



SMART GROWTH AND REGIONAL COLLABORATION

## Metropolitan Area Planning Council (MAPC) Final Report for District Local Technical Assistance (DLTA) Activities 2016

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### January 2017

In 2016, the Metropolitan Area Planning Council (MAPC) undertook a total of 44 projects for communities under the District Local Technical Assistance (DLTA) program. These projects fell into the broad categories of 1) Planning Ahead for Housing, 2) Planning Ahead for Growth, and 3) Community Compact Activities.

For the projects that were either completed or that had significant progress over 2016, a project report will soon be available through the web link on the MAPC web site at [www.mapc.org](http://www.mapc.org). A description of the DLTA program and links to reports on past DLTA-funded projects is described on the MAPC web site at [www.mapc.org/TAP](http://www.mapc.org/TAP). For additional information on any project, please contact the staff members listed in the project reports or the appropriate division and department directors.

### Summary of Funding and Expenditures

- **Allocated Funding:** The total amount of funding budgeted during 2016 for DLTA expenditures (including both the state funding and the required MAPC 10 percent match) was **\$623,768**.
- **Total Expenditures:** The total amount of funded expended by MAPC in 2016 on the program was **\$623,887**.
- **Leveraged/Matching Resources:** MAPC also used other funds (municipal funds, Unified Planning Work Program, DHCD PATH funds, Barr Foundation resources, and other sources) to significantly extend the scopes of these projects beyond what could be funded solely by the DLTA program. This total amount of leveraged funding from other sources totaled **\$368,706**. These additional funds are not included in this narrative report but are outlined in the attached *DLTA 2016 Year End Report Spreadsheet*.

Browse this report by project work conducted by MAPC Department or Division. Click the titles to jump to each section.

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## Environment Division Activities

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### Braintree Climate Vulnerability Assessment \$9,996

The Braintree Climate Vulnerability Assessment is a one-year project to assess the town's vulnerability to climate change impacts including flooding, drought, sea level rise, and extreme heat events. The project year is from July 1, 2016 to July 1, 2017. DLTA funding provided \$10,000 of the

\$60,000 project budget. DLTA funding supported the establishment of the 11-member town planning team and research and preparation for the kick-off meeting held on Oct. 18. DLTA funds also supported an investigation of Braintree's flooding history and vulnerabilities, including critical facilities (sewer, electric, water), infrastructure (bridges, roads, dams, town facilities), and natural resources.

#### **Metro Boston Climate Preparedness Taskforce and Summit**

**\$24,996.01**

DLTA funds were used for administering the Metro Boston Climate Preparedness Taskforce program and planning the summit for the 14 municipalities of the Metro Mayors Coalition (Boston, Braintree, Brookline, Cambridge, Chelsea, Everett, Malden, Medford, Melrose, Newton, Revere, Quincy, Somerville and Winthrop). Throughout the year, the Metro Boston Climate Preparedness Taskforce convened for official meetings, brown-bag workshops, working group meetings, a climate vulnerability boat tour, and a Climate Summit. Topics covered included MassDOT's climate vulnerability assessment, MWRA's climate adaptation plan for its infrastructure, regional food system vulnerabilities, climate vulnerabilities of the Charles River and Amelia Earhart Dams, climate change's heat impacts on public health, and, most recently, climate resiliency efforts at the MBTA.

MAPC also facilitated a Climate Data Working Group to help municipalities align their use of climate projections and data so that there's more data uniformity across the region. With the University of Massachusetts Boston and the American Geophysical Union's Thriving Earth Exchange program, MAPC finalized a flood vulnerability assessment of food distribution centers in Chelsea and Everett that will help illustrate the larger regional implications of climate impacts on food distribution in the Greater Boston area and guide the development of site-specific strategies for addressing identified vulnerabilities. Lastly, DLTA funds contributed to the planning and implementation of the Metro Mayors Coalition Climate Summit held in November, which gathered Mayors and City- and Town Managers of the Metro Mayors Coalition (MMC), as well as state and federal partners, to review their climate preparedness accomplishments

#### **Scituate-Duxbury Climate Resilience Project**

**\$9,604.11**

The Scituate-Duxbury Climate Resilience Project began in 2015 with \$40,000 of MAPC technical assistance funds, and in 2016 was supplemented by \$10,000 of DLTA funds. The DLTA funding supported the completion of the Vulnerability Analysis, identifying the critical assets and resources potentially at risk from sea level rise in the two coastal communities of Scituate and Duxbury. DLTA funds also supported the preparation of an action plan containing recommended measures the two towns can take to increase their resilience to the impacts of climate change on the coast.

