

Metropolitan Area Planning Council

Fiscal 2017 Work Plan

MetroFuture references noted in blue

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Introduction

The Metropolitan Area Planning Council (MAPC) adopted its **Strategic Plan** for the years 2015 through 2020 in October of 2015. The plan sets forth four Strategic Priorities in the areas of smart growth, regional collaboration, equity, and climate change. MAPC uses these Strategic Priorities to focus our efforts to implement *MetroFuture: Making a Greater Boston Region*, the regional policy and land use plan for Greater Boston, which was adopted in 2008. The four Strategic Priorities adopted by the Council are as follows:

- (A) Encourage development and preservation consistent with smart growth principles, especially by increasing housing production, promoting innovative transportation solutions and encouraging mixed-use development near various forms of transit.
- (B) Partner with our cities and towns to promote regional collaboration, enhance effectiveness, and increase efficiency.
- (C) Play a leading role in helping the region to achieve greater equity.
- (D) Help the region reduce greenhouse gas emissions and adapt to the physical, environmental and social impacts of climate change and natural hazards.

The Strategic Plan also details the way we approach our work, through interdisciplinary practice; regional perspective and impact; data and research; convening; partnerships; civic engagement; innovation and creativity; advocacy; and an orientation on results.

More information about *MetroFuture*, its goals and implementation strategies can be found at www.mapc.org/metrofuture. The Strategic Plan, including MAPC's Strategic Priorities and approaches to work, is available at www.mapc.org/about.

This document outlines MAPC's work plan for FY2017, which lasts from July 1, 2016 through June 30, 2017. It is organized by department and division. Each section indicates, in blue, the MetroFuture implementation strategy (or strategies) which that work is intended to advance. After each work item, a parenthetical reference in red indicates the Strategic Priorities addressed by that program or project.

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Communications

- **Overall:** Working all MAPC departments and division to advance MetroFuture goals and implementation strategies.
- **Sub-Strategy 4.A:** Strengthen MAPC as a regional resource.

Strategic Activities:

Craft a strategic communications plan centered on furthering our key legislative and budgetary priorities and highlighting our most innovative work.

- Strengthen our press outreach so that MAPC is mentioned -- and our staff quoted more frequently -- in major news outlets that matter to our stakeholders, including The Boston Globe, State House News, WBUR, WBZ and WGBH (A,B,C,D)
- Work with our allies at partner organizations to promote more effectively the work we do together, including major report releases and project launches. (A,B,C,D)
- Work internally to meet with Directors one-on-one so that we do not miss key opportunities to promote MAPC projects, products and research. (A,B,C,D)
- Continue managing the subregional newsletters, integrating feedback from the public and assisting coordinators (especially the newest ones) with their outreach, publicity and event-planning needs. (A,B,C,D)
- Amplify our press work with a targeted social media strategy. (A,B,C,D)
- Promote our work in trade publications, knowledge-sharing platforms such as Medium, and blogs. (A,B,C,D)
- Collaborate with Government Affairs to deliberately and proactively develop media plans at strategic times of year around our legislative agenda. (A,B,C,D)
- Build a customized press-tracking platform in CRM to measure our reach and influence. (A,B,C,D)

Complete and launch our new agency website, mapc.org, as the foundation for our public outreach, stakeholder engagement and knowledge sharing.

- Gather input from staff, Executive Committee, and the Council before finalizing the site structure, and plan internal trainings to give all staff hands-on experience with the new platform (Wordpress) before launch. (A,B,C,D)
- Support the agency's equity-related strategic goal by ensuring the new site is fully responsive (usable on all devices) and accessible (ADA-compliant) and capable of hosting advanced engagement tools. (C)
- Optimize our media outreach with a dedicated "press room" on the new site and enhanced analytics around our influence, impressions and reach. (A, B, C, D)

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- Create a portfolio area highlighting our digital products and project websites, working to effectively co-brand and market them in collaboration with IT and Digital Services. (A, B, C, D)
- Work with Strategic Initiatives to make sure we are creating a home for the forthcoming update to our regional plan, MetroFuture. (A, B, C, D)
- Use the new site as a springboard for improving our Council communications, especially onboarding and welcoming of new members. (A, B, C, D)

Serve staff internally as a “communications help desk” for grant proposals, graphic design, outreach and marketing.

- Build and maintain our library of marketing service sheets, placing particular focus on the new “MAPC Basics” educational series. (A, B, C, D)
- Develop an updated suite of RFP, white paper, PowerPoint, and report templates. (A, B, C, D)
- Provide one-stop shopping for message development, audience analysis, and design review of marketing, press and outreach materials. (A, B, C, D)
- Re-bid the graphic design retainer contract this summer and continue to cultivate a cadre of freelancers who can assist with smaller editing and design projects. (A, B, C, D)
- Working with our new Systems Optimization Specialist, identify roadblocks to staff using our powerful database system, Microsoft CRM, and help managers and directors customize the system to make each department’s work easier. Working with IT, ensure the system receives necessary software maintenance and upgrades this year so that it can continue to support our budget tracking, contacts management, knowledge sharing, public engagement and internal collaboration. (A, B, C, D)
- Collaborate with our engagement staff to integrate a communications plan into every project as it starts, ensuring that press, design, and web needs are considered at the outset of new work. (A, B, C, D)
- Better segment our advocacy lists so we can more effectively activate our members and allies during policy campaigns. (A, B, C, D)
- Visually enhance our legislative communications with infographics, working with Government Affairs and expanding to other divisions if we land on a good model. (A, B, C, D)

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Government Affairs

- **Overall:** Work with all MAPC departments, divisions, and committees toward public policy outcomes that will advance MAPC's mission and help to achieve the MetroFuture implementation strategies, with a particular focus on the ones below.
- **Sub-Strategy 1.B:** Modernize planning and development tools.
- **Sub-Strategy 1.D:** Coordinate sustainable state policies and programs.
- **Sub-Strategy 3.B:** Control municipalities' fixed costs: health care, pensions, debt.
- **Sub-Strategy 3.C:** Enable more cost-effective service delivery.
- **Sub-Strategy 4.B:** Support regional collaboration, purchasing, and service delivery.
- **Sub-Strategy 5.D:** Remove barriers to development.
- **Sub-Strategy 6.B:** Improve urban public safety.
- **Sub-Strategy 8.B:** Increase affordable housing production in appropriate locations.
- **Sub-Strategy 12.B:** Prioritize transit and transportation alternatives.
- **Sub-Strategy 12.C:** Establish stable and sufficient financing for all modes.
- **Sub-Strategy 13.C:** Promote the use of renewable resources.

Strategic Activities:

Promote and build MAPC's role as a source of influence and expertise on Beacon Hill and with state agencies.

