

Metropolitan Area Planning Council

Fiscal 2013 Work Plan

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Cross-Cutting Strategic Goals

Most of MAPC's work is no longer done within the artificial silo of a single department, and our culture has evolved to the point that the majority of our projects are collaborations among different managers and staff. For example:

- Although the shared services work is headquartered in Municipal Governance, that group works closely with Government Affairs and other staff members may be working on "shared services" projects, such regional housing services or regional shared energy management.
- The recent 495 planning project brought together staff members from Transportation, Environment, Economic Development, Regional Plan, Implementation (RPI), Data Services, and the Metrowest Regional Collaborative to facilitate that vision for economic development and environmental preservation along Route I-495.

At the direction of MAPC Officers, we highlight several valuable cross cutting program areas, although these are by no means the only areas of cross-departmental collaboration:

Sustainable Communities Initiative

- In August, the HUD Sustainable Communities Initiative (SCI) will reach the mid-point of the grant, and one of the agency's highest priorities will be to execute that grant award and its dozens the funded projects. References to the SCI are sprinkled throughout this document. While the program is led by the Department of RPI, the management team includes representatives of Smart Growth Planning and Data Services.
- Almost every division is executing some portion of the grant: e.g., dozens of place-based projects are led by our Smart Growth Planning Department; Data Services is using SCI funds to complete Regional Indicators and to launch Community PlanIt; and many divisions are working toward some of the policy goals of SCI.

Advancing Equity at MAPC and in the Region

- Last year, MAPC adopted our "Equity at MAPC Implementation Plan" and we are systematically implementing those reforms and activities.
- Every department is executing some portion of those activities: e.g., Communications is integrating the plan into the web site, Government Affairs is working to identify relevant policy proposals for next legislative session, RPI is designing a guidebook of outreach and public engagement techniques,
- Smart Growth planners are integrating equity objectives into their projects and subregional work. Every department is seeking to develop relationships with new constituencies.

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- Last year, in collaboration between RPI and Data Services, we published “The State of Equity in Metro Boston,” outlining the lack of equality in our region and establishing a set of regional equity indicators that we can check over time. This year, we are completing the second phase of this report, focusing on policy priorities that can redress inequity over time throughout our region.

Transportation Policy and Funding Campaign

- Although we have twice made progress toward short-term funding for public transit in recent years, the Commonwealth must confront an enormous issue of inadequate funding for all modes of transportation. There is wide expectation that there is an opportunity to have an honest public discussion about transportation policy and resources next year.
- Many departments will play a critical role in the public debate. SCI has funded research into transportation revenue options that involve a number of departments, Government Affairs and Transportation are leading advocacy efforts and helping to build coalitions and subregional coordinators will be critical to the public education campaign.

Planning for the Future

- MAPC is fortunate to have experienced a robust period of growth in the last five years, but we also know that part of that growth is attributable to three major federal grants: Homeland Security, Sustainable Communities, and Community Transformation. We must begin planning now for the agency’s future when these grants expire.
- Fortunately, each department has used these grants not only to pay staff, but also to accomplish real goals – enhancing the agency’s reputation and increasing our opportunity to fund additional challenges in the future.
- Already MAPC managers have begun identifying opportunities for continued funding to support our MetroFuture vision.
- Every departmental manager and every employee, in one form or another, will be part of our work to continue to develop a diverse revenue stream for MAPC.

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COMMUNICATIONS & GOVERNMENT AFFAIRS

Communications

- **Overall:** Dedicated to advancing all MetroFuture strategies and supporting the work of all MAPC departments in achieving MetroFuture goals.

Strategic Goals:

Enhance the agency's public profile through increased media placements, improved media tracking and consistent press outreach

- Expand our news tracking beyond Google Alerts to maximize our new Meltwater account to more effectively monitor MAPC's press coverage.
- Implement regular quantified tracking and analytics of MAPC press hits.

Increase the agency's outreach capabilities by overhauling our contacts management database

- Implement Microsoft CRM as the standard system for storing, organizing and keeping up-to-date all of the agency's professional contacts.
- Build on 2012's success in migrating subregional coordinators and select project managers into Constant Contact as a tool for both event management and publicity.
- Working with the Admin team, meet with MAPC managers to inventory "most wanted" contact lists and create those lists in-house, using the work of a temporary employee if necessary.

Enhance the MAPC website as a tool for furthering the agency's mission to promote smart growth and regional collaboration

- Complete the redesigned Collective Procurement section and use it as a model for further section-based site upgrades
- Pursue a regular schedule of maintenance using a contracted Drupal vendor on retainer, so the site no longer experiences regular glitches and losses of functionality.
- Integrate our social media strategy into our overall web communication goals.
- Collaborate with RPI to begin a major overhaul of metrofuture.org to migrate that site from a non-supported version of Drupal to the current iteration.

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- Begin to plan for a major site overhaul for mapc.org, which was launched in 2009 and will be due for a major upgrade in 2013.

Create a robust Internal Communications Team committed to improving our internal processes and to supporting the internal Equity Plan Implementation

- Work with the Internal Communications Committee and RPI staff to follow up on our Facilitation Training and implement any action steps MAPC wants to make to our internal processes as a result of that training.
- Assist the Equity at MAPC Committee in implementing Communications-related goals as outlined in the Equity at MAPC Implementation Plan.