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## **Energy Division Activities**

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#### **Clean Energy Innovation Initiative**

**\$14,010.87**

The Clean Energy Innovation Initiative educated and connected MAPC municipalities with emerging clean energy technologies and opportunities to pilot and implement projects that increase energy and cost savings. DLTA funds enabled MAPC to host a widely-attended workshop on microgrids in coordination with the Massachusetts Clean Energy Center (MassCEC) to educate stakeholders about

emerging microgrid technology and address funding and financing challenges. MAPC also led policy research to better understand best practices for state policy on microgrids and develop a policy agenda for 2017. Through these processes, MAPC established a formalized collaboration with MassCEC, a public agency that has analyzed new clean energy technologies that are viable and ready for piloting by public entities, including municipalities. MAPC's Clean Energy Department also worked with MassCEC to lead outreach to municipalities on two MassCEC programs, DeployMass and the Microgrid Grant Program. MassCEC's DeployMass Program provides grant funds for public entities that purchase a clean technology on its commercially-ready list and the Microgrid Grant Program provides some feasibility assessment funds for community microgrid projects and is slated to accept municipal applicants in 2017.

#### **Peak Electricity Demand Notification Program**

**\$13,562.18**

MAPC created the Peak Electricity Demand Notification program to help municipalities avoid significant cost increases associated with capacity charges. Capacity charges can comprise 20 percent or more of total electricity costs. The quantity of capacity that municipalities are billed for is determined during a single hour of a single day each summer when the electricity grid experiences its highest, or peak, demand. MAPC's program provides a daily notification to municipalities to help them anticipate that hour of peak demand and reduce electricity use during that time. MAPC began the program in the summer of 2015, continued it in 2016, and anticipates operating the program on an ongoing basis.

#### **Regional LED Streetlight Initiative**

**\$12,114.98**

In 2016, MAPC provided continued support and technical assistance for two regional purchasing opportunities (i.e. collective procurements) for LED replacements in outdoor lighting applications, encompassing Lowell, Malden, Millis, Andover, Everett, Leominster, Warren, Watertown, and Wayland. Additionally, MAPC provided technical assistance to the cities of Quincy and Medford to develop their individual procurements for streetlight retrofit services. Both municipalities relied on MAPC's model documents and guidance to craft their procurements.

#### **Regional Solar Initiative**

**\$24,996.05**

MAPC facilitated a regional procurement of professional solar installation services for multiple municipalities and sites in the MAPC region in fall 2012 – with support from the Cadmus Group. MAPC signed an MOU with the selected developer, Broadway Electrical Company that would allow the 17 participating municipalities to enter into Solar Energy Management Service Agreements for solar power on their rooftop and ground facilities. When Broadway dissolved, MAPC signed an MOU with BlueWave Capital in June 2014. BlueWave Capital is now providing ongoing support for the community engagement, feasibility discussions, and solar contracting processes.

In 2016, MAPC actively engaged nine of the 17 communities in project development. MAPC developed a template Net Metering Credit Purchase Agreement (NMCPA) in conjunction with Cadmus Group that communities can use to enter into contracts to purchase solar power. Thus far, a 56kW project in Melrose has been approved and is slated for completion in May 2017 and a 130kW project in Winthrop is on track to qualify under the SREC II-B incentive structure. In addition, MAPC hired a Solar Advisor on behalf of eight communities through the Department of Energy's SolSmart Program to help reduce the costs related to solar permitting and inspection requests. MAPC further reviewed DOER's straw proposal for the Next Solar Incentive and collaborated with experts both

internally and externally to provide feedback focused on improving incentives for municipal solar projects and low/moderate-income customers.