- Engage in outreach to legislators so they are aware of the role MAPC plays in their communities, highlight projects we are working on throughout the region, and emphasize our value to municipal and state partners. (A,B,C,D)
- Lead and coordinate advocacy to increase funding of the District Local Technical Assistance program to \$3.4 million to ensure funding for smart growth planning and municipal collaboration across the Commonwealth. Increase awareness of projects funded through DLTA among decision-makers, focusing on key members of the Baker Administration. (A,B,D)
- Continue to advocate for increased funding for the Charles Shannon Community Safety Initiative and related programs. (A,B,C)
- Work with the Baker Administration and municipal members to ensure that the new Community Compact Program advances smart growth, municipal efficiency, and inter-local collaboration. (A,B,D)
- Pursue new and innovative transportation financing tools, including value capture, regional ballot initiatives, parking pricing strategies, and mitigation payments to the MBTA. (A,B)
- Advance meaningful reform of the Commonwealth's zoning and planning statutes as well as smart growth housing production, working with our allies to promote legislation and awareness of zoning issues, with a focus on the House. (A)

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- Work to pass “An Act to promote municipal collaboration and regionalization throughout the commonwealth” to increase incentives for regional collaboration, remove barriers to sharing services, and update and modernize the RPAs’ enabling statutes. (A,B)
- Continue working with our allies to recapitalize the Brownfields Trust Fund, largely by ensuring that the bond authorization in the Economic Development bill results in actual funding for projects. (A,C)
- Work to promote and pass energy efficiency priorities, including legislation focused on utility data transparency, creating a longer-term solution to net-metering caps, promoting climate adaptation legislation, and address the recent federal changes to stormwater permits. (D)
- Work with agencies such as MassDOT, EOEAA, EOHED, A&F to influence policies and practices that advance our strategic goals and assist member cities and towns, including work on surplus land and underutilized land. (A,B,D)
- Work to ensure other sources of funding that can be available to Regional Planning Agencies (RPAs), MAPC, and its member municipalities through administrative grants and programs, such as the Smart Growth Technical Assistance Fund, Active Streets funding, PATH funding from DHCD, Community Compact Program, Community Innovation Challenge Grant Program, and funds available to RPAs from EOEAA. (A,B,D)

Promote and build MAPC’s priorities while collaborating with external partners, including other coalitions and regions.

- Continue to utilize the Metropolitan Mayors’ Coalition, the North Shore Coalition, and MARPA as forums to advance collaboration among members, working together to solve common problems. (A,B,C,D)
 - Metro Mayors Coalition priorities include climate adaptation and mitigation, strategies to address the opioid crisis, improvements to the process of the Joint Labor Management Committee, transportation funding challenges , and funding for the Shannon Grant.
 - North Shore Coalition priorities include work focusing on regional mobility, transportation funding, improvements to the processes of the Joint Labor Management Committee, and stormwater management.
- The Government Affairs team continues to serve as the legislative liaison to MARPA and will advance the coalition’s priorities and focus on DLTA funding. Work with Transportation for Massachusetts (T4MA) and other allies on the next phase of transportation finance legislation and help the coalition during their transition to a new director. (A,D)
- Work with the Massachusetts Smart Growth Alliance (MSGA) to participate in policy debates, coordinating the response of Alliance members in regard to bills and other actions that emerge on Beacon Hill, research, analyze and react to significant state policy proposals. We anticipate the Alliance will continue to focus heavily on zoning reform, Community Business Districts, and housing production. (A,C,D)

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- Engage in outreach to cities and towns in order to improve awareness of MAPC's work and value-added, and to offer appropriate legislative support. (B)
- Preserve the integrity of the MAPC region as a collaborative partnership of 101 cities and towns. (A,B,C,D)

Promote knowledge and awareness of Government Affairs work inside and outside of the Agency.

- Produce approximately three policy papers that reflect MAPC's agenda, at least one of which will weave equity more closely with our legislative priorities. (C)
- Produce policy documents and informational forums to advance smart growth and regional collaboration. (A, B, C, D)
- Increase advocacy through social media, email alerts, blog posts, website communications and outreach. Continue to assist communications about the timing of media opportunities on policy issues. (A,B)
- Work to diversify the Legislative Committee in terms of geography, race, size and type of community represented, and active participation of allied organizations. (C)
- Serve as a policy resource to the subregions and subregional coordinators. (A,B,C,D)
Communicate with departments throughout the agency as we set our legislative priorities for the 2017-2019 Legislative Session. (A,B,C,D)

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Data Services

- **Sub-Strategy 1.A:** Increase municipal planning capacity.
- **Sub-strategy 2.A:** Align data collection and policymaking.
- **Sub-strategy 2.B:** Improve state and local capacity to utilize planning and decision support tools.
- **Sub-strategy 2.c:** Support state and regional data intermediaries.

Strategic Activities:

Solidify and expand MAPC's reputation as a trusted source of socioeconomic, housing, and land use projections for Metro Boston and Massachusetts.

- Produce statewide and regional projections of workforce housing needs to the year 2030, in support of EOHED and DHCD housing & economic development policies. (A)
- Apply MAPC's existing regional land use allocation model to the development of integrated land use and transportation scenarios for the Lower Mystic Regional Working Group (A)
- Support the Imagine Boston 2030 planning process through the provision of demographic projections, land use scenarios, and technical assistance. (A)
- Begin the development of updated regional population and housing projections for Metro Boston. (A)
- Provide custom interpretation and analysis of projections for local planning projects, policy advocacy, and data/press requests. (A)
- Ensure that MAPC's projections are the basis for other regional or statewide scenario and forecasting work, such as the Green Ribbon Commission, State of the Built Environment report card, MBTA Focus 40, and others. (A)

Produce new data and original analysis about the region's current conditions and recent history.

- Produce an update to the State of Equity Indicators by the end of December, 2016 and publish this information on www.regionalindicators.org. (C)
- Release an updated Massachusetts Vehicle Census covering the years 2009 – 2014; analyze trends in vehicle ownership and usage, and translate this analysis into policy-oriented reports and metrics; acquire and process data to create an update through 2015. (A, D)
- Create a new, fully-documented and accessible dataset compiling online residential rental listings; produce summary statistics and automated reports that help the region's municipalities (especially Boston) to track the rental housing market at the neighborhood or sub-neighborhood level. (A, B, C)

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- Release the completely redesigned Development Database (now MassBuilds) and promote its use through collaboration with municipalities, real estate developers, academic institutions, and community-based organizations. (A, B)
- Maintain and expand MAPC's portfolio of signature data products, including the MA Land Parcel Database, regional zoning data. (A)
- Hire a Research Manager to oversee the work of the Research Working Group in producing original research and analysis that support MAPC's planning and policy work. (A, C, D)

Develop and implement a comprehensive digital strategy

- Reorganize and streamline Data Service's online infrastructure, establishing a consistent, reliable, and updatable back-end for all web tools, including a functional data catalogue, API, and spatial data viewer. (B)
- Reassess Data Service's existing portfolio of web tools and develop a plan for refreshing or decommissioning sites as appropriate; redesign the MetroBoston DataCommon to provide a more targeted, higher-functioning set of features. (A, B, C)
- Work with municipalities in an advisory or fee-for-service capacity to disseminate best practices in digital tools and IT purchasing, through procurement assistance, peer-to-peer learning, and joint purchasing. We will collaborate in this effort with the Municipal Collaboration Department. (B)
- Develop digital tools and services that directly support the work of MAPC planners and staff; support the production of sustainable and appropriately-branded project websites; provide new data storytelling tools; and, working with the Clean Energy Department, deliver custom applications such as the Peak Energy Demand data scraper or energy data reporter. (A, D)
- Continue to clarify and solidify MAPC's role in Greater Boston's rich civic tech ecosystem through the Civic Tech and Data Collaborative. (B, C)
- Provide tools and technical assistance to improve the efficiency and effectiveness of the assignment process for Boston's summer youth jobs programs. (B, C)
- Maintain the MySchoolCommute survey tool for MassRIDES and work with MassDOT to incorporate survey results into the planning and selection of capital projects to encourage walking to school. (A, C, D)
- Hire one additional full-time web developer. (B)

Provide high-quality data, mapping, and analytical services for MAPC planning projects and external clients.

