

Final Report for 2014 District Local Technical Assistance (DLTA) Projects **1-28-15**

During 2014, the Metropolitan Area Planning Council (MAPC) undertook a total of 40 projects for communities under the District Local Technical Assistance (DLTA) program. These projects fell into the broad categories of 1) Planning ahead for Housing, Economic Development and Preservation and 2) Regional Collaboration in Service Delivery and Procurement.

For the projects which either were completed or had significant progress over 2014, a project report will soon be available through the web link on the MAPC web site. For additional information on any project, please contact the staff members listed in the project reports or the appropriate department directors:

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The DLTA program is described on the MAPC web site at <http://www.mapc.org/dlta-past-projects>. Reports for past projects are listed at http://www.mapc.org/DLTA_Reports.

2014 Land Use Projects:

Ashland Open Space Plan Phase 1: MAPC has begun the preparation of an Open Space and Recreation Plan, as an element of an overall Master Plan being undertaken by the Town of Ashland. Additional DLTA funding to complete the Open Space Plan is anticipated for 2015
DLTA funds expended: \$6,009

Bellingham Housing Production Plan & South Bellingham Land Use Analysis:

MAPC is preparing an update of Bellingham's Housing Production Plan with the goal of creating a more balanced housing stock to support householders at different stages in life. A community forum was held in November, where key themes included the increased housing cost burden for many town residents across the income spectrum, though felt particularly from lower-income homeowners, and the need to develop more entry-housing options for first-time homebuyers and renters and housing options for seniors. The plan aims to increase internal municipal capacity to enable and advocate for the creation of diverse housing types, to leverage local housing resources and partnerships, and to advance housing programs and production. In addition, the plan includes strategies to identify properties for housing development, set numerical housing goals, and amend zoning when necessary to advance housing production. This project will continue in 2015 with state PDF

funding, and will also include an analysis of the potential development options for the New England Country Club site to meet the town's goals for both Open Space and housing.
DLTA funds expended: \$7,075

Belmont Housing Production Plan: To help maintain and increase affordable housing opportunities within Belmont, MAPC developed a Housing Production Plan consisting of four main parts: a housing needs and demand assessment, development constraints, housing goals, and implementation strategies. These strategies include the modification of current zoning in order to encourage affordable housing, the identification of specific sites for which the municipality will encourage the development of affordable housing, and the commitment of the municipality to issue RFPs to develop affordable housing on municipally owned parcels. This effort was a continuation of work started with a federal Sustainable Communities grant. MAPC worked with the Chairs of the Board of Selectmen and Planning Board, the Town Administrator, the Belmont Housing Trust, Planning Director, and Community Development Director to gain consensus on housing goals and strategies,
DLTA funds expended: \$5,902

Bolton Mixed Use Village Overlay: MAPC created an overlay zoning bylaw to meet the Town of Bolton's goals for high quality development in the vicinity of the Interstate 495/MA route 117 interchange. The new overlay allows for mixed-use development that will maintain the town's village character and create walkable connections between the overlay district area and surrounding residential areas. These improved connections will provide comfort and convenience for residents, and attract potential shoppers for businesses located within the overlay. The Bolton project also included the streamlining of the permitting process. The Bolton Planning Board has been designated as the special permit granting authority, and the Overlay provides specific findings the Planning Board must make for overlay developments. This project also follows up on efforts begun with town funds and support from the Sustainable Communities project. The Mixed Use Village Overlay was unanimously approved at the May 5, 2014 Bolton Town Meeting.
DLTA funds expended: \$8,025

Boston Fairmount-Indigo Plan: MAPC has provided technical assistance to the BRA staff on the Fairmount-Indigo Planning Initiative, by assisting in the review of Corridor plan and associated documents, and by assisting the BRA in promoting and carrying out open house programs.
DLTA funds expended: \$8,108

