

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

Table of Contents

Cross Cutting Goals

Sustainable Communities	Page 2
Advancing Equity at MAPC and in the Region	Page 2
Planning for the Future	Page 3

Communications & Government Affairs **Page 3**

Data Services **Page 9**

Data, Research & GIS	Page 9
Information Technology	Page 11

Municipal Governance **Page 11**

Collective Procurement	Page 11
Homeland Security	Page 12
Joint Services	Page 14

Smart Growth Planning **Page 15**

Clean Energy	Page 15
Economic Development	Page 17
Environmental Planning	Page 18
Housing	Page 21
Subregion Program	Page 22
Technical Assistance	Page 24
Transportation Planning & Programming	Page 25
Public Health	Page 28

Regional Plan Implementation **Page 30**

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

Cross-Cutting Strategic Goals

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

- During the FY14 Fiscal Year, the HUD Sustainable Communities Initiative will be completed, and one of the agency's highest priorities will continue to be to execute that grant award and its more than 60 the funded projects. Our goal will be to close out the grant within the new timeframe and on budget. References to the SCI are sprinkled throughout this document. While the program is led by the Department of RPI, the management team includes representatives from multiple departments.
- 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 many divisions are working toward some of the policy goals of SCI, such as transportation finance reform.

Advancing Equity at MAPC and in the Region

- 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, such as an increase in the minimum wage, and RPI is leading innovative outreach strategies to under-represented communities.
- Smart Growth planners are integrating equity objectives into their projects and subregional work. Every department is seeking to develop relationships with new constituencies.
- In FY14, MAPC will complete the second phase of this report, focusing on policy priorities that can redress inequity over time throughout our region, and begin implementation of the report's recommendations.

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 have already begun to prepare for a future that may not include those three grant sources.
- MAPC is working on a multi-point plan to seek new or expanded funding from federal, state, local, and foundation allies to move forward on our mission to promote smart growth and regional collaboration.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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:

Promote MAPC's work and enhance our public profile through higher-quality media placements and proactive pitches, driven and supported by advanced analytical tracking.

- Continue to maximize our Meltwater News media tracking service; consider adding new metrics of measurement this year, such as tracking by keyword, topic area or project.
- Build on our regular monthly quantified tracking of traditional press placements to capture social media coverage as well.

Build on the successful rollout of Microsoft CRM to optimize our database for outreach.

- Continue implementing Microsoft CRM as the standard system for storing, organizing and updating all the agency's professional contacts, by training each department over the summer of 2013 and aiming for agency-wide deployment by fall of 2013.
- Adapt the CRM system to reflect the needs of the agency as we dive deeper into using it and discovering what will make it most effective.
- Connect Constant Contact with CRM using the plug-in recommended by the IT team.
- Train new staff in using CRM as they start, to prevent creation of any new lists in Excel, personal Outlook files, or other external databases.
- Use CRM to mail the Calendar & Annual Report in December of 2013.

Redesign the MAPC website and implement select upgrades and advanced features.

- Promote the recently-completed Collective Procurement section and integrate the energy team into its procurement capabilities.
- Re-bid the Redfin retainer contract for hosting and regular site maintenance.
- Consider bringing a web designer onto retainer, or build that feature into our graphic designer retainer contract.
- Better integrate the blog and our social media profiles into the homepage.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

- Using Action Media's advice, collaborate with the RPI staff to build out the MetroFuture section of the website so it is dynamic and relevant for the public, especially those encountering our regional plan for the first time.
- Continue making the site as ADA-accessible as possible, building on what we achieved toward that end this year, by adding translation features, ability to change font size, coaching staff in how to produce fully accessible documents and reports, etc.
- Work with the new Web Communications Specialist to revamp the way we post events and meeting notices.
- Work with the new Web Communications Specialist to inventory site sections that are missing content or have not been updated according to our style & templates, and reach out to those departments/divisions for improvement.
- Upgrade the "press room" side of the website, so that reporters can better find our press releases, and so that we can post the latest news clips.

Improve internal communication and create more transparency around our internal procedures.

