FINANCIAL STATEMENT

STATEMENT OF CHANGES IN FUND BALANCE FOR THE YEAR ENDED JUNE 30, 2014, AUDITED

OPERATING REVENUES

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and Contracts</td>
<td>$16,291,387</td>
</tr>
<tr>
<td>Municipal Assessments</td>
<td>$1,017,921</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>$449,047</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING REVENUES</strong></td>
<td><strong>$17,758,355</strong></td>
</tr>
</tbody>
</table>

INTEREST REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTEREST REVENUE</strong></td>
<td><strong>$321</strong></td>
</tr>
</tbody>
</table>

**TOTAL REVENUE**

<table>
<thead>
<tr>
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<th>Amount</th>
</tr>
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<td><strong>$449,047</strong></td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$17,758,676</strong></td>
</tr>
</tbody>
</table>

DIRECT EXPENSES

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>$2,624,804</td>
</tr>
<tr>
<td>Expenses (including project-specific expenses and pass-through*)</td>
<td>$11,763,349</td>
</tr>
<tr>
<td><strong>TOTAL DIRECT EXPENSES</strong></td>
<td><strong>$14,388,153</strong></td>
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INDIRECT EXPENSES

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$17,745,758</strong></td>
</tr>
</tbody>
</table>

INCOME (LOSS) BEFORE TRANSFERS AND OTHER INCOME

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME (LOSS) BEFORE TRANSFERS AND OTHER INCOME</strong></td>
<td><strong>$12,918</strong></td>
</tr>
</tbody>
</table>

TRANSFERS IN

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiduciary Transfers in</td>
<td>$272,000</td>
</tr>
<tr>
<td>Operating Transfers Out</td>
<td>—</td>
</tr>
<tr>
<td><strong>TOTAL TRANSFERS IN</strong></td>
<td><strong>$272,000</strong></td>
</tr>
</tbody>
</table>

NET INCOME (LOSS)

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET INCOME (LOSS)</strong></td>
<td><strong>$284,918</strong></td>
</tr>
</tbody>
</table>

FUND BALANCE – JUNE 30, 2013

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FUND BALANCE – JUNE 30, 2013</strong></td>
<td><strong>$749,407</strong></td>
</tr>
</tbody>
</table>

FUND BALANCE – JUNE 30, 2014

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FUND BALANCE – JUNE 30, 2014</strong></td>
<td><strong>$1,034,325</strong></td>
</tr>
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</table>

This year’s financial statement shows MAPC data only. Please contact MAPC for the financial statements of affiliated entities for which MAPC serves as a fiscal agent, such as the Central Transportation Planning Staff (CTPS) and MetroWest Regional Collaborative.

*S Pass-through funds include municipal grant programs managed by MAPC (such as the Shannon Grant Program) as well as equipment or services purchased by MAPC on behalf of municipalities.
2015: A YEAR OF COLLABORATION, ENGAGEMENT AND VISIONING

In 2015, MAPC set in motion a new, five-year Strategic Plan to further MetroFuture: Making a Greater Boston Region, the agency’s regional plan for our 101 member cities and towns. Building on the successes of this past year, we are poised to lead the region in furthering our core planning work in 2016, from smart growth to social equity, climate change adaptation, and regional collaboration.

A number of critically important region-wide plans achieved completion in 2015, including the statewide Food Policy Plan, our Regional Climate Change Adaptation Strategy, and our Regional Housing Plan and Fair Housing and Equity Assessment, both key products from the Sustainable Communities Planning Grant. We also advanced multi-year Sustainable Communities and our Regional Housing Plan and Food Policy Plan, our Regional Climate Change Adaptation Strategy, and regional growth to social equity, climate change adaptation, and regional collaboration.