Complete phase two of the MAPC branding project

- Execute a suite of marketing materials for MAPC. As part of this, expand the agency's staff bios on mapc.org and on the K Drive.
- Complete the thank-you card order.
- Coordinate a public health division branding strategy.
- Finish the subregion logo and letterhead design process.
- Connect our graphic designer with Government Affairs and Municipal Governance to redesign the Collective Procurement Logo, and to devise new letterhead for the Metro Mayors and the North Shore Coalition.
- Create a 50th anniversary logo to commemorate MAPC's milestone, working with our graphic designer as part of a larger effort to plan for the agency's 50-year Anniversary celebration.
- Re-bid the graphic design retainer contract by August 2012.

General Program Areas:

- Reactive and proactive press
- Maintenance of media contacts database; source cultivation
- Website maintenance and staff training
- Social media tracking
- Design of all agency marketing and promotional materials
- Quality control all documents and publications; edit for agency style
- Working with Data Services, produce and distribute Annual Report and Calendar
- Council communications
- Event publicity
- Internal Communications Committee leadership

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Government Affairs

- **Sub-Strategy 1.B:** Modernize planning and development tools
- **Sub-Strategy 1.D:** Coordinate sustainable state policies and programs
- **Sub-Strategy 1.E:** Foster private sector demand for sustainable development
- **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.A:** Strengthen MAPC as a regional resource
- **Sub-Strategy 4.B:** Support regional collaboration, purchasing, and service delivery
- **Sub-Strategy 4.C:** Work to make a safer region
- **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 Goals:

Increase funding for our transportation system, supporting all modes.

- Work with Transportation for Massachusetts (T4MA), Our Transportation Future (OTF) and other coalitions to build support for increased funding for transportation.
- Work with the Metro Mayors Coalition, the North Shore Coalition and the MMA to bring municipal voices to help lead the call for increased revenue for our transportation system; bring in the voices of the business community.
- Coordinate with MAPC's Transportation division, CLF, ABC and the Dukakis Center at Northeastern on research and legislative drafting of a menu of revenue-raising proposals.
- Hold 4-6 forums throughout the region, bringing together municipal, business and other thought leaders to educate the public on the issue of transportation finance.
- Work with Communications and Transportation to generate media coverage and editorial/opinion pieces supporting increased revenues for transportation.
- Work with Data Services and Transportation to create 1-2 interactive online tools to educate and engage the public on transportation finance.

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Promote regional collaboration, establishing MAPC and the RPAs as the premier source of best practices and expertise.

- Promote the “Regionalization Best Practices Guide” with municipal and state officials, legislators and at the 2012 Regionalization Conference to increase MARPA’s visibility.
- Work to pass “An Act to Promote Regional Collaboration” to increase incentives for regional collaboration, remove barriers to sharing services and update and modernize the RPAs’ enabling statutes.
- Continue to utilize our mayors’ coalitions as forums to advance the collaboration among members, working together to solve common problems.

Promote smart growth and sustainable development in the state’s policies, priorities and practices.

- Work with the Massachusetts Smart Growth Alliance (MAPC) 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 as appropriate.
- Advance meaningful reform of Massachusetts’ zoning and planning statutes, working with MAPC allies to reassess strategies and next steps for the 2013-2014 session of the Massachusetts Legislature.
- Work to refine and launch the Sustainable Communities policy campaign to align state and local investments with the Sustainable Development Principles.
- Lead and coordinate advocacy for continued funding of the District Local Technical Assistance program to ensure funding for smart growth planning across the commonwealth.

Promote and build MAPC’s role as a source of influence and expertise on Beacon Hill.

- Look for opportunities for MAPC to take lead on policy issues, intellectually and politically.
- Produce white papers, policy documents and informational forums to increase MAPC’s “profile” as a policy and advocacy expert.
- Continue to build MAPC’s capabilities to engage in “grassroots” advocacy utilizing social media and email alerts.

Expand MAPC’s advocacy role to reflect emerging agency practice areas.

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- Use new work at the agency in the fields of public health and energy to expand MAPC's policy advocacy portfolio.
- Working with the legislative committee, MAPC staff, Council members, and allies, identify opportunities for new policy work and legislative advocacy.
- Provide guidance to ongoing Sustainable Communities policy campaigns (e.g., State of Equity Report, Regional Housing Needs Analysis) to help them identify politically achievable goals, objectives and strategies.

General Program Areas:

- **Advocacy:** Under the leadership of the Legislative Committee, develop and pursue a bi-annual legislative agenda that advances smart growth and regional collaboration.
- **Education:** Work with Communications to disseminate information on legislative work and successes to media, and circulate among the policy community.
- **Metro Mayors and North Shore Coalition:** Continue to make these facilitated groups robust drivers of policy and municipal innovation, and provide value to participating municipal leaders.
- **Policy Development:** Work with MAPC divisions, Council and allies to develop a robust policy agenda to help guide the agency's work to implement Metro Future.
- **Coalition Building:** Build coalitions to promote MAPC's legislative agenda and specific legislative issues. Work with our on-going coalitions (MARPA, MSGA, T4MA, OTF, GWSP, MMC and NSC) to develop their legislative agendas, policy strategies and advocacy tactics to increase our mutual influence and success.