- Work with the equity committee to support their ongoing goals as they intersect with outreach and communications.
- Continue fine-tuning the format of Staff Meeting to better reflect our growth, lessons learned from the equity retreat, and the ideas raised in last year's facilitation training.
- Maintain and update the orientation process as needed.
- Update the MAPC style guide.
- Create user guides to Constant Contact, CRM, any changes or new sections to the website; create tip sheets for making reports ADA compliant and for designing fully-accessible meetings, based on the trainings Joan hosted this year.

Update our department's strategic communications plan to include multimedia outreach such as videography, photography, and outreach to local cable access TV.

- Work with the new Web Communications Specialist to host at least one brown bag on better photography practices.
- Hire a temp to help beef up our database of local cable contacts for use in outreach.
- Make it a practice to consider video for all MAPC events, and to considering hiring professional services for larger events.
- Work with the Admin team, in particular Nick Kraft, and the new Web Communications Specialist to increase our in-house capacity for making excellent videos, through trainings or other professional development avenues.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

- Consider enhancing the technology and equipment we own for video filming, production and editing.
- Formulate a concrete plan for which events throughout the year we will target for video, whether by reaching out to local cable, filming ourselves, or outsourcing to professionals.

Finish outstanding branding projects

- Work with the Public Health Division to complete their HIA branding work and with RPI/Government Affairs to create a brochure or other promotional materials for the zoning reform campaign.
- Finalize the subregional logo decisions for those with outstanding issues, and implement a consistent branding strategy across all eight subregions for their letterhead, newsletters and logo usage.
- 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.
- Make sure that everyone at MAPC is using the new format for staff bios on our website and in grant proposals.
- Re-bid the graphic design retainer contract for three years.

General Program Areas:

- Reactive and proactive press
- Maintenance of media contacts database & source cultivation
- Website maintenance and staff training
- Social media marketing & strategy
- Web and social media analytics
- Graphic design oversight for all agency documents and materials
- Copyedit agency documents, oversee MAPC style guide
- Produce Annual Report and Calendar with Data Services
- Council communications
- Event publicity
- Internal Communications Committee leadership

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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:

Help to secure sustainable funding streams for the agency.

- Lead and coordinate advocacy for increased funding of the District Local Technical Assistance program to \$2.8 million to ensure funding for smart growth planning across the commonwealth.
- Lead an agency-wide campaign to statutorily increase MAPC's local assessment
- Work with Communications to develop materials that highlight the benefits that MAPC provides to its municipalities, justifying an increased local assessment.
- Work with subregional coordinators, mayors groups and others to build local support for an increase in MAPC's assessment.

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

- 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.
- Review the competing proposals to regionalize housing authorities and help to broker a reasonable compromise and reform.
- Continue to utilize our mayors' coalitions as forums to advance the collaboration among members, working together to solve common problems.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

- Continue to advocate for increased funding for the Shannon Youth Violence Prevention program and manage the implementation of the regional Metro Mayors Shannon Coalition.

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

- Work on the implementation of the 2013 transportation finance package including influencing the bond bill and advocating for passage of the Active Streets legislation.
- Push for new and innovative solutions to continue to increase transportation financing tools including value capture strategies and regional ballot initiatives.
- Advance meaningful reform of Massachusetts' zoning and planning statutes, working with MAPC allies to pass a bill in the 2013-2014 session of the Massachusetts Legislature.
- Participate in a campaign with MAPC's allies to renew the Brownfield's Tax Credit and recapitalize the Brownfield's Trust Fund.
- Working with the Environmental Division develop a position and campaign strategy to more sustainably finance the Commonwealth's water infrastructure.
- 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.

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

- 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.
- Continue to work with state agencies such as the Gaming Commission, MassDOT, EEA, EOHED, A&F and others to influence policies and practices to assist our member cities and towns.
- Working with the Legislative Committee, Executive Committee, MAPC staff, Council members, and allies, identify opportunities for new policy work and legislative advocacy.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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

- Use new work at the agency in the fields of public health and energy to expand MAPC's policy advocacy portfolio.
- 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.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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 with special outreach to other Regional Planning Agencies.