- Support MAPC's portfolio of climate change planning work through innovative analysis of coastal and riverine flooding, vulnerable populations and property, infrastructure impacts, and mitigation opportunities. (B, D)
- Provide insightful and engaging visuals and analysis for MAPC's housing production plans, master plans, land use plans, and other local planning work. (A)

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- Prepare Cambridge's transportation GHG inventory using the Massachusetts Vehicle Census. (D)
- Efficiently deploy advanced data analysis tools for MAPC's planning projects, including the priority area screening tool, Housing Production Plan data library, scenario modeling platform, Knowplace, and Planning Active Streets Tool. (A, B, C, D)
- Improve the technical and data capacity of MAPC staff through the GIS Users Group, GIS tools and templates, data literacy trainings, and digital capacity building. (B, C)
- Establish clear, predictable, and efficient workflows and expectations for inter-departmental collaboration, through the production of "menus of services," guidance for data and map requests, and participation in project scoping. (A, B, C, D)
- Ensure adequate staffing capacity to serve project demands in a timely manner, through additional junior staff and/or interns, within budgetary constraints. (A)

Maintain a stable and high-functioning information technology system that meets the needs of MAPC staff

- Procure a complete network security and stability audit and implement the recommendations thereof. (B)
- Complete the roll-out of the new Citrix environment and begin transitioning staff to lightweight "thin client" machines with virtual desktops. (B)
- Establish, disseminate, and enforce policies related to data storage, laptops, installation of software, network outage notifications, and other IT issues. (B)
- Develop, disseminate, and test protocols and practices for network interruptions and disaster recovery to ensure that systems will work as expected and that staff are familiar with how to access the system in case of emergency. (B)
- Prepare and complete full documentation ("runbook") for the MAPC network. (B)
- Maintain high-quality on-call helpdesk services for MAPC staff, including hiring a junior helpdesk staff person. (B)
- Prepare a 3- or 5-year IT strategic plan to guide improvements, maintenance, and transitions in the coming years. (B)

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Municipal Collaboration

Collective Procurement

- **Sub-Strategy 3.C:** Enable more cost-effective service delivery.
- **Sub-Strategy 4.B:** Support regional collaboration, purchasing, and service delivery.

Strategic Activities:

Increase the total value of sales from public safety vehicles and equipment purchasing on MAPC contracts by expanding marketing and outreach and adding new products.

- Hire a business marketing consultant or intern to work with MAPC and our partners to develop a marketing plan and innovative strategies for goods and services offered under our various procurement programs. (B)
- Market MAPC contracts for fire apparatus, police vehicles, and other equipment to the New England region's professional associations as a way to expand use of our collective purchasing programs. (B)
- Launch additional outreach efforts with buyers to increase awareness of MAPC's role as a buyer's advocate in their transactions with contract vendors. (B)
- Participate in annual trade shows and professional development seminars.
- Explore other equipment, services, and technology that public safety and public works professionals may need to perform their duties. (B)

Increase the number of communities using our public works services contracts and explore opportunities for new procurements in the public works arena.

- Hold public works meetings earlier in the fall and invite communities who are geographically contiguous to each public works group to participate. (B)
- Seek out opportunities to perform facilities services bids for more MAPC communities. (B)
- Attend Sub-Regional meetings to identify potential new public works groups. (B)
- Seek out opportunities to promote public works options to municipal leaders and public works professionals at meetings and events. (B)

Develop new procurement ideas each year in support of Metrofuture goals and in response to community needs.

- Collaborate with procurement staff from Metro Mayors communities by facilitating regularly scheduled meetings to identify 2-3 areas that hold the potential for collaborative action. (B,C)

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- Collaborate with other MAPC departments/divisions through regularly scheduled meetings to identify 2-3 new areas that hold the potential for collective procurement applications such as school food programs. (B,C)
- Collaborate with the Clean Energy Division to explore ways to expand access to energy services procurements to all MAPC communities. (B,D)
- Work with the Transportation, Land Use, and Environment Departments to explore green technology procurements, such as green fleets (hybrid and EV vehicles), innovative playground design and equipment, and other procurements that advance smart growth goals. (A,B)
- Work with MAPC's Equity Team to take steps toward equitable internal practices for purchasing of goods and services and develop best practices to share with promote equitable practices within the MAPC region. (A,B)
- Serve as steward for the Strategic Priority on municipal efficiency and effectiveness, providing guidance, coordination, and reporting on accomplishments and challenges. (A,B,C,D)

Homeland Security & Public Safety

- **Sub-Strategy 4.C: Work together to make a safer region**

Strategic Activities:

Continue to perform the management, administrative, and planning duties associated with the Commonwealth's FFY 15 and FFY 16 Homeland Security Program, as a means of enhancing public safety and preparedness for natural and man-made disasters.

- Execute the procurement of equipment, training services, and pre- and post- disaster planning activities that build or enhance current prevention, protection, mitigation, response, or recovery capabilities. (D)
- Continue to work on cross regional collaboration, specifically in the area of multi-regional cross-disciplinary trainings and exercises for first responders, and the development of economies of scale for regional projects with key sub-contract staff. (B)
- Ensure continuous, high-quality communications with key partners including EOPSS, the Councils, key sub-contract staff, homeland security stakeholders, the Metro Boston UASI, and the vendor community. (B)
- Continue to implement performance metrics to track the effectiveness of our work, focusing on the key areas of procurement practices, vendor payment processing, and stakeholder satisfaction and use this data to improve on work flow. (B)
- Provide facilitation and program management services to the Northeast Council, which results in effective decision making and the establishment of sustainable programs and activities. (B)

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Expand the Department's disaster preparedness, response, and recovery work to protect the citizens of the Commonwealth from man-made and natural disasters.

- Develop an emergency response plan for MAPC to prepare staff for various types of hazards and consider ways for MAPC staff to get involved with community preparedness service efforts. (D)
- Assist municipalities in identifying emergency preparedness planning and resource gaps, particularly gaps related to vulnerable populations, and work to address these gaps through technical assistance or regional procurement services, such as in the areas of school safety and community resilience and recovery. (B,C,D)
- Work with municipalities to increase awareness of existing regional emergency preparedness resources including training and exercise opportunities, equipment, and planning assistance. (B,D)

Expand the Department's public safety work, focusing on the municipal response to the opioid epidemic.

- Convene and facilitate an event that will bring together public safety officials and other first responders with medical and social service professionals to discuss strategies to combat the rise in opioid related fatalities in the MetroWest region. (B,C)
- Develop an action plan on how first responders and those in the healthcare and social service fields can partner effectively to support individuals struggling with opioid addiction in MetroWest in collaboration with the Public Health Division. (B,C)
- Work with the Government Affairs Department to conduct a review of municipal strategies already in place in Metro Mayors communities to address this issue and convene executive level officials from these communities to discuss this issue. (B,C)

Perform the management, administrative, and planning duties associated with the FY 16 and FY 17 Metro Mayors Shannon Grant Community Safety Initiative (CSI) in an effort to reduce youth violence and gang related crime in metropolitan Boston.