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REGIONAL PLAN IMPLEMENTATION

- **Sub-strategy 1.A:** Increase municipal planning capacity
- **Sub-strategy 1.B:** Modernize planning and development tools
- **Sub-strategy 1.C:** Establish consistency of plans across all levels
- **Sub-strategy 1.D:** Coordinate sustainable state policies and programs
- **Sub-strategy 2.A:** Align data collection and policymaking
- **Sub-strategy 4.A:** Strengthen MAPC as a regional resource

Strategic Goals:

Manage the Metro Boston Sustainable Communities Regional Planning Grant such that it catalyzes MetroFuture-consistent change in the region during and after the grant period.

- Oversee the execution of project scopes and agreements that are consistent with grant program goals and objectives
- Lead the cross-departmental Management Team in seeking maximum results and lessons learned from each project conducted under the grant
- Track, report, and publicize program successes in order to raise profile of the Sustainable Communities program and MAPC both regionally and nationally
- Participate in national peer to peer learning opportunities

Reinforce MetroFuture as a credible and compelling roadmap for change in the region

- Communicate more accessibly with a wider variety of audiences by updating, in partnership with the Communications Division, printed materials, web sites, social media, and other communication media.
- Create and take opportunities, including speaking engagements, op-eds, letters to the editor, white papers, PowerPoints to advance specific goals.
- Update and maintain robust website, including content regarding campaigns, demonstrating needs, and touting successes.
- Lead agency maintenance and, as appropriate, overhauling of MetroFuture Implementation Strategies in order to account for successes and evolving opportunities.

Expand and deepen the corps of MetroFuture supporters

- Expand the Friends of MetroFuture program for engaging interested individuals and partners, in the activities including the successful Walks and Talks series.

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- Strategically engage key constituencies through initiatives including Community Breakfasts, participation in community events, and other tailored activities and.
- Advise project managers on engagement strategies and support local planning work, in order to take advantage of its constituent-raising potential and build synergy between local project work and state or regional policy advocacy.

Support the link between MetroFuture and MAPC work

- Track agency projects, initiatives, and activities and relate them to MetroFuture strategies and goals through a semiannual project inventory database and MetroFuture in Action map.
- Support project work led by other departments, in order to provide “MetroFuture perspective” and to draw lessons and best practices for incorporation back into agency work.

Develop and undertake strategic campaigns and initiatives

- Seek opportunities to advance specific MetroFuture recommendations on the state and local level (occasionally, on the federal level), in the private sector, and among individual households in the region. Selected or likely areas of inquiry include:
 - Transportation finance alternatives
 - Innovative community engagement
 - State and local alignment with sustainable development principles
 - Public education
- Develop and begin advocating for policy and programmatic changes that are needed to address the findings in the Metro Boston Indicators Report, “The State of Equity in Metro Boston.”

Develop and collect best practices, and bring them to/expand their use in the region

- Develop internal and external best practices, including expanded Smart Growth Profiles
- Increase the availability and relevance of best practices for the work of MAPC and Allies.

Develop a sustained resource base

- Leverage relationships with existing funders to cultivate new sources of support for ongoing and new work to implement MetroFuture
- Research the funding universe in order to identify new opportunities to relate discrete priorities of MetroFuture to funding priorities

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SMART GROWTH PLANNING

Economic Development

- [Sub-Strategy 1.E](#): Foster private sector demand for sustainable development.
- [Sub-Strategy 10.C](#): Coordinate and align public higher education curriculum.
- [Sub-Strategy 13.C](#): Promote the use of renewable resources.

Strategic Goals:

Encourage job creation in partnership with the U.S. Department of Commerce, Economic Development Administration. Leverage MAPC's role as the federally-designated Economic Development District for Metropolitan Boston to secure federal and state resources that will create high-skill, high-wage jobs in Massachusetts.

Promote public policy that builds investment-backed collaboration among public post-secondary institutions, workforce development agencies, municipalities, and regional industry clusters to provide linked support programs that target job growth and business expansion.

- Work with allied organizations to link focused investment in the regional transportation network to measurable economic development outcomes.
- Support entrepreneurs in science, health care, alternative fuel technologies, and other emerging clusters within the innovation-economy.
- Promote accessible and relevant business incubator services.
- Develop accessible support systems for start-up entrepreneurs who cannot afford highest quality legal services necessary to navigate complex regulatory requirements and safeguard intellectual property assets.
- Employ contact with municipal officials to forward this agenda.

Develop the region's clean economy by working with regional and local stakeholders to develop clear, comprehensive economic development plans that protect environmental quality, and develop clean-technology products, manufacturing processes, and buildings.

- Promote economic development that brings green jobs to the region, and advocate for policy and regulations that ensure these jobs are high-quality and available on an equitable basis to persons of all backgrounds.

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- Leverage Economic Development District status to scan for and advise proposed economic development projects not fully utilizing clean technology program development opportunities.
- Leverage Economic Development District status to report current conditions to the Economic Development Administration that will inform their investment of federal funds in Greater Boston.