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
- Improve, populate and publicize the Development Database website and begin outreach to develop a user community; seek funding to create additional functionality.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

- 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 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
- Work with MassDot to maintain and improve MySchoolCommute.org

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

- Develop 2040 employment projections and build an integrated land use – transportation model that allocates population and employment to TAZ
- Conduct municipal-level scenario modeling to evaluate demographic, housing, and development trends and potential alternatives.
- 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
- Participate in HUD Sustainable Communities Capacity Building grant to provide and receive technical assistance on scenario planning and equity.

General Program Areas:

- Support projects across the agency through research, data, analysis, and mapping
- Work with Communications to create the 2014 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.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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.
- Audit and Improve the network's health
- Develop agency IT policies to support the security and health of the network
- Develop and implement a disaster recovery plan for all major systems.
- Develop a collaborative relationship with CTPS's Information Technology Department and identify areas of coordination on IT infrastructure and policy.
- Explore how MAPC's IT expertise may assist MAPC's municipalities to innovate and adapt to modern software and polices.

MUNICIPAL GOVERNANCE

- **Overall:** Dedicated to promoting public safety, good government and cost-effective service delivery on regional and statewide scales and 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:

Expand the Collective Procurement Program portfolio to enhance MAPC's profile as a major resource to local governments for cost-effective procurement services.

- Complete the transition of additional staff resources to the CP Program.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

- Create greater visibility of MAPC services among client, vendor and consumer communities by developing business relationships with additional governmental professional associations, such as the Massachusetts Highway Association, the heavy truck and construction equipment industries, and connecting more directly with the more than 600 members of the Greater Boston Police Council (GBPC) and the Fire Chiefs Association of Massachusetts (FCAM).
- Market MAPC contracts to the New England region's professional associations of the same ilk as those to whom services are currently provided.

Enhance competition among providers and afford buyers choices based on product make and model, vendor, product design and capabilities, performance and quality, breadth of choices and configurations, service support and competitive pricing.

- Convert all procurements to the request for proposals (RFP) process
- Align all procurement schedules with the timeframes most advantageous to obtaining the best pricing and product availability for buyers.

Increase MAPC's visibility among CPP buyers.

- Launch an outreach effort with buyers to increase awareness of MAPC's role as a buyer's advocate in their transactions with contract vendors.
- Include e-mail and website-based announcements and instructional packets, anecdotal reports of experiences, listings of buyer participation in the contracts, and on-site visits by MAPC staff with vendors and buyers.

Homeland Security

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

Strategic Goals:

Assist in making the MAPC region and its populants safe from the impacts of terrorism and criminal, natural and accidental disasters.

- Engage state, local and regional public safety authorities in developing plans to enhance the general safety of the region through staff interaction with the homeland security council members, Executive Office of Public Safety and Security (EOPSS) management and the several law enforcement councils in the MAPC region.
- Integrate MAPC's work with regional emergency communication centers and public safety department consolidations into the sub-regional and region-wide dialogue through informational email and website broadcasts, and in-person exchanges.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

Maintain awareness of and be responsive to homeland security funding sustainability.

- Continue to work with EOPPS staff to accurately project the amounts and timing of future funding.
- Plan and implement MAPC's staffing levels as warranted by funding parameters.
- Adapt and adjust the statewide support framework according to funding changes.

Implement all Homeland Security Grant Program funded projects scheduled for Fiscal Year 2014 completion.

- Continue to work on cross regional collaboration and the development of economies of scale for regional projects with the program managers from the Central, Northeast, Southeast, and Western Homeland Security Regions with a focus on efficiently moving projects through to fruition.
- Continue to build strong relationships with stakeholders interested in homeland security and emergency preparedness efforts, including partners in all four of the homeland security regions, as well as the Boston UASI.
- Work with the program managers from the Central, Northeast, Southeast, and West Homeland Security Regions to identify long term projects that should be strategically managed, funded, and procured to maximize the effectiveness of available grant funds.

Improve procurement and vendor payment workflow.

- Work on procurement processing with MAPC's project coordinators in the Central, Northeast, Southeast, and West Homeland Security Regions, and EOPSS staff, to eliminate unnecessary redundancies, provide for complete and timely front-end information and process elements, and ensure expedient processing.
- Further educate vendors and consumers in the requirements of the accounts payable process to establish realistic expectations and to enable more expedient processing and timely payment through complete documentation.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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 current DLTA and Community Innovation Challenge (CIC) Grant projects, and work toward a robust menu of options for Fiscal 2014 DLTA and CIC proposals.