- Effectively coordinate grant partners to address issues and topics related to gang violence and at-risk youth in the region. (B,C)
- Research other grant opportunities to ensure long-term sustainability for programs funded through the Metro Mayors Shannon Grant CSI (B,C)
- Facilitate the sharing of information amongst law enforcement and prevention partners, as well as develop a speaker series to focus on the following topics: gang activity trends, case studies of Metro Mayors funded prevention and diversion programs, trauma, and mental health issues. (B,C)

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Municipal Services

- **Sub-Strategy 3.A:** Modernize municipal governance structures and practices.
- **Sub-Strategy 3.C:** Enable more cost-effective service delivery.
- **Sub-Strategy 4.B:** Support regional collaboration, purchasing, and service delivery.

Strategic Activities:

Position MAPC as a leading facilitator of municipal shared services and regional collaboration.

- Assist municipalities to merge, contract, or otherwise reform and regionalize diverse services such as fire control, emergency communications, mobile health services delivery, public health programming, animal control, etc. (B)
- Conduct regular market research studies and surveys of communities and stakeholders to determine procurement and municipal services trends, needs and opportunities. (B)

Enable more effective and efficient local government by working with communities to improve their governance, administrative and/or financial practices.

- Assisting municipalities with strategic plan implementation, best permitting practices, modernization of governance, financial management, and performance management/accountability practices. (B)
- Complete 2-3 projects that address governance, administrative or financial practices, and consider the equity implications of such projects. (B)

Leverage the strong relationships the Department has developed with the public safety community to broaden the range of support and project work it does to enhance the region's safety.

- Develop greater knowledge and awareness of the challenges and issues affecting public safety departments and officials and potential solutions to those issues.
- Work to identify project and/or procurement ideas that can support enhanced public safety services across the region and the means of funding such work, whether through technical assistance or other resources.

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Clean Energy

- Sub-strategy 1.A: Increase municipal planning capacity.
- Sub-strategy 1.D: Coordinate sustainable state policies and programs.
- Sub-Strategy 4.B: Support regional collaboration, purchasing, and service delivery.
- Sub-Strategy 13.A: Plan for sustainability.
- Sub-Strategy 13.B: Conserve energy.
- Sub-Strategy 13.C: Promote the use of renewable resources.

Strategic Goals:

Advance energy efficiency, renewable energy production, and GHG reductions, progressing toward and achieving the MetroFuture goals, strategic priorities, and other goals established in funding contracts.

Administer a regional LED Street & Outdoor Lighting program to support conversions to LED technology through group procurement of services and awareness building.

- Facilitate purchases of LED fixtures from statewide contract, administer a group procurement for streetlight retrofit services, and explore a potential region- or state-wide procurement vehicle. (B,D)
- Research smart city technologies, including wireless controls that enable remote dimming of LED streetlights; educate municipalities on innovative developments, and incorporate into procurements where possible to drive additional savings and utility. (B, D)
- Through LED projects, reduce energy consumption by over 3 million kWh and GHG emissions by over 1,300 tons annually. (D)

Facilitate municipal solar projects through direct construction opportunities and virtual net metering options; support communities in signing solar EMS agreements, implementing community-wide models, and coordinating ways to reduce solar soft costs; share best practices and policy insights

- Facilitate the continued implementation of the Regional Solar Initiative including the feasibility, contracting, and implementation stages. (B,D)
- Support additional municipal solar projects, exploring options for purchasing virtual net metering credits and community shared solar projects. (B,C,D)
- Provide technical and educational support for our communities on solar policy and project development. (B,C)

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Help communities advance energy efficiency work in multiple sectors by connecting them to contractors, utility plug and play programs, workshops, and ESCOs.

- Help at least 2 communities adopt a 20% municipal energy reduction goal and apply for Green Communities Designation. (D)
- Support energy efficiency adoption in 2 Environmental Justice Communities. (C,D)
- Conduct a group procurement of comprehensive energy management services (EMS), also known as a Regional ESCO, for 3 or more municipalities. (B,D)
- Help at least 1 community to identify and implement innovative energy efficiency measures such as remote audit analysis, geothermal heating and cooling, and behavior-based strategies. (D)

Advance regional climate adaptation and resilience by facilitating and supporting the Metro Boston Climate Preparedness Taskforce and related activities.

- Manage and facilitate bi-monthly Climate Preparedness Taskforce meetings. (B)
- Coordinate the alignment of local climate vulnerability assessments and climate preparedness plans and projects and identify and share resources to help build local capacity. (B,C,D)
- Identify new opportunities for better coordination of ongoing regional climate preparedness actions, and educate municipalities and other allies on regional climate impacts and preparedness strategies. (B,D)
- Host a 2nd Metro Boston Climate Preparedness Summit, in which both accomplishments from the first 1.5 years of the Taskforce and the next year's goals will be announced. Prepare a report on the first year of activities for the 14 Mayors and Managers of the Metro Mayors Coalition. (A,B,C,D)

Advocate for clean energy-related goals in state policy and regulation, in coordination with the Government Affairs Division.

- Continue to advocate for and promote legislation on utility data transparency. (C,D)
- Explore advocating for issues such as a utility-owned LED streetlight tariff, community empowerment, and carbon pricing. (C,D)
- Continue role with the Global Warming Solutions Act (GWSA) Project and other forums to promote improved policies in solar, efficiency, LED streetlighting, Green Communities, building energy codes, grid modernization, clean fuel vehicles, and/or other clean energy-related issues. (C,D)
- Work with Baker Administration to ensure important clean energy objectives and programs are maintained and advanced, and that the Commonwealth is taking all necessary steps to meet the goals of the GWSA. (C,D)

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Advance municipal aggregation as a vehicle to add new renewable energy to the local electricity grid and reduce greenhouse gas emissions.

- Recruit an additional 6 municipalities to the Community Electricity Aggregation *PLUS* program. (B, C, D)
- Support awareness of green municipal aggregation and the importance of MA Class I Renewable Energy Credits (RECs) to achieve the goal of adding new renewable energy to the New England electric grid. (D)
- Develop and promote strategies to leverage aggregation to build new renewable energy generation more directly. (D)

Accelerate the reduction of gas leaks from aging pipelines.

- Develop and disseminate best practices for municipal-utility coordination throughout the MAPC region. (A, B, C, D)
- Raise awareness of relevant risk-related findings from gas leak surveys to municipalities, DPU, and utilities. (A, B)
- Identify opportunities for municipalities to take further action on natural gas leak mitigation and for MAPC to evaluate progress. (B, D)

Expand and strengthen the Clean Energy Department's expertise in burgeoning and new program areas.

- Expand Peak Demand Program to include at least 5 additional communities, enhance data analysis of program results, and share program impacts with communities. (B,D)
- Coordinate and connect municipalities with emerging clean energy companies for the piloting and implementation of innovative projects. (D)
- Build municipal familiarity with microgrid technology/applications. (A,B,D)
- Expand clean fuel vehicle technology program and exploration of other green product procurements. (B,C,D)
- Research new opportunities for regional clean energy projects and procurements, in areas such as renewable thermal, energy storage, and smart city technology. (B,D)
- Explore collaborations with other state agencies, NGOs, and research institutions to support foray into one or more of these areas.

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Promote MAPC's clean energy work through expanded research efforts, education and outreach, conferences, and partnerships.

