicted of a state, federal, or military crime?	<input type="radio"/> Yes <input checked="" type="radio"/> No	If yes, please provide an affidavit explaining the charges.
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ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (continued)

Ownership / Interest

Using the definition above, do you hold a direct ☐ Direct ☒ Indirect or indirect interest in the proposed licensee?

If you hold a direct beneficial interest in the proposed licensee, please list the % of interest you hold.

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table below.

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Name of Beneficial Interest - Organization	FEIN
N/A	

Other Beneficial Interest

List any indirect or indirect beneficial or financial interest you have in any other Massachusetts Alcoholic Beverages License(s).

Name of License	Type of License	License Number	Premises Address
DDH Hotel Natick Speen, LLC	\$12 On Premises	00001-HT-0768	319 Speen Street, Natick, MA 01760
DDH Hotel Natick Worcester, LLC	\$12 On Premises	00012-HT-0768	1360 Worcester Road, Natick, MA 01760
DDH Hotel Somerville, LLC	\$12 On Premises	00072-HT1130	30 Washington Street, Somerville, MA 02143

Familial Beneficial Interest

Does any member of your immediate family have ownership interest in any other Massachusetts Alcoholic Beverages Licenses? Immediate family includes parents, siblings, spouse and spouse's parents. Please list below.

Relationship to You	ABCC License Number	Type of Interest (choose primary function)	Percentage of Interest
N/A			

Prior Disciplinary Action

Have you ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action? If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
	N/A			

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (Formerly known as a Personal Information Form)

Please complete a Beneficial Interest - Individual sheet for all individual(s) who have a direct or indirect beneficial interest, with or without ownership, in this license. This includes people with a financial interest and people without financial interest (i.e. board of directors for not-for-profit clubs). All individuals with direct or indirect financial interest must also submit a COR Authorization Form.

An individual with direct beneficial interest is defined as someone who has interest directly in the proposed licensee. For example, if ABC Inc is the proposed licensee, all individuals with interest in ABC Inc are considered to have direct beneficial interest in ABC Inc (the proposed licensee).

An individual with indirect beneficial interest is defined as someone who has ownership in a parent level company of the proposed licensee. For example, if ABC Inc is the proposed licensee and is 100% owned by XYZ Inc, all individuals with interest in XYZ Inc are considered to have an indirect beneficial interest in ABC Inc (the proposed licensee).

Salutation	Mr.	First Name	Mark	Middle Name	George	Last Name	Carrier	Suffix	
Title:	Owner		Social Security Number				Date of Birth		09-09-58
Primary Phone:	3019866075		Email:		mcarrier@distinctivehospitalitygroup.com				
Mobile Phone:	2403758251		Fax Number		3019866066				
Alternative Phone:									

Business Address

Street Number:	7501	Street Name:	Wisconsin Avenue
City/Town:	Bethesda	State:	MD
Zip Code:	20814	Country:	

Mailing Address

☐ Check here if your Mailing Address is the same as your Business Address

Street Number:	12116	Street Name:	KINSLEY PLACE
City/Town:	RESTON	State:	VA
Zip Code:	20190	Country:	

Types of Interest (select all that apply)

<input type="checkbox"/> Contractual	<input type="checkbox"/> Director	<input type="checkbox"/> Landlord	<input checked="" type="checkbox"/> LLC Manager
<input type="checkbox"/> LLC Member	<input type="checkbox"/> Management Agreement	<input type="checkbox"/> Officer	
<input checked="" type="checkbox"/> Partner	<input type="checkbox"/> Revenue Sharing	<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Stockholder
<input type="checkbox"/> Other			

Citizenship / Residency Information

Are you a U.S. Citizen? ☒ Yes ☐ No Are you a Massachusetts Resident? ☐ Yes ☒ No

Criminal History

Have you ever been convicted of a state, federal, or military crime? ☐ Yes ☒ No If yes, please provide an affidavit explaining the charges.

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (continued)

Ownership / Interest

Using the definition above, do you hold a direct ☐ Direct ☒ Indirect or indirect interest in the proposed licensee?

If you hold a direct beneficial interest in the proposed licensee, please list the % of interest you hold.

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table below.

Ownership / Interest

If you hold an indirect interest in the proposed licensee, please list the organization(s) you hold a direct interest in which, in turn, hold a direct or indirect interest in the proposed licensee. These generally include parent companies, holding companies, trusts, etc. A Beneficial Interest - Organization Form will need to be completed for each entity listed below.

Name of Beneficial Interest - Organization	FEIN
N/A	

Other Beneficial Interest

List any indirect or indirect beneficial or financial interest you have in any other Massachusetts Alcoholic Beverages License(s).

Name of License	Type of License	License Number	Premises Address
DDH Hotel Natick Speen, LLC	§12 On Premises	00001-HT-0768	319 Speen Street, Natick, MA 01760
DDH Hotel Natick Worcester, LLC	§12 On Premises	00012-HT-0768	1360 Worcester Road, Natick, MA 01760
DDH Hotel Somerville, LLC	§12 On Premises	00072-HT1130	30 Washington Street, Somerville, MA 02143

Familial Beneficial Interest

Does any member of your immediate family have ownership interest in any other Massachusetts Alcoholic Beverages Licenses? Immediate family includes parents, siblings, spouse and spouse's parents. Please list below.

Relationship to You	ABCC License Number	Type of Interest (choose primary function)	Percentage of Interest
N/A			

Prior Disciplinary Action

Have you ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action? If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
	N/A			

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (Formerly known as a Personal Information Form)

Please complete a Beneficial Interest - Individual sheet for all individual(s) who have a direct or indirect beneficial interest, with or without ownership, in this license. This includes people with a financial interest and people without financial interest (i.e. board of directors for not-for-profit clubs). All individuals with direct or indirect financial interest must also submit a CORI Authorization Form.

An individual with direct beneficial interest is defined as someone who has interest directly in the proposed licensee. For example, if ABC Inc is the proposed licensee, all individuals with interest in ABC Inc are considered to have direct beneficial interest in ABC Inc (the proposed licensee).

An individual with indirect beneficial interest is defined as someone who has ownership in a parent level company of the proposed licensee. For example, if ABC Inc is the proposed licensee and is 100% owned by XYZ Inc, all individuals with interest in XYZ Inc are considered to have an indirect beneficial interest in ABC Inc (the proposed licensee).

Salutation	Mr.	First Name	David	Middle Name	Patrick	Last Name	Hart	Suffix	
Title:	Owner		Social Security Number			Date of Birth	02-29-60		
Primary Phone:	716-893-6551		Email:	dhart@harthotels.com					
Mobile Phone:	716-570-6281		Fax Number						
Alternative Phone:									

Business Address

Street Number:	617	Street Name:	Dingens Street
City/Town:	Buffalo	State:	NY
Zip Code:	14206	Country:	

Mailing Address

☐ Check here if your Mailing Address is the same as your Business Address

Street Number:	7667	Street Name:	Quaker Road
City/Town:	Orchard Park	State:	NY
Zip Code:	14127	Country:	

Types of Interest (select all that apply)

<input type="checkbox"/> Contractual	<input type="checkbox"/> Director	<input type="checkbox"/> Landlord	<input checked="" type="checkbox"/> LLC Manager
<input type="checkbox"/> LLC Member	<input type="checkbox"/> Management Agreement	<input type="checkbox"/> Officer	
<input checked="" type="checkbox"/> Partner	<input type="checkbox"/> Revenue Sharing	<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Stockholder
			<input type="checkbox"/> Other

Citizenship / Residency Information

Are you a U.S. Citizen?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Are you a Massachusetts Resident?	<input type="radio"/> Yes <input checked="" type="radio"/> No
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Criminal History

Have you ever been convicted of a state, federal, or military crime?	<input type="radio"/> Yes <input checked="" type="radio"/> No	If yes, please provide an affidavit explaining the charges.
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ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (continued)

Ownership / Interest

Using the definition above, do you hold a direct ☐ Direct ☒ Indirect or indirect interest in the proposed licensee?

If you hold a direct beneficial interest in the proposed licensee, please list the % of interest you hold.

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table below.

Ownership / Interest

If you hold an indirect interest in the proposed licensee, please list the organization(s) you hold a direct interest in which, in turn, hold a direct or indirect interest in the proposed licensee. These generally include parent companies, holding companies, trusts, etc. A Beneficial Interest - Organization Form will need to be completed for each entity listed below.

Name of Beneficial Interest - Organization	FEIN
N/A	

Other Beneficial Interest

List any indirect or indirect beneficial or financial interest you have in any other Massachusetts Alcoholic Beverages License(s).

Name of License	Type of License	License Number	Premises Address
DDH Hotel Natick Speen, LLC	§12 On Premises	00001-HT-0768	319 Speen Street, Natick, MA 01760
DDH Hotel Natick Worcester, LLC	§12 On Premises	00012-HT-0768	1360 Worcester Road, Natick, MA 01760
DDH Hotel Somerville, LLC	§12 On Premises	00072-HT1130	30 Washington Street, Somerville, MA 02143

Familial Beneficial Interest

Does any member of your immediate family have ownership interest in any other Massachusetts Alcoholic Beverages Licenses? Immediate family includes parents, siblings, spouse and spouse's parents. Please list below.

Relationship to You	ABCC License Number	Type of Interest (choose primary function)	Percentage of Interest
N/A			

Prior Disciplinary Action

Have you ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action? If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
	N/A			

APPLICATION FOR A NEW RETAIL ALCOHOLIC BEVERAGE LICENSE

BENEFICIAL INTEREST - Organization

Please complete a Beneficial Interest - Organization sheet for all organization(s) who have a direct or indirect beneficial interest, with or without ownership, in this license.

Example:

ABC Inc. is applying for a liquor license. ABC Inc. is 100% owned by XYZ Inc., which is 100% owned by 123 Inc. XYZ Inc. is considered to have a direct beneficial interest in the proposed licensee (ABC Inc.) and 123 Inc. is considered to have indirect beneficial interest in the proposed licensee (ABC Inc.). Both XYZ Inc. and 123 Inc. should complete a Beneficial Interest - Organization Form.

Entity Name:	DDH Hotel Natick Speen, LLC	FEIN:	27-2167461
Primary Phone:	5089031527	Fax Number:	5086519290
Alternative Phone:	5089031533	Email:	kshisler@distinctivehospitalitygroup.com

Business Address

Street Number:	319	Street Name:	Speen Street
City/Town:	Natick	State:	MA
Zip Code:	01760	Country:	

Mailing Address

☒ Check here if your Mailing Address is the same as your Business Address

Street Number:		Street Name:	
City/Town:		State:	
Zip Code:		Country:	

Publicly Traded

Is this organization publicly traded? ☐ Yes ☒ No

Ownership / Interest

Using the definition above, does this organization hold a direct or indirect interest in the proposed licensee? ☒ Direct ☐ Indirect

If this organization holds a direct beneficial interest in the proposed licensee, please list the % of interest it holds.

100

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table on the next page.

Ownership / Interest

If this organization holds an indirect interest in the proposed licensee, please list the organization(s) it holds a direct interest in which, in turn, hold a direct or indirect interest in the proposed licensee. These generally include parent companies, holding companies, trusts, etc. A Beneficial Interest - Organization Form will need to be completed for each entity listed below.

Name of Beneficial Interest - Organization	FEIN
N/A	

Other Beneficial Interest

List any indirect or indirect beneficial or financial interest this entity has in any other Massachusetts Alcoholic Beverages License(s).

Name of License	Type of License	License Number	Premises Address
N/A			

Prior Disciplinary Action

Has this entity ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action?
If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
No	No	No	No	No



Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street, First Floor
Boston, MA 02114

NATICK

DEBORAH B. GOLDBERG
TREASURER AND RECEIVER GENERAL

CORI REQUEST FORM

JEAN M. LORIZIO, ESQ.
CHAIRMAN

The Alcoholic Beverages Control Commission ("ABCC") has been certified by the Criminal History Systems Board to access conviction and pending Criminal Offender Record Information ("CORI"). For the purpose of approving each shareholder, owner, licensee or applicant for an alcoholic beverages license, I understand that a criminal record check will be conducted on me, pursuant to the above. The information below is correct to the best of my knowledge.

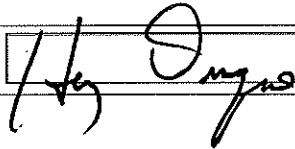
ABCC LICENSE INFORMATION

ABCC NUMBER: (IF EXISTING LICENSEE)	00001-HT-0768	LICENSEE NAME:	DDH HOTEL NATICK SPEEN LLC	CITY/TOWN:	NATICK
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APPLICANT INFORMATION


LAST NAME:	DUQUES	FIRST NAME:	HENRY	MIDDLE NAME:	
MAIDEN NAME OR ALIAS (IF APPLICABLE):	N/A	PLACE OF BIRTH:	WASHINGTON D. C.		
DATE OF BIRTH:	06-16-43	SSN:	[REDACTED]	ID THEFT INDEX PIN (IF APPLICABLE):	N/A
MOTHER'S MAIDEN NAME:	THEIS	DRIVER'S LICENSE #:	[REDACTED]	STATE LIC. ISSUED:	FLORIDA
GENDER:	MALE	HEIGHT:	6 0	WEIGHT:	200
				EYE COLOR:	GREEN
CURRENT ADDRESS:	THE PIERRE, 785 5TH AVENUE, APARTMENT 3304				
CITY/TOWN:	NEW YORK	STATE:	NY	ZIP:	10065
FORMER ADDRESS:	712 N. CASEY KEY ROAD				
CITY/TOWN:	OSPREY	STATE:	FL	ZIP:	34229

PRINT AND SIGN

PRINTED NAME:	HENRY DUQUES	APPLICANT/EMPLOYEE SIGNATURE:	
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NOTARY INFORMATION

On this 5th day of March, 18 before me, the undersigned notary public, personally appeared Henry Duques
(name of document signer), proved to me through satisfactory evidence of identification, which were Personally Known
to be the person whose name is signed on the preceding or attached document, and acknowledged to me that (he) (she) signed it voluntarily for its stated purpose.



NOTARY

Andrew G. Barnhardt
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG170412
Expires 3/28/2022

DIVISION USE ONLY

REQUESTED BY:	
SIGNATURE OF CORI-AUTHORIZED EMPLOYEE	

The DCJ Identify Theft Index PIN Number is to be completed by those applicants that have been issued an Identify Theft PIN Number by the DCJ. Certified agencies are required to provide all applicants the opportunity to include this information to ensure the accuracy of the CORI request process. ALL CORI request forms that include this field are required to be submitted to the DCJ via mail or by fax to (617) 660-4614.



Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street, First Floor
Boston, MA 02114

DEBORAH B. GOLDBERG
TREASURER AND RECEIVER GENERAL

CORI REQUEST FORM

JEAN M. LORIZIO, ESQ.
CHAIRMAN

The Alcoholic Beverages Control Commission ("ABCC") has been certified by the Criminal History Systems Board to access conviction and pending Criminal Offender Record Information ("CORI"). For the purpose of approving each shareholder, owner, licensee or applicant for an alcoholic beverages license, I understand that a criminal record check will be conducted on me, pursuant to the above. The information below is correct to the best of my knowledge.

ABCC LICENSE INFORMATION

ABCC NUMBER: <small>(IF EXISTING LICENSEE)</small>	00001HT0768	LICENSEE NAME:	DDH HOTEL NATICK SPEEN LLC	CITY/TOWN:	NATICK
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APPLICANT INFORMATION

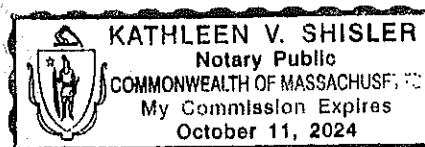
LAST NAME:	CARRIER	FIRST NAME:	LOUIS	MIDDLE NAME:	RAYMOND
MAIDEN NAME OR ALIAS (IF APPLICABLE):	N/A		PLACE OF BIRTH:	PROVIDENCE, RI	
DATE OF BIRTH:	06-05-64	SSN:	[REDACTED]	ID THEFT INDEX PIN (IF APPLICABLE):	
MOTHER'S MAIDEN NAME:	ANDERSEN	DRIVER'S LICENSE #:	[REDACTED]	STATE LIC. ISSUED:	Massachusetts <input checked="" type="checkbox"/>
GENDER:	MALE <input checked="" type="checkbox"/>	HEIGHT:	6 <input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/>	WEIGHT:	220
		EYE COLOR:	Blue		
CURRENT ADDRESS:	14 OAK STREET				
CITY/TOWN:	HOPKINTON	STATE:	MA	ZIP:	01748
FORMER ADDRESS:	9733 Carnation Hills Ave				
CITY/TOWN:	Las Vegas	STATE:	NV	ZIP:	89145

PRINT AND SIGN

PRINTED NAME:	LOUIS CARRIER	APPLICANT/EMPLOYEE SIGNATURE:	<i>Louis Carrier</i>
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NOTARY INFORMATION

On this	8 th day March 2018	before me, the undersigned notary public, personally appeared	LOU Carrier
(name of document signer), proved to me through satisfactory evidence of identification, which were		MA DL	
to be the person whose name is signed on the preceding or attached document, and acknowledged to me that (he) (she) signed it voluntarily for its stated purpose.			
		<i>Kathleen V. Shisler</i>	
		NOTARY	



DIVISION USE ONLY

REQUESTED BY:	
SIGNATURE OF CORI AUTHORIZED EMPLOYEE	

The DCII Identity Theft Index PIN Number is to be completed by those applicants that have been issued an Identity Theft PIN Number by the DCII. Certified agencies are required to provide all applicants the opportunity to include this information to ensure the accuracy of the CORI request process. ALL CORI request forms that include this field are required to be submitted to the DCII via mail or by fax to (617) 680-4614.



Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street, First Floor
Boston, MA 02114

DEBORAH B. GOLDBERG
TREASURER AND RECEIVER GENERAL

CORI REQUEST FORM

JEAN M. LORIZIO, ESQ.
CHAIRMAN

The Alcoholic Beverages Control Commission ("ABCC") has been certified by the Criminal History Systems Board to access conviction and pending Criminal Offender Record Information ("CORI"). For the purpose of approving each shareholder, owner, licensee or applicant for an alcoholic beverages license, I understand that a criminal record check will be conducted on me, pursuant to the above. The information below is correct to the best of my knowledge.

ABCC LICENSE INFORMATION

ABCC NUMBER: <small>(IF EXISTING LICENSEE)</small>	00001-HT-0768	LICENSEE NAME:	DDH HOTEL NATICK SPEEN LLC	CITY/TOWN:	NATICK
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APPLICANT INFORMATION

LAST NAME:	CARRIER	FIRST NAME:	MARK	MIDDLE NAME:	G
MAIDEN NAME OR ALIAS (IF APPLICABLE):	N/A	PLACE OF BIRTH:			
DATE OF BIRTH:	09-09-58	SSN:	[REDACTED]	ID THEFT INDEX PIN (IF APPLICABLE):	N/A
MOTHER'S MAIDEN NAME:	ANDERSEN	DRIVER'S LICENSE #:	[REDACTED]	STATE LIC. ISSUED:	Virginia
GENDER:	MALE	HEIGHT:		WEIGHT:	
CURRENT ADDRESS: 12116 KINSLEY PLACE					
CITY/TOWN:	RESTON	STATE:	VA	ZIP:	20190
FORMER ADDRESS: 1251 CENTER HARBOR PLACE					
CITY/TOWN:	RESTON	STATE:	VA	ZIP:	20194

PRINT AND SIGN

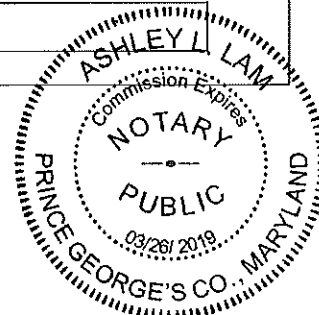
PRINTED NAME:	MARK G. CARRIER	APPLICANT/EMPLOYEE SIGNATURE:	<i>Mark G. Carrier</i>
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NOTARY INFORMATION

On this 2ND of MARCH before me, the undersigned notary public, personally appeared MARK G. CARRIER
(name of document signer), proved to me through satisfactory evidence of identification, which were DRIVER'S LICENSE
to be the person whose name is signed on the preceding or attached document, and acknowledged to me that (he) (she) signed it voluntarily for its stated purpose.

Ashley L. Lam
Notary Public State of Maryland
Notary ID# 193395
My Commission Expires March 26, 2019

Ashley Lam
NOTARY



DIVISION USE ONLY

REQUESTED BY:	
SIGNATURE OF CORI-AUTHORIZED EMPLOYEE	

The DCIJ Identity Theft Index PIN Number is to be completed by those applicants that have been issued an Identity Theft PIN Number by the DCIJ. Certified agencies are required to provide all applicants the opportunity to include this information to ensure the accuracy of the CORI request process. ALL CORI request forms that include this field are required to be submitted to the DCIJ via mail or by fax to (617) 660-4614.



Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street, First Floor
Boston, MA 02114

DEBORAH B. GOLDBERG
TREASURER AND RECEIVER GENERAL

CORI REQUEST FORM

JEAN M. LORIZIO, ESQ.
CHAIRMAN

The Alcoholic Beverages Control Commission ("ABCC") has been certified by the Criminal History Systems Board to access conviction and pending Criminal Offender Record Information ("CORI"). For the purpose of approving each shareholder, owner, licensee or applicant for an alcoholic beverages license, I understand that a criminal record check will be conducted on me, pursuant to the above. The information below is correct to the best of my knowledge.

ABCC LICENSE INFORMATION

ABCC NUMBER: <small>(IF EXISTING LICENSEE)</small>	00001-HT-0768	LICENSEE NAME:	DDH HOTEL NATICK SPEEN LLC	CITY/TOWN:	NATICK
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APPLICANT INFORMATION

LAST NAME:	HART	FIRST NAME:	DAVID	MIDDLE NAME:	PATRICK
MAIDEN NAME OR ALIAS (IF APPLICABLE):	N/A	PLACE OF BIRTH:	BUFFALO, NY		
DATE OF BIRTH:	02-29-60	SSN:	[REDACTED]	ID THEFT INDEX PIN (IF APPLICABLE):	N/A
MOTHER'S MAIDEN NAME:	SPERDUTI	DRIVER'S LICENSE #:	[REDACTED]	STATE LIC. ISSUED:	New York
GENDER:	MALE	HEIGHT:	6' 3"	WEIGHT:	235
				EYE COLOR:	Blue
CURRENT ADDRESS:	7667 QUAKER ROAD				
CITY/TOWN:	ORCHARD PARK	STATE:	NY	ZIP:	14127
FORMER ADDRESS:	39 EDGEWATER DRIVE				
CITY/TOWN:	ORCHARD PARK	STATE:	NY	ZIP:	14127

PRINT AND SIGN

PRINTED NAME:	DAVID HART	APPLICANT/EMPLOYEE SIGNATURE:	
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NOTARY INFORMATION

On this	March 1, 2018	before me, the undersigned notary public, personally appeared	David Hart
(name of document signer), proved to me through satisfactory evidence of identification, which were		NYS Driver's License	
to be the person whose name is signed on the preceding or attached document, and acknowledged to me that (he) (she) signed it voluntarily for its stated purpose.			
		 NOTARY	

DEBRA A. HERMAN
NOTARY PUBLIC, STATE OF NEW YORK
REGISTRATION No. 01HE8172277
QUALIFIED IN ERIE COUNTY
My Commission Expires Aug. 8, 2019

DIVISION USE ONLY

REQUESTED BY:	
SIGNATURE OF CORI-AUTHORIZED EMPLOYEE	

The DCJ Identity Theft Index PIN Number is to be completed by those applicants that have been issued an Identity Theft PIN Number by the DCJ. Certified agencies are required to provide all applicants the opportunity to include this information to ensure the accuracy of the CORI request process. ALL CORI request forms that include this field are required to be submitted to the DCJ via mail or by fax to (617) 660-4614.

DDH HOTEL NATICK/SPEEN, LLC

ACTION BY WRITTEN CONSENT OF
THE MANAGING MEMBER IN LIEU OF SPECIAL MEETING

January 10, 2018

The undersigned, being the Managing Member of DDH HOTEL NATICK/SPEEN, LLC, a Massachusetts limited liability company (the "Company"), acting pursuant to the applicable provisions of the laws of the Commonwealth of Massachusetts and in accordance with the Third Amended and Restated Operating Agreement of the Company, hereby consents to the following actions and adopts the following votes, which votes shall be filed with the records of the meetings of the Company, and shall for all purposes be treated as resolutions approved at a duly constituted meeting thereof:

VOTED: That David Shamoian is hereby removed as a Beneficial Interest Owner in the Company, in accordance with the Commonwealth of Massachusetts Alcoholic Beverages Control Commission, effective as of the date hereof; and, further

VOTED: To ratify and confirm that the following individuals hold the Beneficial Interest in the Company as set forth opposite each of their names:

Louis Carrier	18.823%
Mark Carrier	18.823%
David Hart	12.353%
Henry Duques	50%

VOTED: To ratify and confirm that Ryan Burkhart is the manager and principal representative of the Company, with full authority and control of the conduct of the premises described in the license of the Company and with full authority and control of the conduct of all business therein relative to alcoholic beverages, as the licensee itself could in any way have, and Ryan Burkhart is duly authorized on behalf of the Company to exercise such power as if the Company were a natural person resident in the Commonwealth of Massachusetts; and further

VOTED: That all actions heretofore taken by the Managing Member are hereby acknowledged, ratified and confirmed in all respects.

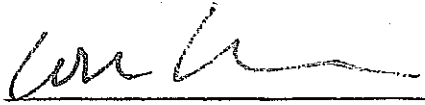
[Remainder of Page Intentionally Left Blank – Signatures Appear on the Following Page]

IN WITNESS WHEREOF, the undersigned has executed this Action by Written Consent of the Managing Member as of the date first above written.

MANAGING MEMBER:

DDH HOTEL MEMBER III, LLC

By: DD Hotels I, LLC, its Member

By: 

Name: Louis R. Carrier

Title: Manager

ITEM TITLE: Public Hearing: Application for a Change in Beneficial Interest-DDH Hotel
Natick Worcester, LLC d/b/a Crowne Plaza

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Public Hearing Notice	6/28/2018	Cover Memo
Application	6/28/2018	Cover Memo

TOWN OF NATICK
PUBLIC HEARING NOTICE

The Board of Selectmen will hold and conduct a public hearing on Monday, July 9, 2018 at 7:00 p.m., Edward H. Dlott Meeting Room of Natick Town Hall, 13 East Central Street, upon the application for the transfer of beneficial interest of the S12 Hotel All Alcohol license held by DDH Hotel Natick Worcester LLC d/b/a Crowne Plaza located at 1360 Worcester Road

All persons interested in this application may appear and be heard at the time and place mentioned above.

Michael J. Hickey, Jr. Clerk

Payment Confirmation**Customer Name** DDH Hotel Natick Worcester LLC**License Type** Retail License Filing Fee**Current Payment**

Payment Amount	\$200.00
Bank Account Number	****4727
Bank Account Type	Business
Bank Routing Number	121000248
Bank Name	WELLS FARGO BANK, NA
Name On Account	DDH Hotel Natick Worcester LLC
E-Mail Address	kshisler@distinctivehospitalitygroup.com

I have authorized Commonwealth ABCC to initiate the entry to my account. I have an agreement with Commonwealth ABCC under which I agreed to be bound by the NACHA Rules. This is a similarly authenticated authorization that satisfies compliance with the Electronic Signatures in the Global and National Commerce Act (15 USC 7001 et seq), which defines electronic records (as contracts or other records created, generates, sent, communicated, received, or stored by electronic means) and electronic signatures. Electronic signatures include, but are not limited to, digital signatures and security codes. I understand I can revoke the authorization by notifying Commonwealth ABCC within 60 days. I have signature authority to this account or have been authorized by an individual who has signature authority to this account to authorize this entry.

☐ I have read and accept the above terms and conditions

Please press Accept to charge your account, and to receive a confirmation number.

Back To Step 1	Change	Accept	Print	Exit
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Your Payment Has Been Approved

Customer Name DDH Hotel Natick Worcester LLC

License Type Retail License Filing Fee

Method Of Payment Checking

Bank Account Number ****4727

Your Confirmation Number Is 096003.

Exit	Make Another Payment	Print
------	----------------------	-------



March 26, 2018

Town of Natick
Licensing Department
Natick Town Offices
13 East Central Street
Natick, MA 01760

RE: Change of Beneficial Interest/Liquor License (DDH Hotel Natick Worcester, LLC)

To Whom It May Concern:

Enclosed please find our amendment application for change in beneficial interest for our liquor license for the above-referenced property. The town's \$100.00 fee is also enclosed.

If you have any questions, please do not hesitate to call me at telephone number 508-903-1527.

Kindest regards,

A handwritten signature in cursive script, appearing to read 'Katy Shisler', is written over a horizontal line.

Katy Shisler
Director of Administration, Distinctive Hospitality Group



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street
Boston, MA 02114
www.mass.gov/abcc

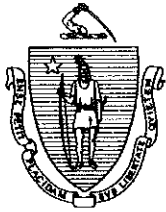
**AMENDMENT APPLICATION FOR A CHANGE OF BENEFICIAL INTEREST,
CHANGE IN OFFICERS or DIRECTORS FOR NOT-FOR-PROFIT CLUBS, OR
TRANSFER/ISSUANCE OF STOCK**

The following documentation is required as a part of your retail license amendment application.

ABCC investigators reserve the right to request additional documents as a part of their investigation.

- ☒ Monetary Transmittal Form with \$200 fee
You can PAY ONLINE or include a \$200 check made out to the ABCC
- ☒ Change of Beneficial Interest Amendment Application (this packet)
- ☒ Beneficial Interest - Individual Form (formerly known as the Personal Information Form)
For any individual with direct or indirect interest in the proposed licensee
- ☒ Beneficial Interest - Organization Form
For any organization with direct or indirect interest in the proposed licensee
- ☒ CORI Authorization Form
For any individual with direct or indirect interest in the proposed licensee. This form must be notarized with a stamp*
- ☒ Vote of the Corporate Board
A corporate vote changing the beneficial interest holders, signed by an authorized signatory for the licensed entity
- N/A* Business Structure Documents
If Proposed Licensee is applying as:
 - A Corporation or LLC - **Articles of Organization** from the Secretary of the Commonwealth
 - A Partnership - **Partnership Agreement**
 - Sole Proprietor - **Business Certificate**
- N/A* Supporting Financial Documents
Documentation supporting any loans or financing, if applicable
- ☒ Additional Documents Required by the Local Licensing Authority **#100 Fee**

*Officers/Directors of non-profit clubs with no ownership do not need to fill out CORI applications



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street
Boston, MA 02114
www.mass.gov/abcc

Print Form

**RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
MONETARY TRANSMITTAL FORM**

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL
LICENSING AUTHORITY.

ECRT CODE: RETA

CHECK PAYABLE TO ABCC OR COMMONWEALTH OF MA: \$200.00

(CHECK MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL)

CHECK NUMBER

IF USED EPAY, CONFIRMATION NUMBER

A.B.C.C. LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

00012-HT-0768

LICENSEE NAME

DDH HOTEL NATICK WORCESTER LLC

ADDRESS

1360 WORCESTER ROAD

CITY/TOWN

NATICK

STATE

MA

ZIP CODE

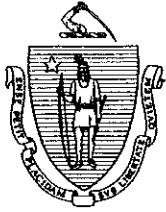
01760

TRANSACTION TYPE (Please check all relevant transactions):

- | | | | |
|--|---|---|---|
| <input type="checkbox"/> Alteration of Licensed Premises | <input type="checkbox"/> Cordials/Liqueurs Permit | <input type="checkbox"/> New Officer/Director | <input type="checkbox"/> Transfer of License |
| <input type="checkbox"/> Change Corporate Name | <input type="checkbox"/> Issuance of Stock | <input type="checkbox"/> New Stockholder | <input type="checkbox"/> Transfer of Stock |
| <input type="checkbox"/> Change of License Type | <input type="checkbox"/> Management/Operating Agreement | <input type="checkbox"/> Pledge of Stock | <input type="checkbox"/> Wine & Malt to All Alcohol |
| <input type="checkbox"/> Change of Location | <input type="checkbox"/> More than (3) 515 | <input type="checkbox"/> Pledge of License | <input type="checkbox"/> 6-Day to 7-Day License |
| <input type="checkbox"/> Change of Manager | <input type="checkbox"/> New License | <input type="checkbox"/> Seasonal to Annual | |
| <input checked="" type="checkbox"/> Other <input type="text" value="Change in Beneficial Interest"/> | | | |

THE LOCAL LICENSING AUTHORITY MUST MAIL THIS TRANSMITTAL FORM ALONG WITH THE
CHECK, COMPLETED APPLICATION, AND SUPPORTING DOCUMENTS TO:

**ALCOHOLIC BEVERAGES CONTROL COMMISSION
239 CAUSEWAY STREET
BOSTON, MA 02241-3396**



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street
Boston, MA 02114
www.mass.gov/abcc

**AMENDMENT APPLICATION FOR A CHANGE OF BENEFICIAL INTEREST OR
TRANSFER/ISSUANCE OF STOCK**

Please complete this entire application, leaving no fields blank. If field does not apply to your situation, please write N/A.

1. NAME OF LICENSEE (Business Contact)		DDH HOTEL NATICK WORCESTER LLC	
ABCC License Number	00012-HT-0768	City/Town of Licensee	NATICK

2. APPLICATION CONTACT			
The application contact is required and is the person who will be contacted with any questions regarding this application.			
First Name:	KATHLEEN	Middle:	V
Last Name:	SHISLER		
Title:	Authorized Representative	Primary Phone:	508-903-1527
Email:	kshisler@distinctivehospitalitygroup.com		

3. BUSINESS CONTACT			
Please complete this section <u>ONLY</u> if there are changes to the Licensee phone number, business address (corporate headquarters), or mailing address.			
Entity Name:			
Primary Phone:		Fax Number:	
Alternative Phone:		Email:	

Business Address (Corporate Headquarters)			
Street Number:		Street Name:	
City/Town:		State:	
Zip Code:		Country:	

Mailing Address			
<input type="checkbox"/> Check here if your Mailing Address is the same as your Business Address			
Street Number:		Street Name:	
City/Town:		State:	
Zip Code:		Country:	

**AMENDMENT APPLICATION FOR A CHANGE OF BENEFICIAL INTEREST OR
TRANSFER/ISSUANCE OF STOCK**

4. CURRENT OWNERSHIP (Before Change in Beneficial Interest)

Please list all individuals or entities with a direct or indirect, beneficial or financial interest in this license. This pertains to the current licensee (before change in beneficial interest occurs).

Name	Title / Position	% Owned	Other Beneficial Interest
Henry Duques	Member <input type="checkbox"/>	50%	
Louis R. Carrier	Member <input type="checkbox"/>	16.0%	
Mark Carrier	Member <input type="checkbox"/>	16.0%	
David Hart	Member <input type="checkbox"/>	10.5%	
David Shamoian	Member <input type="checkbox"/>	7.5%	
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		

PROPOSED OWNERSHIP (After Change in Beneficial Interest)

Please list all individuals or entities with a direct or indirect, beneficial or financial interest in this license.

An individual or entity has a direct beneficial interest in a license when the individual or entity owns or controls any part of the license. For example, if John Smith owns Smith LLC, a licensee, John Smith has a direct beneficial interest in the license.

An individual or entity has an indirect beneficial interest if the individual or entity has 1) any ownership interest in the license through an intermediary, no matter how removed from direct ownership, 2) any form of control over part of a license no matter how attenuated, or 3) otherwise benefits in any way from the license's operation. For Example, Jane Doe owns Doe Holding Company Inc., which is a shareholder of Doe LLC, the license holder. Jane Doe has an indirect interest in the license.

- A. All individuals listed below are required to complete a Beneficial Interest Contact - Individual form.
 B. All entities listed below are required to complete a Beneficial Interest Contact - Organization form.
 C. Any individual with any ownership in this license and/or the proposed manager of record must complete a CORI Release Form.

Name	Title / Position	% Owned	Other Beneficial Interest
Henry Duques	Member <input type="checkbox"/>	50%	
Louis Carrier	Member <input type="checkbox"/>	18.823%	
Mark Carrier	Member <input type="checkbox"/>	18.823%	
David Hart	Member <input type="checkbox"/>	12.353%	
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		
	<input type="checkbox"/>		

ADDITIONAL SPACE

The following space is for any additional information you wish to supply or to clarify an answer you supplied in the application.

If referencing the application, please be sure to include the number of the question to which you are referring.

This application is being filed due to the removal of David Shamoian as a member of D2C2, LLC due to Mr. Shamoian's retirement. David Shamoian is being removed and his interest is being redistributed among the existing members of D2C2, LLC and no other member will replace him. There are no other changes to the corporate structure of DDH Hotel Natick Worcester, LLC . Further, no funds were exchanged in connection with this application.

APPLICANT'S STATEMENT

I, Louis R. Carrier the: ☐ sole proprietor; ☒ partner; ☐ corporate principal; ☒ LLC/LLP member
Authorized Signatory

of DDH Hotel Natick Worcester, LLC, hereby submit this application for Change in Beneficial Interest
Name of the Entity/Corporation Transaction(s) you are applying for

(hereinafter the "Application"), to the local licensing authority (the "LLA") and the Alcoholic Beverages Control Commission (the "ABCC" and together with the LLA collectively the "Licensing Authorities") for approval.

I do hereby declare under the pains and penalties of perjury that I have personal knowledge of the information submitted in the Application, and as such affirm that all statement and representations therein are true to the best of my knowledge and belief. I further submit the following to be true and accurate:

- (1) I understand that each representation in this Application is material to the Licensing Authorities' decision on the Application and that the Licensing Authorities will rely on each and every answer in the Application and accompanying documents in reaching its decision;
- (2) I state that the location and description of the proposed licensed premises does not violate any requirement of the ABCC or other state law or local ordinances;
- (3) I understand that while the Application is pending, I must notify the Licensing Authorities of any change in the information submitted therein. I understand that failure to give such notice to the Licensing Authorities may result in disapproval of the Application;
- (4) I understand that upon approval of the Application, I must notify the Licensing Authorities of any change in the Application information as approved by the Licensing Authorities. I understand that failure to give such notice to the Licensing Authorities may result in sanctions including revocation of any license for which this Application is submitted;
- (5) I understand that the licensee will be bound by the statements and representations made in the Application, including, but not limited to the identity of persons with an ownership or financial interest in the license;
- (6) I understand that all statements and representations made become conditions of the license;
- (7) I understand that any physical alterations to or changes to the size of, the area used for the sale, delivery, storage, or consumption of alcoholic beverages, must be reported to the Licensing Authorities and may require the prior approval of the Licensing Authorities;
- (8) I understand that the licensee's failure to operate the licensed premises in accordance with the statements and representations made in the Application may result in sanctions, including the revocation of any license for which the Application was submitted; and
- (9) I understand that any false statement or misrepresentation will constitute cause for disapproval of the Application or sanctions including revocation of any license for which this Application is submitted.

Signature:

Louis R. Carrier

Date:

3-5-2018

Title:

President

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (Formerly known as a Personal Information Form)

Please complete a Beneficial Interest - Individual sheet for all individual(s) who have a direct or indirect beneficial interest, with or without ownership, in this license. This includes people with a financial interest and people without financial interest (i.e. board of directors for not-for-profit clubs). All individuals with direct or indirect financial interest must also submit a CORI Authorization Form.

An individual with direct beneficial interest is defined as someone who has interest directly in the proposed licensee. For example, if ABC Inc is the proposed licensee, all individuals with interest in ABC Inc are considered to have direct beneficial interest in ABC Inc (the proposed licensee).

An individual with indirect beneficial interest is defined as someone who has ownership in a parent level company of the proposed licensee. For example, if ABC Inc is the proposed licensee and is 100% owned by XYZ Inc, all individuals with interest in XYZ Inc are considered to have an indirect beneficial interest in ABC Inc (the proposed licensee).

Salutation	<input type="text" value="Mr."/>	First Name	<input type="text" value="Henry"/>	Middle Name	<input type="text" value="Clinton"/>	Last Name	<input type="text" value="Duques"/>	Suffix	<input type="text"/>
Title:	<input type="text" value="Owner"/>		Social Security Number	<input type="text"/>		Date of Birth	<input type="text" value="06-16-43"/>		
Primary Phone:	<input type="text" value="720-883-6721"/>		Email:	<input type="text" value="ric_duques@yahoo.com"/>					
Mobile Phone:	<input type="text" value="(941) 266-7005"/>		Fax Number	<input type="text"/>					
Alternative Phone:	<input type="text"/>								

Business Address

Street Number:	<input type="text" value="1300"/>	Street Name:	<input type="text" value="Ben Franklin Drive, PH 1208"/>
City/Town:	<input type="text" value="Sarasota"/>	State:	<input type="text" value="FL"/>
Zip Code:	<input type="text" value="32436"/>	Country:	<input type="text"/>

Mailing Address

☐ Check here if your Mailing Address is the same as your Business Address

Street Number:	<input type="text" value="785"/>	Street Name:	<input type="text" value="5th Avenue, The Pierre, Apartment 3304"/>
City/Town:	<input type="text" value="New York"/>	State:	<input type="text" value="NY"/>
Zip Code:	<input type="text" value="10065"/>	Country:	<input type="text"/>

Types of Interest (select all that apply)

<input type="checkbox"/> Contractual	<input type="checkbox"/> Director	<input type="checkbox"/> Landlord	<input checked="" type="checkbox"/> LLC Manager
<input type="checkbox"/> LLC Member	<input type="checkbox"/> Management Agreement	<input type="checkbox"/> Officer	
<input checked="" type="checkbox"/> Partner	<input type="checkbox"/> Revenue Sharing	<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Stockholder
			<input type="checkbox"/> Other

Citizenship / Residency Information

Are you a U.S. Citizen? ☒ Yes ☐ No Are you a Massachusetts Resident? ☐ Yes ☒ No

Criminal History

Have you ever been convicted of a state, federal, or military crime? ☐ Yes ☒ No If yes, please provide an affidavit explaining the charges.

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (continued)

Ownership / Interest

Using the definition above, do you hold a direct ☐ Direct ☒ Indirect or indirect interest in the proposed licensee?

If you hold a direct beneficial interest in the proposed licensee, please list the % of interest you hold.

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table below.

Ownership / Interest

If you hold an indirect interest in the proposed licensee, please list the organization(s) you hold a direct interest in which, in turn, hold a direct or indirect interest in the proposed licensee. These generally include parent companies, holding companies, trusts, etc. A Beneficial Interest - Organization Form will need to be completed for each entity listed below.

Name of Beneficial Interest - Organization	FEIN
N/A	

Other Beneficial Interest

List any indirect or indirect beneficial or financial interest you have in any other Massachusetts Alcoholic Beverages License(s).

Name of License	Type of License	License Number	Premises Address
DDH Hotel Natick Speen, LLC	\$12 On Premises	00001-HT-0768	319 Speen Street, Natick, MA 01760
DDH Hotel Natick Worcester, LLC	\$12 On Premises	00012-HT-0768	1360 Worcester Road, Natick, MA 01760
DDH Hotel Somerville, LLC	\$12 On Premises	00072-HT1130	30 Washington Street, Somerville, MA 02143

Familial Beneficial Interest

Does any member of your immediate family have ownership interest in any other Massachusetts Alcoholic Beverages Licenses? Immediate family includes parents, siblings, spouse and spouse's parents. Please list below.

Relationship to You	ABCC License Number	Type of Interest (choose primary function)	Percentage of Interest
N/A			

Prior Disciplinary Action

Have you ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action? If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
	N/A			

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (Formerly known as a Personal Information Form)

Please complete a Beneficial Interest - Individual sheet for all individual(s) who have a direct or indirect beneficial interest, with or without ownership, in this license. This includes people with a financial interest and people without financial interest (i.e. board of directors for not-for-profit clubs). All individuals with direct or indirect financial interest must also submit a CORI Authorization Form.

An individual with direct beneficial interest is defined as someone who has interest directly in the proposed licensee. For example, if ABC Inc is the proposed licensee, all individuals with interest in ABC Inc are considered to have direct beneficial interest in ABC Inc (the proposed licensee).

An individual with indirect beneficial interest is defined as someone who has ownership in a parent level company of the proposed licensee. For example, if ABC Inc is the proposed licensee and is 100% owned by XYZ Inc, all individuals with interest in XYZ Inc are considered to have an indirect beneficial interest in ABC Inc (the proposed licensee).

Salutation	<input type="text" value="Mr."/>	First Name	<input type="text" value="Louis"/>	Middle Name	<input type="text" value="Raymond"/>	Last Name	<input type="text" value="Carrier"/>	Suffix	<input type="text"/>
Title:	<input type="text" value="Owner"/>		Social Security Number	<input type="text"/>		Date of Birth	<input type="text" value="06-05-64"/>		
Primary Phone:	<input type="text" value="508-903-1533"/>		Email:	<input type="text" value="lou@distinctivehospitalitygroup.com"/>					
Mobile Phone:	<input type="text" value="(702) 236-2228"/>		Fax Number	<input type="text"/>					
Alternative Phone:	<input type="text"/>								

Business Address

Street Number:	<input type="text" value="319"/>	Street Name:	<input type="text" value="Speen Street"/>
City/Town:	<input type="text" value="Natick"/>	State:	<input type="text" value="MA"/>
Zip Code:	<input type="text" value="01760"/>	Country:	<input type="text"/>

Mailing Address

☐ Check here if your Mailing Address is the same as your Business Address

Street Number:	<input type="text" value="14"/>	Street Name:	<input type="text" value="Oak Street"/>
City/Town:	<input type="text" value="Hopkinton"/>	State:	<input type="text" value="MA"/>
Zip Code:	<input type="text" value="01748"/>	Country:	<input type="text"/>

Types of Interest (select all that apply)

<input type="checkbox"/> Contractual	<input type="checkbox"/> Director	<input type="checkbox"/> Landlord	<input checked="" type="checkbox"/> LLC Manager
<input type="checkbox"/> LLC Member	<input type="checkbox"/> Management Agreement	<input type="checkbox"/> Officer	
<input checked="" type="checkbox"/> Partner	<input type="checkbox"/> Revenue Sharing	<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Stockholder
			<input type="checkbox"/> Other

Citizenship / Residency Information

Are you a U.S. Citizen?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Are you a Massachusetts Resident?	<input type="radio"/> Yes <input checked="" type="radio"/> No
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Criminal History

Have you ever been convicted of a state, federal, or military crime?	<input type="radio"/> Yes <input checked="" type="radio"/> No	If yes, please provide an affidavit explaining the charges.
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ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (continued)

Ownership / Interest

Using the definition above, do you hold a direct ☐ Direct ☒ Indirect or indirect interest in the proposed licensee?

If you hold a direct beneficial interest in the proposed licensee, please list the % of interest you hold.

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table below.

Ownership / Interest

If you hold an indirect interest in the proposed licensee, please list the organization(s) you hold a direct interest in which, in turn, hold a direct or indirect interest in the proposed licensee. These generally include parent companies, holding companies, trusts, etc. A Beneficial Interest - Organization Form will need to be completed for each entity listed below.

Name of Beneficial Interest - Organization	FEIN
N/A	

Other Beneficial Interest

List any indirect or indirect beneficial or financial interest you have in any other Massachusetts Alcoholic Beverages License(s).

Name of License	Type of License	License Number	Premises Address
DDH Hotel Natick Speen, LLC	\$12 On Premises	00001-HT-0768	319 Speen Street, Natick, MA 01760
DDH Hotel Natick Worcester, LLC	\$12 On Premises	00012-HT-0768	1360 Worcester Road, Natick, MA 01760
DDH Hotel Somerville, LLC	\$12 On Premises	00072-HT1130	30 Washington Street, Somerville, MA 02143

Familial Beneficial Interest

Does any member of your immediate family have ownership interest in any other Massachusetts Alcoholic Beverages Licenses? Immediate family includes parents, siblings, spouse and spouse's parents. Please list below.

Relationship to You	ABCC License Number	Type of Interest (choose primary function)	Percentage of Interest
N/A			

Prior Disciplinary Action

Have you ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action? If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
	N/A			

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (Formerly known as a Personal Information Form)

Please complete a Beneficial Interest - Individual sheet for all individual(s) who have a direct or indirect beneficial interest, with or without ownership, in this license. This includes people with a financial interest and people without financial interest (i.e. board of directors for not-for-profit clubs). All individuals with direct or indirect financial interest must also submit a CORI Authorization Form.

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Salutation	Mr.	First Name	Mark	Middle Name	George	Last Name	Carrier	Suffix	
Title	Owner		Social Security Number				Date of Birth		09-09-58
Primary Phone:	3019866075		Email:		mcarrier@distinctivehospitalitygroup.com				
Mobile Phone:	2403758251		Fax Number		3019866066				
Alternative Phone:									

Business Address

Street Number:	7501	Street Name:	Wisconsin Avenue
City/Town:	Bethesda	State:	MD
Zip Code:	20814	Country:	

Mailing Address

☐ Check here if your Mailing Address is the same as your Business Address

Street Number:	12116	Street Name:	KINSLEY PLACE
City/Town:	RESTON	State:	VA
Zip Code:	20190	Country:	

Types of Interest (select all that apply)

<input type="checkbox"/> Contractual	<input type="checkbox"/> Director	<input type="checkbox"/> Landlord	<input checked="" type="checkbox"/> LLC Manager
<input type="checkbox"/> LLC Member	<input type="checkbox"/> Management Agreement	<input type="checkbox"/> Officer	
<input checked="" type="checkbox"/> Partner	<input type="checkbox"/> Revenue Sharing	<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Stockholder
<input type="checkbox"/> Other			

Citizenship / Residency Information

Are you a U.S. Citizen?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Are you a Massachusetts Resident?	<input type="radio"/> Yes <input checked="" type="radio"/> No
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Criminal History

Have you ever been convicted of a state, federal, or military crime?	<input type="radio"/> Yes <input checked="" type="radio"/> No	If yes, please provide an affidavit explaining the charges.
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ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (continued)

Ownership / Interest

Using the definition above, do you hold a direct ☐ Direct ☒ Indirect or indirect interest in the proposed licensee?

If you hold a direct beneficial interest in the proposed licensee, please list the % of interest you hold.

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table below.

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If you hold an indirect interest in the proposed licensee, please list the organization(s) you hold a direct interest in which, in turn, hold a direct or indirect interest in the proposed licensee. These generally include parent companies, holding companies, trusts, etc. A Beneficial Interest - Organization Form will need to be completed for each entity listed below.

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Relationship to You	ABCC License Number	Type of Interest (choose primary function)	Percentage of Interest
N/A			

Prior Disciplinary Action

Have you ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action? If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
	N/A			

ALCOHOLIC BEVERAGES CONTROL COMMISSION

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Salutation	Mr.	First Name	David	Middle Name	Patrick	Last Name	Hart	Suffix	
Title:	Owner		Social Security Number				Date of Birth		02-29-60
Primary Phone:	716-893-6551		Email:		dhart@hart-hotels.com				
Mobile Phone:	716-570-6281		Fax Number						
Alternative Phone:									

Business Address

Street Number:	617	Street Name:	Dingens Street
City/Town:	Buffalo	State:	NY
Zip Code:	14206	Country:	

Mailing Address

☐ Check here if your Mailing Address is the same as your Business Address

Street Number:	7667	Street Name:	Quaker Road
City/Town:	Orchard Park	State:	NY
Zip Code:	14127	Country:	

Types of Interest (select all that apply)

<input type="checkbox"/> Contractual	<input type="checkbox"/> Director	<input type="checkbox"/> Landlord	<input checked="" type="checkbox"/> LLC Manager
<input type="checkbox"/> LLC Member	<input type="checkbox"/> Management Agreement	<input type="checkbox"/> Officer	
<input checked="" type="checkbox"/> Partner	<input type="checkbox"/> Revenue Sharing	<input type="checkbox"/> Sole Proprietor	<input type="checkbox"/> Stockholder
<input type="checkbox"/> Other			

Citizenship / Residency Information

Are you a U.S. Citizen?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Are you a Massachusetts Resident?	<input type="radio"/> Yes <input checked="" type="radio"/> No
-------------------------	---	-----------------------------------	---

Criminal History

Have you ever been convicted of a state, federal, or military crime?	<input type="radio"/> Yes <input checked="" type="radio"/> No	If yes, please provide an affidavit explaining the charges.
--	---	---

ALCOHOLIC BEVERAGES CONTROL COMMISSION

BENEFICIAL INTEREST CONTACT - Individual (continued)

Ownership / Interest

Using the definition above, do you hold a direct ☐ Direct ☒ Indirect or indirect interest in the proposed licensee?

If you hold a direct beneficial interest in the proposed licensee, please list the % of interest you hold.

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table below.

Ownership / Interest

If you hold an indirect interest in the proposed licensee, please list the organization(s) you hold a direct interest in which, in turn, hold a direct or indirect interest in the proposed licensee. These generally include parent companies, holding companies, trusts, etc. A Beneficial Interest - Organization Form will need to be completed for each entity listed below.

Name of Beneficial Interest - Organization	FEIN
N/A	

Other Beneficial Interest

List any indirect or indirect beneficial or financial interest you have in any other Massachusetts Alcoholic Beverages License(s).

Name of License	Type of License	License Number	Premises Address
DDH Hotel Natick Speen, LLC	§12 On Premises	00001-HT-0768	319 Speen Street, Natick, MA 01760
DDH Hotel Natick Worcester, LLC	§12 On Premises	00012-HT-0768	1360 Worcester Road, Natick, MA 01760
DDH Hotel Somerville, LLC	§12 On Premises	00072-HT1130	30 Washington Street, Somerville, MA 02143

Familial Beneficial Interest

Does any member of your immediate family have ownership interest in any other Massachusetts Alcoholic Beverages Licenses? Immediate family includes parents, siblings, spouse and spouse's parents. Please list below.

Relationship to You	ABCC License Number	Type of Interest (choose primary function)	Percentage of Interest
N/A			

Prior Disciplinary Action

Have you ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action? If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
	N/A			

APPLICATION FOR A NEW RETAIL ALCOHOLIC BEVERAGE LICENSE

BENEFICIAL INTEREST - Organization

Please complete a Beneficial Interest - Organization sheet for all organization(s) who have a direct or indirect beneficial interest, with or without ownership, in this license.

Example:

ABC Inc. is applying for a liquor license. ABC Inc. is 100% owned by XYZ Inc., which is 100% owned by 123 Inc. XYZ Inc. is considered to have a direct beneficial interest in the proposed licensee (ABC Inc.) and 123 Inc. is considered to have indirect beneficial interest in the proposed licensee (ABC Inc.). Both XYZ Inc. and 123 Inc. should complete a Beneficial Interest - Organization Form.

Entity Name: DDH Hotel Natick Worcester, LLC

FEIN: 27-2167535

Primary Phone: 5089031527

Fax Number: 5086519290

Alternative Phone: 5089031533

Email: kshisler@distinctivehospitalitygroup.com

Business Address

Street Number: 1360

Street Name: Worcester Road

City/Town: Natick

State: MA

Zip Code: 01760

Country:

Mailing Address

☒ Check here if your Mailing Address is the same as your Business Address

Street Number:

Street Name:

City/Town:

State:

Zip Code:

Country:

Publicly Traded

Is this organization publicly traded? ☐ Yes ☒ No

Ownership / Interest

Using the definition above, does this organization hold a direct or indirect interest in the proposed licensee? ☒ Direct ☐ Indirect

If this organization holds a direct beneficial interest in the proposed licensee, please list the % of interest it holds.

100

If you hold an indirect beneficial interest in this license, please complete the Ownership / Interest Table on the next page.

Ownership / Interest

If this organization holds an indirect interest in the proposed licensee, please list the organization(s) it holds a direct interest in which, in turn, hold a direct or indirect interest in the proposed licensee. These generally include parent companies, holding companies, trusts, etc. A Beneficial Interest - Organization Form will need to be completed for each entity listed below.

Name of Beneficial Interest - Organization	FEIN
N/A	

Other Beneficial Interest

List any indirect or indirect beneficial or financial interest this entity has in any other Massachusetts Alcoholic Beverages License(s).

Name of License	Type of License	License Number	Premises Address
N/A			

Prior Disciplinary Action

Has this entity ever been involved directly or indirectly in an alcoholic beverages license that was subject to disciplinary action?
If yes, please complete the following:

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation
No	No	No	No	No



Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street, First Floor
Boston, MA 02114

NATICK

DEBORAH B. GOLDBERG
TREASURER AND RECEIVER GENERAL

CORI REQUEST FORM

JEAN M. LORIZIO, ESQ.
CHAIRMAN

The Alcoholic Beverages Control Commission ("ABCC") has been certified by the Criminal History Systems Board to access conviction and pending Criminal Offender Record Information ("CORI"). For the purpose of approving each shareholder, owner, licensee or applicant for an alcoholic beverages license, I understand that a criminal record check will be conducted on me, pursuant to the above. The information below is correct to the best of my knowledge.

ABCC LICENSE INFORMATION

ABCC NUMBER: (IF EXISTING LICENSE)	00012-HT-0768	LICENSEE NAME:	DDH HOTEL NATICK WORCESTER LLC	CITY/TOWN:	NATICK
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APPLICANT INFORMATION

LAST NAME:	DUQUES	FIRST NAME:	HENRY	MIDDLE NAME:	
MAIDEN NAME OR ALIAS (IF APPLICABLE):	N/A	PLACE OF BIRTH:	WASHINGTON D. C.		
DATE OF BIRTH:	06-16-43	SSN:		ID THEFT INDEX PIN (IF APPLICABLE):	N/A
MOTHER'S MAIDEN NAME:	THEIS	DRIVER'S LICENSE #:		ATE LIC. ISSUED:	FLORIDA
GENDER:	MALE	HEIGHT:	6	WEIGHT:	200
			0	EYE COLOR:	GREEN
CURRENT ADDRESS:	THE PIERRE, 785 5TH AVENUE, APARTMENT 3304				
CITY/TOWN:	NEW YORK	STATE:	NY	ZIP:	10065
FORMER ADDRESS:	712 N. CASEY KEY ROAD				
CITY/TOWN:	OSPREY	STATE:	FL	ZIP:	34229

PRINT AND SIGN

PRINTED NAME:	HENRY DUQUES	APPLICANT/EMPLOYEE SIGNATURE:	<i>[Signature]</i>
---------------	--------------	-------------------------------	--------------------

NOTARY INFORMATION

On this 5th day of March, '18 before me, the undersigned notary public, personally appeared Henry Duques
(name of document signer), proved to me through satisfactory evidence of identification, which were Personally Known
to be the person whose name is signed on the preceding or attached document, and acknowledged to me that (he) (she) signed it voluntarily for its stated purpose.

[Signature]

NOTARY
Andrew G. Barnhardt
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG170412
Expires 3/28/2022

DIVISION USE ONLY

REQUESTED BY:	
SIGNATURE OF CORI-AUTHORIZED EMPLOYEE	

The DCJ Identify Theft Index PIN Number is to be completed by those applicants that have been issued an Identity Theft PIN Number by the DCJ. Certified agencies are required to provide all applicants the opportunity to include this information to ensure the accuracy of the CORI request process. ALL CORI request forms that include this field are required to be submitted to the DCJ via mail or by fax to (617) 660-4614.



Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street, First Floor
Boston, MA 02114

DEBORAH B. GOLDBERG
TREASURER AND RECEIVER GENERAL

CORI REQUEST FORM

JEAN M. LORIZIO, ESQ.
CHAIRMAN

The Alcoholic Beverages Control Commission ("ABCC") has been certified by the Criminal History Systems Board to access conviction and pending Criminal Offender Record Information ("CORI"). For the purpose of approving each shareholder, owner, licensee or applicant for an alcoholic beverages license, I understand that a criminal record check will be conducted on me, pursuant to the above. The information below is correct to the best of my knowledge.

ABCC LICENSE INFORMATION

ABCC NUMBER: (IF EXISTING LICENSEE)	00012HT0768	LICENSEE NAME:	DDH HOTEL NATICK WORCESTER LLC	CITY/TOWN:	NATICK
--	-------------	----------------	--------------------------------	------------	--------

APPLICANT INFORMATION

LAST NAME:	CARRIER	FIRST NAME:	LOUIS	MIDDLE NAME:	RAYMOND			
MAIDEN NAME OR ALIAS (IF APPLICABLE):	N/A		PLACE OF BIRTH:	PROVIDENCE, RI				
DATE OF BIRTH:	06-05-64	SSN:		ID THEFT INDEX PIN (IF APPLICABLE):				
MOTHER'S MAIDEN NAME:	ANDERSEN	DRIVER'S LICENSE #:		STATE LIC. ISSUED:	Massachusetts			
GENDER:	MALE	HEIGHT:	6	1	WEIGHT:	220	EYE COLOR:	Blue
CURRENT ADDRESS:	14 OAK STREET							
CITY/TOWN:	HOPKINTON	STATE:	MA	ZIP:	01748			
FORMER ADDRESS:	9733 Canyon Hills Ave							
CITY/TOWN:	Las Vegas	STATE:	NV	ZIP:	89145			

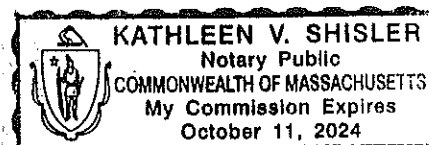
PRINT AND SIGN

PRINTED NAME:	LOUIS CARRIER	APPLICANT/EMPLOYEE SIGNATURE:	<i>Lou Carrier</i>
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NOTARY INFORMATION

On this 8th day of March 2018 before me, the undersigned notary public, personally appeared Lou Carrier
(name of document signer), proved to me through satisfactory evidence of identification, which were MA DL
to be the person whose name is signed on the preceding or attached document, and acknowledged to me that (he) (she) signed it voluntarily for its stated purpose.

Kathleen V. Shisler
NOTARY



DIVISION USE ONLY

REQUESTED BY:	
SIGNATURE OF CORI AUTHORIZED EMPLOYEE	

The DCJL Identify Theft Index PIN Number is to be completed by those applicants that have been issued an Identify Theft PIN Number by the DCJL. Certified agencies are required to provide all applicants the opportunity to include this information to ensure the accuracy of the CORI request process. ALL CORI request forms that include this field are required to be submitted to the DCJL via mail or by fax to (617) 660-4614.



Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street, First Floor
Boston, MA 02114

DEBORAH B. GOLDBERG
TREASURER AND RECEIVER GENERAL

CORI REQUEST FORM

JEAN M. LORIZIO, ESQ.
CHAIRMAN

The Alcoholic Beverages Control Commission ("ABCC") has been certified by the Criminal History Systems Board to access conviction and pending Criminal Offender Record Information ("CORI"). For the purpose of approving each shareholder, owner, licensee or applicant for an alcoholic beverages license, I understand that a criminal record check will be conducted on me, pursuant to the above. The information below is correct to the best of my knowledge.

ABCC LICENSE INFORMATION

ABCC NUMBER: (IF EXISTING LICENSEE)	00012-4F-0768	LICENSEE NAME:	DDH HOTEL NATICK WORCESTER LLC	CITY/TOWN:	NATICK
--	---------------	----------------	--------------------------------	------------	--------

APPLICANT INFORMATION

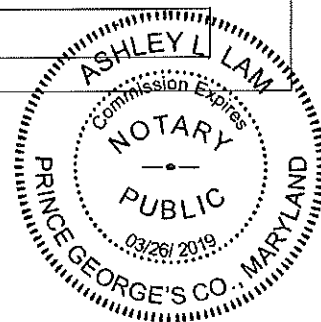
LAST NAME:	CARRIER	FIRST NAME:	MARK	MIDDLE NAME:	
MAIDEN NAME OR ALIAS (IF APPLICABLE):		PLACE OF BIRTH:	PROVIDENCE, RI		
DATE OF BIRTH:	09-09-58	SSN:		ID THEFT INDEX PIN (IF APPLICABLE):	
MOTHER'S MAIDEN NAME:		DRIVER'S LICENSE #:		STATE LIC. ISSUED:	Virginia
GENDER:	MALE	HEIGHT:		WEIGHT:	
CURRENT ADDRESS: 12116 KINSLEY PLACE					
CITY/TOWN:	RESTON	STATE:	VA	ZIP:	20190
FORMER ADDRESS: 1251 CENTER HARBOR PLACE					
CITY/TOWN:	RESTON	STATE:	VA	ZIP:	20194

PRINT AND SIGN

PRINTED NAME:	MARK CARRIER	APPLICANT/EMPLOYEE SIGNATURE:	<i>Mark C. Carrier</i>
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NOTARY INFORMATION

On this	2ND OF MARCH	before me, the undersigned notary public, personally appeared	MARK G. CARRIER
(name of document signer), proved to me through satisfactory evidence of identification, which were		DRIVERS LICENSE	
to be the person whose name is signed on the preceding or attached document, and acknowledged to me that (he) (she) signed it voluntarily for its stated purpose.			
Ashley L. Lam Notary Public State of Maryland Notary ID# 193395 My Commission Expires March 26, 2019		<i>Ashley Lam</i> NOTARY	



DIVISION USE ONLY

REQUESTED BY:	
SIGNATURE OF CORI-AUTHORIZED EMPLOYEE	

The DCJ Identify Theft Index PIN Number is to be completed by those applicants that have been issued an Identity Theft PIN Number by the DCJ. Certified agencies are required to provide all applicants the opportunity to include this information to ensure the accuracy of the CORI request process. ALL CORI request forms that include this field are required to be submitted to the DCJ via mail or by fax to (617) 660-4614.



Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street, First Floor
Boston, MA 02114

DEBORAH B. GOLDBERG
TREASURER AND RECEIVER GENERAL

CORI REQUEST FORM

JEAN M. LORIZIO, ESQ.
CHAIRMAN

The Alcoholic Beverages Control Commission ("ABCC") has been certified by the Criminal History Systems Board to access conviction and pending Criminal Offender Record Information ("CORI"). For the purpose of approving each shareholder, owner, licensee or applicant for an alcoholic beverages license, I understand that a criminal record check will be conducted on me, pursuant to the above. The information below is correct to the best of my knowledge.

ABCC LICENSE INFORMATION

ABCC NUMBER: <small>(IF EXISTING LICENSE)</small>	00012-HT-0768	LICENSEE NAME:	DDH HOTEL NATICK WORCESTER LLC	CITY/TOWN:	NATICK
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APPLICANT INFORMATION

LAST NAME:	HART	FIRST NAME:	DAVID	MIDDLE NAME:	PATRICK		
MAIDEN NAME OR ALIAS (IF APPLICABLE):	N/A	PLACE OF BIRTH:	BUFFALO, NY				
DATE OF BIRTH:	02-29-60	SSN:		ID THEFT INDEX PIN (IF APPLICABLE):	N/A		
MOTHER'S MAIDEN NAME:	SPERDUTI	DRIVER'S LICENSE #:		STATE LIC. ISSUED:	New York ▼		
GENDER:	MALE ▼	HEIGHT:	6' ▼ 3" ▼	WEIGHT:	235	EYE COLOR:	BLUE
CURRENT ADDRESS:	7667 QUAKER ROAD						
CITY/TOWN:	ORCHARD PARK	STATE:	NY	ZIP:	14127		
FORMER ADDRESS:	39 EDGEWATER DRIVE						
CITY/TOWN:	ORCHARD PARK	STATE:	NY	ZIP:	14127		

PRINT AND SIGN

PRINTED NAME:	DAVID HART	APPLICANT/EMPLOYEE SIGNATURE:	
---------------	------------	-------------------------------	--

NOTARY INFORMATION

On this	March 1, 2018	before me, the undersigned notary public, personally appeared	David Hart
(name of document signer), proved to me through satisfactory evidence of identification, which were		NYS Driver's License	
to be the person whose name is signed on the preceding or attached document, and acknowledged to me that (he) (she) signed it voluntarily for its stated purpose.			
		 NOTARY	

DEBRA A. HERMAN
NOTARY PUBLIC, STATE OF NEW YORK
REGISTRATION No. 01HE0172277
QUALIFIED IN ERIE COUNTY
My Commission Expires Aug. 6, 2019

DIVISION USE ONLY

REQUESTED BY:	
SIGNATURE OF CORI-AUTHORIZED EMPLOYEE	

The DCJ Identify Theft Index PIN Number is to be completed by those applicants that have been issued an Identify Theft PIN Number by the DCJ. Certified agencies are required to provide all applicants the opportunity to include this information to ensure the accuracy of the CORI request process. ALL CORI request forms that include this field are required to be submitted to the DCJ via mail or by fax to (617) 660-4614.