- Position the towns of Ashland and Hopkinton to adopt a plan to consolidate their Fire departments and Emergency Medical Services
- Manage the Metro Mayors 911 regional emergency communications center implementation plan project through to obtaining a second implementation grant and the production of a first phase implementation plan to for Somerville, Chelsea, Melrose, Medford and Everett
- Complete DLTA funded projects to:
 - Facilitate the development of a governance model for the Battle Road Commission
 - Assist Arlington and up to 25 other communities in securing an orthographic imaging contractor to provide aerial imagery via a collective procurement
 - Assist Chelsea, Revere and Winthrop with identifying and developing of a menu of public health services conducive to joint provision
- Submit 4-8 quality projects for consideration in the new round of DLTA and CIC solicitations.

Enhance MAPC's visibility within the region as a resource for regional operations solutions.

- Work with MAPC's sub-regional coordinators to inform leaders throughout the region of the joint services facilitation work to which MAPC has contributed.
- Attend and make presentations of MAPC's facilitation services to sub-region meetings
- Interact with state officials focused on public safety and other regional collaboration initiatives to gain a better understanding of the features and outcomes of regionalization projects most likely to be supported with state and other governmental funding.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

SMART GROWTH PLANNING

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:

Progress towards and achieve the goals established by the grants received by the Clean Energy Division from the Barr Foundation, which focus on improving energy efficiency, renewable energy production, and GHG reduction through regionally-based strategies in the municipal sector and locally-based strategies in the residential and business sectors.

These strategies include:

Administer a regional LED Street & Outdoor Lighting program to support conversions to LED technology through joint purchasing, group procurement of services, education/outreach, and advocacy for utility rates and program structures that allow municipalities to fairly capture energy cost savings and incentives.

- On an ongoing basis, cultivate and facilitate joint purchases of LED street & outdoor lighting fixtures from statewide contract FAC76;
- Educate communities on the capabilities of existing LED technology by hosting a product demonstration/showcase featuring LED manufacturers;
- Administer a group procurement of streetlight energy management services (EMS) for communities served by NSTAR using the Chapter 25A procurement vehicle;
- Support LED streetlight projects in communities served by National Grid by engaging in advocacy for a fair tariff and incentive program at the state level, providing education and peer learning opportunities, and administering a group procurement effort;
- Support LED streetlight projects in Gateway Cities through a partnership with the Department of Housing and Community Development (DHCD) and the Department of Energy Resources (DOER).

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

Support the 17 communities participating in the Regional Solar Initiative, as well as other communities exploring solar contracts, in signing solar EMS agreements and moving towards construction of municipal solar arrays.

- Provide support to communities on an individual basis, in part by offering and educating communities about owner's agent services available through an existing contract between MAPC and the Cadmus Group;
- Develop materials and provide educational/peer learning opportunities around the solar EMS contracting process;
- Develop specific resources for communities developing solar projects in municipal utility territories;
- Host a workshop on promoting solar community-wide in collaboration with the National Association of Regional Councils (NARC), the Massachusetts Clean Energy Center (MassCEC), and DOER.

Help communities move forward with energy efficiency work in municipal facilities by connecting them to contractors, both through the ESCO model and other options.

- Administer a group procurement of comprehensive energy management services (EMS), also known as a Regional ESCO, for a group of four or more municipalities, regional school districts, and/or housing authorities;
- Provide education and technical assistance on financing options for municipal energy efficiency projects;
- Help smaller communities identify and make quick decisions to pursue alternative pathways for implementing efficiency projects.

Continue to explore funding opportunities to support additional Clean Energy Division capacity, including local contracts, service fees on group procurements, foundation funding and other grant opportunities.

- Execute at least one municipal contract for local energy action planning services;
- Identify opportunities for enacting service fees on procurements for energy management services as well as other energy-related products;
- Explore additional topic areas for MAPC services.

Continue and increase advocacy to achieve clean energy-related goals for state policy and regulation.

- Draft and pass enabling legislation for energy revolving funds;
- Advocate for a National Grid tariff for LED street lighting;
- Participate on the Green Communities Advisory Committee.