General Program Areas:

- Produce a Comprehensive Economic Development Strategy (CEDS), informed by MetroFuture that provides a foundational view of current economic trends and conditions in Metropolitan Boston.
- Provide and disseminate annual CEDS update.
- Advocate for the implementation of MetroFuture's economic development recommendations within the CEDS.
- Represent regional economic development interests throughout the region, the state, and New England; provide liaison, reporting, and information exchange with public sector and private sector.

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Housing

- **Sub-Strategy 4.D:** Plan together for regional development.
- **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.

Strategic Goals:

Advise local, state, and federal officials on Metro Boston housing policy and programs

- Advocate for the implementation of MetroFuture's housing recommendations, through technical assistance to individual cities and towns, efforts to create multi-community collaborations, and advocacy related to housing policies at all levels of government.
- Advance housing policy activities supported by the Sustainable Communities program, including anti-displacement policy work, with Government Affairs and other departments and divisions as appropriate.
- Make bi-annual presentations to subregions and other MAPC partners about state and regional housing issues of interest

Conduct research on issues critical to the housing field; prepare reports, studies, testimony, and presentations to provide information about the regional housing market and/or provide approaches about how to meet housing needs.

- Continued to advance MAPC's housing agenda throughout the MAPC region via the completion of the Regional Housing Plan and Regional Analysis of Impediments/ Fair Housing and Equity Assessment.
- Work with Data Services team on a Planners Advisory Service Memo piece about Housing and Community Development, piece to be published Spring 2013.
- Work with regional housing planners at other regional planning agencies to determine best practices in the housing field.

General Program Areas:

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- Build capacity, share skills, experience and best practices across the region and foster inter-municipal collaboration in regard to housing production and preservation.
- Provide professional Technical Assistance to advance housing planning and production goals, including work on housing production plans, housing strategies, and zoning by-laws.

Subregion Program

- **Sub-Strategy 1.A.:** Increase municipal planning capacity.
- **Sub-Strategy 4.B:** Support regional collaboration, purchasing, and service delivery.
- **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 11.A:** Create jobs in MetroFuture-consistent locations.
- **Sub-Strategy 12.A:** Integrate land use and transportation planning.

Strategic Goals:

Advance MetroFuture implementation through broad community engagement and sharing informational programs on smart growth techniques, bylaws/ordinances, state grant programs, and other topics; by promotion of energy efficiency and smart energy production; and by promotion of best practices that will lead to MetroFuture-consistent local planning.

- Use Sustainable Communities funding to increase staff time allocated to each subregion, to expand subregional activities to include more events, outreach, organizing, small scale technical assistance to municipal staff, and capacity building exercises.
- Provide a forum in which municipalities and other subregional stakeholders can discuss issues of subregional or cross-boundary importance; and build collaborations among communities for multi-community research studies, planning exercises, and adoption of joint policies. Promote sharing of services across municipal boundaries through hosting of programs related to MAPC Shared Services activities, as well as sponsoring discussions between communities.
- Encourage synergistic interaction among subregional coordinators and other MAPC planning staff by incorporating discussions of subregional activities into the monthly meeting of the Smart Growth Department staff (Land Use, Environment and Transportation staff).

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Communicate information on planning issues, legislation, and state and federal grants opportunities to municipalities and other subregional stakeholders. Obtain input and support from municipalities and other subregional stakeholders for MAPC and MPO activities, as well as state and federal legislative proposals.

- Gain input from subregions to help formulate MAPC's legislative agenda; encourage subregional and municipal support of MAPC legislative activities through outreach to their legislators.
- Hold subregional legislative events to promote subregional legislative priorities and to allow MAPC to educate local officials and legislators regarding MAPC's priorities.
- Develop subregional priorities for the Long-Range Transportation Plan, Unified Planning Work Program, and Transportation Improvement Program; inform and provide a means for community feedback on regional, statewide and national transportation issues, legislation and funding.
- Promote District Local Technical Assistance (DLTA), Sustainable Communities program opportunities, foundation funding secured by MAPC for MetroFuture Plan implementation, and other state grant programs to facilitate multi-community projects.
- Promote MAPC's other services such as collective purchasing, shared services, GIS and data services to meet communities' needs.

Provide effective outreach to encourage participation of new and existing Subregional Council members, determine appropriate retention strategies.

- Organize monthly meetings of subregional councils to discuss and seek consensus on issues of subregional importance.
- Host forums, including outside speakers, to educate the subregional council members, other municipal officials and the general public, and to advance smart growth and inter-local cooperation in the subregion.
- Continue outreach within each subregion to build an expanded network of municipal, non-profit, business and community leaders who will enhance and broaden participation in subregional activities. Work to ensure that our outreach includes efforts to reach out to diverse stakeholders, as outlined in our Equity at MAPC Implementation Plan.

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Technical Assistance

- **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 11.A:** Create jobs in MetroFuture consistent locations
- **Sub-Strategy 12. A:** Increase land use and transportation planning.