DDH HOTEL NATICK/WORCESTER, LLC

ACTION BY WRITTEN CONSENT OF
THE MANAGING MEMBER IN LIEU OF SPECIAL MEETING

January 10, 2018

The undersigned, being the Managing Member of DDH HOTEL NATICK/WORCESTER, LLC, a Massachusetts limited liability company (the "Company"), acting pursuant to the applicable provisions of the laws of the Commonwealth of Massachusetts and in accordance with the Third Amended and Restated Operating Agreement of the Company, hereby consents to the following actions and adopts the following votes, which votes shall be filed with the records of the meetings of the Company, and shall for all purposes be treated as resolutions approved at a duly constituted meeting thereof:

VOTED: That David Shamoian is hereby removed as a Beneficial Interest Owner in the Company, in accordance with the Commonwealth of Massachusetts Alcoholic Beverages Control Commission, effective as of the date hereof; and, further

VOTED: To ratify and confirm that the following individuals hold the Beneficial Interest in the Company as set forth opposite each of their names:

Louis Carrier	18.823%
Mark Carrier	18.823%
David Hart	12.353%
Henry Duques	50%

VOTED: To ratify and confirm that Lynne Luongo is the manager and principal representative of the Company, with full authority and control of the conduct of the premises described in the license of the Company and with full authority and control of the conduct of all business therein relative to alcoholic beverages, as the licensee itself could in any way have, and Lynne Luongo is duly authorized on behalf of the Company to exercise such power as if the Company were a natural person resident in the Commonwealth of Massachusetts; and further

VOTED: That all actions heretofore taken by the Managing Member are hereby acknowledged, ratified and confirmed in all respects.

[Remainder of Page Intentionally Left Blank – Signatures Appear on the Following Page]

IN WITNESS WHEREOF, the undersigned has executed this Action by Written Consent of the Managing Member as of the date first above written.

MANAGING MEMBER:

DDH HOTEL MEMBER I, LLC

By: DD Hotels I, LLC, its Member

By: _____

Name: Louis R. Carrier

Title: Manager

ITEM TITLE: The Beer Mobile, Inc. (in Conjunction with Barleycorn's): Request for a 1-Day Liquor License for Natick Nights, 7/19/18, 4-8 PM, Parking Lot at 21 Summer Street

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Application Withdrawal	7/9/2018	Cover Memo
Application	7/5/2018	Cover Memo
Police Recommendation	7/6/2018	Cover Memo



Patricia O'Neil <poneil@natickma.org>

Selectmen's Meeting - Monday, July 9, 2018

6 messages

Patricia O'Neil <poneil@natickma.org>
To: andrew@thebeermobile.com

Fri, Jul 6, 2018 at 10:45 AM

Hello Andrew. Your request is on the July 9th Selectmen's agenda. The meeting will be held in the Dlott Meeting Room on the second floor of the Natick Town Hall, 13 East Central Street, at 7:00 p.m.

--
Trish O'Neil
Executive Assistant
Town of Natick
13 East Central Street
Natick, MA 01760
P: 508-647-6410
F: 508-647-6401
poneil@natickma.gov
www.natickma.gov

Andrew Li <andrew@thebeermobile.com>
To: Patricia O'Neil <poneil@natickma.org>

Mon, Jul 9, 2018 at 12:50 PM

Dear Patricia -

Thank you sincerely for your communication and assistance. After speaking with Tom from Barleycorn's we would like to please cancel both of our applications for the 12th and 19th. We will certainly be in touch for future events when we can clarify the objective a little better on our part.

Best,

Andrew Li
[Quoted text hidden]
--
Andrew Li
Founder
www.thebeermobile.com
andrew@thebeermobile.com
617-851-0499

Patricia O'Neil <poneil@natickma.org> Mon, Jul 9, 2018 at 12:57 PM
To: Amy Mistrot <amistrot@natickma.org>, Jonathan Freedman <jfreedman@natickma.org>, Michael Hickey <mhickey@natickma.org>, Rick Jennett <rjennett@natickma.org>, Sue Salamoff <ssalamoff@natickma.org>, Susan salamoff <sgsalamoff@gmail.com>, Brian Lauzon <lauzon@natickpolice.com>

The Beer Mobile has withdrawn their application as per their email.

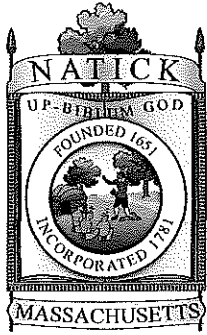
[Quoted text hidden]

Patricia O'Neil <poneil@natickma.org>
To: Andrew Li <andrew@thebeermobile.com>

Mon, Jul 9, 2018 at 12:58 PM

Thanks for letting me know.

[Quoted text hidden]

**Office Use Only:**

Date Pmt Rec'd: _____ Fee Paid: \$ _____ Check No: _____

Police Department approval issued ☐ Notes: _____Board of Health approval issued ☐ _____

Board of Selectmen Decision Date _____

Approved ☐ Denied ☐

TOWN OF NATICK

ONE-DAY LIQUOR LICENSE APPLICATION (SECTION 14 LICENSE)

(Type or print clearly; illegible applications will not be accepted)

A nonprofit* organization may apply for either a one-day all-alcohol license or one-day beer and/or wine license. A for profit** organization may apply for a one-day beer and/or wine license **ONLY**. Special license-holders **CANNOT** purchase alcoholic beverages from a package store and **CANNOT** accept donations of alcoholic beverages from anyone; alcoholic beverages must be purchased from a State licensed supplier: <https://www.mass.gov/service-details/apply-for-a-special-license-or-permit-abcc>.

Date Submitted: 6/28/18Fee: \$50.00

The undersigned hereby applies for a One-Day Liquor License in accordance with the provisions of the Statutes relating thereto:

Applicant Information:Name Andrew LiOrganization The Beer Mobile Inc.Address 342 Clark Rd Brookline, MA 02445Phone number 6178510499 Email address andrew@thebeermobile.comType of Organization: ☐ Nonprofit* ☒ For profit**Type of alcohol to be served: ☐ All alcohol (nonprofit organizations only)☒ Beer and/or Wine (any organization)**Event Details:**Type of event Natick Nights (in conjunction w/ Barkycorn's)Location where event will be held Parking lot at 21 Summer St NatickDate of event ~~7/19/18~~ 7/19/18 Hours of event 4:00 PM to 8:00 PMEstimated attendance 100

Alcohol Service Details:

Caterering/Serving Company The Beer Mobile Inc.
Address 342 Clark Rd. Brookline MA 02445
Contact Person Andrew Li
Phone number 6178510499 Email address andrew@thebeermobile.com

Please add any additional information you think may be pertinent: _____

Please print and submit completed application to the Board of Selectmen's Office (508-647-6410), Natick Town Hall, 13 East Central Street, Natick, MA 01760, or email to poneil@natickma.org or ddonovan@natickma.org. See additional important licensing information on the Town website at natickma.gov: click on Government, then on Board of Selectmen, then on Grants, Licenses & Permits. Contact the Board of Health (508-647-6460), located on the second floor of Town Hall, regarding any other permits you may need or requirements you should be aware of pertaining to your application for a one-day alcohol license.

PLEASE NOTE: If your application is approved, the Town of Natick will require:

1. Proof of current alcohol server training through either the TIPS or the AIM in-person training programs. Online server training certification, such as eTIPS, will NOT be accepted by the Town of Natick.
2. A certificate of liability insurance naming the Town of Natick as an additional insured.



Patricia O'Neil <poneil@natickma.org>

One Day Liquor License Applications for 7/12 and 7/19

4 messages

Andrew Li <andrew@thebeermobile.com>
To: poneil@natickma.org, ddonovan@natickma.org
Cc: Corey Fletcher <corey@thebeermobile.com>

Thu, Jun 28, 2018 at 11:35 AM

To whom it may concern -

Please find attached our applications for the 12th and 19th of July for events in conjunction with Barleycorn's Craft Brew on Summer St. in Natick. If there is any further information we may provide please let us know, and hard copies with payment are in the mail at this time on the way to the Selectmen's office.

Thank you for your consideration,

Andrew Li

--
Andrew Li
Founder
www.thebeermobile.com
andrew@thebeermobile.com
617-851-0499

2 attachments

 **7.19.18 Natick Application.pdf**
556K

 **7.12.18 Natick Application.pdf**
561K

Patricia O'Neil <poneil@natickma.org>
To: Brian Lauzon <lauzon@natickpolice.com>
Cc: Donna Donovan <ddonovan@natickma.org>

Thu, Jun 28, 2018 at 12:32 PM

Brian, forwarding for your opinion.

[Quoted text hidden]

--
Trish O'Neil
Executive Assistant
Town of Natick
13 East Central Street
Natick, MA 01760
P: 508-647-6410
F: 508-647-6401
poneil@natickma.gov
www.natickma.gov

2 attachments

 **7.19.18 Natick Application.pdf**
556K



7.12.18 Natick Application.pdf
561K

Brian Lauzon <lauzon@natickpolice.com>
To: Patricia O'Neil <poneil@natickma.org>
Cc: Donna Donovan <ddonovan@natickma.org>

Fri, Jul 6, 2018 at 10:15 AM

Trish,

We have been struggling to understand this request. I do not see anything from Barley Corn, who as you know is a new licensee in the community, supporting this initiative. The parking lot I believe, as somewhat described in the application, is Town owned and operated. I checked the Town's GIS mapping system and it does not appear to me that Barley Corn's have a parking lot they exclusively own in that area. For these reasons, including the lack of information and details for the event, we would not be inclined to recommend to the Board of Selectmen, as the Licensing Authority, that they approve this request for a one day liquor license.

Respectfully,

Lt. Brian G. Lauzon
[Quoted text hidden]

Patricia O'Neil <poneil@natickma.org>
To: Amy Mistrot <amistrot@natickma.org>

Fri, Jul 6, 2018 at 10:36 AM

Amy, here is Lt. Lauzon's response regarding the mobile beer truck.
[Quoted text hidden]

ITEM TITLE: Appointments to the Community Services Advisory Committee-Terms
Expire 6/30/2021

ITEM SUMMARY: a. Kelsey Hampton
b. Rachele Manning

ATTACHMENTS:

Description	Upload Date	Type
CSAC Packet	6/29/2018	Cover Memo



COMMUNITY SERVICES ADVISORY COMMITTEE

BOARD DETAILS



OVERVIEW



SIZE 7 Seats



TERM LENGTH



TERM LIMIT

Section 1. Establishment and Role of the Community Services Advisory Committee

The Community Services Advisory Committee, hereinafter referred to as the "Committee," shall serve as advisor to the Director of Community Services and the Board of Selectmen on matters concerning improvement of the quality of life for all Natick residents. In conjunction with the Director of Community Services, the committee will:

- Assist in the on-going identification and consideration of service gaps
- Evaluate current programming and assist in the development of strategic priorities, assembling ad-hoc task forces as deemed necessary
- Make recommendations on programs and/or service expansion based upon current knowledge, data and "best practices"
- Work cooperatively with all associated boards and committees affiliated with the department through regular consultation
- Establish and evaluate facility access policies, including matters of sponsorship
- Advise upon matters of fees for services
- Report to the Board of Selectmen on the status of recommendations of the Committee
- Submit a summary of their work for the preceding year for inclusion in the Town's Annual Report

The Committee will work collaboratively with the Council on Aging and the Recreation and Parks Commission through regular communication and consultation and will, together, convene annual discussions regarding priorities of the Community Services Department.

Section 2. Composition and Terms of Office

The Committee shall be comprised of seven (7) voting members appointed by the Board of Selectmen. Committee members shall be appointed to three (3) year terms, except that initial appointments shall be as follows: three (3) members shall be appointed for three (3) years, two (2) members shall be appointed for two (2) years and two (2) shall be appointed for one (1) year.

Terms shall coincide with the fiscal year. Committee members shall not serve more than a total of six (6) years.

In making appointments to the Community Services Advisory Committee, the Board of Selectmen shall seek and give preference to candidates with experience in (1) the promulgation of policy (2) citizen engagement (3) consensus-building and (4) collaboration and, further, the Board shall endeavor to appoint a Committee which, as a whole, represents a diverse

cross-section of the Natick community.

The Committee shall meet no less than six (6) times per year, and more frequently as warranted. At the first meeting after the start of each new fiscal year the Committee shall conduct an organizational meeting to elect from its members a Chair, Vice-Chair and Secretary.



DETAILS

ENACTING RESOLUTION

**ENACTING RESOLUTION
WEBSITE**



COMMUNITY SERVICES ADVISORY COMMITTEE

BOARD ROSTER



JAMES F BRENNEMAN

1st Term Feb 28, 2017 - Jun 30, 2018

Appointing Authority Board of Selectmen

Position Member



MICHAEL W BYRUM

2nd Term Jul 01, 2017 - Jun 30, 2020

Position Member



SANDRA B HEWITT

1st Term Oct 18, 2016 - Jun 30, 2019

Appointing Authority Board of Selectmen

Position Member



PAULA D PANCHUCK

1st Term Oct 18, 2016 - Jun 30, 2019

Appointing Authority Board of Selectmen

Position Chairman



SONIA SHAH

1st Term Oct 17, 2017 - Jun 30, 2020

Appointing Authority Board of Selectmen

Position Member



VACANCY



VACANCY

Profile

Kelsey

First Name

E

Middle Initial

Hampton

Last Name

hamptonkelseye@gmail.com

Email Address

4 East Street

Street Address

Suite or Apt

Natick

City

MA

State

01760

Postal Code

What district do you live in? *

☒ Precinct 9

Mobile: (978) 302-8777

Primary Phone

Home:

Alternate Phone

Natick Service Council

Employer

Director, Food Pantry &
Volunteer Services

Job Title

Which Boards would you like to apply for?

Community Services Advisory Committee: Submitted

Are you a registered voter in the Town of Natick?

☒ Yes ☐ No

Have you ever attended a Natick town meeting?

☐ Yes ☒ No

Have you ever served on a board, committee, or commission in the Town of Natick?

☐ Yes ☒ No

If yes, please list name(s) of board, committee or commissions, along with date(s) of service:

Interests & Experiences

Why are you interested in serving on a board or commission? Are there any changes you would like to see to these boards, committees and/or commissions?

I am interested in taking on a more active role in our community; as I have begun to establish my family in the town, I understand the importance of taking responsibility for the activities and services provided through our town. I hope to actively engage community members and resources to continue to make Natick a town with a strong foundation of engagement and support for those who live here. I value the strength of the Natick community, and look forward to being part of continuing to develop that.

Are you a graduate of the Natick Community Services Citizen's Leadership Academy?

☐ Yes ☒ No

Please list any skills or specialized knowledge you can bring to these boards, committees and/or commissions.

I believe I offer a unique knowledge base that can be beneficial to this committee. I volunteer for several local organizations, including the Kiwanis Club and Family Promise MetroWest; as well as an employee of the Natick Service Council. As an employee of the Natick Service Council, I am responsible for all volunteer engagement and activities that are required to provide services to NSC clients seeking assistance. I serve as a Board member for the Kiwanis Club of Natick-Metrowest, in which I serve on the scholarship committee and assist in the promotion of the clubs mission and involvement in the community. I also serve as a volunteer on Family Promise MetroWest event committees, where I am responsible for social media campaigns that increase engagement and support of the organization. I believe these experiences have given me the skills to engage community members through a variety of innovative ways, including increased engagement on social media and collaborations among businesses and town services.

Please list any professional affiliations.

Employee, Natick Service Council

Let us know what other specialized interests or hobbies you might have.

[RESUME.docx](#)

Upload a Resume

Kelsey Hampton

4 East Street, Natick MA 01760 | HamptonKelseyE@gmail.com | (978)-302-8777

WORK EXPERIENCE:

Director, Food Pantry & Volunteer Services, Natick Service Council **May 2016-Present**

- Manage food pantry operations including: coordination of volunteer support, food sourcing and delivery in alignment with fiscal year budgets
- Maintains daily coverage of volunteer requirements, outlines volunteer assignments and task content in support of special projects
- Worked with Program Manager and Executive Director to establish database of volunteers and clients to easily and efficiently track services obtained and donations given through the Service Council
- Promotes community interest and participates in community events to promote the Service Council
- Works with Executive Director to analyze volunteer needs, requirements, training and recognition of volunteers
- Recruits new volunteers using community resources and contacts
- Interviews, trains and supervises volunteers
- Supports nutrition related programming, including coordination of resources (Nurse practitioner, licensed nutritionist) in accordance with grant funding. Also maintains ongoing program records to be used to report to grant foundations regarding programs

Head Coach, Cheer Factor High Performance Training Center **September 2012-2016**

- Head coach for competitive all star cheerleading program.
- Maintains effective communication with families and athletes to ensure the standards of the gym are maintained throughout each season; relating to performance, attendance and sportsmanship.
- Develops class plans and skill focus sets for each class geared toward the appropriate skill level and age.
- Works closely with gym owners to develop and implement marketing initiatives to gain new athletes.
- Actively engages with local youth programs, school administrators and high school coaches to educate them about programs offered at our facility relating to cheerleading as well as a healthy and physical lifestyle.
- USASF credentialed and certified coach/instructor.

Assistant, American Cancer Society, Acton, MA **May 2012-November 2012**

- Assistant to Community Executives for community and college Relay for Life in the Greater Boston Area.
- Provided overall administrative support to designated Community Executives and assigned Relay for Life events.
- Ensured implementation of data collection for each income activity, including income/expense information and donor/volunteer records.
- Worked closely with health initiatives, advocacy, communications and corporate relations, in a team environment to effectively represent the Society and its mission in the community.
- Gave on-site support preparing the community area, delegating tasks to Committee members, registration, and preparing for scheduled events.
- Assisted Executives in reaching assigned goals while staying within pre-approved budget and acceptable expense guidelines to achieve maximum net income.

- Worked with Community Executives, Committee Members, and Team Captains to ensure successful fundraising leading up to Relay for Life, programs during the event to increase on-site fundraising and post event fundraising.

VOLUNTEER EXPERIENCE:

Special Events Committee, Family Promise MetroWest

August 2015-Present

- Walk Away Homelessness 2016-2017
 - Committee member for annual walk held on Natick Common to raise money and spread awareness of homelessness which raised over \$100,000
 - Compile lists of all community businesses in the MetroWest via internet research which became the database to use for obtaining sponsorships and ad space.
 - Distribute posters to various congregations and local businesses to promote the event
 - Oversaw social media marketing for sponsorships, ensuring promotion of event sponsors and donors across all levels as well as general event promotion
- Keep the Promise 2015-2017
 - Committee member for annual food and wine tasting to benefit homeless families who are currently staying with Family Promise and their network of congregations that provide shelter which raised over \$60,000.
 - Reached out to local businesses and community members to obtain donations and spread awareness for event.
 - Works closely with Director of Development to develop and implement social media campaign to grow community connections and gain exposure for event.
 - On hand for event set up, registration, and distribution of auction prizes.

LEADERSHIP EXPERIENCE:

Kiwanis Club of Natick, Board Member

October 2017-October 2020

MetroWest Health Leadership Academy, Graduate

2017

Committee Chair, Wellesley Fire Department Golf Classic

October 2015

- Successfully planned, executed and raised money to benefit the Wellesley Fire Department through starting their annual Golf Classic.
- Developed and implemented cost structure, sponsorship and marketing plan to ensure success of event
- Engaged local businesses and community members to secure high level event sponsorships, donations amounting to \$10,000.
- Worked closely with Wellesley Country Club to coordinate registration, tournament logistics and reception
- Managed committee of 8 volunteers to delegate tasks prior to and on the day of the event

Providence College Big East Division 1 Collegiate Cheerleading Captain

2011-2012

- Attended all games and events during regular Basketball season. Dedicated 14+ hours a week to practice, events and games.
- Involved in many monthly Community Service Projects. Including and not limited to: Camp Friartown, Cheerleading Clinic, Friar Cheerleading Competition, Best Buddies Basketball Challenge and Reading Week.

Providence College Student Advisory Committee Member

2011-2012

- Cheerleading representative on committee designed to facilitate work with administration, athletic department and other student groups at Providence College.
- Engaged Providence College Athletic teams in community service programs with local and national non-profits.

EDUCATION: Providence College, Providence RI- Class of 2012

- Bachelors Degree; College of Professional Studies: Social Sciences and Public and Community Service

SKILLS: Highly proficient in computer programs such as Microsoft Windows, Microsoft Office, Word, PowerPoint, Excel, QuickBooks, Open Table and Access

INTERESTS: Cooking, Writing and Reading

References available upon request

Profile

Rachele

First Name

Manning

Last Name

rachbmanning@gmail.com

Email Address

25 Loker Street

Street Address

Suite or Apt

Natick

City

MA

State

01760

Postal Code

What district do you live in? *

☒ Precinct 4

Mobile: (617) 596-6432

Primary Phone

Home:

Alternate Phone

Employer

Job Title

Which Boards would you like to apply for?

Community Services Advisory Committee: Submitted

Are you a registered voter in the Town of Natick?

☒ Yes ☐ No

Have you ever attended a Natick town meeting?

☐ Yes ☒ No

Have you ever served on a board, committee, or commission in the Town of Natick?

☐ Yes ☒ No

If yes, please list name(s) of board, committee or commissions, along with date(s) of service:

Interests & Experiences

Why are you interested in serving on a board or commission? Are there any changes you would like to see to these boards, committees and/or commissions?

I've been a long-term believer in public service. With my kids in elementary school, I finally feel like I have some extra time to participate.

Are you a graduate of the Natick Community Services Citizen's Leadership Academy?

☒ Yes ☐ No

Please list any skills or specialized knowledge you can bring to these boards, committees and/or commissions.

Program and project management skills from my job experience.

Please list any professional affiliations.

Let us know what other specialized interests or hobbies you might have.

[Rachele Manning Resume June 2018.docx](#)

Upload a Resume

Rachele Manning

25 Loker Street, Natick | 617-596-6432 | rachbmanning@gmail.com

Summary of Qualifications

Specialize in creating structure and defining processes in program and account management departments at healthcare start-ups. Whether it's creating new programs, establishing account implementation processes or establishing project management toolkits, I've done it, awesomely.

Professional Experience

Director of Program Management, GNS Healthcare Cambridge: April 2017-May 2018

Causal machine learning company that creates solutions to slow disease progression, reduce adverse events and optimize therapeutic effectiveness.

- Developed and implemented PMO processes and policies to provide direction and oversight on project phases such as RACI charts, data transfer and validation and lessons learned.
- Managed a funded R&D project with leading Medicare Advantage payer. Tasks including managing internal cross-functional team comprised of physicians, data scientists, clinical analysts and senior leadership, managing client meetings, and owning project plan, risk mitigation and issue tracking.
- Managed project with pharmaceutical company to identify potential biomarkers for a form of nonalcoholic fatty liver disease.
- Worked and collaborated closely with Senior Leadership, Account Management, Data Scientists and other stakeholders within GNS to deliver high quality and proven programs for the Payer and Provider sectors.
- Worked closely with Clinical Analytics team to evaluate program success and measure ROI and ROH.
- Mentored other program and project managers who implement Machine Learning programs for clients in the payer and provider space.

Senior Client Success Manager, Virgin Pulse Framingham: Feb 2015 - Mar 2017

SAAS company focused on employee well-being and engagement.

- Provided direction to a \$2.5M book of Healthcare Industry clients on how to build a successful employee engagement program with an understanding of the challenges this field faces such as HIPAA and privacy concerns and higher than average employee healthcare costs.
- Offered strategic recommendations to a Maine Healthcare system whose program participation surpassed expectations and as a result exceeded budget. Adjusted reward levels to control costs while still keeping members engaged in the program.
- Improved one Ohio Healthcare System's spouse enrollment from 18% to 35%.
- Managed three Client Success Associates who provided support on accounts.

Senior Account and Implementation Manager, Dovetail Health Needham: Sept 2012 - Jan 2015

Medication management company that works with ACOs, health plans and self-insured employers to reduce total medical expenditures and hospital readmissions.

- Worked closely with clinical leadership to design a new intervention program targeted to a Medicare ACO population in June 2014. Program participants had a 3% readmission rate as compared to 19% industry average.
- Led assessment of nurse-led in-home intervention for self-insured populations. This population is traditionally difficult to engage in disease management programs. Directed efforts to improve the enrollment rate for a targeted client account. Within a few months enrollment rate improved by nine percentage points (from 19% to 28% of target population).
- Provided direction to healthcare executives of client accounts to identify program development opportunities that Dovetail could leverage to help clients lower readmission rates and total medical expenditures.

Product Manager, AllOne Health, Woburn: Jan 2008 – Sept 2012

Workplace health company that provides wellness services, employer medical management and Employee Assistance Programs.

- Program Manager for tobacco cessation program. Tasks included: vendor evaluation; developed program engagement and sales marketing materials; business development. Program reported a 50% quit rate, compared to an average 10-25% quit rate for other tobacco cessation programs.
- Developed and implemented *Talk One-2-One*, a telephonic counseling service targeted to college students. Program development tasks included: Program research; competitive analysis; vendor contract negotiation; developed levels of service offerings and associated pricing; Directed marketing of program marketing materials.
- Implemented and managed a background screening service and an automated external defibrillator (AED) monitoring service. Tasks included: contract negotiation, product pricing developing marketing materials and monitoring performance.

Senior Research Analyst, Health Industry Insights, Framingham: July 2006 – February 2008

Health Industry Insights conducts market research on the healthcare information technology industry.

- Owned and managed *Healthcare IT Spending Guide*, a subscription service that forecasted IT spend within the healthcare industry.
- Responsible for identifying key issues in the healthcare industry and providing thought leadership on these topics as Senior Research Analyst.

Consultant, Blue Cross Blue Shield of Massachusetts, Boston: June 2003 – June 2006

BCBSMA is a Massachusetts health plan.

- Managed implementation of new product at BCBSMA for Clinical Pharmacy department. Activities included: developing and tracking project plans; directing Marketing department on collateral creation; creating presentations; and building relationships with project stakeholders.

- Directed a large-scale project implementation for Prevention and Wellness department. Led workgroups with senior management to document workflows, managed workgroups comprised of key stakeholders. Provided status updates to Executive Steering Committees on progress.
- Ran consulting projects for numerous business areas such as Clinical Coordination, Behavioral Health, the BCBSMA Foundation, and Clinical Pharmacy. Activities included: developing and tracking project plans; creating presentations, and building relationships with project stakeholders.

Education

- **Master of Science in Health Communication, Tufts University, Boston**
- **Master of Business Administration, Cum Laude, Babson College, Wellesley**
- **Bachelor of Art in Business Administration, University of Washington, Seattle, WA**

ITEM TITLE: Request to Occupy a Public Way: Bryan Blackerby, R. Zoppo Corporation

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Revised Plan 7/9/19 (Change in Hours)	7/9/2018	Cover Memo
Request/Details	7/6/2018	Cover Memo
Detour Plan	7/6/2018	Cover Memo
Police Recommendation & History of Request	7/6/2018	Cover Memo

MBTA/KEOLIS – NATICK CENTER STATION STAIR REPLACEMENT PROJECT NATICK, MA

GENERAL:

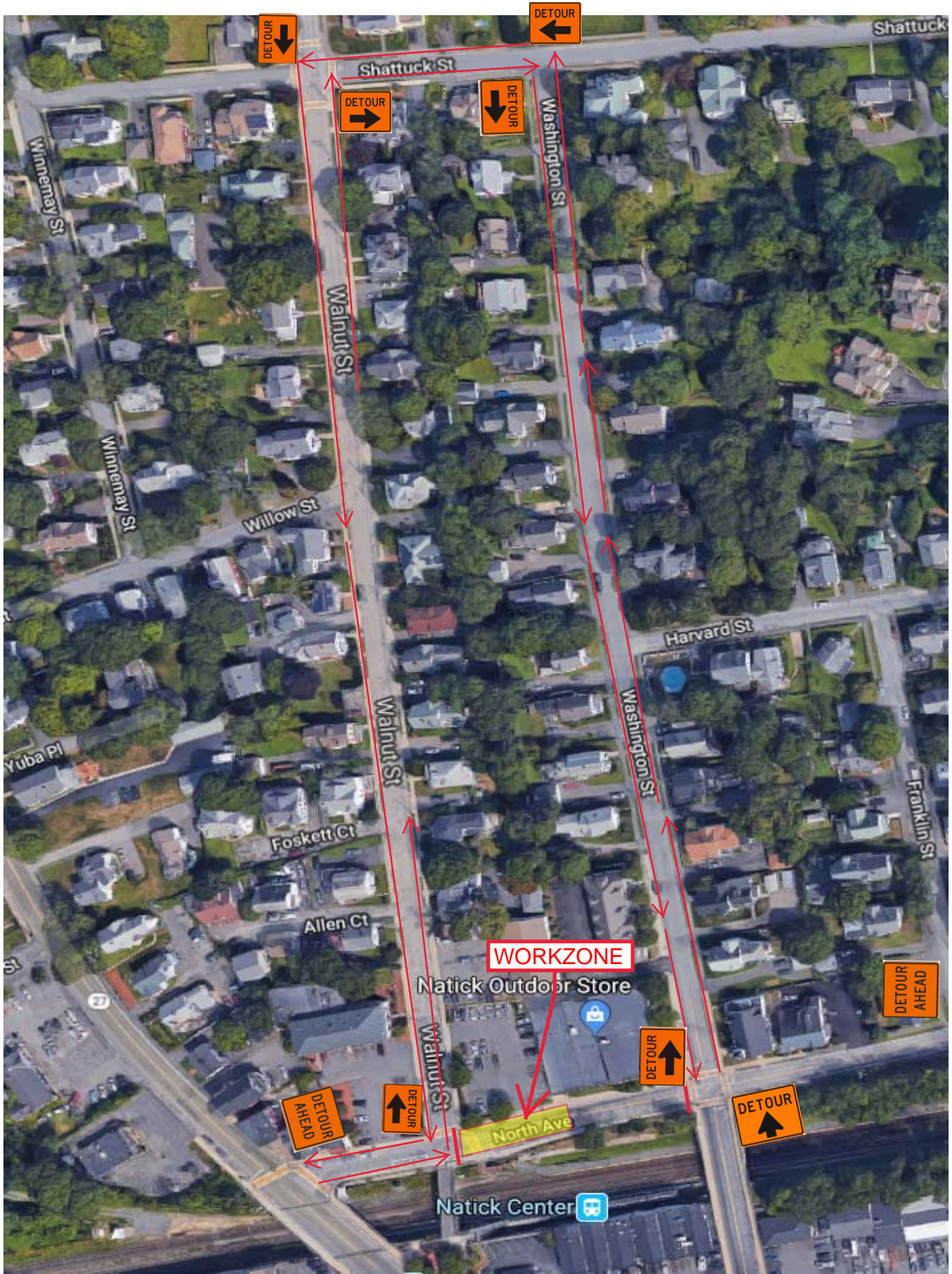
Scope of work includes the removal and the replacement of the existing Natick Central Commuter Rail Station's north stairs. These stairs provide access to the outbound trains on the Worcester/Framingham MBTA commuter rail line. Replacement of the stairs will be completed during a weekend shutdown of the Worcester line .

- **SCHEDULE / COMPLETION:** Work to be performed Saturday July 14th from 5am to 9pm (*finish time estimated*). Traffic impact period will be less (approx. 10-12 hours)
- **TRAFFIC IMPACT:** A full closure of North Ave will be required at the Washington Street and Walnut Street intersections. Closure will be required for the crane to remove and replace the stairs. See attached DETOUR PLAN
- **POLICE DETAILS:** It is anticipated we will require 1-2 police details on North Ave during work
- **WORZONE SIGNAGE:** Standard MUTCD detour signage. See attached DETOUR PLAN



R. ZOPPO CORP CONTACTS:

- Bryan Blackerby – Project Executive – Cell 508.468.0719 / Email bblackerby@zoppo.com
- George Climo – Superintendent – Cell 339.364.1624 / Email gclimo@zoppo.com
- Albert Pacheco – Site Foreman – Cell 617.908.1527



MBTA/KEOLIS – NATICK CENTER STATION STAIR REPLACEMENT PROJECT NATICK, MA

GENERAL:

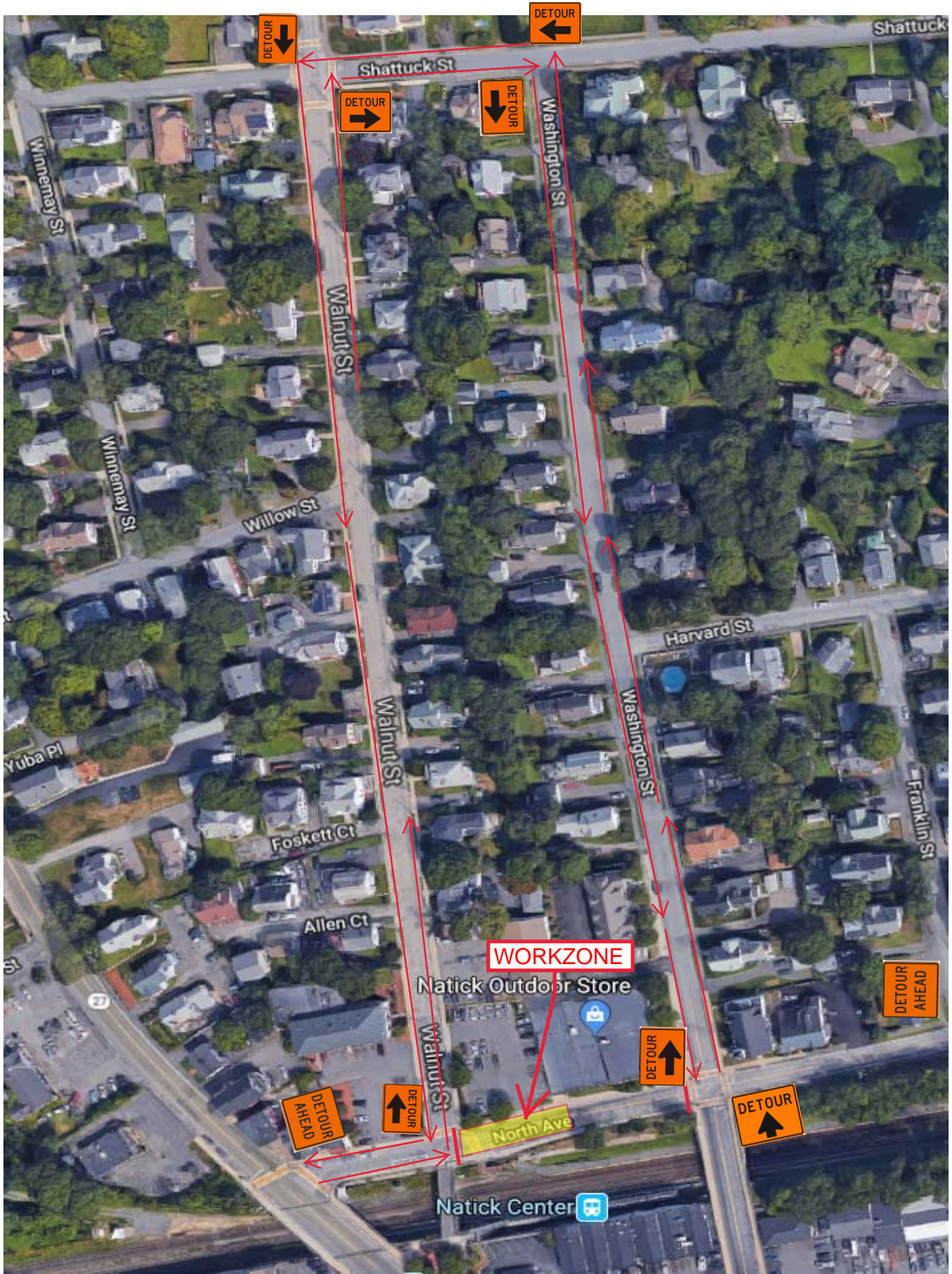
Scope of work includes the removal and the replacement of the existing Natick Central Commuter Rail Station's north stairs. These stairs provide access to the outbound trains on the Worcester/Framingham MBTA commuter rail line. Replacement of the stairs will be completed during a weekend shutdown of the Worcester line .

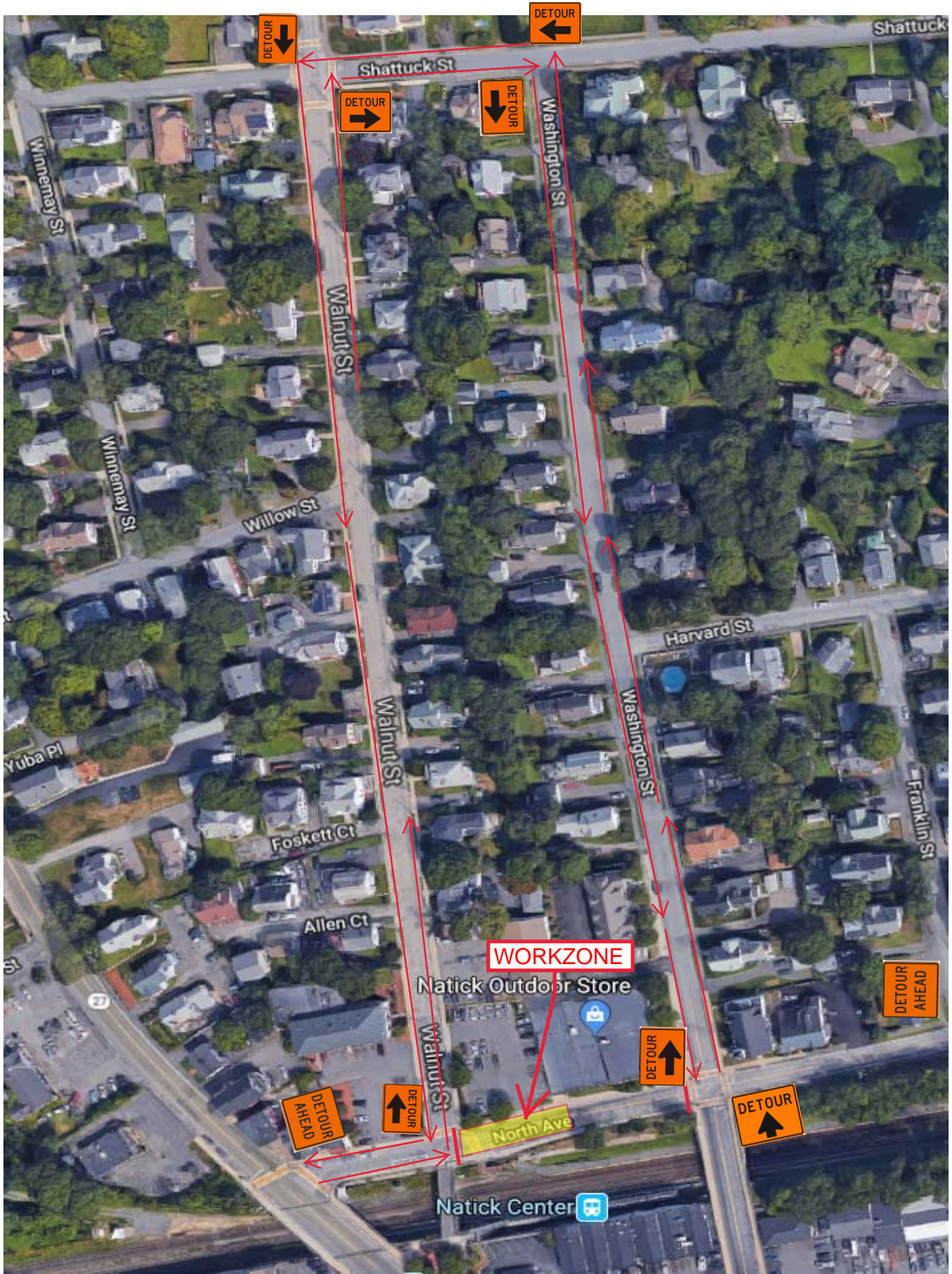
- **SCHEDULE / COMPLETION:** Work to be performed Saturday July 14th from 7am to Sunday July 15th 7am (*finish time estimated*). Traffic impact period will be less (approx. 10-12 hours)
- **TRAFFIC IMPACT:** A full closure of North Ave will be required at the Washington Street and Walnut Street intersections. Closure will be required for the crane to remove and replace the stairs. See attached DETOUR PLAN
- **POLICE DETAILS:** It is anticipated we will require 1-2 police details on North Ave during work
- **WORZONE SIGNAGE:** Standard MUTCD detour signage. See attached DETOUR PLAN



R. ZOPPO CORP CONTACTS:

- Bryan Blackerby – Project Executive – Cell 508.468.0719 / Email bblackerby@zoppo.com
- George Climo – Superintendent – Cell 339.364.1624 / Email gclimo@zoppo.com
- Albert Pacheco – Site Foreman – Cell 617.908.1527







Patricia O'Neil <poneil@natickma.org>

MBTA Natick Center Station - Stair Replacement Project

12 messages

Bryan Blackerby <bblackerby@zoppo.com>
To: "poneil@natickma.org" <poneil@natickma.org>

Fri, Apr 27, 2018 at 10:14 AM

Hi Patricia:

Following up on our phone conversation from last week attached please find a narrative outlining our scope of work for the above referenced project.

Please have the appropriate person review and contract me with any questions. Work is not scheduled to take place until the weekend of July 14th but I'd like to have everything worked out well ahead of time.
Best way to reach me is my cell phone @ 508.468.0719.

Thanks,
Bryan

Bryan D. Blackerby

Project Executive



R. ZOPPO CORP.

160 Old Maple Street - Stoughton - MA – 02072

D (781) 318-9245 – O (781) 344-8822 – C (508) 468-0719 - F (781) 344-7382

bblackerby@zoppo.com

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Natick Center Station - Stair Replacement.pdf
1030K

Patricia O'Neil <poneil@natickma.org>
To: Bryan Blackerby <bblackerby@zoppo.com>

Fri, Apr 27, 2018 at 10:18 AM

If I recall correctly, you are looking for a permit to occupy a public way, correct?

[Quoted text hidden]

--

Trish O'Neil
Executive Assistant
Town of Natick
13 East Central Street
Natick, MA 01760
P: 508-647-6410
F: 508-647-6401

poneil@natickma.gov
www.natickma.gov

Bryan Blackerby <bblackerby@zoppo.com>
To: Patricia O'Neil <poneil@natickma.org>

Fri, Apr 27, 2018 at 10:25 AM

We will need to implement a lane closure to setup the crane to perform the work. Not sure which permit that would require but we will need that and coordination with Natick PD for a detail.

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From: Patricia O'Neil <poneil@natickma.org>
Sent: Friday, April 27, 2018 10:19 AM
To: Bryan Blackerby <bblackerby@zoppo.com>
Subject: Re: MBTA Natick Center Station - Stair Replacement Project

[Quoted text hidden]

Patricia O'Neil <poneil@natickma.org>
To: Brian Lauzon <lauzon@natickpolice.com>


Mon, Apr 30, 2018 at 9:48 AM

Brian, your recommendations?

[Quoted text hidden]

--

Trish O'Neil
Executive Assistant
Town of Natick
13 East Central Street
Natick, MA 01760
P: 508-647-6410
F: 508-647-6401
poneil@natickma.gov
www.natickma.gov

 **Natick Center Station - Stair Replacement.pdf**
1030K

Brian Lauzon <lauzon@natickpolice.com>
To: Patricia O'Neil <poneil@natickma.org>

Tue, May 1, 2018 at 8:58 PM

Trish,

Recommend approval with the request that one police detail officer be hired. I would also ask if there is a way to do this work outside of the daily, Monday-Friday, business day to minimize safety implications.

Respectfully,

Lt. Brian G. Lauzon

[Quoted text hidden]

Bryan Blackerby <bblackerby@zoppo.com>
To: Patricia O'Neil <poneil@natickma.org>

Wed, May 2, 2018 at 8:00 AM

Hi Patricia:

After taking a more detailed look at this onsite we'll need to shutdown North Ave and detour to Washington/Shattuck/Walnut Streets.

Attached is an updated project narrative with a proposed detour plan showing signage. Please review and let me know if the Town of Natick has any questions or concerns.

I am available to meet anyone onsite if needs be.

Thanks,

Bryan

Bryan D. Blackerby

Project Executive



R. ZOPPO CORP.

160 Old Maple Street - Stoughton - MA – 02072

D (781) 318-9245 – O (781) 344-8822 – C (508) 468-0719 - F (781) 344-7382

bblackerby@zoppo.com

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From: Bryan Blackerby
Sent: Friday, April 27, 2018 10:26 AM
To: Patricia O'Neil <poneil@natickma.org>
Subject: RE: MBTA Natick Center Station - Stair Replacement Project

[Quoted text hidden]

 **Natick Center Station - Stair Replacement.pdf**
595K

Patricia O'Neil <poneil@natickma.org>
To: Brian Lauzon <lauzon@natickpolice.com>

Wed, May 2, 2018 at 8:16 AM

Brian, do you need to revise your recommendations?

----- Forwarded message -----

From: Bryan Blackerby <bblackerby@zoppo.com>

[Quoted text hidden]

[Quoted text hidden]

 **Natick Center Station - Stair Replacement.pdf**
595K

Brian Lauzon <lauzon@natickpolice.com>
To: Patricia O'Neil <poneil@natickma.org>

Wed, May 2, 2018 at 8:25 AM

Trish,

Yes, they will need to schedule a time to come in and meet with me in order to establish a traffic management plan. This is a very busy area and the mere notion that we will just close the road and detour traffic has to be reviewed.

Respectfully,

Lt. Brian G. Lauzon

[Quoted text hidden]

Patricia O'Neil <poneil@natickma.org>
To: Bryan Blackerby <bblackerby@zoppo.com>
Cc: Brian Lauzon <lauzon@natickpolice.com>

Wed, May 2, 2018 at 8:29 AM

Bryan, please contact Lt. Brian Lauzon at the Natick Police Department to discuss this with him. He feels a traffic management plan is necessary because it is a very busy area. Once you work that out with him, we will put your request on an upcoming agenda. I've copied Lt. Lauzon on this email, and his phone number is 508-647-9518. Thank you.

[Quoted text hidden]

Bryan Blackerby <bblackerby@zoppo.com>
To: Patricia O'Neil <poneil@natickma.org>
Cc: Brian Lauzon <lauzon@natickpolice.com>

Wed, May 2, 2018 at 8:31 AM

Thank you Patricia.

Lt. Lauzon – please give me a call @ 508.468.0719 at your convenience to discuss. Not urgent by any means.

Bryan D. Blackerby

Project Executive



R. ZOPPO CORP.

160 Old Maple Street - Stoughton - MA – 02072

D (781) 318-9245 – O (781) 344-8822 – C (508) 468-0719 - F (781) 344-7382

bblackerby@zoppo.com

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From: Patricia O'Neil <poneil@natickma.org>
Sent: Wednesday, May 2, 2018 8:29 AM
To: Bryan Blackerby <bblackerby@zoppo.com>
Cc: Brian Lauzon <lauzon@natickpolice.com>

[Quoted text hidden]

[Quoted text hidden]

Bryan Blackerby <bblackerby@zoppo.com>
To: Patricia O'Neil <poneil@natickma.org>
Cc: Brian Lauzon <lauzon@natickpolice.com>

Fri, Jul 6, 2018 at 12:18 PM

Trish – please see attached.

Lt. Lauzon – please confirm this is acceptable ASAP so we can attempt to get it on Monday night's agenda.

This email is intended for the person(s) to whom it is addressed and may contain information which is PRIVILEGED or CONFIDENTIAL. Any unauthorized use, distribution, copying or disclosure by any person other than the addressee(s) is strictly prohibited. If you have received this email in error, please notify the sender immediately and dispose of this cover sheet and any attachments.

From: Bryan Blackerby
Sent: Wednesday, May 2, 2018 8:31 AM
To: 'Patricia O'Neil' <poneil@natickma.org>
Cc: Brian Lauzon <lauzon@natickpolice.com>

[Quoted text hidden]

[Quoted text hidden]

2 attachments



Natick North Ave Closure Detour.pdf
409K



Natick Center Station - Stair Replacement.pdf
595K

Brian Lauzon <lauzon@natickpolice.com>
To: Bryan Blackerby <bblackerby@zoppo.com>
Cc: Patricia O'Neil <poneil@natickma.org>

Fri, Jul 6, 2018 at 12:29 PM

Bryan and Trish,

We would recommend approval of this request with the understanding that Keolis call our Police Detail Supervisor, Sgt. Vincent Forde (508-647-9540), Monday in order to schedule the two officers requested.

Respectfully,

Lt. Brian G. Lauzon

[Quoted text hidden]

ITEM TITLE: Police Chief
ITEM SUMMARY: a. Appointment of Reserve Officers
b. Safety Committee Recommendations

ATTACHMENTS:

Description	Upload Date	Type
Appointment of Reserve Officers-Memo-Chief Hicks	7/5/2018	Cover Memo
Safety Committee Recommendations	6/18/2018	Cover Memo
Safety Committee-Pictures	6/21/2018	Cover Memo



POLICE DEPARTMENT
James G. Hicks, Chief of Police

20 East Central Street
Natick, MA 01760
Phone: 508-647-9511
Fax: 508-647-9509

Memorandum

Date: July 5, 2018
To: Amy K. Mistrot, Chair Board of Selectmen
From: Chief James G. Hicks
RE: Appointment of Reserve Officers

I respectfully request the Board of Selectmen as appointing authority for police officers in the Town of Natick appoint the following candidates as Permanent Reserve Police Officers. This appointment should be contingent upon satisfactory completion of a medical examination, final background checks and/or investigations, psychological examination, physical abilities test and any other requirements necessary for successful certification with the Commonwealth of Massachusetts Human Resource Division.

Katelyn E. Pfeifer - Ms. Pfeifer is a lifelong Natick resident graduating from Natick High School in 2005. While at Natick High she was a prominent member of the Girls Hockey Team and was selected Captain her senior year. After graduating high school she attended and graduated from Nichols College with a degree in Business Administration and a concentration in Criminal Justice. She is currently employed by Natick Police Department as a Public Safety Dispatcher assigned to the midnight to 8am shift. This is the second time Ms. Pfeiffer is being forwarded to you for consideration for this same position. In June, 2014, Ms. Pfeifer was approved for an open Permanent Reserve Officer position, but later resigned in order to care for her son Tanner who was 7 months old at the time. Ms. Pfeiffer also worked as a Dispatcher at the Boxborough Police Department from 2010-2018 and Lasell College on patrol as a campus police officer. Boxborough Police Chief Warren Ryder stated that she is “a great employee who often arrives early for her shifts. She has had no complaints filed against her and gets along well with all of the employees of the department”. Lasell College Police Chief Robert Winsor described Ms. Pfeifer as a “great report writer” and as a “model employee”. A thorough background investigation was completed as well as an interview. Her entire background is exemplary and all of her references and past employers speak of her only in positive terms. Ms.

Pfeifer since a very young age has fashioned her life for police services. To prepare for this career she paid to put herself through the part-time reserve academy. The hiring committee was unanimous in their decision to forward Ms. Pfeiffer for consideration for this position describing her as “well spoken, articulate and professional”.

Brandon Marlow – Mr. Marlow grew up nearby in Weston, but currently resides in Natick where he purchased a home with his fiancé Kristen.

Mr. Marlow attended the Caroll School in Lincoln until the 8th grade before attending the Brewster Academy in New Hampshire where he graduated with a high school diploma. Mr. Marlow also attended and graduated from the University of Hartford where he received a Bachelor of Arts Degree in Criminal Justice.

In 2016, Mr. Marlow joined the Natick Auxiliary Police unit, but because of his current responsibilities at work he is only able to participate about once a month.

Mr. Marlow is currently employed as a Public Safety Officer at the Boston University Medical Center in Boston and has been so employed there since January, 2015. Mr. Marlow’s responsibilities related to public safety require him to respond to such calls as larcenies, vehicle break-ins, violent patients and overdoses. In order to work in this capacity Mr. Marlow was required to attend and complete the Municipal Police Training Committee’s Reserve Intermittent Academy in Chelsea, Ma, which Mr. Marlow successfully completed in June of last year. Sergeant Ryan Linehan, of the Boston University Police department, described Mr. Marlow to our investigator as an employee that “does not need supervision, is squared away, has great integrity, creates a great rapport with the people he comes in contact with, and writes a great report”. Sgt. Linehan stated “Brendan always likes to stay busy, is great at de-escalating a situation and is always professional”.

The hiring committee was unanimous in their decision to forward Mr. Marlow for consideration for this position describing him as “very positive, possesses good communication skills and a strong knowledge base”.

Allison Lucenta - Ms. Lucenta is a lifelong resident of Natick, she graduated Natick High School in 2012 where she was an Honor Roll Student and three sport standout in Ice Hockey, Field Hockey, and Softball and served as Captain of all three teams.

Upon graduating Natick High School Ms. Lucenta went onto Westfield State University and graduated in May 2016 with a Bachelors of Science degree majoring in both Criminal Justice and Psychology. While at Westfield Ms. Lucenta was named to the Dean's List, was Co-Captain of the Field Hockey Team and was elected the Student Athlete Representative to the Massachusetts State College Athletic Conference. Ms. Lucenta is currently enrolled in the Masters of Criminal Justice program at Northeastern University where she has also been employed as a police officer. This is also the second time Ms. Lucenta is being forwarded to you for consideration for this same position. In February, 2016, Ms. Lucenta was approved for an open Permanent Reserve Officer position, but later resigned in order to finish her degree at Westfield State.

From September 2016 through March 2017 Ms. Lucenta attended and ultimately graduated from the M.B.T.A Police Academy. During her time at the police academy Ms. Lucenta set the female record for pushups (87), and graduated with a 95.52 G.P.A. The Academy Director, Sgt. Saro Thompson described Ms. Lucenta as very strong and capable. Sgt. Thompson also related that Ms. Lucenta “did very well at the firearms range and during Emergency Vehicle Operations Training”.

Northeastern Police Department Sergeant Jason Grueter stated to our investigators that he has worked with Ms. Lucenta since she graduated from the police academy and described her as a “great worker, she is already respected and one of the first to back a fellow officer in any situation”. Sgt. Grueter added that Ms. Lucenta is “honest, full of integrity, highly motivated to do a good job and has a positive demeanor”.

The hiring committee was unanimous in their decision to forward Ms. Lucenta for consideration for this position describing her as “polite, intelligent and hardworking”.

Jaime Verner – Ms. Verner is a lifelong resident of Natick, graduating from Natick High School in 2008. Ms. Verner was recruited to play softball at St. Anselm College, but left there after one semester, enrolling at Franklin Pierce University where she played softball, and graduated in 2012 with a Bachelor Degree in Psychology, minoring in Sociology. Ms. Verner graduated Suma Cum Laude from Franklin Pierce with a 3.95 GPA and Psychology High Honor distinctions.

Ms. Verner is an Emergency Medical Technician (EMT-B) and enjoys forensic psychology.

Ms. Verner is currently employed by the Town of Wellesley as a Public Safety Dispatcher and has been so employed since 2014.

During our background investigation, Wellesley Police Department Lt. Renzella identified himself as being Ms. Verner’s supervisor for the last three years. Lt. Renzella identified Ms. Verner as someone who is “motivated towards police work”, “completes her tasks accurately and in a timely manner”, and “takes constructive criticism well and uses it to improve herself”.

Ms. Verner was also employed by the Wellesley Municipal Light Plant. Richard Joyce, Director of that department, submitted a letter of recommendation for Ms. Verner where he wrote “The one trait I most admire in Ms. Verner is her unselfishness” and “It is obvious that she has a unique skill set that allows her to be successful in both team and individual environments”.

The hiring committee forwards Ms. Verner for consideration for this position describing her as “having an impressive education” and “that she has proven to handle the long and unpredictable work schedule”.



TOWN OF NATICK

SAFETY COMMITTEE RECOMMENDATIONS

POSTED IN ACCORDANCE WITH THE PROVISIONS OF M.G.L. CHAPTER 30A, SECTIONS 23A-23C

NATICK POLICE DEPARTMENT SAFETY COMMITTEE JANUARY – MAY 2018

AGENDA ITEM	RECOMMENDATION	DATE
Request to erect MUTCD STOP bar, STOP Sign and stenciled STOP on Jefferson Street at Lincoln Street Extension.	Committee VOTED to recommend to Board of Selectmen to erect MUTCD approved STOP Bar, STOP Sign and stenciled STOP on Jefferson Street at Lincoln Street Extension.	January 30, 2018
Request to erect MUTCD STOP bar, STOP Sign and stenciled STOP on Rockland Street at Everett Street.	Committee VOTED to recommend to Board of Selectmen to erect MUTCD approved STOP Bar, STOP Sign and stenciled STOP on Rockland Street at Everett Street.	January 30, 2018
Request to add a parking restriction with proper signage.	Committee VOTED to recommend to Board of Selectmen Committee to add a parking restriction to the Traffic Rules & Orders to restrict parking on Tech Circle on North side, in front of # 4 Tech Circle (Accept Education Collaborative), between utility pole numbers 3 and 584/2 so that the loading dock at #7 Tech Circle (Genelec) can be accessed.	January 30, 2018
Request to erect "HIDDEN DRIVEWAY" sign on west bound side of Commonwealth Road (Rte 30) at Natick town Line.	Committee VOTED to recommend to Board of Selectmen to erect "HIDDEN DRIVEWAY" sign on west bound side of Commonwealth Road at Natick town line.	March 27, 2018

AGENDA ITEM	RECOMMENDATION	DATE
Request for address change from 10 Border Road to 19 Winslow Road.	Committee VOTED to recommend to Board of Selectmen to hold a public hearing to change address of 10 Border Road to 19 Winslow Road.	May 2, 2018
Request to erect a MUTCD compliant “HIDDEN DRIVEWAY” sign on southbound side of Farwell Street prior to the driveway of address located at 36 Rockland Street.	Committee VOTED to recommend to Board of Selectmen to erect a “HIDDEN DRIVEWAY” sign on southbound side of Farwell Street prior to driveway of 36 Rockland Street in an appropriate location.	May 2, 2018
Request to erect “NO PARKING HERE TO CORNER” on both sides of Arrow Path from center island to Union Street.	Committee VOTED to recommend to Board of Selectmen to Request to erect “NO PARKING HERE TO CORNER” on both sides of Arrow Path from center island to Union Street.	May 2, 2018

Jefferson St. @ Lincoln St. Ext.

your map.

Legend

- Feature 1
- Feature 2
- NATIONAL
- Untitled P



your map.

Legend

- Feature 1
- Feature 2
- NATIONAL
- Untitled P2



4 Tech Circle

Legend

- Feature 1
- Feature 2
- NATIONAL
- Untitled P

your map.



Rt-30 - weston line WB

your map.

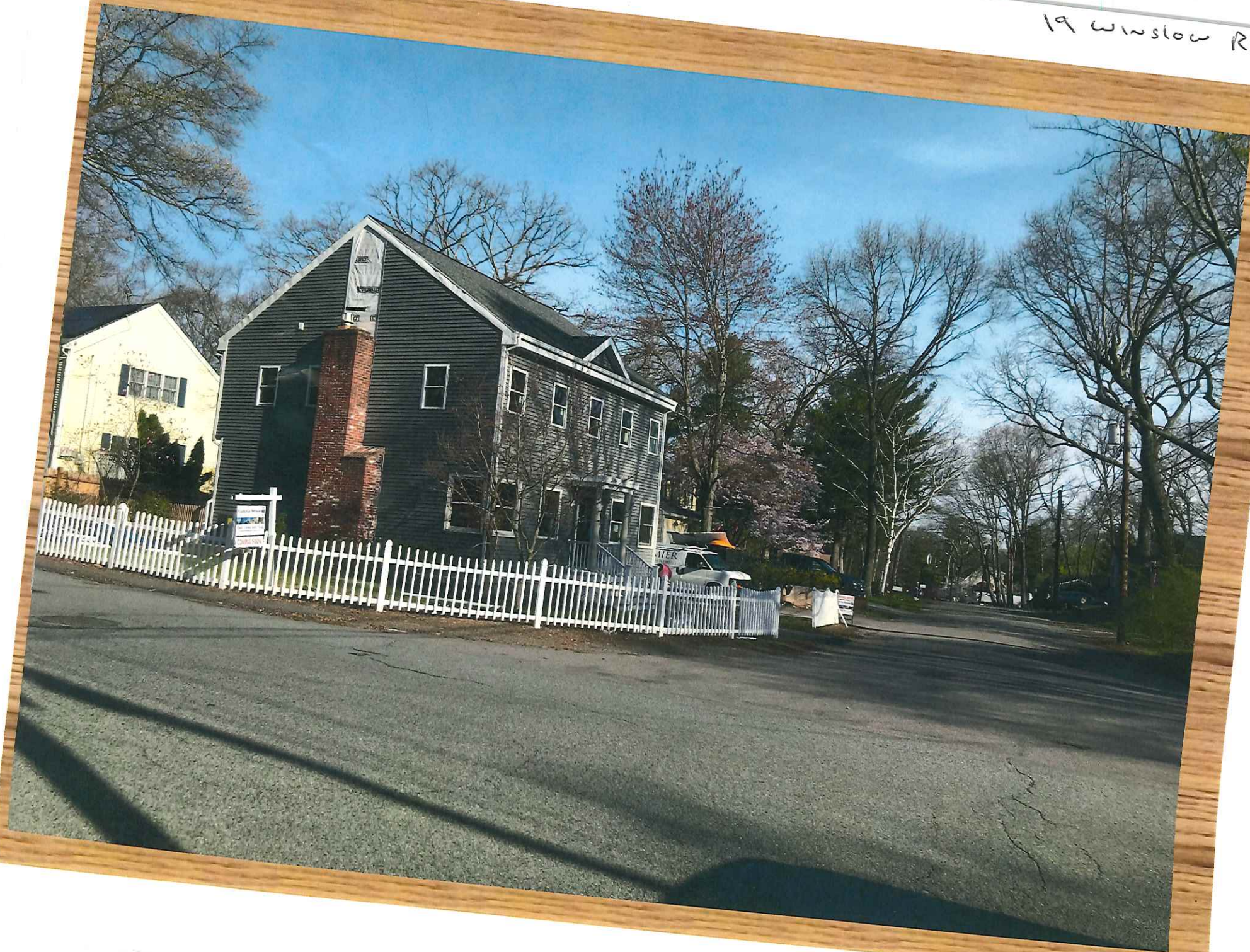
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- Feature 1
- Feature 2
- NATIONAL
- Untitled P2



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19 Winslow Rd

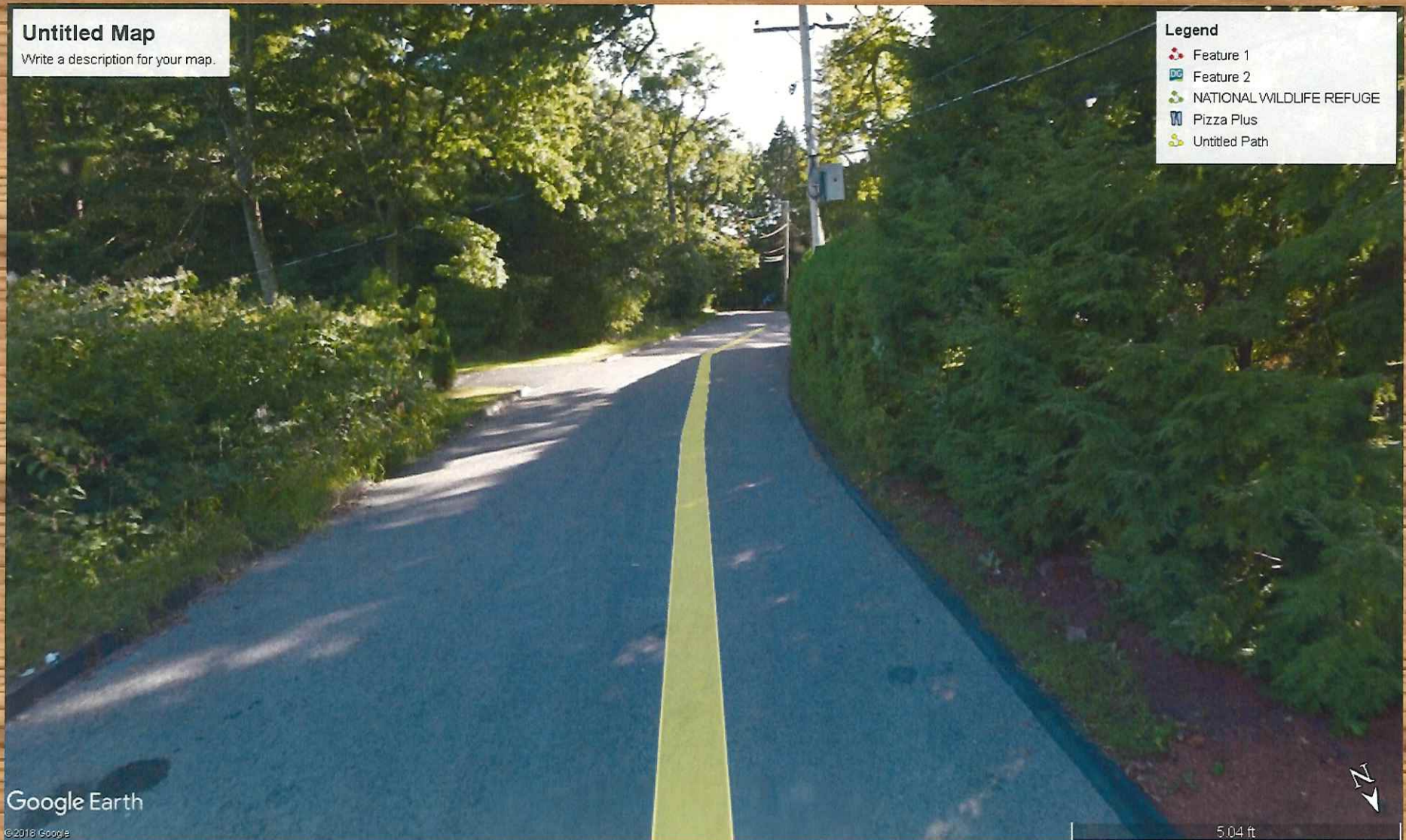


10 Border Rd

Legend

-  Feature 1
-  Feature 2
-  Fox Hill Dr
-  NATIONAL WILD
-  Untitled Path

36 Rockland Street_Hidden Driveway



Arrow Path-Parking Restriction



ITEM TITLE: Sustainability Coordinator

ITEM SUMMARY: a. Municipal Vulnerability Program Update and Action Grants
b. Accept Donation from St. Paul's Church
c. Letter to Legislature RE: Solar Demand Charges

ATTACHMENTS:

Description	Upload Date	Type
MVP Memo-J. Wilson Martin	6/29/2018	Cover Memo
St. Paul's Donation Memo-J. Wilson Martin	6/29/2018	Cover Memo
Memo RE Outreach to Legislators RE Solar Demand Charge	7/3/2018	Cover Memo
Letters to Legislators RE Solar Demand Charge	6/29/2018	Cover Memo

Memorandum



To: Natick Board of Selectmen
CC: Melissa Malone, Town Administrator
William Chenard, Deputy Town Administrator, Operations
From: Jillian Wilson Martin, Sustainability Coordinator
Victoria Parsons, Conservation Agent
Date: June 27, 2017
Subject: Municipal Vulnerability Program Update and Action Grants

Dear Natick Board of Selectmen:

This memo is intended to update you on the status of Natick's Municipal Vulnerability Preparedness program.

MVP Planning Grant

In early June, the Town of Natick submitted the results of the Community Resilience Building assessment we completed in October 2017. A public listening session was held to share the report with the community on May 16, 2018 and a final version is available on the Town's website at: <https://www.natickma.gov/1535/Climate-Adaptation-and-Community-Resilience>

The report identifies more than 40 actions the Town of Natick, in collaboration with residents, local business owners, neighboring municipalities, and state agencies, is prioritizing to improve our resilience. These actions fall into the following categories:

- Low Impact Development
- Emergency Response
- Power
- Water Management
- Stakeholder Engagement
- Vulnerable Populations
- Open Space & Land Management

The submission of these priorities and our final report to the Massachusetts Executive Office of Energy and Environmental Affairs (EEA) concludes our initial planning grant for this project and will solidify our designation as an MVP Community. Moving forward, Natick will be required to report on its progress against these objectives annually.