**Renewable Heating and Cooling Program**  
**\$10,987.39**

With DLTA funds, the Renewable Heating and Cooling (RH&C) Program was able to lead research and provide education and outreach content to MAPC municipalities about renewable heating and cooling technologies. The MAPC RH&C Program helped build relationships with RH&C stakeholders; led research on potential applications for municipalities and their residents and businesses; and developed education materials and an outreach strategy for municipalities. The past year has been critical for RH&C research and has led to the development of a Renewable Heating and Cooling toolkit for municipalities (to be released in the winter) and plans for a municipality-focused workshop to be held in partnership with the Massachusetts Clean Energy Center (MassCEC) in March 2017.

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## Land Use Division Activities

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### Arts and Culture

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**Uphams Corner Cultural Planning Project**  
**\$9,204.24**

The City of Boston is in a moment of cultural planning with the launch of Boston Creates, the City's first cultural plan. The Upham's Corner Cultural Planning Project is the City's first neighborhood-level cultural planning process, which aims to support Boston Creates plan implementation at the local level. The project is funded through two sources: DLTA 2016 and FY17 Planning for MetroFuture Technical Assistance (PMTA) resources. The planning process will result in a final report of strategy recommendations focused on establishing Upham's Corner as a cultural hub. The report will focus on the Strand Theatre as an anchor arts and cultural institution whose activation is crucial to positioning Upham's Corner as a cultural hub. Strategy recommendations will include a set of recommendations for public, private, and philanthropic actions, including policies, regulations, programs that can incentivize cultural uses in an arts innovation district, and case studies and drawings illustrating programming and design alternatives for the Strand Theatre. DLTA 2016 resources enabled MAPC to complete a scan of existing conditions, review relevant plans, studies, and reports on Upham's Corner, and to develop draft narratives and drawings modeling alternative uses and redesign options for the Strand Theatre. The project will continue into 2017 with PMTA funding.

**Wakefield Economic Development Visioning - Albion Arts Corridor**  
**\$22,249.62**

With DLTA funds, we began a market analysis to assess the market for various arts and culture uses in Downtown Wakefield and began the review of zoning to incentivize new arts and culture supportive uses. Besides developing a detailed community engagement strategy to reach out to stakeholders across town and solicit their vision for the future of arts and culture in Wakefield, we conducted artist focus groups to hear about individual artist needs and conducted interviews with local business owners, organizations, and other stakeholders. To assess what the community wants, we held a kick off public meeting where participants gave feedback on design and use preferences for new development and activities downtown and told us what new arts activities and uses they

wanted to see in order to help Wakefield to become an arts and culture destination. We created a pop up coffee shop at the Albion Cultural Exchange as part of the Wakefield Holiday Stroll in order to collect additional feedback from attendees. We began mapping cultural assets in the downtown and developed an online cultural assets map where participants could map their own assets and also administered an online survey to get more information on the vision and market for downtown arts and culture uses.

## Economic Development

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### **Foxborough Downtown Economic Development** **\$20,076.92**

We have organized an event that will be held on Jan. 25, 2017, which will be a structured discussion about how infrastructure improvements, wayfinding signs, parking, public safety, and public information can be addressed in order to attract customers and improve downtown's small business climate. Work to date has included individual meetings with the town and business owners and operators, research, and preparation of content to questions to guide the Jan. 25 visioning session. We have created educational materials to help participants understand the connection between the profitability of a business and the sense of place that the larger business district presents to the customers. Specific facilitation methodologies have been developed to inform our approach to participants during the visioning session. The goal of the January discussion is to build understanding of public sector interventions that will spur business development in Downtown Foxborough.

### **Stoughton Business Guide** **\$ 3,387.07**

MAPC worked with the town's economic development planner to complete the preparation of "Guide to Doing Business in Stoughton", with an emphasis on providing services to businesses that are interested in locating in the town center. The project included providing maps, census information, and printing a professionally-designed cover folder and topical information sheets. The guide is on the website and will be distributed to potential developers and business owners.