Strategic Goal:

Promote the implementation of MetroFuture by providing MAPC professional planning staff to assist municipalities in undertaking a variety of land use and environmental projects. To accomplish this, MAPC will:

- Seek out state, federal and foundation grant opportunities that would allow MAPC to provide technical assistance to communities.
- Promote MetroFuture and best practices in planning by use of the MAPC web site to provide information relating to ongoing and recently-completed MAPC Technical Assistance projects, so that other communities can have the benefit of MAPC's work on a topic (e.g., downtown mixed use bylaws).
- Catalogue all past MAPC projects so that they are easily referenced by new planning or municipal services staff that will be working with MAPC communities, to inform them of past MAPC efforts. Prepare stock MAPC materials needed for MAPC to effectively market its services to municipalities, and utilize these resources in educational materials and programs about MAPC as well as in making proposals for planning assistance to municipalities.
- Continue to promote *A Best Practices Guide for Streamlined Local Permitting*, as well as other state-sponsored smart growth, housing or economic development programs that fit with MetroFuture, including Chapter 43D Expedited Permitting, Chapter 40R Smart Growth Zoning, Housing Production Plans, Open Space Plans, and other such plans consistent with state guidelines.

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- To the maximum extent possible, emphasize allocation of MAPC efforts to multi-community projects that coordinate municipal planning/development efforts or analyze implications of alternative future growth.
- Assist communities in undertaking downtown, neighborhood or community-wide visioning sessions, and following up on those efforts.
- Promote agricultural preservation and best practices as a means of implementing MetroFuture by protecting open space, maintaining agricultural and tourism based economies, retaining local food sources to lower food transportation greenhouse gas impacts, maintaining wildlife habitats and ensuring best practices to foster water quality.

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

Strategic Goals:

Promote sustainable water resources and water infrastructure policies and practices at the state and local level through coordination and advocacy with state agencies and the Legislature and local and subregional technical assistance.

- Support the implementation of the Water Infrastructure Finance Commission’s final report and recommendations.
- Support implementation of the Sustainable Water Management Initiative and the Water Management act through participate on the Water Management Advisory Committee (MAPC gubernatorial appointment on behalf of MARPA).
- Continue to participate in relevant advisory committees, such as the MWRA Advisory Committee, Ocean Advisory Commission, and the Mass Bays Management Committee.
- Complete the Stormwater Financing Starter Kit, and seek opportunities for follow-up technical assistance.
- Complete the Mystic River Urban Green Infrastructure project, and seek opportunities to develop a Green Infrastructure Toolkit.

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- Provide outreach to communities on the EPA “MS4” stormwater permit program, and seek opportunities for technical assistance on best practices.
- Encourage development of stormwater utilities, where appropriate and according to best practices.
- Support collaborative watershed management through participation on the SuAsCo Watershed Community Council.

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

- Complete the Regional Climate Change Adaptation Strategy (RCCAS) under the Sustainable Communities program
- Based on the recommendations of RCCAS, amend MetroFuture to incorporate climate change adaptation goals and strategies.
- Support state implementation of climate change adaptation through participation on the Massachusetts Global Warming Solutions Act Implementation Advisory Committee
- Seek opportunities to implement the RCCAS locally through development of tools and best practices and technical assistance to communities and/or subregions.

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.

- Coordinate the Brownfields Coalition Steering Committee with the cities of Peabody and Salem, and the participation of EPA
- Administer all aspects of the 4-year EPA Brownfields Assessment Grant (2009-13), including reporting requirements to EPA.

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

- Complete MEPA letters on projects of critical regional importance.
- Work with MEPA staff to allow our comments to have greater impact, across a wider array of topics. Work to strengthen the MEPA program as appropriate, so it can be a more effective tool in advancing sustainable development and preservation in the Commonwealth.
- Develop ways to be involved earlier in the process for key projects, to maximize impact.

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Clean Energy

- [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:

Develop and begin implementation of energy action plans in the communities selected for the Local Energy Action Program by engaging key stakeholders and the public in order to design and launch strategic programs that improve energy efficiency in the municipal, residential and commercial sectors.

Provide collective procurement, contracting and educational/outreach/technical assistance to communities in the region for the following energy projects:

- A regional LED street and outdoor lighting purchasing and retrofit program;
- A regional project to support rooftop and ground-mounted solar photovoltaic (PV) development using a third-party financing model;
- A regional project that assists communities with entering into an Energy Savings Performance Contract (ESPC) with a qualified Energy Services Company (ESCO);
- A regional energy manager circuit rider program to support shared energy staff services between communities;

Continue to explore funding opportunities to support additional Clean Energy Division capacity.

Explore opportunities to integrate clean energy work into other MAPC planning work, as well as to integrate other MAPC planning work into clean energy work

General Program Areas:

- **Technical Assistance:** Provide technical assistance to promote access to existing and new opportunities for communities and MAPC to engage in clean energy work, such as the Commonwealth's Green Communities program and Massachusetts Clean Energy Center grant and technical assistance opportunities.
- **Policy Guidance:** Provide policy guidance on the regional development of renewable and efficient energy resources, with the goals of advancing markets for clean

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technology and helping the region reduce energy consumption and greenhouse gas emission and strategically reinvest energy expenditures.

- Relationship Building: Maintain and continue to build strong relationships with key stakeholders in the region, including state agencies, utilities, research institutions, foundations, non-profit and private partners.
- Organizing and Outreach: Carry out organizing, outreach and education activities that ultimately serve to build a group of stakeholders working at the local, state and federal level to implement clean energy goals for the region.