New Funding

As a follow up to this project, the Town recently applied for funding from the EEA to advance these projects and was awarded approximately \$65,000 to:

- Develop a low impact development bylaw,
- Produce materials for a water conservation campaign in conjunction with the launch of the new, WaterSmart portal, and
- Develop a tree planting plan to mitigate the effects of heat islands on public and private properties.

We will be requesting quotes for a consultant to support the bylaw development analysis in the coming days and will return to you to request your approval of that contract soon.

We are also awaiting a decision from the Executive Office of Energy and Environmental Affairs on a separate, but related grant focused on the development of a high-level GHG emissions inventory of the energy, transportation, and waste sectors for Natick, and holistic strategies and measures to help Natick reduce its energy consumption.

Memorandum

To: Natick Board of Selectmen
CC: Melissa Malone, Town Administrator
William Chenard, Deputy Town Administrator, Operations
From: Jillian Wilson Martin, Sustainability Coordinator
Date: June 28, 2017
Subject: Request to Accept Donation from St. Paul's Episcopal Church



Dear Natick Board of Selectmen:

The Sustainability Office recently received an email from St. Paul's Episcopal Church stating that the organization wishes to donate \$502.00 to support the Town of Natick's sustainability efforts.

We respectfully request the Board accept this donation, which we anticipate using to provide a stipend for a Sustainability Summer Intern.

Memorandum



To: Natick Board of Selectmen

CC: Melissa Malone, Town Administrator
William Chenard, Deputy Town Administrator, Operations

From: Jillian Wilson Martin, Sustainability Coordinator

Date: June 28, 2017

Subject: Outreach to Legislature on Solar Demand Charges

Dear Natick Board of Selectmen:

At your meeting on April 2, we discussed the implications of the Eversource rate case Docket # 17-05. At that time, the Board agreed it was interested in petitioning our legislators to prevent utilities from imposing demand charges on residential solar customers.

The attached letters, one to each of our representatives, explains the Town's position and asks our legislators to take action to clarify that mandatory demand charges are not appropriate for residential customers before the end of the current session.

We respectfully request your approval to send these letters to Representative David Linsky, Senator Richard Ross and Senator Karen Spilka. Please note that they will be printed on the Town of Natick's official letterhead.

State Representative David P. Linsky
P.O. Box 2133
Natick, MA 01760

Dear Representative Linsky,

We are writing today to request your support of legislation that eliminates ‘demand charges’ for residential solar customers, and to offer our support as you review legislative options.

Demand charges are an added cost to electricity bills and are based on a customer’s maximum power use, as measured in 15 minute intervals over the course of a month, regardless of when that use occurs. Per the Department of Public Utilities’s recent decision on the Eversource rate case, Massachusetts will be the first state in the country to allow such charges on solar customers, despite the rejection or withdrawal of similar utility proposals in 15 other states for being anti-consumer and unfair. These new charges are scheduled to take effect for residential customers in the Eversource utility zone who install solar or other distributed generation after December 2018.

At their core, demand charges are complex and unmanageable for residential customers. Massachusetts currently lacks the sophisticated metering required to allow Eversource or the resident to know the time or day their maximum power usage occurs. If even the utility can’t pinpoint peak usage, how can it expect residents to respond to it? Furthermore, even if smart meters were available, due to the automatic cycling of today’s high demand appliances, peak usage may happen when residents are least equipped to control it: in the middle of the night. How is this fair?

Demand charges also run counter to the goals outlined in the Commonwealth’s Global Warming Solutions Act and are expected to substantially impede local solar development – and jeopardize the 11,000 Massachusetts jobs the industry supports. Indeed, the non-profit Vote Solar estimates Eversource’s demand charges will impose an additional cost of \$4,440 to \$9,400 over the life of a residential solar system.

As a “solar suburb”, Natick has nearly 700 public and private solar installs, holds the statewide record for capacity contracted through the Massachusetts Clean Energy Center’s Solarize Mass program and was recently designated a SolSmart Gold community by the U.S. Department of Energy. We have a keen understanding of the factors affecting local solar development, and we are working hard to capture the more than 100 additional megawatts of rooftop solar capacity Google’s Project Sunroof estimates is viable in our community. We have already seen a dramatic decrease in permits pulled for new solar projects since the state solar incentive program began its decline, and we fear the cost – and unpredictability – of demand charges will create an insurmountable barrier for new solar customers. As a community that is also investing in electric vehicle charging stations, we

Demand charges are antithetical to the values supported by our community and the Commonwealth, and immediate action is needed to ensure our state remains a leader in providing reliable, sustainable, and clean, local energy. At present, our understanding is that the Energy Omnibus Bill, which received a positive majority vote in the Senate, is currently being dissected into smaller bills in Congress. We understand that process is fluid, but it is critical the House take action to clarify that mandatory demand charges are not appropriate for residential customers, before the end of the current legislative session. We are counting on you to lead the charge.

We would again like to volunteer the resources of our team to help you in this important endeavor. Natick has experts on staff and in the community who can provide feedback on legislative options, and we would be happy to offer you our support.

Thank you for help on this very important issue.

Sincerely,
Natick Board of Selectmen

Amy K. Mistrot, Chairman

Richard P. Jennett, Jr.

Susan G. Salamoff, Vice Chairman

Jonathan Freedman

Michael J. Hickey, Jr., Clerk

State Senator Richard Ross
24 Beacon St
Massachusetts State House, Room 419
Boston, MA 02133-1054

Dear Senator Ross,

We are writing today to request your support of legislation that prohibits ‘demand charges’ for residential solar customers, and to offer our support as you review legislative options.

Demand charges are an added cost to electricity bills that are based on a customer’s maximum power use, as measured in 15 minute intervals over the course of a month, regardless of when that use occurs. Per the Department of Public Utilities’ recent decision on the Eversource rate case, Massachusetts will be the first state in the country to allow such charges on residential solar customers, despite the rejection or withdrawal of similar utility proposals in 15 other states for being anti-consumer and unfair. These new charges are scheduled to take effect for residential customers in the Eversource utility zone who install solar or other distributed generation after December 2018.

Demand charges are complex and unmanageable for residential customers. Eversource does not and is not currently planning to provide residents with meters to monitor their power demand. Even if smart meters were available, due to the automatic cycling of today’s high demand appliances, peak usage may happen when residents are least equipped to control it: in the middle of the night. How is this fair? Further, the regulations the DPU approved are structured to impose these charges solely on solar customers, when there is no evidence they have a higher demand than other non-solar residents.

Demand charges also run counter to the goals outlined in the Commonwealth’s Global Warming Solutions Act and are expected to substantially impede local solar development – and jeopardize the 11,000 Massachusetts jobs the industry supports and the state’s ability to meet its long term greenhouse gas reductions goals. Indeed, the non-profit Vote Solar estimates Eversource’s demand charges will impose an additional cost of \$4,440 to \$9,400 over the life of a residential solar system.

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Demand charges are antithetical to the values supported by our community and the Commonwealth, and immediate action is needed to ensure our state remains a leader in providing reliable, sustainable, and clean, local energy. At present, our understanding is that the Energy Omnibus Bill (S.2564), which received a positive majority vote in the Senate, is currently being dissected into smaller bills in the House of Representatives before it is sent back to the Senate. We understand this process is fluid, but it is critical the Senate supports legislation that states that mandatory demand charges are not appropriate for residential customers before the end of the current legislative session. We are counting on you to lead the charge.

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Susan G. Salamoff, Vice Chairman

Michael J. Hickey, Jr., Clerk

Richard P. Jennett, Jr.

Jonathan Freedman

State Senator Karen Spilka
24 Beacon St
Massachusetts State House, Room 212
Boston, MA 02133-1054

Dear Senator Spilka,

We are writing today to request your support of legislation that prohibits ‘demand charges’ for residential solar customers, and to offer our support as you review legislative options.

Demand charges are an added cost to electricity bills that are based on a customer’s maximum power use, as measured in 15 minute intervals over the course of a month, regardless of when that use occurs. Per the Department of Public Utilities’ recent decision on the Eversource rate case, Massachusetts will be the first state in the country to allow such charges on residential solar customers, despite the rejection or withdrawal of similar utility proposals in 15 other states for being anti-consumer and unfair. These new charges are scheduled to take effect for residential customers in the Eversource utility zone who install solar or other distributed generation after December 2018.

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Natick Board of Selectmen

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Richard P. Jennett, Jr.

Susan G. Salamoff, Vice Chairman

Jonathan Freedman

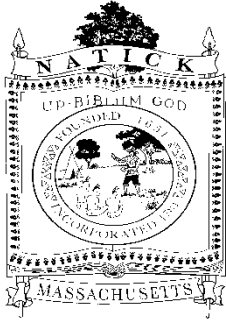
Michael J. Hickey, Jr., Clerk

ITEM TITLE: Walker Consultants: Parking Garage Study Update

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Feasibility Study Progress Report Memo-T. Fields	6/29/2018	Cover Memo
Garage Public Forum Draft Flyer	6/29/2018	Cover Memo
Walker Consultants PowerPoint Presentation	6/29/2018	Cover Memo
Walker Feasibility Study Phase 3 Report-Part 1	6/29/2018	Cover Memo
Walker Feasibility Study Phase 3 Report-Part 2	6/29/2018	Cover Memo
Walker Baseline Conditions Report	6/29/2018	Cover Memo
Abramson & Assoc Phase 1 Real Estate Evaluation	6/29/2018	Cover Memo



COMMUNITY AND ECONOMIC DEVELOPMENT

BUILDING

PLANNING

ZONING

CONSERVATION

MEMORANDUM

To: Amy Mistrot, Chair, Natick Board of Selectmen

From: James Errickson, Director of Community & Economic Development via
Ted Fields, Community & Economic Development Department

CC:

Date: June 27th, 2018

RE: Progress report, Natick Center Parking Garage Feasibility Study

A handwritten signature in black ink, appearing to read "Ted Fields".

In June 2017, the Town through the Board of Selectmen issued a Request for Qualifications to select a consultant to prepare a comprehensive Natick Center Parking Garage Feasibility Study for the existing municipal parking lot at 55 Middlesex Avenue. Walker Consultants was selected to conduct this study and started work in November of 2017. Using historic and current data from local and state sources, Walker released a Draft Existing Conditions report in March 2018 which found that demand for parking in Natick Center generally exceeded supply by 300-500 spaces at peak times, and that the study site could generally support development of a medium-sized (400 car) parking structure. This was supplemented with a Market Analysis which estimated that such a facility could potentially induce an additional 50,000 – 100,000 square feet of mixed-use (residential and commercial) development in Natick Center over time, depending on local and regional market trends. Walker also personally interviewed over thirty major public and private stakeholders in Natick Center about their thoughts on building a parking facility in the area.

This past April, Walker started to analyze optimal functional and programmatic parameters for siting, constructing and operating various kinds of parking structures on the Middlesex Parking Lot site and, optionally, neighboring parcels. The consultants and town staff selected four preferred concepts from an initial pool of thirteen (13) different designs. These range from a relatively simple two-bay, 340 car facility on the existing Middlesex Lot, to a larger three-bay, 400-500 car structure spanning the Middlesex Lot and the adjacent Barleycorn parcel. Two of these concepts include area for commercial space along either Middlesex or Summer Streets, although Walker recommends that this be contained in a separate structure rather than incorporated into the garage space. Potential obstacles to development include lack of space for staging construction equipment and materials, as well as the slight chance of encountering environmental contamination on the study site and/or adjacent parcels.

Preliminary cost estimates range from ten million to over fifteen million dollars (\$10,000,000 - \$15,400,000) for these four concepts, depending on size, need for acquiring adjacent parcels, presence of photovoltaic solar roof panels and other design features, and projected trends in construction costs. Walker projects that bonding these costs will be the most efficient means of financing development of the preferred design. For long term

maintenance and operating costs, Walker also outlines the need to increase current parking permit fees by as much as 25% to completely cover such costs.

The next steps in the Feasibility Study include holding a public forum to review the four preferred concepts with stakeholders and the public so that two final concepts can be selected for more complete conceptual design and cost estimating in the Fall. These two final options will be examined in depth in the final Natick Center Parking Garage Feasibility Study, which will be completed for Board of Selectmen review by late Fall 2018.

NATICK CENTER GARAGE STUDY PUBLIC FORUM

WHEN

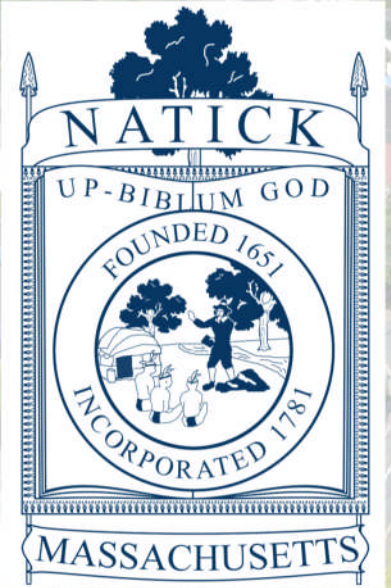
July 24, 25th, 31st , August 1st or 2nd 2018
6:30pm - 8pm

WHERE

TBD (Morse Library)

14 East Central Street, Natick MA

FEATURING • Walker Consultants Inc. will Summarize existing parking demand, supply and market dynamics in Natick Center and review four options for developing a public parking structure on the Middlesex Avenue municipal parking lot (20 Middlesex Avenue).



SPONSORS

Board of Selectmen

**Community & Economic
Development Department**

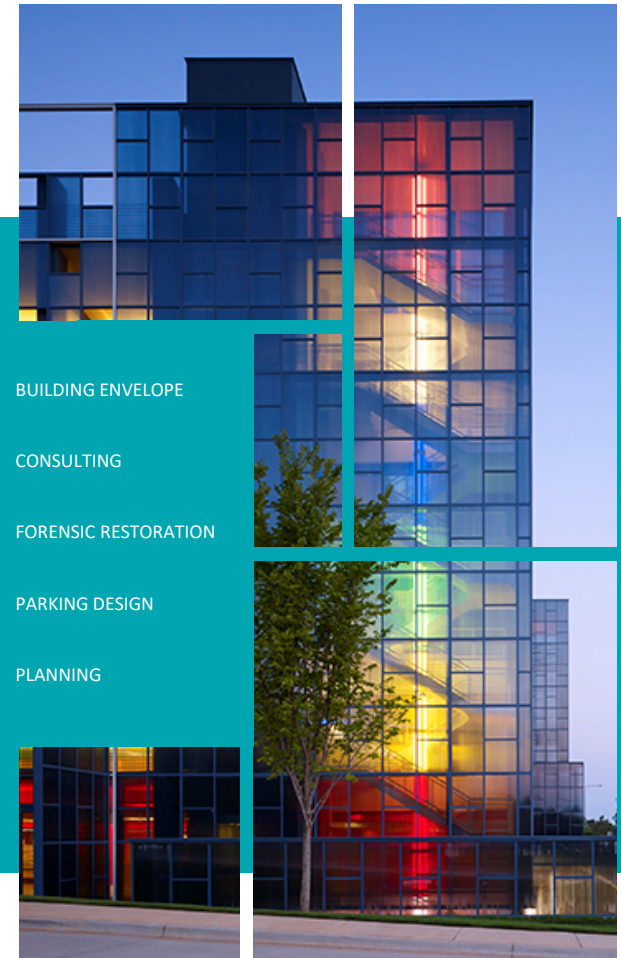
DRAFT



WALKER
CONSULTANTS

TOWN OF NATICK PARKING STRUCTURE FEASIBILITY STUDY

TASK 3 PRESENTATION TO THE BOARD OF SELECTMAN



1. Brief Recap from Last Meeting

2. Task 3 Summary

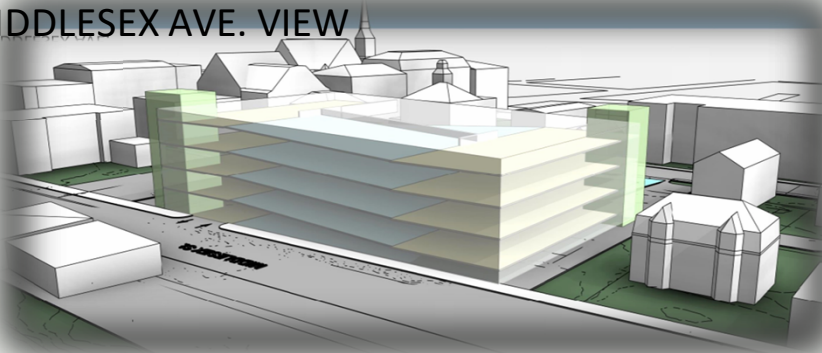
- a. Establish Primary Goals / Programming
 - 1. Design Parking Capacity
 - 2. Site Impacts / Building Massing / Height
 - 3. Ability to provide mixed-use potential
 - 4. Staying on Town property vs. acquiring additional property
- b. Developed 6 Options w/ Variations
 - 1. Selected preferred 4 Options – NEXT STEP – Select preferred 2 Options

3. Common Design Characteristics Considerations

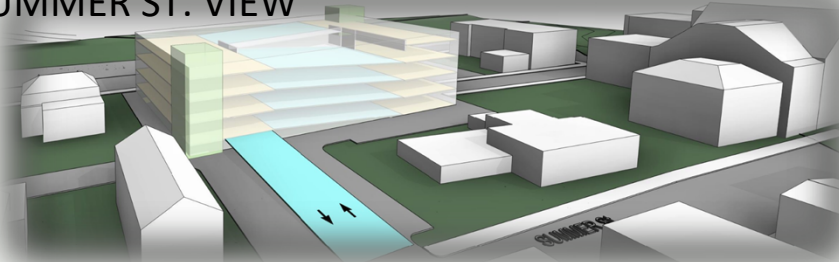
- a. Open Parking Structure
- b. Geometrics
- c. Vehicular Access / Pedestrian Access
- d. Mixed-Use

4. Options Discussion

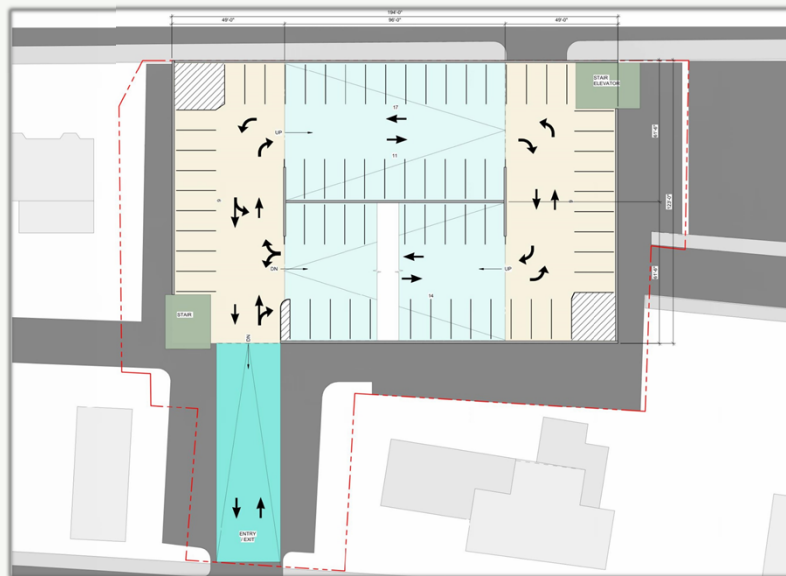
MIDDLESEX AVE. VIEW



SUMMER ST. VIEW



TYPICAL LEVEL

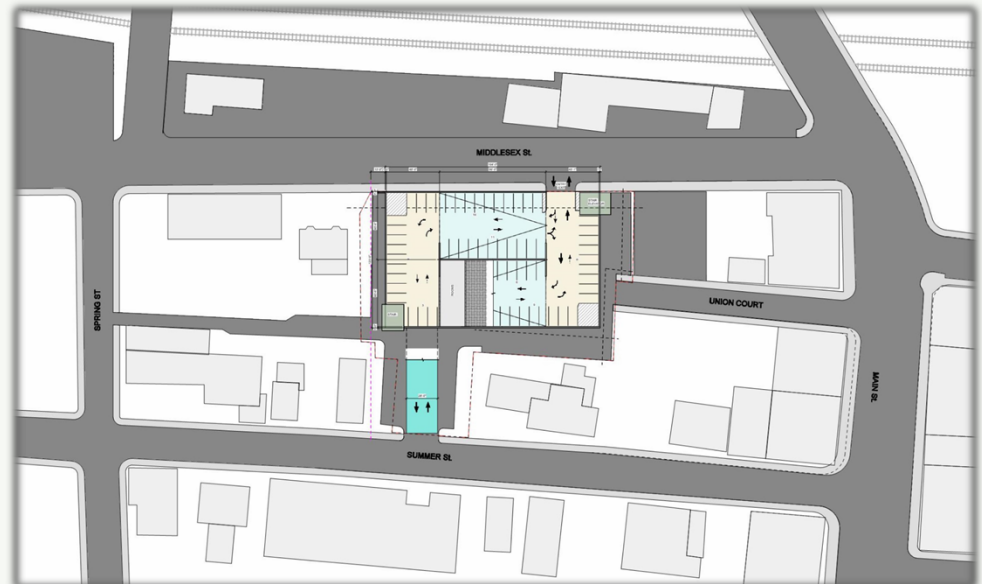


OPTION 1

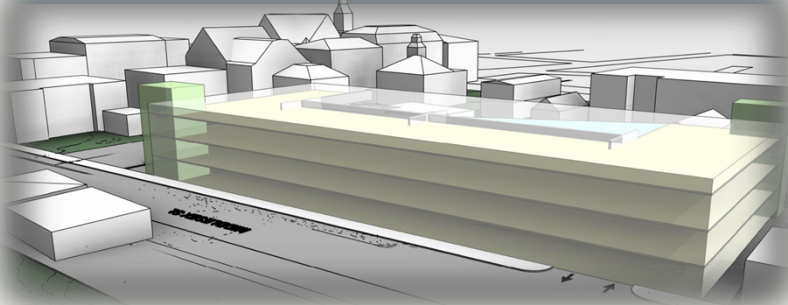


1. Design Intent – Completely on Town Property
 - a. Smallest footprint
2. Capacity – 340 spaces on 5 levels
3. Vehicular Access – Middlesex and Summer
4. Pedestrian Access
 - a. Primary on Middlesex, Secondary near Summer
5. Zoning
 - a. Meets most requirements
 - b. At maximum building coverage
6. Mixed-Use Potential
 - a. Exterior – Redevelopment along Summer St.
7. Conceptual Cost - \$10M to \$12M

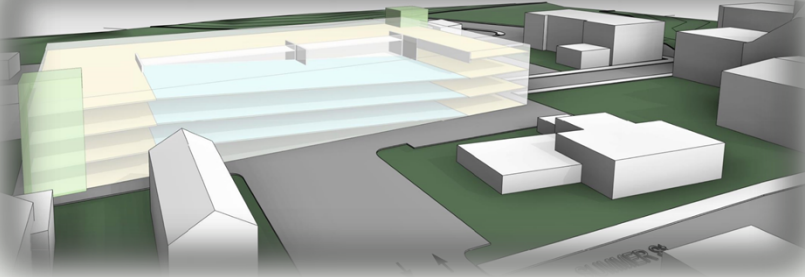
SITE PLAN



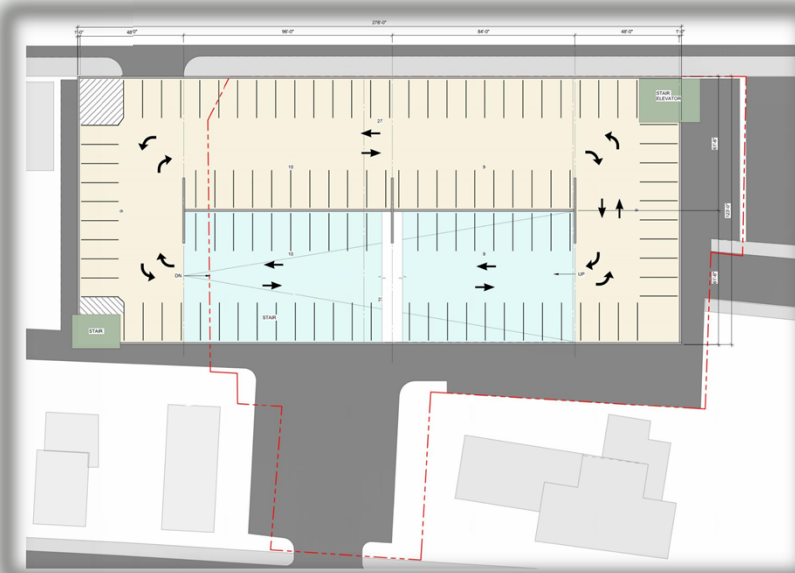
MIDDLESEX AVE. VIEW



SUMMER ST. VIEW



TYPICAL LEVEL

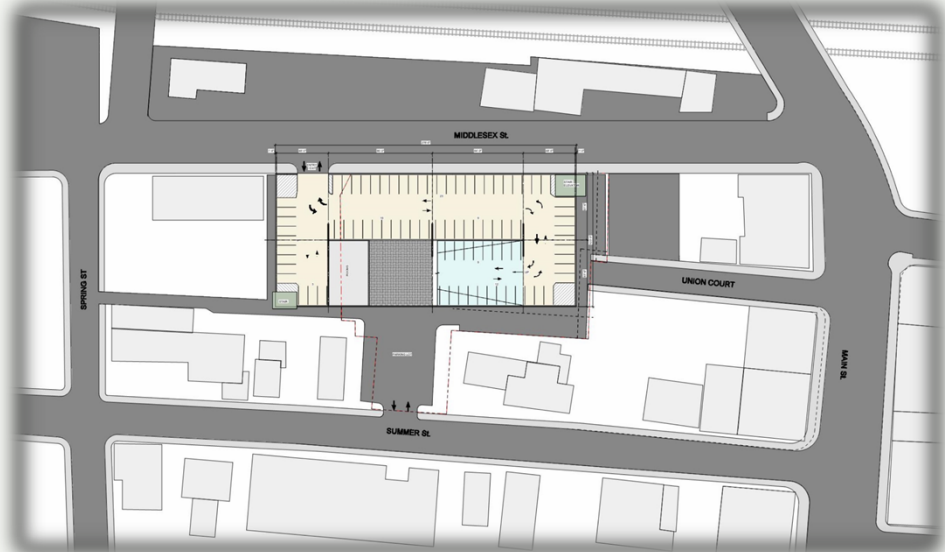


OPTION 2

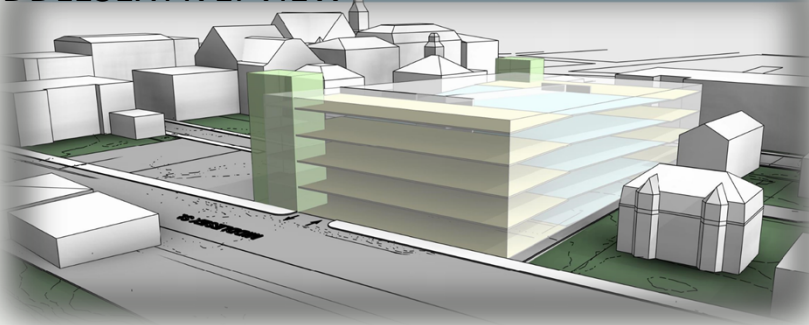


1. Design Intent – Elongate to Reduce Height
 - a. Longest footprint / frontage
 - b. Requires purchasing property to the west
2. Capacity – 340 spaces on 4 levels
3. Vehicular Access – Middlesex only
4. Pedestrian Access
 - a. Primary on Middlesex, Secondary near Summer
5. Zoning
 - a. Exceed rear yard – Can be design to meet rear yard
 - b. Exceeds maximum building coverage
6. Mixed-Use Potential
 - a. Exterior – Redevelopment along Summer St.
7. Conceptual Cost - \$11.5M to \$13.5M

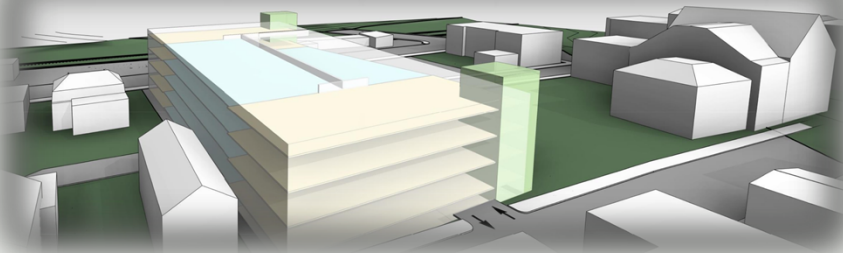
SITE PLAN



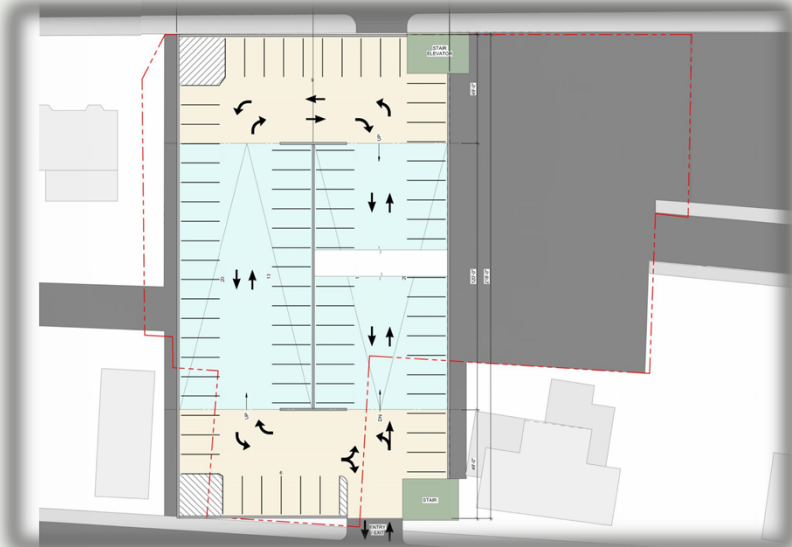
MIDDLESEX AVE. VIEW



SUMMER ST. VIEW



TYPICAL LEVEL

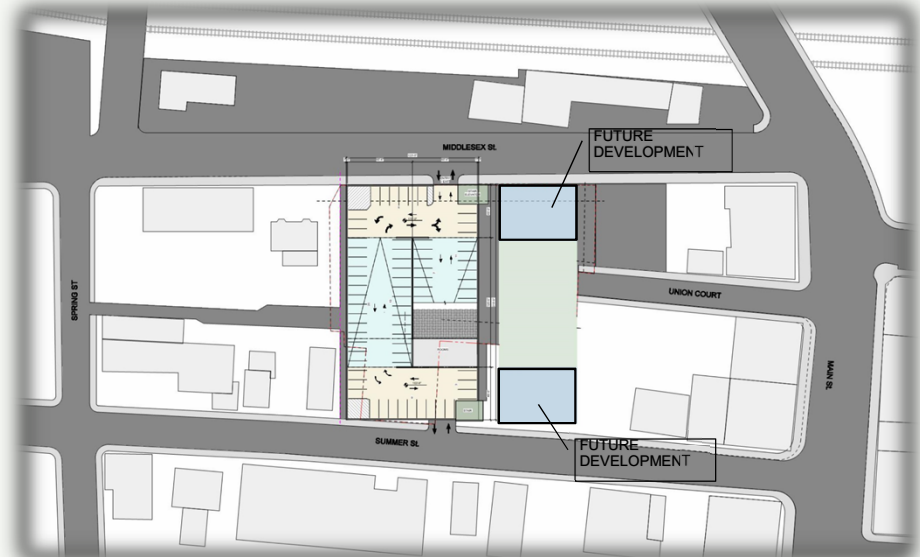


OPTION 3

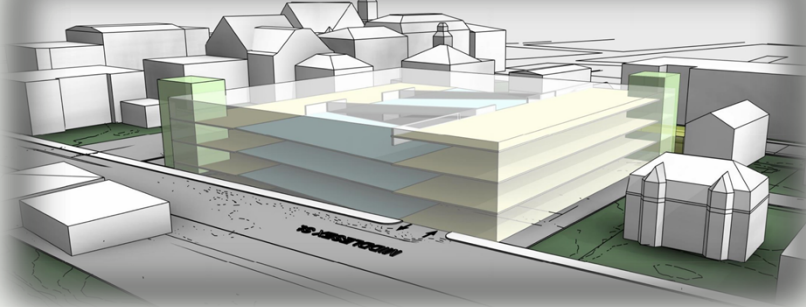


1. Design Intent – Maximize future mixed-use potential
 - a. Rotated Orientation – Several Advantages
 - b. Requires purchasing 2 properties to the south
2. Capacity – 340 spaces on 5 levels
3. Vehicular Access – Middlesex and Summer
4. Pedestrian Access
 1. Direct on Middlesex and Summer
 2. Union Ct. potential
5. Zoning
 - a. Currently meetings building coverage
 - b. Future mixed-use would exceed building coverage
6. Mixed-Use Potential
 - a. 95' wide land area to east – Potential for development, public realm,
7. Conceptual Cost - \$11.5M to \$13.5M

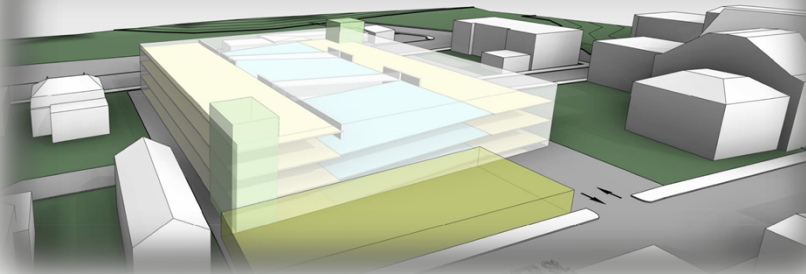
SITE PLAN



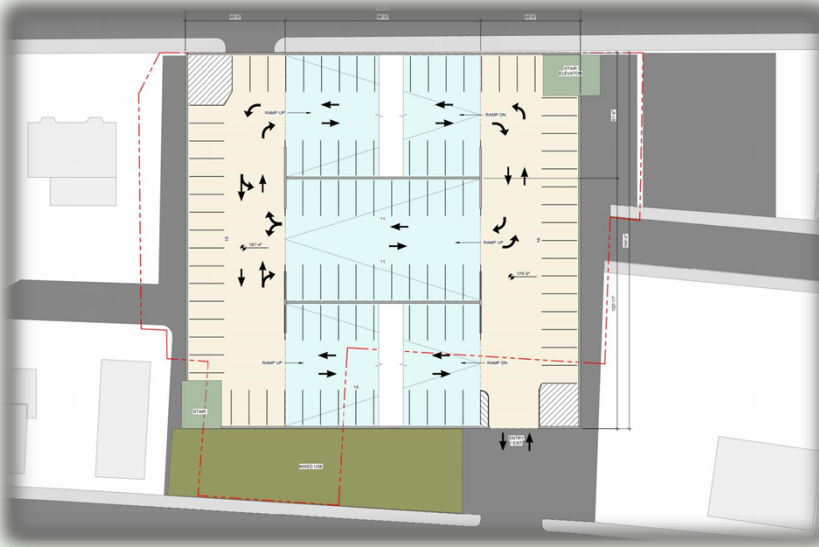
MIDDLESEX AVE. VIEW



SUMMER ST. VIEW



TYPICAL LEVEL

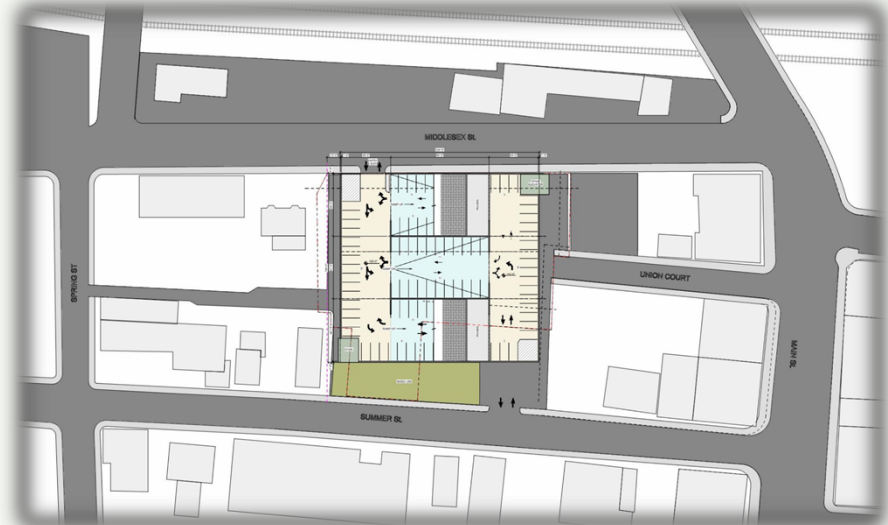


OPTION 4



1. Design Intent – Meet all design intents
 - a. Maximize parking, reduce height, provide mixed-use
 - b. Results in largest footprint
 - c. Requires purchasing 2 properties to south
2. Capacity – 400 spaces on 4 levels
3. Vehicular Access – Middlesex and Summer
4. Pedestrian Access
 - a. Primary on Middlesex, Secondary near Summer
5. Zoning
 - a. Exceeds maximum building coverage
6. Mixed-Use Potential
 - a. Exterior – Redevelopment along Summer St.
7. Conceptual Cost - \$13M to \$15.5M

SITE PLAN





May 3, 2018

Ted Fields
Senior Planner
Town of Natick
13 East Central St.
Natick, MA 01760

Re: Natick Center Parking Garage Feasibility Study
Phase 3 Report
Walker Project No. 16-2824.00

Dear Ted:

Walker is pleased to submit the following draft report for the Natick Center Parking Garage Feasibility Study Phase 3 Report. Please review at your convenience and we can discuss any comments you have.

We appreciate the opportunity to be of service to you on this project. If you have any questions or comments, please do not hesitate to call.

Sincerely,

WALKER CONSULTANTS

A handwritten signature in black ink, appearing to read "B. Schrenker", is written over a light gray circular watermark that contains the text "Walker Consultants".

Brandon Schrenker, PE (MA)
Project Manager



BUILDING ENVELOPE
CONSULTING
FORENSIC RESTORATION
PARKING DESIGN
PLANNING

Draft Report

Natick Center Parking Garage Feasibility Study – Phase 3 Report

Natick, MA

May 2, 2018



WALKER
CONSULTANTS

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DRAFT

EXECUTIVE SUMMARY

Walker Consultants was retained by the Town of Natick for a feasibility study for a parking facility located at the existing Middlesex parking lot, bound by Middlesex Ave., Summer St., Main St., and Spring St. This is the Phase 3 report for this effort which provides a feasibility assessment and general development recommendations for a parking facility at this location. Programming requirements that are in line with the Town's visions and goals for this project are outlined and discussed.

The design process identified a target parking capacity range of 310 to 435 spaces, representing a net add of approximately 200 to 300 spaces to the project site. This additional capacity is intended to address the current parking demand concerns, facilitate occupation of existing vacancy, spurs redevelopment/ new development in the area, and accommodate some amount of commuter parking.

A feasibility analysis based on site constraints, zoning requirements, and other similar constraints was performed. With an intent of not exceeding a four-supported-level 50-ft high parking structure, conceptual designs were developed with capacities ranging from 200 to 500 spaces. Each concept was developed with different goals in mind, such as staying within Town owned property, maximizing parking, limiting overall height, and maximizing mixed-use potential. The design team and Town selected four concepts from those developed which are presented in this report. In summary:

OPTION 1

- The concept is the only option located completely on Town-owned property.
- The facility fronts Middlesex Ave. with access points on both Middlesex Ave. and Summer St.
- The structure is four-supported levels and one on-grade level (50-ft high) and provides a capacity of approximately 340 spaces. Structure footprint is 194-ft x 123-ft.
- Mixed-use is not provided in the parking structure; the intent is to promote redevelopment of the parcels along Summer St., potentially by selling a portion of Town-owned land to a developer.
- Conceptual cost range for this structure is \$10M to \$12M.

OPTION 2

- The concept requires acquiring one property to the west of the project site in order to elongate the parking structure to increase footprint / parking capacity.
- The design intent is to reduce the building height of the parking structure while meeting the target capacity range.
- The structure is three-supported levels and one on-grade level (37.5-ft high) and provides a capacity of approximately 365 spaces. Structure footprint is 278-ft x 123-ft. There is potential that this structure could be reduced to approximately 340 spaces due to zoning and easement restrictions.
- The facility fronts Middlesex Ave. with access on Middlesex Ave. only.

- Similar to Option 1, mixed-use is not provided in the parking structure; the intent is to promote redevelopment of the parcels along Summer St., potentially by selling a portion of Town-owned land to a developer.
- Conceptual cost range for this structure is \$11.4M to \$13.5M.

OPTION 3

- The concept requires acquiring two properties to the south of the project site. The primary goal of this option is to promote mixed-use opportunities on the project site.
- The design intent is to orient the parking structure in the north-south direction so that the structure fronts both Middlesex Ave. and Summer St. and locate the structure as far to the west as possible. This orientation and location provides an open area of approximately 95' wide spanning between Summer St. and Middlesex Ave. that could be used for mixed-use development or other public use.
- The structure is four-supported levels and one on-grade level (50-ft high) and provides a capacity of approximately 340 spaces. Structure footprint is 216-ft x 123-ft.
- The facility fronts both Middlesex Ave. and Summer St. with vehicular access from both streets.
- Conceptual cost range for this structure is \$11.4M to \$13.4M.

OPTION 5

- The concept requires acquiring two properties to the south of the project site. The primary goal of this option is to maximize parking in a shorter building height by providing a wider footprint and providing some mixed-used opportunity fronting Summer St.
- The structure is three-supported levels and one on-grade level (41.5-ft high) and provides a capacity of approximately 400 spaces. Structure footprint is 194-ft x 184-ft.
- The facility directly fronts Middlesex Ave. and is approximately 33-ft to 42-ft from Summer St. Access to the structure is provided from both streets.
- The available width of 33-ft to 42-ft along Summer St. for approximately 120-ft of length is the potential area for a separate mixed-used building. Construction of the mixed-use building is assumed to not be part of the project.
- Conceptual cost range for this structure is \$13M to \$15.4M; this does not include construction of the mixed-use building along Summer St.

Section 4 of this report provides financial considerations and pro forma iterations to assist the Town in understanding the financial aspects of building a parking structure. This includes development costs, operational expenses, and anticipated revenues presented in a 10-yr pro forma to show the yearly costs. In summary, revenues generated by the current parking rate structure will not cover anticipated operating expense and will not cover debt service. An approximate increase of 50% in rate structure would cover operating expense but will not cover debt service. It will be necessary for the Town to fund the construction of this project by another means; options are outlined in this section. It should be assumed for planning purposes that the Town will need to finance this project through conventional borrowing opportunities.

This report also addresses programming requirements and goals beyond parking capacity. This includes sustainability measures, aesthetic expectations, operations expectations, and similar requirements. Refer to Section 02 for additional information.

DRAFT



01 Structured Parking Feasibility

VISION AND GOALS / INTRODUCTION

Background information collected and interview feedback from project stakeholders during Phases 1 and 2 of the Natick Center Parking Feasibility Study have indicated an insufficient parking supply in Natick Center. This is believed by some to have limited the ability to achieve peak utilization of existing development space in the Center, precludes redevelopment / future development, and has led to a public perception that Natick Center does not have sufficient parking. In other cases, for example with TCAN, weekday programming is not feasible due to lack of sufficient parking to support the programming.

Natick 2030+ further explored the community's vision for Natick and the Center. Common visions include redevelopment and growth in Natick, specifically restaurant, residential, community centers, retail, and cultural uses. There is also a desire to target high-value business, small business / startups, and similar business use groups.

Parking occupancy observations performed in Phase 1 indicate parking in the Center is at capacity during weekday hours, particularly with regards to downtown business parking. With the intent of filling vacancy downtown and promoting redevelopment / new growth, the Center has a need to accommodate additional parking. The primary goal of this project is to therefore increase parking supply in the Center to facilitate future development.

That said, the vision and goals of this project extend beyond just parking capacity. Town representatives and community input have identified other goals for the project including a desire for mixed-use potential, flexibility to accommodate future conditions, sustainability measures, and aesthetic considerations.

This report addresses the feasibility of a municipal parking structure in Natick Center located at the existing Middlesex parking lot and establishes the primary design criteria and goals for a parking facility at this location. Four concepts are presented that have been developed to achieve the goals for this parking facility; each attempting to meet the goals in different approaches / to varying degrees. This report is intended to assist the Town in selecting two concepts for further conceptual development and as a guide to be used in advancing a final conceptual design into the schematic design / design development / construction document phases should the Town choose to proceed with design and construction of a new parking facility at the Middlesex lot.

BACKGROUND INFORMATION

Previous Phases 1 and 2 of this study included review of existing information provided by the Town and generation of new reports to establish the background information for the project. This included generation of the following documents which have been used in the development of this report:

1. *Baseline Conditions Report – Parking Garage Project*, dated March 30, 2018, prepared by VHB
2. *ASTM E 1527-13 Phase I Environmental Site Assessment – Commercial Properties and Municipal Parking Lots*, dated December 29, 2017, prepared by VHB
3. *Phase 1 Real Estate Evaluation for Middlesex Parking Deck Study in Natick Center*, dated March 15, 2018, prepared by Abramson & Associates

4. *Natick Center Shareholder Interview Memorandum*, dated February 9, 2018, prepared by Walker Consultants

DESIGN PARKING SPACE CAPACITY

A supply and demand study was prepared in the Phase 1 Baseline Conditions Report. Several potential demand sources are identified with projected total weekday peak demands in the range of approximately 275 to 350 parking space. As noted in the report, there are other potential sources that could influence / support the garage structure in the near or long-term that can be considered. This section is intended to build upon the demand information presented in the Baseline Conditions Report.

From review between the design team and the Town, the potential demand sources and corresponding demand ranges are identified in the following table:

Potential Parking Demand Source	Parking Demand
Existing Displaced Spaces	127 spaces
Existing Permit Oversell Correction	25 to 75 spaces
Existing Downtown Retail / Office Redevelopment	55 to 100 spaces
Future Development (Residential / Office)	20 to 105 spaces
Daytime Event	10 to 50 spaces
Parking Structure Mixed Use (if applicable)	10 to 20 spaces
Commuter	50 to 200 spaces
Short-Term Vehicle Rental	5 to 10 spaces

It is important to recognize the following as it relates to the design demand for the project:

- Existing Displaced Spaces, Existing Permit Oversell Correction, and Commuter demand streams are the sources that currently exist. This represents a range of 200 to 300 spaces (see below regarding commuter parking). All other sources are predicated on future redevelopment or growth.
- It should be recognized that not all demand sources may be recognized with time; market demands may change with time and there is a belief that parking demand may decrease as autonomous vehicles and transportation network companies (Uber, Lift, etc.) become more prevalent. So while there may be a desire to build a large facility for all potential demand sources to promote future growth, if these sources do not come to fruition, there is risk that the Town will have spent a significant amount of capital on an underutilized facility.
- Permit Oversell – The Town currently oversells permit by approximately 27%. The range shown represents a 10% to 27% correction in permits to address the oversell.
- Daytime Event – The intent would be to facilitate daytime programming at TCAN and/or allow for corporate daytime events for business in the Center. This is not expected to be a demand source that occurs five days a business week, but was identified during the stakeholder outreach process.
- Commuter Parking
 - The low end of the range is established by the current waiting list for commuter parking permits (47).

- b. Currently there are 83 commuter spaces available in the Center located on a lot rented by the Town; the Town has mentioned the possibility of moving the spaces into the garage to no longer rely on renting the lot. However, this would not preclude the existing lot owner from continuing to rent parking spaces, and if offered at a lower price point, could be a source of competition for the Town to fill the garage.
 - c. The previous Nelson Nygaard Natick Center study identified a commuter demand of approximately 200 spaces. The ridership information presented in the Natick 2030+ indicates an inbound ridership of 1077 which corresponds to approximately 300 spaces. These inherently seem high given that there do not appear to be 200 additional vehicles currently parked on the streets in this area; however, if the parking is available at the correct price point, it could attract commuters to the garage beyond the current supply and wait list.
 - d. It was identified in the stakeholder interviews that commuters park in the residential neighborhoods where there are no parking limitations. Several noted that the garage should be used to get the commuter off of the streets and into the garage; some noted that the supply exists on the streets and the streets are public property so should be utilized. If the desire is to push the commuters into the garage, it will be necessary to implement and enforce parking limitations on surrounding areas. This may not result in all parkers choosing to park at this location.
 - e. The Town needs to make a fundamental decision on whether the intent of the garage is to accommodate commuter parking or not. A consideration could be to accommodate a small amount of commuters in the long-term and utilize a higher demand in the short-term to fill the garage / collect revenue until other demand streams predicated on redevelopment / growth are realized.
6. Walker typically recommends an increase of 5% beyond the calculated demand stream. This accounts for parking spaces that are taken out of service for a variety of reasons and the inherent difficulty with truly filling a parking garage to 100% of capacity.

The target space count for this project will also be based on physical site constraints and budget. While there may be a desire to build a much larger facility for potential future development, it may not be feasible to construct a parking facility on the Town's property or surrounding property in order to meet a high demand, and with a likely construction cost range of \$25K to \$30K per space, it may not be financially feasible as well. These two design parameters will be addressed in subsequent sections of this report.

Based on the potential design demand streams, the goal of the Town to accommodate future development, and physical constraints of the project site, the target space count for this structure has been established as 310 to 435 spaces, representing a net add of 180 to 300 spaces to the existing supply. Note that Option 5 has a significantly higher potential for new development immediately adjacent to the site and therefore would either require a higher space count, or lowering the commuter parking (or other demand source) in the garage. Similarly, if in the future it is determined that more parking is necessary for development, the commuter parking could be relocated out of the garage to provide the parking supply necessary for the development.

Design Parking Demand Source	Design Parking Demand
Existing Displaced Spaces	127 spaces
Existing Permit Oversell Correction	30 spaces
Existing and Future Downtown Redevelopment	75 to 125 spaces
Daytime Event	10 spaces
Parking Structure Mixed Use (if applicable)	0 to 20 spaces
Commuter	50 to 100 spaces
Short-Term Vehicle Rental	5 spaces
Total with 5% Increase	310 to 435

Note that this range is similar to that presented in the Baseline Conditions Report with the addition of some commuter parking though some of the demand sources and amounts vary slightly. There are a variety of different combinations of demand sources that can be accommodate and will continue to change throughout the service life of the facility.

For example, in a scenario with 340 parking space capacity structure, after the displaced spaces and oversell correction, there is a remaining 185 spaces. If Main St. occupancy completely fills out to require the 100-space projection, 85 spaces remain for other uses. This could accommodate current or additional commuter parking, TCAN weekday, facilitate a larger mixed-use development for Option 3 or 5 (85 spaces translates to approximately 30,000 to 40,000 SF of development), and/or support residential development of adjacent parcels that would require overflow parking beyond what can be accommodated on-site.

SHARED PARKING POTENTIAL

Shared parking potential will be limited during the design peak condition (weekday). Most users will park and leave their cars for the duration of the day. The sharing possibilities will be highly dependent on the future development that occurs, but in planning for future uncertainty / flexibility and for temporary conditions where more commuters would be accommodated in the facility, it should be assume that those spaces are full during weekday peak.

Given the user type, the facility will share well for night and weekend users, specifically retail, restaurant, special event, and potentially residential. The residential should share well, however it is important to note that residential uses for this facility will likely be overflow from future development that will have on-site parking. For example, if a residential development provides one space per unit and the unit owner wants two vehicles, they may use the garage for the second vehicle. Whether that space shares is contingent on whether that user leaves with their vehicle during work hours or if the space is really used more for vehicle storage. "Night-owl" rate agreements, where parking is provided only for nights and weekend, could be used to promote shared parking and maximize the potential use during daytime and nights / weekends.

ZONING REQUIREMENTS

Zoning requirements are addressed in the previously issued Phase 1 Baseline Conditions Report. Key requirements that relate to the parking concepts that will be addressed in this report include:

- Setback requirements
 - Front yard: 15-ft unless adjacent property is closer to property line (requires special permit)

- Side yards: 10-ft if abutting residential; 0-ft otherwise
 - Rear setback: 20-ft
- Maximum building coverage: 60%
- Minimum open spaces: 10%
- Building height: 50-ft (60-ft w/ special permit)
- Parking geometrics
 - Parking spaces: 9-ft x 18-ft
 - Drive aisle for two-way parking: 24-ft

The most significant zoning consideration is that the DM zoning does not currently allow for construction of a parking structure. The Town will need to revise the zoning ordinance accordingly. When revising, an exception to the interior landscaping requirements for parking areas should also be included. These requirements are applicable to surface parking lots but do not typically apply to structured parking.

ADJACENT LAND / SITE ACQUISITION

The conceptual design process involved first considering structure options that were completely contained on the Town's property. The geometric requirements of a parking structure in width and length (discussed in more detail in 02 – Programming Requirements section of this report) limited the available options to a two-bay wide structure with a length utilizing the majority of the site in order to support parked-on ramps. A few variations were developed, but all inherently utilize a similar functional design and footprint based on the limited project site. This also left minimal site space for mixed-use opportunities. This ultimately resulted in Option 1 presented in this report.

Consideration was then given to acquiring adjacent properties with the intent of increasing the site size and therefore increasing the design opportunities. This included expanding to the properties to the south (Parcels 43/43 379 and 21/43 380) and west (Parcel 42/43 388D) with a general intent of keeping the land acquisition costs to \$1M or less, representing an approximate increase of 10% over the conceptual opinions of probable construction costs for this project. While discussed as a possibility early in design, the idea of acquiring all property west of the site was eliminated from consideration given its total assessed value would be in the range of \$3.2M representing an increase of approximately 30% of the construction cost.

Concepts were then developed with the goals of either:

1. Increasing the overall car count to the highest capacity possible;
2. Providing a parking capacity similar to Option 1 in less parking levels;
3. Providing parking on a portion of the site and providing additional site space to facilitate a mixed-use component.

From this effort, the following additional options were selected to meet these goals:

- Option 2 – Acquires the property to the west to provide a longer garage footprint. This provides equivalent spaces in one less level than Option 1, or a higher overall car counts.

- Option 3 – Acquires the property to the south and southwest to provide larger site bound by Summer St. and Middlesex Ave. This provides a two-bay structure similar to Option 1 but with site availability for mixed-use and/or public realm opportunity.
- Option 4 – Not considered for further evaluation.
- Option 5 – Acquires the property to the south and southwest to provide a larger site bound by Summer St. and Middlesex Ave. This provides adequate room for a three-bay wide structure capable of achieving a higher car count than Option 1 in one less level as well as providing some space for mixed-used programming.
- Options 6 – Not considered for further evaluation.

Finally, consideration was given to extending over other properties in an air-rights format where the land would remain owned by others but the Town would be allowed to build above the parcel. This was primarily in relation to the properties to the east. However, this was found to be too problematic / disruptive for the adjacent properties and therefore not advanced beyond conceptual discussions.

PUBLIC RIGHT-OF-WAY

The property adjacent to the west of the site along Summer St. includes a public right-of-way that was granted to the Town for the purposes of access to municipal parking and related improvements. The existing surface lot on Summer St. is partially located on this right-of-way. It is assumed that this right-of-way will remain available for use by the Town with the new parking structure project. The agreement requires a 20-ft wide access to the rear of the site; options that do not include purchasing this property will need to maintain this access.

MIXED-USE OPPORTUNITIES

PUBLIC INPUT

Stakeholder input identified a desire for the project to incorporate a mixed-use component. A driving intent was to activate the streetscape, mask the garage at the grade level, and to provide some development potential for new businesses / programming that would benefit the Center.

Stakeholders had varying opinions on whether the preference was for mixed-use on Summer St., Middlesex Ave., or both. A primary response is that Summer St. is preferred given the closer proximity to the Center and TCAN, as well as an overall better current condition compared to Middlesex Ave. However, some noted potential for future development along the north side of Middlesex Ave. and therefore mixed-use would be also be viable fronting this street.

A range of mixed-use types were noted; restaurant being one of key uses that was identified as lacking in the Center. Other uses included a youth center, a community center (promoting cultural district, test kitchen, flex-space, etc.), partnership with Middlesex Community College, boutique stores, and small / high-end grocery store.

MIXED-USE CONCEPTS

Six primary design concepts were developed, each included a variation that incorporated mixed-use to some extent. Options 1 and 2 presented in this report and another Option 6 (not selected to be advanced) included

variations that incorporated mixed-used into the parking structure itself. Options 3 and 5 included in this report and another Option 4 (not selected to be advanced) were developed based on mixed-used being external but adjacent to the parking structure.

Through the design process, it was decided that options that provided the opportunity for mixed-use external of the parking structure were preferred. A primary reason for this was the impact on parking, as incorporating mixed-use into the structure decreases the possible parking capacity below the preferred range. There is also risk involved with incorporating mixed-use into the parking structure. Walker has experience with similar projects where the owner is unable to lease the space and the space is used for municipal office purposes or similar, and so the space does not activate the streetscape as a restaurant or retail shop would. There is also the economic impact, as the client expends the capital for the space but doesn't recognize an economic benefit.

In addition, this would result in the Town needing to be involved with leasing space. It was noted that the Natick Center Associates or Stonegate would be a potential group that could handle managing / leasing the space, however there is still the question of whether this is worth the capital investment, particularly considering the rents identified in the Phase 1 Real Estate Evaluation.

The decision was therefore made to proceed with Options 3 and 5 as they relate to mixed-use potential. These options are presented in more detail in this report; in general Option 3 provides the more significant land opportunity to accommodate a mixed-use development or future potential.

In addition, Options 1 and 2 also provide potential for development to improve / activate Summer St., but would likely not be part of the parking structure project. Both of these options present the opportunity to utilize the small surface parking lot that connects the existing Middlesex parking lot to Summer St. for development. While this lot is very limited in size, particularly when considering setback requirements, this land could potentially be leased or sold to a developer if they were willing to purchase and redevelop the existing property where the Barleycorn and laundromat are currently located. While this would not necessary be a true mixed-use project, the overall goal of activating the streetscape and hiding the parking structure along Summer St. would be achieved.

ROOF TOP PROGRAMMING

One additional concept was developed consisting of a parking structure on the lower levels with office space on the top level or two. Through review of this, the impact of the framing, cores, and height limitation on the parking resulted in a parking count below the target range. Further, the construction costs would be increased based on the added complexity of the structure compared to more typical parking structure concepts. This concept was therefore not advanced.

During the Phase 2 interviews, some interviewees noted a desire for other roof top programming such as a garden, mini-golf, farmer's market, or venue for food trucks. Such concepts would change the user type for the roof level to a use other than an open parking structure which would result in certain code driven changes. This includes fire separation / rating requirements, increased structural loads, increased egress width requirements, and similar impacts that would result in significant cost increases and site impacts. This could also affect the parking capacity of the structure. While a specific budget has not yet been established for the project, it is expected that such programming is not financially realistic.

FUTURE ADAPTIVE RE-USE

Future adaptive re-use is a term for designing a facility with flexibility to accommodate future conversion to another use based on need / changes in the market demands. For parking, the fundamental idea is that in the long-term, parking demand will decrease based on autonomous vehicle use and traffic network company (Uber, Lyft, etc.). Typical design considerations in parking structures for adaptive re-use include higher design loads, higher floor-to-floor heights, nominally flat floor plates, larger stair / elevator cores, accommodations for mechanical / electrical chases, other similar design attributes more typical of a commercial or residential facility compared to a parking structure.

A variety of different approaches can be taken for adaptive re-use, for example only designing the grade level for re-use opposed to the entire structure, resulting in a range of potential cost impacts for a project. However common measures can be expected to increase the construction cost in the range of 10% to 20% and in some cases more.

For the conceptual design of this facility, future adaptive re-use is not currently being considered as there are design challenges that would affect the overall goal of the project which is to provide parking. This includes:

RAMP CONFIGURATIONS / PARKING BAYS

For the two-bay wide structures (Options 1, 2, and 3), both bays are necessary for vertical circulation of vehicles; if a bay were to be removed for another use, the facility would not be able to circulate vehicles vertically. A future conversion would therefore eliminate all parking unless vehicle elevators or similar construction is implemented in the future. In the team's opinion, this does not warrant designing for adaptive re-use.

For the two-bay options other than Option 2 and the three-bay wide structure (Option 5), both bays are required to slope in order to circulate vehicles vertically. The floors therefore cannot accommodate another use.

HEIGHT RESTRICTIONS

The floor to floor heights for this structure would be increased 3-ft to 4-ft to accommodate adaptive reuse.

Options 1 and 3 require reaching the maximum 50-ft height limitation to achieve the target parking count. Such a change would result in the need for a variance. Further, from discussion with the Town, it does not seem that exceeding this height is a desire for the project as the massing building will be too significant relative to surrounding structures.

Options 2 and 5 could be increased in height, however would be very large structures given their footprint and maximizing to the 50-ft limit.

RAMP SLOPES / CAR COUNT

Related to structure height, the options currently are close to the maximum slope allowed for parked-on ramps (up to 6.67%). Increasing the floor-to-floor heights will result in the need for express ramps which cannot be parked on, reducing the parking counts significantly.

Walker developed a variation of Option 1 that used express ramps to provide a higher floor-to-floor height on the Middlesex St. grade level for the purposes of mixed-use or adaptive re-use. The resulting vehicle capacity of the structure was below the Town's needs, as well as resulting in a taller structure.

COST

While a specific budget for the project has not yet been established, it is recognized that funding for the project will be a challenge. While it is not practical / feasible to design the structure for adaptive re-use based on the point noted above, adding 10% to 20% to the construction cost also does not align with the project objectives.

OPINION OF PROBABLE COST

At this early stage in the conceptual design process, a range of costs per space is established based on the design team's understanding of the market and similar construction projects. This is highly variable due to a number of factors that are either unknown or undefined at this time, for example architectural façade treatments, regulated / contaminated fill material presence / extents, market factors at time of construction, and similar. For the purposes of this project, we have assumed the construction cost per space will be in the \$25K to \$30K range. This range will be used in the pro forma iterations presented in this report for an understanding of the potential costs the Town will understand in the project. Note that this construction cost does not include all soft costs such as design / testing fees, Owner's project management, Owner's contingency, legal fees, and other similar project costs. This can typically add 15% to 20% of the construction cost to the overall project costs; pro forma iterations include these project costs.

During the Phase 4 of this project, a more detailed opinion of probable cost will be developed for the two selected options to confirm where the options fall in this cost range.

COMMON CONSTRUCTION CHALLENGES

The site / location of this project presents some challenges common to construction projects in denser urban-like environments.

TEMPORARY PARKING

The contractor will need to capture the entire site during construction, eliminating 127 current parking spaces. The Town will need to determine where the temporary parking is provided. This may require remote parking and a shuttle service during this period.

Contractor parking will also be necessary during this time, increasing demand in the Center. The Town may consider identifying a remote lot for contractor parking that cannot be accommodated on-site.

LIMITED SITE AREA

The necessary footprint for the parking structure will encompass most of project site for most conceptual options. This will cause challenges with construction activities, for example temporary soil storage during excavation, staging areas during and after structure erection, material deliveries / storage, and similar. Trucking for soil removal / fill and precast erection will need to be carefully coordinated and likely require a staging area in close proximity to the project site to allow for short trucking trips to / from the site depending on the activity.

Accommodating a crane will also be challenging. It be possible to erect a portion of the structure within the footprint of the structure, but at some point the crane will need to erect from outside of the footprint, which may require erecting from an adjacent street.

PROXIMITY TO PROPERTY LINES

Due to the limited site area, all options will be required to directly front Middlesex Ave. and/or Summer St. Temporary support of excavation such as sheet piling will be necessary for footing and lower level excavation. In order for footings to be designed in an efficient / cost-effective manner, footings will need to extend across the property lines into the streets, which will likely temporarily impact the street width.

In most cases there should be a minimum of 10-ft clear along the other sides of the structure to the property lines, however depending on grading and required depth of excavation, it may be necessary to provide support of excavation along the east / west / south as well.

The existing foundations on the site also present a construction challenge. It is anticipated that the existing concrete retaining wall (a component of the previous Middlesex parking structure) will need to be removed to facilitate construction of the new garage. This will require extending temporary support of excavation into the structure to excavate down below its foundation and demolish.

SITE GRADING

The existing site grading slopes down from Summer St. to Middlesex Ave. which will complicate the erection process. The crane will need a relatively flat surface to operate on, so it may be necessary to building a crane road to get the crane into the site, and either temporary over-excavation or over-fill to provide a level surface. It will then be necessary to backfill, install utilities, and construct the slab-on-grade below the structure.



DRAFT



02 Programming Requirements

INTRODUCTION

The following documents the programming requirements and goals established by the design team, Town, and stakeholders used in developing the design concepts for this project. The intent is to meet these requirements as much as possible, however it should be recognized that not all options will be capable of meeting all programming goals. This section addresses the criteria in a general sense for the options; the following Section 03 – Design Concepts addresses design features specific to each concept beyond these common design attributes.

NUMBER OF SPACES REQUIRED

The team has established a design range of 310 to 425 spaces. Refer to Section - 01 Structure Parking Feasibility for additional information related to definition of this range.

CATEGORIES OF USES SERVED

The following user groups are anticipated in the short and long-term. Note that some of these users groups are based on potential future mixed-use / development, for example residential and restaurant.

WEEKDAY USERS

- Employee / office / business
- Transient - Retail / restaurant customers
- Residential
- Commuters

WEEKNIGHT / WEEKEND USERS

- Transient - Retail / restaurant, users of Cochituate Rail Trail
- Event parking (TCAN, town events, sim.)
- Residential
- Commuters (traveling to Boston for event / tourism)

SITE SIZE REQUIREMENTS

The following site size requirements are related to the minimum geometric requirements to accommodate a self-park parking structure and requirements related to zoning requirements.

PARKING MODULE

A 60' clear module is used for the design. This includes two 18-ft parking spaces and a 24-ft drive aisle as required by zoning. This an appropriate module for this facility capacity and user groups.

FLOOR-TO-FLOOR HEIGHT

The floor-to-floor height is currently set at 11'-4". This is based on the 8'-2" clearance required for accessible van spaces, an assumed 3'-0" structure depth, and 2" of construction tolerance / deflection.

FOOTPRINT

From a width perspective, a minimum of approximately 123-ft is required to accommodate 2 – 60-ft parking modules and the structural elements (walls / spandrel beams).

From a length perspective, there needs to be sufficient distance to accommodate the parking ramps and the nominally flat turning bays at each end to link the two parking modules together. The building code limits parked-on ramps to 6.67%, so for example the 11'-4" floor-to-floor height noted above requires 170-ft minimum length. Turning bays then need to either be 30-ft in length without end bay parking, or 48-ft with end bay parking. In these designs, end bay parking is provided to be more efficient / provide a higher car count.

Another consideration is to work with a 12-ft module in plan as much as possible based on typical precast construction elements (refer to the Structural System Selection section for additional information). Based on this and side-by-side ramps, the length of ramp is 192-ft (2-96-ft ramp sections) to provide a nominal 6% ramp slope. Adding in end walls /beams, the minimum structure length is approximately 194-ft.

The overall result is a minimum footprint for this project of 194-ft x 123-ft.

POSITIONING OF STRUCTURE ON THE SITE

The structure is positioned on the site in order to satisfy zoning, to maintain clearance necessary for the facility to be classified as an open parking structure, and to simplify construction.

ZONING REQUIREMENTS – Refer to Section 01 – Structured Parking Feasibility for the specific zoning requirements for setbacks.

OPEN PARKING STRUCTURE CLASSIFICATION – An open parking structure classification has certain design advantages from a code standpoint; the primary from a cost perspective is that sprinklers and mechanical ventilation are not required. This requires that a specific percentage of length and area of the façade are open-air and that the structure is positioned 10-ft from a property line with the exception of a property lines abutting a street. Portions of the exterior wall that are not 10-ft from a property line will need to be solid in order to provide a fire-rating, which impacts the openness percentages.

FOUNDATION DESIGN / CONSTRUCTION – It is advantageous to position structures further from property lines to minimize the impacts on adjacent properties, minimize temporary support of excavation, and simply foundations (if not permitted to build over property lines, foundation costs will increase).