### **Wrentham Economic Development Brochure** **\$7,329.47**

MAPC assisted Wrentham in preparing a brochure to promote the Town's development opportunities to private investors. The brochure included a simple market profile, detailing demographic and consumer data of the town and surrounding area. Prime developable parcels along Routes 1 and 1A and Town Center were highlighted. In addition to technical assistance, DLTA funds were also used to run an initial 500-copy print of the brochure.

## General Land Use Planning

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### **Ashland Master Plan – Complete the Land Use Section** **\$12,820.44**

MAPC began working with the Town of Ashland in 2013 to update its Comprehensive Plan. MAPC worked with residents, business owners, and town officials on outreach efforts, including focus groups and a survey to develop a community vision. The 2016 DLTA project finalized the land use

element of the plan. This included an alternative futures section with scenario modeling to help the Town assess the impacts of various economic development and housing strategies. The report sent to Ashland included a vision statement, goals, and land use section, including an appendix with the results of the extensive outreach efforts.

**Braintree Transit-Oriented Development**  
**\$ 16,561.85**

In 2015 MAPC partnered with the Town of Braintree, property owners, business owners, and residents to develop a vision for the area in the vicinity of the Braintree MBTA Red Line Station. The project utilized federal Unified Planning Work Program (UPWP), Town of Braintree, and property owner funding, supplemented by DLTA funding. The project has included public forums, meetings with owners/developers, zoning analyses, a market study, transportation/roadway/connectivity analyses, and visualizations of alternative future development scenarios. The final report outlined a series of land use, zoning and infrastructure recommendations to achieve the consensus vision for the corridor.

**Chelsea Silver Line Corridor Transit-Oriented Development Action Plan**  
**\$2,513.73**

The City of Chelsea has been working with MAPC since 2015 to develop a Chelsea Silver Line Corridor TOD Action Plan, which recommends municipal policies and strategies for facilitating equitable transit-oriented development in the neighborhoods surrounding the forthcoming Chelsea Silver Line bus route and shared-use path. The project included a residential and retail market analysis, a managing neighborhood change analysis, and a health impact assessment. The city and MAPC convened a TOD Advisory Group to oversee the planning process and to provide comments on the draft Action Plan. The project is funded through three sources: DLTA 2015, Planning Ahead Toward Housing (PATH), and DLTA 2016 resources. PATH resources enabled preparation of draft ordinances and guidance on implement some of the policy recommendations in the Action Plan: a draft inclusionary zoning ordinance, a draft condo conversion ordinance, guidance on establishing a commercial linkage fee program, guidance on just cause eviction controls, and guidance on integrating community benefits into developer's agreements. DLTA 2016 resources supported the final preparation of the Action Plan.

**Downtown Holliston Corridor Plan**  
**\$12,011.30**

MAPC worked with the town planner and planning board to review the existing zoning to improve lot dimension and use conformity with the existing and anticipated conditions in line with previous downtown visioning. MAPC also prepared a market analysis to help determine the amount of space needed for commercial development in the downtown, as well as the need for additional housing. It is anticipated that the zoning and map changes will go to the Spring Town Meeting.

**Inner Core Committee Planners Knowledge Exchange**  
**\$5,019.06**

The Inner Core Committee subregion regularly meets on a bimonthly basis six times a year. Members expressed an interest in supplementing the bimonthly meetings with a series of informal exchanges that would extend the impact of the subregion network. These exchanges were hosted by ICC member municipalities and provided an informal opportunity for peer dialogue on zoning topics of interest. DLTA resources enabled MAPC to organize three exchanges between June and December

2016 on the following topics: inclusionary zoning, zoning recodification, and regulating teardowns. The exchanges may continue into 2017 with subregion funding.

**Lynn 40R Districts**

**\$ 5,119.82**

The City of Lynn received a PATH grant to prepare three 40R Smart Growth Overlay Districts. This grant is augmented by DLTA funds. The project includes drafting the zoning language, conducting the public forums, and preparation of the supporting documentation and application to DHCD.