- Focus on 1 or more targeted original research projects that result in a white paper, case study, and/or report. (D)
- Continue to develop, update, and expand the Department's online toolkits and guidance materials, and seek to highlight and disseminate these resources more widely. (B,D)
- Continue to grow role as a convener, facilitator, and matchmaker among municipalities, state and regional agencies, utilities, academia, NGOs, and the private sector. (B,D)
- Seek to communicate and share the projects and replicable models developed with broader audiences, and conversely to learn from these resources as well. (B,C,D)

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Environmental Planning

- Sub Strategy 13.D:** Manage water demand through education, pricing, technical assistance, and regulation.
- Sub Strategy 13.E:** Implement water/wastewater/stormwater utility “best practices” across the region.
- Sub Strategy 13.H:** Promote local treatment and recharge of stormwater and wastewater.
- Sub Strategy 13.I:** Protect the quality of water supplies through source controls and land use planning.
- Sub-strategy 7.C:** Support private sector conservation initiatives.
- Sub-strategy 7.D:** Remove regulatory and labor-related barriers to agricultural expansion/diversification.
- Sub-strategy 9-F:** Reduce exposure to environmental contaminants.
- Sub-strategy 4.C:** Work together to make a safer region.

Strategic Activities:

Promote and support efforts to prepare the region for the impacts of climate change, including sea level rise, changing precipitation patterns, extreme storms and heat, with a focus on vulnerable populations.

- Continue to implement key recommendations of the Regional Climate Change Adaptation Strategy (RCCAS) adopted by the Executive Committee in April 2015. For FY2017, priority projects will be preparation of vulnerability analyses for the City of Newton and the Towns of Brookline and Braintree, as well as the second phase of the MAGIC Subregion climate project. (C,D)
- In collaboration with the Clean Energy Division, support the Metro Boston Climate Preparedness Task Force and provide technical assistance for the Climate Smart Region initiative in conjunction with the Trust for Public Lands. (B,D)
- Ensure that climate adaptation implementation efforts include a focus on the needs of vulnerable populations. (C,D)
- In collaboration with the Data Services Department, conduct research to develop a methodology to assess the impacts of climate-altered precipitation patterns on flooding in riverine and inland watershed communities; pilot the methodology in MAPC’s local adaptation plans, and make it available for communities to use in their own plans.
- Support and advocate for state implementation of climate change adaptation strategies and funding of adaptation planning and capacity building at the regional and local levels. (D)
- Seek additional opportunities to implement climate adaptation locally through the application of tools and best practices and technical assistance to communities and/or subregions. (B,D)

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- Collaborate with the Environmental Protection Agency in its New England wide Climate Leadership Initiative, with a focus on the effort to integrate adaptation into existing municipal plans, policies, and programs. (B,C,D)

Promote the adoption and implementation of sustainable water resources policies and practices at the state and local levels through coordination, advocacy, and technical assistance.

- Support implementation of the Sustainable Water Management Initiative through local and watershed-based planning and technical assistance to communities. (A,B,D)
- Facilitate regional collaborative management of stormwater through the Neponset Stormwater Partnership, and seek opportunities for other regional stormwater initiatives, particularly in the North and South Shore subregions. (A,B,D)
- Contribute to the development of state water policy through MAPC's role on the Water Management Act Advisory Committee (MAPC Gubernatorial appointment), the MWRA Water and Wastewater Advisory Committees, the Ocean Advisory Commission, and the Mass Bays Management Committee. (A,D)
- Seek opportunities to develop a Green Infrastructure Toolkit focusing in Urban LID, and to develop local partnerships for Green Infrastructure implementation. (A,B,D)
- Collaborate on Complete Streets with Transportation and Public Health, particularly in regard to incorporating Low Impact Development/Green Infrastructure retrofits into Complete Streets (the "Green Streets" concept). (A,D)

Support and provide leadership for efforts to adequately fund water supply, wastewater, and stormwater infrastructure in the region and state.

- Collaborate with the Water Infrastructure Alliance to support the implementation of the Water Infrastructure Finance Commission's recommendations to close the \$20.5 billion financing gap through more robust investments at the state and local level. (D)
- Provide support and technical assistance for communities to develop dedicated revenues to meet new stormwater MS4 requirements through stormwater fees or utilities, based on best practices provided in MAPC's Stormwater Utility Starter Kit. (D)
- Collaborate with the Environmental Protection agency on region wide outreach and workshops in support (D)

To facilitate the assessment of Brownfields sites, to encourage cleanup and redevelopment of sites that can help revitalize the local economy or provide greenspace and other community assets.

- Participate in the MA Brownfield Partner Group and assist with a Metro Boston regional forum to be co-sponsored by the partnership and MAPC. (D)

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- Participate in the Peabody-Salem Brownfields Revolving Loan Fund Advisory Committee, following up on MAPC's three-year EPA funded Brownfields Assessment project with implementation of Brownfields clean ups and redevelopment of key sites from that project. (D)
- Advocate for restoring state funding of the Brownfields Loan Program.
- Pursue additional options to assist communities in implementing federal and state Brownfields programs.

Collaborate with communities on hazard mitigation and related climate adaptation initiatives.

- Provide technical assistance to update Hazard Mitigation Plans in targeted communities. In FY2017, plans for Ashland, Concord, Hudson, Littleton, and Walpole will be completed, and new planning projects will begin with Lynnfield, Natick, Sharon, and Sherborn.
- Begin to incorporate climate change considerations into Hazard Mitigation Plans where community support and collaboration are available.

Address the needs of Environmental Justice communities to reduce impacts from exposure to contaminants and other environmental inequities.

- Examine the Environmental Division's role in implementing the State of Equity Policy Action Plan and seek opportunities to collaborate with community partners to reduce exposure to contaminants, encourage healthier lifestyles, and support actions that will improve the health of residents. (C)
- Coordinate with the Transportation and Public Health Departments in regard to specific projects in Environmental Justice Communities. (C)

Participate effectively in the MEPA process in ways that will advance MetroFuture goals for smart growth.

- Prioritize MEPA review of projects that raise critical issues such as Equitable Transit Oriented Development, mixed use, multi-mode transportation accessibility, pedestrian and bicycle accommodations, climate mitigation and/or adaptation, sustainable water, wastewater, or stormwater practices, and preservation of critical open space, wetland, and habitat resources. (C)
- Work to strengthen the MEPA program as appropriate, including possible amendments to the regulations, so it can be a more effective tool in advancing sustainable development and preservation in the Commonwealth. Strengthen the ability to consider the cumulative impacts and mitigation needs of multiple projects within a corridor, watershed, or other defined geographic area sharing impacts in common. (C)

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Land Use Planning

- Sub-Strategy 1.A: Increase municipal planning capacity
- Sub-Strategy 4.D Plan together for regional development
- Sub-Strategy 5.A: Plan for compact growth to serve community needs
- Sub-Strategy 5.B: Ensure good design and access
- Sub-Strategy 5.D Remove barriers to development
- Sub-Strategy 5.E Increase vitality of existing centers
- Sub-Strategy 7.A: Plan for land preservation on a state and regional basis
- Sub-Strategy 8.A: Develop coordinated regional and local plans for diverse housing production
- Sub-Strategy 8.B: Increase affordable housing production in appropriate locations
- Sub-Strategy 8.C: Diversify overall housing supply and affordability
- Sub-Strategy 8.D: Connect residents to housing opportunities
- Sub-Strategy 8.E: Ensure fair and accessible housing
- Sub-Strategy 8.F: Preserve, maintain, and upgrade existing affordable housing stock
- Sub-Strategy 11.A: Create jobs in MetroFuture-consistent locations
- Sub-Strategy 12.A: Integrate land use and transportation planning

Strategic Activities:

Promote implementation of MetroFuture for future growth and preservation in the region by partnering with municipalities or groups of municipalities, to undertake a full range of land use visioning, planning, and implementation activities, including, where appropriate, assistance with advocating for local and state-level policy changes.