OPEN SPACE / BUILDING COVERAGE

Another important consideration is the zoning requirements for open space (10% minimum) and maximum building coverage (60% maximum). Each option in Section 03 – Design Options comments on whether the project will meet these requirements. With the intent of maximizing parking and mixed-use on-site, some concepts will not satisfy the building coverage requirements. This zoning parameter may need revision depending on the concept ultimately selected by the Town.

TOWN PROPERTY

The Town owned property at Middlesex parking lot is currently sized such that, when considering zoning setback requirement, the site can only accommodate the minimum garage footprint. This also requires positioning the structure on the property line along Middlesex Ave. in order to satisfy rear yard requirements. For structure options with larger footprints, mixed-use components, or other similar attributes that require additional site, the acquisition of additional property is necessary (refer to Section 01 – Structured Parking Feasibility for additional information).

VEHICULAR ACCESS

Vehicular access will be provided via Middlesex Ave. or Middlesex Ave and Summer St. The Baseline Conditions Report notes that the volume of traffic on Middlesex Ave. and Summer St. is low and would not limit vehicular access to the parking structure.

The design preference is to at least provide access from Middlesex Ave. as it would keep users coming from the north on Main St. from entering the downtown area to access the garage. The Baseline Conditions Report notes significant queues in the Center from the Main St. / Central St. intersection that can back up as far as the Main St. / Middlesex Ave. intersection. The design team also understands that a traffic signal may be added to the intersection of Main St. and Middlesex Ave. which would facilitate safer traffic patterns opposed to Main St. and Summer St. This should be considered in subsequent phases of design.

Union Court was identified as being too narrow to be used as a primary access point for two-way traffic for the garage. Further, there is a preference to limit traffic on Union Court if feasible to improve the pedestrian access along Union Court.

NUMBER OF ENTRY/EXIT LOCATIONS

The garage capacity is such that one vehicular access location is sufficient. If considering an approximate peak hour flow of 50% of the facility, this equates to a vehicle entering or leaving approximately every 15 seconds. One entry/exit equipped with gated pay-on-foot access control system or no-gate system can accommodate this flow rate.

Entrances / exits in two locations are advantageous with regards to giving users options for how they use the parking facility. In the event of traffic congestion, road work / closures, repairs in the garage, or similar conditions, there is more flexibility to accommodate varying operational conditions.

However, multiple entrances introduce more user decisions and potential vehicle movement crossing patterns. For the options presented with multiple entrances, upon entering the structure users will have to decide on whether to circulate up or down in the garage to find parking. If for example the user chooses to go down in the garage and no spaces are available, they will have to make a multiple-point turn to recirculate up the ramps.

Operationally, there are options to assist in these user decisions. One option is assigning parking areas based on user group, so for example direct all retail users to the lower level parking; all other users would be directed to levels above. An automated parking guidance system (APGS) can also be provided to direct users to available parking. APGS uses vehicle sensing and counting technology to provide real-time occupancy reporting to

dynamic signage to assist in making these decisions (an example of this was recently implemented at the Natick Mall).

PEDESTRIAN ACCESS

Two points of egress are required by code. Pedestrian access will be provided via a primary stair / elevator core and an egress stair core. An elevator is required by the accessibility code due to the height of all options under consideration. The intent is to only provide one elevator at one location to limit cost and site impact, however it is feasible to provide an elevator (or multiple elevators) at each location either for convenience or redundancy.

The mobility section of the Baseline Conditions report identified several pedestrian paths that will be taken when exiting the garage. This includes:

- Access to the east / southeast to Main St. destinations
- Access to south for Summer St. destinations (Middlesex Savings Bank, TCAN, similar)
- Access to the northeast for Natick Commuter Rail station
- Access to northwest for Cochituate Rail trail connection

Overall, it is anticipated that the majority of users' destinations will be towards the east and south. The design intent is to locate the primary stair / elevator core in closest proximity to Main St., towards the southeast if possible, and outlet onto a primary, well-lit street from a safety and security standpoint. Further, in garage design it is advantageous to position the stair cores in the corner of the garage where there is dead space between perpendicular parking spaces in order to minimize the impact on parking count.

For options that only front Middlesex Ave., the primary core will be located in the northeast corner. Locating the core in the southeast of the site would outlet into the back-of-house / parking lot areas that will not have the same inherent security qualities as a primary street.

For options that front Middlesex Ave. and Summer St., the primary core will be located in order to minimize pedestrian / vehicular conflicts, available site area / site constraints, and minimizing walking distance to Main St. Where possible, a preference is for the primary stair to be located in the southeast corner of the structure. For options that do not front Summer St., exterior walking paths will be provided from egress points to Summer St.

The secondary egress stair will therefore be located on the west side of the structure. Location will be determined based on available site area / site constraints.

Refer to Section 03 - Design Options for specific pedestrian element locations and travel paths.

PROGRAMMING REQUIREMENTS

The design intent is that stair towers are to be as visually open as possible to promote passive security and be well lit. Where possible, facades shall be primarily glazed curtainwall; however fire ratings requirements will need to be considered when the exact location of the stair towers relative to property lines is finalized.

OPTIONAL SITE OPPORTUNITIES

Refer to Section 01 – Structured Parking Feasibility and Section 03 – Design Concepts for additional information related to the mixed-use and/or public space opportunities that have been considering in the design process and implemented in specific concepts.

INTERNAL FUNCTIONALITY

Site limitations for this project limit the parking structure to two- and three-bay wide designs (a bay consisting of a 60-ft parking module, refer to Site Size Requirements above). The internal functionality for these options are therefore common parking designs that most users have experienced. See 03 – Design Concepts for additional functional comments specific to each design.

PROGRAMMING REQUIREMENTS

1. Parking Bay: 60-ft parking bays (18-ft parking stall and 24-ft drive aisle)
 - a. Required to meet zoning
 - b. Accommodate two-way travel (even if one-way flow promoted in three-bay design)
2. Turning / End Bays: 47-ft to 48-ft
3. Parked-on ramps
 - a. Utilized as much as possible to maximize car count
 - b. 6.67% maximum slope
 - c. 5% preferred slope
4. Express ramps
 - a. 13.5% maximum slope
 - b. 10% to 12% target range
 - c. Provide transitions so differential slopes do not exceed 10%
5. Parking space offsets from obstructions
 - a. Typical parking areas – 1-ft minimum from all walls and columns
 - b. Dead end areas – 3-ft minimum / 5-ft preferred from end wall
6. Structural layout – Utilize long-span construction (span full 60-ft bays) to minimize impact on parking spaces and vehicular turning movement.

PARKING ECONOMICS

A metric used to compare parking structures from an economics standpoint is parking efficiency. Parking efficiency is the total square foot area of the structure (all levels) divided by the number of parking spaces. Construction costs will be related to the square foot area, therefore the higher the area per space, the higher the construction cost per space. The efficiency has been calculated for each concept and is included in Section 03 – Design Concepts.

OPERATIONS - METHOD OF CONTROL

PARKING ACCESS AND REVENUE CONTROL (PARCS)

There are three basic options for PARCS for a facility of this size and user group. Currently the structure is anticipated to be operated similar to the on-street systems in Town, however there are options for the facility.

MULTI-SPACE METERS (MSM) – PAY AND DISPLAY / PAY BY SPACE

- This system is more commonly used for on-street parking, but can be applied to smaller parking facilities such as this one (Natick currently uses multi-space meter systems on-street).
- System does not include gated access. This system relies on parking enforcement to periodically check vehicles to verify they have a tag or sticker indicating the user is a monthly parker or has paid for a specific length of time, similar to metered parking. There is a higher chance of users parking illegally in this kind of system if parking is not enforced.
- Permit parkers will have a sticker or hanging-tag in their vehicle to show they are permitted to park in the structure.
- After parking, transient users will go to a centralized machine (typically one per level) to pay for parking for a specific length of time. The machine will print a ticket or sticker that is then placed in the vehicle, showing that the vehicle has paid and for the duration of stay that can be verified by parking enforcement.
- Of the three options, this is the least expensive option.

PAY-ON-FOOT (POF)

- System includes gated access control. A gate system will result in a space reduction from what is currently indicated in the parking capacities in Section 03 – Design Concepts.
- Permit parkers will use a credential for access such as a proximity card. Payments could be made directly to the Town on a monthly / yearly basis or other frequency by the resident or the management company (if the space is part of a lease agreement with a property owner).
- Transient users would pull at ticket from an entry station when entering the facility. Before exiting, they would need to insert their ticket into a POF station, pay their transaction, then receive a ticket that indicates they have paid. This ticket is inserted into an exit station in the exit lane which will raise the gates allowing for egress.
- This system is completely automated, not requiring human intervention for normal operations. However, if there is a failure of the equipment, there will need to be someone available via call box or similar to operate the equipment (IE open the gates to let vehicles exit).
- Of the three options, this will be the most expensive option but give the highest assurance of fee collection and control.

PAY-IN-LANE (PIL)

- This system is similar to at POF option. The exception is that instead of the transaction occurring at a station on-foot, the transaction occurs in their vehicle in the exit lane. The user will insert their ticket

into the exit station, pay for their time in the garage (typically via credit card), and then the gate will activate.

- The typical disadvantage of this kind of system is the processing time for the transaction. This would be offset if most users are permit parkers; however, to allow for steady flow during peak times, this is likely a reason this system should not be implemented in this parking structure.
- Of the three options, this is the second most expensive option but also gives a higher degree of fee collection and control.

GENERAL OPERATIONS ASSUMPTIONS

The following is assumed for the operations of the facility:

GENERAL OPERATIONS – It is assumed that the Town will employ a garage operator to facilitate the normal garage activities, routine maintenance, cleaning, and similar requirements for the structure.

SECURITY

- Security will be facilitated by the Town's public safety; employed on-site security personnel is not anticipated.
- A security camera system will be provided and communicate to the Town's public safety building.
- Emergency call boxes will be provided and communicate to the Town's public safety building.

SNOW REMOVAL / SANDING

- Snow removal is assumed to be contracted to the same service used by the Town for the surface lots.
- A solar array is under consideration for the project. This would assist in limiting the snow removal needs for the facility.

SUSTAINABILITY

Sustainable design solutions protect and enhance the environment and integrate architecture, technology, and natural systems. They also contribute to the community, improve comfort for the users and reduce environmental impacts through energy and water conservation, use of sustainable or renewable construction materials and make improvements to indoor air quality.

Sustainable structures are also typically designed with durability in mind to require less maintenance and extended service lives. By their nature, a parking structure that is design with durability measures for an expected service life of 50+ years has reduced demand on the environment.

During Phase 2 of this project, the design team contacted two members of Natick's Sustainability Committee to gain an understanding of current interests in design features for the garage. This was incorporated into the following lists, as well as the typical design features that Walker would ordinarily include in a parking facility in the northeast. This includes the following from a programming perspective:

Design features that will be provided in the parking structure's design:

- Electric vehicle car charging stations;
- Dedicated spaces for fuel efficient vehicles;
- Lighting efficiency – LED fixtures with photometric control and active dimming controls;
- Reflectivity / white stair core roof materials – heat island reduction;
- Recycled materials in concrete – fly ash, slag, or similar pozzolans;
- Concrete durability measures – high-density / low water-to-cement ratio, corrosion inhibitor, epoxy coated reinforcement where applicable, concrete sealer application for a durable structure / longer service life;
- Metal durability measures – use of aluminum, galvanized steel, and stainless steel to minimize corrosion induced deterioration;
- Use of local materials reduces environmental effects due to transportation.
- Open parking structure classification – little or no HVAC equipment means reduced energy consumption;
- Permeable paver surfaces (where practical)

Design features that may be provided in the parking structure's design depending on the project budget:

- Secure bicycle storage areas inside of the garage;
- Photovoltaic (solar) array or green roof (see below);
- Storm water retention on-site such as irrigation/rain water harvesting;
- Wind generators;
- Planters / green walls.

ROOF STRUCTURES

Public input identified the need for the parking structure to have a roof. This is based on minimizing snow removal operations and to enhance durability for the structure; it is believed by many that the accelerated deterioration of the previous Middlesex garage structure was due to not having a roof. It should be noted that most parking structures do not have non-parked-on roofs and have service lives for much longer than the previous Middlesex parking structure, but require routine maintenance to prevent deterioration, specific snow removal operations, regular wash downs, and similar measures. Verbal input also noted over-salting of the parking structure, which would have accelerated the rate of deterioration.

With a roof structure in mind, a green roof or a solar array system can provide the roof structure from the maintenance / durability standpoint as well as adding another sustainability feature to the structure. Both systems will retain snow and drain to the storm system, limiting the impact of precipitation on the roof level. A particular benefit of a green roof is its ability to retain some rain water at the roof level, limiting the amount that is sent to storm or retained in another fashion.

The impact on the building height is a consideration regarding a solar array compared to a green roof. A green roof will typically require a more significant structure to support soil loads and accommodate necessary plant growth depths and therefore will appear more like a building level. This will affect the height and massing of the

structure, and if considered a level of the structure, will reduce the parking capacity of the structure. Solar arrays will require a structural steel frame for support, but are significantly less weight and typically have a lower profile / visual impact. Solar arrays can often also be classified as rooftop equipment opposed to an occupied level and therefore not affect allowable building height.

Maintenance should also be a consideration. Plants will require regular monitoring, irrigation, and service to maintain a growth. This an additional operations cost for the facility.

The team therefore determined that a solar array is the preferred roof system for the parking structure and will be carried as an add-alternate for the project if budget permits its incorporation.

CERTIFICATION

Garages cannot currently obtain LEED certification. However, a similar certification program known as Parksmart is available. It is assumed for this project that the Town will not seek Parksmart certification, however many of the design considerations in Parksmart will be implemented in the facility's design.

TOTAL ESTIMATED DEVELOPMENT COST

Refer to Section 01 – Structured Parking Feasibility for additional information related to construction costs that are being considered at this early stage of design.

In Section 03 – Design Concepts, cost considerations are provided for each option. The intent is to provide a general understanding for which options will likely fall on the higher end of the cost-per-space range for general comparison purposes. In the subsequent Phase 4, a more detailed opinion of probable cost will be generated for the two options that are selected to be advanced.

In Section 04 – Financial Considerations, pro forma are presented for each of the options for a range of per-space construction costs. Land costs for those concepts that require purchasing adjacent sites are included in the debt service, as well as contaminated soil allowance for sites to the south where there is a higher potential for contamination issues. These costs are then increased on a percentage of construction cost basis to account for soft costs, providing a total estimated development cost for the pro forma iterations. Refer to Section 04 for additional information.

HEIGHT RESTRICTIONS

The concepts will be limited to the 50-ft zoning ordinance. While zoning permits a variance up to 60 ft, discussions with Town representatives suggested that a building above 50-ft / four supported levels is not realistic given the adjacent buildings and its visual impact on the area.

For the purposes of defining the height of the structure, the design team is assuming top of structure elevation is the top of spandrel of the top level (approximately 3.5-ft above the top floor). This is not including the smaller stair / elevator elements that will be 10-ft to 18-ft above the top floor as required for headroom and elevator overruns. These areas are often excluded as they do not represent the overall building height for most of the structure. The ordinance does not clearly define this; this will need to be clarified and potentially redefined in the zoning ordinance. If the stair / elevator cores are required to be below this requirement, the structure will either need a variance else a shorter option garage will be necessary.

Similarly, a solar array is under consideration for this facility. Typically solar arrays are considered similar to roof-mounted equipment and therefore not considered part of the structure height, but this will need to be clarified in the zoning ordinances.

SITE CONDITIONS

EXISTING FOUNDATIONS

The design team understands that the existing foundations for the previous Middlesex parking deck were not removed when the structure was demolished. It should be assumed that these foundations will need to be removed to facilitate the new garage construction, unless they do not affect the foundations / slab-on-grade of the new facility. The existing retaining wall structures along Middlesex Ave. will require removal.

EXISTING SOIL / FILL

The team has performed a Phase I Environmental Site Assessment (ESA) for the Town-owned parcel and select adjacent parcels. This report notes that there it is probable that controlled / contaminated fill material will be encountered at the project site.

It is currently unknown whether the fill material can be reused if kept on-site, for example if used to support the portion of ramped slab-on-grade in the structured. From a design programming perspective, a goal is to limit excavation and balance cut and fill if feasible in order to limit the quantity of material that needs to be removed from the site.

TYPOGRAPHY

The previous Middlesex parking deck was a single supported level without a ramp between levels; access to the upper level was via Middlesex Ave. and access to the lower level was via Summer St. This was achieved by excavation of the site and a retaining wall along Middlesex Ave. This therefore results in a sloped grading from Summer St. to Middlesex Ave., with a retaining wall along Middlesex Ave. providing a differential grade of approximately 8-ft. A goal of the project, if possible, will be to utilize the existing site grading in a manner to balance cut and fill to limit earthwork costs.

UTILITIES

INTERIOR OF SITE

The existing conditions research performed in Phase 1 of this study identified a single drainage structure in the northwest corner of the site. This will be removed as part of the construction. No other utilities were identified on the project site during this effort. Refer to the Utilities section of the Baseline Conditions Report for additional information.

The Baseline Conditions Report also indicates that interior sewer drains on the lowest level may need to be pumped to height of the sewer mains exterior of the structure. This will be assumed to be a requirement of the project until a final survey is completed and design advanced to determine whether the inverts will require pumping or can accommodate flow via gravity.

EXTERIOR OF SITE

The Baseline Conditions Report indicates that water service and sewer are present in Middlesex Ave. and Summer St. The condition of these lines is unknown. The project scope will need to include inspection of these elements and a contingency to account for repairs/ upgrades if required to facilitate the project.

ZONING REQUIREMENTS / RESTRICTIONS

Zoning requirements that primarily affect the structure layout are addressed in Section 01 – Structured Parking Feasibility. Section 03 – Design Concepts provides comments relative to the zoning requirements specific to each of the concepts if the ordinance is not met / close to the limit.

PHASING OPTIONS

Phasing for the design and construction of this project is primarily related to the mixed-use component. As previously discussed, the design options with mixed-use provide the mixed-use exterior of the parking structure. The parking structure can therefore be constructed and occupied and the mixed-use component can follow when the opportunity presents itself. Building the mixed-use into the parking structure could result in a space that remains vacant for an undefined period of time.

The other option is designing the structure for future vertical expansion and initially constructing a shorter garage with the intent of vertically expanding if future development occurs. There are challenges with designing structures for vertical expansion related to detailing (affecting cost), logistics of construction for the expansion, acquiring funding when the expansion wants to happen, etc. More importantly, the future development would be more likely to occur with the parking supply already in-place; if the development is predicated on a public construction project it may affect the development's timing and feasibility. This idea for future expansion is therefore not currently included in the project programming.

STRUCTURAL SYSTEM

The basic parameters for this project advocate a structural system selection based on project criteria that includes: functional design, durability considerations, construction costs, and mitigation of service life costs. The design team performed an internal review of potential systems to be recommended for this project. This process typically eliminates categories and/or types of structures from consideration based on the established project criteria and Walker's experience. Examples of this would be any number of short-span systems that would be inefficient from a car count and functional design or a conventionally reinforced concrete slab structure that does not have the inherent durability characteristics of a pre-tensioned system.

This review identified four basic systems that could meet the general project criteria discussed above. A brief description of each of these systems follows:

- All Precast Concrete System: Precast concrete spandrels and pre-tensioned/precast double tee beams supported on precast concrete frame elements.
- All Post-Tensioned Concrete System: Post-tensioned cast-in-place (CIP) concrete slabs and beams supported by conventionally reinforced columns. Spandrels can be CIP or precast.

- Steel Frame System with Precast Concrete Slabs: Precast pre-tensioned double tee beam slabs supported on structural steel frame system. Spandrels can be precast or metal (barrier strand, structural steel, or sim.).
- Steel Frame System with CIP Post-Tensioned Slabs: Post-tensioned cast-in-place (CIP) concrete slabs supported on structural steel frame system. Spandrels can be precast or metal (barrier strand, structural steel, or sim.).
- For all systems, the lowest level will be cast-in-place concrete slab-on-grade.

Construction costs related to the structural systems presented above are influenced by a number of parameters such as architectural treatments, efficiency of parking geometrics/layout, fire element rating requirements, and level of competition amongst the perspective bidders. In today's economic climate the all precast deck system will be more cost competitive in the New England market.

A primary design feature identified to be in the best interests of the Town for the structure is durability and minimal maintenance. Each of the systems presented require various levels of maintenance throughout their intended service life depending upon numerous factors.

- The precast system will have a precast double tee floor which requires more sealant maintenance/replacement than those that use a post-tensioned CIP slab system.
- With that said, the costs associated with routine maintenance items like sealants for precast concrete floor systems do not typically justify the higher capital costs of constructing post-tensioned concrete slab systems in New England.
- Both the precast and post-tension systems will require periodic application of a concrete sealer on the horizontal surfaces.
- The steel frame options will also require maintenance of the steel frame's protective coating system. A hot-dipped galvanized finish would be the most durable option, but will require periodic touch-up applications of cold galvanizing at weld areas, areas where the coating is damaged, etc.
- Experience has shown that the CIP post-tension slab systems on a structural steel frame can be more susceptible to cracking than other systems. This is a durability and maintenance concern.
- Inherent detailing challenges with a precast concrete slab system on a structural steel frame presents some durability concerns and ultimately require specialty detailing / increased cost to adequately address.

In summary, it is Walker's recommendation that the design for this project proceed based on the all precast concrete system. This is based on construction cost, availability, and maintenance requirements. If this project proceeds forward in design, Walker recommends the Town contract a construction manager to review the logistics of precast erection on this site.

CONSTRUCTION TIMELINE ESTIMATE

The construction schedule will depend on the project delivery method (design/bid/build, CM, etc.), site environmental impacts, the Town's permitting / regulatory processes, the Town's review and approval process, time of year, and other similar factors. For a traditional design/bid/build delivery method, considering only

design time (not including other factors noted which are highly variable), the following durations can be assumed for conceptual planning purposes:

- Design 30 to 40 weeks
- Bidding 8 to 10 weeks
- Contract Negotiations 3 to 4 weeks
- Preconstruction 4 to 6 weeks
- Construction 14 to 16 months

ARCHITECTURAL / AESTHETIC / HISTORICAL IMPACTS

The project site falls within the established limits for the Historic District and Cultural District.

HISTORIC DISTRICT

As part of the Historic District, the site is subject to Massachusetts General Law 40C. This project will require a certificate of appropriateness, a certificate of non-applicability, or a certificate of hardship. Section 7 of 40C is the most significant as it relates to the architecture of this building:

“In passing upon matters before it the commission shall consider, among other things, the historic and architectural value and significance of the site, building or structure, the general design, arrangement, texture, material and color of the features involved, and the relation of such features to similar features of buildings and structures in the surrounding area. In the case of new construction or additions to existing buildings or structures the commission shall consider the appropriateness of the size and shape of the building or structure both in relation to the land area upon which the building or structure is situated and to buildings and structures in the vicinity, and the commission may in appropriate cases impose dimensional and set-back requirements in addition to those required by applicable ordinance or by-law.”

The architectural design will therefore need go through this 40C process for approval. The architecture of the Natick Center Cultural district is late 19th-century “neo-gothic”; it is anticipated that the parking structure will need cues from / complement this architecture for the façade treatment. Key considerations during the architectural design process will be:

- Maintaining openness – necessary to classify the structure as an open parking structure.
- Cost-effectiveness in façade treatment measures
 - Working within common precast construction practices as much as possible.
 - Utilize integrally-cast thin brick façade opposed to hand-laid brick detailing.
- Aesthetically reduce the massing of building – To achieve the parking capacity range for this structure, the massing of the structure will be larger than other buildings in the area. The architectural design should explore strategies to visually reduce the massing of the structure, for example by breaking the façade into segments.

CULTURAL DISTRICT

As part of a Cultural District, the site is subject to Massachusetts General Law Chapter 10 Section 58. The intent of a Cultural District is as follows:

“Cultural districts shall attract artists and cultural enterprises to a community, encourage business and job development, establish tourist destinations, preserve and reuse historic buildings, enhance property values and foster local cultural development.”

Input from the cultural council will be critical during the architectural design phase. Numerous interviewees in the Phase 2 process noted the need for artwork to be integrated into the garage structure to complement the nature of Natick’s Cultural District. There are a variety of ways this could be accomplished, whether it is physically part of the façade, the façade provides spaces where art can be mounted and periodically changed out, art is integrated into the site design around the structure, art images are visually projected onto the structure, or similar.

PUBLIC INPUT

Walker received feedback on the desired aesthetic qualities of the parking structure from the Phase 2 process. Some notable comments included the following:

1. Should have a rustic look, brick, embrace the historic aspects of Natick Center.
2. Consider extending brick pavers on sidewalks from Main St.
3. Have some brick trim, but not all brick.
4. Creamy stone with brick.
5. Street scape needs to be aesthetically pleasing.
6. Natick has the look of classic New England. The garage would need to fit into that look.
7. Take cues from the TCAN fire house.
8. Function over fashion. Possibly 2/3 brick façade, 1/3 concrete.
9. Garage should not be the Taj Mahal. Just need a building to park cars in, and needs to be maintained.

While most of the input was consistent with maintaining the historic aesthetic, some expressed a desire for a look that is modern but complemented the existing buildings. The Town will ultimately need to decide the direction by developing multiple approaches to present to the public and the Historic and Cultural Councils for feedback.

If it is the desire of the Town for this facility to be aesthetically different than the historic nature of the Center, the Historic District limit could potentially be reduced to exclude the parking structure site, as it is on the edge of the district limits. This would require review and approval by the historic district commission.

ADDITIONAL PROGRAMMING COMMENTS

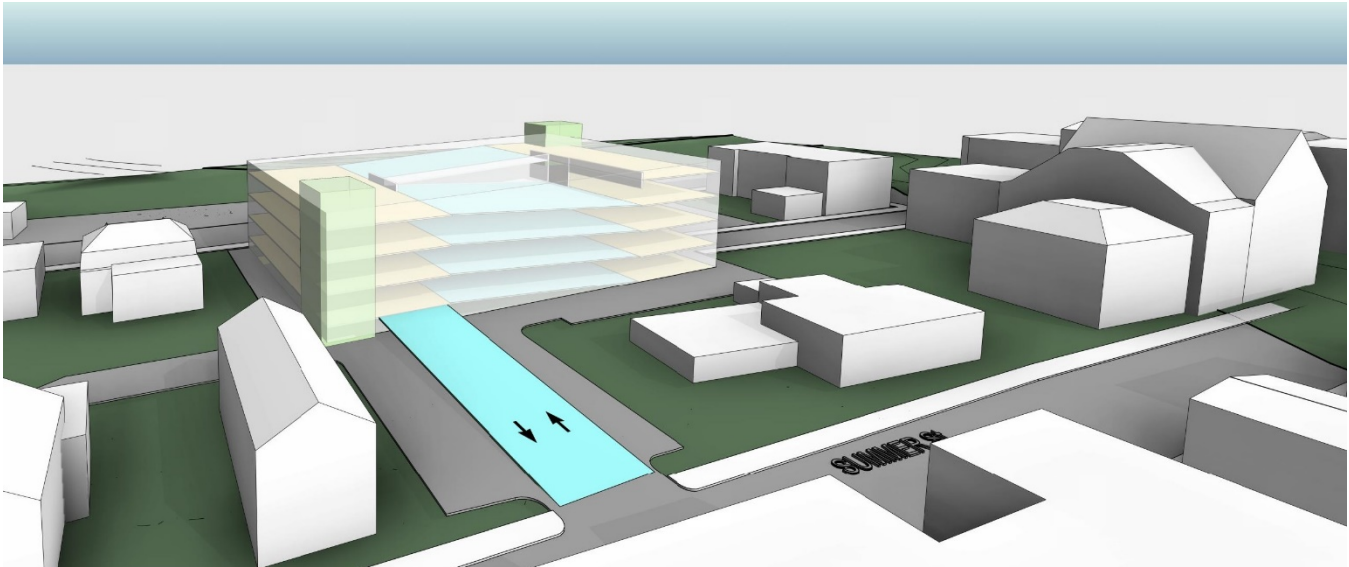
EXTERIOR SITE SIGNAGE IMPROVEMENTS

Input received in Phase 2 suggested that there is confusion regarding where to park downtown. The Town should consider as part of this project additional measures to guide users to the parking structure. A basic measure would be stationary signage at the corner of Middlesex Ave. and Main St. directing users down Middlesex Ave. for parking. Technology solutions such as parking guidance could be provided; for example, an active count system in the parking structure that relays vacancy numbers to dynamic signage on Main St. Such a system could be implemented throughout other Town owned parking facilities throughout the Center to guide users to parking vacancy. Smartphone apps such as Parkmobile are another technology based solution that could be considered.

DRAFT



03 Design Concepts



OPTION 1

GENERAL DESCRIPTION

The design intent for Option 1 is to provide a parking structure design that fits on the Town-owned property and respects current zoning requirements. The garage function is a 2-bay wide, single threaded helix with sloped floors on both bays to achieve the necessary ramp length for parked-on ramps.

Variations were generated for this option. One variation integrated mixed-use on the grade level, however the reduction in car count was significant and therefore determined to not meet the project goals. A variation that could benefit the project is related to the small triangular area in the northwest corner of the site that is currently part of the adjacent property to the west. If this property line could be modified to straighten this line out similar to the property line to the south, this could elongate the structure by approximately 12-ft, which would result in a net add of 4 spaces per level (this option is identified as the “Extended Option” throughout this section).

CONSTRUCTION COST

- Efficiency – Approx. 375 SF/veh
- All land is owned by the Town; no additional land acquisition costs.
- Requires additional excavation to provide the lowest portion of the structure to maximize the parking count (lowest point in structure is approximately 158.68-ft vs existing grades between 162-ft and 166-ft).
- The lowest level will also require additional retaining wall structures to accommodate the interior to exterior grading differences.
- Conceptual range of project cost for the five-level structure is anticipated to be in the range of \$10M to \$12M.

SPACE COUNT POTENTIAL

- 3-level structure (26.17-ft height) – 207 spaces (does not meet zoning minimum height requirement)
- 4-level structure (37.5-ft height) - 274 spaces
- 5-level structure (48.83-ft height) – 340 spaces
- Counts include 13 exterior parking spaces along the connection from Summer St. to the parking garage.

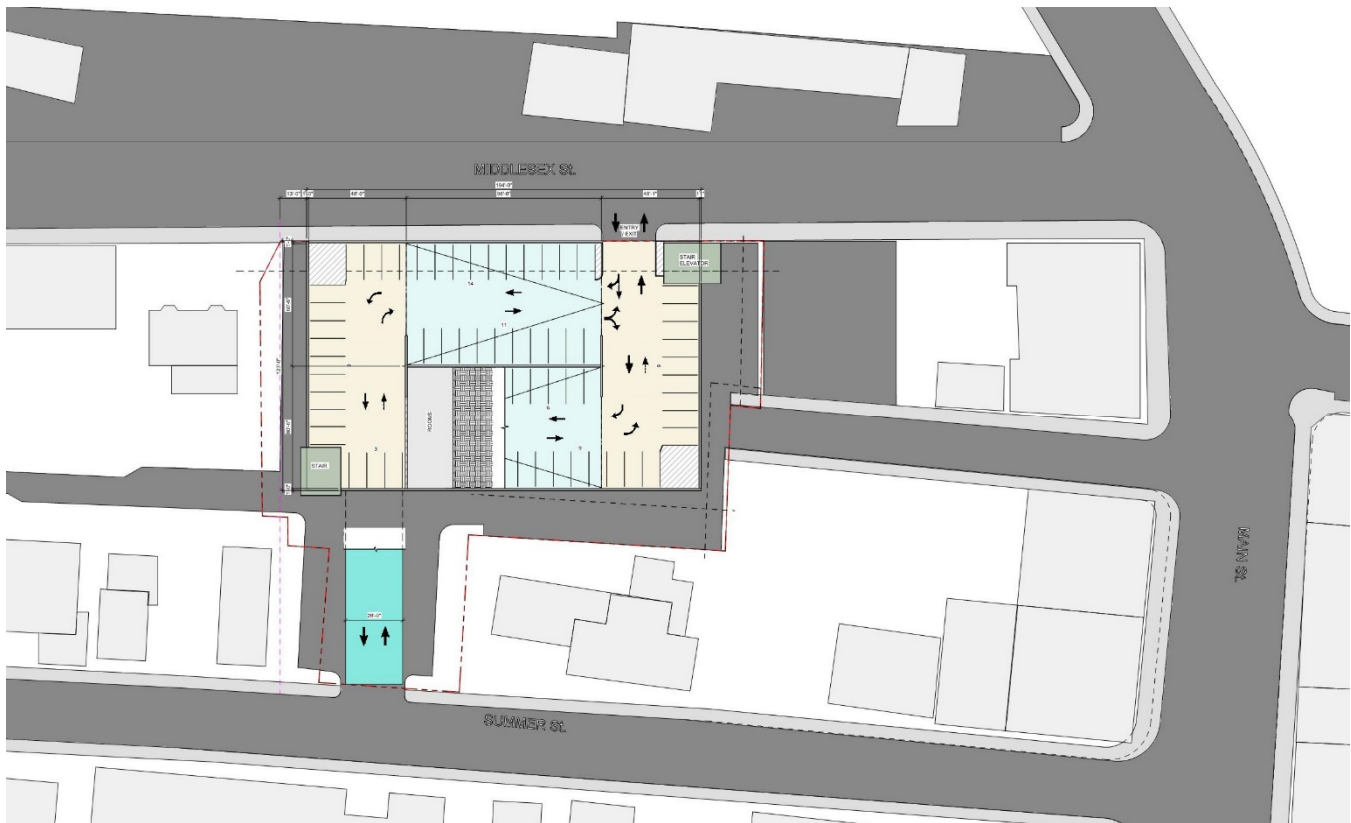
SITE IMPACT

Footprint / Positioning

- This design has the smallest footprint of the options (approx. 194-ft x 123-ft).
- The structure and access paths cover of the site; limited area is available around the structure for landscaping or other use.
- The structure is positioned on the site to respect the zoning requirements. This requires the garage is located on the property line along Middlesex Ave, which is currently the approximate southern edge of sidewalk. It is possible to shift the structure slightly towards the south if it necessary to offset the structure from the sidewalk, however this will require some modifications to the southwest corner of the structure to maintain the existing public right of way / easement.

Height – Due to the limited footprint, maximizing the height of the structure in order to provide a higher car count is necessary.

Site retaining walls will be necessary outside of the garage footprint along the east and south in order to maintain open air requirements on the lowest level.



ZONING IMPLICATIONS

- **Front Yard** - The structure is positioned on the property line along Middlesex Ave. in order to maintain the rear yard requirement and minimize impact on the existing public way / easement in the southwest. Front yards are required to be 15-ft however can be reduced to match that of an abutting parcel with issuance of a Special Permit. The adjacent Mutual Bank building to the east appears to be positioned on the property line, so the intent is to acquire a Special Permit accordingly.
- **Maximum Building Coverage**
 - **Base concept** - The conceptual design indicates that the maximum building coverage is almost exactly the limit of 60% or slightly over. Through final design it may be found that the design will be below or over this limit.
 - **Extended concept** – The 60% maximum building coverage will be exceeded (approx. 63%)
- **Open Space** - The minimum open space of 10% should be achievable with this concept.
 - **Base concept** – Meets the 10% requirement.
 - **Extended concept** – Conceptual design indicates the minimum open space requirement is almost exactly at the limit of 10% or slightly under. Through final design it may be found that the design will be below or over this limit.

- Public right of way / easement – The current design overlaps the easement by approximately 2-ft. This corner of the structure can be modified to not impede easement, or the easement could be revisited / revised to suit the structure's current configuration.

MIXED-USE POTENTIAL

In order to satisfy the geometric requirements of a self-park, parked-on ramp facility, the majority of the site footprint is utilized for the parking structure. It is therefore not feasible to include mixed-use on the site with the current configuration.

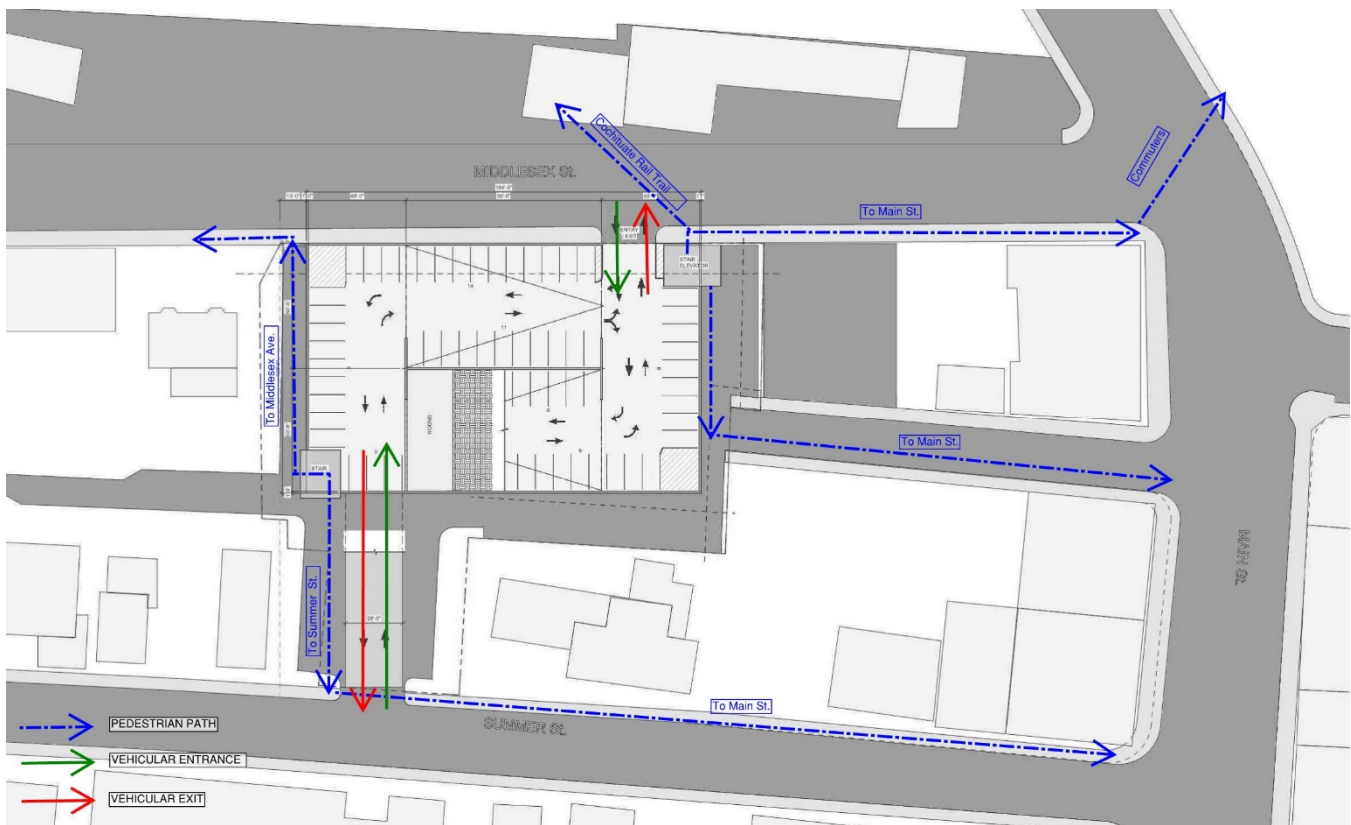
Mixed-use could be realized along Summer St. if the vehicular connection from Summer St. to the garage is eliminated such that vehicular access is only from Middlesex Ave. This is a relatively limited footprint area (approximately 70-ftx90-ft) which may limit the potential uses for this site when considering current zoning requirements. This will also increase the building coverage area on the site and therefore will exceed the 60% maximum zoning requirement. A building on this area will also eliminate the 12 parking spaces included in the current space counts.

Another consideration is a mixed-use scenario that combines this small area along Summer St. with the existing Barleycorn / laundromat parcel to the east. This scenario would provide a larger footprint opportunity / increased frontage along Summer St. and may be more attractive from a redevelopment perspective. This would likely require a scenario where the Town sells or leases this portion of the land to the developer.

As previously noted, there is the possibility to include retail on the ground level along Middlesex Ave.; however this concept results in a significant reduction in car count; a structure within the same 50-ft height limitation would provide approximately 240 space compared to 340 of this concept. This was therefore not considered an option to pursue further.

FUNCTIONAL DESIGN - VEHICULAR

- The functional design is a single-threaded helix with two-way parking bays. Common drive aisles are used for vertical circulation.
- Ramped floors are required on both the south and north bays to provide sufficient ramp length for parked-on ramps. Ramp slopes will be in the range of 6% to 6.67%.
- Vehicular access is currently shown from Middlesex Ave. and Summer St. Given the size of the garage, it is possible to limit vehicular access to one location. Refer to the 02 – Programming Requirements section for additional information on the advantages and disadvantages of multiple vehicular entrances.
- Accessible parking spaces are anticipated to be located in the northeast corner of the parking structure to provide the shortest access to a street. Additional accessible spaces may also be located exterior of the structure near Summer St. for access to that area.



FUNCTIONAL DESIGN - PEDESTRIAN

PRIMARY STAIR / ELEVATOR CORE

The general design intent is to locate the primary stair / elevator core in closest proximity to Main St. and outlet onto a primary, well-lit street from a safety and security standpoint. This design therefore locates the primary stair / elevator element in the northeast corner of the site.

- This provides a direct connection to Middlesex Ave. as well as access to Union Ct. via a new sidewalk link.
- This is also an advantageous location for commuter access and access to the Cochituate Trail.
- This core location will limit the ability of a future one-way exit lane from Union Ct. to Middlesex Ave. The core could be pushed further into the parking structure to maintain this option, however will reduce the parking capacity.

SECONDARY EGRESS STAIR

The secondary stair is located in the southwest corner of the structure with a walking path to Summer St. VHB's analysis indicated a pedestrian connection to Summer St. is important to service the Middlesex Savings Bank and TCAN; this provides the shortest pedestrian distance from the garage to Summer St.

- This location will not have an elevator to limit the cost of the facility. For accessibility purposes, ADA spaces could be provided in the exterior parking area close to Summer St., or exiting on-street parking spaces could be repurposed for ADA access to these buildings.

- The walking path would be on the public right of way / easement, which is assumed to be an acceptable use of this space.

PEDESTRIAN TRAVEL DISTANCES

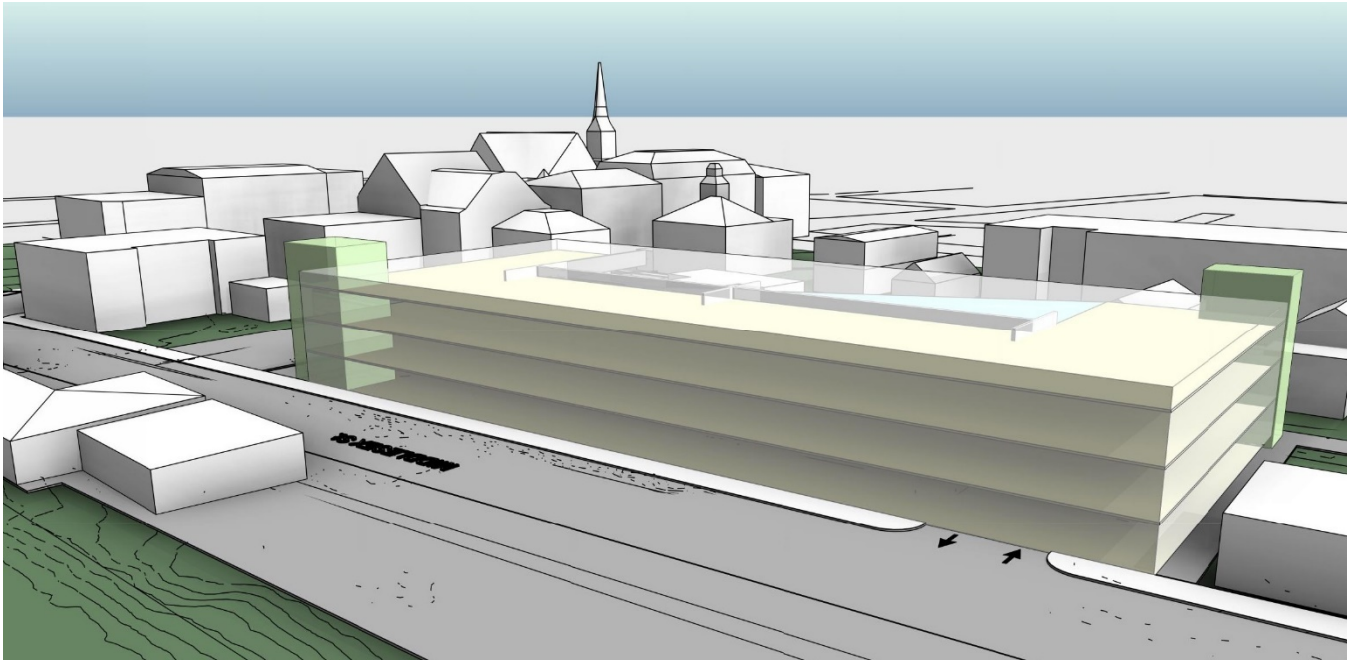
- Maximum internal horizontal travel distance 230-ft
- Minimum distance to Main St. / Middlesex Ave. intersection 250-ft
- Minimum distance to Main St. / Summer St. intersection 500-ft
- Minimum distance to Summer St. 115-ft

CONSTRUCTABILITY

This option shares similar constructability challenges as the other options, as addressed in the 01 – Structured Parking Feasibility - Common Construction Challenges section of this report.

The primary challenge with this option will be the limited space on the site to accommodate construction activities. Precast erection, staging operations, deliveries, and other similar activities will be challenging. It is anticipated that the exterior parking area along Middlesex Ave. will need to serve as a primary area for these operations once erection is complete.

As noted in the Construction Cost section above, this option will require additional excavation operations in order to construct the lowest level. Temporary on-site storage of soil materials, loading operations for soil required to be disposed, and trucking operations will be challenging given the location and limited site materials. This lowest level will also require increased amounts of temporary support of excavation (sheet piles or similar) for construction of the permanent retaining structures.



OPTION 2

GENERAL DESCRIPTION

The design intent for Option 2 is to provide a longer parking structure design, extending beyond the current limits of the Town's land to the west or east, in order to provide either a higher car count than Option 1 on the same number of levels or an equivalent car count to Option 1 in a reduced height facility. Through the design process it was determined that extending to the east would not be feasible and so this design only considers an extension to the west.

The garage function is a 2-bay wide, single threaded helix. The length of the building is sufficient to provide the ramped floor only on the southern bay, providing a level façade along Middlesex Ave. This may have some aesthetic / architectural benefits over options that include a sloped façade along Middlesex Ave.; a level façade provides more opportunity for the structure to look like a building other than a parking structure while sloped facades can be more difficult to disguise.

Variations were generated for this option. This included providing an option with entry / exit on both Middlesex Ave. and Summer St. and an option that provided grade level mixed-use space along Middlesex Ave. for the majority of its length with the exception of the vehicular entry /exit. The option presented was selected with the intent of maximizing car count with this option.

CONSTRUCTION COST

- Efficiency – Approx. 350 SF/veh
- Requires purchasing the adjacent property to the west. Assessed value of this property is approximately \$800,000.

- This concept provides a nominally level floor plate along Middlesex Ave., matching the grade of Middlesex Ave. The design does not extend below grade in order to maintain openness which in turn limits excavation quantities to only what is required for foundation installation. This is advantageous from a cost perspective particularly as it relates to potential regulated fill / contaminated soils conditions. The design will require a significant amount of fill material to level off the recessed area of the existing lot to match the grade of Middlesex Ave. and perimeter retaining wall structures.
- The frontage of this structure along Middlesex Ave. is significant (approximately 278-ft in length). The architectural impact of this frontage should be considered; this may warrant providing a façade that breaks up the length of the structure into smaller façade areas or some other architectural enhancements. This will in turn increase the cost of the structure.
- The larger footprint of the structure will impact site costs, specifically as it relates to foundation installation and the necessary temporary support of excavation to facilitate foundation work.
- In addition to the land costs, this option will require demolition of the existing residence on the property to the west and increased site clearing costs due to the larger site.
- Conceptual range of project cost for the five-level structure is anticipated to be in the range of \$11.4M to \$13.5M.

SPACE COUNT POTENTIAL

- 3-level structure (26.17-ft height) – 267 spaces (does not meet zoning minimum height requirement)
- 4-level structure (37.5-ft height) - 368 spaces
- 5-level structure (48.83-ft height) – 469 spaces
- Counts include 13 exterior parking spaces along the connection from Summer St. to the parking garage.
- Potential space reduction – Refer to Zoning Implications section below. If it is necessary to modify the garage footprint to be within the zoning rear yard requirements, a reduction of approximately 7 parking spaces per level will apply.

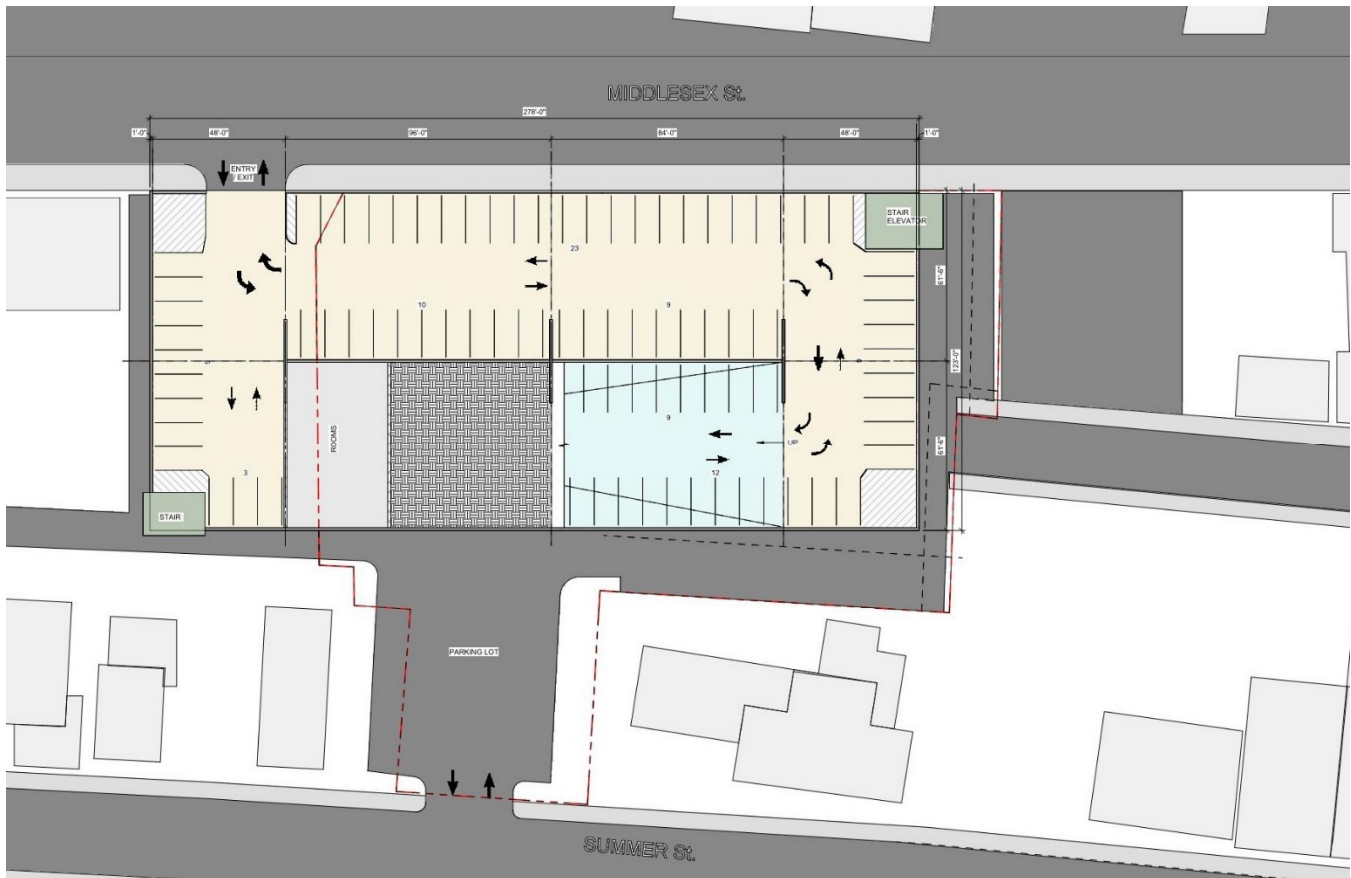
SITE IMPACT

Footprint / Positioning

- This design has the longest footprint of the options (approx. 278-ft x 123-ft). This is a significant building footprint relative to other adjacent buildings and will have a significant visual impact along Middlesex Ave.
- The structure, access paths, and parking area along Summer St. cover of the site; limited area is available around the structure for landscaping or other use.
- The structure is positioned on the site to respect the zoning requirements along the north, east, and west. The garage is located on the property line along Middlesex Ave, which is currently the approximate southern edge of sidewalk. The majority of the south face respects the zoning limits with the exception of approximately 70-ft in the south west corner of the structure. This extends beyond the rear-yard requirement and also impedes on the public right of way (addressed further in the Zoning Implications section below). If this impedance cannot be accommodated, a portion of the corner of the

garage can be removed to meeting these setback requirements, but will reduce the parking count by about 7 spaces per level.

Height – This option provides an equivalent to higher car that Option 1 with one less supported level. If a higher car count is necessary, this option can provide it with an additional level and still be within the base 50-ft maximum building height zoning requirement.



ZONING IMPLICATIONS

- **Front Yard** - The structure is positioned on the property line along Middlesex Ave. in order to maintain the rear yard requirement and minimize impact on the existing public way / easement in the southwest. Front yards are required to be 15-ft however can be reduced to match that of an abutting parcel with issuance of a Special Permit. The adjacent Mutual Bank building to the east appears to be positioned on the property line, so the intent is to acquire a Special Permit accordingly.
- **Rear Yard**
 - The proposed design extends beyond the 20-ft rear yard requirement for approximately 70-ft of length in the southwest corner of the structure. In the worst condition the impedance is approximately 13.5-ft and slopes to approximately 10-ft.
 - If this is a condition that cannot be accommodated from a zoning perspective, the corner of the garage can be structural framed such that the design falls within the required setbacks. This

would result in a loss of spaces at each level, as noted in the Space Count Potential section above.

- Maximum Building Coverage - The 60% maximum building coverage will be exceeded (approx. 68%)
- Open Space – The minimum open space of 10% should be achievable with this concept.
- Public right of way / easement – The current design overlaps the easement by approximately 8.5-ft. This corner of the structure can be modified to not impede easement, or the easement could be revisited / revised to suit the structure's current configuration.

MIXED-USE POTENTIAL

With the intent of maximizing parking on the site while minimizing height, the majority of the footprint is utilized for the parking structure. It is therefore not feasible to include mixed-use on the site with the current configuration.

A variation of this design was developed with mixed-use within the parking structure footprint on the grade level. This reduced the parking count and increased the required building height to accommodate the necessary clearances in a retail / commercial space. For a structure below the 50-ft building height, the parking count was approximately 325 spaces. This option could still be advanced if preferred.

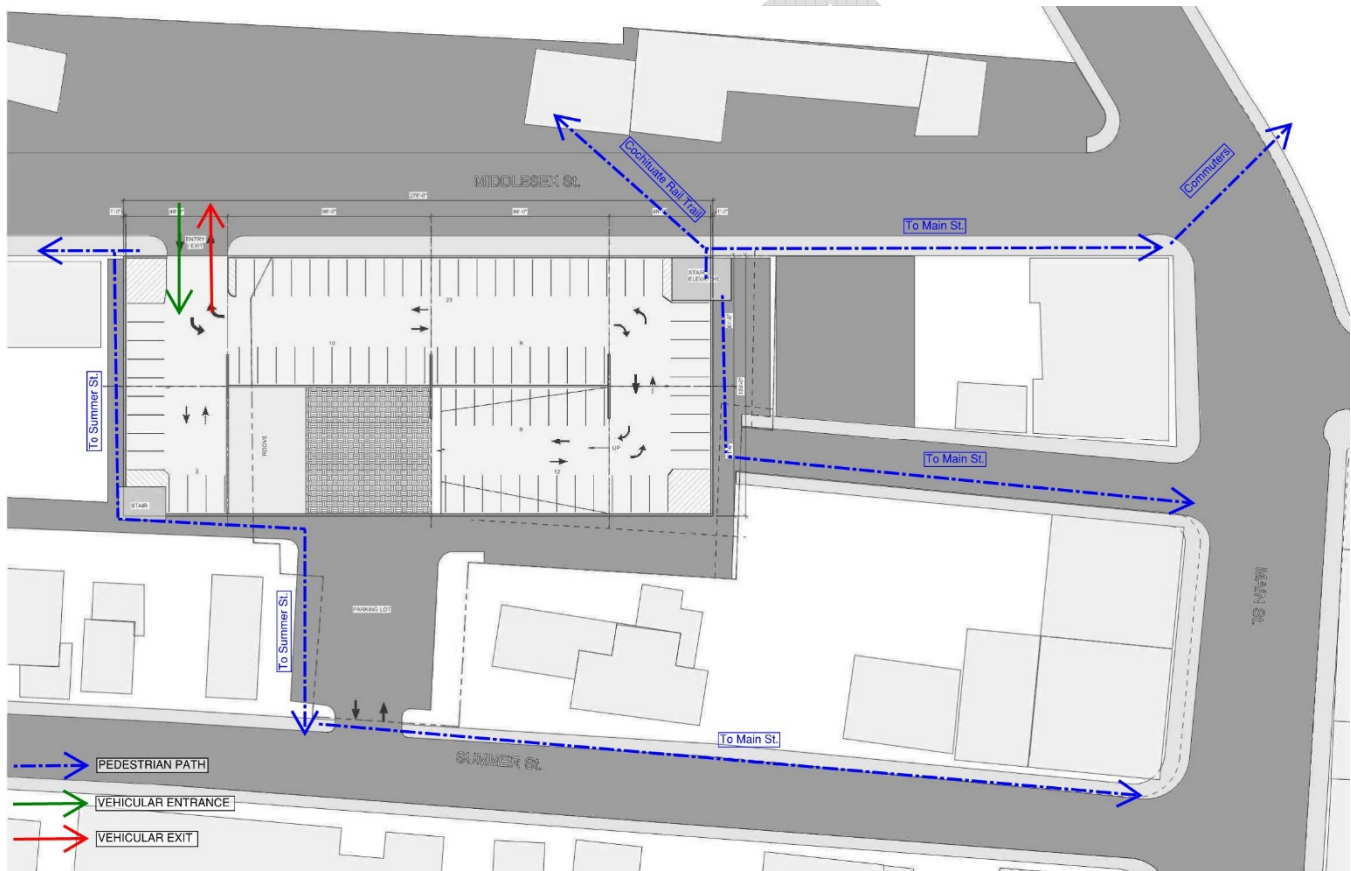
Similar to Option 1, mixed-use could be realized along Summer St. in the exterior parking area (in this design this area is only for parking; it does not provide a vehicular access from Middlesex Ave.) This is a relatively limited footprint area (approximately 70-ftx90-ft) which may limit the potential uses for this site when considering current zoning requirements. This will also increase the building coverage area on the site which already exceeds the 60% maximum zoning requirement. A building on this area will also eliminate the 12 parking spaces included in the current space counts. Refer to the Option 1 section of this report for additional comment on mixed-use potential along Summer St.

FUNCTIONAL DESIGN - VEHICULAR

- The functional design is a single-threaded helix with two-way parking bays. Common drive aisles are used for vertical circulation.
- Ramped floors are provided on the south for parked-on ramps. Ramp slopes will be in the range of 6.3% to 6.67%.
- Vehicular access is provided only from Middlesex Ave. The access location is provided towards the west end of the structure. This location was selected to:
 - Separate the primary vehicular entry / exit location from the primary flow of pedestrians (most users are anticipated to go towards Main St. to the east).
 - Align with grading along Middlesex Ave. that is slightly lower than the grading to the east to limit the amount of backfill material necessary for the grade level.
 - Provide additional length from the intersection of Middlesex Ave. and Main St., allowing for more queue space external of the structure in the event of congestion at this intersection.
- Vehicular access from Summer St. is not incorporated; this is due to the locations of the ramped floors along the south bay of the garage. It is feasible to include an access from Summer St., however would require

sloping both the north and south façades. A primary design intent for this concept beyond vehicle capacity was providing level floors along Middlesex Ave. from an aesthetic perspective.

- Compared to other options, the user decision making is limited in this design because there is only one entry / exit location. Upon entering the garage, the only decision will be whether to drive east or to drive forward to the small parking area in the southwest corner. These spaces could be assigned for a specific use, so all other users are directed to the east, so there is no major vehicular decision upon entry; users only circulate through the helix to find parking.
- Accessible parking spaces are anticipated to be located in the northeast corner of the parking structure to provide the shortest access to Main St. Additional ADA spaces may also be located exterior of the structure near Summer St. for access to that area.



FUNCTIONAL DESIGN - PEDESTRIAN

PRIMARY STAIR / ELEVATOR CORE

The general design intent is to locate the primary stair / elevator core in closest proximity to Main St. and outlet onto a primary, well-lit street from a safety and security standpoint. This design therefore locates the primary stair / elevator element in the northeast corner of the site.

- This provides a direct connection to Middlesex Ave. as well as access to Union Ct. via a new sidewalk link.
- This is also an advantageous location for commuter access and access to the Cochituate Trail.

- This core location will limit the ability of a future one-way exit lane from Union Ct. to Middlesex Ave. The core could be pushed further into the parking structure to maintain this option, however this will reduce the parking capacity.

SECONDARY EGRESS STAIR

The secondary stair is located in the northwest corner of the structure. The location was selected due to the rear yard requirements in the southeast corner may require reduction of the structure in this corner. In this case, the stair would need to be pushed east or north, which would eliminate additional parking spaces.

- An exterior walking path will be provided from this stair around the structure up to Summer St. to service the Middlesex Savings Bank and TCAN. This is a longer path for these users compared to options with a stair closer to Summer St.
- Similar to Option 1, this location will not have an elevator to limit the cost of the facility. For accessibility purposes, ADA spaces could be provided in the exterior parking area close to Summer St., or exiting on-street parking spaces could be repurposed for ADA access to these buildings.
- The walking path would be on the public right of way / easement, which is assumed to be an acceptable use of this space.
- Alternatively, another elevator core could be provided.

PEDESTRIAN TRAVEL DISTANCES

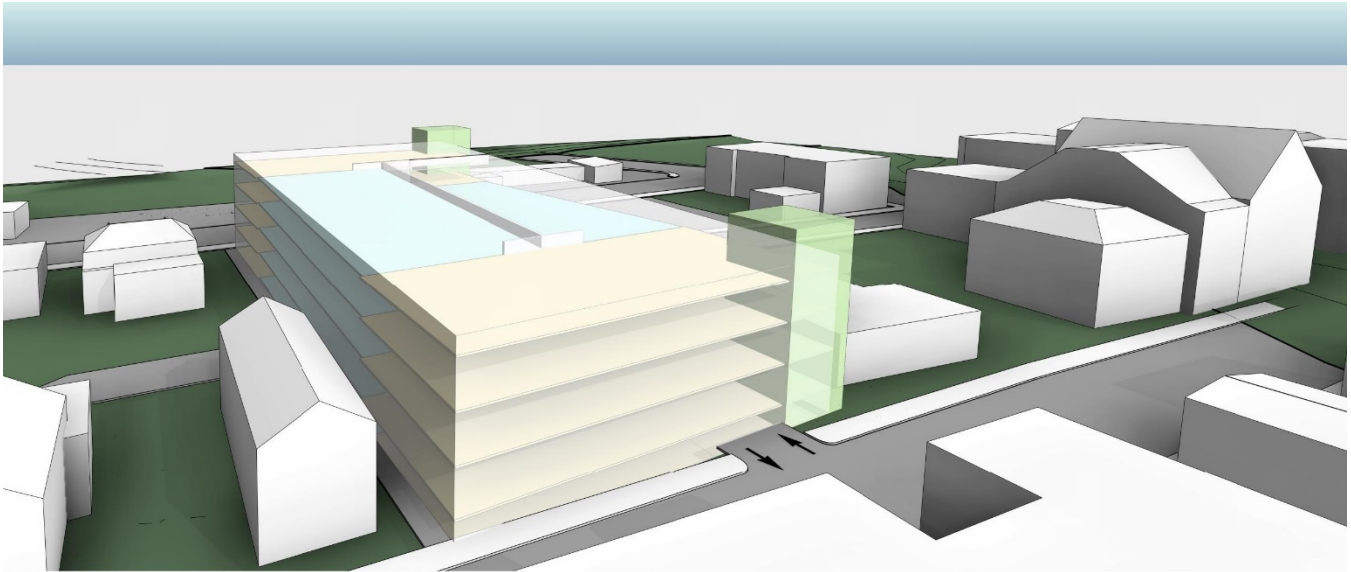
- Maximum internal horizontal travel distance 320-ft
- Minimum distance to Main St. / Middlesex Ave. intersection 250-ft
- Minimum distance to Main St. / Summer St. intersection 500-ft
- Minimum distance to Summer St. 300-ft

CONSTRUCTABILITY

This option shares similar constructability challenges as the other options, as addressed in the Common Design Characteristics section of this report.

The primary challenge with this option will be the limited space on the site to accommodate construction activities. Precast erection, staging operations, deliveries, and other similar activities will be challenging. It is anticipated that the exterior parking area along Middlesex Ave. will need to serve as a primary area for these operations once erection is complete.

As noted in the Construction Cost section above, this option will require less excavation operations than the other concepts, which is advantageous from an earthwork perspective. However, it is anticipated that there will be a significant amount of temporary support of excavation (sheet piles or similar) along the property lines, particularly along Middlesex Ave. which will be a cost increase compared to smaller footprint concepts.



OPTION 3

GENERAL DESCRIPTION

The design intent for Option 3 is to maximize potential for mixed-use and/or open/community space on the site. This is in response to feedback obtained during the Phase 2 process as well as previous feedback provided as part of the Natick 2030+ process. Feedback included a desire for mixed-use along these streets to activate the streetscape, community space / programming, and pedestrian connectivity. This option aims to achieve this by acquiring adjacent parcels towards the south to provide a larger site between Middlesex Ave. and Summer St. in order to accommodate a parking structure and potential for these other uses / connectivity.

The garage function is a 2-bay wide, single threaded helix. The primary orientation of the building is rotated 90 degrees compared to the other options, which presents some design advantages which are addressed in the following sections. Similar to Option 1, the length of the building requires ramped floors in both bays; for this orientation, along the east and west sides. This presents some aesthetic / architectural benefits over options that include a sloped façade along the north / south façades that front Middlesex Ave. and Summer St.

CONSTRUCTION COST

- Efficiency – Approx. 365 SF/veh
- Requires purchasing the two adjacent properties to the south. Assessed value of these properties is approximately \$750,000 combined.
- This concept requires excavation, primarily along Summer St., to provide a lower level extension to maximize parking. The concept will also require fill towards Middlesex Ave. to match the exterior grade, so the design attempts to balance some of the excavation / fill requirements, assuming the existing material is suitable for supporting a slab-on-grade and can remain on-site from an environmental perspective.
- This concept presents more risk from the potential regulated fill / contaminated soils conditions addressed in the ESA study. The site to the south previously had a laundromat, which are known to release contaminants into the surrounding soils. This is an area that will require excavation, increasing the cost

impact if regulated materials are found. If the soils can remain on-site, the intent would be to reuse as much of this material as possible as fill material to limit the need to send to regulated landfills.

- The mixed-use / open space on the east side of the site presents additional costs. It should be assumed that this space will not developed immediately, in which case the project will need to accommodate some landscaping / hardscape and potential programming for this space until that development occurs. There is the possibility that the site area is never developed, or the Town may elect to use this space as open space / public realm, in which case there will be construction costs for whatever that program is.
- In addition to the land costs, this option will require demolition of two existing structures and in general increased site clearing costs.
- Conceptual range of project cost for the five-level structure is anticipated to be in the range of \$11.4M to \$13.4M.

SPACE COUNT POTENTIAL

- 3-level structure (28.17-ft height) – 190 spaces (does not meet zoning minimum height requirement)
- 4-level structure (39.5-ft height) - 266 spaces
- 5-level structure (50.83-ft height) – 342 spaces
- Counts do not include exterior parking spaces.