**Manchester Vision Plan**

**\$12,992.43**

This was phase one of the Town's effort to update its 2004 Master Plan. Under the visioning effort, MAPC created an online survey that generated over 500 responses, held an interactive, outdoor outreach event in conjunction with Manchester's summer outdoor concert series, conducted focus groups with environmental and business stakeholders, and trained members of the Master Plan Steering Committee on how to conduct neighborhood focus groups with "meeting in a box" techniques. Vision plan outreach culminated in a well-attended visioning open house at Manchester-Essex High School where more than 100 attendees were able to participate in hands-on planning outreach exercises and offer their views on creating a new town vision to guide its new Master Plan. MAPC and the Master Plan Committee collaborated to create a new vision document and distributed 100 hard copies distributed to the town as it begins to move into the phase two of its master planning effort.

**Melrose Master Plan**

**\$10,980.28**

In 2016, much of the Melrose Master Plan, called "Melrose Forward: A Community Vision and Master Plan," was drafted. MAPC met with the Melrose Master Plan Advisory Committee and Office of Planning and Community Development several times over the year to discuss each of the plan topics. A public forum was held in February; about 100 people attended. MAPC and the City of Melrose have leveraged several sources of funding to support this planning effort. In addition to DLTA, this project has been supported by funding and in-kind support from the City of Melrose, a Healthy Community Design/Healthy Aging grant from the Massachusetts Association of Health Boards, technical assistance funding from UPWP, and grant funding from the Barr Foundation. Over the spring and summer, the project team conducted focus groups with local seniors and with real estate development professionals to gain insights on housing needs, public health concerns, and housing, mixed use, and commercial development opportunities. The project will continue using other funding into the first half of 2017. Much of the Master Plan has been drafted - in early 2017, these chapters will be revised, goals and recommendations will be drafted, and another public forum will be held. The plan is slated for completion in mid-2017 using funds from the City of Melrose and the Barr Foundation.

**Medford Square Strategy**

**\$23,498.52**

MAPC is using a combination of DLTA, PMTA, and Barr funding to complete a Master Plan for Medford Square. The DLTA funding supported initiating the planning process with the City of Medford and a September 2016 community forum attended by approximately 130 participants. Before the forum, MAPC held stakeholder interviews, an existing conditions analysis, an existing business inventory, and a retail market assessment. Based on this analysis, issues and themes were presented to the community and assigned priorities as items to be addressed through the Master

Plan. The presentation from the first Community Forum and the feedback from the community are available at the City's website: <http://www.medfordma.org/departments/community-development/medford-square/>

The Master Plan process has continued with a second community forum in December, during which draft strategies for economic development, land use improvements, public realm, and open space improvements were presented to the community for feedback. These draft strategies will form the core of the Master Plan that has an anticipated completion date in the spring of 2017.

#### **Southeast Framingham Neighborhood Action Plan (SEFNAP) 2017-2024**

**\$1,940.82**

MAPC used a combination of DLTA and PMTA funding to devise and lead a neighborhood planning process for an environmental justice community that had historically not benefitted from planning and investment. Extensive multilingual community outreach and engagement efforts were employed, including site visits and translation and interpretation during workshops. Two community workshops were devised with visual polling exercises to capture the location, type, and scale of neighborhood development and streetscape improvements. MAPC also met with stakeholders and the directors of several Town divisions and departments to share community feedback and report recommendations. The end goal was for land use and rezoning recommendations to allow targeted development and services and targeted streetscape improvements for pedestrian safety and traffic calming. The report (<http://mapc.ma/SEFNAP2017> ) laid out a phased action plan from years 2017 to 2024 for the Town to implement to improve the quality of life for existing residents and to set the right conditions to attract development and services.

#### **Winthrop Central Business District Visioning - Urban Agenda Planning Grant Match**

**\$26,588.61**

This DLTA funding supports a joint effort with the Town of Winthrop and MassDevelopment to develop a vision for the Central Business District (CBD) and the former middle school. The vision will help determine how the middle school property is redeveloped, and it directs and defines future improvements and investments in the CBD. MAPC's role was to facilitate community input to craft the vision statement and goals as well as to develop parking and walkability strategies to support the vision. The project will include a CBD Master Plan and an analysis of factors impacting the middle school reuse.