Boston Parks and Recreation Department Staff Workshop: In July of 2014 The City of Boston Parks and Recreation Department (BPRD) approached MAPC to discuss the possibility of working with MAPC to facilitate a staff workshop aimed at developing ideas for the Seven Year Action Plan. The workshop was held on September 26, 2014 at the Curley House, and was attended by BPRD staff from several divisions. At the conclusion of the meeting MAPC synthesized the results from three group discussions into a set of Open Space and Recreation themes for review. The compilation of themes and ideas was then presented to BPRD and subsequently used by their staff to develop the Seven Year Action Plan.
DLTA funds expended: \$7,883

Complete Streets Systems & Process Review: The Town of Framingham, the Town of Hudson, the City of Marlborough, and the Town of Stow are working together to create housing and economic development opportunities based around a complete streets transportation network. The term “complete streets” refers to roadways that are safe, comfortable, and accessible for users of all ages, abilities, and income levels, regardless of how one travels. Complete streets can increase physical activity, improve pedestrian safety, improve the local economy, reduce congestion and reduce personal transportation costs. However, there are a number of existing barriers to complete streets, and in this project MAPC clarified and addressed these barriers in order to realize implementation of streets that work for everyone in each one of the four municipalities. Recommendations on how to implement complete streets include adopting a complete streets policy, altering existing procedures for roadway maintenance, establishing subdivision or plan review alterations, and creating a sidewalk prioritization plan.

DLTA funds expended: \$9,935

Danvers Zoning: MAPC has begun work with the town to prepare a mixed use bylaw and associated materials for previously-industrial areas within downtown Danvers . This project will continue in 2015 with state PDF funds.

DLTA funds expended: \$3,467

Everett Housing Production Plan: The City of Everett engaged MAPC to develop a Housing Production Plan. Public forums revealed the desire for increased funding and advocacy for affordable housing, for more outreach to the minority population and for rezoning in order to encourage housing affordability. Using these forums, as well as a comprehensive housing needs and demand assessment, MAPC provided numerical housing production targets, proposed that the City target funding and programming to populations with unmet housing needs, and offered guidance on how to address a range of development constraints on housing development. The plan was adopted by the Planning Board and will soon be adopted by the City Council.

DLTA funds expended: \$6,292

Duxbury Hall’s Corner Economic Development Analysis: MAPC worked with the Town of Duxbury Economic Advisory Committee and the town planning office to identify a set of strategies to enhance the Hall’s Corner business district, the most significant concentration of retail stores in Duxbury. Through analysis of key housing, retail, and office market data, MAPC concluded that Hall’s Corner has the potential to become a thriving, walkable business district. MAPC recommends community marketing, improvements to the public realm, attraction of context appropriate new development, and the creation of a new Hall’s Corner overlay district, among other things, as strategies to advance Hall’s Corner and help it to reach this potential.

DLTA funds expended: \$20,068

Inner Core Middle Income Housing Strategies: MAPC is working with eight Inner Core municipalities to examine barriers to entry facing middle-income households in these high-cost housing markets, middle-income housing demand, and strategies to address supply gaps. The project includes a housing needs assessment focused on the local middle-income population, an analysis of strategies to meet their needs that are currently in practice or

under consideration by participating municipalities, a literature review and analysis of national best practices, and recommendations to apply or adapt these practices to participating communities, with a focus on policies and programs, regulatory or zoning changes, taxation strategies, and funding resources.

DLTA funds expended: \$12,995

Littleton Housing Production Plan: MAPC assisted in the development of a housing production plan for the Town of Littleton, with the goal of creating a more balanced housing stock to support householders at different stages in life, and of maintaining a level of affordable housing above the state-mandated target of 10%. In addition to a comprehensive housing needs and demand analysis, a public forum held in June of 2014 was used to establish several goals for the town's housing production. These goals include building community awareness of housing issues and activities, addressing unmet housing needs and promoting healthy housing. These goals will be accomplished in a variety of ways, from amending zoning bylaws, to establishing an Affordable Housing Trust Fund, to connecting homeowners and renters to energy efficiency and renewable energy programs and incentives. The plan was locally-adopted by the Planning Board and Board of Selectmen and approved by the Massachusetts Department of Housing and Community Development.