We are honored to continue making Metro Boston a national model and regional resource on smart growth and regional collaboration. We work toward sound municipal planning, protection of natural resources, efficient and affordable transportation, a diverse housing stock, public safety, economic development, clean energy, healthy development, climate change, healthy communities, an informed public, and equity and opportunity among all people of all backgrounds. Our mission is to promote smart growth and regional collaboration.

We work toward sound municipal management, sustainable land-use planning, protection of natural resources, efficient and affordable transportation, a diverse housing stock, public safety, economic development, clean energy, healthy communities, an informed public, and equity and opportunity among people of all backgrounds. Our work is guided by our regional plan, MetroFuture.

MAPC is governed by representatives from each city and town in our region, as well as gubernatorial appointees and designees from major public agencies. Each municipality in our region belongs to one of eight MAPC “subregions,” each staffed by one MAPC coordinator (see map above). The MetroWest Regional Collaborative is led by an independent board. Each subregion includes municipal and regional officials working alongside community stakeholders to advance subregional and local priorities.

President Lynn Duncan
Vice President Keith Bergman
Secretary Shironda Almeida
Treasurer Taber Keally

CREDITS

The following MAPC staff helped produce the 2015 calendar:

Project management Amanda Linahan, Jesse Partridge, Timothy Reardon
Data analysis and mapping Susan Brunton, Matt Gardner, Meghna Hari, Tanya Paglia, Eliza Wallace
Contributors Karen Adelman, Renato Castelo, Blaya Cleveland, Julia Conroy, Rebecca Davis, Marc Draisen, Tom Hauserstein, Eric Hove, Lydia Osborne, Andrea Paladri, Cameron Peshon, Martin Pilsbury, Mark Racicot, Jennifer Reitz, Patrick Roche, Harry Taylor, Emily Torey-Cullinan, Cynthia Wall, Elizabeth Weis, and Samuel Wyner

Graphic design

OVER UNSER
MetroFuture is MAPC’s guiding plan for Greater Boston, now through 2030. It outlines strategies for advancing smart growth and regional collaboration while investing in the region’s residents. Currently, more than 160 projects are underway to implement MetroFuture and create a more vibrant, livable region. We’re working with cities and towns to craft local COMPLETE STREETS policies, which help plan, design and maintain roads that are safe for all users and abilities. We’re also working to develop local, context-appropriate ECONOMIC DEVELOPMENT strategies on the South Shore, and to promote collaboration among communities in the NEPONSET RIVER WATERSHED on stormwater management. In the housing arena, we are working with 16 towns to generate data-driven HOUSING PRODUCTION PLANS, which help municipalities meet demand and plan for a diversity of housing types. North of Boston, our METRONORTH project helped identify priority areas for both development and preservation, giving municipal officials the tools they need to direct future growth. We’ve also studied the region’s food economy to identify ways to leverage the benefits of FARMERS MARKETS, regionalized COUNCILS ON AGING to save money and improve services, assisted many towns with RE-ZONING key districts, and helped procure LED STREETLIGHTS to reduce local energy usage. To learn more about what we’re doing in your community, visit projects.metrofuture.org.
Commonwealth Connect is a mobile application that allows residents to report non-emergency issues to their municipal government. The system, modeled off Boston’s highly successful Citizens Connect app (now Bos:311), logged 65,000 issues in 76 municipalities from 2013 to 2015. However, not all municipalities have the same success with the tool. It turns out the best predictor of widespread adoption isn’t income, housing tenure or other demographic characteristics, but whether municipal staff use the tool internally. Using the tool to communicate across departments and to track response times seems to create a virtual feedback loop that encourages resident utilization. It’s no coincidence that Malden — where Mayor Gary Christenson has established a strong staff culture around the program, and is himself the top reporter — has among the highest number of per-capita users.