## **Housing**

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#### **Arlington Housing Production Plan**

**\$17,764.18**

Building on Master Plan recommendations, MAPC worked with the Town of Arlington and JM Goldson to develop a Housing Production Plan (HPP) for the next five years. The planning process was guided by an advisory committee representing the Council on Aging, Master Plan Implementation Committee, Arlington Housing Authority, Harvard Joint Center for Housing Studies, Housing Corporation of Arlington, and other entities, a focus group consisting of local developers and real estate professionals, and two public forums. The first focused on findings on local demographics and housing stock, a discussion of housing challenges, and ideas on housing opportunities. The second forum focused on housing goals for amount, type, and location of housing and strategies to achieve them.

The plan includes an assessment of housing need and demand, analysis of development constraints and opportunities, and strategies to achieve the town's vision for housing. The HPP will help position Arlington to meet the need for more affordable and diverse housing and work towards 10 percent on the state's Subsidized Housing Inventory.

**Maynard Inclusionary Zoning**  
**\$10,131.99**

Building on Housing Production Plan recommendations, MAPC is currently working with the Town of Maynard to draft inclusionary zoning. The project launched in October 2016 and is expected to extend through April 2017. The bylaw will go before Fall Town Meeting for adoption. Work is guided by an advisory committee comprised of members of the Affordable Housing Trust, Planning Board, Maynard Housing Authority, and other entities. In addition to regular advisory committee meetings, the new bylaw will be informed by best practices research and a focus group with local developers and realtors.

**Medway Affordable Housing Bylaw Update**  
**\$11,195.53**

After a zoning recodification process wherein the Affordable Housing Bylaw was flagged for further analysis, MAPC worked with the Town of Medway to update its approach to leverage private residential development for affordable housing production purposes. The planning process was guided by an advisory committee consisting of Town staff and members of the Planning and Economic Development Board, Affordable Housing Committee, and Affordable Housing Trust. In addition to regular meetings with these advisors, the process included a focus group with local developers and realtors.

After completing a review of best inclusionary zoning practices across the Commonwealth, MAPC conducted an analysis of Medway's bylaw and identified impediments to affordable housing production. Next, we made recommendations for how to strengthen areas of the bylaw. The Affordable Housing Bylaw now takes an approach to applicability based on economies of scale, offers a larger density bonus, and provides sensitive unit design standards, among many other improvements.

**Millis Housing Production Plan**  
**\$17,400.72**

MAPC is preparing a Housing Production Plan for the Town of Millis. The Housing Needs Assessment has been completed and the first of two public forums was conducted in June 2016. It is anticipated that the HPP will be completed by the end of March 2017 after a second public forum and presentations to the Planning Board and the Board of Selectmen. Under a separate grant from the Massachusetts Association of Health Boards, a separate section of the plan will address the integration of public health, social services, and housing, which was completed in June 2016. It will be submitted to DHCD with the full HPP upon adoption by the Town.

**Rockland Housing Production Plan**  
**\$14,988.15**

MAPC completed a Housing Production Plan for the Town Of Rockland that was adopted by the Planning Board on Oct. 13, 2016 and the Board of Selectmen on Oct. 18, 2016. The Department of Housing and Community Development approved the plan in December. MAPC conducted two public

forums to obtain input on housing needs, goals for the plan, potential opportunity sites, and implementation measures. In addition, MAPC provided DLTA funding to include an appendix on the integration between public health issues and housing policy and a number of recommendations were made relating to health and social service issues. One of the prime recommendations was to develop a 40R Smart Growth Overlay District in the Town Center and MAPC assisted the town in preparing a Planning Assistance Toward Housing (PATH) grant application, which the Town received. Preparation of the SGOD began in December 2016 and is to be brought to Town Meeting in May 2017.

**Saugus Housing Production Plan**  
**\$11,806.25**

MAPC worked with the Town of Saugus to develop a Housing Production Plan (HPP) for the next five years. The HPP is informed by a focus group with local developers and real estate professionals and two public forums. The first focused on sharing findings on local demographics and housing stock, a discussion of housing challenges, and collecting ideas on housing opportunities. The second forum focused on housing goals for amount, type, and location of housing and strategies to achieve them.