DLTA funds expended: \$11,767

Lynn Downtown and Waterfront Housing Development Incentive Program HD Zone Plan: In this plan, MAPC provided guidance to The City of Lynn which, as a Massachusetts Gateway City, is eligible for the Commonwealth's Housing Development Incentive Program (HDIP), which provides Gateway Cities with a development tool to increase residential growth, expand diversity of housing stock, support economic development, and promote neighborhood stabilization in designated areas. This program is administered by the Department of Housing and Community Development (DHCD), which requires designation of an HD Zone and development of an HD Zone Plan in order to participate in the program. MAPC created the City's HD Zone Plan and demonstrated the City's establishment of an HD Zone in order to take advantage of this program, which provides two tax incentives to developers to undertake substantial rehabilitation of properties for lease or sale as multi-unit market rate housing.

DLTA funds expended: \$14,111

Marlborough Downtown Zoning: MAPC worked with the Economic Development Corporation, Downtown Working Group, City Council and Marlborough city officials to conduct community outreach, revise the zoning and other bylaws, and prepare materials for City Council review and adoption of the city's new downtown zoning. The revised zoning will implement smart growth development that encourages a mix of uses and creates new housing opportunities, and reduces required parking and allows for the use of city-owned spaces to meet parking requirements with a Payment in Lieu provision. It also creates new definitions for a variety of uses, and allows flexible dimensional requirements in order to maintain consistency with the setbacks of existing historical structures. The zoning changes applicable to the downtown were unanimously approved on December 1, 2014 by the Marlborough City Council.

DLTA funds expended: \$22,923

Maynard Housing Plan Phase 1: MAPC has begun initial research related to production of a Housing Production Plan for the Town. MAPC completed a housing needs and demand assessment for the Town and presented the findings at a public forum hosted by the Planning Board. Town will propose completion of the Plan in 2015.

DLTA funds expended: \$4,373

Melrose Transit-Oriented Rezoning Initiative: In January 2014, MAPC followed up on zoning recommendations made in the October 2013 Commuter Rail Corridor Plan for the Tremont/Essex Street Corridor. MAPC recommended changes to Zoning, Chapter 235 of the Melrose City Code. These recommendations included parking reduction provisions and the changing of off-street parking provisions, a City-wide maximum building height of 62 feet, and the establishment of a new zoning district that will be applied to the Melrose Highlands, Cedar Park, and Wyoming Hill station areas. Rail Corridor Overlay zoning was approved; Station area zoning is pending approval by the city.

DLTA funds expended: \$25,048

Metro North Land Use Priority Plan: MAPC evaluated growth and preservation opportunities throughout the Metro North subregion that consists of Chelsea, Everett, Malden, Medford, Melrose, Somerville, Revere, Winthrop, and the Boston neighborhoods of Charlestown and East Boston. Within this area, MAPC identified 83 local priority areas, 36 regionally-significant priority areas, and 25 state priority areas that should be the focus of development over the next ten years. The plan also provides development considerations for these identified areas, as new developments should acknowledge the importance of green open space, maintain a reasonable balance between residential and commercial programming, and include housing price points for low- and middle-income households. In addition, MAPC recommended that municipalities undertake master planning or neighborhood planning initiatives to engage the public in dialogue around the changes they would like to see occur.

DLTA funds expended: \$40,138

Middlesex County Farmers' Market: This project will enable communities to better understand economic and market barriers for farmers markets and other local food, assess spacing and location issues, and barriers for low income and other vulnerable populations.

DLTA funds expended: \$16,165

Millis Zoning Recommendations: Following up on the Sustainable Communities funded Market Analysis and community visioning effort regarding downtown Millis, MAPC began a series of discussions regarding zoning changes needed to implement the recommendations of the Millis Town Center Properties Report. After reviewing a number of possibilities to implement the zoning change, the MAPC recommended that the existing mixed use overlay district be replaced with two new zoning districts. MAPC also recommended that the Zone A Groundwater Protection District overlay be eliminated, as it was made redundant by subsequently approved groundwater protection zoning, but included provisions that made redevelopment of properties in the downtown very difficult to achieve. Zoning was drafted, reviewed by the Downtown Master Plan Committee, and approved by Spring 2014 town meeting.