Create and advertise the Sustainable Communities-funded Energy Toolkit project, and host at least three events to market this tool as well as the services of the Clean Energy Division.

Coordinate a successful Community Energy Strategies Pilot Program with the City of Salem and the towns of Hamilton, Swampscott and Wenham in collaboration with MassCEC.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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:

Support the development of business legal services for small businesses and entrepreneurs.

- Ensure connectivity between the growing network of community-based and post-secondary support systems (community colleges, public universities, etc.) specific to small business and entrepreneurs.
- Advocate for targeted high-caliber business development curricula that is universally accessible to persons of all backgrounds, cultures, and languages.

Promote economic development and redevelopment in smart growth locations that provide access to jobs.

- Expand upon the range of services provided to MAPC communities in the field of economic development (e.g., include basic market studies or gap analyses)
- Utilize a range of funding sources to provide assistance to municipalities seeking to implement commercial and industrial development informed by Priority Development Areas identified at the local level.
- Continue to provide technical support to communities seeking federal funds for development/redevelopment for economic development purposes
- Continue to build upon range of MAPC staff knowledge, and the technical assistance available from state agencies and other sources, to assist in economic development implementation activities available for consideration by communities.
- Advise communities on the best options for strategic development of secondary economic centers within the municipality but not immediately adjacent to the Town Center

Promote economic development that brings high-skill high-wage jobs to the region.

- Advocate for coordinated post-secondary participation in the development of training and employment programs that minimize duplication or curricula across institutions in one region
- Advise local municipal staff and community-based organizations on economic development strategies that link with interests of multiple funders
- Identify and connect post-secondary research activities that inform immigrant accessibility to small business and entrepreneurial success.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

Environmental Planning

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

Strategic Goals:

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

- 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 implementation strategies.
- Support state implementation of climate change adaptation through the Massachusetts Global Warming Solutions Act Implementation Advisory Committee
- Seek additional funding for opportunities to implement climate adaptation locally through the application of tools and best practices and technical assistance to communities and/or subregions.
- Ensure that climate adaptation implementation efforts include a focus on the needs of vulnerable populations.

Promote the adoption of sustainable water resources policies at the state level and implementation of sustainable best practices at the local level through coordination and advocacy with state agencies and local technical assistance.

- Support implementation of the Sustainable Water Management Initiative through local and watershed-based planning and technical assistance to communities.
- Contribute to the development of state water policy through MAPC’s role on the Water Management Act Advisory Committee (MAPC Gubernatorial appointment), the MWRA Water and Wastewater Advisory Committees, the Ocean Advisory Commission, and the Mass Bays Management Committee.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

- Complete the Mystic River Urban Green Infrastructure project, and seek opportunities to develop a Green Infrastructure Toolkit focusing in Urban LID.
- Complete the Smart Sewers project and provide follow up technical assistance.
- Provide outreach to communities in the EPA “MS4” stormwater permit program, and seek opportunities for technical assistance on best practices.
- Support collaborative watershed management through participation on the SuAsCo Watershed Community Council the Mystic River Steering Committee, and other watershed groups.
- Coordinate with the Transportation and Health Divisions’ Complete Street’s efforts regarding the promotion of innovative Low Impact Development/Green Infrastructure retrofits (the “Green Streets” concept).

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

- Support the implementation of the Water Infrastructure Finance Commission’s recommendations through a public outreach campaign on the value of water and short term implementation of tools such as water banking.
- Collaborate with the newly formed Water Infrastructure Alliance on outreach, advocacy for the development of a statewide campaign for water infrastructure finance reform.
- Utilize MAPC’s existing network of subregions and collaborative stakeholders to leverage support for the water infrastructure campaign.
- Encourage communities to develop dedicated revenues to meet new stormwater MS4 requirements through stormwater utilities, based on best practices provided in the Stormwater Utility Starter Kit.

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 and complete the work of the Brownfields Coalition Steering Committee with the cities of Peabody and Salem, and the participation of EPA
- Administer and complete all aspects of the EPA Brownfields Assessment Grant, including procurement, consultant contract management, and reporting requirements to EPA.
- Seek opportunities for additional Brownfields work in the region through the EPA Area Wide Planning grant program and/or the Assessment grant program.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

Protect and preserve the Region's agricultural assets and enhance the economic viability of farming across the region.