The plan includes an assessment of housing need and demand analysis of development constraints and opportunities, and strategies to achieve the town's vision for housing. The HPP will help position Saugus to meet the need for more affordable and diverse housing, and work towards 10 percent on the state's Subsidized Housing Inventory.

**Sherborn Town Center Housing Study**  
**\$15,028.81**

MAPC is using a combination of DLTA and PMTA funding to complete a Town Center Housing Study in Sherborn. The DLTA funding supported the first half of the community planning process. The planning effort explored approaches to integrating additional housing into Sherborn's rural Town Center that would boost support local businesses and vitality in the center. The DLTA work supported a community workshop facilitated by MAPC, which found that there was community support for mixed-use housing in the Town Center, a housing type not previously considered in the Town. The process included coordination meetings with the Town Planner, members of the Planning Board, and members of the recently-formed Sherborn Housing Partnership. A draft report documenting the study is currently under review by the Town and will be completed at the beginning of 2017.

**Woburn Housing Production Plan**  
**\$9,403.58**

MAPC staff worked with the City of Woburn to approve and adopt a state-certified Housing Production Plan (HPP). The HPP effort was guided by our recent work with the City on their Master Plan (2014-2015) as well as the results of the North Suburban Planning Council Priority Mapping Project, completed in 2014. The HPP planning process began in January 2016 and the document was officially approved by DHCD in September 2016.

**Open Space**

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**Littleton Open Space and Recreation Plan**  
**\$6,942.81**

The update to Littleton's Open Space and Recreation Plan began in 2015. For the DLTA project, MAPC worked with the Littleton Open Space and Recreation Committee to finalize the Open Space and Recreation Plan and the required maps and inventory. The draft plan was submitted to the Mass EOEEA in time for the Town to apply for open space grant funding. At EOEEA's request, minor revisions were made to enable the Town to submit the Plan for final approval.

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## Municipal Collaboration Division Activities

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### **Cohasset Space Needs Analysis**

**\$10,448**

MAPC conducted a space needs analysis of Cohasset's public buildings (excluding its public schools) to inform the Town's capital planning process. Through site visits and interviews with department heads and appointed officials, and with information from Town facility studies, MAPC identified the deficiencies and possible improvements for Cohasset facilities and made recommendations for Town action. MAPC produced a report and presented it to the Town Board of Selectmen and Capital Budget Committee.

### **Credit Card Processing Fees**

**\$16,534.96**

MAPC worked with the communities of Somerville, Barnstable, Brockton, Newton, Plymouth, Worcester, Salem, and Watertown to investigate and produce a report on: 1) how credit card fees work, trying to better understand the complicated world that underpins such transactions; 2) the challenges and potential solutions in dealing with high credit card processing fees on parking meters and otherwise; and 3) the possibility of issuing a collective bid for credit card processors to see if better fee pricing and services can be achieved.

### **MAGIC Regional IT Services Office**

**\$20,183.50**

MAPC developed a model for a regional IT services office for eight communities in Boston's northwest suburbs: Concord, Hudson, Boxborough, Littleton, Lexington, Stow, Carlisle, and Bedford. The project examined IT needs and challenges across the eight communities, potential areas for collaboration, and models for shared services. Based on this analysis, a preferred model was developed and presented to Town leaders, with cost estimates for specific service areas and the overall finances of the office.

### **Metro Mayors Coalition Regional 911 Implementation Plan**

**\$10,005.68**

MAPC assisted the Cities of Somerville, Medford, and Melrose on a project to develop an implementation plan for the consolidation of 911 call answering and emergency dispatch functions in the communities. Once operational, this will be by far the largest regional 911 center in Massachusetts. The combined center is expected to greatly improve emergency communications in these communities with improved cost efficiency. The work of a technical consultant is funded by a grant from the State 911 Department, while MAPC's role as project manager is funded through DLTA. Chelsea and Everett withdrew from the project in the summer of 2015. Projected staffing, facility, and budget reports for a combined 911 dispatch center have been developed and a draft implementation plan was delivered in spring of 2016.