DLTA funds expended: \$7,480

Newton Market Analysis & Transportation Planning in Needham St. Corridor: The City of Newton requested assistance with a planning process to identify the total development and associated traffic impacts that could result from the potential rezoning and redevelopment of the Needham Street corridor. The City's goals for the study were to assess existing traffic patterns along the corridor; to identify the market potential for a broader mix of uses including retail, office and housing; to develop a preferred land use and build-out scenario based on the market potential; and to identify the potential associated traffic impacts that would result from the preferred land use scenario.

DLTA funds expended: \$4,121

Newton Wells Ave. Economic & Market Analysis: Working with the City of Newton planning staff, MAPC began a regional market analysis for office, industrial, retail and residential uses to determine the best uses to allow within the Wells Avenue Office Park, as an element of planning for the Route 128/ Needham-Newton market (N-Squared Area). The study will be completed in 2015 using city funds.

DLTA funds expended: \$4,879

Reading Strategic Economic Development Action Plan: MAPC is working with town planning staff to create a plan that will identify the potential for four priority redevelopment areas (PDAs) in Reading to accommodate additional residential, retail, office, and mixed use development, as well as policy and planning recommendations to facilitate development. The Action Plan will include: a visioning process; a market analysis to identify the potential for housing, retail, office, and mixed use development at four regional PDAs; and an alternative development scenarios analysis that will model an alternative scenario at each regional PDA in order to generate estimates of potential additional dwelling units, square feet of commercial floor area, and other data – based on current and/or proposed zoning identified by Reading staff. The Plan builds upon work performed through the [North Suburban Planning Council Priority Mapping Project](#), which identified locally and regionally significant PDAs in the subregion. The project will continue in 2015 using state PDF and town funds.

DLTA funds expended: \$10,070

Regional Housing Authority Collaboration: This project, working with the Housing Authorities of Littleton, Groton, Acton, Hudson, Maynard, Stow, and Westford was undertaken to investigate collaboration opportunities among the Housing Authorities and between the Housing Authorities and their respective host municipalities. The state is viewing this collaborative effort as important to the proposed regionalization of public housing authorities, particularly as a way in which greater collaboration between or among housing authorities can take place in the future and how a regional agency can facilitate that process. MAPC completed research and convened a meeting of all HA board members, executive directors, and town managers to discuss the results of the assessment and potential next steps for collaboration. The group decided to pursue collaborative work on developing a regional tenant services program and funding to start the program.

DLTA funds expended: \$17,414

Regionalizing Council on Aging Transportation Services: The Southwest Advisory Planning Committee, a subregion of the 101 cities and towns in the MAPC, requested this study to explore the feasibility of regionalizing or sharing services across five municipal Council on Aging (COA) offices in the subregion and one municipality in the Three Rivers Interlocal Council (TRIC) subregion. Following a forum with COA directors and data collection on existing COA services, MAPC recommended the creation of a working group made up of the Directors from each of the six COAs to work on sharing transportation services, as well as the amendment of current municipal contracts with GATRA to specifically allow for the sharing of rides across municipalities. MAPC also recommended investigation of the feasibility of other transportation options, such as sharing rides for long distance medical trips, or moving to a third party transportation provider.

DLTA funds expended: \$20,104

Right-size Parking Toolkit: MAPC undertook initial research to develop an online parking toolkit/calculator to inform parking decisions as zoning and/or development projects come through the municipal approval process. This project is proposed to continue into 2015 to undertake field research.