- Continue to provide a range of services to MAPC communities in various fields such as housing, economic development, open space protection, development visualization, urban design, placemaking, public art and planning and zoning for the creative community, interactive visioning, land use and zoning techniques. (A)
- Continue to work with municipalities on Neighborhood, Master, and Comprehensive Plans, and collaborate with the Transportation Division to produce Equitable Transit-Oriented Development Plans. (A)
- Work with municipalities to examine the regional and local benefits of redevelopment of key transit-accessible sites, some of which may straddle municipal boundaries, for economic development purposes, including mixed use. (A) (B) (C) (D)
- Seek opportunities where appropriate to propose and advance projects in collaboration with private planning consultants, community development corporations, and other outside organizations in order to establish strategic alliances or to fill gaps in MAPC's experience and expertise. (A)
- Continue to assist municipalities and groups of municipalities in identification of Priority Development and Priority Preservation Areas, and to assist the state in evaluation of these designated sites for regional and statewide significance.

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- Continue to assist municipalities in implementation of new zoning to promote desired development in PDAs, or in planning for appropriate preservation of PPAs. (A,D)
- Seek opportunities for professional development, project team learning, in-house trainings, etc. to expand upon staff knowledge and practice in areas such as zoning, streamlined permitting, business improvement districts, design guidelines and other implementation tools. Re-establish monthly Land Use Team meetings as a means of knowledge exchange. Host occasional meetings of staff from all departments/divisions to share expertise and experience on specific topics (e.g., writing of zoning). (A)
 - Continue to work to ensure that all technical assistance takes into consideration the needs of historically marginalized and vulnerable populations including protected classes, persons with disabilities, and seniors. (C, D)

Innovate our outreach and engagement techniques to facilitate inclusion of individuals and groups representative of local and regional diversity

- Continue efforts to ensure that participation in projects is representative of local and regional diversity, including diversity of race, ethnicity, income, age, familial status, disability, primary language, and other measures. Utilize MAPC scope template to assist in promoting scopes and budgets that are large enough to include appropriately-scaled research and outreach. (C)
- Continue to partner with Community Engagement (CE) staff to determine outreach and engagement strategies appropriate to project scopes and intended outcomes. This strategy may indicate engagement with residents, community-based organizations, business owners, developers, real estate agencies, real estate investors, chambers of commerce, merchant associations, and others in MAPC planning projects. (C)
- Utilize the agency's equity, outreach and engagement assets including the Community Engagement staff, Equity at MAPC Team, the Friends of MetroFuture program, and subregions. Seek to incorporate more information from Equity Team at Land Use Team meetings. Continue to utilize a variety of tools for innovating our outreach and engagement practice. (A, C)

Ensure adequate funding for MAPC's technical assistance efforts.

- Continue to work with MAPC Government Affairs staff to maintain support for and expand the District Local Technical Assistance program. (A)
- Continue to seek additional funding sources for project work, such as municipal funds through Municipal Affordable Housing Trusts, Community Preservation Act, general appropriation funds, DHCD, EOEEA Smart Growth grants, Community Compact, and other state agencies for our planning activities, as well as private foundation support. (A)
- Identify additional external sources of funding that will advance diversity and inclusion in our approach to technical assistance work in alignment with priorities articulated in the agency's annual Equity at MAPC Plan and Strategic Priority C.

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Maintain coordination between Land Use team and the MAPC subregions and other MAPC Departments/Divisions.

- Support collaboration between the subregions and the Land Use Department by initiating regular (quarterly, every-other-month?) check-ins between Land Use staff and subregional coordinators to facilitate project development and execution.
- Explore the possibility of assigning one Land Use team member as a liaison to each non-land-use subregional coordinator and encourage them to meet for 30 minutes a month so the LU staffer can understand the goals of municipal planners and help the coordinator develop a municipal or subregional project that advances those needs.
- Seek opportunities to coordinate with other MAPC departments and divisions on resource development and implementation of strategic goals (e.g., E-TOD Planning).

Promote economic development and redevelopment in smart growth locations that provides access to jobs and that brings high-skill high-wage jobs to the region.

- Continue to expand the range of services provided by MAPC to communities, including housing and economic market studies, market gap analyses, business development strategies, economic impact analyses; consider adding municipal fiscal impact analyses, or partnering with other non-profit or consulting groups to provide this service to MAPC constituent communities. (A)
- Continue to provide technical support to communities, educational institutions and non-profit organizations seeking state or federal funds for economic development or redevelopment. (A)
- Assist municipalities in developing appropriate economic development strategies. (A)
- Work with allied organizations to link regional transportation investment to economic development outcomes. (A)
- Advise municipalities on the redevelopment of secondary economic centers such as neighborhood business districts, town villages, or under-performing malls and strip developments within a community. (A)
- Advise municipalities and private sector umbrella groups on long-term strategies to attract the “innovation economy”; identify supports for emerging innovation economy industry clusters. (A) (B)
- Identify and link business incubation services across New England; promote public funding as one solution to creating sustainable business incubator services for innovation economy start-ups. (A) (B)
- Provide support for municipalities and non-profit groups that are seeking Economic Development Agency funding assistance to complete key projects that support MetroFuture and other MAPC strategic priorities. (A) (B) (C)
- Produce the annual update to the Comprehensive Economic Development Strategy (CEDS), informed by MetroFuture, which identifies trends and conditions in regional economy.

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- Integrate the CEDS with state and other relevant economic development plans; maintain and support the MAPC Executive Committee as the CEDS Committee consistent with EDA requirements. (A) (B)

Work with public and private sector partners to expand housing production and preservation, particularly in regard to multi-family and affordable housing.

- Implement recommendations in the Regional Housing Plan for Metro Boston and the Fair Housing and Equity Assessment for Metro Boston. (A, B, C, D)
- Provide technical assistance to municipalities and other partners to advance implementation of MetroFuture's housing strategies and recommendations. (A, B, C, D)
- Advance efforts to create multi-municipal and housing authority collaborations related to housing unit preservation and production. (B) (C)
- Advance state-level housing policy activities, including regional collaboration among housing authorities, revitalization of Gateway Cities, minimizing or mitigating displacement, fair housing, and efforts to address expiring use properties, with the support of Government Affairs staff and other departments and divisions as appropriate. (B) (C) (A)
- Work with municipal officials to develop Housing Production Plans, housing elements of master plans, annual action plans for housing production and preservation, and to identify and prioritize housing development sites. (A) (C)
- Work with municipal officials to amend or create new zoning and permitting procedures to encourage development of a range of housing types at different price points, including mixed-use and mixed-income overlay districts. (A)
- Work with Data Services to give semi-annual presentations on regional housing projections and trends to sub-regions and other groups, and gather local feedback on issues of interest. (B) (C) (A)
- Update the training curriculum and utilize the Fair Housing Toolkit to help cities and towns to meet their responsibilities "to affirmatively further fair housing" under the new HUD rule. (C) (A)
- Convene a quarterly Developers' Roundtable to gain feedback and input on housing and development strategies, including transit-oriented development proposals; coordinate scheduling and planning with the subregions, as appropriate. (A)