SITE IMPACT

Footprint / Positioning

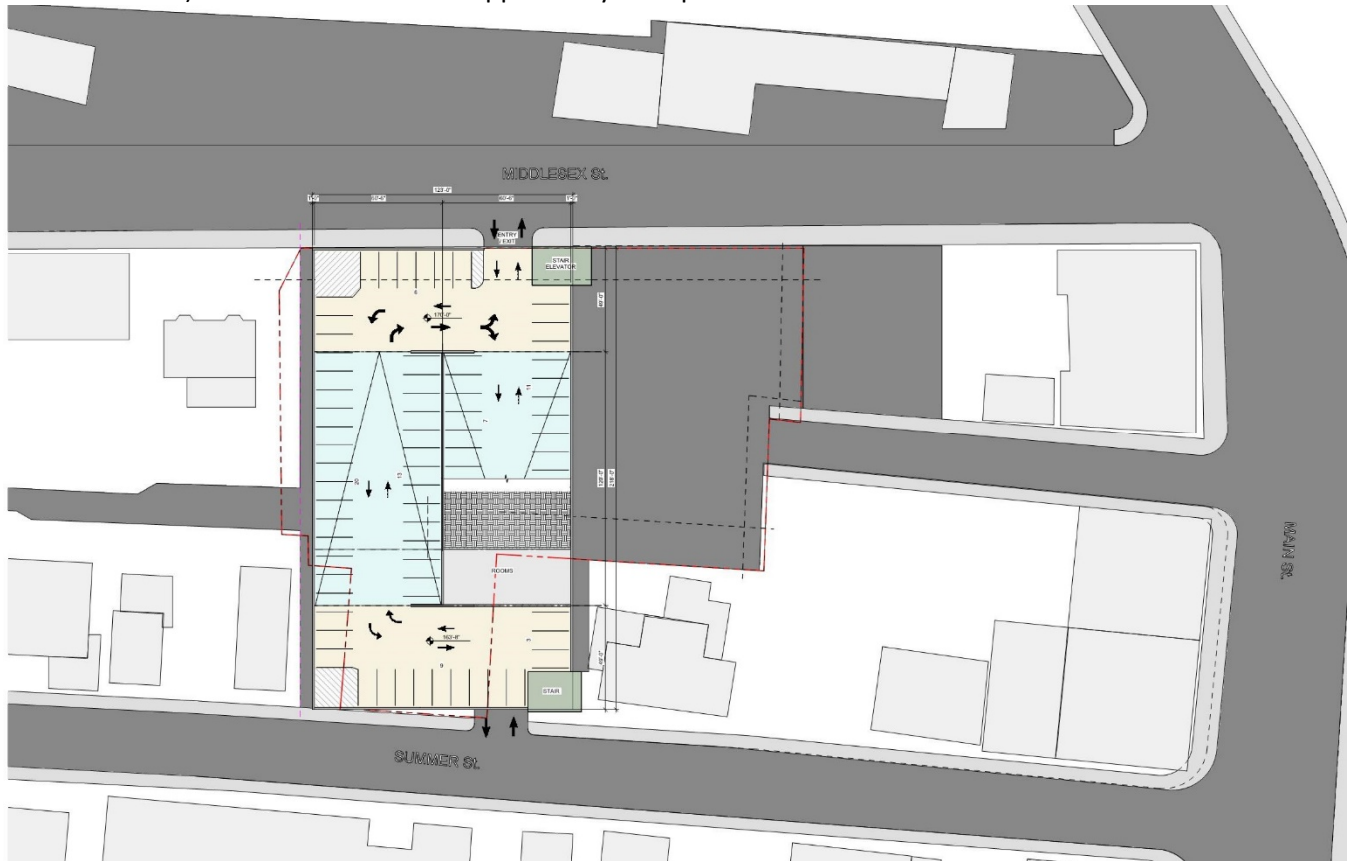
- The structure footprint is approximately 123-ft x 218-ft.
- The north / south orientation of the structure results in the ends of the garage fronting both Middlesex Ave. and Summer St. The frontage on Middlesex Ave. and Summer is limited to approximately 123-ft; compared to other options that are approximately 195-ft or more.
- The structure is positioned as far to the west as possible on the site, respecting the side yard requirement for the adjacent residential buildings. This provides a 95-ft to 105-ft wide area on the east portion of the site, closer to Main St., for potential development or public space.

Height – This option requires maximizing the height to the 50-ft limit in order to achieve the desired car count range.

Aesthetic Impact – With the reduced frontage along Middlesex Ave. and Summer St., the visual impact is somewhat diminished compared to other options, particularly if development occurs on the available site area to the east. This also has the advantage of level floors along the frontage and for a 48-ft return along the east and west sides, which offer architectural opportunities to make the structure look less like a parking facility.

Site retaining walls will be necessary outside of the garage footprint along the west and east in order to maintain open air requirements on the lowest level area.

Union Court Improvement Potential – While the intent of this option is to leave open space for future use, this option does provide for a potential continuation from the western end of Union Court north to Middlesex Ave. This would afford the possibility of converting Union Court to a one-way flow pattern (assumed to be Main St. to Middlesex Ave.) which would offer the opportunity for a pedestrian link to Main St.



ZONING IMPLICATIONS

- **Front Yard** - The structure is positioned on the property line along Middlesex Ave. and Summer St. in order maximize the length of the structure for parking capacity purposes. Front yards are required to be 15-ft however can be reduced to match that of an abutting parcel with issuance of a Special Permit. The adjacent buildings to the east along both Middlesex Ave. and Summer St. appear to be positioned on the property line, so the intent is to acquire a Special Permit accordingly.
- **Maximum Building Coverage** - The building falls within the maximum building coverage threshold of 60% (approximately 50%). However, if the intent is to allow for development on the adjacent area to the east, this threshold will likely be exceeded.
- **Open Space** – The minimum open space of 10% should be achievable with this concept depending on the future development.

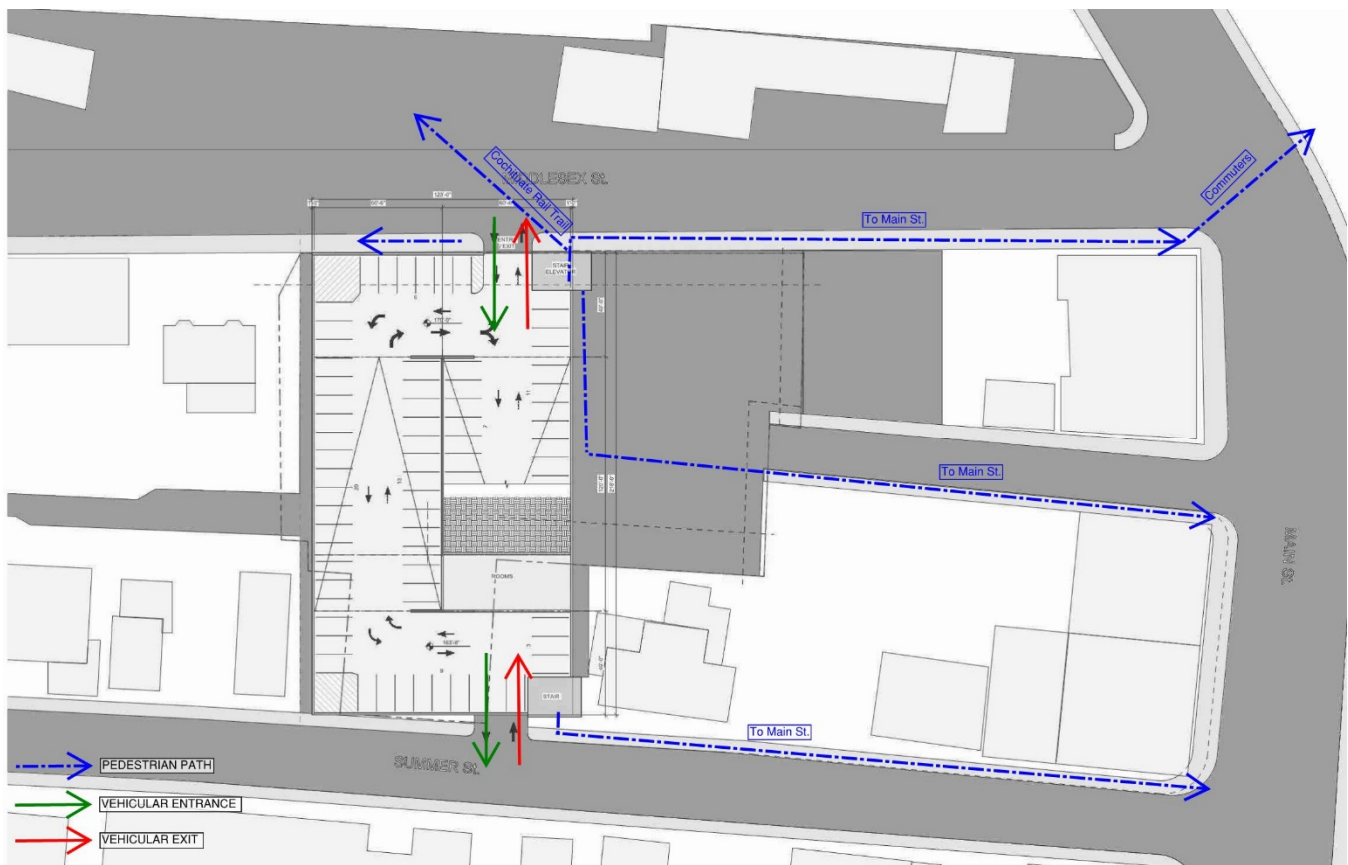
MIXED-USE POTENTIAL

The primary intent of this option is to provide potential for future development or public / open space on this site. As previously noted, this option provides an area of land approximately 90-ft to 105-ft in width spanning

between Middlesex Ave. and Summer St. This option provides the most significant footprint opportunity for mixed use of the options considered provide the maximum building coverage zoning requirement can be

FUNCTIONAL DESIGN – VEHICULAR

- The functional design is a single-threaded helix with two-way parking bays. Common drive aisles are used for vertical circulation.
- Ramped floors are provided on the south for parked-on ramps. Ramp slopes will be in the range of 4.5% to 5.5%. Of the options considered, these will be the more comfortable ramps from a user's perspective.
- Vehicular access is currently shown from Middlesex Ave. and Summer St. Given the size of the garage, it is possible to limit vehicular access to one location. Refer to the 02 – Programming Requirements section for additional information on the advantages and disadvantages of multiple vehicular entrances. While not required to have two entrances, the alignment of this concept works well with two entrances and offers more flexibility in the facility's use.
- Operationally, there are options to assist in these user decisions. One option is assigning parking areas based on user group, so in this concept the dead-end area below grade and are between the two entrances could be assigned to specific user group(s). All other users would be directed to levels above. Vehicle sensing / counting technology can also be used for real-time occupancy reporting and dynamic signage can be used to assist in making these decisions.
- Accessible parking spaces are anticipated to be located in the northeast corner and southeast corners of the of the parking structure, as the structure fronts both. This provides a higher convenience of accessibility to the area as this would provide covered accessible spaces at both entrances / streets.



FUNCTIONAL DESIGN - PEDESTRIAN

PRIMARY STAIR / ELEVATOR CORE

The general design intent is to locate the primary stair / elevator core in closest proximity to Main St. and outlet onto a primary, well-lit street from a safety and security standpoint. As the structure fronts both Middlesex Ave. and Summer St., it provides multiple options for the location of this pedestrian element. The current configuration provides the primary core in the southeast corner.

- This location provides access to Summer St. which is a more centrally located link to the Center than Middlesex Ave.
- This provides better pedestrian access to Middlesex Savings Bank and TCAN with a shorter travel distance compared to other options.

SECONDARY EGRESS STAIR

The secondary stair is located in the northeast corner of the structure. The location was selected as it will better serve users accessing the northern end of Main St. and South Ave. and commuters. It also provides access to the Cochituate Trail.

This location will not have an elevator to limit the cost of the facility. However, due to the structure fronting both streets, accessible spaces can be provided on both ends at the grade level to promote accessibility towards either pedestrian access location. Alternatively, another elevator core could be provided.

ADDITIONAL COMMENTS

As noted in the Site Impacts section, this option affords the possibility converting Union Court to a one-way flow which would improve the pedestrian potential of Union Court. A walkway could be provided from both the northeast and southeast stair towers to Union Court to promote this path.

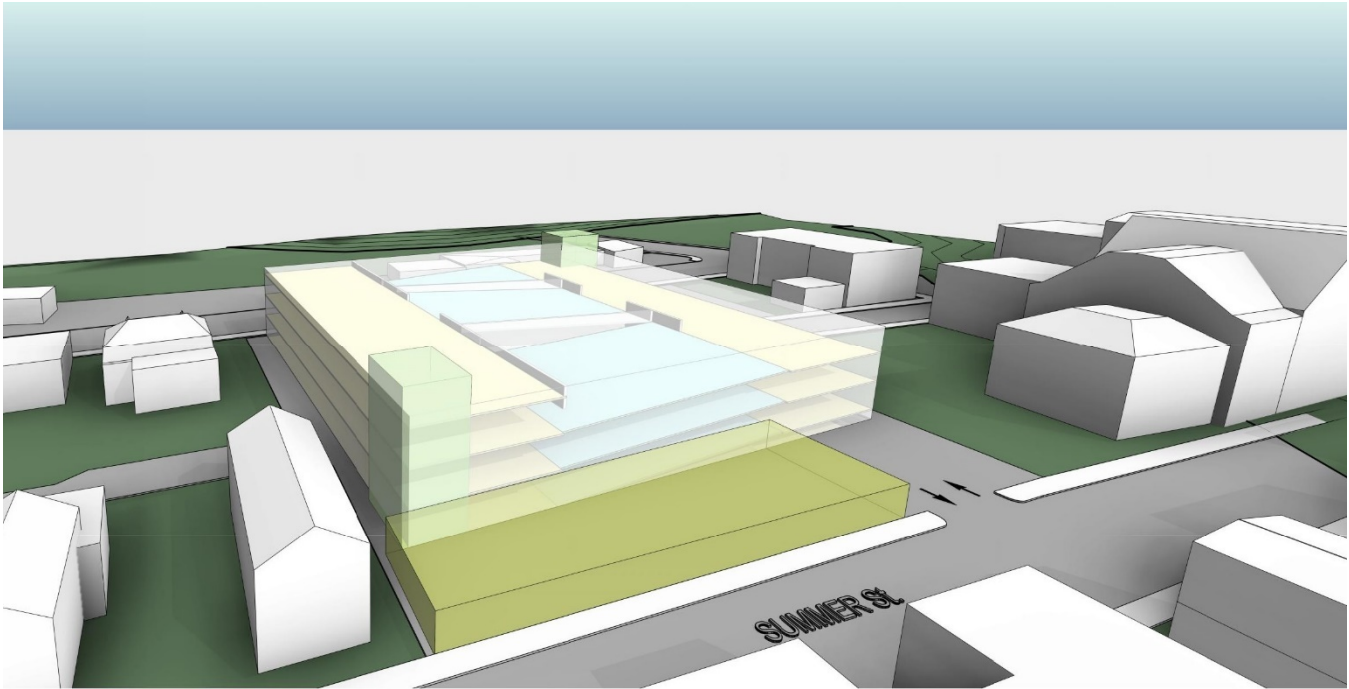
PEDESTRIAN TRAVEL DISTANCES

- Maximum internal horizontal travel distance 260-ft
- Minimum distance to Main St. / Middlesex Ave. intersection 315-ft
- Minimum distance to Main St. / Summer St. intersection 335-ft
- Minimum distance to Summer St. 10-ft

CONSTRUCTABILITY

A primary advantage to this option compared to others is that the future mixed-use area on the east provides on-site room for construction activities, staging operations, deliveries, and other similar needs during construction. In particular, this will be an improvement to the logistics of the precast erection process and the need for space to stage precast elements prior to erection. This area also provides space for temporary soil storage with the intent of excavating and reusing soils for backfill opposed to taking off-site.

As noted in the Construction Cost section above, this option will require excavation measures to achieve the parking count, which will be challenging given the site restrictions to the north and south. While the frontage on Middlesex Ave. and Summer St. offers many advantages to the structure's design, a disadvantage will be the temporary support of excavation necessary along these streets to facilitate foundation installation and construction of the lower level.



OPTION 5

GENERAL DESCRIPTION

Similar to Option 2, the design intent for Option 5 is to provide a larger footprint parking structure design, extending beyond the current limits of the Town's land, in order to provide either a higher car count or an equivalent car count to other options in a shorter facility. In this option, the concept involves extending over the two properties to the south, creating a wider lot extending between Middlesex Ave. and Summer St. This allows for an additional horizontal bay of parking opposed to an elongated two-bay structure. This concept also incorporates a strip of land that can accommodate a mixed-use component.

The garage function is a 3-bay wide, side-by-side design. All bays are required to slope to provide parked-on ramps.

CONSTRUCTION COST

- Efficiency – Approx. 375 SF/veh
- Requires purchasing the two adjacent properties to the south. Assessed value of these properties is approximately \$750,000 combined.
- This concept requires excavation, primarily along the Summer St. side, to provide a lower level extension to maximize parking. The concept will also require fill towards Middlesex Ave. and the west based on the ramping configuration; the design attempts to balance some of the excavation / fill requirements, assuming the existing material is suitable for supporting a slab-on-grade and can remain on-site from an environmental perspective.
- Fire separation and shared foundations – In order to accommodate a mixed-use building along either street, it is anticipated that the mixed-use building will need to directly abut the parking structure due to the

limited footprint that will be available. This will require a fire separation to separate the two buildings. It will also be prudent to design the foundations along the parking structure for additional future load so that future mixed-use space can share foundations and extend to the face of the parking structure. This will result in some additional cost for the project.

- Openness
 - Due to the mixed-use component on the north or south side of the garage, the amount of openness for natural ventilation is limited compared to other options. From a preliminary review, it appears that openness is still achievable on typical levels, however will limit architectural options and this will require some specialty detailing, for example lower precast concrete barriers with metal railings along the perimeter, to meet the required open area. This will result in additional cost. If the architecture is such that openness cannot be achieved, it will require mechanical ventilation and sprinklers which will be an additional cost.
 - The lowest level of the structure will likely not meet the openness criteria, therefore will require sprinklers and mechanical ventilation. This will result in an increased cost for this level.
- This concept presents more risk from the potential regulated fill / contaminated soils conditions addressed in the ESA study. The site to the south previously had a laundromat, which are known to release contaminants into the surrounding soils. This is an area that will require excavation, increasing the cost impact if regulated materials are found. If the soils can remain on-site, the intent would be to reuse as much of this material as possible as fill material to limit the need to send to regulated landfills.
- The larger footprint of the structure will impact site costs, specifically as it relates to foundation installation and the necessary temporary support of excavation to facilitate foundation work.
- In addition to the land costs, this option will require demolish of two existing structures and in general increased site clearing costs.
- Conceptual range of project cost for the five-level structure is anticipated to be in the range of \$13M to \$15.4M.

SPACE COUNT POTENTIAL

- 3-level structure (30.17-ft height) – 300 spaces
- 4-level structure (41.5-ft height) - 400 spaces
- 5-level structure (52.83-ft height) – 500 spaces (would require height variance)

SITE IMPACT

Footprint / Positioning

- This design has the largest footprint of the options (approx. 194-ft x 184-ft). This is a significant building footprint relative to other adjacent buildings.
- The structure, access paths, and mixed-use (if built) occupy the majority of the site; limited area is available around the structure for landscaping or other use.
- The structure is positioned on the site to respect the zoning requirements along the east and west. The garage is currently shown located on the property line along Middlesex Ave, with the mixed-use

component intended for Summer St. It is possible to shift and rotate the parking structure to front Summer St. if the preference is to allow for mixed-use along Middlesex Ave.

Height – This option provides highest car count potential based on the increased footprint size. Therefore similar to Option 2, the a car count similar or greater than Options 1 and 3 can be achieved in one less supported level.



ZONING IMPLICATIONS

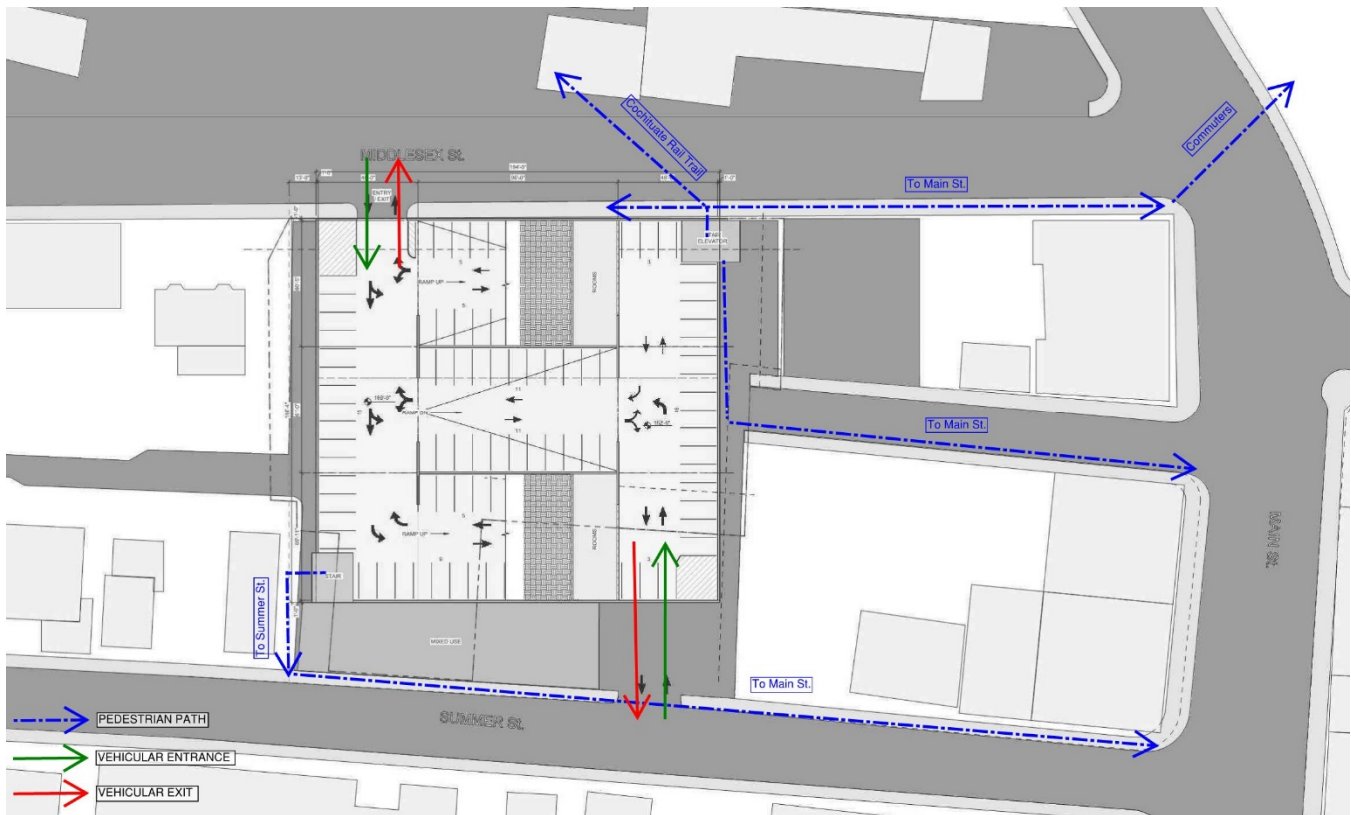
- **Front Yard** - The structure is positioned on the property line along Middlesex Ave. in order to maximize the available width for mixed-used along Summer St. (same approach if mixed-used is provided along Middlesex Ave.) Front yards are required to be 15-ft however can be reduced to match that of an abutting parcel with issuance of a Special Permit. The adjacent Mutual Bank building and Debsan building to the east appears to be positioned on the property line, so the intent is to acquire a Special Permit accordingly.
- **Maximum Building Coverage** - The 60% maximum building coverage will be exceeded (approx. 66%) with the parking structure alone. The mixed-use component would further increase these the coverage area beyond this limit.
- **Open Space** – The minimum open space of 10% should be achievable with this concept.

MIXED-USE POTENTIAL

Mixed-use is currently shown provided along Summer St., but as previously noted could be located along Middlesex if preferable. Either configuration provides a footprint of approximately 30-ft to 45-ft in width by 144-ft in length. For the configuration shown, there is some additional land in the southwest corner of the site and could be utilized depending upon the stair tower configuration; this represents an area of approximately 60-ft by 25-ft after considering zoning setback. However, given the openness requirements, it will likely be necessary to limit construction in this area to keep the west façade as open as possible.

FUNCTIONAL DESIGN - VEHICULAR

- The functional design is a three-bay side-by-side. Common drive aisles are used for vertical circulation.
- The interior bay will be a two-way drive aisle as necessary for vertical circulation. The exterior bays will have sufficient geometrics for two-way flow (60-ft clear) in order to provide 90-degree parking, however the design will be for a one-way flow. This helps to prevent vehicles crossing patterns, providing merges instead, and creates separate primary circulation paths for inbound vs. outbound traffic patterns. This helps the structure to function better and minimize vehicular conflicts.
- All ramps are required to slope to meet the floor-to-floor heights and provide parked-on ramps. Ramp slopes will be in the range of 5.5% to 6.3%.
- Vehicular access is provided from both Middlesex Ave. and Summer St. The access locations are provided in the northwest and southeast corners, primarily based on the ramping configuration and best aligning with existing grading. Additional attributes include:
 - Separates the primary vehicular entry / exit location from the primary flow of pedestrians; in both instances the entry/exits are on opposite ends of the garage than the stair towers.
 - Provides additional length from the intersection of Middlesex Ave. and Main St., allowing for more queue space external of the structure in the event of congestion at this intersection (design intent is for the Middlesex Ave. entry/exit to be the primary vehicular access point).
- Similar to other options with multiple entry/exit points, the design does create some decision points for users as well as potential locations for vehicle crossing patterns. That said, the advantages of multiple entry/exit locations are typically beneficial over that of one locations.
- Operationally, there are options assist in these user decisions. One option is assigning parking areas based on user group, so in this concept the dead-end area below grade and are between the two entrances could be assigned to specific user group(s). All other users would be directed to levels above. Vehicle sensing / counting technology can also be used for real-time occupancy reporting and dynamic signage can be used to assist in making these decisions.
- Accessible parking spaces are anticipated to be located in the northeast corner and southwest corners of the of the parking structure, as the structure fronts Middlesex Ave. and will be in relatively close proximity to Summer St. This provides a higher convenience of accessibility to the area as this would provide covered accessible spaces at both entrances / streets.



FUNCTIONAL DESIGN - PEDESTRIAN

PRIMARY STAIR / ELEVATOR CORE

The general design intent is to locate the primary stair / elevator core in closest proximity to Main St. and outlet onto a primary, well-lit street from a safety and security standpoint. This design therefore locates the primary stair / elevator element in the northeast corner of the site.

- This provides a direct connection to Middlesex Ave. as well as access to Union Ct. via a new sidewalk link.
- This is also an advantageous location for commuter access and access to the Cochituate Trail.
- This core location will limit the ability of a future one-way exit lane from Union Ct. to Middlesex Ave. The core could be pushed further into the parking structure to maintain this option, however will reduce the parking capacity.

SECONDARY EGRESS STAIR

The secondary stair is located in the southwest corner of the structure. The location was selected based on a preferable separation of egress locations. It also separates the vehicular entry location from this pedestrian element to minimize conflicts.

- An exterior walking path will be provided from this stair around the structure up to Summer St. to service the Middlesex Savings Bank and TCAN. This is a relatively short path for these users compared to options where the footprint is primarily on the northern portion of the site.

- Similar to Option 1, this location will not have an elevator to limit the cost of the facility. For accessibility purposes, ADA spaces could be provided on the P1 level closest to exterior grade, however will require some exterior ramping for elevation differences. The additional property purchased in the southwest corner should offer sufficient areas to construct an ADA ramp. Alternatively, ADA spaces could be concentrated at the northeast corner at the elevator and the Town could convert some of the on-street parking along Summer St. to ADA spaces to service users accessing that area.

PEDESTRIAN TRAVEL DISTANCES

- Maximum internal horizontal travel distance 305-ft
- Minimum distance to Main St. / Middlesex Ave. intersection 250-ft
- Minimum distance to Main St. / Summer St. intersection 500-ft
- Minimum distance to Summer St. 50-ft

CONSTRUCTABILITY

This option shares similar constructability challenges as the other options, as addressed in the 01 – Structured Parking Feasibility - Common Construction Challenges section this report.

The primary challenge with this option will be the limited space on the site to accommodate construction activities. Precast erection, staging operations, deliveries, and other similar activities will be challenging. There will be some area in the future mixed-use location, but not sufficient enough of the area that will be required for some construction activities. It is anticipated that additional area offsite may be necessary.

As noted in the Construction Cost section above, this option will require additional excavation operations in order to construct the lowest level. Temporary on-site storage of soil materials, loading operations for soil required to be disposed, and trucking operations will be challenging given the location and limited site materials. There will be a significant amount of temporary support of excavation (sheet piles or similar) along the property lines, particularly along Middlesex Ave., likely along Summer St. and portions of the east which will be a cost increase compared to smaller footprint concepts.

CONCEPT DESIGN LIMITATIONS

The following limitations are important to recognize as they could impact the feasibility and cost of the information presented in this report.

- GIS – There are accuracy limitations associated with designing based on available GIS information. It is anticipated that a full site survey will be performed during the next phase of design in order to verify conditions and finalize the location of the structure on the site.
- Geotechnical Information – Information related to the geotechnical characteristics of the site are not currently available. It is therefore unknown what foundation system, depth of foundations, temporary excavation, dewatering, and other similar requirements that will be necessary for the construction of this facility. A geotechnical investigation will be necessary in the next phase of the design to define these project requirements.

DRAFT



04 Financial Considerations

This section of report presents the assumptions used in preparing preliminary financial models to generate a pro forma statement of income and expenses for the conceptual designs under consideration. The intent is to provide the Town with an order-of-magnitude understanding for the financial aspects of constructing, owning, and operating a parking structure. This information is also intended to assist the Town in selected the two options to advance in Phase 4 of this study.

LIMITATIONS OF FINDINGS

The information that follows is intended as a preliminary analysis for financial planning. “Preliminary” distinguishes the work from the more detailed study that goes into preparing a bond document close to the time of construction. A preliminary study is for earlier-stage budgeting purposes. The current “preliminary” analysis is not meant to provide the in-depth research effort and level of detail needed for obtaining financing, and should not be used for that purpose.

DEVELOPMENT COSTS (DEBT SERVICE)

The debt service is comprised of the parking structure construction costs, project soft costs, land acquisition, contaminated soils contingency. The following is assumed for the pro forma iterations.

CONSTRUCTIONS COST

Iterations are run at \$25,000 and \$35,000 per parking space. Another iteration is run with the addition of a solar array to the entire roof level.

Costs are based on historic data from similar projects in the northeast; fluctuations will occur depending on economic factors, availability of material, availability of labor force, and other similar factors. Costs presented are in 2018 dollars and are adjusted accordingly (see Inflation Factors below).

PROJECT SOFT COSTS

Project soft costs include design fees, Owner’s management costs, testing costs, legal fees, Owner’s construction contingency, and other similar costs. Project soft costs have been assumed to be 20% of the construction cost.

LAND ACQUISITION COSTS

Land acquisition costs will be based on the current assessed value of those parcels and an approximate 10% increase. Assessed property values for each of the parcels not owned by the Town under consideration in the options is as follows:

- 21 Summer St. \$501,800
- 43 Summer St. \$494,700
- 42 Middlesex Ave. \$833,600

Option 2 includes the purchase of 42 Middlesex Ave. Options 3 and 5 include the purchase of 21 and 43 Summer St.

CONTAMINATED SOIL CONTINGENCY

The Phase 1 ESA identifies a potential to encounter controlled / contaminated fill on the site. Further, the 21 Summer St. property which previously was a laundromat has a higher potential for contaminated fill. Due to lack of information on quantity / limits, this is only an assumption at this time for the purposes of carry a cost.

FINANCING ASSUMPTIONS

The following assumptions are used in the pro forma iterations:

- Equity – It is assumed that 100% of this project is financed.
- Bond cost – 2%
- Interest rate – 4.5%
- Loan term – 25 years

OPERATING EXPENSES

Operating expense projections are based on projections based on similar project experience regarding maintenance costs and labor scheduling. This includes the following primary expenses:

- salary and benefits,
- utilities,
- supplies and tickets,
- repairs and maintenance,
- elevator maintenance,
- snow removal / sanding,
- sweeping / power washing,
- insurance,
- line striping,
- management fee,
- damage claims, and
- miscellaneous expenses (unknowns at this time).

A line item is provided for the following typical expenses however these are shown to have no cost as they are items that are assumed to be already addressed by the Town / not applicable. Costs can be included at the option of the Town.

- security,
- PARCS service agreement,
- accounting / bank fees.

The team assumes a third-party parking operator will manage the parking garage. Parking operators have familiarity with parking equipment, parking operations, seasonal demand, local parking rates, competitive climate, customer service, maintenance, revenue control, audit procedures, etc. If the Town contracts with a parking operator, depending on contract negotiations, the Town would typically maintain control of the garage

and own the revenue stream. The operator is typically paid a monthly fee to operate the garage. All operating costs are paid by the owner.

STAFFING

The team assumes this facility will not have full-time on-site management. The management company is assumed to devote approximately one-quarter of a full time employee for management oversight and one-eighth of a full time employee for custodial needs.

RESERVE FOR REPLACEMENT SINKING FUND

We also include a Reserve for Replacements (Sinking Fund) as a set-aside for structural repairs that will be needed long-term to keep the garage in good condition. Though not part of the annual maintenance budget, it is important that this reserve be created to support the garage for the long term. This is not included in the Net Operating Income portion of the pro forma, but is a post-NOI line item.

REVENUE PROJECTIONS

EXISTING RATE STRUCTURE

The following is the current rate structure in use in the Center area that is used in the pro forma iterations:

- Downtown Business Permits \$325 / year
- Transient Parking \$0.25 / 30 minutes, assumed 2-hour typical duration
- Residential (assumed) \$325 / year
- Commuter \$615 / year (resident rate)

Note that the resident rate is used for commuter parking; non-residents are \$725 per year. For the purposes of pro forma planning, the resident rate is used as it is unknown what the future mix may be and therefore this is a conservative approach.

URNS

Employees typically park for four to eight hours or more during peak times, and residential parkers may leave a car parked for more than 24 hours at a time. It is therefore assumed that these spaces only turn once per day. ("Turns" represents the number of times a transient space is vacated and reoccupied by a different car.) Given the low cost for hourly parking (\$1.00 for 2 hours) transient parkers park for two hours or less, turning twice a day. As there is more uncertainty in transient parking, these projections are then reduced by 20%.

"Oversell" describes the ability to sell more public monthly permits than there are spaces available, on the grounds that every permit holder will not be in the garage every day, due to business travel, vacations, sick days, etc. However, as we are including an oversell correction for the parking demand, we are not assuming an oversell factor in the garage. Note that we do not recommend overselling residential spaces, as there is potential for every car to be in the garage during overnights and on snow-days.

EXISTING REVENUE

It is important to note that these pro forma take into account demand from the existing 127 parking spaces at the Middlesex parking lot. This is therefore revenue that the Town is already currently taking in, not new revenue.

MIXED-USE / LAND LEASES

Line items have been provided for Mixed-Use Space Leased and Land Leased. Currently these are shown to have no revenue generated in order to be conservative, in the event that the Town is unable to lease the space for in a short- or long-term duration.

Abramson and Associates has prepared a memorandum to provide a general understanding for revenues that could be generated for land leases if the Town was able to lease property. Refer to the appendices for additional information.

PUBLIC INPUT

During the Phase 2 process, public input was collected relative to the parking rates in the Center. As with most input, there were a range of opinions on current and future parking rates. In general most feel that the existing rate structure is too low. When asked about increases, some thought that \$500 to \$600 per year would be reasonable; others thought this would be too high / problematic for typical downtown employees.

A pro forma iteration is provided to show the effect of increasing the current base rate for a downtown parking permit from \$325 per year to \$500 per year. Note that this only considers the financial effect of this increase relative to the parking structure and not the overall number of downtown permits.

TIMING / IMPLEMENTATION SCHEDULE

(TO BE COMPLETED BASED ON TOWN INPUT) The pro forma iterations currently assume the garage will be fully occupied on day 1 of 2022. This may or may not be a reasonable assumption for the purposes of budget planning. The demand currently included in the pro forma for Downtown Business Permits and transient is predicated on future development, so this revenue stream likely will not be full at this time. However, it is possible to offer additional commuter parking (which is currently at rates lower than most other MBTA stations) to offset some of this demand that is not yet realized. The team will discuss with the Town how they would like the timing to affect the pro forma iterations.

INFLATION FACTORS

The pro forma assume parking operations commencing in 2021. It is currently assumed that parking rates in the Center will not increase between now and commencement. The first year of stabilized occupancy is assumed to be 2022.

Debt Service is assumed to increase 3% per year for three years during planning, permitting and construction (a total of 9%).

Each pro forma incorporates the following revenue/expense assumptions from year 2022 through 2031:

- A 3.5% annual increase in all expense costs.

- A 6% increase every 3 years for all revenue sources.

PRO FORMA

The pro forma in Tables XX through XX include the revenue and expense assumptions discussed above for Options 1, 2, 3 and 5.

In analyzing financing options, it is important to consider the Debt Service Coverage Ratio (DSCR). In analyzing financing options, it is important to consider the DSCR. This compares the Net Operating Income (NOI) with the Debt Service, and needs to be above 1.0 in order to satisfy the Debt Service. Note that the DSCR is similar to profit, before contributing to the Reserve for Repairs (Sinking Fund). If the DSCR is below 1.0 it is not profitable. Most public entities required a DSCR of 1.25 or higher

STATEMENT OF LIMITING CONDITIONS

This report is subject to the following limiting conditions:

1. Walker has drawn certain assumptions from its past work on other projects of similar or like nature, and has done so in a manner consistent with the standard of care within the profession. Because of the inherent uncertainty and probable variation of the assumptions, actual results will vary from estimated or projected results. As such, Walker makes no warranty or representation, express or implied, as to the accuracy of the estimates or projections.
2. The results and conclusions presented in this report may be dependent on assumptions regarding the future local, national, or international economy. These assumptions and resultant conclusions may be invalid in the event of war, terrorism, economic recession, rationing, or other events that may cause a significant change in economic conditions.
3. The projections presented in the analysis assume responsible ownership and competent management. Any departure from this assumption may have a negative impact on the conclusions.

SUMMARY FINANCIAL OBSERVATIONS

(SECTION TO BE COMPLETED BASED ON FEEDBACK FROM TOWN / OTHER REQUESTED ITERATIONS)

1. For the current rate structure, none of the concepts will cover the operating expense.
 - a. Consideration therefore needs to be given to how this difference in revenue vs. cost is budgeted for by the Town or whether rate increases are necessary.
2. For the current rate structure, none of the concepts will cover the debt service.
 - a. Rate increases to the level necessary to cover debt service with 100% of the project costs financed is not realistic (order of magnitude of a 600% increase).
 - b. The Town will therefore need to explore options for minimizing the debt service by financing less of the project, or funding through another source.
3. Rate increase iteration – Iteration based on increasing Downtown Business Permits to \$500 / year

- a. In the near term (less than 5 years of operation), this increase will result in covering or being close to covering operating expenses (but not debt service).
- b. In the longer-term (beyond 5 years of operation), this increase with the inflation assumptions for revenues and expenses will not cover the operating expenses.

ALTERNATE FUNDING OPTIONS

The pro forma assume conventional loan financing for the project. The following address other potential funding sources for the debt service for the project.

MASSDEVELOPMENT - DISTRICT IMPROVEMENT FINANCING

MassDevelopment would issue a bond for the project through the tax-exempt bond market at an interest rate 1% to 2% lower than conventional loans. The Town would establish a district and use incremental property tax to fund the parking structure. The issue is whether the incremental increase in property tax would be sufficient to significantly offset the debt service; based on the Phase 1 Real Estate Evaluation, the amount of tax revenue does not appear to be significant enough to offset the debt service.

MASSDEVELOPMENT - LOCAL INFRASTRUCTURE DEVELOPMENT PROGRAM (23-L)

Similar to DIF, this program would provide a tax-exempt bond for the project. This requires a new district petitioned by 100% of the property owners for an additional assessment on their properties within the district. This can be used in conjunction with a DIF so that the additional assessment is only used if the DIF revenue is insufficient. Similarly, the question is whether there will be sufficient funds generated from the increased assessment to offset the debt service. This would either need to be a large district or significant assessment increase, therefore does not seem to be a likely source.

MASSDEVELOPMENT - I-CUBED (INFRASTRUCTURE INVESTMENT INCENTIVE PROGRAM)

Under I-Cubed, the Commonwealth issues tax exempt bonds to finance public infrastructure to support major development projects that create sufficient new state tax revenues (in the form of retail sales, employment, and hotel taxes) to cover (at 1.5 DCR) bond debt service.

The program is very much geared to major private development projects, with the Commonwealth needing to be comfortable that the private project will proceed to generate the tax revenues and the developer responsible for construction of the public infrastructure improvements (using competitive procurement process).

To the extent the Town does not intend to tie the deck's construction to a private development nor have a private developer take responsibility for the deck's construction, this program would not appear to be a good fit for this project.

MASSWORKS INFRASTRUCTURE PROGRAM

The MassWorks Infrastructure Program is administered by the Executive Office of Housing and Economic Development (EOHED) in consultation with the Massachusetts Department of Transportation (MassDOT), Executive Office of Energy and Environmental Affairs (EEA) and the Executive Office for Administration and Finance (ANF).

The program provides grant funding for the construction, reconstruction and expansion of publicly owned infrastructure including parking facilities. Targets for funding include projects that support multi-family housing in walkable, transit-oriented mixed-use districts such as town centers, or that support economic development in weak or distressed areas.

50% or more of the program's total funding must be in support of developments in Gateway Cities (which Natick is not designated for), but other criteria appear to be favorable for the project. Priority was given in the 2017 round to applications that: 1) support the production of multi-family housing in mixed-use districts that are well-connected to significant employment opportunities; 2) support economic development in weak or distressed areas; or 3) support direct and immediate job creation opportunities.

Projects must be ready to proceed, including making reasonable efforts to demonstrate a timeline and funding source for completing design in a timeframe that allows for construction in the upcoming construction season and demonstration that all required permits can be reasonably obtained within 120 days of receipt of grant approval or shortly thereafter.

Communities with a population over 7,000 are eligible to apply for design/engineering costs along with a construction grant however no more than 10% of the total grant request may be used for design/engineering. If a project is seeking design/engineering funds as part of an application, the project must be able to complete design/engineering in a period that allows the project to advance to construction during the upcoming construction season.

A local or private match is not required; however, those applications requesting infrastructure funds that support a development project will be favored if a match is available.

\$500 million was authorized for 2017. A total of approximately \$84 million was awarded in the 2017 funding round, with awards ranging from a few hundred thousand dollars to approx. \$5 million with \$1 million - \$3 million typical.

Based on the above criteria, this project may potentially be a reasonable candidate to receive funding from this program. Given the competitive nature of the program, award may depend upon the extent that the Town can establish the need for the project, likelihood of it spurring significant new or redevelopment, the commitment of other (Town) funding to it, and the ability to move forward in a timely fashion.

PRIVATE ENTITY CONSTRUCTION / OPERATION

As demonstrated by the pro forma iterations, the parking rates and associated revenue do not cover basic operating costs and construction cost / debt service for garage structure; the rate structure would need to be increased by six times to break even. The market would not entertain this kind of increase. A private entity would only entertain such a scenario if the structure would generate a profit which is not feasible.

PUBLIC / PRIVATE MIXED-USE JOINT VENTURE

Similarly, a public / private partnership would need to generate sufficient revenue for a private entity to enter into such an agreement with the Town. The Town previously solicited an RFP for a mixed-use joint venture at this site but it was determined that there was not sufficient space to develop enough residential units to make the project feasible. The only scenario that has potential for being feasible is acquiring all the properties west of

the project site for a much larger project site that could reach the number of units necessary to financially feasible (as addressed in the Phase 1 Real Estate Evaluation). The assessed value of these properties is approximately \$3.2M; it therefore was not identified as a likely scenario at this time.

LOCAL CAPITAL

During the Phase 2 process, interviewees were asked whether they would be interested in putting up the capital to “own” a parking space in the garage. Some expressed interest, however with stipulations such as a 50-year contract of ownership of a dedicated (non-shared) parking space with no additional costs otherwise (ie maintenance) for the life of the contract. Price-point will also be critical; while some thought \$10K to \$20K a space may be feasible with negotiated terms, \$25K to \$30K per parking space did not seem likely.

DRAFT

Baseline Conditions Report

Parking Garage Project

Natick,
Massachusetts

Prepared for **Town of Natick**
 Walker Parking Consultants

Prepared by



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Date: March 30, 2018





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Project Description

The Town of Natick (the Owner) has identified the need to increase the current parking supply in the downtown area, in hopes of making the area a more convenient destination, resulting in increased patronage and encouraging new development. The density and limited amount of developable land in the downtown area has made it challenging to increase the parking supply in the past. As such, the Town is considering the construction of a multi-level parking structure to serve the needs of residents, business patrons, and commuters.

Walker Parking Consultants (the Client) is proposing a feasibility study of a new 400+ space parking garage (the Project) on five contiguous parcels owned by the Town of Natick encompassing approximately 0.92 acres of land located at 20 Middlesex Ave and 33 Summer Street, Natick, Massachusetts (the Site). The Project may also include uses other than parking, such as residential, office, retail, and restaurant. The current use of the Site is a surface parking lot, which is restricted to use by permit holders.

Since the Project is still in its early stages, the intricacies of the Project program have not been discussed. Accordingly, this report includes information and recommendations pertaining to the anticipated Project details based on the information available at this time.

Existing Conditions Analysis

1.1 Review and Evaluate Existing Data

VHB reviewed and evaluated the existing data, reports by other consultants, and historical information provided to VHB by the Client and the Owner, as outlined below. Information ascertained during this review is filtered into this report.

- "Town of Natick Economic Development Study and Action Plan, Task 1 Report" by Investment Consulting Associates, dated July 11, 2016
- "Downtown Parking Strategy for Natick Town Center: Evaluations and Recommendations" by The Cecil Group and Nelson / Nygaard Consulting Associates, dated January 2013
- Natick Center Plan Report, MAPC, dated June 2016
- Natick 2030+ Comprehensive Master Plan
- Water and Sewer record plans provided by Town of Natick DPW on January 2, 2018
- Field data obtained by VHB in December 2017
- Phase 1 Real Estate Evaluation for Middlesex Parking Deck Study, Abramson & Associates, Inc., memorandum dated February 8, 2018.

1.2 Existing Parking Supply and Utilization

This section provides information about current parking supply and parking activity in the downtown, and an evaluation of future parking demand for the proposed garage.

Study Area

Parking data were collected for the downtown in an area covering the Downtown Mixed-Use (DM) zoning district and some adjacent blocks with commercial properties. The parking data and observations helped confirm the primary study area for this parking evaluation, namely, the "influence area" of the proposed parking garage. That is, locations close enough to the garage such that people working or visiting those locations might reasonably choose to



park in the garage rather than somewhere else. The primary study area is depicted on Figure 2. It encompasses those parcels within approximately 500' of the Site that are located in the Downtown Mixed-Use (DM) zoning district or are in locations proposed to be rezoned as DM.¹ The primary study area includes blocks adjacent to the Site, except for three blocks west of Spring Street. The two blocks between Middlesex Avenue and West Central Street are in residential zoning districts and the block on the north side of Middlesex Avenue is under consideration for affordable housing overlay zoning.

Parking Inventory

VHB reviewed the parking inventory throughout the downtown. There is no substantial change between the current parking supply count and the amount of parking identified to prior studies. There have been some changes for some parking spaces regarding management policies such as time limits and parking meters, with the latest update implemented in the Fall of 2016.

Public Parking in the Downtown Area

The Town provides on-street and off-street public parking. The off-street parking and most of the on-street parking is regulated by permits or meters. The public parking is depicted on Figure 3. There are 364 public off-street spaces and 299 permitted or metered on-street spaces. There is also some non-metered two-hour parking in areas that transition from commercial to primarily residential properties.

There are two types of public permit parking – Downtown Business Permits and Commuter Permits.²

1. Commuter permits are available for a parking lot at the corner of Mulligan Street and South Avenue and some adjacent on-street parking. There are 83 spaces in total. Permits are available to Natick residents for \$615 annually and to non-residents for \$725 annually. The permit parking is in effect Monday through Friday, from 7:00 am to 5:00 pm, and the parking can be used for by all, for free, at other times.
2. Downtown business permits are available to downtown employees for an annual cost of \$325. Those with downtown business permits can park in any of the designated lots or on-street parking areas. There are 3 lots with a total of 206 spaces and designated permit parking among 5 streets totaling some 62 spaces. The permit parking is in effect Monday through Friday, from 7:00 am to 5:00 pm, and parking can be used for by all, for free, at other times.

On-street metered parking is generally restricted to two-hours of parking from 9:00 am and 5:00 pm, Monday through Friday and from 9:00 am to 1:00 pm on Saturdays. Parking for up to 4 hours is provided at the Summer Street Kiosk Lot, the Pond Street Lot, and on Hayes Street. Meter fees range from 25¢ per 15 minutes for the core on-street areas to 25¢ per hour for the 4-hour locations. Parking meters provide a first-15-minutes-free option, and Council on Aging permits allow free two-hour parking at all parking meter and kiosk lot spaces.

Other Parking in the Downtown Area

There are more than two dozen non-residential parking lots in the downtown that are privately owned and operated. These private parking areas range from 5 to 38 spaces, and total approximately 500 spaces. A locator map and inventory for those private lots included in the December parking counts is included in the appendices.

There are also several parking areas in the east side of downtown that are restricted to municipal employees. There is a lot behind the Fire & Police Station and one next to Town Hall. Municipal employees are also allowed to park in the South Avenue public parking lot and some on-street parking adjacent to that lot. In fact, a majority of the permit spaces in the South Avenue lot are used by municipal employees.

Parking in the Primary Study Area

The public parking in the primary study area includes most of the metered parking and most of the Downtown Business Parking in the downtown. It does not include any of the Commuter Permit parking or Natick municipal employee parking.



¹ Natick Center Plan Report, June 2016, MAPC

² Natick also has designated lot and street permit areas for municipal employees. They are not discussed in this report since they are not near the project Site and would have negligible impact on the proposed garage.



The Site includes a 100-space permit lot and a 16-space metered lot. The only other off-street public parking is two blocks south. The Pond Street Lot contains 39 permit spaces and 36 metered spaces.

The Site block is bonded by on-street permit and meter parking on Middlesex Avenue and Summer Street. To the west, among the residential blocks, two-hour parking is allowed. To the east is the Main Street and Washington Street corridor, which is the core of the downtown. Those streets have metered parking along most block faces.

Other parking on the Site block includes several parking lots serving private businesses and residences. The largest of the commercial lots is a 30-space lot at 44 Middlesex Avenue. That property is currently vacant. The Mutual One Bank owns two lots; a 16-space lot for employees and a 14-space lot for customers. The other four commercial parking lots are each less than 10 spaces.

The largest of the private parking areas elsewhere in the primary study area are 20 spaces under the Middlesex Bank administrative office building on Summer Street, a 24-space lot on Washington Street owned by the Dolphin Restaurant, and a 38-space lot on Washington Street owned by the Middlesex Bank and the First Congregational Church.

Observed Parking Activity

Parking occupancy counts were made of the on-street parking, public off-street parking, and select private off-street parking in the downtown. Counts were conducted on Thursday, December 7, 2017 and Saturday, December 16, 2017. The counts were conducted hourly between 10:00 am to 2:00 pm and 5:00 pm and 8:00 pm. Details of the parking counts are provided in the appendices.

Key findings of parking activity in the primary study area are as follows.

- **Project Site (Union Court Permit Lot and Summer Street Kiosk Lot)**
 - Both lots were at capacity during the day on Thursday.
 - Usage on Saturday was highest in the morning, with 43 cars in the 100-space permit lot and 11 cars in the 12-space Kiosk Lot. Parking is free in both lots on Saturdays.
 - On Saturday evening, there was a surge of parking activity in the lots associated with a concert at the nearby Natick Center for the Arts.
- **Pond Street Lot**
 - The section of the lot used for permit parking was full on Thursday and nearly so on Saturday.
 - The section of the lot used for metered pay parking was only about half full on Thursday, but nearly full (only some handicap and electric vehicle charging spaces were not used) on Saturday.
- **On-Street Downtown Business Permit Parking**
 - The 12 permit parking spaces adjacent to the Site, on Middlesex Avenue, were fully used on Thursday, but used by only one car on Saturday
 - No more than 3 of the 26 permit spaces on West Central Street were used.
- **On-Street Parking – Middlesex Avenue**
 - There are 6 metered parking spaces on Middlesex Avenue near Main Street. Maximum occupancy was 4 cars.
 - There are 9 unmetered parking spaces on the south side of Middlesex Avenue, west of Spring Street. The spaces were fully occupied on Thursday.
- **On-Street Parking – Summer Street**
 - The metered parking on Summer Street was used consistently day and evening, Thursday and Saturday. Often street parking would temporarily exceed the number of marked spaces, as cars live-parked in loading areas and no parking areas.
- **On-Street Parking – Main Street / Washington Street Blocks**
 - This parking in the core of the downtown was often at capacity throughout the day and evening, both on Thursday and Saturday.
- **Private Off-Street Parking**

- The only routine sharing of private parking after hours that was observed was the Middlesex Bank lot on Washington Street. At night the bank's parking is well used by customers of nearby restaurants.
- **Commuter Parking³**
 - On the Thursday, a maximum of 70 of the 83 spaces designated for Commuter Permits were used. On Saturday, there were never more than 8 cars.

In addition to the parking occupancy counts, the length of stay of cars at metered spaces near the garage were observed to verify compliance with the two-hour parking limit. Observations were done for the metered parking on Middlesex Avenue, Summer Street, and the angled parking on Main Street. Compliance was found to be good. The majority of cars were parked less than one hour and, of the 195 cars checked, only four parked longer than two hours.

1.3 Potential Parking Demand

Several studies have concluded that a garage of 400 or so parking spaces is appropriate for the site area. This section presents an assessment of parking demand to verify that finding. The assessment of possible parking demand for the garage considers current parking needs, known future parking needs, and potential future parking needs. Current parking needs are evaluated based on the observed parking activity, known future parking needs are based on planned developments, and future parking needs are calculated from an analysis of potential development of underutilized parcels.

Key Assumptions

Among the more important considerations in the evaluation of parking demand for a garage is the cost and convenience for parkers. The concepts are straightforward — free parking would attract more parkers than pay parking, and parking that is close to a person's destination is preferred over parking farther away — but it is important to understand the assumption about those issues made for a specific parking demand evaluation such as this.

The parking fees for the proposed garage will ultimately be determined through the project's financial analysis. For the purposes of this evaluation, it is assumed that the garage parking fees are similar to those for other public parking in the downtown. It is highly unlikely in an area such as Natick's downtown that the full value of land, garage construction costs, and garage operational and maintenance costs can be covered by parking fees alone.

One of the most important considerations is the evaluation of both current and future needs is the "influence area" of the proposed parking garage. That is, locations close enough to the garage such that people working or visiting those locations might reasonably choose to park in the garage rather than somewhere else. This analysis focuses on the influence area of a typical garage in a suburban area (generally within 500' of the site). It is further adjusted based on the findings of the parking counts (which show where other parking areas and the boundaries of the Downtown Mixed-Use zoning district are located). Because of the availability at all times of downtown business permit and metered parking in parts of the study area north of the railroad tracks and south of West Central Street, the garage is not likely to capture users from those areas. The garage is likely to capture users principally from properties within or fronting Middlesex Avenue, Summer Street and Main Street, between Spring Street and Adams Street.

Contributing Parking Demand

The parking demand that the proposed garage could accommodate will come from several sources. The largest of these are the parking displaced by the garage footprint and parking that could support higher intensity land uses in that section of the downtown.



³ This parking is outside the primary study area but the findings are highlighted since commuter parking could be offered in the proposed garage.



Parking Displaced by the Project

The parking displaced by the project will be a minimum of 127 spaces. This includes 116 public parking spaces from the permit lot and the kiosk lot, both of which are at times fully used. There are also 7 spaces behind the Laundry/Barleycorn's building that are only accessible through the Site. In addition to these 123 off-street spaces, there is some on-street parking that will be displaced.

Any garage entrance/exit on Middlesex Avenue would require removing at least four of the on-street permit spaces and perhaps all 12. Garage access at Summer Street might require removing a few of the current on-street parking spaces, but ideally none would be displaced since that on-street parking is highly used.

The project may well displace other parking, but that won't be known until the design is advanced further and impacts to Union Court are better known. If Union Court is used for garage vehicle access, continuing to accommodate the current truck delivery activity on Union Court may require changes to the Mutual One Bank parking areas. Union Court is currently used by single unit and tractor trailer trucks, one of which was observed to park for more than 30 minutes.

Relocated Parking

In addition to parking displaced directly by the footprint of the project, the Town may desire to relocate some existing public parking. One possibility involves the on-street parking on Main Street. The MAPC downtown study recommended that the angled parking be changed to back-in parking or parallel parking. If it were changed to parallel parking at least 10 spaces would be lost. However, observations indicate that these are high-turnover convenience spaces. The garage would likely not be able to provide a comparable experience for customers and those would be unlikely to capture that parking demand.

The most substantive possibility for relocated parking would be if the Town decided to provide parking for commuters. The proposed garage is more convenient to the MBTA station than is the current commuter parking areas near Mulligan Street. It should also be noted that some commuters reportedly park in nearby neighborhoods. The garage might attract some of those parkers should there be an effective enforcement effort such as residential permit parking.

Support for Redevelopment Opportunities

The past studies of parking garage have highlighted that the primary purpose of a parking garage would be to facilitate new development and higher utilization of existing buildings.

The 2016 Natick Center Plan report by MAPC shows that there are several planned development projects in the downtown, but only one is close enough that the proposed parking garage could support it. That project is the renovation of the American Legion Building at 13 West Central Street as restaurant and residential space. A parking study completed for that project indicates that the project has a shortfall of 8 parking spaces and would thus need to rely on public parking for that parking demand.

A study conducted for this project by the real estate advisory services firm Abramson & Associates⁴ evaluated redevelopment potential that might be supported by the garage. These include the following commercial uses.

- Potential additional restaurant and some retail space in downtown totaling a maximum of 15,000-25,000 square feet. The study estimates parking demand for such space at 45-75 spaces. However, given that restaurant space likely comprises the majority of additional space, daytime parking needs would be less, say, 30-50 spaces.
- Conversion of the former ballroom space on the third floor of the Clarks Block building to 20,000 sf of office space. The study notes a need for a minimum of 40 convenient spaces to enable such a project and zoning requirements would be 50 spaces.



⁴ Phase 1 Real Estate Evaluation for Middlesex Parking Deck Study in Natick Center for Town of Natick, memorandum dated February 8, 2018 by Barry Abramson.

The study also identified opportunities for residential development. The study found the garage would not support for-sale housing, as parking for that type of housing nearly always needs to be on site, but that the garage might support some multifamily rental housing. For-sale housing may be more feasible if one parking space per unit were supplied on-site, with the garage providing its remaining overflow parking. The parcels on the west side of the garage's block have the potential for redevelopment with 55 to 85 units of housing. Parking for those units would be 70 to 105 spaces.

The study also noted that some liner use might be integrated with the parking garage design, with the Summer Street side being the most viable option. A preliminary estimate is that 6,500 to 15,000 sf might be accommodated. Daytime parking to support this space would be approximately 10 to 30 parking spaces, but would need to be further evaluated as the use(s) are better defined.

Finally, stakeholder interviews identified the potential need for additional parking for special events, overflow parking, and short-term vehicle rentals (STVRs). This additional parking demand is potentially generated by events at the nearby performing arts venue, brewery, etc., as well as the desire to make STVRs available in the downtown area.

Conclusion

The principal demand generators for the proposed garage are summarized below. The estimated parking demand is 277 to 352 spaces. Additional parking demand may be realized should the Town decide to relocate existing parking, if any commuters parking on neighborhood streets were no longer able to do so, or to increase parking supply for special events or short-term vehicle rentals.

Parking Demand Generator	Parking Demand (midday weekday)
Displaced parking	127 spaces
15-20,000 sf Restaurant/Retail uses (various locations in Downtown)	30 to 50 spaces
20,000 sf office (Clarks Block)	40 to 50 spaces
55-85 units of multifamily rental housing	70 to 105 spaces
6,500 to 15,0000 sf of restaurant/retail (garage liner space along Summer Street)	10 to 20 spaces
Total	277 to 352 spaces

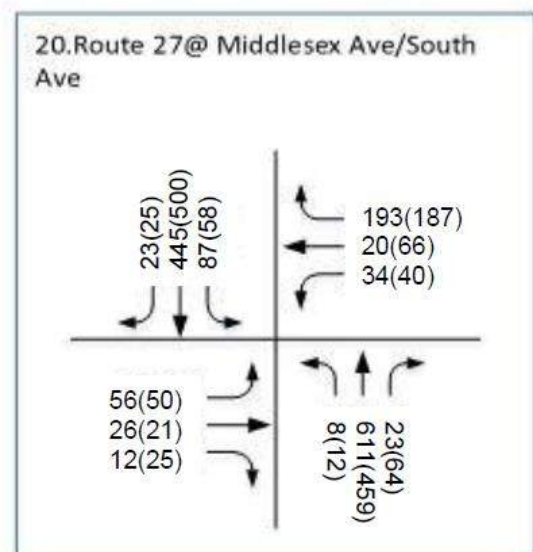
1.4 Traffic Volume Assessment

The Site block is bounded by Middlesex Avenue, Main Street, Summer Street, and Spring Street. Access into the Site is currently from Main Street via Union Court, and from Summer Street through the Summer Street Kiosk Lot. There is currently no access from Middlesex Avenue into the Site due to grade issues. Spring Street is not a viable option for Site access/egress, as it is a very narrow roadway with undefined shoulder and no sidewalks.

Traffic Volumes

The Town's master plan⁵ presents weekday peak-period traffic counts at nearby intersections on Main Street (Route 27), including at Middlesex Avenue and at Central Street. The peak-hour counts are shown to the right. The counts and traffic operational analyses from the master plan report are provided in Appendix G.

The traffic counts show hourly volumes on Middlesex Avenue during the peak hours (8-9 am and 4:30-5:30 pm) to range from 145 to 200 per hour. From these it can be estimated that average daily traffic is about 2,000-2,500 vehicles per day. There are no traffic data available for



⁵ Natick 2030+ Comprehensive Master Plan



Summer Street but observations indicate that traffic on Summer Street is slightly less than on Middlesex Avenue.

The volume of traffic on Middlesex Avenue and Summer Street is low and would not limit garage driveway access/egress on either of those streets. The most significant traffic constraint in the area is on Main Street. The master plan's traffic analyses show that conditions are often very congested. Of note, the queue of cars from the signalized intersection of Main/Central often backs down Main Street even to the Middlesex Avenue intersection. Much of the time drivers exiting Summer Street, Union Court or Middlesex Avenue can only do so when drivers in the Main Street queue make room for them to do so.

Trip Distribution

A formal traffic analysis will be part of later stages of the project development, but to provide some insight into trip distribution issues, the arrivals and departures of cars to the Site were observed during morning and evening peak periods on a weekday. The findings are summarized as follows.

- During the morning peak period (7-9am) 82 cars entered the parking lots. Of these, 40 (49%) arrived via Union Court, 10 (12%) via Summer Street from the east, and 32 (39%) via Summer Street from the west.
- During the evening peak period (4-6am) 81 cars exited the parking lots. Of these, 40 (49%) exited via Union Court, 3 (4%) via Summer Street to the east, and 38 (47%) via Summer Street to the west.

Of note is that a large percentage of vehicles arrived from or departed to the west via Summer Street. Summer Street, like Middlesex Avenue, terminates one block west of the Site at Washington Avenue. Those traveling west on Route 135 towards Framingham can do so via the signalized intersection of Washington Avenue and West Central Street. Washington Avenue also provide access to the north to Route 27.

Additional information regarding likely trip distribution could likely be obtained from the applications for Commuter Permits and Downtown Business permits. That information is not yet available for this study.

Trip Generation

Standard traffic analyses for public parking garages typically account for peak-hour trip generation equal to 30 to 40 percent of capacity. A trip rate assumption of 0.4 trips per parking space is appropriate for planning analyses of the proposed garage. The existing users of the site parking have a relatively high trip generation rate (0.5 trips per parking space during the peak hour), but that is due to the many permit holders working similar shift times in nearby banks. Peak-hour trip rates for residential uses would normally be expected to average from 0.36 to 0.44 per dwelling unit⁶ but the TOD orientation of any residential development on site would reduce peak hour trip generation.

If there are substantial numbers of commuters using the garage, this will need to be taken into account. Nonetheless, the peak trip generation of MBTA commuters does not coincide with the peak traffic conditions on nearby streets. Nine of the 11 inbound trains in the morning depart before 8:00 am, and parking counts during the evening at the town's commuter permit lot show that most commuter cars are still parked at 5:30 pm.

1.5 Mobility Analysis

The primary pedestrian corridors serving the site are Middlesex Avenue, Summer Street, and Union Court. Middlesex Avenue provides the most direct access to the train station and destinations north of the tracks. There are several important destinations on Summer Street, notably Middlesex Savings Bank administrative offices and Natick Center for Arts. Summer Street also provides access to Main Street and a crossing at Court Street, and to West Central Street via Clark's Court. Union Court provides access to Main Street and the most direct route to South Avenue.

The conditions along the pedestrian corridors are summarized as follows.



⁶ Per ITE Trip Generation 10th Edition, for land use code 221 (Multifamily Mid-Rise).



- There is no sidewalk along the north side of Middlesex Avenue but the sidewalk along the south side is wide and in good condition. The Natick Center Plan 2016⁷ notes that the Middlesex Avenue/Main Street intersection has awkward geometry and can be challenging for pedestrians. The plan recommends reducing the curb radii to shorten the Middlesex Avenue crossing distance.
- The sidewalk along on the north side of Summer Street is in poor condition. The sidewalk is segmented by wide curb cuts for parking access and what sidewalks there are broken, probably by trucks and cars parking on them. The sidewalks along the south side of Summer Street are in generally good shape, with the sections east from the Arts Center being relatively new construction.
- Union Court is problematic for pedestrians. It is a narrow, accommodates two-way vehicle traffic, is used as a truck loading zone, and does not have sidewalks or shoulders.

Observations were made of pedestrian travel from the Union Court Permit Lot. There are currently four available routes — to Summer Street through the Summer Street Kiosk Lot, to Summer Street via a path through the parking lot alongside Barleycorn's, to Main Street via Union Court, and to Middlesex Avenue through the Mutual One Bank lots. The observations were made during a weekday morning between 7:00 and 9:00 am. Of 72 parkers observed, 31 used the Kiosk Lot, 25 used Union Court, and 16 used the path past Barleycorn's to Summer Street.

Regarding pedestrian connections to/from the proposed garage, it should be noted that all 31 of the persons observed walking through the Kiosk Lot went into the Middlesex Savings Bank administrative offices across the street (as did all four of those parking in the Kiosk Lot during that time). Maintaining connection to the bank building from the garage will be important.

Another important pedestrian connection on Summer Street will be to The Center for the Arts. The Center for the Arts hosts films, concerts, and other events in a 270-seat performance space. There are events several days week, often with concerts and other larger events typically on Friday and Saturday nights. The Union Court Permit Lot is currently used, after hours, by attendees.

The Union Court Permit Lot is currently used by few if any MBTA commuters, but the connection to the station from the proposed garage via Middlesex Avenue will be important for residents of the development and if commuter permit parking is allowed.

Connections to the Cochituate Rail Trail will also be important for residents of the development. The trail terminus is on the opposite side of the tracks and it will extend four miles north, into Framingham. The garage design should anticipate frequent bicycle travel across Middlesex Avenue to and from the trail. Public parking for the trail is planned on Mechanic Street, three blocks north of the track, but the garage is a good location for those driving to access the trail and could serve as a secondary parking location, particularly if there is direct access to the trail from the old Spring Street bridge.