DLTA funds expended: \$29,244

Salem Point Neighborhood Commercial Corridors Revitalization Plan: This plan advances the housing and economic development vision of the *Point Neighborhood Vision and Action Plan*, adopted by the City of Salem in August 2013, and proposes a series of goals and strategies that aim to boost economic activity, housing diversity, and inclusivity in the Point neighborhood and better connect it with the rest of downtown Salem. Community engagement, neighborhood analysis, and retail market analysis informed the recommendation of several strategies for accomplishing these neighborhood goals while mitigating the displacement of current residents and businesses. These strategies include the improvement of connections between the Point and downtown Salem, the support of redevelopment projects that will expand the customer base for businesses, and the marketing of the area as a retail and dining destination with an emphasis on locally sourced and produced goods.

DLTA funds expended: \$28,651

Saugus Route 1 Zoning Assistance: MAPC assisted the Planning and Economic Development staff of the town in examining the potential for mixed use redevelopment of nodes along the Route 1 corridor. This project includes assistance in mapping of potential study area and preparation of draft zoning language alternatives.

DLTA funds expended: \$14,943

Stoneham Town Center Strategic Action Plan: Beginning in May, 2014, MAPC staff worked closely with appointed and elected leadership in Stoneham, and a citizens Advisory Board, to identify a set of goals, strategies and actions to reinvigorate Stoneham Center and its surroundings and identify pre-conditions needed for the center to regain its place as the focal point of community life. The project included several phases, the first of which involved an analysis of existing conditions, including a review of demographic and socioeconomic conditions, existing land use and zoning and other criteria. A broad market study was then undertaken to identify the potential for supportable residential and retail development

within the Town Center area. This analysis was then combined with input from the public to inform a number of recommendations for the Town.

DLTA funds expended: \$30,310

Walpole Downtown Economic Analysis: Using 2014 DLTA funds, MAPC began a market analysis and visioning project with the goal of revitalization of Walpole Center. The study will continue in 2015 using state PDF funds.

DLTA funds expended: \$5,069

Winthrop Town Center Zoning: MAPC worked together with the Planning Board and other Winthrop town officials to revise draft zoning and to prepare the materials for Planning Board and Town Council review and adoption. The zoning revisions apply primarily to the review process, and encourage Pre-submission Review with the Planning Board, provide a tiered Site Plan and Design Review by the Planning Board, include Design Standards to be used during Site Plan and Design Review, and outline Special Permit Criteria for the Center Business district. Zoning changes also allow for alternative transportation and parking options, modify the definitions of uses such as Mixed Use, and reduce dimensional requirements consistent with existing town center setbacks. Final zoning was approved by the Town Council in July, 2014 and the first development to utilize the new zoning has been proposed and is under review by the Planning Board.

DLTA funds expended: \$14,507

2014 Municipal Services Projects:

Ashland-Hopkinton Regional Fire Department: The Advisory Group continued to meet on a regular basis throughout the year and advance the project towards a spring 2015 town meeting vote. Unfortunately, there was significant change in leadership and staffing within the Advisory Group – Hopkinton lost a champion with the departure of its Board of Selectmen representative, the two MAPC staff members spearheading the project left the agency, and the MRI consultant working on the project left the company. As a result, the Advisory Group spent some time helping new members get up to speed on the project. However, the Advisory Group was able to finalize a proposed staffing model, which had been a point of contention and debate for members of the group. They presented the merger plan and the model in two major briefings. On September 4, the group briefed a joint meeting of the Ashland and Hopkinton fire unions, and on October 14, the group briefed a joint meeting of the towns' Boards of Selectmen. Each of these briefings led to discussion and feedback that raised specific questions and concerns for the Advisory Group to address, while confirming that they were on the right track. Moreover, the two boards expressed their support in taking the merger plan forward to the public for additional feedback prior to a spring Town Meeting vote. These meetings are a positive next step in the larger public engagement phase of the project, which MAPC is looking forward to supporting in 2015.

DLTA funds expended: \$22,433

Essex County Fire Department Services Regionalization: MAPC worked with the fire chiefs of more than 30 communities to identify possible inter-departmental collaboration on services. MAPC also worked with the chiefs to prepare a project proposal for DLTA 2015 to explore

the creation of a regional paramedicine service, whereby the towns' fire departments would collectively provide more "at home" health services within their communities.