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Transportation Planning

- **Sub-Strategy 12.A:** Integrate land use and transportation planning
- **Sub-Strategy 12.B:** Prioritize transit and transportation alternatives
- **Sub-Strategy 12.C:** Establish stable and sufficient financing for all modes
- **Sub-strategy 12.D:** Promote an efficient and transparent project delivery system

Strategic Activities:

Equitable Transit Oriented Development (ETOD) Planning

- Conduct at least two studies that produce recommendations for municipalities, private property owners, and the MBTA to increase the potential for ETOD at existing and planned MBTA stations, and along key bus corridors. Consider inter-disciplinary issues such as land use, parking, zoning, economic development, transportation, housing, environment, and public health. Efforts should emphasize not only the “D” in ETOD, but also the “E,” by ensuring recommendations that benefits low and moderate-income households and minimize or mitigate displacement. (A) (C)
- Work with select municipalities, DCAMM, MassDOT, MBTA, and other state agencies to analyze under-utilized state and locally-owned land with opportunities for ETOD. Identify policy recommendations that will facilitate ETOD. (A) (C)

Parking Planning

- Release the Right Size Parking Report and continue to collect data to support the development of the Parking Calculator. Work with a few cities and towns, including Boston, to help in updating parking regulations consistent with the findings in our research. (A)
- Conduct at least two innovative parking management plans at the municipal level and assist communities with adopting smart meter technology. Assuming passage, help municipalities to explore and implement PARC districts. (A)

Bicycle and Pedestrian Planning

- Conduct one to two comprehensive bicycle plans at the municipal level that provide short-term recommendations to cities and towns on how to advance bike lanes, protected bike lanes, and signage. Incorporate LandLine corridors into each plan. (A)
- Work with three cities and towns to adopt Complete Streets policies and/or incorporate Complete Streets principles into existing local regulations, and to seek funding for identified priorities through Complete Streets Certification Program. Incorporate environmental planning concepts into municipal recommendations and advocacy. (A)

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- Continue planning for the LandLine: Metro Boston's Greenway Plan by identifying six segments at the sub-regional level to advance toward implementation. (A)
- Continue to support the Hubway system through municipal coordination, and working with the municipalities to expand the number of stations. Conduct another procurement process for a system operator based on a new revenue share model.. Work to expand Hubway to under-served neighborhoods and neighboring municipalities. (A) (B)

Boston MPO

- Work with the Boston MPO to advance transportation projects consistent with MetroFuture policies that encourage mode shift and advance smart growth. Help subregions and municipalities engage in the decision-making process. (A) (B) (C)
- Use the integrated land use and transportation model to support long range planning. Begin process to update demographic projections for next MPO long range planning process. (A)

Research, Policy and Advocacy

- Research value capture and work with consultant team on innovative transportation finance strategies that support transportation infrastructure and ETOD. Use research findings to advocate for Green Line Extension and other improvements or expansions of the transit system. (A)
- Research autonomous vehicles and the role of new technology in supporting sustainable mobility. Work to advance solutions that apply autonomous vehicle technologies to first mile/last mile issues and other gaps in the public transit system. (A) (B) (D)
- Continue to advocate for a well-funded transportation system and MBTA reforms that will improve and expand our transit network. Support Government Affairs in legislative efforts to increase transportation funding. (A) (C) (D)
- Evaluate vehicle trips actually generated by development projects after completion and occupancy, to determine consistency with pre-construction and effectiveness of mitigation measures.. (A) (D)

Land Use Reviews and Transportation Mitigation

- Review development projects via the MEPA process with a focus on their impacts to the transportation system. Focus on improving the quality of mitigation steps to reduce single-occupancy vehicle trip and maximizing conversion to transit, bicycle, and pedestrian trips. (A) (D)
- Work with MassDOT, CTPS, Boston, Everett, and Somerville on the Lower Mystic Regional Working Group, which is an integrated regional land use and transportation plan for the Sullivan Square area. (A) (C)

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Community Transportation

- Work with municipalities, subregions, the MBTA, Transportation Management Associations, Councils on Aging, and school districts to encourage consolidation and/or improvement of suburban transit services, and the potential for new or enhanced first/last mile connections to existing MBTA service and how new technology can support suburban mobility. (A) (B) (C) (D)
- Support MassDOT, MBTA, City of Boston and City of Cambridge, and other municipalities in implementing high quality Bus Rapid Transit. (C) (D)
- Collaborate with MAPC's Energy and Municipal Services departments and the State on the Advanced Transportation contract which includes hybrid conversion of municipal fleet vehicles and installation of electric vehicle charging stations. Host informational workshops for municipalities. (D)

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Public Health

- **Sub-Strategy 9A:** Link health and planning
- **Sub-Strategy 9D:** Use school-based programs to help children establish healthy lifestyles
- **Sub-Strategy 9E:** Ensure access to healthy food
- **Sub-Strategy 9F:** Reduce exposure to environmental contaminants
- **Sub-Strategy 9G:** Ensure equitable access to quality health care
- **Sub-Strategy 4.B.05:** Deliver regional public health services

Strategic Activities:

Promote a Health in All Policies (HiAP) approach that integrates health and equity into policy development and decision-making.

- Inform at least 3 state-level legislative or budgetary changes by providing input and analysis about the likely impacts on health and health disparities. (C)
- Develop a new framework for regional multi-disciplinary public health planning that advances evidence-based and –informed prevention strategies that address the social determinants of health. (C)
- Develop a model Health in All Policies legislative approach and action plan for cities and towns in the MAPC region. (C)
- Integrate public health perspectives and strategies into at least three community or municipal Climate Change planning initiatives. (D)
-

Implement Equitable and Healthy Community Design Strategies

- Develop Public Health Elements as part of at least 2 Master Plan projects. (A)
- Integrate healthy housing principles into at least 3 housing production planning efforts in order to address issues of housing insecurity, environmental health exposures, and access to opportunity. (A)
- Integrate public health evidence and strategies into 2 or more Open Space and Recreation Plans in order to enhance access to places for physical activity, healthy local food, social connections, and mental health.
- Increase the use of public health evidence and strategies in transportation initiatives by participating in at least 3 transit-oriented development projects or transportation planning projects. (A)
- Provide municipal food system planning and technical assistance in a minimum of 2 MAPC community types in order to increase production of local foods and access to healthy affordable foods. (B)
- Provide assistance on 3 or more placemaking projects in order to increase community self-efficacy, resiliency, and safe places for physical activity. (C)

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- Identify and advance age friendly changes in at least 5 municipalities. (A)
- Support at least 5 local public health departments in order to support the goal of meeting the 10 essential public health services. (B)

Operationalize HiAP through Health Assessment Tools

- Support a minimum of 3 health care or local public agencies with activities related to community health improvement planning. (C)
- Conduct at least 2 Health Impact Assessments to integrate health linkages into sectors outside the direct control of the health care and public health system, such as access to educational, economic, and job opportunities; housing; and neighborhood quality and safety. (C)
- Pilot and evaluate the use of new health assessment tools (e.g., Health Impact Review or Health Lens Analysis) through participation in land use, transportation, and environmental projects.