Commonwealth Connect is an important example of how technology can radically transform and improve the relationship between residents and government. But it also reminds us that taking full advantage of these opportunities requires institutional changes, which may be more difficult than programming a new app. Visit worldmap.harvard.edu/maps/Commonwealth_Connect to interact with the data.
With transit-oriented development (TOD) growing in Greater Boston, it’s more important than ever to understand what factors contribute to successful TOD in terms of increased transit ridership, environmental sustainability, and social equity. A new rating system developed by the Dukakis Center for Urban & Regional Policy at Northeastern University and MAPC aims to do just that. The Equitable Transit-Oriented Development (eTOD) rating system grades station areas against 10 attributes correlated with less driving, higher transit ridership, and equity.

The Transit category measures the availability, quality, and use of public transportation; the Orientation category shows the prevalence of core transit riders, including renters, lower-income households, and those without vehicles; and the Development category quantifies the density and diversity of land uses in each station area.

The ratings also indicate how new development can improve a given station area. For example, a station with a low Orientation score may need more rental/workforce housing to attract core transit riders; a station with a low Development score may benefit from higher-density development, which creates more destinations near the station. To learn more and see scores for your station area, visit www.tstation.info, which features data-rich profiles of more than 300 Metro Boston transit station areas.
As rents and home prices in Metro Boston climb, the growing popularity of the online booking service “Airbnb” is causing concern among policymakers and community leaders.

The concern stems in part from the perceived impact on housing affordability. Some argue the service tightens the rental market by making units unavailable to residents. Others, including Airbnb itself, claim the service empowers households to earn additional income which defrays the cost of housing.

There is some statistical support for both perspectives. In Boston, data show most participants list their entire housing unit, and most are available for more than 60 days per year — suggesting that many hosts have dedicated their units or rooms to Airbnb rather than living in them or renting them out most of the time. There are also signs that hosts may be using the service to help cover their rent. Outside Boston, most listings are for a room instead of a full unit, and only 10 percent of hosts in the region are “power hosts,” or those listing more than one entire unit.

With the growing sharing economy, it’s clear more efforts are needed to understand the impact of services such as Airbnb and to modernize regulations.
More than a dozen communities have partnered with MAPC to develop zoning bylaws and ordinances to address their land use needs over the past three years, with a high rate of local adoption. MAPC has written mixed-use zoning for Bedford, Bolton, Braintree/Weymouth Landing and Littleton, and updated downtown zoning in Foxborough, Marlborough, Rockport, Winthrop and Winchester. Route 1 in Saugus was successfully rezoned in 2015 after MAPC helped the town digitize maps for the entire study area. Saugus also adopted inclusionary housing, historic mills protection, and solar energy bylaws with the assistance of MAPC staff proficient in energy, housing and historic preservation.

Robust community engagement is a key to success in garnering voter buy-in and eventual adoption of local zoning changes. A growing focus area for MAPC, civic engagement enables full participation in the local planning process for everyone in a community, including typically under-represented groups — from lower-income residents to recent immigrants and non-English speakers, to youth, the elderly and those with disabilities. MAPC offers a growing slate of engagement strategies to enhance our planning work, from interactive websites to keypad polling, touch-table projectors, open houses, “story tours” in business districts and good old-fashioned shoe leather outreach. Visit mapc.org/communityengagement to learn more.
Looming large on the electric bills of many municipalities is the “capacity charge” — a surcharge directed toward increasing future electricity production. The charge will soon grow in significance for municipalities with so-called pass-through agreement electricity contracts, because the grid operator, ISO-New England, has recently decided to double capacity charges for them in 2016 and again in 2017.

Thankfully, municipalities have some control. The capacity charge is based on a customer’s energy usage during a single hour per year: the one hour the entire grid experiences peak demand. A city or town that reduces its electricity usage during that hour can reduce its capacity charge year-round. But how are municipalities to know when that peak hour will occur, and when therefore they should switch things off?

That’s where MAPC’s “Peak Electricity Notification Program” comes in. It’s a daily summertime email that, using data from ISO-New England, rates the risk of that day being the peak. Eighteen communities signed up for the email, and there were four recommended reduction days. On those days, participants turned off non-essential air conditioners, lights, and computers — and in so doing potentially saved as much as $100,000 over the next two years.