DLTA funds expended: \$6,530

Regional 911 Project Management: The cities of Chelsea, Everett, Medford, Melrose, and Somerville have been exploring the consolidation of their emergency communications for several years. It is expected that consolidation will improve the effectiveness of emergency communication services in the participating communities, with a direct impact on public safety and emergency response. In 2013, a state 911 grant funded the hiring of a technical consultant, iXP Corporation, to begin producing an implementation plan for the five cities above as well as the City of Malden and the Town of Saugus. However, the project has faced delays due to unforeseen health complications affecting iXP staff and employment turnover at the cities and MAPC and ultimately Malden and Saugus withdrew from continued participation in the project. Despite this, renewed momentum was established at a November 26, 2014 meeting between the cities, iXP, and MAPC, with the cities confirming their commitment to this project and with the parties agreeing to a new project management plan with an identified completion date for the Phase 2 Implementation Planning Phase in April of 2015. Once complete, the implementation plan will present the cities with a comprehensive, step-by-step plan for creating a Regional Emergency Communications Center (RECC). This plan will detail the RECC's technology and facilities needs, standard operating procedures for dispatchers working at the RECC, and a governance agreement that details how the RECC will be managed and funded.

DLTA funds expended: \$20,062

North Suffolk Public Health Collaborative Phase 1 Report: The Chief Executives from Revere, Chelsea and Winthrop sought MAPC's support in developing a regionalized approach to public health service provision. The Chief Executives had determined that resources individually were insufficient to fully staff and offer the type of robust public health response desired in the three communities. Collaboration was seen as the best means of enhancing their public health services. After initial meetings and activity in the Spring, MAPC worked to develop recommendations for the creation of a Collaborative that would work to improve health outcomes through shared programs and services for the residents of the three communities. The recommended model, endorsed by the Chief Executives, was to use an Inter-Municipal Agreement to formally create the North Suffolk Public Health Collaborative, which would be staffed by a public health professional reporting to a Board with representatives from each community.

DLTA funds expended: \$10,856

Sherborn Regional Animal Control: The Police Chiefs from Sherborn, Natick, Framingham, Hopkinton, Ashland, and Holliston, sought MAPC's support to help them review and evaluate their current animal control services, explore what regional opportunities exist for animal control, and determine whether it would be feasible to perform animal control services on a regional basis. At the year's end, MAPC convened a final meeting to present two collaborative recommendations. First, that the Towns could save on facility costs by adopting shared facility license agreements to take advantage of the fact that Ashland's and Holliston's shared existing animal control facility and Framingham's animal control facility both have the capacity to house more animals. Second, that the Towns could improve the

effectiveness of their animal control services by entering into mutual aid agreements that would allow them to respond to animal control calls in other towns when the other towns animal control officers are either busy or are not scheduled to work. Finally, MAPC has also recommended a second phase to this project in order to more fully explore the idea of merging the Towns' animal control services into a regional animal control district.

DLTA funds expended: \$12,261

2014 Shared Services – Energy projects:

Anaerobic Digestion Technical Assistance: The purpose of this project was to educate MAPC municipalities about the benefits of anaerobic digestion as a clean energy source, and to offer technical assistance to any municipality interested in siting a digester in their community. MAPC developed and implemented a comprehensive education campaign through the course of 2014 to create awareness around the potential of adopting anaerobic digestion as a clean source of energy generation. By hosting two events (an information session and a panel discussion), administering one survey, and developing an educational guidance toolkit document, MAPC assisted its municipalities by clarifying the context of the food waste ban; explaining the process, benefits, and barriers of anaerobic digestion; introducing the regulatory framework of siting and developing anaerobic digestion facilities in Massachusetts; providing information regarding development of different types of anaerobic digestion facilities in Massachusetts; and increasing the visibility of financial and technical resources available to implement anaerobic digestion in the state. While MAPC has been unable, to date, to find any municipalities in its region that have sufficient need or resources to pursue technical guidance for developing a digester, the education campaign can be considered a success and MAPC is now considered a resource for many in the region who have questions on the ban or technology