Improving the pedestrian accommodation in Union Court will be a critical consideration of garage design. Although it may be possible to have designated pedestrian connections only via Middlesex Avenue and Summer Street, Union Court would remain a preferred route for many. Ideally, Union Court would be for pedestrians only, but access would need to be maintained for the Mutual One drive-through, truck loading, and for 35 Main Street tenant parking. Alternatively, it would be possible for Union Court to have one-way vehicle traffic if a connection to Middlesex Avenue could be provided.

1.6 Compiled Existing Conditions Plan

Using information provided by the Client, the Owner, and information readily available from on-line sources, including, but not limited to, Town mapping, MassGIS, and/or prior surveys (provided by the Client and/or the Owner), VHB developed a compiled base map to serve as the preliminary existing site survey, included herein as Figure 4.



⁷ Natick Center Plan Report, June 2016, MAPC



Please note that Figure 4 is not intended to be a complete and formal “existing conditions plan of land” prepared by a Professional Land Surveyor. VHB assumes that a formal existing conditions plan will be prepared during the next phase of the Project, at the request of the Client and/or Owner.

1.7 Phase I Environmental Site Assessment

VHB has prepared an ASTM E 1527-13 Phase I Environmental Site Assessment (Phase I ESA) across 11 parcels of land along Middlesex Avenue, Summer Street, and Spring Street in Natick, Massachusetts. The parcels are further defined by the Town of Natick Assessor’s Office as Lots 377, 378, 379, 390, 387, 388A, 388B, 388C, 388D, 388E, and 388F on Plat Map 43.

In summary, the VHB collected and analyzed information from outside sources, a site walk, and interviews to better understand Recognized Environmental Conditions (RECs) in connection with the Site. Several RECs have been reported, and may require additional site investigation, as well additional remediation measures. The RECs and recommendations to address them are explained in the December 29, 2017 Phase I ESA document prepared by VHB, provided under separate cover.

1.8 Review and Evaluate Existing Infrastructure Capacity

VHB met with the Natick Town Engineer and Assistant Town Engineer on January 10, 2018 to learn more about the existing water, drainage, and sanitary sewer infrastructure that surrounds the Site. Based on the anticipated potential use information available at this time, the Town did not indicate any current inadequacies or concerns related to these utilities serving the Project. However, the Town did indicate that the condition and routing of the infrastructure in the area will need to be assessed to realize any off-site improvements that may be necessary.

During Phase 4 of the Project, estimated utility loads/demand/generation will be assessed, and adequacy of existing utility infrastructure will be reviewed to the extent possible in order to determine if off-site upgrades will be necessary to support the Project. Key points and recommendations will be presented during subsequent phases of this study. Similarly, the availability and capacity of other utilities such as telephone, cable, fiber optic, gas, and electric will be assessed and discussed.

1.9 Zoning/Permitting Analysis

- **Local Zoning**

VHB has evaluated the Town of Natick Zoning Bylaw as it relates to the Project, and has summarized some of the key requirements in the following section. Of particular importance, the Town of Natick Zoning Bylaw currently does **not** list commercial parking structures as an allowed use in the Downtown Mixed-Use (DM) zoning district. As such, a use variance would be required, which the Town of Natick historically does not approve. Therefore, an amendment to the use regulations for the DM district allowing commercial parking structures with a special permit would be the likely first step towards permitting the Project.

Aside from addressing the prohibited use, the Project proponents may find that it is beneficial to request relief from some zoning requirements, as discussed in the following section. Based on any relief requested, a separate permit processes through the Natick Planning Board and/or Zoning Board of Appeals may also be necessary.

- **Other Local Regulations**

Another common permit process for land development projects is related to work that occurs with the jurisdiction of the local Conservation Commission. Oftentimes a Project will fall within Conservation Commission jurisdiction due to work within wetland buffer zones, riverfront area, or directly within the wetland itself. VHB has performed a desktop review of the approximate wetland resource area and stream locations that are provided through the state’s



data hosting service, MassGIS. MassGIS data did not indicate the presence of these resource areas in close proximity to the Site, and as such it is anticipated that the Project will not require wetland/stream related permitting.

It is still expected, however, that the Project will require a Land Disturbance Permit for disturbing an area greater than 40,000 SF, and as such, will fall within the jurisdiction of the Natick Conservation Commission and its Stormwater Bylaw.

It should be noted that this section does not pertain to Oils and Hazardous Materials (OHM) related investigation and permitting, as this is discussed in the Phase 1 Environmental Site Assessment.

- **State MEPA Review**

The jurisdiction of the Massachusetts Environmental Policy Act (MEPA) review extends to projects which meet or exceed MEPA review thresholds, and are also undertaken by a state agency, are the subject matter of any required state permit, involve state financial assistance, or are within the area of a land transfer. If the Project pursues state financial assistance or may involve a land transfer, it may fall within MEPA jurisdiction.

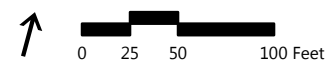
MEPA review is required when one or more review thresholds are met or exceeded. Review thresholds cover a range of topics, including land alteration, vehicle trip generation, net new parking space quantity, wetlands, and rare species. During future phases, once the Project program is more definitive, the likelihood that MEPA review will be required for this Project should be reviewed. If it appears that MEPA review will be required, VHB can identify the level of review likely to be required by the Secretary of Environmental Affairs (i.e., ENF or EIR).



Figure 1: Site Location Map



\\vhb\proj\Worcester\141118.00 Walker Natick\GIS\Project\Natick Parking.mxd



Legend

-  Project Area
-  Rail Stations
-  Active Rail Service

Downtown Natick Parking Garage

Natick, MA

Site Location Map

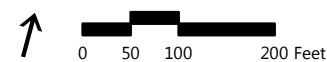
Data Source: Office of Geographic Information (MassGIS), Commonwealth of Massachusetts, MassIT



Figure 2: Primary Study Area



\\vhb\proj\Worcester\141118.00 Walker Natick\GIS\Project\Map\Figure X - Zoning.mxd



Zoning Districts



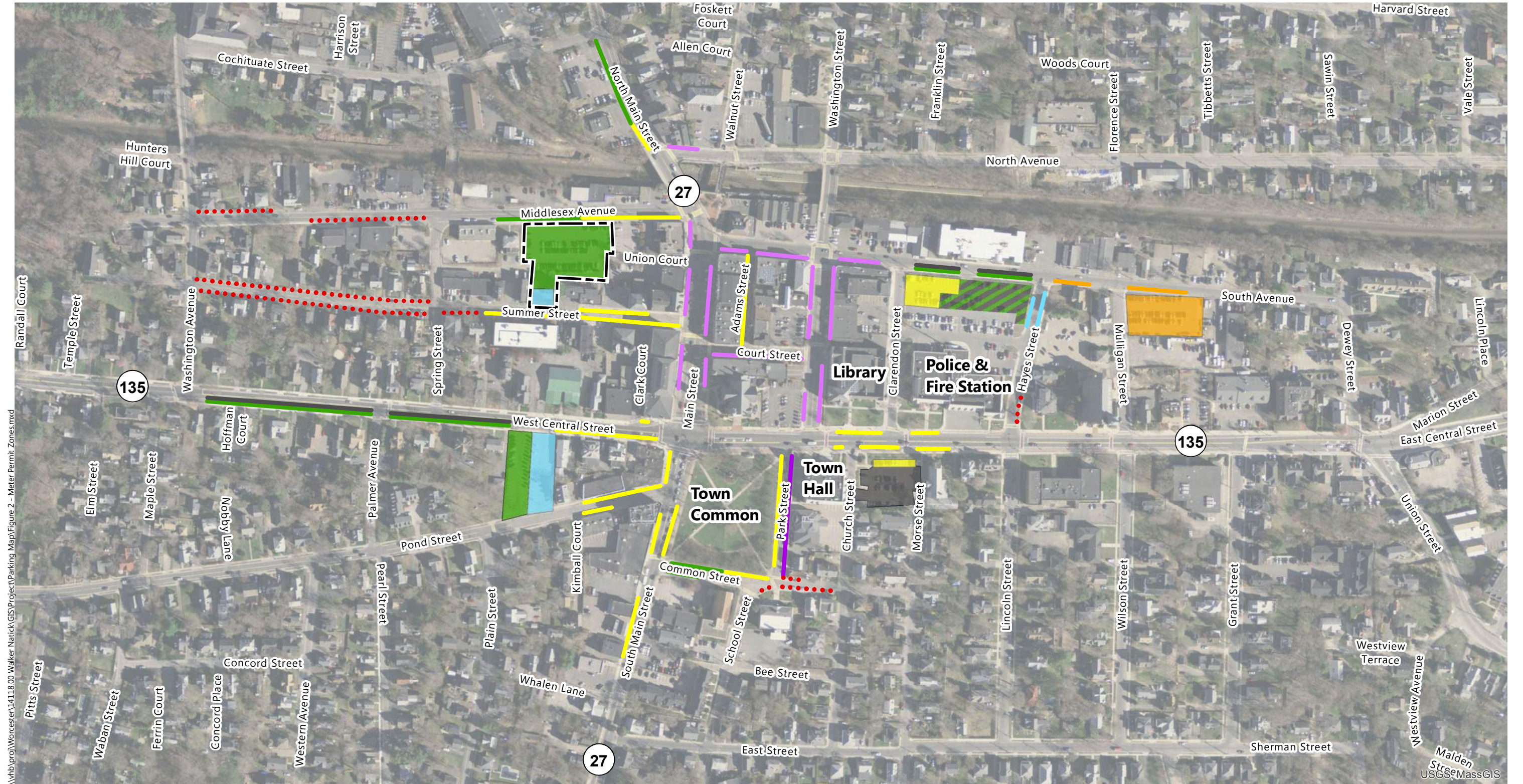
Downtown Natick Parking Garage


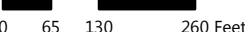
Natick, MA


Primary Study Area

Data Source: Natick DPW, Office of Geographic Information (MassGIS), Commonwealth of Massachusetts, MassIT


Figure 3: Downtown Natick Meter and Permit Zones










Project Area




Two Hour Parking




Meter or Kiosk-2 Hr. 25¢/Hr.




Meter or Kiosk Permit-4 Hr. 25¢/Hr.




Downtown Business Permit




Town Vehicle



Meter or Kiosk-2 Hr. 50¢/Hr.



Commuter



Town Employee

Downtown Natick Parking Garage

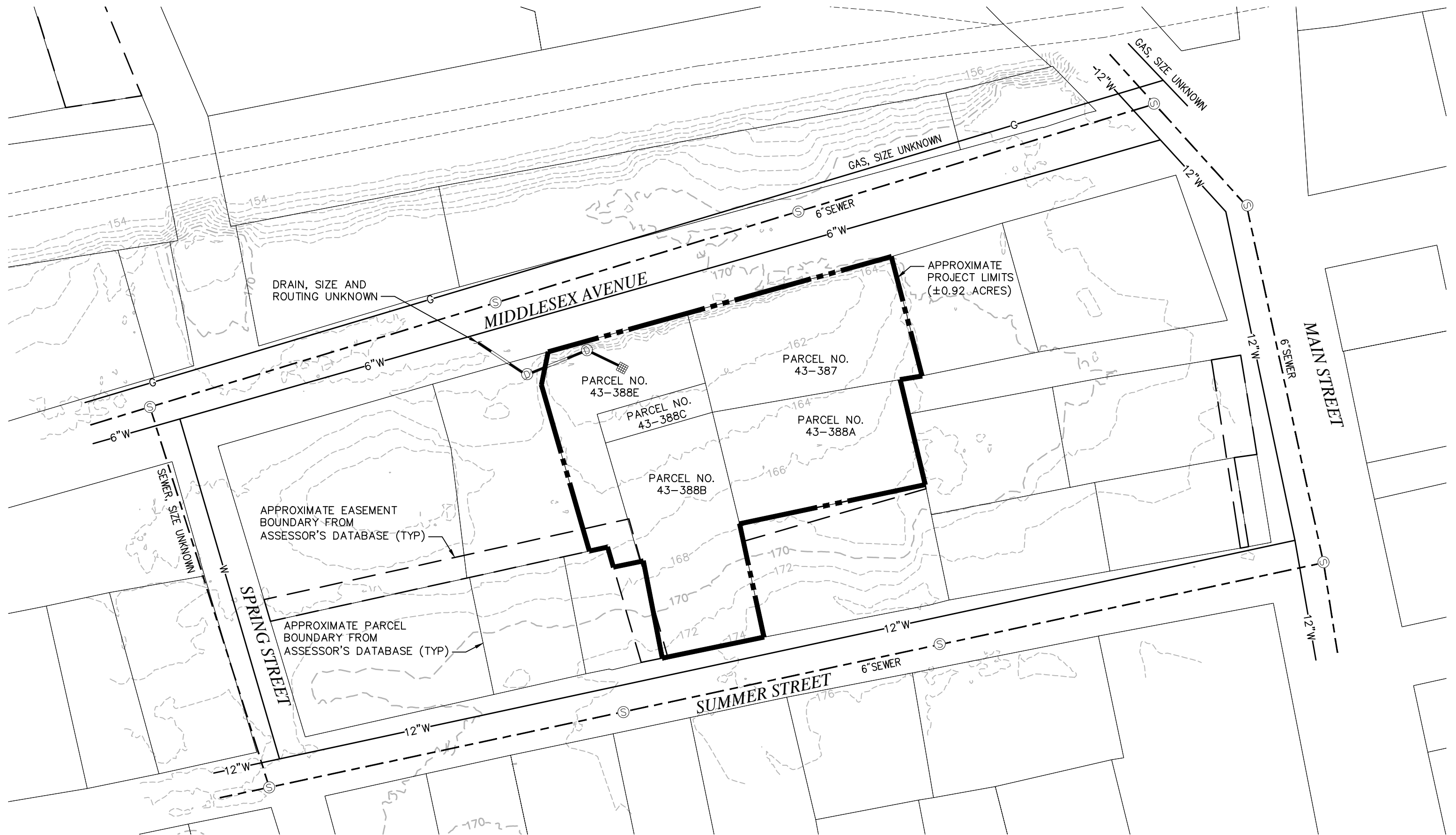
Natick, MA

**Downtown Natick
Meter and Permit Zones**

Data Source: Natick DPW, Office of Geographic Information (MassGIS), Commonwealth of Massachusetts, MassIT



Figure 4: Compiled Existing Conditions Plan



Zoning and Local Permitting

As shown on the Town of Natick Zoning Map dated February 15, 2017 (Appendix F), and as defined by the Town of Natick Zoning Bylaw (the Bylaw), the Site is located within the Downtown Mixed-Use District (DM). This section provides information related to the intent of the DM district, and summarizes its key requirements pertaining to the Project.

Town of Natick Zoning Requirements

As defined by the Bylaw, the purpose of the Downtown Mixed-Use District is “to establish a compact business center which does not include noxious or land-expansive uses, is centrally located, and is designed primarily for pedestrian shoppers. Some multi-family dwellings may be included to provide economic viability to such center while adding to the housing stock of the community.” Ideally, the Project and its proposed uses should reflect these values, to the extent practicable.

Use Regulations

Per Section III-E “Downtown Mixed-Use District DM” of the Town of Natick Zoning By-Law, principal uses including, but not limited to the following are permitted in the DM zoning district:

- Office
- Retail
- Residential
- Restaurant

The Town of Natick Zoning Bylaw currently does **not** list commercial parking structures as an allowed use in the Downtown Mixed-Use (DM) zoning district. As such, a use variance would be required, which the Town of Natick historically does not approve. Therefore, an amendment to the use regulations for the DM district allowing commercial parking structures with a special permit would be the likely first step towards permitting the Project.

As alluded to above, other allowed-by-right and special permit-based uses are included in the Bylaw. For the purposes of this report, only the uses anticipated to be part of the Project are discussed.

Dimensional Regulations

Dimensional regulations within the DM district are summarized below:

Dimensional Regulation	Required
Minimum Frontage	80 feet (continuous)
Minimum Lot Area	10,000 SF
Minimum Lot Depth	120 feet
Minimum Front Yard	15 feet *
Minimum Side Yard	10 feet **
Minimum Rear Yard	20 feet
Maximum Building Coverage	60%
Maximum Building Height	50 feet ***
Minimum Building Height	30 feet
Minimum Open Space	10%

- * Front yard setback can be reduced to match that of an abutting parcel upon the issuance of a Special Permit.
- ** Side yard setback is 10 feet where abutting a residential district, otherwise there is no required setback.
- *** May be increased to 60 feet if existing buildings within 200 feet of premises and on the same side of the street have a height equal to the proposed building height. No part of a building within 20 feet of a residential district may exceed 40'. Refer to section III-E.3.d. of the Natick Zoning Bylaw for more information.

Parking and Loading Regulations

Required parking stall quantity should be calculated based on the aggregate of each proposed use for the overall Project. There may be an opportunity for required parking quantity reduction, if the timing of parking demand for proposed uses is offset (i.e., residential vs. commuter parking). The parking demand offset and any overlap between uses would need to be discussed with the Town, analyzed, and reviewed for approval.

In addition, Exception V-D.5. allows up to a 10% reduction in required parking for non-residential uses in the DM zoning district through the issuance of a special permit and payment according to the Incremental Parking Credit schedule (Table 2 in Section V-D.5.).

Per Section V-D.3 of the Natick Zoning Bylaw, the anticipated uses will likely result in the following parking requirements:

- Office:**
One parking space per 400 square feet of gross floor area
- Retail**
One parking space per 500 square feet of gross floor area
- Multi-family Residential:**
One parking space for a studio apartment, two spaces for a 1- or 2-bedroom unit, and three spaces for units having three or more bedrooms, all of such spaces to be provided on-site

4. **Restaurant:**

1 parking space for each 30 square feet of public area or 1 space for every 25 seats. Public area shall mean the area reserved for the general public for the actual consumption of food and beverages.

Landscaping and Buffer Requirements

The Town of Natick has specific landscaping and buffer/screening requirements for development projects, as outlined in the Zoning Bylaw in Section V-D.15. through V-D.18. It is recommended that a Landscape Architect be engaged to provide a landscape design that is zoning compliant, aesthetically pleasing, and coordinated with the character of the Project and neighborhood.

Some of the key landscape and buffer requirements are as follows:

- Provide a 10 foot wide, landscaped buffer area between parking areas and residentially zoned land, and along any street. Walls or fences may be allowed in lieu of a landscape buffer between parking areas and residentially zoned land through the issuance of a special permit.
- Provide a 4 foot wide, landscaped buffer area between parking areas and adjacent properties.
- Provide 10 square feet of landscape area for each parking space. Individual landscape areas shall contain at least 100 square feet and have a minimum dimension of 5 feet.
- Protect existing trees to the extent practicable.

Based on the requirements outlined in this section and similar past experiences, it may be beneficial to request a waiver from the landscape and buffer requirements to add flexibility to the design, and reasonably maximize the use of the land area.

Zoning Conformance

The Town of Natick Zoning Bylaw currently does **not** list commercial parking structures as an allowed use in the Downtown Mixed-Use (DM) zoning district. As such, a use variance would be required, which the Town of Natick historically does not approve. Therefore, an amendment to the use regulations for the DM district allowing commercial parking structures with a special permit would be the likely first step towards permitting the Project.

In addition, it may be prudent to include a request for relief from the landscape requirements to provide additional flexibility for site layout, coverage, and storefront visibility. As Project details advance to a sufficient level, this section can be updated to include additional information related to zoning conformance. Aside from the use challenge and potential landscape relief, it would be prudent for the Project to conform to zoning requirements to the extent practicable. Any additional necessary relief from zoning requirements will be determined during future phases of Project development.

During Phase 4 of the Project, zoning conformance and any necessary relief from zoning requirements will be further assessed, and the results and recommendations will be presented during subsequent iterations of this study.

Local Permitting Process

Town of Natick Town Meeting

Since the Town of Natick Zoning Bylaw (the Bylaw) does not currently list commercial parking garage as an allowed use in the DM zoning district, the Project may rely on an amendment to the use regulations section of the Bylaw. In general, amending the Bylaw would require an article describing the proposed change to be added to a Town Meeting warrant and voted on at Town Meeting. If the article passes the Town Meeting vote, it would be reviewed by the State Attorney General's office. If approved by the Attorney General, the Town would then have a lawful ability to issue the permits described in this section.

The parties responsible for preparing the Town Meeting warrant article, as well as other steps to complete the process, will need to be determined as the Project advances.

Town of Natick Site Plan Review

In general, the proposed development review in the Town of Natick is largely accomplished through the Site Plan Review process. The purpose of the Site Plan Review Procedure "is to protect the safety, public health, convenience and general welfare of the inhabitants of the Town by providing a comprehensive review of plans for those uses and structures which have a significant impact upon the character of the Town and upon traffic, utilities and property values therein. Factors to be considered are the placement of buildings and utilities, surface and groundwater drainage, wetlands, water supply, parking, loading, landscaping, lighting, dust and noise control, access to the development, acceptable sanitary conditions and the proper provision for open areas. It is intended to ensure that the design and layout of those developments so subject to this procedure in this bylaw will constitute suitable development and will not result in a detriment to the neighborhood or to the environment. It is also intended hereby to assist those wishing to build projects within the Town by providing them with the necessary information about all of the Town's requirements affecting their project prior to the start of any construction or the issuance of the permits" (Zoning Bylaw Section VI-DD.1.a). The Site Plan Review procedure is administered by a Special Permit Granting Authority (SPGA). In Natick, the SPGA is either the Planning Board or the Zoning Board of Appeals, determined ultimately by the Project's use(s), and other characteristics, as well as its district(s).

Zoning Board of Appeals (Potential)

Since the intricacies of the Project, its uses, and its layout on the Site have not yet been determined, zoning conformance is currently unknown, and as such, potential zoning relief is also unknown. If necessary, zoning relief would be addressed separately by the Zoning Board of Appeals (ZBA) and, ideally, would be resolved prior to commencing Site Plan Review.

Conservation Commission

A Land Disturbance Permit issued by the Natick Conservation Commission will likely be required due to the area of land anticipated to be disturbed. As the Project will fall within Conservation Commission jurisdiction, the Project will need to comply with the requirements



of the Conservation Commission's Stormwater Bylaw and the Massachusetts Stormwater Management Standards, discussed in the Stormwater management section of this report.

During Phase 4 of the Project, a limit of work can be established and the necessity of the Land Disturbance Permit will be further reviewed, and presented during subsequent phases of this study.



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Massachusetts Environmental Policy Act (MEPA)

The jurisdiction of the Massachusetts Environmental Policy Act (MEPA) review extends to projects which meet or exceed MEPA review thresholds, and are also undertaken by a state agency, are the subject matter of any required state permit, involve state financial assistance, or are within the area of a land transfer. If the Project pursues state financial assistance or may involve a land transfer, it may fall within MEPA jurisdiction.

One MEPA review threshold that could potentially apply to this Project is the construction of 300 or more **net new** parking spaces. The construction of the parking garage, assuming it contains 400 parking spaces, may not exceed this threshold if the Project displaces more than 100 parking spaces, as it would then result in fewer than 300 **net new** parking spaces.

Another MEPA review threshold that could potentially apply to this Project is the generation of at least 1,500 vehicle trips per day, plus the construction of at least 150 **net new** parking spaces. Vehicle trips generated by the Project will be calculated once the Project uses are defined, as they are directly related to each other.

Due to the understood scale of the Project, MEPA review may be part of the permitting process at the state level. This section can be updated once the intricacies of the Project have been determined, which will indicate more definitively whether or not the Project will meet or exceed any MEPA thresholds and if it will fall within MEPA jurisdiction.

During Phase 4 of the Project, preliminary Project data, such as traffic generation, parking stall quantity, areas of each use, etc. will be further reviewed. The results and recommendations will be presented during subsequent phases of this study, based on whether or not the Project will meet or exceed any MEPA thresholds and if it will fall within MEPA jurisdiction.



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National Pollution Discharge Elimination System (NPDES)

In 1990, the United States Environmental Protection Agency (EPA) developed Phase I of the National Pollution Discharge Elimination System (NPDES). Phase I addressed sources of stormwater runoff that had the greatest potential to negatively impact water quality. The EPA requires permit coverage for projects which will disturb greater than one acre of land.

Projects which will disturb greater than one acre of land typically require a NPDES Construction General Permit that would need to be obtained prior to starting construction. This will require the development of a Stormwater Pollution Prevention Plan and the implementation of an inspection program to monitor sediment and other erosion control measures through the duration of the construction phase of the Project.

It is expected that the Project will disturb more than one acre of land, and as such, will require a NPDES Permit. This will be confirmed once a limit of work is defined.



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Stormwater Management

Much of the Property was likely developed prior to requirements for stormwater runoff quantity and quality controls. As such, it does not appear that detention basins or other flow control devices exist on the Property. The vast majority of the anticipated project area currently consists of impervious material (roof, pavement, etc.), which is likely directed to the Town's stormwater collection system via a combination of surface runoff, drainage structures, and piping.

It is likely that any redevelopment of the Property will be required to meet the 2008 Massachusetts Department of Environmental Protection (DEP) Stormwater Management Standards (SWS), as well as the Town of Natick's Stormwater Bylaw. The SWS classifies projects that do not result in a net increase of impervious area as redevelopment projects, which are required to comply with some of the standards to the "maximum extent practicable". Other standards will be required to be fully met. VHB anticipates that the Project will not result in increased impervious area, and as such will be classified as a redevelopment project.

The Project will be required to comply the SWS and local Stormwater Bylaw, as discussed above, within the limits of the Project. Most notably, the Project will need to maintain peak runoff rates and implement stormwater treatment and possibly infiltration practices to the maximum extent practicable.



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Utilities

VHB met with the Natick Town Engineer and Assistant Town Engineer on January 10, 2018 to learn more about the existing water, drainage, and sanitary sewer infrastructure that surrounds the Site. Based on the anticipated potential use information available at this time, the Town did not indicate any current inadequacies or concerns related to these utilities serving the Project. However, the Town did indicate that the condition and routing of the infrastructure in the area will need to be assessed to realize any off-site improvements that may be necessary.

It is assumed that gas, electric, and communication/data services are also available at the Property, but will be confirmed as part of the future phases of this study. This section presents the information VHB has at this time related to the current status of each utility service researched.

During Phase 4 of the Project, estimated utility loads/demand/generation will be assessed, and adequacy of existing utility infrastructure will be reviewed to the extent possible in order to determine if off-site upgrades will be necessary to support the Project. Key points and recommendations will be presented during subsequent phases of this study. Similarly, the availability and capacity of other utilities such as telephone, cable, fiber optic, gas, and electric will be assessed and discussed.

Water

A 6" water main exists along Middlesex Avenue and a 12" water main exists along Summer Street, as depicted on Figure 4. Existing water infrastructure within the Site is unknown at this time, and should be located as part of the preparation of an existing conditions plan of land during future phases of the Project. Discussion with the Town has not indicated that there are any concerns about the ability of the existing water infrastructure to serve the proposed structure.

VHB recommends assuming the Project will require at least one domestic water and at least one fire protection service connection to serve the proposed structure. Potential connection locations will be evaluated in subsequent phases of the Project. Further investigation of the existing water infrastructure will be required to determine whether adequate capacity, pressure, and physical infrastructure are available.

Sewer

6" sewer mains exist along Middlesex Avenue and along Summer Street, as depicted on Figure 4. Existing sewer infrastructure within the Site is unknown at this time, and should be located as part of the preparation of an existing conditions plan of land during future phases of the Project. Discussion with the Town has not indicated that there are any concerns about the ability of the existing sewer infrastructure to serve the proposed structure.

It is worth noting that there is the potential need to pump sewer from the site up to the existing sewer infrastructure. Building and plumbing elevations will help determine, in concert with



actual existing sewer pipe inverts, if pumping will be necessary. Contingency cost should be carried in the event that pumping is required.

VHB recommends assuming the Project will require a new sewer connection to serve the proposed structure. Further investigation of the existing sewer mains will be necessary to determine if there is adequate capacity and if the sewer is in acceptable condition to serve to Project. In addition, a contingency cost should be held for potential off-site infrastructure upgrades, which will be discussed and quantified during a future phase of the Project.

Stormwater

Stormwater runoff from the Site is currently collected in catch basins and conveyed via a closed pipe drainage system towards Middlesex Avenue. Discussion with the Town has indicated that there is stormwater infrastructure in Middlesex Avenue, but that the Town does not have records detailing its location, material, depth, or routing.

VHB recommends assuming the Project will require a new stormwater connection to serve the proposed structure. Further investigation of the existing drainage infrastructure will be necessary to determine if there is adequate capacity and if the system is in acceptable condition to serve to Project. In addition, a contingency cost should be held for potential off-site infrastructure upgrades, which will be discussed and quantified during a future phase of the Project.

Gas

Eversource and National Grid provide gas service to the Town of Natick. It appears there is an existing gas main along Middlesex Avenue, based on paint markings on the asphalt. A potential connection location and the suitability of the existing gas infrastructure to serve the Project will need to be evaluated by the utility provider and Project team once the gas demand is determined.

Electric

Eversource currently provides electric service to the Town of Natick, and in the Project area it is provided via overhead electric wires. The connection location and suitability of the existing electric infrastructure to serve the Project will need to be evaluated by the utility provider and Project team once the demand is better understood.

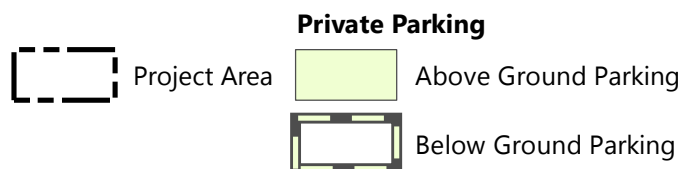
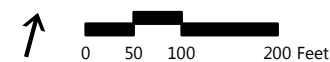
Tel/Data Communications

Xfinity and RCN currently provide telephone and data services to the Town of Natick. The connection location and suitability of the existing infrastructure to serve the Project will need to be evaluated by the utility provider and Project team once the demand is better understood.



Appendix A

Private Use Parking Lots Map ID



Downtown Natick Parking Garage

Natick, MA

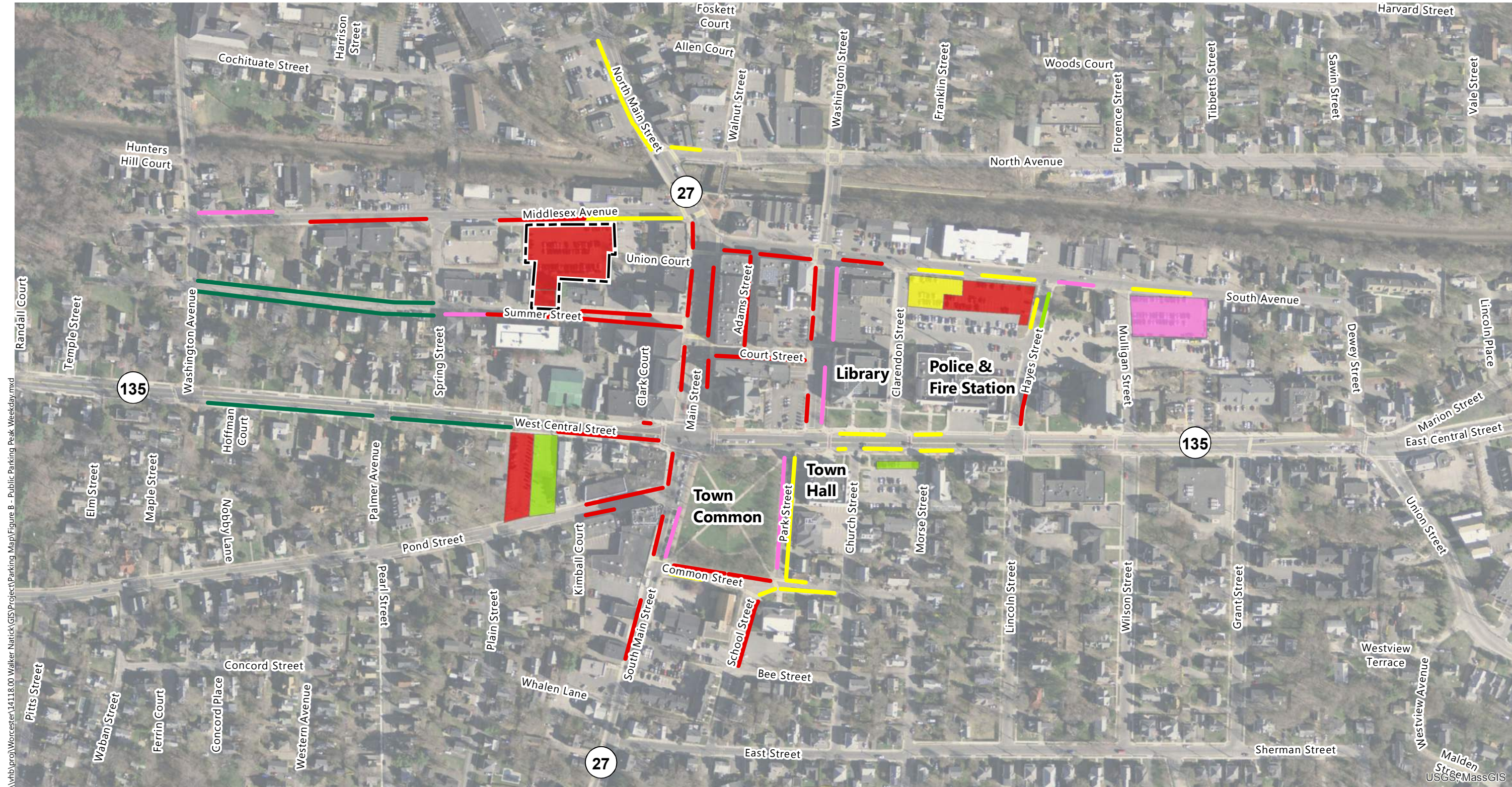
Private Use Parking Lots Map ID

Data Source: Natick DPW, Office of Geographic Information (MassGIS), Commonwealth of Massachusetts, MassIT



Appendix B

Public Parking Peak Occupancy - Weekday



Project Area

On-street Parking

Parking Lot

Percentage Occupancy

90 - 100%

75 - 90%

50 - 75%

25 - 50%

1 - 25%

Downtown Natick Parking Garage

Natick, MA

Public Parking

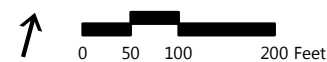
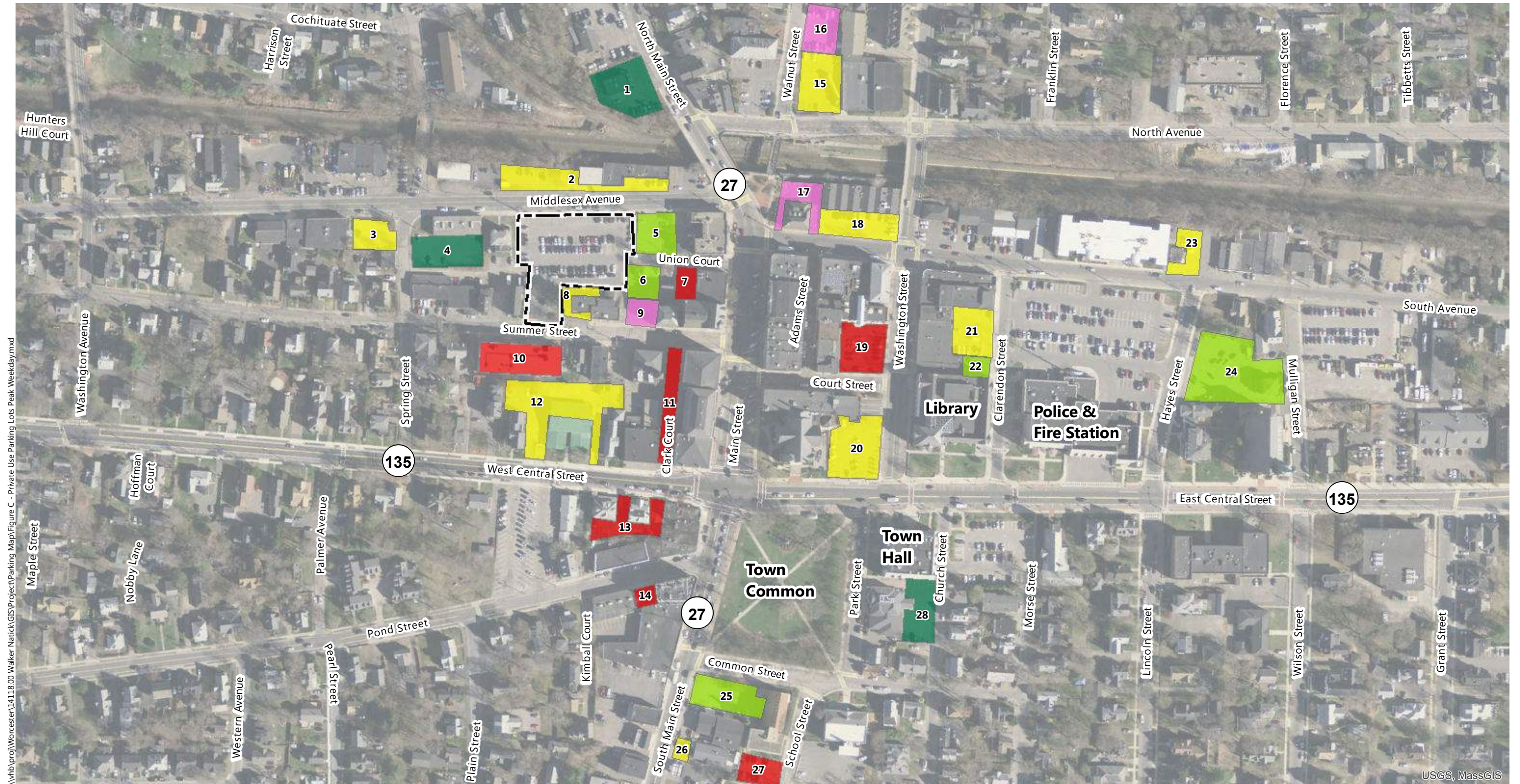
Peak Occupancy - Weekday

Data Source: Natick DPW, Office of Geographic Information (MassGIS), Commonwealth of Massachusetts, MassIT



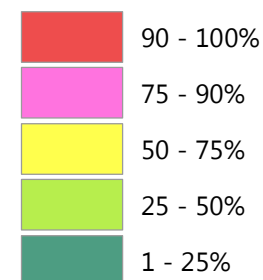
Appendix C

Private Use Parking Lots Peak Occupancy - Weekday



Project Area

Percentage Occupancy



Downtown Natick Parking Garage

Natick, MA

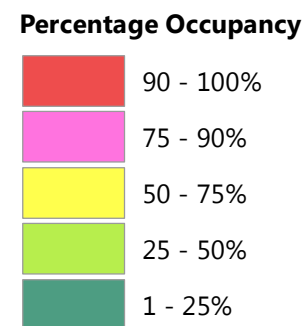
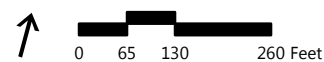
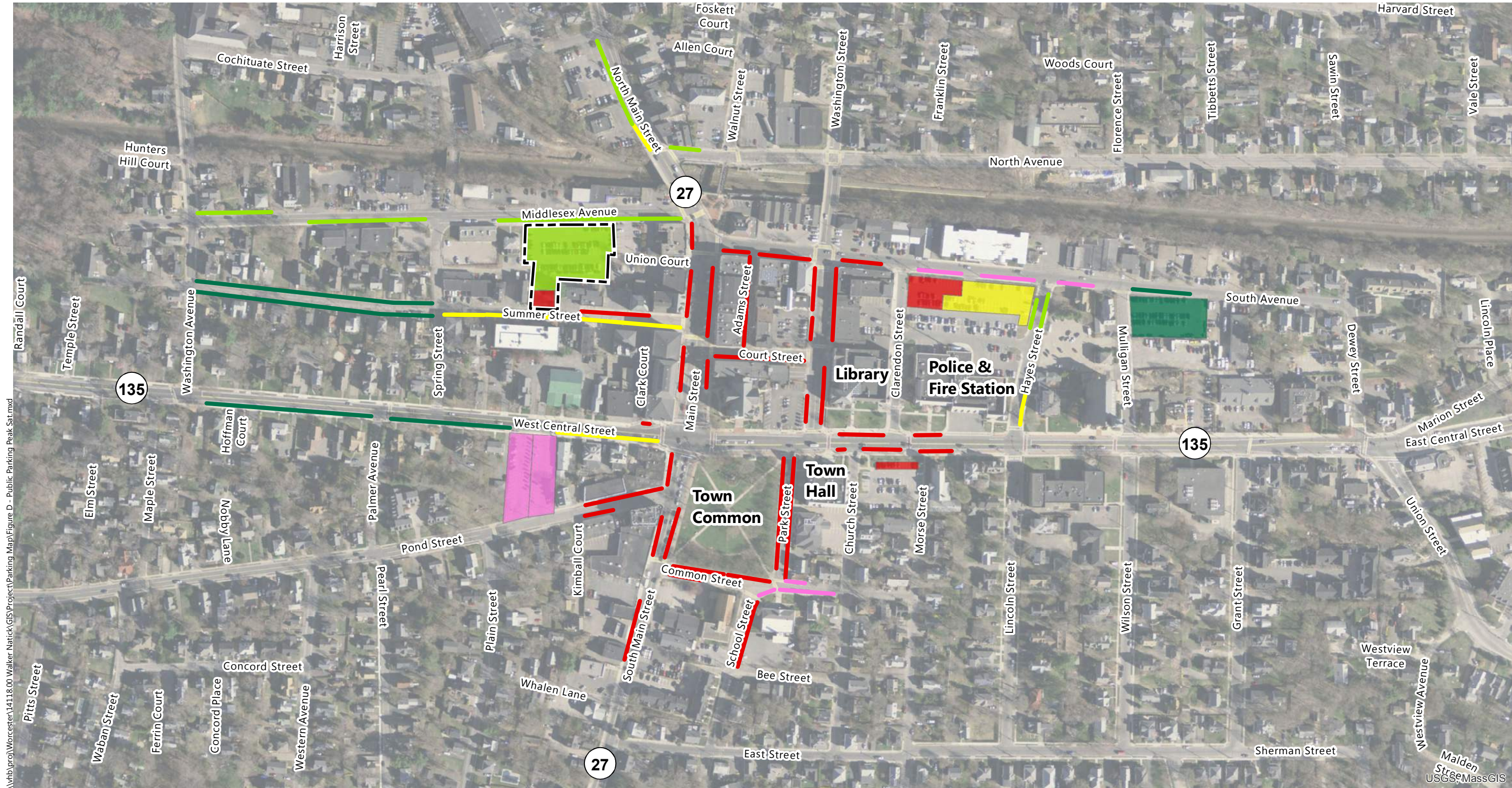
Private Use Parking Lots
Peak Occupancy - Weekday

Data Source: Natick DPW, Office of Geographic Information (MassGIS), Commonwealth of Massachusetts, MassIT



Appendix D

Public Parking Peak Occupancy – Saturday



Downtown Natick Parking Garage

Natick, MA

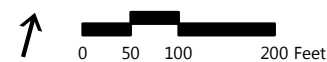
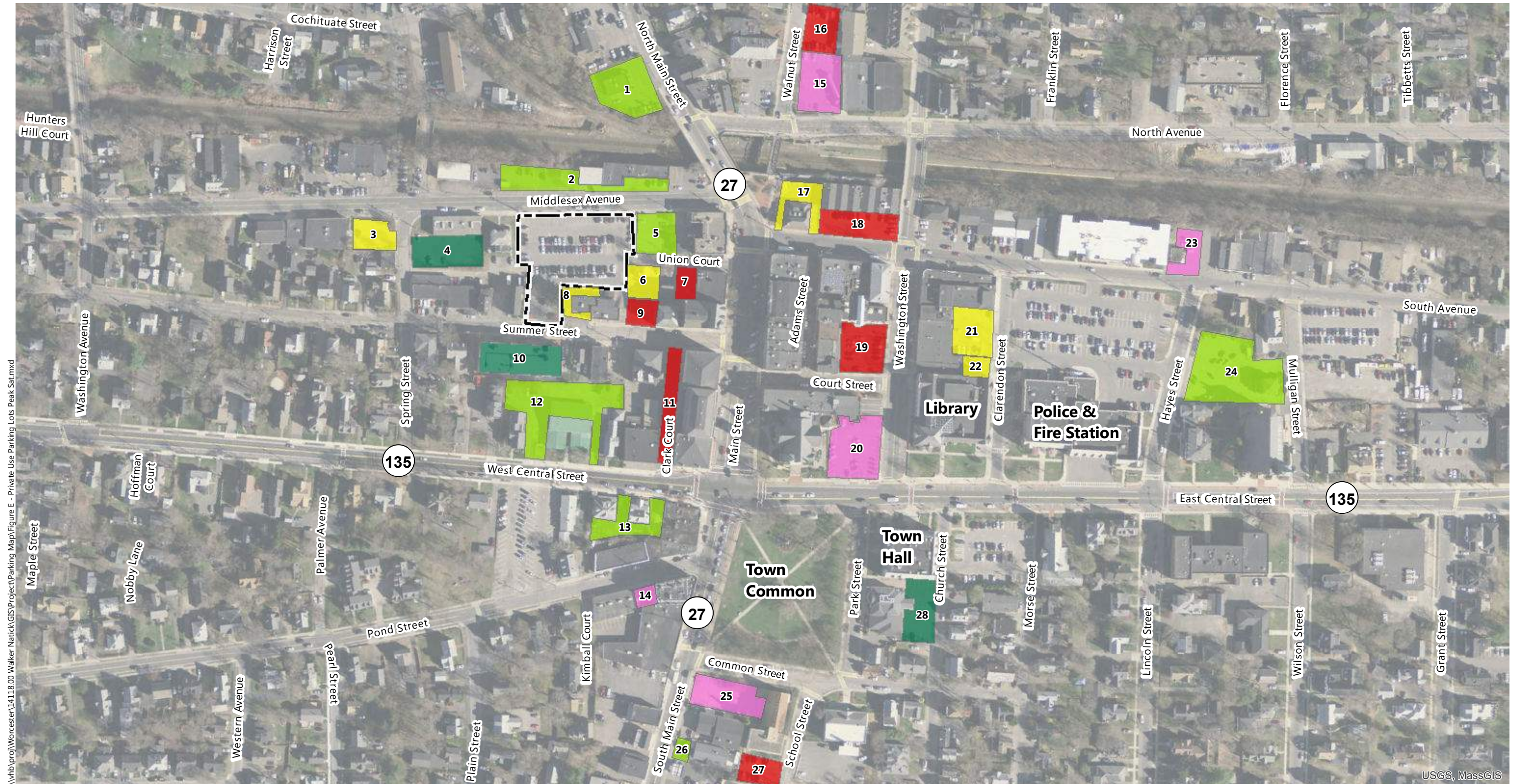
Public Parking
Peak Occupancy - Saturday

Data Source: Natick DPW, Office of Geographic Information (MassGIS), Commonwealth of Massachusetts, MassIT



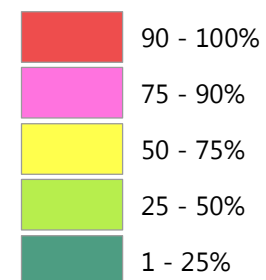
Appendix E

Private Use Parking Lots Peak Occupancy - Saturday



Project Area

Percentage Occupancy



Downtown Natick Parking Garage

Natick, MA

Private Use Parking Lots
Peak Occupancy - Saturday

Data Source: Natick DPW, Office of Geographic Information (MassGIS), Commonwealth of Massachusetts, MassIT



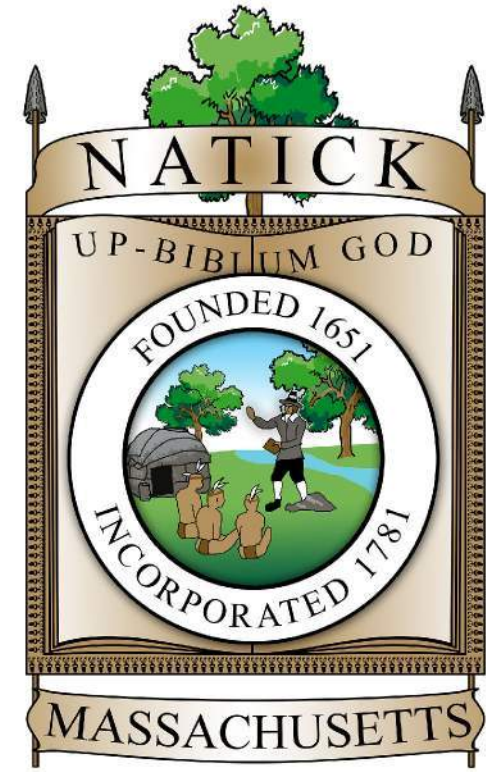
Appendix F

Town of Natick Zoning Map

ZONING MAP

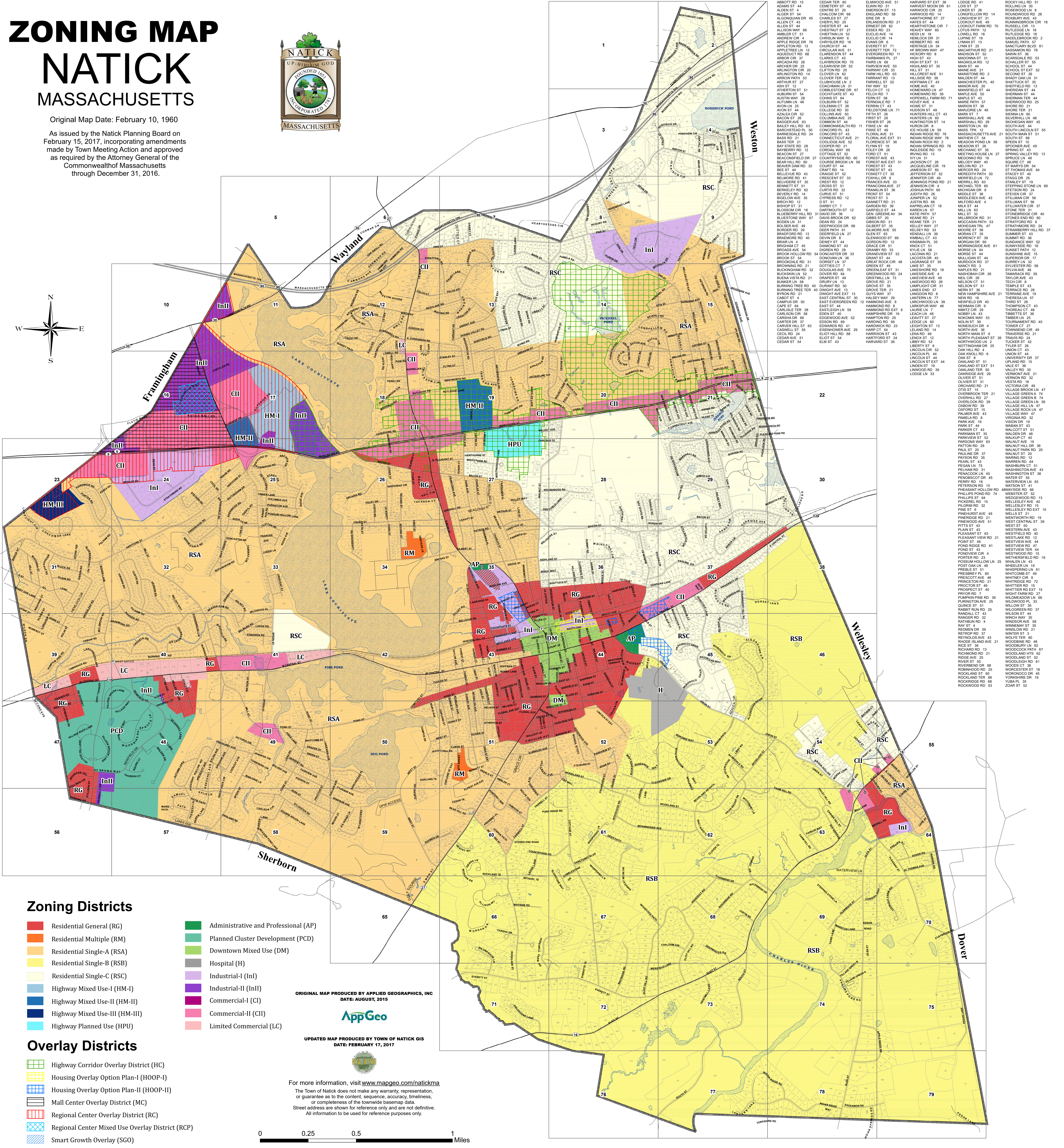
NATICK

MASSACHUSETTS



Original Map Date: February 10, 1960

As issued by the Natick Planning Board on February 15, 2017, incorporating amendments made by Town Meeting Action and approved as required by the Attorney General of the Commonwealth of Massachusetts through December 31, 2016.



Zoning Districts

- Residential General (RG)
- Residential Multiple (RM)
- Residential Single-A (RSA)
- Residential Single-B (RSB)
- Residential Single-C (RSC)
- Highway Mixed Use-I (HM-I)
- Highway Mixed Use-II (HM-II)
- Highway Mixed Use-III (HM-III)
- Highway Planned Use (HPU)
- Administrative and Professional (AP)
- Planned Cluster Development (PCD)
- Downtown Mixed Use (DM)
- Hospital (H)
- Industrial-I (InI)
- Industrial-II (InII)
- Commercial-I (CI)
- Commercial-II (CII)
- Limited Commercial (LC)

Overlay Districts

- Highway Corridor Overlay District (HC)
- Housing Overlay Option Plan-I (HOOP-I)
- Housing Overlay Option Plan-II (HOOP-II)
- Mall Center Overlay District (MC)
- Regional Center Overlay District (RC)
- Regional Center Mixed Use Overlay District (RCM)
- Smart Growth Overlay (SGO)

ORIGINAL MAP PRODUCED BY APPLIED GEOGRAPHICS, INC
DATE: AUGUST, 2015

AppGeo

UPDATED MAP PRODUCED BY TOWN OF NATICK GIS
DATE: FEBRUARY 17, 2017

For more information, visit www.mapgeo.com/natickma
The Town of Natick does not make any warranty, representation, or guarantee as to the content, sequence, accuracy, timeliness, or completeness of the townwide basemap data.
Street address are shown for reference only and are not definitive.
All information to be used for reference purposes only.

0 0.25 0.5 1 Miles



Appendix G Traffic Counts and Operational Analyses (from Natick 2030+ Master Plan)

**Arrival/Departure Direction of Vehicles
Union Court Parking**

	Union Ct ENTER	Union Ct EXIT	Summer St ENTER from East	Summer St EXIT to East	Summer St ENTER from West	Summer St EXIT to West	ENTER	EXIT
7:00 to 7:15	1		2		0		3	0
7:15 to 7:30	1		2		2		5	0
7:30 to 7:45	3		0		3		6	0
7:45 to 8:00	4		1		6		11	0
8:00 to 8:15	10		1		2		13	0
8:15 to 8:30	8		1		4		13	0
8:30 to 8:45	10		2		9		21	0
8:45 to 9:00	3		1		6		10	0
	40	0	10	0	32	0	82	0
	49%		12%		39%			
4:00 to 4:15	1	6				2	1	8
4:15 to 4:30	1	3	1			4	2	7
4:30 to 4:45		1				4	0	5
4:45 to 5:00		8			1	6	1	14
5:00 to 5:15		12				14	0	26
5:15 to 5:30	3	3		2		1	3	6
5:30 to 5:45	1	5		1		5	1	11
5:45 to 6:00		2	2			2	2	4
	6	40	3	3	1	38	10	81
	60%	49%	30%	4%	10%	47%		

NOTES: Observations made on Friday, January 12, 2018
 Counts do not include cut-throughs. There were about 1 every 15 minutes, some from the Mutual One drive-thru
 Counts do not include cars traveling through lot to adjacent residential parking. There were about 1 an hour.

Direction of parkers walking from lot

	Towards Main Street via Union Court	To Middlesex Bank on Summer Street	To Summer Street (other destinations)
7:00 to 7:15	1	3	2
7:15 to 7:30	0	5	1
7:30 to 7:45	1	4	1
7:45 to 8:00	5	3	1
8:00 to 8:15	5	4	4
8:15 to 8:30	5	2	3
8:30 to 8:45	6	6	4
8:45 to 9:00	2	4	0
	25	31	16
	45%	55%	29%

NOTES: Observations made on Friday, January 12, 2018
 Counts do not include cut-throughs. Four people walked through lot towards train station.

Parking Counts - Public Parking (On-Street)
Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
North Main Street (Cochituate Street to North Ave, West Side)	DB Permit												
Parked Vehicles		2	2	2	2	1	1	1	4	2	50%	1	25%
Percent of Capacity		50%	50%	50%	50%	25%	25%	25%					
Middlesex Ave (Spring Street to Main Street, South Side)	DB Permit												
Parked Vehicles		8	11	12	12	4	2	1	12	12	100%	4	33%
Percent of Capacity		67%	92%	100%	100%	33%	17%	8%					
West Central Street (East of Palmer Ave, South Side)	DB Permit												
Parked Vehicles		0	0	0	1	0	0	0	12	1	8%	0	0%
Percent of Capacity		0%	0%	0%	8%	0%	0%	0%					
West Central Street (West of Palmer Ave, South Side)	DB Permit												
Parked Vehicles		1	1	0	0	2	0	0	14	1	7%	2	14%
Percent of Capacity		7%	7%	0%	0%	14%	0%	0%					
South Ave (Clarendon to Hayes, South Side)	DB & Emp Permits												
Parked Vehicles		7	10	8	8	7	10	7	12	10	83%	10	83%
Percent of Capacity		58%	83%	67%	67%	58%	83%	58%					
South Ave (Hayes to Mulligan, South Side)	Commuter Permit												
Parked Vehicles		4	4	4	4	1	1	0	5	4	80%	1	20%
Percent of Capacity		80%	80%	80%	80%	20%	20%	0%					
South Ave (East of Mulligan, South Side)	Commuter Permit												
Parked Vehicles		5	4	4	4	4	3	2	7	5	71%	4	57%
Percent of Capacity		71%	57%	57%	57%	57%	43%	29%					
Park Street (East Side)	Park Street Permit												
Parked Vehicles		3	1	0	6	4	5	5	9	6	67%	5	56%
Percent of Capacity		33%	11%	0%	67%	44%	56%	56%					
Common Street (North Side)	DB Permit												
Parked Vehicles		4	5	3	4	0	0	0	5	5	100%	0	0%
Percent of Capacity		80%	100%	60%	80%	0%	0%	0%					
Common Street (South Side)	DB Permit												
Parked Vehicles		1	1	1	2	0	0	0	3	2	67%	0	0%
Percent of Capacity		33%	33%	33%	67%	0%	0%	0%					
Middlesex Ave (West of Spring, South Side)	2 hour												
Parked Vehicles		9	9	9	9	6	3	3	9	9	100%	6	67%
Percent of Capacity		100%	100%	100%	100%	67%	33%	33%					
Middlesex Ave (Spring to Main, South Side)	2hr Meters												
Parked Vehicles		2	3	3	3	2	2	3	6	3	50%	3	50%
Percent of Capacity		33%	50%	50%	50%	33%	33%	50%					

Parking Counts - Public Parking (On-Street)
Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
Summer Street (Spring to Main, North Side)	2hr Meters												
Parked Vehicles		2	3	4	4	5	6	3	4	4	100%	6	150%
Percent of Capacity		50%	75%	100%	100%	125%	150%	75%					
Summer Street (Spring to Main, South Side)	2hr Meters												
Parked Vehicles		10	7	7	9	13	13	10	15	10	67%	13	87%
Percent of Capacity		67%	47%	47%	60%	87%	87%	67%					
Summer Street (Spring to Main, South Side)	2 hour												
Parked Vehicles		1	1	2	2	2	2	1	2	2	100%	2	100%
Percent of Capacity		50%	50%	100%	100%	100%	100%	50%					
West Central Street (North Side)	2hr Meters												
Parked Vehicles		0	0	0	1	0	0	1	1	1	100%	1	100%
Percent of Capacity		0%	0%	0%	100%	0%	0%	100%					
West Central Street (South Side)	2hr Meters												
Parked Vehicles		1	6	6	3	4	4	3	6	6	100%	4	67%
Percent of Capacity		17%	100%	100%	50%	67%	67%	50%					
Pond Street (North Side)	2hr Meters												
Parked Vehicles		8	9	8	4	6	7	10	10	9	90%	10	100%
Percent of Capacity		80%	90%	80%	40%	60%	70%	100%					
Pond Street (South Side)	2hr Meters												
Parked Vehicles		4	4	4	3	0	3	2	3	4	133%	3	100%
Percent of Capacity		133%	133%	133%	100%	0%	100%	67%					
South Main Street (West Side)	2hr Meters												
Parked Vehicles		7	9	11	11	10	7	11	11	11	100%	11	100%
Percent of Capacity		64%	82%	100%	100%	91%	64%	100%					
South Main Street (East Side)	2hr Meters												
Parked Vehicles		2	3	5	2	2	0	2	6	5	83%	2	33%
Percent of Capacity		33%	50%	83%	33%	33%	0%	33%					
Common Street (North Side)	2hr Meters												
Parked Vehicles		0	4	0	3	0	0	3	4	4	100%	3	75%
Percent of Capacity		0%	100%	0%	75%	0%	0%	75%					
Common Street (East of School)	2 hour												
Parked Vehicles		1	5	1	4	0	0	0	10	5	50%	0	0%
Percent of Capacity		10%	50%	10%	40%	0%	0%	0%					
School Street (Common to Bee)	2 hour												
Parked Vehicles		0	9	4	4	2	1	0	5	9	180%	2	40%
Percent of Capacity		0%	180%	80%	80%	40%	20%	0%					
Park Street (West Side)	2hr Meters												
Parked Vehicles		5	9	5	2	3	5	7	14	9	64%	7	50%
Percent of Capacity		36%	64%	36%	14%	21%	36%	50%					

Parking Counts - Public Parking (On-Street)
Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
North Main Street (West Side)	2hr Meters												
Parked Vehicles		2	1	2	1	1	1	1	3	2	67%	1	33%
Percent of Capacity		67%	33%	67%	33%	33%	33%	33%					
North Avenue (North Side)	2hr Meters												
Parked Vehicles		1	2	0	0	2	3	2	3	2	67%	3	100%
Percent of Capacity		33%	67%	0%	0%	67%	100%	67%					
Main Street (West Side)	2hr Meters												
Parked Vehicles		19	12	13	16	18	17	20	19	19	100%	20	105%
Percent of Capacity		100%	63%	68%	84%	95%	89%	105%					
Main Street (East Side)	2hr Meters												
Parked Vehicles		19	24	13	16	21	22	20	23	24	104%	22	96%
Percent of Capacity		83%	104%	57%	70%	91%	96%	87%					
South Ave (Main to Washington, South Side)	2hr Meters												
Parked Vehicles		8	7	8	7	8	9	8	8	8	100%	9	113%
Percent of Capacity		100%	88%	100%	88%	100%	113%	100%					
South Ave (Washington to Clarendon, South Side)	2hr Meters												
Parked Vehicles		5	4	5	5	4	5	5	5	5	100%	5	100%
Percent of Capacity		100%	80%	100%	100%	80%	100%	100%					
Court Street (South Side)	2hr Meters												
Parked Vehicles		8	3	8	5	9	9	9	9	8	89%	9	100%
Percent of Capacity		89%	33%	89%	56%	100%	100%	100%					
Adams Street (West Side)	2hr Meters												
Parked Vehicles		6	5	6	6	6	6	6	6	6	100%	6	100%
Percent of Capacity		100%	83%	100%	100%	100%	100%	100%					
Washington Street (South to E. Central, West Side)	2hr Meters												
Parked Vehicles		10	7	8	7	9	9	10	10	10	100%	10	100%
Percent of Capacity		100%	70%	80%	70%	90%	90%	100%					
Washington Street (South to E. Central, East Side)	2hr Meters												
Parked Vehicles		6	14	12	13	14	9	16	16	14	88%	16	100%
Percent of Capacity		38%	88%	75%	81%	88%	56%	100%					
Clarendon Street (East Side)	Reserved												
Parked Vehicles		7	4	8	6	10	10	6	11	8	73%	10	91%
Percent of Capacity		64%	36%	73%	55%	91%	91%	55%					
Hayes Street (West Side)	4 hour meter												
Parked Vehicles		0	2	2	2	1	3	2	4	2	50%	3	75%
Percent of Capacity		0%	50%	50%	50%	25%	75%	50%					
Hayes Street (East Side)	4 hour meter												
Parked Vehicles		0	1	2	1	0	0	0	5	2	40%	0	0%
Percent of Capacity		0%	20%	40%	20%	0%	0%	0%					

Parking Counts - Public Parking (On-Street)
Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
Hayes Street (East Side)	1 hour												
Parked Vehicles		2	1	3	4	4	4	3	4	4	100%	4	100%
Percent of Capacity		50%	25%	75%	100%	100%	100%	75%					
Mulligan Street (Both Sides)	2 hour												
Parked Vehicles		1	0	2	0	0	0	2	5	2	40%	2	40%
Percent of Capacity		20%	0%	40%	0%	0%	0%	40%					
East Central Street (East of Washington, North Side)	2hr Meters												
Parked Vehicles		5	6	5	4	6	9	9	9	6	67%	9	100%
Percent of Capacity		56%	67%	56%	44%	67%	100%	100%					
East Central Street (East of Washington, South Side)	2hr Meters												
Parked Vehicles		5	3	2	3	6	8	7	9	5	56%	8	89%
Percent of Capacity		56%	33%	22%	33%	67%	89%	78%					
Lincoln Street (Both Sides)	None												
Parked Vehicles		32	31	31	31	22	25	18	40	32	80%	25	63%
Percent of Capacity		80%	78%	78%	78%	55%	63%	45%					
Wilson Street (Both Sides)	None												
Parked Vehicles		11	12	13	13	10	14	9	40	13	33%	14	35%
Percent of Capacity		28%	30%	33%	33%	25%	35%	23%					

Parking Counts - Public Parking (Off-Street)
Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
Union Court Lot	DB Permit												
Parked Vehicles		100	100	100	97	36	15	12	100	100	100%	36	36%
Percent of Capacity		100%	100%	100%	97%	36%	15%	12%					
Summer Street Kiosk Lot	4 Hour												
Parked Vehicles		9	12	11	9	5	6	5	12	12	100%	6	50%
Percent of Capacity		75%	100%	92%	75%	42%	50%	42%					
Pond Street Lot	DB Permit												
Parked Vehicles		30	34	40	39	12	9	7	39	40	103%	12	31%
Percent of Capacity		77%	87%	103%	100%	31%	23%	18%					
Pond Street Lot	4 Hour												
Parked Vehicles		14	17	16	17	11	11	10	36	17	47%	11	31%
Percent of Capacity		39%	47%	44%	47%	31%	31%	28%					
South Ave Lot	2 Hour												
Parked Vehicles		6	15	14	12	20	24	20	26	15	58%	24	92%
Percent of Capacity		23%	58%	54%	46%	77%	92%	77%					
South Ave Lot *	DB & Emp Permits												
Parked Vehicles		57	62	65	66	38	45	40	67	66	99%	45	67%
Percent of Capacity		85%	93%	97%	99%	57%	67%	60%					
South Avenue Commuter Lot	Commuter Permit												
Parked Vehicles		61	60	61	59	49	29	12	71	61	86%	49	69%
Percent of Capacity		86%	85%	86%	83%	69%	41%	17%					
Town Hall	2 Hour												
Parked Vehicles		2	4	4	4	13	13	6	13	4	31%	13	100%
Percent of Capacity		15%	31%	31%	31%	100%	100%	46%					

* The majority of users are municipal employees

Parking Counts - Public Parking (On-Street)

Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
North Main Street (Cochituate Street to North Ave, West Side)	DB Permit												
Parked Vehicles		1	1	1	1	0	0	0	4	1	25%	0	0%
Percent of Capacity		25%	25%	25%	25%	0%	0%	0%					
Middlesex Ave (Spring Street to Main Street, South Side)	DB Permit												
Parked Vehicles		1	2	1	1	1	1	1	12	2	17%	1	8%
Percent of Capacity		8%	17%	8%	8%	8%	8%	8%					
West Central Street (East of Palmer Ave, South Side)	DB Permit												
Parked Vehicles		0	0	0	0	0	0	0	12	0	0%	0	0%
Percent of Capacity		0%	0%	0%	0%	0%	0%	0%					
West Central Street (West of Palmer Ave, South Side)	DB Permit												
Parked Vehicles		0	0	0	0	0	0	0	14	0	0%	0	0%
Percent of Capacity		0%	0%	0%	0%	0%	0%	0%					
South Ave (Clarendon to Hayes, South Side)	DB & Emp Permits												
Parked Vehicles		10	5	8	7	7	9	8	12	10	83%	9	75%
Percent of Capacity		83%	42%	67%	58%	58%	75%	67%					
South Ave (Hayes to Mulligan, South Side)	Commuter Permit												
Parked Vehicles		0	0	0	3	0	0	1	5	3	60%	1	20%
Percent of Capacity		0%	0%	0%	60%	0%	0%	20%					
South Ave (East of Mulligan, South Side)	Commuter Permit												
Parked Vehicles		0	0	0	0	0	0	0	7	0	0%	0	0%
Percent of Capacity		0%	0%	0%	0%	0%	0%	0%					
Park Street (East Side)	Park Street Permit												
Parked Vehicles		10	10	10	5	0	1	1	9	10	111%	1	11%
Percent of Capacity		111%	111%	111%	56%	0%	11%	11%					
Common Street (North Side)	DB Permit												
Parked Vehicles		5	5	5	4	1	3	5	5	5	100%	5	100%
Percent of Capacity		100%	100%	100%	80%	20%	60%	100%					
Common Street (South Side)	DB Permit												
Parked Vehicles		3	2	3	3	1	1	3	3	3	100%	3	100%
Percent of Capacity		100%	67%	100%	100%	33%	33%	100%					
Middlesex Ave (West of Spring, South Side)	2 hour												
Parked Vehicles		4	2	4	4	0	0	0	9	4	44%	0	0%
Percent of Capacity		44%	22%	44%	44%	0%	0%	0%					
Middlesex Ave (Spring to Main, South Side)	2hr Meters												
Parked Vehicles		3	1	4	4	2	2	1	6	4	67%	2	33%
Percent of Capacity		50%	17%	67%	67%	33%	33%	17%					

Parking Counts - Public Parking (On-Street)

Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
Summer Street (Spring to Main, North Side)	2hr Meters												
Parked Vehicles		8	6	5	6	5	4	8	4	8	200%	8	200%
Percent of Capacity		200%	150%	125%	150%	125%	100%	200%					
Summer Street (Spring to Main, South Side)	2hr Meters												
Parked Vehicles		8	8	10	10	8	10	15	15	10	67%	15	100%
Percent of Capacity		53%	53%	67%	67%	53%	67%	100%					
Summer Street (Spring to Main, South Side)	2 hour												
Parked Vehicles		1	1	1	1	1	0	0	2	1	50%	1	50%
Percent of Capacity		50%	50%	50%	50%	50%	0%	0%					
West Central Street (North Side)	2hr Meters												
Parked Vehicles		1	1	0	0	0	1	1	1	1	100%	1	100%
Percent of Capacity		100%	100%	0%	0%	0%	100%	100%					
West Central Street (South Side)	2hr Meters												
Parked Vehicles		3	4	1	3	0	1	0	6	4	67%	1	17%
Percent of Capacity		50%	67%	17%	50%	0%	17%	0%					
Pond Street (North Side)	2hr Meters												
Parked Vehicles		9	12	6	10	2	4	5	10	12	120%	5	50%
Percent of Capacity		90%	120%	60%	100%	20%	40%	50%					
Pond Street (South Side)	2hr Meters												
Parked Vehicles		4	4	3	4	2	4	4	3	4	133%	4	133%
Percent of Capacity		133%	133%	100%	133%	67%	133%	133%					
South Main Street (West Side)	2hr Meters												
Parked Vehicles		11	8	11	11	2	5	10	11	11	100%	10	91%
Percent of Capacity		100%	73%	100%	100%	18%	45%	91%					
South Main Street (East Side)	2hr Meters												
Parked Vehicles		6	5	4	5	0	2	3	6	6	100%	3	50%
Percent of Capacity		100%	83%	67%	83%	0%	33%	50%					
Common Street (North Side)	2hr Meters												
Parked Vehicles		4	4	4	4	0	4	4	4	4	100%	4	100%
Percent of Capacity		100%	100%	100%	100%	0%	100%	100%					
Common Street (East of School)	2 hour												
Parked Vehicles		4	6	5	5	0	0	0	10	6	60%	0	0%
Percent of Capacity		40%	60%	50%	50%	0%	0%	0%					
School Street (Common to Bee)	2 hour												
Parked Vehicles		7	7	7	7	0	0	0	5	7	140%	0	0%
Percent of Capacity		140%	140%	140%	140%	0%	0%	0%					
Park Street (West Side)	2hr Meters												
Parked Vehicles		12	13	13	11	0	1	2	14	13	93%	2	14%
Percent of Capacity		86%	93%	93%	79%	0%	7%	14%					

Parking Counts - Public Parking (On-Street)
Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
North Main Street (West Side)	2hr Meters												
Parked Vehicles		0	1	2	0	2	2	3	3	2	67%	3	100%
Percent of Capacity		0%	33%	67%	0%	67%	67%	100%					
North Avenue (North Side)	2hr Meters												
Parked Vehicles		0	1	1	1	1	3	2	3	1	33%	3	100%
Percent of Capacity		0%	33%	33%	33%	33%	100%	67%					
Main Street (West Side)	2hr Meters												
Parked Vehicles		19	15	20	17	8	18	15	19	20	105%	18	95%
Percent of Capacity		100%	79%	105%	89%	42%	95%	79%					
Main Street (East Side)	2hr Meters												
Parked Vehicles		21	22	20	22	16	19	12	23	22	96%	19	83%
Percent of Capacity		91%	96%	87%	96%	70%	83%	52%					
South Ave (Main to Washington, South Side)	2hr Meters												
Parked Vehicles		8	8	8	8	7	8	9	8	8	100%	9	113%
Percent of Capacity		100%	100%	100%	100%	88%	100%	113%					
South Ave (Washington to Clarendon, South Side)	2hr Meters												
Parked Vehicles		4	5	5	5	5	9	5	5	5	100%	9	180%
Percent of Capacity		80%	100%	100%	100%	100%	180%	100%					
Court Street (South Side)	2hr Meters												
Parked Vehicles		9	8	9	9	7	9	8	9	9	100%	9	100%
Percent of Capacity		100%	89%	100%	100%	78%	100%	89%					
Adams Street (West Side)	2hr Meters												
Parked Vehicles		6	6	6	6	6	6	6	6	6	100%	6	100%
Percent of Capacity		100%	100%	100%	100%	100%	100%	100%					
Washington Street (South to E. Central, West Side)	2hr Meters												
Parked Vehicles		10	9	9	10	8	9	10	10	10	100%	10	100%
Percent of Capacity		100%	90%	90%	100%	80%	90%	100%					
Washington Street (South to E. Central, East Side)	2hr Meters												
Parked Vehicles		13	16	15	16	17	15	16	16	16	100%	17	106%
Percent of Capacity		81%	100%	94%	100%	106%	94%	100%					
Clarendon Street (East Side)	Reserved												
Parked Vehicles		8	7	6	9	0	0	0	11	9	82%	0	0%
Percent of Capacity		73%	64%	55%	82%	0%	0%	0%					
Hayes Street (West Side)	4 hour meter												
Parked Vehicles		1	1	0	0	0	0	0	4	1	25%	0	0%
Percent of Capacity		25%	25%	0%	0%	0%	0%	0%					
Hayes Street (East Side)	4 hour meter												
Parked Vehicles		2	3	1	0	0	0	0	5	3	60%	0	0%
Percent of Capacity		40%	60%	20%	0%	0%	0%	0%					

Parking Counts - Public Parking (On-Street)
Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
Hayes Street (East Side)	1 hour												
Parked Vehicles		2	1	1	0	2	1	2	4	2	50%	2	50%
Percent of Capacity		50%	25%	25%	0%	50%	25%	50%					
Mulligan Street (Both Sides)	2 hour												
Parked Vehicles		5	5	5	5	0	0	0	5	5	100%	0	0%
Percent of Capacity		100%	100%	100%	100%	0%	0%	0%					
East Central Street (East of Washington, North Side)	2hr Meters												
Parked Vehicles		6	9	7	7	0	0	1	9	9	100%	1	11%
Percent of Capacity		67%	100%	78%	78%	0%	0%	11%					
East Central Street (East of Washington, South Side)	2hr Meters												
Parked Vehicles		8	6	8	7	0	0	1	9	8	89%	1	11%
Percent of Capacity		89%	67%	89%	78%	0%	0%	11%					
Lincoln Street (Both Sides)	None												
Parked Vehicles		15	15	11	13	9	14	12	40	15	38%	14	35%
Percent of Capacity		38%	38%	28%	33%	23%	35%	30%					
Wilson Street (Both Sides)	None												
Parked Vehicles		7	6	4	6	8	8	7	40	7	18%	8	20%
Percent of Capacity		18%	15%	10%	15%	20%	20%	18%					

Parking Counts - Public Parking (Off-Street)
Thursday, December 7, 2017

Location	Type	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
										Cars	% of Cap.	Cars	% of Cap.
Union Court Lot	DB Permit												
Parked Vehicles		43	34	25	23	4	9	23	100	43	43%	23	23%
Percent of Capacity		43%	34%	25%	23%	4%	9%	23%					
Summer Street Kiosk Lot	4 Hour												
Parked Vehicles		11	7	5	6	4	3	4	12	11	92%	4	33%
Percent of Capacity		92%	58%	42%	50%	33%	25%	33%					
Pond Street Lot	DB Permit												
Parked Vehicles		26	34	34	23	4	9	9	39	34	87%	9	23%
Percent of Capacity		67%	87%	87%	59%	10%	23%	23%					
Pond Street Lot	4 Hour												
Parked Vehicles		21	31	28	28	5	3	2	36	31	86%	5	14%
Percent of Capacity		58%	86%	78%	78%	14%	8%	6%					
South Ave Lot	2 Hour												
Parked Vehicles		26	26	21	23	16	19	20	26	26	100%	20	77%
Percent of Capacity		100%	100%	81%	88%	62%	73%	77%					
South Ave Lot	DB & Emp Permits												
Parked Vehicles		32	24	26	36	9	8	29	67	36	54%	29	43%
Percent of Capacity		48%	36%	39%	54%	13%	12%	43%					
South Avenue Commuter Lot	Commuter Permit												
Parked Vehicles		5	5	5	5	2	2	1	71	5	7%	2	3%
Percent of Capacity		7%	7%	7%	7%	3%	3%	1%					
Town Hall	2 Hour												
Parked Vehicles		8	10	13	6	2	4	4	13	13	100%	4	31%
Percent of Capacity		62%	77%	100%	46%	15%	31%	31%					

Parking Counts - Private Parking
Thursday, December 7, 2017

Map ID	Location	Company	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
											Cars	% of Cap.	Cars	% of Cap.
1	6 North Main	Pizza Plus	0	2	2	3	3	4	3	15	3	20%	4	27%
2	7 Middlesex Ave	Corrado's / Full Circle Arts	14	16	20	21	9	9	7	30	21	70%	9	30%
3	70 Middlesex Ave	Gymnastics Express	8	9	1	2	8	4	7	16	9	56%	8	50%
4	44 Middlesex Ave	<i>vacant</i>	3	2	3	2	0	0	0	30	3	10%	0	0%
5	12 Middlesex Ave	Mutual One Bank (customers)	4	6	7	6	3	2	1	16	7	44%	3	19%
6	6 Union Ct	Mutual One Bank (employees)	6	6	6	5	1	2	2	14	6	43%	2	14%
7	35 Main St (rear)		6	7	7	8	8	7	2	8	8	100%	8	100%
8	21 Summer St	Summer St Laundry / Barleycorn's	5	4	5	4	3	5	4	10	5	50%	5	50%
9	7 Summer St		4	5	6	8	7	7	7	10	8	80%	7	70%
10	36-36 Summer St	Middlesex Bank (Admin)	20	22	20	20	2	2	2	24	22	92%	2	8%
11	Clarks Court	15 Main Street	10	11	10	11	8	7	4	10	11	110%	8	80%
12	15-19 West Central St		11	12	14	17	16	8	1	34	17	50%	16	47%
13	10-12 West Central St		3	9	13	6	2	2	2	10	13	130%	2	20%
14	11 South Main		4	4	6	5	3	0	0	5	6	120%	3	60%
15	9 Walnut St	Outdoor Store (store)	15	16	16	17	17	11	8	30	17	57%	17	57%
16	19 Walnut St	Outdoor Store (warehouse)	9	9	8	10	7	6	4	12	10	83%	7	58%
17	2 South Ave	Eastern Bank (customers)	2	1	5	1	1	1	1	6	5	83%	1	17%
18	4-6 South Ave	Anton's / Dion's	10	10	7	9	12	13	4	16	10	63%	13	81%
19	12 Washington St	Dolphin Restaurant	19	10	28	27	19	27	23	24	28	117%	27	113%
20	8 Washinton St	Middlesex Bank	20	16	23	19	11	30	21	38	23	61%	30	79%
21	12 Clarendon St	7-19 Washington Street	5	8	4	5	1	0	0	16	8	50%	1	6%
22	5 Washington (rear)		1	1	1	2	4	2	1	5	2	40%	4	80%
23	36 South Ave	Casey's Diner	2	5	6	4	3	3	2	12	6	50%	3	25%
24	5-7 Hayes	St. Patrick's	14	14	12	13	8	7	7	37	14	38%	8	22%
25	1-11 Common St	Community Church	3	6	7	4	1	0	0	21	7	33%	1	5%
26	38 South Main	Century 21	2	2	2	2	0	0	1	4	2	50%	1	25%
27	7 School St	Community Church	12	16	16	13	10	1	6	15	16	107%	10	67%
28	5-7 Church St	Everett & Sons Funeral Home	2	2	2	1	1	4	2	19	2	11%	4	21%
			214	231	257	245	168	164	122	487	289	59%	204	42%

Parking Counts - Private Parking
Thursday, December 7, 2017

Map ID	Location	Company	10:30a	11:30a	12:30p	1:30p	5:30p	6:30p	7:30p	Capacity	Max Occupancy (10:30a - 1:30p)		Max Occupancy (5:30p - 7:30p)	
											Cars	% of Cap.	Cars	% of Cap.
1	6 North Main	Pizza Plus	2	5	3	4	2	2	3	15	5	33%	3	20%
2	7 Middlesex Ave	Corrado's / Full Circle Arts	6	10	9	14	3	3	2	30	14	47%	3	10%
3	70 Middlesex Ave	Gymnastics Express	5	6	9	4	0	0	0	16	9	56%	0	0%
4	44 Middlesex Ave	<i>vacant</i>	1	1	1	1	0	0	0	30	1	3%	0	0%
5	12 Middlesex Ave	Mutual One Bank (customers)	6	5	5	3	0	0	1	16	6	38%	1	6%
6	6 Union Ct	Mutual One Bank (employees)	5	7	5	6	0	0	0	14	7	50%	0	0%
7	35 Main St (rear)		7	8	8	8	5	6	5	8	8	100%	6	75%
8	21 Summer St	Summer St Laundry / Barleycorn's	5	5	3	5	4	1	1	10	5	50%	4	40%
9	7 Summer St		10	9	9	9	5	2	7	10	10	100%	7	70%
10	36-36 Summer St	Middlesex Bank (Admin)	2	2	3	3	0	0	0	24	3	13%	0	0%
11	Clarks Court	15 Main Street	9	9	7	7	4	2	3	10	9	90%	4	40%
12	15-19 West Central St		5	7	3	3	1	1	1	34	7	21%	1	3%
13	10-12 West Central St		3	3	4	4	2	2	2	10	4	40%	2	20%
14	11 South Main		4	4	3	4	3	3	3	5	4	80%	3	60%
15	9 Walnut St	Outdoor Store (store)	21	26	25	16	14	3	2	30	26	87%	14	47%
16	19 Walnut St	Outdoor Store (warehouse)	12	11	10	12	9	3	3	12	12	100%	9	75%
17	2 South Ave	Eastern Bank (customers)	2	2	3	1	2	3	2	6	3	50%	3	50%
18	4-6 South Ave	Anton's / Dion's	18	21	10	12	6	11	9	16	21	131%	11	69%
19	12 Washington St	Dolphin Restaurant	21	24	26	22	24	27	25	24	26	108%	27	113%
20	8 Washinton St	Middlesex Bank	26	31	25	23	14	21	30	38	31	82%	30	79%
21	12 Clarendon St	7-19 Washington Street	12	12	8	8	0	0	0	16	12	75%	0	0%
22	5 Washington (rear)		2	3	3	2	5	1	0	5	3	60%	5	100%
23	36 South Ave	Casey's Diner	4	5	9	10	1	2	2	12	10	83%	2	17%
24	5-7 Hayes	St. Patrick's	10	7	5	5	7	3	1	37	10	27%	7	19%
25	1-11 Common St	Community Church	17	16	15	11	0	4	13	21	17	81%	13	62%
26	38 South Main	Century 21	0	0	1	0	0	0	0	4	1	25%	0	0%
27	7 School St	Community Church	15	16	16	8	4	1	1	15	16	107%	4	27%
28	5-7 Church St	Everett & Sons Funeral Home	2	1	0	0	0	0	1	19	2	11%	1	5%
			232	256	228	205	115	101	117	487	282	58%	160	33%

NOTE: There is a farmer's market every Saturday on Common Street at the Community Church



PRECISION
D A T A
INDUSTRIES, LLC

46 Morton Street, Framingham, MA 01702
Office: 508-875-0100 Fax: 508-875-0118
Email: datarequests@pdillc.com

N/S: North Main Street (Route 27)
E/W: South Avenue/ Middlesex Avenue
City, State: Natick, MA
Client: WP PB/ S. Srinivas

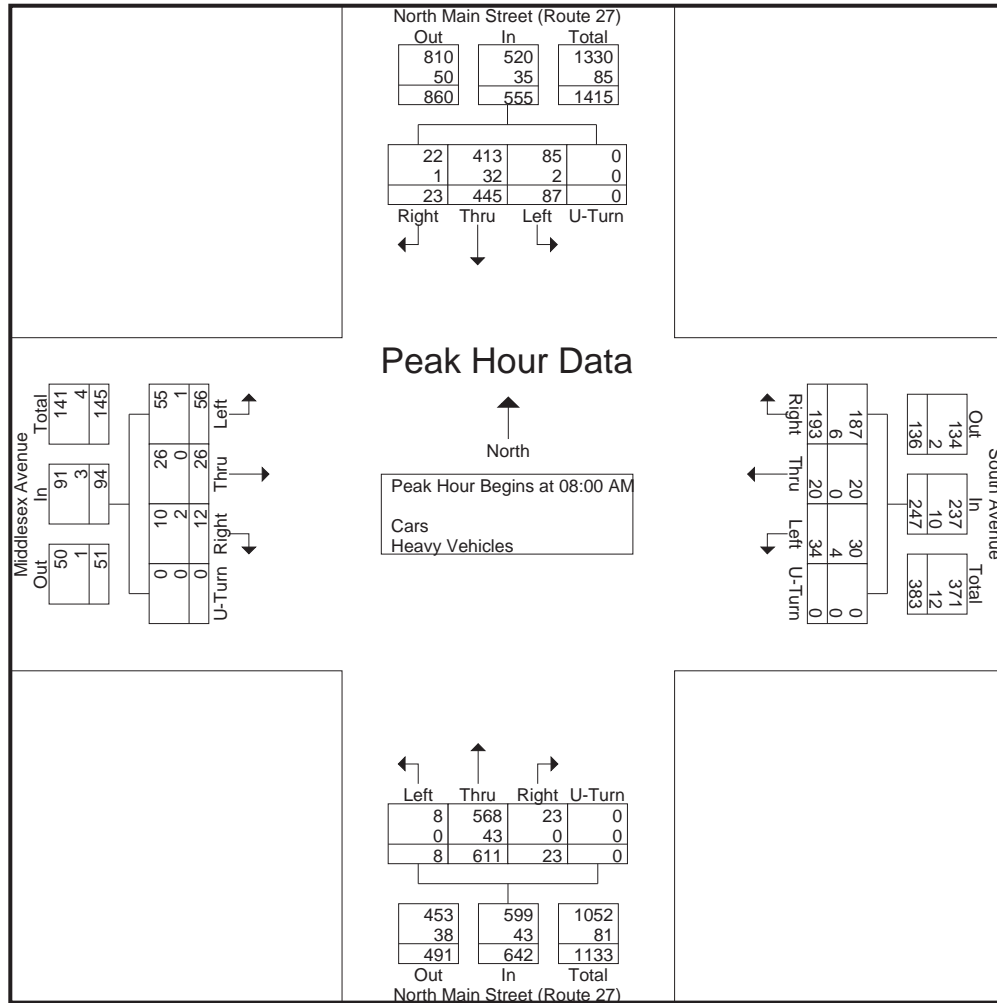
File Name : 165366 E
Site Code : 52783CP
Start Date : 11/10/2016
Page No : 1

	North Main Street (Route 27) From North					South Avenue From East					North Main Street (Route 27) From South					Middlesex Avenue From West					
Start Time	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Int. Total

Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1

Peak Hour for Entire Intersection Begins at 08:00 AM

08:00 AM	2	111	26	0	139	54	3	5	0	62	11	142	1	0	154	2	6	15	0	23	378
08:15 AM	7	102	23	0	132	31	8	13	0	52	2	151	1	0	154	2	9	15	0	26	364
08:30 AM	9	112	21	0	142	50	5	7	0	62	5	173	4	0	182	4	5	14	0	23	409
08:45 AM	5	120	17	0	142	58	4	9	0	71	5	145	2	0	152	4	6	12	0	22	387
Total Volume	23	445	87	0	555	193	20	34	0	247	23	611	8	0	642	12	26	56	0	94	1538
% App. Total	4.1	80.2	15.7	0		78.1	8.1	13.8	0		3.6	95.2	1.2	0		12.8	27.7	59.6	0		
PHF	.639	.927	.837	.000	.977	.832	.625	.654	.000	.870	.523	.883	.500	.000	.882	.750	.722	.933	.000	.904	.940
Cars	22	413	85	0	520	187	20	30	0	237	23	568	8	0	599	10	26	55	0	91	1447
% Cars	95.7	92.8	97.7	0	93.7	96.9	100	88.2	0	96.0	100	93.0	100	0	93.3	83.3	100	98.2	0	96.8	94.1
Heavy Vehicles	1	32	2	0	35	6	0	4	0	10	0	43	0	0	43	2	0	1	0	3	91
% Heavy Vehicles	4.3	7.2	2.3	0	6.3	3.1	0	11.8	0	4.0	0	7.0	0	0	6.7	16.7	0	1.8	0	3.2	5.9





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N/S: North Main Street (Route 27)
E/W: South Avenue/ Middlesex Avenue
City, State: Natick, MA
Client: WP PB/ S. Srinivas

File Name : 165366 EE
Site Code : 52783CP
Start Date : 11/10/2016
Page No : 1

Groups Printed- Cars - Heavy Vehicles

	North Main Street (Route 27) From North				South Avenue From East				North Main Street (Route 27) From South				Middlesex Avenue From West				Int. Total
Start Time	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	
04:00 PM	4	112	21	0	42	18	11	0	10	119	5	0	3	9	9	0	363
04:15 PM	1	126	14	0	46	16	12	0	9	109	3	0	5	3	8	0	352
04:30 PM	5	139	9	0	47	19	7	0	14	114	3	0	7	3	11	0	378
04:45 PM	3	133	19	0	53	11	10	0	23	122	1	0	8	7	14	0	404
Total	13	510	63	0	188	64	40	0	56	464	12	0	23	22	42	0	1497
05:00 PM	5	112	13	0	38	15	10	0	18	128	2	0	8	6	14	0	369
05:15 PM	12	116	17	0	49	21	13	0	9	95	6	0	2	5	11	0	356
05:30 PM	6	140	13	0	52	2	11	0	9	104	4	0	5	4	10	0	360
05:45 PM	7	117	14	0	43	12	10	0	30	101	0	0	7	3	9	0	353
Total	30	485	57	0	182	50	44	0	66	428	12	0	22	18	44	0	1438
Grand Total	43	995	120	0	370	114	84	0	122	892	24	0	45	40	86	0	2935
Apprch %	3.7	85.9	10.4	0	65.1	20.1	14.8	0	11.8	85.9	2.3	0	26.3	23.4	50.3	0	
Total %	1.5	33.9	4.1	0	12.6	3.9	2.9	0	4.2	30.4	0.8	0	1.5	1.4	2.9	0	
Cars	42	978	118	0	363	114	82	0	121	880	24	0	45	39	86	0	2892
% Cars	97.7	98.3	98.3	0	98.1	100	97.6	0	99.2	98.7	100	0	100	97.5	100	0	98.5
Heavy Vehicles	1	17	2	0	7	0	2	0	1	12	0	0	0	1	0	0	43
% Heavy Vehicles	2.3	1.7	1.7	0	1.9	0	2.4	0	0.8	1.3	0	0	0	2.5	0	0	1.5

	North Main Street (Route 27) From North					South Avenue From East					North Main Street (Route 27) From South					Middlesex Avenue From West					Int. Total
Start Time	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 04:30 PM																					
04:30 PM	5	139	9	0	153	47	19	7	0	73	14	114	3	0	131	7	3	11	0	21	378
04:45 PM	3	133	19	0	155	53	11	10	0	74	23	122	1	0	146	8	7	14	0	29	404
05:00 PM	5	112	13	0	130	38	15	10	0	63	18	128	2	0	148	8	6	14	0	28	369
05:15 PM	12	116	17	0	145	49	21	13	0	83	9	95	6	0	110	2	5	11	0	18	356
Total Volume	25	500	58	0	583	187	66	40	0	293	64	459	12	0	535	25	21	50	0	96	1507
% App. Total	4.3	85.8	9.9	0		63.8	22.5	13.7	0		12	85.8	2.2	0		26	21.9	52.1	0		
PHF	.521	.899	.763	.000	.940	.882	.786	.769	.000	.883	.696	.896	.500	.000	.904	.781	.750	.893	.000	.828	.933
Cars	24	493	57	0	574	181	66	39	0	286	63	457	12	0	532	25	21	50	0	96	1488
% Cars	96.0	98.6	98.3	0	98.5	96.8	100	97.5	0	97.6	98.4	99.6	100	0	99.4	100	100	100	0	100	98.7
Heavy Vehicles	1	7	1	0	9	6	0	1	0	7	1	2	0	0	3	0	0	0	0	0	19
% Heavy Vehicles	4.0	1.4	1.7	0	1.5	3.2	0	2.5	0	2.4	1.6	0.4	0	0	0.6	0	0	0	0	0	1.3



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Groups Printed- Cars

	North Main Street (Route 27) From North					South Avenue From East					North Main Street (Route 27) From South					Middlesex Avenue From West					
Start Time	Right	Thru	Left	U-Turn		Right	Thru	Left	U-Turn		Right	Thru	Left	U-Turn		Right	Thru	Left	U-Turn		Int. Total
04:00 PM	4	109	20	0		42	18	10	0		10	115	5	0		3	9	9	0		354
04:15 PM	1	125	14	0		45	16	12	0		9	107	3	0		5	2	8	0		347
04:30 PM	4	137	8	0		46	19	6	0		14	114	3	0		7	3	11	0		372
04:45 PM	3	131	19	0		50	11	10	0		22	121	1	0		8	7	14	0		397
Total	12	502	61	0		183	64	38	0		55	457	12	0		23	21	42	0		1470
05:00 PM	5	111	13	0		37	15	10	0		18	128	2	0		8	6	14	0		367
05:15 PM	12	114	17	0		48	21	13	0		9	94	6	0		2	5	11	0		352
05:30 PM	6	136	13	0		52	2	11	0		9	101	4	0		5	4	10	0		353
05:45 PM	7	115	14	0		43	12	10	0		30	100	0	0		7	3	9	0		350
Total	30	476	57	0		180	50	44	0		66	423	12	0		22	18	44	0		1422
Grand Total	42	978	118	0		363	114	82	0		121	880	24	0		45	39	86	0		2892
Apprch %	3.7	85.9	10.4	0		64.9	20.4	14.7	0		11.8	85.9	2.3	0		26.5	22.9	50.6	0		
Total %	1.5	33.8	4.1	0		12.6	3.9	2.8	0		4.2	30.4	0.8	0		1.6	1.3	3	0		

	North Main Street (Route 27) From North						South Avenue From East						North Main Street (Route 27) From South						Middlesex Avenue From West						
Start Time	Right	Thru	Left	U-Turn	App. Total		Right	Thru	Left	U-Turn	App. Total		Right	Thru	Left	U-Turn	App. Total		Right	Thru	Left	U-Turn	App. Total		Int. Total
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																									
Peak Hour for Entire Intersection Begins at 04:30 PM																									
04:30 PM	4	137	8	0	149		46	19	6	0	71		14	114	3	0	131		7	3	11	0	21		372
04:45 PM	3	131	19	0	153		50	11	10	0	71		22	121	1	0	144		8	7	14	0	29		397
05:00 PM	5	111	13	0	129		37	15	10	0	62		18	128	2	0	148		8	6	14	0	28		367
05:15 PM	12	114	17	0	143		48	21	13	0	82		9	94	6	0	109		2	5	11	0	18		352
Total Volume	24	493	57	0	574		181	66	39	0	286		63	457	12	0	532		25	21	50	0	96		1488
% App. Total	4.2	85.9	9.9	0			63.3	23.1	13.6	0			11.8	85.9	2.3	0			26	21.9	52.1	0			
PHF	.500	.900	.750	.000	.938		.905	.786	.750	.000	.872		.716	.893	.500	.000	.899		.781	.750	.893	.000	.828		.937



PRECISION
D A T A
INDUSTRIES, LLC

46 Morton Street, Framingham, MA 01702
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Email: datarequests@pdillc.com

N/S: North Main Street (Route 27)
E/W: South Avenue/ Middlesex Avenue
City, State: Natick, MA
Client: WP PB/ S. Srinivas

File Name : 165366 EE
Site Code : 52783CP
Start Date : 11/10/2016
Page No : 1

Groups Printed- Heavy Vehicles

	North Main Street (Route 27) From North				South Avenue From East				North Main Street (Route 27) From South				Middlesex Avenue From West				Int. Total
Start Time	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	
04:00 PM	0	3	1	0	0	0	1	0	0	4	0	0	0	0	0	0	9
04:15 PM	0	1	0	0	1	0	0	0	0	2	0	0	0	1	0	0	5
04:30 PM	1	2	1	0	1	0	1	0	0	0	0	0	0	0	0	0	6
04:45 PM	0	2	0	0	3	0	0	0	1	1	0	0	0	0	0	0	7
Total	1	8	2	0	5	0	2	0	1	7	0	0	0	1	0	0	27
05:00 PM	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2
05:15 PM	0	2	0	0	1	0	0	0	0	1	0	0	0	0	0	0	4
05:30 PM	0	4	0	0	0	0	0	0	0	3	0	0	0	0	0	0	7
05:45 PM	0	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	3
Total	0	9	0	0	2	0	0	0	0	5	0	0	0	0	0	0	16
Grand Total	1	17	2	0	7	0	2	0	1	12	0	0	0	1	0	0	43
Apprch %	5	85	10	0	77.8	0	22.2	0	7.7	92.3	0	0	0	100	0	0	
Total %	2.3	39.5	4.7	0	16.3	0	4.7	0	2.3	27.9	0	0	0	2.3	0	0	

	North Main Street (Route 27) From North					South Avenue From East					North Main Street (Route 27) From South					Middlesex Avenue From West					Int. Total
Start Time	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 04:00 PM																					
04:00 PM	0	3	1	0	4	0	0	1	0	1	0	4	0	0	4	0	0	0	0	0	9
04:15 PM	0	1	0	0	1	1	0	0	0	1	0	2	0	0	2	0	1	0	0	1	5
04:30 PM	1	2	1	0	4	1	0	1	0	2	0	0	0	0	0	0	0	0	0	0	6
04:45 PM	0	2	0	0	2	3	0	0	0	3	1	1	0	0	2	0	0	0	0	0	7
Total Volume	1	8	2	0	11	5	0	2	0	7	1	7	0	0	8	0	1	0	0	1	27
% App. Total	9.1	72.7	18.2	0		71.4	0	28.6	0		12.5	87.5	0	0		0	100	0	0		
PHF	.250	.667	.500	.000	.688	.417	.000	.500	.000	.583	.250	.438	.000	.000	.500	.000	.250	.000	.000	.250	.750



PRECISION
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INDUSTRIES, LLC

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N/S: North Main Street (Route 27)
E/W: South Avenue/ Middlesex Avenue
City, State: Natick, MA
Client: WP PB/ S. Srinivas

File Name : 165366 EE
Site Code : 52783CP
Start Date : 11/10/2016
Page No : 1

Groups Printed- Peds and Bicycles

Start Time	North Main Street (Route 27) From North					South Avenue From East					North Main Street (Route 27) From South					Middlesex Avenue From West					Int. Total
	Right	Thru	Left	Peds EB	Peds WB	Right	Thru	Left	Peds SB	Peds NB	Right	Thru	Left	Peds WB	Peds EB	Right	Thru	Left	Peds NB	Peds SB	
04:00 PM	0	0	0	0	0	0	0	0	3	2	0	0	0	1	4	0	0	0	0	1	11
04:15 PM	0	0	0	0	0	0	0	0	11	4	0	0	0	10	6	0	0	0	2	5	38
04:30 PM	0	0	0	0	0	0	0	0	3	6	0	0	0	2	5	1	0	0	0	1	18
04:45 PM	0	0	0	0	0	0	0	0	4	1	0	0	0	9	2	0	0	0	2	3	21
Total	0	0	0	0	0	0	0	0	21	13	0	0	0	22	17	1	0	0	4	10	88
05:00 PM	0	0	0	0	0	0	0	0	20	1	0	0	0	14	0	0	0	0	4	0	39
05:15 PM	0	1	0	0	0	0	0	0	12	0	0	0	0	3	1	0	0	0	2	2	21
05:30 PM	0	0	0	0	0	0	0	0	1	1	0	0	0	2	3	0	0	0	1	0	8
05:45 PM	0	0	0	0	0	0	0	0	0	2	0	0	0	1	2	0	0	0	0	0	5
Total	0	1	0	0	0	0	0	0	33	4	0	0	0	20	6	0	0	0	7	2	73
Grand Total	0	1	0	0	0	0	0	0	54	17	0	0	0	42	23	1	0	0	11	12	161
Apprch %	0	100	0	0	0	0	0	0	76.1	23.9	0	0	0	64.6	35.4	4.2	0	0	45.8	50	
Total %	0	0.6	0	0	0	0	0	0	33.5	10.6	0	0	0	26.1	14.3	0.6	0	0	6.8	7.5	

Start Time	North Main Street (Route 27) From North						South Avenue From East						North Main Street (Route 27) From South						Middlesex Avenue From West						Int. Total
	Right	Thru	Left	Peds EB	Peds WB	App. Total	Right	Thru	Left	Peds SB	Peds NB	App. Total	Right	Thru	Left	Peds WB	Peds EB	App. Total	Right	Thru	Left	Peds NB	Peds SB	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																									
Peak Hour for Entire Intersection Begins at 04:15 PM																									
04:15 PM	0	0	0	0	0	0	0	0	0	11	4	15	0	0	0	10	6	16	0	0	0	2	5	7	38
04:30 PM	0	0	0	0	0	0	0	0	0	3	6	9	0	0	0	2	5	7	1	0	0	0	1	2	18
04:45 PM	0	0	0	0	0	0	0	0	0	4	1	5	0	0	0	9	2	11	0	0	0	2	3	5	21
05:00 PM	0	0	0	0	0	0	0	0	0	20	1	21	0	0	0	14	0	14	0	0	0	4	0	4	39
Total Volume	0	0	0	0	0	0	0	0	0	38	12	50	0	0	0	35	13	48	1	0	0	8	9	18	116
% App. Total	0	0	0	0	0	0	0	0	0	76	24		0	0	0	72.9	27.1		5.6	0	0	44.4	50		
PHF	.000	.000	.000	.000	.000	.000	.000	.000	.000	.475	.500	.595	.000	.000	.000	.625	.542	.750	.250	.000	.000	.500	.450	.643	.744



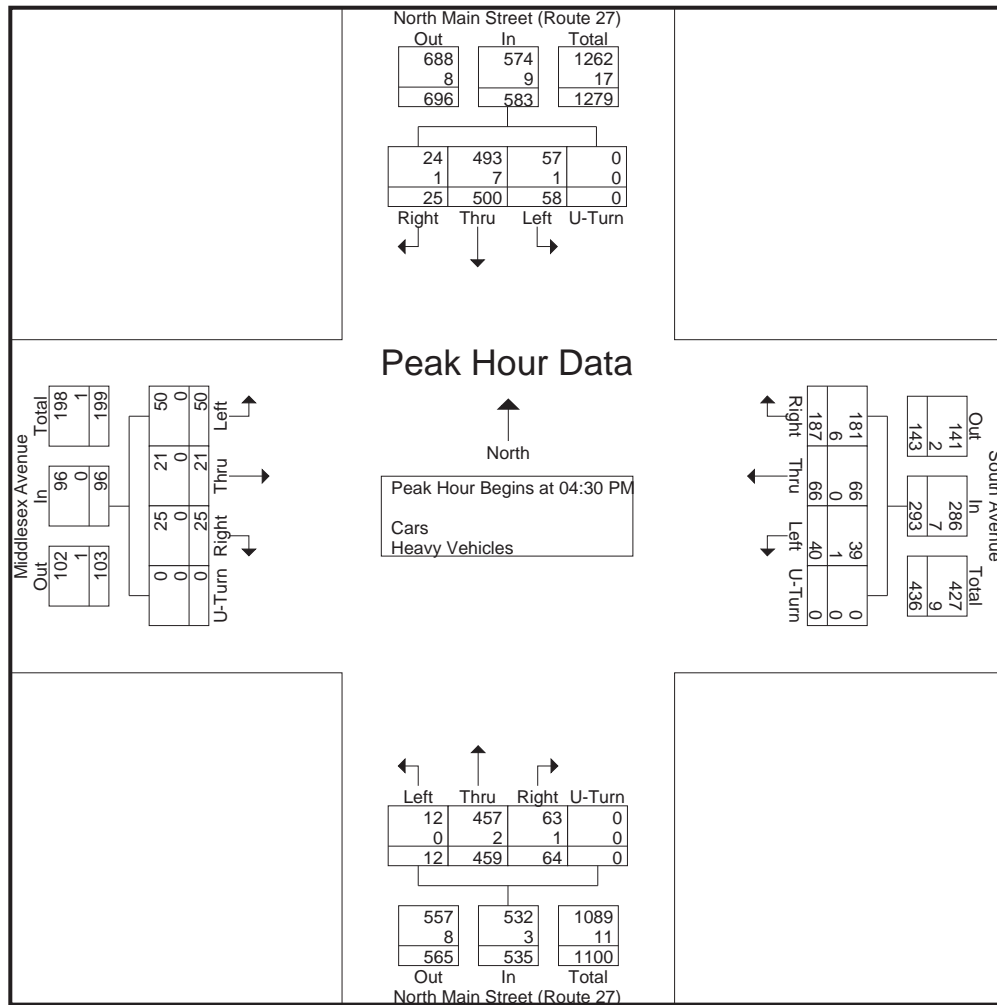
PRECISION
D A T A
INDUSTRIES, LLC

46 Morton Street, Framingham, MA 01702
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N/S: North Main Street (Route 27)
E/W: South Avenue/ Middlesex Avenue
City, State: Natick, MA
Client: WP PB/ S. Srinivas

File Name : 165366 EE
Site Code : 52783CP
Start Date : 11/10/2016
Page No : 1

	North Main Street (Route 27) From North					South Avenue From East					North Main Street (Route 27) From South					Middlesex Avenue From West					
Start Time	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Int. Total
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 04:30 PM																					
04:30 PM	5	139	9	0	153	47	19	7	0	73	14	114	3	0	131	7	3	11	0	21	378
04:45 PM	3	133	19	0	155	53	11	10	0	74	23	122	1	0	146	8	7	14	0	29	404
05:00 PM	5	112	13	0	130	38	15	10	0	63	18	128	2	0	148	8	6	14	0	28	369
05:15 PM	12	116	17	0	145	49	21	13	0	83	9	95	6	0	110	2	5	11	0	18	356
Total Volume	25	500	58	0	583	187	66	40	0	293	64	459	12	0	535	25	21	50	0	96	1507
% App. Total	4.3	85.8	9.9	0		63.8	22.5	13.7	0		12	85.8	2.2	0		26	21.9	52.1	0		
PHF	.521	.899	.763	.000	.940	.882	.786	.769	.000	.883	.696	.896	.500	.000	.904	.781	.750	.893	.000	.828	.933
Cars	24	493	57	0	574	181	66	39	0	286	63	457	12	0	532	25	21	50	0	96	1488
% Cars	96.0	98.6	98.3	0	98.5	96.8	100	97.5	0	97.6	98.4	99.6	100	0	99.4	100	100	100	0	100	98.7
Heavy Vehicles	1	7	1	0	9	6	0	1	0	7	1	2	0	0	3	0	0	0	0	0	19
% Heavy Vehicles	4.0	1.4	1.7	0	1.5	3.2	0	2.5	0	2.4	1.6	0.4	0	0	0.6	0	0	0	0	0	1.3





PRECISION
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N/S: South Main St (Rte 27)/ Cottage St
E/W: Driveway/ South Main St (Rte 27)
City, State: Natick, MA
Client: WP PB/ S. Srinivas

File Name : 165366 F
Site Code : 52783CP
Start Date : 11/10/2016
Page No : 1

Groups Printed- Cars - Heavy Vehicles

Start Time	South Main Street (Route 27) From North				Driveway From East				Cottage Street From South				South Main Street (Route 27) From West				Int. Total
	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	
07:00 AM	73	21	0	0	1	0	0	0	0	18	0	0	1	0	156	0	270
07:15 AM	81	32	0	0	1	0	0	0	0	19	0	0	0	0	105	0	238
07:30 AM	37	45	0	0	0	0	0	0	0	18	2	0	1	0	123	0	226
07:45 AM	53	27	0	0	0	0	0	0	0	26	0	0	0	0	119	0	225
Total	244	125	0	0	2	0	0	0	0	81	2	0	2	0	503	0	959
08:00 AM	67	38	0	0	0	0	0	0	0	23	0	0	3	0	97	0	228
08:15 AM	51	30	0	0	1	0	0	0	0	29	6	0	1	0	116	0	234
08:30 AM	70	29	0	0	1	0	0	0	0	23	3	0	2	0	89	0	217
08:45 AM	61	34	0	0	0	0	0	0	0	22	3	0	4	0	87	0	211
Total	249	131	0	0	2	0	0	0	0	97	12	0	10	0	389	0	890
Grand Total	493	256	0	0	4	0	0	0	0	178	14	0	12	0	892	0	1849
Apprch %	65.8	34.2	0	0	100	0	0	0	0	92.7	7.3	0	1.3	0	98.7	0	
Total %	26.7	13.8	0	0	0.2	0	0	0	0	9.6	0.8	0	0.6	0	48.2	0	
Cars	446	248	0	0	3	0	0	0	0	171	14	0	12	0	840	0	1734
% Cars	90.5	96.9	0	0	75	0	0	0	0	96.1	100	0	100	0	94.2	0	93.8
Heavy Vehicles	47	8	0	0	1	0	0	0	0	7	0	0	0	0	52	0	115
% Heavy Vehicles	9.5	3.1	0	0	25	0	0	0	0	3.9	0	0	0	0	5.8	0	6.2

	South Main Street (Route 27) From North					Driveway From East					Cottage Street From South					South Main Street (Route 27) From West					
Start Time	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Int. Total
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 07:00 AM																					
07:00 AM	73	21	0	0	94	1	0	0	0	1	0	18	0	0	18	1	0	156	0	157	270
07:15 AM	81	32	0	0	113	1	0	0	0	1	0	19	0	0	19	0	0	105	0	105	238
07:30 AM	37	45	0	0	82	0	0	0	0	0	0	18	2	0	20	1	0	123	0	124	226
07:45 AM	53	27	0	0	80	0	0	0	0	0	0	26	0	0	26	0	0	119	0	119	225
Total Volume	244	125	0	0	369	2	0	0	0	2	0	81	2	0	83	2	0	503	0	505	959
% App. Total	66.1	33.9	0	0		100	0	0	0		0	97.6	2.4	0		0.4	0	99.6	0		
PHF	.753	.694	.000	.000	.816	.500	.000	.000	.000	.500	.000	.779	.250	.000	.798	.500	.000	.806	.000	.804	.888
Cars	229	120	0	0	349	2	0	0	0	2	0	79	2	0	81	2	0	478	0	480	912
% Cars	93.9	96.0	0	0	94.6	100	0	0	0	100	0	97.5	100	0	97.6	100	0	95.0	0	95.0	95.1
Heavy Vehicles	15	5	0	0	20	0	0	0	0	0	0	2	0	0	2	0	0	25	0	25	47
% Heavy Vehicles	6.1	4.0	0	0	5.4	0	0	0	0	0	0	2.5	0	0	2.4	0	0	5.0	0	5.0	4.9



PRECISION
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N/S: South Main St (Rte 27)/ Cottage St
E/W: Driveway/ South Main St (Rte 27)
City, State: Natick, MA
Client: WP PB/ S. Srinivas

File Name : 165366 F
Site Code : 52783CP
Start Date : 11/10/2016
Page No : 1

Groups Printed- Cars

	South Main Street (Route 27) From North				Driveway From East				Cottage Street From South				South Main Street (Route 27) From West				
Start Time	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Int. Total
07:00 AM	70	21	0	0	1	0	0	0	0	18	0	0	1	0	146	0	257
07:15 AM	80	31	0	0	1	0	0	0	0	17	0	0	0	0	99	0	228
07:30 AM	32	43	0	0	0	0	0	0	0	18	2	0	1	0	116	0	212
07:45 AM	47	25	0	0	0	0	0	0	0	26	0	0	0	0	117	0	215
Total	229	120	0	0	2	0	0	0	0	79	2	0	2	0	478	0	912
08:00 AM	56	38	0	0	0	0	0	0	0	23	0	0	3	0	94	0	214
08:15 AM	46	29	0	0	1	0	0	0	0	28	6	0	1	0	109	0	220
08:30 AM	61	29	0	0	0	0	0	0	0	19	3	0	2	0	81	0	195
08:45 AM	54	32	0	0	0	0	0	0	0	22	3	0	4	0	78	0	193
Total	217	128	0	0	1	0	0	0	0	92	12	0	10	0	362	0	822
Grand Total	446	248	0	0	3	0	0	0	0	171	14	0	12	0	840	0	1734
Apprch %	64.3	35.7	0	0	100	0	0	0	0	92.4	7.6	0	1.4	0	98.6	0	
Total %	25.7	14.3	0	0	0.2	0	0	0	0	9.9	0.8	0	0.7	0	48.4	0	

	South Main Street (Route 27) From North					Driveway From East					Cottage Street From South					South Main Street (Route 27) From West					
Start Time	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Int. Total
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 07:00 AM																					
07:00 AM	70	21	0	0	91	1	0	0	0	1	0	18	0	0	18	1	0	146	0	147	257
07:15 AM	80	31	0	0	111	1	0	0	0	1	0	17	0	0	17	0	0	99	0	99	228
07:30 AM	32	43	0	0	75	0	0	0	0	0	0	18	2	0	20	1	0	116	0	117	212
07:45 AM	47	25	0	0	72	0	0	0	0	0	0	26	0	0	26	0	0	117	0	117	215
Total Volume	229	120	0	0	349	2	0	0	0	2	0	79	2	0	81	2	0	478	0	480	912
% App. Total	65.6	34.4	0	0		100	0	0	0		0	97.5	2.5	0		0.4	0	99.6	0		
PHF	.716	.698	.000	.000	.786	.500	.000	.000	.000	.500	.000	.760	.250	.000	.779	.500	.000	.818	.000	.816	.887



PRECISION
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Groups Printed- Heavy Vehicles

Start Time	South Main Street (Route 27) From North				Driveway From East				Cottage Street From South				South Main Street (Route 27) From West				Int. Total
	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	Right	Thru	Left	U-Turn	
07:00 AM	3	0	0	0	0	0	0	0	0	0	0	0	0	0	10	0	13
07:15 AM	1	1	0	0	0	0	0	0	0	2	0	0	0	0	6	0	10
07:30 AM	5	2	0	0	0	0	0	0	0	0	0	0	0	0	7	0	14
07:45 AM	6	2	0	0	0	0	0	0	0	0	0	0	0	0	2	0	10
Total	15	5	0	0	0	0	0	0	0	2	0	0	0	0	25	0	47
08:00 AM	11	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	14
08:15 AM	5	1	0	0	0	0	0	0	0	1	0	0	0	0	7	0	14
08:30 AM	9	0	0	0	1	0	0	0	0	4	0	0	0	0	8	0	22
08:45 AM	7	2	0	0	0	0	0	0	0	0	0	0	0	0	9	0	18
Total	32	3	0	0	1	0	0	0	0	5	0	0	0	0	27	0	68
Grand Total	47	8	0	0	1	0	0	0	0	7	0	0	0	0	52	0	115
Apprch %	85.5	14.5	0	0	100	0	0	0	0	100	0	0	0	0	100	0	
Total %	40.9	7	0	0	0.9	0	0	0	0	6.1	0	0	0	0	45.2	0	

	South Main Street (Route 27) From North					Driveway From East					Cottage Street From South					South Main Street (Route 27) From West					
Start Time	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Right	Thru	Left	U-Turn	App. Total	Int. Total
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 08:00 AM																					
08:00 AM	11	0	0	0	11	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3	14
08:15 AM	5	1	0	0	6	0	0	0	0	0	0	1	0	0	1	0	0	7	0	7	14
08:30 AM	9	0	0	0	9	1	0	0	0	1	0	4	0	0	4	0	0	8	0	8	22
08:45 AM	7	2	0	0	9	0	0	0	0	0	0	0	0	0	0	0	0	9	0	9	18
Total Volume	32	3	0	0	35	1	0	0	0	1	0	5	0	0	5	0	0	27	0	27	68
% App. Total	91.4	8.6	0	0		100	0	0	0		0	100	0	0		0	0	100	0		
PHF	.727	.375	.000	.000	.795	.250	.000	.000	.000	.250	.000	.313	.000	.000	.313	.000	.000	.750	.000	.750	.773



PRECISION
D A T A
INDUSTRIES, LLC

46 Morton Street, Framingham, MA 01702
Office: 508-875-0100 Fax: 508-875-0118
Email: datarequests@pdillc.com

N/S: South Main St (Rte 27)/ Cottage St
E/W: Driveway/ South Main St (Rte 27)
City, State: Natick, MA
Client: WP PB/ S. Srinivas

File Name : 165366 F
Site Code : 52783CP
Start Date : 11/10/2016
Page No : 1

Groups Printed- Peds and Bicycles

Start Time	South Main Street (Route 27) From North					Driveway From East					Cottage Street From South					South Main Street (Route 27) From West					Int. Total
	Right	Thru	Left	Peds EB	Peds WB	Right	Thru	Left	Peds SB	Peds NB	Right	Thru	Left	Peds WB	Peds EB	Right	Thru	Left	Peds NB	Peds SB	
07:00 AM	0	0	0	0	1	0	0	0	0	1	0	1	0	0	1	0	0	0	0	0	4
07:15 AM	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
07:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	2
07:45 AM	0	0	0	1	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	3
Total	0	0	0	1	2	0	0	0	0	3	0	1	0	0	2	0	0	1	0	0	10
08:00 AM	0	0	0	0	4	0	0	0	1	1	0	0	0	0	0	0	0	1	0	0	7
08:15 AM	0	0	0	0	4	0	0	0	1	3	0	1	0	0	0	0	0	0	0	0	9
08:30 AM	0	0	0	4	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	0	7
08:45 AM	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	0	1	0	0	4
Total	0	0	0	4	8	0	0	0	4	6	0	1	0	0	2	0	0	2	0	0	27
Grand Total	0	0	0	5	10	0	0	0	4	9	0	2	0	0	4	0	0	3	0	0	37
Apprch %	0	0	0	33.3	66.7	0	0	0	30.8	69.2	0	33.3	0	0	66.7	0	0	100	0	0	
Total %	0	0	0	13.5	27	0	0	0	10.8	24.3	0	5.4	0	0	10.8	0	0	8.1	0	0	

	South Main Street (Route 27) From North					Driveway From East					Cottage Street From South					South Main Street (Route 27) From West									
Start Time	Right	Thru	Left	Peds EB	Peds WB	App. Total	Right	Thru	Left	Peds SB	Peds NB	App. Total	Right	Thru	Left	Peds WB	Peds EB	App. Total	Right	Thru	Left	Peds NB	Peds SB	App. Total	Int. Total
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																									
Peak Hour for Entire Intersection Begins at 08:00 AM																									
08:00 AM	0	0	0	0	4	4	0	0	0	1	1	2	0	0	0	0	0	0	0	0	1	0	0	1	7
08:15 AM	0	0	0	0	4	4	0	0	0	1	3	4	0	1	0	0	0	1	0	0	0	0	0	0	9
08:30 AM	0	0	0	4	0	4	0	0	0	1	1	2	0	0	0	0	1	1	0	0	0	0	0	0	7
08:45 AM	0	0	0	0	0	0	0	0	0	1	1	2	0	0	0	0	1	1	0	0	1	0	0	1	4
Total Volume	0	0	0	4	8	12	0	0	0	4	6	10	0	1	0	0	2	3	0	0	2	0	0	2	27
% App. Total	0	0	0	33.3	66.7		0	0	0	40	60		0	33.3	0	0	66.7		0	0	100	0	0		
PHF	.000	.000	.000	.250	.500	.750	.000	.000	.000	1.0 0	.500	.625	.000	.250	.000	.000	.500	.750	.000	.000	.500	.000	.000	.500	.750

MEMORANDUM

TO: Town of Natick and Walker Consultants
FROM: Barry Abramson
SUBJECT: Phase 1 Real Estate Evaluation for Middlesex Parking Deck Study in Natick Center
DATE: March 15, 2018

Executive Summary

Following are key conclusions of our evaluation of real estate market, development potential, relevant parking demand generation, and potential real estate tax revenues that could be spurred by construction of a parking deck on the Middlesex lot:

- A lack of ample on-street (or attractive off-street) parking proximate and visible to potential patrons is a concern for existing and potential additional retail use.
- An upper level of additional supportable retail space for the foreseeable future could be 10,000 – 20,000 square feet, generating additional parking demand.
- Owners and occupants of office space express concern about insufficient availability of permits and occasional unavailability of spaces in lots for which they have permits.
- The most apparent opportunity for additional office space is the ballroom in the Clarks Block, which could be redeveloped for 20,000 square feet if parking could be provided under acceptable terms and conditions. This could yield an estimated \$28,000 of annual real estate taxes.
- Development of a new office building would depend on an anchor tenant (or owner-user) choosing to locate in Natick Center at or above current prevailing market rents as well as suitable parking being available.
- The availability of parking capacity in an appropriate facility would put Natick Center in position to capitalize on such an opportunity should it arise.
- Residential (multi-family rental buildings and for-sale townhouses) is the dominant use for new development in Natick Center and comparable suburban town centers.
- New multi-family rental development typically requires 1.25 – 1.3 parking spaces per unit, with at least one per unit on-site. Remaining spaces might be shared use off-site, if very proximate (preferably adjacent), professionally managed, safe and clean.
- For the most part, sites proximate to the Middlesex Deck site that are appropriate for significant multi-family development are already built out to a density of 1.0 FAR or more with property values above what could be supported by new development, making their redevelopment unlikely for the foreseeable future.

- A possible exception is the group of private properties immediately west of the deck site where development could potentially be catalyzed by the deck, assuming operating conditions conducive to residential shared parking. Our analysis indicates an assemblage of just under an acre, accommodating 45 units in four floors or 57 units in five floors could yield estimated net new annual tax revenue of \$87,000 to \$118,000, with prospects for feasibility increasing with density and height.
- The privately-owned sites north of Middlesex Avenue and west of Spring Street, if redeveloped, are likely to be developed primarily for townhouses, with all parking on-site, and therefore not realize a direct benefit from the deck.
- If the Town considers its public parking expansion needs to be satisfied by the Middlesex Deck, the South Avenue lot could be redeveloped. A five-story project with 100 units over podium parking accommodating most or all of the current number of public spaces plus residential parking may be financially feasible, given the Town's ability to write down land price and provide partial tax abatement to offset the cost of structured public and private parking. Net annual taxes after abatement are estimated at \$33,000 with 150 public spaces and \$156,000 with 100.
- If the number of units were to be limited to that allowed under the density cap with a waiver – 78 units (based on five floors) or 62 units (based on four floors), the project would not be able to support 150 public spaces, even with full abatement. At 100 public spaces, net taxes would be estimated at \$68,000 or \$4,000, respectively.
- Alternately, an approach with shallow townhouses or single-loaded multi-family apartments along South Avenue with surface parking including approximately 100 public spaces might have a comparable economic effect to the City as that of the multi-family with podium scheme at 100 units and 100 public spaces.
- Existing buildings, even if not redeveloped, should benefit from a significant addition to public parking supply, providing sufficient permit parking for office users in an improved facility as well as freeing up some on-street spaces for retail use.
- If reduced vacancies and increased rents yield a 10% increase in real estate taxes of affected properties within 500-feet of the deck, it would generate \$24,000 of additional annual real estate tax revenue. This impact could ripple out from this primary impact area, yielding some additional tax benefit.
- Net new annual real estate taxes that could be generated by the development identified above and value enhancement to existing buildings within a primary impact area catalyzed by construction of the Middlesex Deck are estimated to be approximately \$200,000 – \$300,000, which might be increased by value enhancement beyond the primary impact area and other (re)development over time.
- If the deck includes liner space on Middlesex Avenue, a 30-foot depth would balance activation of the street frontage with minimizing leasing risk and intrusion on parking area. To the extent the keystone portion of the site is not required for parking spaces or access, it would be appropriate for small infill development.

Scope and Approach

This memorandum summarizes our evaluation focusing on real estate market, development potential, relevant parking demand generation, and potential real estate tax revenues that could be spurred by construction of a parking deck at the Middlesex lot in Natick Center.

Research included interviews with property owners, developers, realtors, and town staff knowledgeable about market and development conditions in Natick Center and comparable areas and review of assessment information, past studies and other input provided by staff. This information was integrated with the consultant's knowledge of the market and experience with comparable projects to formulate conclusions about real estate market conditions and prospects, land utilization/build-out capacity, development economics, and tax implications relevant to the proposed parking deck and the real estate impacts it could catalyze.

Market and Parking Implications

Retail

Rents for retail space in older buildings with frontage on Main Street are reported to be approximately \$25 per square foot on a gross (full service) basis for space with limited allocated on-site parking spaces and to average in the low-\$20's per square foot gross for space without on-site parking.

Rents for retail space in new buildings with frontage on Main and West Central Streets are reported to be leasing for approximately \$25 per square foot triple net (reported to be equivalent to approximately \$30 gross) for space without allocated on-site parking. Rents assume delivery of space in warm gray shell condition plus a minimal finish allowance.

There is currently significant vacancy in ground floor commercial space, with as many as nine vacant tenant spaces, though leases have reportedly been secured for nearly half these spaces and two other unleased spaces are in buildings nearing completion for which the lease-up process is underway.

In terms of retail leasing potential for existing and possible additional space, Natick Center has the advantages of a compact, walkable historic town center, including a concentration of town-wide administrative buildings, the Morse Library, the TCAN performing arts center, a town common which hosts various events, and offices of financial institutions and smaller companies.

A lack of ample on-street (or attractive off-street) parking immediately proximate and visible to potential retail patrons is a concern. The nature and scale of potential retail tenancy in Natick Center is also limited by very strong proximate competition from the Natick Mall (Collection), abundant strip retail on Route 9, and a formidable town center retail cluster in Wellesley Center. These competitive areas along with industry trends compressing demand

for brick and mortar retail locations, work against attracting national or regional comparison merchandise, food, and convenience retailers to Natick Center.

Given Natick Center's attributes and competitive position, the primary opportunity for additional leasing is restaurant, which is considered to be under-supplied relative to potential. Additional demand for space could come primarily from independent and start-up specialty retailers (e.g. crafts, consignment apparel, and the like), experiential retail (e.g. painting, knitting), and service-oriented tenants such as salons or other health and beauty establishments or real estate offices.

Potential development of additional residential and/or office use in the Center could generate demand for additional retail but the amount of such potential development and the demand its users would generate likely would not be of a magnitude to dramatically expand the nature or scale of potential leasing.

Based on potential demand, the nature of what types of retail would consider Natick Center a viable location, and the availability of sites that would be attractive for retail use that are not already in that use, we consider a realistic upper level of potential additional retail space for the foreseeable future to be somewhere in the range of 10,000 – 20,000 square feet, generating additional parking demand. Optimally, these spaces and those serving existing retail use, would be located on-street or in proximate, visible, clean, safe parking facilities.

Office/Upper Floor Space

Upper level space in older buildings in Natick Center without allocated on-site parking is reported to be leased primarily to small office tenants at rents in the mid- to high-teens per square foot, primarily on a gross basis. The low end of the range reflects art-oriented tenants and the higher end of the range more traditional office users (e.g. small law, accounting, creative firms) and service providers such as massage therapists. Additional office space in Natick Center is occupied by owner-users such as Middlesex Bank.

Building owners and occupants express some concern about insufficient availability of permits and occasional unavailability of parking in lots for which they have permits, typically at mid-day, as well as the condition and perceived safety in the evening of the Middlesex lot.

If upper level space (and common areas accessing it) were to be substantially improved, it might reasonably be expected to command rents in the low-\$20's gross, assuming the availability of proximate parking to support it.

The most apparent opportunity in Natick Center to provide additional upper level space is the approximately 10,000 square feet of former ballroom space located on the third floor of the Clarks Block. This double-height space could be redeveloped for two floors, yielding approximately 20,000 square feet of space. The property owner has stated that significant

additional, dedicated proximate parking would need to be made available to rationalize investment in such a redevelopment.

Class A office space in the Natick market (primarily in locations such as Speen Street and Route 9 with easy access to the regional highway system and suburban retail and restaurant concentrations) is reported to lease at \$30 per square foot, gross.

Over the past few years, many office tenants have increasingly come to appreciate office locations in walkable, mass transit-served urban environments as a means of attracting a millennial workforce. This likely has helped to close the gap in appeal and attainable pricing between Natick Center and traditional suburban office locations for comparable space, assuming adequate parking.

While still not likely to attract a mass market of office tenants, a new office building in Natick Center might realistically target rents in the high \$20's, gross. However, such development would depend upon the vagary of an anchor tenant (or owner-user) choosing to locate in Natick Center and committing to occupy most of the space at or above prevailing market rents as well as a significant amount of convenient parking being accessible.

Class A suburban office space typically provides free on-site parking at a ratio of 4 spaces per 1,000 square feet. The availability of transit in Natick Center might reduce this requirement to 3.5 or even, possibly, 3 per 1,000 square feet. Different office users would have varying requirements for how this demand would be supplied – whether all or some of the parking would be required on-site and, if off-site, on a committed basis, as opposed to simply available. It is likely that they'd expect at least 2 spaces per 1,000 square feet either on-site or, if off-site, on a dedicated basis in a very proximate location – say no more than one block away, to be safe, clean, and well-managed, and that there'd need to be confidence in availability of any spaces lacking long term commitment.

Even at a rent of \$30 per square foot gross (say low-\$20's, triple net), the financial feasibility of new office development would be problematic. Accordingly, while such development is possible, without being able to count on the “extra-market” decision-making of individual space users, it cannot be assumed to be likely to occur in the foreseeable future. Nonetheless, the availability of parking capacity would, at least, put Natick Center in position to capitalize on such an opportunity should it arise.

Current town permit pricing of \$325 per year is considered a marginal cost. A parking facility which is safe, clean, and well-managed, could rationalize some increase in cost; and an even greater cost increase could be supported if spaces were to be provided on a dedicated basis. However, at, say 3 spaces per 1,000 square feet, each \$100 increase in annual parking cost is equivalent to \$0.30 per square foot of rent or occupancy cost, which, if borne by tenants, could partially impact increased rent that availability of ample parking could support.

Multi-Family Residential

Three current or recent projects represent development of multi-family rental apartments (with ground floor commercial space) in Natick Center. 31 South Main Street is new construction of 32 units with 4,000 square feet of retail space supported by surface parking. 13 West Central (the former American Legion Building) is essentially new construction (reportedly initiated assuming the benefit of historic tax credit financing, which did not materialize). This project includes 11 residential units and approximately 7,500 square feet of retail space with below-grade and surface parking. 11 South Avenue is redevelopment of upper level space in an older three-story building with off-site parking across the street.

Pricing indicated by these projects and others outside Natick Center, such as Modera Natick and Avalon Natick, indicates attainable pricing for new projects hovering around the mid-\$2.00's per square foot per month, with the Legion project reported to be striving to push the market toward \$3.00 per square foot, which has yet to be borne out by the market.

Pricing in the mid-\$2.00's, or even the high-\$2.00's, generally is insufficient to support new multi-family development with structured parking and typical market land costs sufficient to incentivize transactions.

New multi-family rental development in a transit-oriented suburban location such as Natick Center would require adequate parking (1.25 – 1.3 spaces per unit) to secure financing and successful marketing. Generally, at least one space per unit would need to be provided on-site for the sole use of residents. The additional spaces might be located off-site and could be shared use, but would need to be very proximate (preferably adjacent) and to be professionally managed, safe and clean, and for such condition to be assured for the long-term future.

Based on these parameters, publicly managed parking likely would have limited ability to leverage new residential development. If proximate public parking were to be professionally managed and this could be assured for a long term, it could potentially leverage such development.

The market and financing standard with regard to location and control of parking is generally more flexible for rental apartments developed as a reuse of upper floors in older buildings. This is indicated by the 11 South Avenue project which has off-site parking that it controls. Other cities such as Salem, MA have seen residential reuse supported by off-site public-parking. The availability of ample well-managed, safe, and clean public parking could enable such projects to proceed assuming other elements of their development economics make sense.

Whether new development or reuse of upper levels of existing buildings, the Town's zoning requirement that a parking mitigation fee of \$20,000 per space be paid for relief from on-

site parking requirements with no space dedication would limit the feasibility benefit of publicly developed addition to parking supply.

For sale/ownership housing in Natick Center is represented by 20 South Avenue, a multi-family (apartment/"flats" style) project with in-building parking, and the townhouses at 42 – 54 South Avenue, with units having one in-building space, supplemented by surface parking.

The former project was developed into the teeth of the market downturn ten years ago and was reportedly taken back by the bank. There have not been more recent examples of new development of this type in Natick Center or environs.

Townhouses are a product that continues to enjoy strong market appeal and favorable development economics, the latter thanks to lower construction cost, high net/gross space efficiency, and the ability to fit onto smaller or more dimensionally constrained sites. Assessed values (which should closely track market value for for-sale real estate) for market rate townhouse units at 42 – 54 South Avenue are in the mid-\$500,000's (\$330's per square foot) for units with 1,647 square feet of finished area plus one in-building parking space and unfinished attic space.

For new development of for-sale residential (outside high demand urban core locations), whether in multi-family flats or townhouses, there is generally an imperative for parking to be on-site and fully controlled by the unit owner or project. Accordingly, construction of additional public parking generally would not be anticipated to have a catalytic impact on such development.

Development Potential and Potential Impact of Middlesex Deck

New Development

At present, the dominant use for new development in Natick Center and comparable suburban town center locations is residential. This takes the form of multi-family rental buildings (with ground floor commercial in appropriate locations) and for-sale townhouses.

Sites of a given size vary in terms of dimensions and other characteristics; and various building configurations, unit mix/size, and parking arrangements can impact attainable build-out. Financial feasibility, supportable land cost, and acquisition costs may vary based on these and other factors. Accordingly, the parameters discussed in this section should be regarded as ballpark, range of reasonableness estimates for illustrative purposes, recognizing that the program, design, and financial characteristics of actual developments and transactions may vary as a function of the particulars of specific projects, transaction participants, and fluctuations in market conditions. Calculation of density, supportable land cost, and real estate taxes are presented in the exhibits at the rear of this memorandum.