Transportation Planning and Programming

- [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 Goals:

Conduct planning that produces recommendations for municipalities, private property owners, and the MBTA to increase the potential for Transit Oriented Development at five locations across the region. Part of this effort will be to support the City of Boston in conducting a coordinated land use and transportation community visioning process around the Sullivan Square MBTA Orange Line station.

- Identify development/redevelopment opportunities.
- Recommend changes to land use and zoning regulations to promote higher density mixed-use TOD.
- Perform snapshot market analyses.
- Identify gaps in the pedestrian and bicycle networks for station access.
- Hold stakeholder and/or public input meetings throughout the process.

Work with coalition partners in an advocacy effort to increase transportation funding for all modes.

- Hold 4-6 forums throughout the region to educate and engage the public on the issue of transportation finance.

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- Create 1-2 interactive online tools to educate and engage the public on specific transportation finance proposals.
- Coordinate with Government Affairs Division on legislative outreach and email action alerts.
- Develop new partners, especially in the business community.
- Generate media coverage of forums, online tools, and other activities, and co-author opinion pieces with local/regional opinion leaders.

Create priority bicycle and pedestrian infrastructure improvement plans in thirteen municipalities (Dedham, Westwood, Quincy, Hudson, Maynard, Stowe, Marlborough, Malden, Everett, Chelsea, Saugus, Revere, and Lynn).

- Convene a public process to identify the most popular pedestrian and bicycle areas, barriers to travel, and areas in need of improvement or re-design.
- Identify important links to surrounding communities.
- Propose bicycle and pedestrian opportunities and recommendations within the communities.
- Work with municipalities to identify funding sources to implement recommendations.

Recommend short-term and long-term improvements for communities to advance the Regional Greenway system of off-road trails and low-stress bicycle and pedestrian pathways through planning, mapping, and advocacy.

- Increase the use and access of MWRA emergency back-up aqueduct rights-of-way.
- Support planning of the Fairmont Greenway.
- Update the regional trail map and web tool.
- Support planning of the Bay Colony Trail in Newton & Needham.
- Convene trail advocates to build support for regional Greenway vision.

Support the 128 Business Council Transportation Management Association on a pilot project to develop and implement a technology driven, demand responsive variable route bus system for suburban communities.

- Develop and oversee procurement of vendor.
- Convene a working group to select a vendor.
- Monitor software development.
- Outreach to notify additional operators/municipalities of pilot project.

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Work with the MetroWest Regional Collaborative to conduct the Route 9 MetroWest Smart Growth Plan. This Sustainable Communities project will create design and regulatory strategies for smart growth development scenarios, featuring ways to improve the visual and functional quality of Route 9 in Wellesley, Natick, Framingham Southborough.

- Conceptual Design of Smart Growth Opportunity Areas;
- Transportation Analysis and Recommendations;
- Zoning Recommendations and Design Criteria;
- Conduct three public meetings.

General Program Areas:

- Boston MPO: Represent MAPC's interests and work with MassDOT, CTPS, and MPO members to develop the Unified Planning Work Program (UPWP), Transportation Improvement Program (TIP) and Long Range Transportation Plan (Plan). Conduct MPO election process and participate in regional planning initiatives.
- Planning: Conduct coordinated land use and transportation planning at the regional, sub-regional and municipal level. This work will include corridor studies, subarea studies, working with Regional Transit Authorities, transit efficiency studies, and transportation demand management analyses. Reach out to and coordinate with the business community as needed.
- Bicycle and Pedestrian Planning: Provide technical assistance to municipalities to implement the Regional Bicycle and Pedestrian Plans. Advance the Regional Greenway trail system. Implement the regional Hubway Bicycle Share program. Convene and lead a working group of pedestrian and bicycle professionals in order to standardize mapping and GIS efforts in the region.
- Advocacy: Engage the Administration, the Legislature, the Congressional delegation, and municipal governments to encourage transportation policies that support sustainable growth. Focus on state funding opportunities and federal reauthorization.
- Climate Policy: Integrate Green House Gas analysis into transportation planning and modeling. Support efforts to implement the GreenDOT policy directive and regional mode shift goal. Engage with MassDOT on large project design to ensure proposed projects meet MetroFuture goals and build a sustainable environment.
- Land Use Reviews: Monitor development projects in the region for their impacts on the transportation network. Encourage alternative modes and transit oriented development. Protect rights-of-way that could become future bicycle and pedestrian trails.

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Public Health

- [Sub-Strategy 4.B](#): Support regional collaboration, purchasing, and service delivery.
- [Sub-Strategy 9.A](#): Link health and planning.
- [Sub-Strategy 9.E](#): Ensure access to healthy food
- [Sub-Strategy 9.F](#): Reduce exposure to environmental contaminants
- [Sub-Strategy 9.G](#): Ensure equitable access to quality health care

Strategic Goals:

Support the successful implementation and coordination of the Community Transformation Grant (CTG).