**MWRC Governance**

**\$14,052.23**

At the request of the MetroWest Regional Collaborative (MWRC), MAPC undertook a comprehensive review of the civic participation levels and governance structures of the nine MWRC communities. The review consisted of a research and analysis phase, followed by a forum attended by representatives from all MWRC cities and towns. The goal of the forum was to compare civic engagement and governance levels and practices across the sub-region and identify areas for further collaboration and research on those subjects. The forum was well-attended by representatives from all nine MetroWest communities. MAPC consolidated the research and forum discussion into a report.

**Norfolk County Fire Paramedicine Project**

**\$15,029.85**

MAPC, working in partnership with Norwood Hospital, developed a prospective model for a regional mobile integrated health/community paramedicine program for Canton, Norwood, and neighboring communities. MAPC staff convened Norfolk County Fire Chiefs and Steward/Norwood Hospital officials to discuss the model. Then, MAPC developed a plan for looking at emergency medical transport data and hospital patient data to determine a patient population that could benefit from paramedic home visits versus emergency room admissions. This data collection and analysis plan is now being implemented by Norfolk County Fire Departments and Norwood Hospital officials.

**North Suffolk Public Health**

**\$5,450.47**

MAPC worked with the Cities of Chelsea and Revere and the Town of Winthrop on a project to develop a model for regional public health collaboration. Meetings with municipal leadership and public health officers convened in the summer and fall of 2016 to discuss the signing of an Inter-Municipal Agreement (IMA) to create and fund a regional public health collaborative. This IMA was signed at a public ceremony at Revere City Hall on Nov. 15, 2016 and the collaborative was recently awarded a \$50,000 Efficiency and Regionalization Grant from the Commonwealth to begin operations.

**North Shore Public Health Collaboration Assessment**

**\$27,036.31**

MAPC conducted an assessment of public health programs and resources in six communities on the North Shore: Hamilton, Rockport, Gloucester, Essex, Manchester-by-the-Sea, and Middleton. The project looked at areas where there was the potential for public health collaboration across these communities. The project team also engaged with hospital and community organizations to determine their assets and priorities and consider how those aligned with the municipal programs. The project finally developed potential models for collaboration between the communities and area community health partners.

**School Produce Collective Procurement**

**\$11,481.16**

On behalf of 10 Boston-area school districts, MAPC developed and conducted a collective procurement for fruits and vegetables for student meals. The procurement specifically focused on obtaining a greater percentage of school produce from Massachusetts and New England farms when available. MAPC issued the contract and has worked with the districts to ensure the awarded vendor meets their delivery and product tracking needs.

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## Transportation Division Activities

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### **Middleton Bike/Pedestrian Master Plan**

**\$10,489.56**

MAPC is developing a bicycle and pedestrian network master plan for the Town of Middleton. The project included data collection of the existing network, including roadway conditions, sidewalk inventory, and meeting with town staff. A public forum was held in October 2016 to receive public input. Draft recommendations have been developed for complete streets throughout the town, a rail trail, and a regional trail system, with a draft report forthcoming. Funding for this project is combined with UPWP funds.

### **North Suburban Planning Council (NSPC) Mobility Study**

**\$9,674.47**

MAPC is conducting a suburban mobility study that examines options to improve transit service in the North Suburban subregion, particularly with the "first and last mile" gaps in transit work trips. These options can include better coordination of existing transit services, employer-sponsored shuttles, locally-operated transit services, partnerships with transportation network companies, and improved pedestrian and bicycle connections among transit, employment, and residential centers. A draft final report with potential next steps and pilot programs will be published in March 2017. Funding for this project is combined with UPWP funds.

## **Project Management and Project Supervision**

In addition to the project specific work outlined under each of the projects listed above, MAPC expended a total of **\$46,039** on the management of the program. Management and supervision tasks included creation of the project solicitation letter, facilitating project concept review meetings, issuing award announcements, creating quarterly and annual reports on project progress, as well as supervising staff working on the projects – providing assistance with scoping and budgeting, communicating with interested municipal applicants, and reviewing interim and final work products.