At maximum heights allowing 4 or 5 floors, multi-family projects with surface parking generally can be built to an FAR¹ of approximately 1.0 – 1.25, yielding approximately 40 to 50 units per acre, assuming market-based residential parking supply on-site and minimal or no commercial space.

If developed with above-grade podium parking, site capacity might be increased to an FAR of approximately 1.5 – 1.75 with approximately 60 – 75 units per acre (and more with below-grade parking), assuming market-based residential parking supply on-site, minimal or no commercial space, and relief from the 60% site coverage maximum to accommodate a podium, if not for Natick's Mixed-Use District zoning residential density cap restrictions.

Application of the residential density cap limits the number of units that can be developed. For a single use residential project with four residential floors, the cap formula yields a maximum of 42 units per acre, which can be increased to 46 units per acre with a Planning Board waiver. For a single use residential project with five residential floors, the cap formula yields a maximum of 52 units per acre, which can be increased to 58 units per acre with a Planning Board waiver. Accordingly, the density cap likely would not impact the number of units that could be developed in a stand-alone multi-family project with surface parking but would reduce the number of units that could be developed in a multi-family project with podium parking below that possible based on physical capacity.

Assuming supportable acquisition cost for a project with surface parking in the range of \$50,000 per unit² – the approximate per unit price paid for the 31 South Main project site (after adjusting for commercial space) and within the range market sources report for comparably located suburban TOD multi-family sites, a supportable land cost for a project with surface parking might be \$2.0 - \$2.5 million per acre, depending on maximum height of four or five floors, as well as required setbacks and other factors.

The considerable hard cost premium of providing podium versus surface parking (in the \$30,000's per space), even with some supplemental surface parking, could likely offset the land value attributable to the additional units made possible by this approach. Therefore, the density and land pricing assumed for a stand-alone project with surface parking, generally, would be the more reasonable, conservative assumption.

To the extent proximity and management conditions enable such a project to benefit from public parking for parking above 1.0 space per unit, enabling a decrease in on-site parking, the FAR and number of residential units that could physically be accommodated might increase to approximately 1.25 FAR and 50 units per acre at four floors and 1.5 FAR and 60 units per acre at five floors, increasing supportable land cost to approximately \$2.5 and \$3.0 million per acre, respectively, (assuming no capital cost or mitigation fee attributed to

¹ References to FAR (floor area ratio) are exclusive of parking; references to number of floors include parking podium for projects in which that is assumed. Number of floors used for calculation of residential density cap may be subject to differing interpretation

² This is not an appraised value but is considered a reasonable target for illustrative purposes

parking above one per unit that would be satisfied by shared parking in the public facility) and prior to application of the residential density cap. Applying the density cap, even with the waiver, would limit the number of units per acre to 46 at four floors and 58 at five floors, lowering estimated supportable land cost to approximately \$2.3 and \$2.9 million per acre, respectively (assuming the above-noted parking assumptions).

This sets a constraint on redevelopment of many sites in Natick Center that might be assumed to be under-developed. For the most part, sites or groups of sites large enough and appropriate for significant new multi-family development are already built out to a density of 1.0 FAR or more and/or have assessed values per acre at or above the high end of the supportable land cost range. Supportable land cost might well have to exceed assessed value to incentivize new development of such sites, given: the Town Assessor aims to be somewhat below market value (targeting 95% of market value, and property owners would be expected to petition for revaluation if AV is over market value, but don't if its undervalued); assemblage of sites under multiple ownership to create sufficiently large sites for development typically entails cost premiums over market value as well as considerable additional effort; and demolition and, possibly, other site cost premiums would add to the cost.

To the extent supportable land cost falls short of site acquisition and land development cost, significant improvement in market conditions and/or Natick Center's competitive position might improve prospects over time.

Middlesex West Properties. The only significant privately-owned site close enough to the Middlesex Deck site considered to have strong potential to be directly catalyzed by the construction of the deck is the group of parcels immediately to the west of the deck site.

Excluding the two smallest of the five parcels (43 and 45 Summer Street), which are densely improved with two-family residential buildings and have very high AVs per acre, the remaining three parcel assemblage would yield a site of almost one acre with an assessed value of approximately \$2.3 million. This assessed value is above the estimated \$1.95 million supportable land cost for a stand-alone four-story (39-unit) project that could be physically accommodated on the site, though the estimated \$2.45 million supportable land cost for a 5-story (49-unit) project could make assemblage marginally feasible if that height were allowed.

If the deck's parking operating conditions were to be conducive to providing shared parking for the multi-family project's parking demand over one space per unit, the site could physically accommodate a 49-unit project at four stories, which would be reduced to 45 units based on the density cap with waiver, indicating a \$2.25 million supportable land cost. This would be just below the amount required to support site acquisition at the \$2.3 million assessed value of the assemblage, though close enough, given the preliminary nature of the estimation, to be within range of viability. A five-story, 57-unit project (allowed under the density cap with waiver) with shared parking in the deck for parking above one space per

unit, supporting an estimated \$2.85 million land cost, would appear to have a strong prospect for supporting acquisition at the assessed value and other land costs.

It is noted that a five-story height might require variance or flexible interpretation of zoning. Alternately, prospects for feasibility of a four-story building could be enhanced to the extent it is possible to allow a marginal increase to the number of units above that allowed with waiver under the density cap or through provision of some form of public assistance such as a relatively small tax abatement.

The above redevelopment scenarios ranging from a four-story, 45-unit project to a five-story, 57-unit project could yield annual real estate taxes³ ranging from an estimated \$117,000 to \$149,000 with a corresponding increment of \$87,000 to \$118,000 over current tax revenues.

Barlycorns Property (21 Summer Street). The approximately 10,000 square foot property occupied by Barlycorns and a dry cleaner could present another option for inclusion in an assemblage, or for a small infill project, or for integration with the deck. While the density and assessed value are relatively low, there are concerns about significant additional environmental cost stemming from use for dry cleaning. This would need to be further assessed to determine whether it would be a worthwhile acquisition either by the Town for the deck or by a developer for private development.

Property North of Middlesex Avenue and West of Spring Street. Other privately-owned sites proximate to the proposed Middlesex Deck, should they be redeveloped, are considered more likely to be developed for use – primarily townhouses, that would not realize much, if any, benefit from or be directly catalyzed by construction of the parking facility.

In the case of the property across Middlesex Avenue from the proposed Middlesex Deck (between Main and Spring Street), the relatively shallow depth of the site between the street and railroad tracks would be more conducive to townhouses (perhaps with a more public-oriented use, such as retail on the small site fronting Main Street). The property on the western side of Spring Street may also be more appropriate for townhouse development, given its fringe location relative to the Natick Center core and its bordering a low-rise residential neighborhood.

As discussed previously, for-sale townhouse development would not be expected to gain significant benefit from development of the public parking, as marketing considerations generally require all parking on-site.

³ All real estate tax estimates are based on FY 2018 tax rate

The improvement of the parking lot with an attractive parking structure, lined with active use, could have an indirect impact by enhancing the environment for development of these sites for townhouse or other use.

South Avenue Lot. The South Avenue lot could turn out to be a major development beneficiary of constructing a parking facility on the Middlesex site. If the Town feels that its public parking expansion needs are fully satisfied by the added supply in the Middlesex Deck, then the South Avenue site could be redeveloped for a private project, including replacement of all or a portion of the public parking currently located there.

If the current number of public spaces (approximately 150) were to be retained in a new development, it would be likely that this 1.35 acre site might physically accommodate a project of approximately 100 units with podium parking within five floors, including podium parking (possibly supplemented by a smaller portion below grade) for 100 dedicated residential spaces plus the approximately 150 public spaces. Such a project would generally be along the lines of what was proposed in response to the Town's 2015 RFI except with less parking and five rather than six stories. The 100 units would equal 74 units per acre which is higher than the number of units allowed under the residential density cap even with a waiver which would be 78 units (at 58 units per acre) for five floors and 62 units (at 46 units per acre) for four floors.

The Town's ability to write down land price in combination with abatement of a portion of real estate taxes and, possibly, reduction of the number of public parking spaces to be replaced on-site could put such a project in the range of feasibility.

A 100-unit project could generate an estimated \$261,000 of new real estate taxes. The combination of the cost premium for private structured parking and the contribution of public parking would exceed the supportable land cost, requiring tax relief for feasibility. If the project were to include 150 public spaces, an estimated \$228,000 would be required to be abated, yielding net tax revenues of \$33,000. If the number of public spaces were to be limited to 100, a 100-unit project would require an abatement estimated at \$105,000, yielding estimated net tax revenues of \$156,000.

If the number of units were to be limited to the number allowed under the density cap with a waiver, yielding 78 units (based on five floors) or 62 units (based on four floors), the project would not be able to support 150 public spaces, even with a full abatement. At 100 public spaces, net real estate taxes would be estimated at \$68,000 or \$4,000, respectively.

An alternate approach might be to line the South Avenue frontage with shallow townhouses or single-loaded multi-family apartments with the remainder of the site left as surface public parking – dedicated parking at one per unit adjacent to the residential use and approximately 100 public surface spaces. Such a scheme might have an economic effect to the City comparable to that of the above-noted multi-family with podium scheme at 100 units and 100 public spaces.

Clarks Block Build-Out. The primary opportunity for redevelopment of existing buildings catalyzed by a Middlesex Deck is considered to be the 20,000 square feet of new office space that could be built out in the two-story height former ballroom space in the Clarks Block, assuming the property owner has sufficient confidence in the availability of parking for additional tenants to rationalize the investment.

The building's current assessed value is \$85 per square foot, yielding \$1.11 per square foot in real estate taxes. Given this would be newly built-out space and would add marginally little to building operating costs, and not at all to common area, it is reasonable to assume a higher assessed value allocable to this space. While any such adjustment must be considered speculative, if a modest 25% premium is assumed for this space (an assessed value of \$107 per square foot, yielding \$1.39 per square foot in taxes), \$28,000 of new tax revenues would be generated.

25 – 35 Main and 7 Summer Street. The other proximate existing building often mentioned as a candidate for redevelopment catalyzed by construction of a Middlesex Deck are the buildings owned by JBG Corp. However, the potential for redevelopment of this property is less clear. Additional parking could allow for somewhat higher rent office tenants, though the increase in rent would be marginal and would entail releasing effort and cost. Alternately, the owner discussed having explored the possibility of converting upper level space in two of the buildings to residential. However, the nature of the buildings and cost of redevelopment (based on a preliminary construction estimate provided by the property owner) may well pose challenges to financial feasibility that appear to make this problematic for the foreseeable future.

Missing Tooth Property (1 South Main Street) Redevelopment of this property has long been a goal of the Town. However, we do not consider redevelopment of this site likely to be a direct outcome of construction of a parking deck on the Middlesex lot. The site is too far removed from the Middlesex site for this to be a desirable off-site location for residential parking for a new project. While visually underbuilt relative to its prominent location, the current density, at an FAR of 0.8, and, especially, the assessed value – at \$1.1 million equaling almost \$3.9 million per acre, make the prospects for redevelopment highly problematic, especially given the limited room on this 0.29 acre site for on-site parking without losing valuable retail space and the limited capacity (based on site area, parking and height and density restrictions) for adding significant upper floor development. Neighboring properties between this site and the Pond Street lot also are built-out to a relatively dense level and appear to be well-occupied and in productive use, challenging a larger redevelopment which might warrant the required effort and take advantage of the ability to integrate the Pond Street lot. Accordingly, we consider realizing the goal of redevelopment of this site would require more than construction of a Middlesex Deck.

Value Enhancement of Existing Buildings

It seems reasonable to assume that existing buildings, even if not redeveloped or substantially improved, would benefit from a significant addition to public parking supply, providing sufficient permit parking for office users in an improved facility as well as freeing up for retail use some on-street spaces that are currently used by office workers (either under permits or meter-feeding).

Vacancies could be reduced and attainable rents increased. The impact might be felt more strongly by income-producing rather than owner-occupied properties, but, as assessed valuations for both are based on a market approach assuming revenues and expenses characterizing income properties, the enhancement of real estate taxes likely would be broadly distributed. Estimating the impact on property income and assessed value and taxes is inherently speculative. An average increase of 10% applied to properties within the 500-foot primary impact area that might see increased taxes due to the parking deck⁴ would yield \$24,000 of additional real state tax revenue.

This impact could ripple out from the primary impact area, as pressure is relieved on public parking more proximate to properties further removed from the Middlesex Deck site, likely yielding some additional tax benefit.

Total Incremental Tax Revenues Potentially Catalyzed by Middlesex Parking Deck

The following exhibit presents net new annual real estate taxes totaling approximately \$200,000 to \$300,000 that could be generated by the new (re)development and value enhancement to existing building which could be catalyzed by the proposed Middlesex Deck. Additional tax revenues might accrue from value enhancement beyond the primary impact area and less readily foreseeable development over time. Detailed property information upon which the above estimates are based is presented in the exhibits at the rear of this memorandum.

Potential Net New Annual Real Estate Taxes Catalyzed by Middlesex Parking Deck

Potential New Development and Redevelopment Catalyzed by Middlesex Deck	
Clarks Block Ballroom Redevelopment	\$28,000
Middlesex West	\$87,000 - \$118,000
South Avenue Lot Assuming Abatement @ public spaces = 150, 100:	\$33,000 - \$156,000
Existing Buildings in Middlesex Deck Primary Impact Zone Considered Likely to Experience Value Enhancement	\$24,000
Total	\$172,000 - \$326,000

Above estimates are for illustrative purposes and do not represent appraised values
Estimates are incremental taxes net of current taxes
RE Taxes at 2018 tax rate of \$13.05

⁴ Excluding 13 and 17 West Central (Needham Bank Building) as these are assumed to be assessed at maximum value

Functional Mixed-Use Programming

Given height constraints, and unless its site were to be significantly expanded, vertical mixed-use development above the Middlesex Deck site would not appear to make economic sense. The site would need to be integrated with other private property to yield significant private development.

A relatively small amount of liner use could be integrated with the parking on this site. Liner commercial space in the deck would have the advantage of immediately adjacent covered parking as well as the foot-traffic generated by those entering and exiting the deck (assuming such space was on the path of pedestrian circulation to and from the deck).

However, such liner space would be disadvantaged by its lack of frontage on Natick Center's major pedestrian and vehicular thoroughfares. If the liner were to front Summer Street, the synergy with TCAN could largely compensate for this, especially for a restaurant tenant, possibly supporting a target rent in the range of \$20 - \$25 per square foot triple net. Frontage on Middlesex Avenue would result in more problematic leasing prospects, perhaps resulting in tenancy by a service or office user, with rent perhaps more in the range of \$15 - \$20 per square foot triple net, with the lower end being a safer assumption.

Commercial space would optimally be somewhere in the range of 60 feet deep but, if parking configuration or concern about lease-up of a large amount of liner space indicate a lesser amount of space, a more linear lay-out with space only 30 feet deep would be workable. If the liner is on Middlesex Avenue, the 30-foot depth could provide the optimum balance of activation of the street frontage while minimizing leasing risk and intrusion on parking area.

It is also possible that two- to three-story townhouses (approximately 30 feet deep) could be the liner use, although this would impose a constraint on the dimensions of the parking deck extending to multiple levels of the deck.

To the extent the keystone portion of the Middlesex lot, fronting on Summer Street, is not required for parking spaces or access, it would be appropriate for small infill development of retail/restaurant, possibly with residential above. Design of the parking deck, to be undertaken in a following phase of this study, will determine whether and how much capacity would be available for such development and what level of land disposition and tax revenues that could generate.

**Single Use Multi-Family
Density and Illustrative Supportable Land Cost , RE Taxes
Per Acre**

Type Project		Stand-Alone Project		Project Benefitting from Adjacent Deck		Stand-Alone Project	
Parking Ratio, Type, Location		1.25- 1.3/unit all surface on- site	1.25- 1.3/unit all surface on- site	1.0/unit surface on- site; remainder shared use off-site	1.0/unit surface on- site; remainder shared use off-site	1.25- 1.3/unit podium+ surface on-site *	1.25- 1.3/unit podium+ surface on-site *
Floors		4	5	4	5	4	5
Podium		-	-	-	-	1	1
Res Floors		4	5	4	5	3	4
FAR		1.00	1.25	1.25	1.50	1.50	2.00
Site Area - Acres		1.00	1.00	1.00	1.00	1.00	1.00
Site Area SF		43,560	43,560	43,560	43,560	43,560	43,560
GBA		43,560	54,450	54,450	65,340	65,340	87,120
Units @ gross SF/unit=	1,100	40	50	50	60	60	70
Supportable land cost/acre @ \$/unit =	\$50,000	\$2,000,000	\$2,500,000	\$2,500,000	\$3,000,000	\$3,000,000	\$3,500,000
@ AV/unit =	\$ 200,000	\$8,000,000	\$10,000,000	\$10,000,000	\$12,000,000	\$12,000,000	\$14,000,000
RE Tax	\$13.05	\$104,400	\$130,500	\$130,500	\$156,600	\$156,600	\$182,700
Units per acre allowed under Density Cap with Waiver				46	58	46	58
Supportable land cost				\$2,300,000	\$2,900,000	\$2,300,000	\$2,900,000
@ AV/unit =	\$ 200,000			\$9,200,000	\$11,600,000	\$9,200,000	\$11,600,000
RE Tax	\$13.05			\$120,060	\$151,380	\$120,060	\$151,380

Note: Above estimates are for illustrative purposes and do not represent appraised values

* Density and supportable land cost may be increased with below-grade parking

**Single Use Multi-Family
Density and Illustrative Supportable Land Cost , RE Taxes
Middlesex West Potential Development**

	Stand-Alone Project		Project Benefitting from Adjacent Deck	
	3	3	3	3
# Parcels in Assemblage			1.0/unit surface on-site;	1.0/unit surface on-site;
Parking Ratio, Type, Location	1.25- 1.3/unit all surface on-site	1.25- 1.3/unit all surface on-site	remainder shared use off-site	remainder shared use off-site
Floors	4	5	4	5
Podium	-	-	-	-
Res Floors	4	5	4	5
FAR	1.00	1.25	1.25	1.50
Site Area - Acres	0.985	0.985	0.985	0.985
Site Area SF	42,907	42,907	42,907	42,907
GBA	42,907	53,633	53,633	64,360
Units @ gross SF/unit=	39	49	49	59
Supportable land cost @ \$/unit = \$50,000	\$1,950,000	\$2,450,000	\$2,450,000	\$2,950,000
less AV of Assemblage	<u>(\$2,340,000)</u>	<u>(\$2,340,000)</u>	<u>(\$2,340,000)</u>	<u>(\$2,340,000)</u>
Surplus or (Gap) of Supportable Land Cost vs. AV	(\$390,000)	\$110,000	\$110,000	\$610,000
@ AV/unit = \$ 200,000	\$7,800,000	\$9,800,000	\$9,800,000	\$11,800,000
RE Tax \$13.05	\$102,000	\$128,000	\$128,000	\$154,000
Units per acre allowed under Density Cap with Waiver			46	58
# Units			45	57
Supportable land cost			\$2,250,000	\$2,850,000
less AV of Assemblage			<u>(\$2,340,000)</u>	<u>(\$2,340,000)</u>
Surplus or (Gap) of Supportable Land Cost vs. AV			(\$90,000)	\$510,000
@ AV/unit = \$ 200,000			\$9,000,000	\$11,400,000
RE Tax \$13.05			\$117,000	\$149,000

Note: Above estimates are for illustrative purposes and do not represent appraised values

* Density and supportable land cost may be increased with below-grade parking

Single Use Multi-Family with Podium Public Parking
Density, Illustrative Supportable Land Cost, and RE Taxes After Structured Parking Premium
South Ave Potential Development
Assuming Podium Parking for Residential @ 1.0/unit & Shared Town Parking

		Max Physical Capacity		Max Density based on Density Cap @ 5, 4 floors			
Floors		5	5	5	5	4	4
Podium *		1	1	1	1	1	1
Res Floors		4	4	4	4	3	3
FAR		1.88	1.88	1.85	1.85	1.85	1.85
Site Area - Acres		1.35	1.35	1.35	1.35	1.35	1.35
Site Area SF		58,632	58,632	58,632	58,632	58,632	58,632
GBA		110,228	110,228	108,469	108,469	108,469	108,469
Units/acre @		74	74	58	58	46	46
Units @ gross SF/unit=		100	100	78	78	62	62
Supportable land							
cost @ \$/unit =	\$50,000	\$5,000,000	\$5,000,000	\$3,900,000	\$3,900,000	\$3,100,000	\$3,100,000
@ AV/unit =	\$200,000	\$20,000,000	\$20,000,000	\$15,600,000	\$15,600,000	\$12,400,000	\$12,400,000
RE Tax	\$13.05	\$261,000	\$261,000	\$204,000	\$204,000	\$162,000	\$162,000
Reqd Parking							
Exclusive resi @ sp/unit =	1.00	100	100	78	78	62	62
Town		150	100	150	100	150	100
Total		250	200	228	178	212	162
Cost premium for podium vs. surface							
for dedicated resi parking @ \$/sp =	\$30,000	\$3,000,000	\$3,000,000	\$2,340,000	\$2,340,000	\$1,860,000	\$1,860,000
Cost of Town Parking @ \$/sp =	\$35,000	\$5,250,000	\$3,500,000	\$5,250,000	\$3,500,000	\$5,250,000	\$3,500,000
Total Cost Premium		\$8,250,000	\$6,500,000	\$7,590,000	\$5,840,000	\$7,110,000	\$5,360,000
less supportable land cost		(\$5,000,000)	(\$5,000,000)	(\$3,900,000)	(\$3,900,000)	(\$3,100,000)	(\$3,100,000)
Subsidy Gap		\$3,250,000	\$1,500,000	\$3,690,000	\$1,940,000	\$4,010,000	\$2,260,000
Reqd Annual Tax Relief @ dev cap							
rate =	7.0%	\$227,500	\$105,000	\$258,300	\$135,800	\$280,700	\$158,200
Net RE Tax After Req'd Abatement		\$33,500	\$156,000	(\$54,300)	\$68,200	(\$118,700)	\$3,800

Note: Above estimates are for illustrative purposes and do not represent appraised values

* Podium may be supplemented by partial below-grade parking

Potential Annual Real Estate Taxes Catalyzed by Middlesex Parking Deck

Potential New Development and Redevelopment Catalyzed by Middlesex Deck

														@ AV = current
Clarks Block Ballroom Redevelopment				20,000	plus	25%			107	AV/SF	2,133,861			27,847
Address	ID	Owner	Acres	Land SF	Bldg SF	FAR	# Flrs	Footprint	Approx Covg	Land AV	Bldg AV	Total AV	AV/ Acre	RE Tax @ 13.05
Middlesex West														
43 Summer	43-00000379	VITALE RICHARD A	0.061	2,657	3,276	1.23	2.5	1,310	0.49	245,000	249,700	494,700	8,109,836	6,456
45 Summer St	43-00000378	45 SUMMER STREE	0.117	5,097	2,572	0.50	2.5	1,029	0.20	263,300	334,600	597,900	5,110,256	7,803
47 Summer St	43-00000377	FONSECA JOSE	0.243	10,585	6,176	0.58	1.0	6,176	0.58	303,600	437,900	741,500	3,051,440	9,677
44 Middlesex Av	43-0000388F	N & C CHRISTIE LL	0.371	16,161	7,944	0.49	1.0	7,944	0.49	337,000	423,700	760,700	2,050,404	9,927
42 Middlesex Av	43-0000388D	GLENRIDGE REALT	0.371	16,161	5,000	0.31	3.0	1,667	0.10	289,100	544,500	833,600	2,246,900	10,878
Total Middlesex West			1.163	50,660	24,968	0.49		18,126	0.36	1,438,000	1,990,400	3,428,400	2,947,893	44,741
Middlesex West Properties Excluding 2 Highest Value/Acre Parcels (43+45 Summer)														
			0.985	42,907	19,120	0.45		15,787	0.37	929,700	1,406,100	2,335,800	2,371,371	30,482
Potential Redevelopment for Multi-Family @ 4-floors approx 1 acre			0.985	42,907	53,633	1.25	4.0	13,408	0.31					
200,000 AV/unit						46	units/acre					9,000,000		117,450
Incremental over current						45	units					6,664,200		86,968
Potential Redevelopment for Multi-Family @ 5-floors approx 1 acre			0.985	42,907	64,360	1.50	5.0	12,872	0.30					
200,000 AV/unit						58	units/acre					11,400,000		148,770
Incremental over current						57	units					9,064,200		118,288
South Avenue Lot														
7 Clarendon			1.346	58,632	-	-		-	-					
Potential Redevelopment for Multi-Family			1.346	58,632	108,469	1.85	5.0		0.90+	assumes structured parking (including replacement public parking)				
						74	units/acre					20,000,000		261,000
Incremental over current					108,469	100	units					20,000,000		261,000
												less abatement if # public spaces @	150	(228,000)
												Net taxes		33,000
													100	(105,000)
														156,000

Existing Buildings in Middlesex Deck Primary Impact Zone Considered Likely to Experience Value Enhancement

Address	ID	Owner	Acres	Land SF	Bldg SF	FAR	# Flrs	Footprint	Approx Covg	Land AV	Bldg AV	Total AV	AV/ Acre	RE Tax @ 13.05	Addtl AV @ + 10%	Addtl RE Tax @ + 10%
15 Main St/Clarks Block (Excluding Ballroom Space)																
44-00000004 Clarks Block Assoc			0.709	30,884	39,145	1.27	2.5	15,658	0.51	425,300	2,915,900	3,341,200	4,712,553	43,603	334,120	4,360
25 Main St			0.130	5,663	16,182	2.86	3.0	5,394	0.95	267,800	1,123,000	1,390,800	10,698,462	18,150	139,080	1,815
35 Main St			0.190	8,276	7,800	0.94	2.0	3,900	0.47	287,200	713,600	1,000,800	5,267,368	13,060	100,080	1,306
7 Summer St			0.150	6,534	6,297	0.96	3.0	2,099	0.32	273,900	325,100	599,000	3,993,333	7,817	59,900	782
JBG Total			0.470	20,473	30,279	1.48		11,393	0.56	828,900	2,161,700	2,990,600	6,362,979	39,027	299,060	3,903
47 Main St																
43-00000385 Natck Fed S&L Asss			0.301	13,112	17,920	1.37	2.0	8,960	0.68	154,600	1,392,700	1,547,300	5,140,532	20,192	154,730	2,019
21 Summer St (Barlycorns)																
43-00000380 TNRC COMPANY LI			0.227	9,888	3,684	0.37	1.0	3,684	0.37	299,200	202,600	501,800	2,210,573	6,548	50,180	655
36 Summer St			0.144	6,273	-	-			-	44,000						
42 Summer St			0.150	6,534	31,422				-	37,500		4,167,400		54,385		
46 Summer St			0.121	5,271					-	274,000						
36-46 Summer			0.415	18,077	31,422	1.74	3.0	10,474	0.58	355,500	3,811,900	4,167,400	10,041,928	54,385	416,740	5,438
3 Middlesex Ave 43-0000410B																
CENTRAL SERVICE			0.072	3,136	940	0.30	1.0	940	0.30	248,400	66,600	315,000	4,375,000	4,111	31,500	411
7 Middlesex Ave 3-0000410A																
SEVEN MIDDLESEX			0.400	17,424	5,986	0.34	1.0	5,986	0.34	344,600	308,100	652,700	1,631,750	8,518	65,270	852
9 Middlesex Ave 43-000410AB			0.250	10,890	2,450	0.22	1.0	2,450	0.22	305,300	221,500	406,400	1,625,600	5,304	40,640	530
VANJO REALTY LLC			0.722	31,450	9,376	0.30	1.0	9,376	0.30	898,300	596,200	1,374,100	1,903,186	17,932	137,410	1,793
12 Main St																
44-00000001 FAIR REALTY LLC			0.145	6,316	19,081	3.02	3.0	6,360	1.01	272,300	1,359,100	1,631,400	11,251,034	21,290	163,140	2,129
18 Main St																
44-00000003 FAIR REALTY LLC			0.043	1,873	7,200	3.84	4.0	1,800	0.96	239,100	452,600	691,700	16,086,047	9,027	69,170	903
24 Main St																
44-00000004 NATICK MASONIC 1			0.129	5,619	6,775	1.21	3.5	1,936	0.34	267,200	346,400	613,600	4,756,589	8,007	61,360	801
30 Main St																
44-00000005 SKORZ NATICK LLC			0.096	4,182	12,543	3.00	3.0	4,181	1.00	256,400	1,600,400	1,856,800	19,341,667	24,231	185,680	2,423
Total Incremental over Current from Enhanced Value of Existing Buildings													101,132,435	-	1,871,590	\$24,424

Note: Above estimates are for illustrative purposes and do not represent appraised values

AV per unit for new Multi-Family Development: \$200,000

RE Taxes at 2018 tax rate of 13.05

ASSUMPTIONS AND LIMITING CONDITIONS

- Information provided by others for use in this analysis is believed to be reliable, but in no sense is guaranteed. All information concerning physical, market or cost data is from sources deemed reliable. No warranty or representation is made regarding the accuracy thereof, and is subject to errors, omissions, changes in price, rental, or other conditions.
- The Consultant assumes no responsibility for legal matters nor for any hidden or unapparent conditions of the property, subsoils, structure or other matters which would materially affect the marketability, developability or value property.
- The analysis assumes a continuation of current economic and real estate market conditions, without any substantial improvement or degradation of such economic or market conditions except as otherwise noted in the report.
- Any forecasts of the effective demand for space are based upon the best available data concerning the market, but are projected under conditions of uncertainty.
- Since any projected mathematical models are based on estimates and assumptions, which are inherently subject to uncertainty and variation depending upon evolving events, The Consultant does not represent them as results that will actually be achieved.
- The report and analyses contained therein should not be regarded as constituting an appraisal or estimate of market value. Any values discussed in this analysis are provided for illustrative purposes.
- The analysis was undertaken to assist the client in evaluating and strategizing the potential transaction discussed in the report. It is not based on any other use, nor should it be applied for any other purpose.
- Possession of this report or any copy or portion thereof does not carry with it the right of publication nor may the same be used for any other purpose by anyone without the previous written consent of The Consultant and, in any event, only in its entirety.
- The Consultant shall not be responsible for any unauthorized excerpting or reference to this report.
- The Consultant shall not be required to give testimony or to attend any governmental hearing regarding the subject matter of this report without agreement as to additional compensation and without sufficient notice to allow adequate preparation.

ITEM TITLE: Town Administrator: Fiscal Year 2019 Tax Bills

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
FY 2019 Tax Bills	7/5/2018	Cover Memo

FY 2019 Preliminary Tax Bill – Talking points

- The assessments on the preliminary bill you just received are our working assessments most of which went up (some significantly) from the FY 18 values. The change is based upon the current market conditions and inspections of the property that were conducted during FY 18.
- FY 19 is a Department of Revenue (DOR) recertification year so they will be doing a field audit and review of all assessed values which takes time. DOR won't certify the assessed values until sometime in late September.
- In addition, there is a 2.5% projected increase in the tax rate. However, the tax rate will be set by the Board of Selectmen in November.
- As borrowing for the new Kennedy Middle School has not been completed, consequently the cost of that initiative has *not* been incorporated into tax bills.
- The next round of bills in January will be calculated based on the DOR certified values and the BOS approved tax rate. Based upon past years, residents are likely to see either a reduction in their tax bill or it will stay the same. It is unlikely to go up.
- If residents have concerns about the accuracy of their tax bill they can:
 - Contact the Assessor's Office and a staff member will go through the bill and explain both the calculation and the assessment. We also encourage people to look at their last years bills which often reflect a reduction in January;
 - Residents can ask for a re-inspection their property to confirm the assessed value. This may especially be helpful if the interior has not be inspected recently; and,
 - They can file for an abatement in January.
- If they need to contact the Assessor's Office they can call 508-647-6420 or email at Assessors@natickma.org.

ITEM TITLE: Director of Community & Economic Development: Cochituate Rail Trail Project

ITEM SUMMARY: a. Vote to accept and sign grants of permanent and temporary easements; vote to pay appraised value for certain grants of permanent and temporary easements; vote to accept and allow the Chair of the Board of Selectmen to sign Certificates of Donation for certain grants of easements; vote to sign orders of taking; vote to accept and sign quitclaim deed; for the properties located at:
341/342 Speen Street/HD Development of MD
82 North Main Street/MCREF Natick Development LLC

b. Vote to authorize the Chair of the Board of Selectmen or her designee to sign Traffic Control Agreement; property acquisition affidavits.

ATTACHMENTS:

Description	Upload Date	Type
Final Motions	7/9/2018	Cover Memo
Home Depot-Grant of Easement	7/5/2018	Cover Memo
Order of Taking-MCREF	7/9/2018	Cover Memo
Draft Motions	7/6/2018	Cover Memo
MaDOT Agreement	6/21/2018	Cover Memo

MOTIONS 7-9-18 BOS MEETING for COCHITUATE RAIL TRAIL

A. 341/342 Speen Street/HD Development of MD

Move that for the property located at 341 and 342 Speen Street, Natick, MA, in connection with the Town's Cochituate Rail Trail project and under the authority granted to the Board of Selectmen under Article 26 of the 2018 Spring Annual Town Meeting, the Board of Selectmen:

1. Vote to accept and sign the Grant of Permanent and Temporary Easements from HD Development of MD to the Town of Natick; and,
2. Vote to pay HD Development of MD the appraised value for such Grant, of \$20,400.00.

B. General

1. Move that the Chair of the Board of Selectmen be authorized sign the required MassDOT/Federal Highway property affidavits, once completed.
2. Move that the Board of Selectmen be authorized sign the MassDOT Traffic Control Agreement, once completed.

C. 82 North Main Street/0 North Main Street/MCREF

Move that for property located at 82 North Main Street, under the authority of the Board of Selectmen under Article 26 of the 2018 Spring Annual Town Meeting, the Board of Selectmen:

1. Vote to accept and sign the deed from MCREF to the portion of the parcel which will be known as 0 North Main Street, which is being transferred to the Town pursuant to Planning Board decision 11-09, dated April 17, 2009.
2. Vote to declare and dedicate portions of the Town-owned parcel for construction purposes and for perpetual public access, public ways and public sidewalks.
3. Vote to authorize an Order of Taking and authorize to sign an Order of Taking, to be signed and recorded only if the deed transfer recording from MCREF referenced above does not happen by noon on Thursday July 12, 2018.

GRANTS OF PERMANENT AND TEMPORARY EASEMENTS
MassDOT Project No. 607732

HD Development of Maryland, Inc. (the “Grantor”) a Maryland corporation qualified to do business in Massachusetts having a corporate address of 2455 Paces Ferry Road, Atlanta, Georgia, 30339, in consideration of \$20,400 as a grant to the inhabitants of the **Town of Natick**, a municipal corporation established under the laws of Massachusetts (the “Grantee”) with an address of c/o Natick Board of Selectmen, Natick Town Hall, 13 East Central Street, Natick, MA, 01760, the following easements:

A Permanent Easement for the purposes of driveway construction, sidewalk grading, underground communications conduit and associated communication wires and handholds within the limits of the work shown on Sheet 1 of the plan described below. These foregoing activities may be conducted within the Easement Area shown as “Parcel X-E-7 N/F Home Depot U.S.A., Inc., area about 61 SF” on a Plan entitled “Plan of Road in the Town of Natick, Middlesex County Showing Locations of Easements for Roadway Purposes, dated May 22, 2018, recorded herewith.

A Permanent Easement for the purposes of utility pole relocation, overhead wires, and guy wire within the limits of the work shown on Sheets 1 and 3 of the plan described below. These foregoing activities may be conducted within the Easement Area shown as “Parcel X-PUE-4 N/F Home Depot U.S.A., Inc., area about 1,530 SF” on a Plan entitled “Plan of Road in the Town of Natick, Middlesex County Showing Locations of Easements for Roadway Purposes, dated May 22, 2018, recorded herewith.

A Permanent Easement for the purposes of multi-use path construction, landscaping and grading within the limits of the work shown on Sheet 3 of the plan described below. These foregoing activities may be conducted within the Easement Area shown as “Parcel X-E-10 N/F Home Depot U.S.A., Inc., area about 180 SF” on a Plan entitled “Plan of Road in the Town of Natick, Middlesex County Showing Locations of Easements for Roadway Purposes, dated May 22, 2018, recorded herewith.

A Temporary Easement for the purposes of driveway construction and sidewalk grading within the limits of the work shown on Sheet 1 of the plan described below. These foregoing activities may be conducted within the Easement Area shown as “Parcel X-TE-7 N/F Home Depot U.S.A., Inc., area about 77 SF” on a Plan entitled “Plan of Road in the Town of Natick, Middlesex County Showing Locations of Easements for Roadway Purposes, dated May 22, 2018, recorded herewith.

These Easement Areas are located within the property located at 341 and 342 Speen Street, Natick, MA (the “subject property”) and is shown on the Town of Natick Assessors’ Map 10 as Lot 5, and Map 17 as Lot 20.

These Grants of Permanent and Temporary Easements shall run with the land and shall be binding upon and inure to the benefit of the successors in interest of the Grantor and the Grantee.

These Grants of Permanent and Temporary Easements are expressly conditioned upon the Grantor continuing to enjoy unimpeded vehicular and pedestrian access across the driveway to the subject property located at Commonwealth Road/Route 30, including without limitation access for truck deliveries, throughout the term of these Permanent and Temporary Easements. These Grants of Permanent and Temporary Easements are granted expressly regarding MassDOT, Cochituate Rail Trail Project, No. 607732, and for no other purpose, and the Grantor shall be entitled to all the protections and benefits afforded to grantors under contracts related to said Project.

The term of the Temporary Easements shall expire upon the earlier to occur of the date of final completion of the above described work or four (4) years from the date of recording of these Grants of Permanent and Temporary Easements without need for further action by the parties hereto.

For Grantor's title see Deed recorded with the Middlesex South Registry of Deeds in Book 45545, Page 378.

The Grantee being a Town of the Commonwealth of Massachusetts, no excise tax stamps are required pursuant to M.G.L. Chapter 64D, Section 1.

[signatures following]

IN WITNESS WHEREOF, the undersigned has executed this document effective as of the day and year first above written.

HD DEVELOPMENT OF MARYLAND, INC. a
Maryland corporation

By: [Signature]
Printed Name: Jessica Borgert
Its: Senior Corporate Counsel

STATE OF GEORGIA)
) ss.
COUNTY OF COBB)

This instrument was acknowledged before me on this 3 day of July, 2018,
by Jessica Borgert, as Sr. Corp. Counsel of
HD Development of Maryland, Inc., a Maryland corporation, on behalf of said corporation.



[Signature]
Notary Public –
My Commission expires: 7-6-18

The foregoing Grants of Permanent and Temporary Easements is hereby accepted on behalf of the Town of Natick.

The Natick Board of Selectman

Amy K. Mistrot, Chair

Susan G. Salamoff, Vice Chair

Michael J. Hickey, Jr., Clerk

Richard P. Jennett, Jr.

Jonathan H. Freedman

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss. _____, **2018**

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared, **Amy K. Mistrot**, who proved to me through satisfactory evidence of identification, which was that she is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledged to me that she signed it voluntarily for its stated purpose.

Notary Public
My Commission Expires:

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss. _____, 2018

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared **Susan G. Salamoff**, who proved to me through satisfactory evidence of identification, which was that she is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledged to me that she signed it voluntarily for its stated purpose.

Notary Public
My Commission Expires:

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss. _____, 2018

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared, **Michael J. Hickey, Jr**, who proved to me through satisfactory evidence of identification, which was that he is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledge to me that he signed it voluntarily for its stated purpose.

Notary Public
My Commission Expires:

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss.

_____, 2018

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared, **Richard P. Jennett, Jr.**, who proved to me through satisfactory evidence of identification, which was that he is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.

Notary Public

My Commission Expires:

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss.

_____, 2018

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared **Jonathan H. Freedman**, who proved to me through satisfactory evidence of identification, which was that he is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledge to me that he signed it voluntarily for its stated purpose.

Notary Public

My Commission Expires:

**TOWN OF NATICK
MIDDLESEX COUNTY, MASSACHUSETTS**

ORDER OF TAKING

We, Amy Mistrot, Susan G. Salamoff, , Michael Hickey, Richard P. Jennett, Jr., and Jonathan H. Freedman, Members of the Board of Selectmen of the Town of Natick, Massachusetts, a Massachusetts municipal corporation with a mailing address of Natick Town Hall, 13 East Central Street, Natick, Massachusetts 01760, acting under the authority of Chapter 79 of the Massachusetts General Laws, and the vote of the Town of Natick 2018 Spring Annual Town Meeting, Article 26 (attached hereto as Exhibit B), hereby adopt this Order of Taking and take by eminent domain on behalf of the Town of Natick the interest in the real estate described in Exhibit A attached hereto.

The purpose of this Order of Taking is to acquire the subject real estate for recreational and non-motorized transportation purposes, to be used for the Cochituate Rail Trail.

This taking is also further authorized pursuant to the decision of the Natick Planning Board, Decision 11-09, dated April 17, 2009, recorded in the Middlesex South Registry of Deeds at Book 63102, Page 165.

This taking is subject to the perpetual right of Grantor and Grantor's agents, representatives, employees and contractors, and their respective successors and assigns, to (i) install, maintain, remove and replace on, across, over and under the Property (a) a drainage system, including, but not limited to a drain line, a storm water manhole, various pipes, swales and their appurtenances and (ii) enter the Property for the purpose of inspecting, maintaining, removing and replacing the drainage system described in the foregoing clause (i).

No damages are awarded for this Taking as set forth in Exhibit A attached hereto.

EXECUTED as a sealed instrument this ____ day of _____, 2018.

TOWN OF NATICK,
By its Board of Selectmen:

Amy K. Mistrot, Chair

Susan G. Salamoff, Vice Chair

Michael J. Hickey, Jr., Clerk

Richard P. Jennett, Jr.

Jonathan Freedman

COMMONWEALTH OF MASSACHUSETTS

MIDDLESEX, ss.

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared, Amy K. Mistrot, who proved to me through satisfactory evidence of identification, which was that she is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledged to me that she signed it voluntarily for its stated purpose.

Notary Public
My Commission Expires:

COMMONWEALTH OF MASSACHUSETTS
Middlesex, ss.

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared Susan G. Salamoff, who proved to me through satisfactory evidence of identification, which was that she is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledged to me that she signed it voluntarily for its stated purpose.

Notary Public
My Commission Expires:

COMMONWEALTH OF MASSACHUSETTS
Middlesex, ss.

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared, Michael J. Hickey, Jr, who proved to me through satisfactory evidence of identification, which was that he is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.

Notary Public
My Commission Expires:

COMMONWEALTH OF MASSACHUSETTS
Middlesex, ss.

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared, Richard P. Jennett, Jr., who proved to me through satisfactory evidence of identification, which was that he is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.

Notary Public
My Commission Expires:

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

On this ____ day of _____, 2018, before me, the undersigned notary public, personally appeared Jonathan H. Freedman, who proved to me through satisfactory evidence of identification, which was that he is known to me personally to be the person whose name is signed on the preceding or attached document, and acknowledge to me that he signed it voluntarily for its stated purpose.

Notary Public

My Commission Expires:

EXHIBIT A

Description: Proposed Parcel A on that certain plan entitled “Approval Not Required” dated April 12, 2014 and last revised on June 4, 2014, Scale 1”=50’, prepared by Allen & Major Associates, Inc. and recorded with the Middlesex South Registry of Deeds as Plan No. 483 of 2014.

Area Taken: 2,279 sq. ft (+/-)

Owner: MCREF NATICK DEVELOPMENT LLC, a Delaware limited liability company having an address at 200 Wheeler Road, Burlington, Massachusetts 01803.

Title Reference: Being a portion of the premises conveyed to the Grantor by Deed of Kensington Speen II, LLC, dated December 20, 2013 and recorded with the Middlesex South Registry of Deeds in Book 63102, Page 143.

Damages Awarded: \$0

EXHIBIT B

Certified vote of the Town of Natick 2018 Spring Annual Town Meeting, Article 26

MOTIONS 7-9-18 BOS MEETING for COCHITUATE RAIL TRAIL

A. 341/342 Speen Street/HD Development of MD

Move that for the property located at 341 and 342 Speen Street, Natick, MA, in connection with the Town's Cochituate Rail Trail project and under the authority granted to the Board of Selectmen under Article 26 of the 2018 Spring Annual Town Meeting, the Board of Selectmen:

1. Vote to accept and sign the Grant of Permanent and Temporary Easements from HD Development of MD to the Town of Natick; and,
2. Vote to pay HD Development of MD the appraised value for such Grant, of \$20,400.00.

B. General

1. Move that the Chair of the Board of Selectmen be authorized sign the required MassDOT/Federal Highway property affidavits, once completed.
2. Move that the Chair of the Board of Selectmen be authorized sign the MassDOT Traffic Control Agreement, once completed.

C. 82 North Main Street/MCREF

Still to be determined.



Charles D. Baker, Governor
Karyn E. Polito, Lieutenant Governor
Stephanie Pollack, Secretary & CEO
Jonathan L. Gulliver, Highway Administrator



William Chenard
Town Administrator
Natick Town Hall - 2nd floor
13 East Central Street
Natick, MA 01760

May 17, 2018

Dear Mr. Chenard,

Enclosed with this letter are three originals of a Traffic Control Agreement regarding the Bike Path Construction relative to the Framingham-Natick-Cochituate Rail Trail Project in the Town of Natick. This Agreement is required by the Federal Highway Administration in accordance with Title 23 USC, Sections 109(d) and 116. The purpose of these Agreements is to assure that the ways within and adjacent to the project will be operated and maintained by the municipality as planned. Failure on the part of any municipality to execute and fulfill the terms of the Agreement may cause disqualification from participation in future Safety Improvement Projects.

This Agreement has been discussed with the project design engineer and municipal representatives. The proper officials, including the Town Counsel, are required to sign all three originals of each Agreement and affix all attestations and seals.

It is requested that all pertinent traffic regulations be enacted. In the instance where existing municipal regulations are in conflict with the Agreement, action must be taken to bring them into compliance with the Agreement.

Please submit to this office the three signed originals of each Agreement and three signed, dated and executed originals of the regulation establishing the "Specific Provisions Section" as detailed in the Traffic Control Agreements. If any of the "Specific Provisions Section" is in effect, please provide a copy of the regulation. Upon completion please forward all required documents to: State Traffic Engineer, Room 7210, Ten Park Plaza, Boston, MA 02116, Attention: Joseph J. Amato, for processing.

If you have any questions regarding this matter, you can contact Joseph J. Amato of the Highway Safety Division at (857)368-9653.

Sincerely,

Neil E. Boudreau
State Traffic Engineer



MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

TRAFFIC ENGINEERING

TRAFFIC CONTROL AGREEMENT

AGREEMENT BETWEEN THE
MASSACHUSETTS DEPARTMENT OF TRANSPORTATION AND THE
TOWN OF NATICK

FEDERAL AID PROJECT NO. Pending

AGREEMENT NO. 103996

AGREEMENT, made this ____ day of _____, 2018 by and between the Massachusetts Department of Transportation, hereinafter called "**MASSDOT**," and the Town of Natick, hereinafter called the "**TOWN**," pursuant to the provisions of 23 U. S. C. §§ 109(d) & 116, and in accordance with the official standards of MASSDOT, which have been adopted in conformity with the provisions and recommendations of the Manual on Uniform Traffic Control Devices for Streets and Highways published by the Department of Transportation, Federal Highway Administration, hereinafter called "**STANDARDS**."

WHEREAS, MASSDOT and the TOWN have agreed that COCHITUATE RAIL TRAIL, being in whole or in part a TOWN way, has qualified to participate in the Federal Aid Program with the work being financed in part by the Federal Government; and

WHEREAS, the United States Government, through its Department of Transportation, Federal Highway Administration, requires that the project area upon completion will be operated and maintained in an adequate manner; and

WHEREAS, the TOWN approves the proposed plans for the improvements and upon completion of the project will be the responsibility of the TOWN.

NOW, THEREFORE, in consideration thereof, the TOWN hereby agrees to conform to the following provisions:

General Provisions

- A. All information, regulatory or warning signs, all traffic control signals, flashing beacons, traffic islands or other traffic control devices and all pavement or other markings within the ways located in the project area shall be designed, located and operated in accordance with the STANDARDS of MASSDOT for such devices.

- B. The Police Department of the TOWN shall be the enforcement agency for traffic regulations established in accordance with this AGREEMENT and the traffic devices installed in connection therewith.
- C. Signed, dated and attested copies of amendments to the TOWN traffic ordinances necessary for the enforcement of any specific provisions will be forwarded forthwith by the TOWN to MASSDOT.

Special Provisions

STOP SIGNS – to be installed in accordance with applicable permits filed or to be filed by the TOWN and approved by the Department.

R1-1 STOP (Roadway)

Station 112+00+/- Lake Street (1 Sign)

R1-1 STOP (Shared-use Path)

Station 23+50+/- Chrysler Road Connection (1 sign)
Station 42+25+/- American Vets Parking Lot (2 signs)
Station 67+50+/- Route 9 South Walkway Connection (2 Signs)
Station 95+00+/- Fisher Street (2 Signs)
Station 112+00+/- Lake Street (2 Signs)
Station 128+50+/- Willow Street Connection (1 sign)

R1-2 YIELD

Station 29+25+/- Speen Street Spur Roundabout Connection (3 Signs)

R5-3 NO MOTOR VEHICLES

Station 15+25+/- Route 30 South Walkway Connection (1 sign)
Station 23+50+/- Chrysler Road (1 sign)
Station 42+25+/- American Vets Parking Lot (2 signs)
Station 61+50+/- Route 9 North Walkway Connection (1 Signs)
Station 67+50+/- Route 9 South Walkway Connection (2 Signs)
Station 95+00+/- Fisher Street (2 Signs)
Station 106+50+/- General Green Avenue (2 Signs)
Station 112+00+/- Lake Street (2 Signs)
Station 124+50+/- Mechanic Street (1 sign)
Station 128+50+/- Willow Street Connection (1 sign)
Station 701+50+/- Speen Street Intersection (1 sign)

R6-5P ROUNDABOUT CIRCULATION

Station 29+25+/- Speen Street Spur Roundabout Connection (3 Signs)

R9-5 USE PED SIGNAL

Station 106+50+/- General Green Avenue (2 Signs)
Station 701+50+/- Speen Street Intersection (1 sign)

R10-5 TURNING VEHICLES – YIELD TO PEDESTRIANS

Station 110+80+/- Route 27 (North Main Street) (1 Signs)

Access and Egress

Within the limits of the Federal Aid Project, neither additional driveways (residential or commercial) nor relocation or alteration of existing driveways shall be permitted unless they are in conformance with MASSDOT STANDARDS and receive prior written approval from MASSDOT.

Traffic Islands

Traffic islands or median islands and traffic devices thereon are not to be installed, altered or removed without the prior written approval of MASSDOT. Parking is prohibited on and adjacent to all traffic islands and median islands within the Federal Aid Project area.

Traffic Control Signals

- A. Traffic Control Signals shall be operated in strict accordance with the requirements of the applicable permit.
- B. Changes in the operation of the traffic control signals located in the Federal Aid Project area are not to be made without the prior written approval of MASSDOT.
- C. Traffic Control Signals, the operation of which is pertinent to the Federal Aid Project area covered by this AGREEMENT, will be installed to control traffic as shown on the plans for this Federal Aid Project. All power charges for the operation of the installation will be the responsibility of the TOWN as well as charges for maintenance and control. The traffic control signals listed below will be under the ownership and control of the TOWN.

Speen Street at Nouvelle Way

Miscellaneous

Traffic Controls or regulations instituted whether by the MASSDOT or the TOWN on ways or parts thereof within the Federal Aid Project are to remain in force and effect until proposed future changes have been approved in writing by MASSDOT.

MASSDOT will not approve any future proposed traffic control changes within the Federal Aid Project, which will in the opinion of MASSDOT, lessen to any degree the efficient utilization of the highway for traffic purposes.

Maintenance

The TOWN, in accordance with the provisions of 23 U.S.C. §§ 109(d) & 116, will properly maintain the way and all traffic control devices and pavement markings under the control of the TOWN within the project area. This obligation includes features of facilities and equipment that are required to be readily accessible to and usable by persons with disabilities. This requirement does not prohibit isolated or temporary interruptions in service or access due to maintenance or repairs.

Penalty

Continued and willful failure on the part of the TOWN to fulfill its responsibility in the proper maintenance and operation and the enforcement of the traffic regulations of the completed project may disqualify the TOWN from participation in future Federal Aid Projects in which the TOWN has maintenance responsibility, as provided in Title 23 USC.

Such failure may result in the withholding or withdrawal of the unexpended balance of any funds assigned to the TOWN, under the provisions of MASS. GEN. LAWS ch. 90, § 34.

IN WITNESS WHEREOF, the Parties hereto have executed this AGREEMENT on the day and year first written.

**TOWN OF NATICK
BOARD OF SELECTMEN**

**MASSACHUSETTS DEPARTMENT OF
TRANSPORTATION**

Richard P. Jennett, Jr.

HIGHWAY ADMINISTRATOR

Susan G. Salamoff

Amy K. Mistrot

Michael J. Hickey, Jr.

Jonathan Freedman

LEGAL CERTIFICATION

This will certify that the Town has complied with all applicable State Laws and its By-Laws and Ordinances as they apply to this AGREEMENT and that this AGREEMENT is a valid, binding Agreement with the Town.

DATE

TOWN COUNSEL

CERTIFICATE OF SIGNATORY

This will certify that the below named individuals are duly authorized and empowered to execute and deliver this AGREEMENT on behalf of the City of NATICK.

NAME William Chenard

TITLE Acting Town Administrator

DATE

ATTEST

NAME Diane Packer

TOWN CLERK

ITEM TITLE: Administrative Approval of Various Licenses and Permits

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Memo-M. Malone	7/6/2018	Cover Memo



Amy K. Mistrot, Chair
Susan G. Salamoff, Vice Chair
Michael J. Hickey, Jr., Clerk
Jonathan Freedman
Richard P. Jennett, Jr.

MEMORANDUM

TO: Board of Selectmen

FROM: Melissa Malone

DATE: July 6, 2018

RE: **Administrative Approval of Licenses and Permits**

To more efficiently respond to individuals and businesses, it is requested that the Town Administrator be delegated the authority to review and to make determinations of some licensing and permitting applications. The following two motions have been drafted for review and possible discussion.

Draft proposed motion No. 1: The Town Administrator may review and determine permits for: banners; requests to occupy a public way; parades; street closures; and block parties.

Draft proposed motion No. 2: The year following the BOS' initial approval of the below licenses the individual's or entity's **annual renewal** may be determined by the Town Administrator.

<u>Type of License</u>	<u>No. of Current Licenses</u>
Alcohol	
Restaurant All Alcohol	18
Restaurant Wine & Beer	8
Club All Alcohol	4
Innholder All Alcohol	3
Package Stores	8
General On-Premises (TCAN)	1
Pouring Permits	2
Common Victualer	113
Innholder (Equivalent to Common Victualer)	3
Weekday entertainment (including piped-in music/tv)	19

Class I (sale of new cars)	8
Class II (sale of used cars)	20
Class III (motor vehicle junk license)	2
Junk Dealer/Collector	11
Taxi/Livery	2
Automatic Amusement Devices	2
Lodging House	1
Psychic Reader	1
Billiards	1
Bowling	0
Hawker/Peddler/Transient Vendor	0

Any renewal requiring a public hearing, such as Club Special Permits (allowing a club to serve alcohol to people who are not necessarily members of the club), will continue to be presented to the Board of Selectmen for approval, as will all new alcohol licenses and live entertainment requests.

Lastly, I seek approval to collaborate with Chief James Hick and the Recreation and Parks Commission to establish a practical policy to provide short-range permitting for events or gatherings requiring no electricity or clean-up by the DPW on the Town Common.

ITEM TITLE: Weekly Warrant Reviews: 6/26/18, 6/30/18, 7/1/18, 7/3/18

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
6/26/18 & 7/1/18	6/28/2018	Cover Memo
6/30/18	6/28/2018	Cover Memo
7/3/18	7/5/2018	Cover Memo



Office of the Comptroller

Town of Natick
Massachusetts 01760

Date: June 25, 2018

From: Cyndi Tomasetti
Staff Accountant

To: Board of Selectmen

Subject: Warrant Review

In accordance with Board of Selectmen's procedures, the Chairperson was sent the following warrants for review and signature on June 25, 2018

Warrant Type	Warrant Number	Check date	Amount
Payroll	2018-53P	6/26/2018	\$1,581,202.81
Accounts Payable	2018-53S	6/26/2018	453,779.16
Accounts payable	2018-53T	6/26/2018	585,416.73
Accounts payable	2018-53R	6/26/2018	98,437.07
Accountspayable	201853NC	6/26/2018	704,364.40
Accounts payable	201901VB	7/1/2018	4,762.66
Accounts payable	2019-01T	7/1/2018	6,121.00
Accounts payable	201901NC	7//2018	2,559.40

If you wish to review the details regarding any of these warrants please feel free to contact this office.

Office of the Town Comptroller • 13 East Central Street • Natick, Massachusetts 01760 • (508) 647-6437 • Fax (508) 655-6980





Office of the Comptroller

Town of Natick
Massachusetts 01760

Date: June 27, 2018

From: Cyndi Tomasetti
Staff Accountant

To: Board of Selectmen

Subject: Warrant Review

In accordance with Board of Selectmen's procedures, the Chairperson was sent the following warrants for review and signature on June 27, 2018

<u>Warrant Type</u>	<u>Warrant Number</u>	<u>Check date</u>	<u>Amount</u>
Accounts payable	1854NC-1	6/30/2018	\$100,560.13

If you wish to review the details regarding any of these warrants please feel free to contact this office.





Office of the Comptroller

Town of Natick
Massachusetts 01760

Date: June 29, 2018

From: Cyndi Tomasetti
Staff Accountant

To: Board of Selectmen

Subject: Warrant Review

In accordance with Board of Selectmen's procedures, the Chairperson was sent the following warrants for review and signature on June 29, 2018

Warrant Type	Warrant Number	Check date	Amount
Payroll	2018-54p	7/03/2018	\$616,642.10
Payroll	1854B (balloon payroll)	7/03/2018	8,121,636.28
Accounts payable	2018-54S	7/3/2018	349,242.84
Accounts payable	2018-54R	7/3/2018	78,740.02
Accounts payable	201854SB	7/3/2018	787,837.87
Accounts payable	2018-54t	7/3/2018	754,109.89
Payroll	201902P	7/3/2018	76,879.75
Accounts payable	201902nc	7/3/2018	2,011,159.37

If you wish to review the details regarding any of these warrants please feel free to contact this office.

Office of the Town Comptroller • 13 East Central Street • Natick, Massachusetts 01760 • (508) 647-6437 • Fax (508) 655-6980



ITEM TITLE: Accept Donation From Eastern Bank to Recreation & Parks Department
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Memo-K. Partanen	6/28/2018	Cover Memo



Natick Community Services Recreation and Parks

COMMUNITY THROUGH PEOPLE, PARKS & PROGRAMS

MEMO

SUBJECT: Donation to Recreation & Parks
DATE: 6/25/2018
TO: Amy Mistot, Chair Natick Board of Selectmen
CC: Bill Chenard, Deputy Town Administrator - Operations
Jemma Lambert, Community Services Director
FROM: Karen Partanen, Director of Recreation & Parks

The Recreation & Parks Department received a check from Eastern Bank, in the amount of \$900 on June 25, to offset the fees associated with Summer Concerts. We are very grateful to receive this donation in order to enhance our recreational offerings to the Natick community.

Thank you for considering acceptance of this donation and I am happy to attend a future meeting to discuss this in more detail.

ITEM TITLE: Approve Natick Center Cultural District Request to Paint Electrical Box
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Request	6/28/2018	Cover Memo



Natick Center Cultural District
20 Main St. Suite 208
Natick, MA 01760
508.650.8848
www.natickcenter.org

June 19, 2018

Natick Board of Selectmen
Natick Town Hall
13 East Central Street
Natick, MA 01760

RE: NCCD Requests Permission to Paint an Electrical Box for the "Electrical Box Paint Program." (EBPP)

Dear Natick Board of Selectmen,

On behalf of the Natick Center Associates Board of Directors and the Public Art Committee (PAC) of the Cultural District, we are seeking approval for the following as related to the "Electrical Box Paint Program": (Please see attached for photos and dimensions.)

- I. Approval for 1 additional electrical box in Natick Center to be painted in Fall 2018 as part of the Electrical Box Paint Program.
 - a. The box is located at #72 Route 27, Main Street. (Near the intersection of Cottage St. & Rt. 27.) See photos of location attached.
- II. Upon approval by the BOS, the PAC will seek artist submissions and the pieces of artwork will be chosen by the PAC by the end of July. If approved, the artwork for the Route 27 box will be presented before the Board of Selectmen for final approval before painting is commenced. Once the artwork is approved, the painting of the electrical boxes will begin and would be completed before NAOS in October.

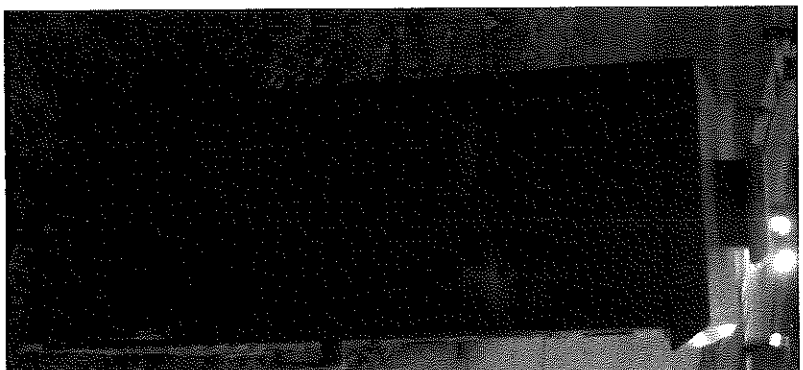
It has been confirmed by DPW Director, Jeremy Marsette that this electrical box is the property of the Town of Natick and may be painted.

These projects are funded by the Natick Center Cultural District.

Thank you for your consideration and for your support of the Natick Center Cultural District's Public Art initiative.

Sincerely,

Athena Pandolf
Executive Director, NCCD



72 MA-27 (Natick Housing Authority):
L: 16 $\frac{1}{2}$ "
W: 29 $\frac{7}{8}$ "
H: 49 $\frac{1}{2}$ "



ITEM TITLE: Approve Request for Exemption from Town Bylaws Chapter 41, Section 4: Michael Fitzpatrick - Tutor/Mentor ASAP / Beach Attendant Rec & Parks

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Michael Fitzpatrick-Request for Exemption	7/5/2018	Cover Memo



Natick Recreation and Parks Department

"Create Community through People, Parks and Programs"

July 3, 2018

Ms. Amy Mistrot, Chair
Natick Board of Selectmen
13 E. Central Street
Natick, MA 01760

Dear Ms. Mistrot,

I am requesting approval from the Board of Selectmen to employ the following summer staff via an exemption from the Town By-Laws under, Art. 41, Sec. 4

- Michael Fitzpatrick

A disclosure of financial interest by Municipal Employee Forms has been completed by Mr. Fitzpatrick in accordance with M.G.L. Ch. 268A, § 20(b).

Please contact me if you have any questions.

Sincerely,

Daniel J. Keefe, III, Assistant Superintendent
Natick Recreation and Parks Department

/ljp

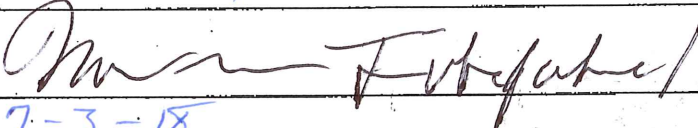
**DISCLOSURE OF FINANCIAL INTEREST BY MUNICIPAL EMPLOYEE,
CERTIFICATION BY HEAD OF CONTRACTING AGENCY AND APPROVAL
AS REQUIRED BY G. L.C.268A §20(b)**

Note: You are eligible for this exemption only if you meet all of the following requirements:

- Your regular agency is not the contracting agency or an agency that regulates the activities of the contracting agency;
- You do not participate in or have official responsibility for any of the activities of the contracting agency;
- The contract was made after public notice or competitive bidding;
- You complete, sign, and file with the town or city clerk this disclosure form;

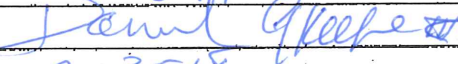
And, if the contract is for your personal services:

- The services will be provided outside your normal municipal working hours;
- The services are not required as part of your regular duties as a municipal employee;
- You are compensated for the services for not more than 500 hours during a calendar year;
- The head of the contracting agency completes and signs the certificate below.
- The city or town council, board of aldermen, or board of selectmen approve this exemption from '20 below.

Name:	Michael Fitzpatrick
Title or Position:	Tutor/Mentor - ASAP @ Kennedy Middle School
Agency/Department:	Natick Public Schools
Office Phone:	508 647-6400 ext 2882
Contracting municipal agency:	Natick Recreation and Parks
Contract is for:	Beach Attendant - PT
Financial interest of employee and immediate family:	< \$ 2,000/yr
Employee Signature:	
Date:	7-3-18

**CERTIFICATE BY HEAD OF CONTRACTING AGENCY
(if contract is for municipal employee's personal services)**

I certify that no employee of my agency is available to perform the contract services described above as part of his or her regular duties.

Name:	Daniel J. Keefe #
Agency:	Recreation + Parks
Office Phone:	508 647-6530
Signature:	
Date:	7-3-18

**APPROVAL OF EXEMPTION
(if contract is for municipal employee's personal services)**

The city or town council, board of aldermen, or board of selectmen approve this exemption from §20.

Signature:	
Date:	

After disclosure (and certification and approval, if needed) are completed and signed,
file this form with the city or town clerk.
Attach additional pages if necessary.

ITEM TITLE: Correspondence 7/9/18

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
7/9/18 Correspondence	7/5/2018	Cover Memo



June 27, 2018

Board of Selectmen
Town of Natick
13 East Central Street
Natick, MA 01760

Re: Important Information on Video Services

Dear Chairman and Members of the Board:

At Comcast we continue to innovate and deliver more value, flexibility and choice to our customers. On June 28, 2018, we will introduce the following new Choice TV package options, giving customers even more choice for a personalized experience.

Choice TV at \$30.00 per month will include Limited Basic, Streampix, and HD programming. A TV Box, CableCard or compatible customer owned equipment will be required for customers to receive Choice TV services. Up to 10 hours of cloud DVR Service is included for those customers who have our X1 equipment or compatible customer owned equipment and Xfinity Internet service.

Choice TV Double Play at \$89.99 per month will include Choice TV and Performance Plus Internet. Compatible equipment will be required.

Genre Packs will be available to enhance the Choice TV service offering, providing a more personalized experience. Customers are able to add up to two packs to Choice TV.

- **Kids & Family** at \$10.00 per month includes kid and family-friendly channels including Cartoon Network, Disney Channel, Nickelodeon and Universal Kids.
- **Entertainment** at \$15.00 per month includes entertainment channels including A&E, AMC, Bravo, Food Network, FX, TNT and VH1.
- **Sports & News** at \$28.25 per month includes sports and news channels including CNBC, CNN, ESPN, Golf, MSNBC, NBC Sports and NFL Network. Cannot be combined with Choice TV Double Play; Choice TV Double Play customers who want the Sports & News genre pack would receive more channels at a cheaper price with Comcast's Standard Double Play package.

Customers will be able to take advantage of these new packages starting June 28, 2018. In addition, as we introduce these new service offerings, the following services and packages will no longer be available for new subscriptions: Economy Double Play, Digital Preferred package, Digital Premier package, Basic Latino TV, Economy TV Latino, Starter TV Latino, Digital Economy and Family Tier.

We're happy to be able to provide more value, flexibility and choice through our new Choice TV offerings.

Additionally, we wanted to share with you a correction to our April 16, 2018 letter regarding the launch of Super Double Play. Inadvertently we stated that DVR Service is included with the Supper Double Play. DVR Service is not included with the Super Double Play. We apologize for this error and any confusion it may cause.

Should you have any questions, please do not hesitate to contact me at 508-647-1418.

Sincerely,

Greg Franks

Greg Franks, Sr. Manager
Government Affairs