- Provide technical assistance and support to grant partners in the implementation of their strategies such as healthy restaurants and corner stores to increase the availability and accessibility of healthy foods in the community
- Provide support and technical assistance for grant partners to with their strategies to increase opportunities for physical activity within their communities
- Assist grant partners in the development of guidelines such as complete streets and compact development to encourage physical infrastructure changes to promote active living
- Continue to coordinate collaboration between community based public health initiatives and community health centers to complementary approaches to improving health
- Support grant partners in the implementation youth violence mitigation strategies such as a community safety audit and safety summit
- Develop the data portal to support knowledge management, data sharing and evaluation tools needed to assess the program
- Work with stakeholders to build consensus and a plan on a potential statewide initiative to promote smoke-free housing
- Ensure healthy equity consideration are included in all strategies

Establish and promote recognition of MAPC as a Health Impact Assessment (HIA) center of excellence

- Complete the three current HIAs, Codman Square, Fall River and Speed Limit reduction
- Work closely with partners to publicize findings and discuss the importance of HIAs in planning
- Promote our HIA work through developing relationships with external partners, conference speaking engagements and attendance.

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- Leverage our work to ensure MAPC is well positioned to conduct the required HIAs for transportation projects.
- Enhance internal capacity to strengthen our process to conduct HIA.

Work to promote community engagement in public health planning within the region

- Engage current partners on the importance of inclusion of community perspectives in public health project scope development, with a special emphasis on improving outreach and partnerships with diverse constituencies.
- Seek funding opportunities that specify community-based participatory research as part of the project scope.

Continue to support regionalization of local public health departments

- Coordinate the feasibility studies and the regional nurse pilot project for the Metrowest communities of Ashland, Hopkinton, and Medway.
- Continue to support the regional public health projects in the North Shore and North Suffolk

General Program Areas:

- **External relationships:** Continue to nurture relationships with current partners such as Mass Department of Public Health and Health Resources in Action and foster relationships with new partners such as Tufts Health Plan Foundation.
- **Advocacy:** Work closely with Legislative team to identify and support critical public health related legislation such as the Prevention Fund in the Health Payment Reform bill. Provide education and information to key state and local municipal leaders to increase support.
- **Funding:** Continue to seek grants to support and expand our work with a goal of bringing in \$100,000 to the agency in Fiscal 2013.
- **Expansion:** Continue to refine and enhance our strategic plan for expanding our public health work over the next three years. Work closely with internal departments to identify opportunities to include public health considerations into project scopes or to partner on specific public health projects.

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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
- **Sub-strategy 2.D:** Build and maintain strong “information infrastructure”
- **Sub-strategy 4.A:** Strengthen MAPC as a regional resource.
- **Sub-strategy 5.A:** Plan for compact growth to serve community needs.
- **Sub-strategy 8.A:** Develop coordinated regional and local plans for diverse housing production.
- **Sub-strategy 11.A:** Create jobs in MetroFuture-consistent locations.
- **Sub-strategy 12.A:** Integrate land use and transportation planning.

Data, Research, and GIS

Strategic Goals:

Improve the MetroBoston DataCommon as a resource for the entire region and as a platform for publishing Regional Indicators

- Support and grow the MBDC user community through regular trainings and technical assistance to expand the quality and quantity of MBDC uses.
- Maintain and update 100-plus data sets for the MBDC.
- Add new functionality to the MBDC with web mapping and spatial data
- Continue participation in the Open Indicators Consortium, the open source developer community for WEAVE, in collaboration with UMass Lowell, the Boston Foundation and other consortium members.
- Develop new MBDC affiliate member sites.
- Develop and implement WEAVE dashboards for The Boston Foundation’s nine program goals.

Develop and publish new datasets, new data products, and regional indicators to support regional and local planning

- Develop baseline regional indicators and publish them on the MBDC

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- Publicize the beta version of the new Development Database website and begin outreach to develop a user community; seek funding to create additional functionality
- Create regional zoning atlas and sewer service area atlas
- Pursue the development of additional Most Wanted Datasets
- Complete VMT analysis of RMV inspection records and seek funding & data sharing agreements for ongoing updates. Publish findings in professional journals.
- Develop 2040 population and housing demand projections for the region; begin development of employment projections

Develop interactive websites and pilot the use of new interactive technology to support inclusive engagement in local and regional planning

- Develop new interactive web sites and maps to support project work and partners.
- Work with Emerson College and local partners to Implement Community PlanIt in neighborhood-based planning activities.
- Support the agency's use of keypads, interpretation equipment, and visualization technology in public meetings

Expand the use of scenario modeling and combined transportation-land use modeling for local and regional planning and to assist in the implementation of state policies, such as the Global Warming Solutions Act

- Conduct municipal-level scenario modeling to evaluate demographic, housing, and development trends and potential alternatives.
- Develop 3-D models of existing conditions and potential development alternatives for use in public engagement related to district planning and zoning.
- Create a new set of MetroFuture benchmarks using the most up-to-date information and analysis; use these benchmarks to evaluate and compare municipal scenario models and projections
- Collaborate with CTPS on investigation of integrated transportation and land use models.
- Participate in HUD Sustainable Communities Capacity Building grant to provide and receive technical assistance on scenario planning and equity.

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General Program Areas:

- Support projects across the agency through research, data, analysis, and mapping
- Work with Communications to create the 2013 MAPC calendar
- Service on-demand data and mapping requests from internal and external sources.
- Continue collaboration with MassGIS to improve the quality and quantity of geographic data available to our region and to help ensure its efficient and sustainable service.
- Provide technical assistance to municipalities and non-profits as they implement GIS or databases in their daily work. Provide GIS training to subregions, municipalities, and non-profits.