Strengthen Evidence Base and Cultivate Partnerships

- Cultivate new partnerships with representatives from local health departments, hospitals, health systems, and community health centers in order to promote community-clinical linkages and strategies that address the social determinants of health. (B)
- Evaluate impacts of public health and planning practice by conducting quality improvement analyses on at least 3 interdisciplinary projects that involved the public health department.
- Update and maintain MAPC's public health data inventory by working with the MA Department of Public Health and other partner organizations who conduct health surveillance.
- Conduct research that addresses evidence gaps on the impact of environmental factors and of innovative technologies on physical activity, nutrition, social cohesion, injury prevention, and health equity.

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Strategic Initiatives

- **Sub-strategy 1.A:** Increase municipal planning capacity
- **Sub-strategy 1.B:** Modernize planning and development tools
- **Sub-strategy 1.D:** Coordinate sustainable state policies and programs
- **Sub-strategy 4.A:** Strengthen MAPC as a regional resource

Strategic Goals:

Foster sharing of best practices within MAPC, in order to enrich the work done by MAPC and partners.

- Participate in local and national peer networks, identify key elements of success, identify potential for success using similar approaches in Metro Boston, and identify relevant partners within and beyond MAPC.
- Work with Lincoln Institute of Land Policy, the APA, and other partners to reconstitute the network of high-functioning, “major metro” participants in Sustainable Communities as a long-term, peer learning network. (A, B, C, D)
- Work with MAPC staff and outside partners to discover and adapt best practices and implement through MAPC projects, changes in public policy, or other means. (A, B, C, D)
- Work with directors and managers to evaluate MAPC work in order to draw out lessons and best practices for incorporation back into improved agency work. Implement evaluation protocol as a mean to discern successes and setbacks in projects, to apply those lessons to new projects, to increase client satisfaction, and to recommend new areas of practice. (A, B, C, D)
- Funding permitting, reconstitute smart growth team meetings as an additional venue for knowledge exchange and best practices transfer. Determine correct distribution of activities between smart growth team meetings and meetings of individual departments. (A, B, C, D)

Keep MetroFuture Current in our work

- Track the MetroFuture strategies and goals that are advanced through MAPC’s projects, initiatives, and activities. Produce a semi-annual project inventory and summary memo, and work to ensure the MetroFuture in Action webpage is up-to-date. (A, B, C, D)
- Provide a MetroFuture Orientation to new MAPC employees, and begin offering it to Council members. (A, B, C, D)
- Convene a internal committee of Executive Committee and staff to evaluate options for updating, revising, or redoing MetroFuture by the 10th anniversary of the plan (December, 2018). (A, B, C, D)

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- Develop an outreach plan for key, external stakeholders to obtain their perspective about this process. Evaluate how other major metropolitan regional planning commissions have handled this situation. (A, B, C, D)
- Create focus on successes in MetroFuture implementation: demonstrate progress that has been made; cite challenges overcome and challenges remaining. (A, B, C, D)

Expand MetroFuture implementation

- Build on national and regional reputation in order to cultivate new sources of support for ongoing and new work. Consider local foundations that do not regularly contribute to MAPC or MetroFuture, Inc., plus a selective list of national foundations. (A, B, C, D)
- Provide oversight, management, project initiation, and reporting for the Barr MetroBoston Climate Resiliency grant. Coordinate as needed with Clean Energy Department, which also oversees a portion of the grant. (A, B, C, D)
- Test and incubate new approaches to MetroFuture implementation. (A, B, C, D)

Manage Collaboration with Massachusetts Smart Growth Alliance

- Coordinate MAPC's participation in Finance, Policy, Steering Committees. (A, C)
- Foster collaboration and coordination of placemaking activities with the Alliance and other organizations active in placemaking. (A, C)
- In coordination with Government Affairs, lead or assist in various MSGA campaigns, particularly zoning reform, Brownfields recapitalization, and others that might arise as we prepare for the 2017-2018 legislative session. (A, B, C, D)

Community Engagement

Continue to expand the reach and impact of Community Engagement and build staff expertise in effective practices.

- Create a webpage and informational materials in collaboration with the Communications Division. (A, B, C, D)
- Pilot innovative engagement techniques in MAPC project work. (A, B, C, D)
- Support staff in the creation of community engagement strategies in scopes of work, grant applications, and RFP/RFQ responses in collaboration with the Communications Division. (A, B, C, D)
- Organize bimonthly Community Engagement Talkshop sessions throughout the year and lead discussions around best practices, challenges and innovations. (A, B, C, D)
- Continue to diversify the agency's funding sources for community engagement through grants and fee-for-service projects (A, B, C, D)

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Engage people in our work in a way that sets the stage for ongoing and deeper participation.

- Proactively promote and provide technical assistance to municipalities desiring to build engagement capacity through projects or workshops by using MAPC's Community Engagement Guide and other best practices. (A, B, C, D)
- Expand MAPC's network of partners and connect non-municipal organizations to MAPC and MetroFuture, and to our member municipalities. (A, B, C, D)
- Provide educational trainings and talks on community engagement to municipalities and residents to strengthen civic participation. (A, B, C, D)

Expand the MetroFuture Walks & Talks program.

- Convene people to explore issues, projects, and places essential to creating a sustainable and equitable region. (A, B, C, D)
- Provide a dynamic space to learn, network, and connect with resources available in the region and critical issues facing Metropolitan Boston. (A, B, C, D)
- Encourage people to get involved and advocate at the local and regional level in favor of the core principles of MetroFuture and MAPC's more specific legislative and policy goals. (A, B, C, D)

Subregions

Implement subregional action steps that were adopted by the Executive Committee and incorporated into the Organizational Assessment. They include:

- Adopt consistent subregional goals that include: two-way communication between MAPC and each Subregion; sharing of best practices among communities; outreach and inclusion of a diverse array of participants; influence over the adoption of MAPC policy positions; education on new and important issues in the planning field; and promoting and seeking opportunities for inter-municipal coordination and cooperation.
- Improve subregional management practices and update By-Laws as needed.
 - Each Subregion to develop and work to implement an annual workplan.
 - Each Subregion to hold joint meetings from time to time on mutually beneficial topics, including meetings to which the broader public is invited.
 - Each Subregion to hold regular elections (annual or biannual) to allow Subregional members to choose their leadership, to refresh that leadership over time, and to give newer members an opportunity to lead.

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- Improve coordination between the Subregions and MAPC.
 - Continue to coordinate between the Inner Core Committee and the Metropolitan Mayors Coalition as well as the North Shore Task Force and the North Shore Mayor's Coalition.
 - Plan to have subregional coordinators visit a certain percentage of their communities throughout the year inviting key staff from MAPC who may be able to discuss project work or the Executive Director or Deputy Director as appropriate.
 - Work with MAPC's President and Government Affairs to ensure that the Legislative Committee includes at least one member from each of the Subregions.
 - Continue to improve collaboration among the departments of MAPC and improve the flow of information.

- Update subregional funding and provide additional funds to expand diversity of membership and participation.
 - Allocate funds to each Subregion that allow for a similar number of hours for coordination.
 - Find ways to meet the goal of expanding non-municipal participation, increasing the diversity of participants by hosting occasional special programs which can engage broader, more diverse audiences.
 - Provide two Subregions with additional funds through an internal process to increase the participation of non-municipal participants (e.g., chambers of commerce, local non-profit housing or open space groups, etc.) and for improving diversity in overall participation.