Contact CleanEnergy@mapc.org for information on next year’s program.

WHEN TO SWITCH OFF: PEAK ELECTRICITY NOTIFICATION PROGRAM

JUNE 2016

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Boston has averaged 11 days above 90 degrees over the last ten summers. By 2100, the number of days above 90 degrees is expected to at least triple. Lengthy periods of high heat can be dangerous, even deadly, for the region’s most vulnerable residents — the elderly, those living alone, children, people with pre-existing health conditions, and the poor. Tenants living on the upper floors of buildings without air conditioning and children playing on artificial surfaces can suffer ill effects from extreme heat.

On hot days, temperatures can soar as high as 140 degrees on paved surfaces, which continue to radiate heat even after sundown, meaning the night air doesn’t get cool enough to offer relief.

Urban areas are generally hotter than less densely populated areas, but hot spots are not limited to the urban core. Suburban commercial centers with black roofs and large parking lots also create localized hot spots. Incorporating cooling elements such as white roofs, street trees, parks, streams and greenways into the urban environment will become increasingly important as the region warms.
As a result of rising global temperatures, our planet can expect between one and four feet of sea level rise by the year 2100. Sea level rise is of immediate concern to our region’s coastal communities, many of which already suffer property losses from flooding during storms and hurricanes.

MAPC is helping municipalities to prepare for increased and more frequent flooding by using state-of-the-art flood projections to identify at-risk infrastructure and populations. These projections incorporate not only the expected rise of the sea level and sinking of the land, but also complex factors such as tides, storm surge, wave action, winds, and river discharge. The maps here show analyses MAPC recently conducted for Quincy, indicating that 2,500 housing units with a current total assessed building value of $444 million could be inundated by four+ feet of water during storm events 50 years hence.

This data can also be used to shape future growth. For example, redevelopment of the MBTA parking lot in North Quincy may be a great opportunity for transit-oriented development, but it must also be designed to protect future residents and property from sea level rise. MAPC will be working to apply studies like this to other coastal areas in 2016 and beyond.
It is well known that Metro Boston has among the highest housing costs in the nation, with average rents for two-bedroom apartments exceeding $2,600 per month. Yet there is tremendous variation across and within neighborhoods. Unfortunately, data on advertised rents is hard to obtain, and has historically been available only through commercial subscriptions or by manually combing rental listings. Now, MAPC is developing digital tools to collect and compile rental listings from a variety of online services, to create an ongoing picture of the rental market in the region.

Based on approximately 30,000 rental listings collected in the fall of 2015, this map shows that in large portions of Boston and Cambridge, average two-bedroom rents exceed $2,800 per month. Pockets of somewhat lower-priced listings can be found in East Boston, Somerville, Roslindale, South Dorchester, Quincy, and the west end of Brighton. However, even in these areas, many apartments are out of reach for lower-income households, forcing many to look for housing further outside Metro Boston.

MAPC will continue to collect and publish this information, and more importantly, continue to promote production of the housing needed to keep prices from escalating further.
Stormwater is the largest source of water pollution in our region. When rain falls onto rooftops or paved surfaces, it flows downhill into storm drains and pipes, which eventually outfall into ponds, streams, rivers, and coastal waters. Unfortunately, stormwater runoff often carries pollutants such as E. coli bacteria, oil, nutrients, and trash along with it. Currently, more than two-thirds of the region’s rivers and ponds are not safe for swimming and fishing because of pollution from stormwater and other sources.

To help communities cut down on water pollution and satisfy new federal regulations, MAPC developed a protocol for mapping properties that contribute stormwater to each outfall. By combining stormwater infrastructure data with statewide topography and land use information, we can map these areas without expensive data collection. The results will help municipal staff to focus their enforcement and education efforts. For example, if an industrial area contributes to an outfall that tests positive for soap or other pollutants, a city or town might search for car washes and other businesses that are disposing of water improperly. If a residential area feeds into an outfall that tests positive for E. coli, the municipality could create a public service campaign encouraging people to pick up pet waste.