Information Technology

Strategic Goals:

Ensure that MAPC staff has the information technology resources necessary to be effective and efficient. This includes computer hardware and software, network maintenance, user training and support, file storage, remote access, and other resources to facilitate intra-agency communication.

- Continue help desk support for MAPC staff, MetroWest subregional office, and affiliated programs.
- Continue implementation of environmentally sensitive IT practices.
- Develop and implement a disaster recovery plan for all major systems.
- Successfully implement a new voice over internet protocol (VOIP) phone system.
- Develop a collaborative relationship with CTPS's Information Technology Department and identify areas of coordination on IT infrastructure and policy.

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MetroFuture references noted in blue

MUNICIPAL GOVERNANCE

- **Overall:** Dedicated to advancing the noted MetroFuture sub-strategies and supporting the work of all MAPC departments in achieving other MetroFuture goals

Collective Procurement

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

Strategic Goals:

Continue to Build the MAPC Procurement Program

- Continue to perform procurement on behalf of MAPC's 10 year partner, the Greater Boston Police Council (GBPC)
- Continue to perform procurements on behalf of the Fire Chiefs Association of Massachusetts (FCAM)
- Continue to expand the FCAM contracts portfolio by adding contracts for ambulances, heavy rescues and specialty firefighting and rescue equipment
- Expand MAPC's procurement activities to include new markets, products, and services; integrate new staff members into the department and create a stronger culture of marketing for our procurement work.
- Look for opportunities to use our procurement expertise to support MetroFuture goals, e.g., the work with the Clean Energy Division to jointly procure ESCO services.
- Seek new partners that will expand MAPC's contracts portfolio and provide access to new markets, such as the Massachusetts Highway Association

Explore alternative business models with an eye toward accessing larger and broader markets

- Learn more about the activities and business models of other collective purchasing programs that operate regionally and nationally
- Review and revise the CPP business model to further define its market niche and broaden its reach with an eye toward new and unaddressed markets on larger scale than the MAPC region
- Investigate MAPC based industry and discipline oriented membership associations as a means of expanding market reach.

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Homeland Security

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

Strategic Goals:

Continue to provide fiduciary and planning support to the 4 regional advisory councils in Massachusetts

- Continue all procurement, purchasing, vendor realtions, budgeting, financial reporting, inventory management, annual strategic plan submittal, and grant reporting services on behalf of each council
- Continue ongoing activity to identify and act on collecive procurement opportunities that lower project costs and enhance interoperability capabilites among the regions
- Maintain the statewide homeland security training calendar created by MAPC
- Continue MAPC's periodic presence at regional council meetings
- Continue MAPC's participation in chairs' periodic meetings with EOPSS' jurisdictional Undersecretary
- Continue MAPC's role in implementing public outreach presence and publications on behalf of all councils
- Continue oversight and coordination of the 3 council support teams under contract to MAPC from other regional planning agencies as they perform their staff support duties for their respective councils
- Continue to provide direct staff and project management support to NERAC, the Northeast Regional Homeland Security Council

Anticipate and plan for changes in the homeland security funding landscape

- Seek opportunities to provide planning and support services within the several governmental disciplines encompassed in the NERAC council membership
- Build stronger relationship with other staff at MAPC to see whether there are more oppourtunies for collaboration

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Expand MAPC's presence and influence in the region's public safety arena

- Continue participation in the EOPSS based statewide evacuation planning committee and actively interact with the Metro Boston Homeland Security Region and other Metro Boston entities regarding evacuation planning
- Seek other opportunities where MAPC can have impacts consistent with MetroFuture goals, e.g., evacuation planning, technical rescue, and transit and water supply security.

Joint Services

- [Sub-Strategy 3.A: Modernize municipal governance structures and practices](#)
- [Sub-Strategy 3.C: Enable more cost-effective service delivery.](#)
- [Sub-Strategy 4.A: Strengthen MAPC as a regional resource.](#)
- [Sub-Strategy 4.B: Support regional collaboration, purchasing, and service delivery.](#)

Strategic Goals:

Successfully complete Calendar Year 2012 DLTA and Community Innovation Grant (CIG) projects, and work toward a robust menu of options for Fiscal 2013 DLTA and CIG proposals.

- Position the towns of Ashland and Hopkinton to adopt a plan to consolidate their Fire departments and Emergency Medical Services
- Assist the Town of Wayland and several neighboring communities to assess the feasibility of engaging in compressed natural gas (CNG) municipal fleet conversion and creating one or more regional refueling stations
- Assist Marlborough and three adjoining communities to form a jointly managed regional park network to further regional economic development, recreation, open space and societal interaction goals.
- Submit at least 6-8 quality projects for consideration in the new round of DLTA and GIG solicitations.

Rebuild our Shared Service Staff after the departure of both existing staff members this summer, and then do assertive outreach to municipal leaders.

- Invest in education and outreach efforts to connect with municipal leaders who have prioritized engaging in jointly providing services to their communities
- Continue to build strong relationships with stakeholders interested in regionalism and shared services, including partners in state government and academia.