DLTA funds expended: \$24,280

LED Street & Outdoor Lighting Program: This ongoing project promotes the reduction of municipal energy consumption and costs through the purchase and installation of light-emitting diode (LED) roadway and outdoor area lighting in cities and towns throughout the state. Together, the communities of Beverley, Gloucester, Hamilton, Melrose, Northampton, Salem, Swampscott, Wenham, and Winthrop are expected to save approximately 4.7 million pounds or 2,151 tons of carbon dioxide equivalent emissions annually. The communities selected a vendor in late fall 2014 and are currently holding kick-off meetings to begin the process of contracting for audits. Audits and retrofits are expected to occur from winter to fall 2015, depending on each community's readiness to proceed. The procurement was made possible in large part because of MAPC's successful advocacy in 2013 for National Grid to create a tariff and incentives for LED streetlights.

DLTA funds expended: \$23,012

Regional ESCO – Municipal Energy Efficiency: The goal of MAPC's 2014 Regional ESCO DLTAs project was to provide continued support to those communities that participated in MAPC's 2011 ESCO project and to help additional communities implement energy efficiency projects. MAPC's focus in 2014 was on producing educational and outreach materials that highlight the mechanism of energy savings performance contracting, and the wide variety of resources available for communities to help them finance capital-intensive, energy-saving improvements in their facilities. MAPC held two Municipal Energy Efficiency workshops in

October 2014, where municipal officials heard from their peers and industry experts about incentives and funding opportunities for energy efficiency projects.

DLTA funds expended: \$17,590

Regional Solar Initiative: Implementation Phase: The purpose of the ongoing Regional Solar Initiative is to assess and facilitate the regional procurement of solar energy management services (EMS) for multiple municipalities and sites in the MAPC region. In 2012, MAPC identified communities that were interested in hosting solar power generation systems on municipally-owned rooftops, landfills, and/or other large ground-based sites to assess and implement options for developing these sites on a regional basis. MAPC issued a Request for Qualifications (RFQ) under M.G.L. Ch. 25A §11i for solar EMS on behalf of 17 interested communities. Broadway Electrical Company, Inc. was selected and signed a memorandum of understanding (MOU) with MAPC in February of 2013, but in January of 2014 MAPC learned that Broadway intended to wind down its operations. MAPC reconvened the selection committee, and ultimately voted to move forward with the original 2nd-ranked developer, BlueWave Capital LLC. With the support of consulting firm the Cadmus Group, MAPC negotiated an MOU with BlueWave, which was signed in June of 2014. MAPC held a kick-off meeting in June 2014 with Cadmus to introduce several interested communities to BlueWave, its process, the next steps, and the timeline. In the following months, MAPC worked with BlueWave to facilitate introductory meetings with all interested municipalities, currently 12 of the original 17. For all of these interested parties, BlueWave evaluated potential solar sites. The majority of these efforts uncovered feasible sites, and most have progressed to more comprehensive site visits, analyses, and preliminary pricing.

DLTA funds expended: \$13,323

Solar Permitting and Zoning Bylaw Guidance: The purpose of this project was to develop guidance and best practices for cities and towns in Massachusetts that would help them to reduce solar soft costs through streamlined and standardized permitting and zoning policies for solar photovoltaic (PV) installations. MAPC offered technical assistance to communities that sought support in developing solar bylaw or permitting best practices. MAPC released a new online toolkit 'Guide to Streamlining the Solar PV Permitting Process and Developing Supportive Zoning Bylaws' and held a workshop that introduced the toolkit and presented municipal case studies and state resources on the topic. In addition to providing recommendations and guidance documents to numerous communities, MAPC worked with the Town of Saugus to draft a new solar overlay bylaw.

DLTA funds expended: \$22,096