**Clean, Healthy Waterways: Tracing Pollution Upstream**

**October 2016**

- **25**: Officers 9:30 am
- **26**: Soil Health at LANDLAB (9:30 am)
- **27**: CARB (9:30 am)
- **28**: Officers (9:30 am)
- **29**: SWAP 9:30 am
- **30**: TRIC 8:30 am
- **31**: Executive Committee 11:30 am

**November 2016**

- **1**: NSPC 9 am
- **2**: TRIC 8:30 am
- **3**: Executive Committee 11:30 am
- **4**: MWRC 8:30 am
- **5**: MAGIC Special Event (TBD)
- **6**: NSPC 9 am
- **7**: MAGIC Special Event (TBD)
- **8**: NSPC 9 am

**Pollution detected (Nitrogen, Phosphorous)**

- Gas/Oil
- Junkyard
- Factory
- Chemical Facility

**Pollution detected (Soap, E. Coli)**

- House
- Carwash
- Auto Repair
- Supermarket

**Open Space**

- Storm Drains

**High Risk for Pollution**

- Factory
- Junkyard
- Gas/Oil

**Medium Risk for Pollution**

- House
- Carwash
- Auto Repair
- Supermarket

**Low Risk for Pollution**

- Open Space
Growing income inequality has become a preeminent concern in America, and indeed there is a profound wealth gap in Metro Boston. Equitable wealth is an asset for the region’s economy, because wealth enables a family to withstand economic shocks and pass resources to the next generation. Yet, the wealth gap between White households and Black and Latino households is large and growing. In 2014, the median wealth of White households in Metro Boston was $235,500 to $247,500 greater than for Black and Latino households. Nationally, between 1984 and 2009, the wealth gap between Black and White families tripled.

Predictors of a household’s ability to build wealth include homeownership, educational attainment, employment, and income. All of these show stark disparities by race and ethnicity, and all have greater disparities in Metro Boston than in the nation overall. Factors contributing to wealth disparity include discriminatory housing practices, hiring bias, not keeping money in a checking or savings account, and, for many new immigrants, sending money to family outside the U.S. MAPC’s State of Equity Policy Agenda identifies policies to help close the racial wealth gap and get Metro Boston on track for a more equitable and prosperous future. Learn more at mapc.org/equity-initiatives.

DATA: ACS 2009-13 5-Year Estimate

United States

Metro Boston

INCOME
Median Household Income by Race and Ethnicity of Householder 2009 - 2013

HOMEOWNERSHIP
Homeownership by Race and Ethnicity of Householder 2009 - 2013

EDUCATIONAL ATTAINMENT
Adults 25+ with a Bachelor’s Degree or Higher by Race and Ethnicity 2009 - 2013

While it is considered part of the “American Dream,” car ownership can have its downsides. Owning a vehicle is expensive, especially for low-income households ($8,700 per year for a mid-sized sedan). Households with vehicles available are much more likely to use them, contributing to traffic congestion and greenhouse gas emissions, and parking uses valuable real estate and creates conflicts among neighbors when vehicles outnumber spaces (especially in winter!)

A better understanding of current vehicle ownership patterns is critical to addressing these issues through land use regulations, improved transit, parking policy, shared vehicles, and eventually autonomous vehicles. The Massachusetts Vehicle Census, MAPC’s compendium of registration and vehicle inspection data, indicates the average household in the region owns or leases 1.4 cars, with values lowest in the Inner Core and highest in the least densely-developed suburbs.

Meanwhile, Census data show the need to own one or more vehicles in most suburban locations disproportionately burdens lower-income households. While 27% of Very Low Income households (30%-50% of Area Median Income) in urban areas can do so, creating severe financial constraints and mobility limitations.