- Complete the pilot subregional comprehensive agricultural planning program.
- Develop opportunities to assist municipal officials with implementation of developed action items of the Subregional Plan.
- Examine the outcomes of the Subregional Planning Program and discuss the potential for development of Regional program areas and projects.
- Discuss potential social and transportation services projects to link to public health initiatives for access to healthy foods.
- Complete the Sustainable Communities funded Sustainable Agricultural Toolkit: Food Systems Guidance.
- Develop outreach and training opportunities for municipal officials regarding the Guidance document use and functionality.

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

- Examine the Environmental Division's role in State of Equity Action Plan implementation and develop pilot place-making projects that help reduce exposure to contaminants and provide healthier lifestyle.
- Coordinate with the Transportation and Public Health Division projects within Environmental Justice Communities.

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

- Submit MEPA comment letters on projects of regional significance. Prioritize projects that raise critical issues such as Transit Oriented Development, mixed use, multi-mode transportation accessibility, pedestrian and bicycle accommodations, sustainable water, wastewater, or stormwater practices, and preservation of critical open space, wetland, and habitat resources.
- 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.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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 strategies and recommendations, through technical assistance to 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.

- Advance strategies and recommendations of the Regional Housing Plan and Regional Fair Housing and Equity Assessment (FHEA).
- Continue work on the FHEA to create a Regional Analysis of Impediments to Fair Housing.
- Make presentations using the Fair Housing Toolkit resources.
- Prepare and submit testimony or provide research relevant to MAPC's housing legislative agenda.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

General Program Areas:

- Build capacity, share skills, experience and best practices across the region and foster inter-municipal collaboration in regard to housing production and preservation, including exploration of MAPC as service provider for future regional housing services administration.
- Provide professional Technical Assistance to advance housing planning and production goals, including work on housing production plans, housing strategies, zoning by-laws, and strategy-setting for municipal housing entities.

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 planning techniques, bylaws/ordinances, grant programs, and other topics.

- Continue to 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.
- Promote sharing of services across municipal boundaries through hosting of programs related to MAPC Shared Services activities, as well as sponsoring discussions among communities.
- Look for opportunities to align MetroFuture Walks and Talks with subregional events.
- Encourage interaction among subregional coordinators and other MAPC staff, including incorporating discussions of subregional activities into the monthly Smart Growth Department staff meetings.

Communicate information on planning issues, legislation, and grant opportunities to municipalities and other subregional stakeholders.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

Obtain input and support from municipalities and other subregional stakeholders for MAPC and MPO activities, as well as state and federal legislative proposals.

- Work with Government Affairs staff to 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) and other grant programs to facilitate multi-community projects in housing, economic development, energy, and municipal services.
- 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.

Streamline administrative and outreach activities to improve service to Subregional Councils.

- Improve the dissemination of information and resources shared across subregions.
- Develop standard administrative and financial template documents and procedures for coordinators, including workplans, outreach schedules, and example letters of support for transportation and related funding programs.
- Work with coordinators to devise subregional workplans that showcase MAPC's value while serving subregional council membership and subregion needs and interests.
- Work to raise the profile of coordinators within the agency and beyond.
- Enhance coordinator involvement with MAPC's new pilot program for project evaluation.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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 Goals:

Promote implementation of MetroFuture vision for the future growth in the region by providing technical assistance to communities to undertake a full range of visioning, planning and implementation activities.

- Expand upon the range of services provided to MAPC communities in various fields such as housing, economic development, open space protection, development visualization, land use and zoning techniques
- Continue to seek funding for, and to assist communities and subregions in undertaking, Priority Development and Priority Preservation Area designations, including analyses and discussions of areas that meet criteria for regional and state significance
- Emphasize implementation of regionally significant Priority Development and Priority Preservation Areas as defined through various planning efforts
- Expand upon the MAPC staff knowledge of zoning and other implementation tools that can be recommended to communities for MetroFuture implementation
- Assist groups of communities in evaluation of large development projects in their area, including but not limited to casino and other gaming facility proposals
- Ensure that all technical assistance takes into consideration planning for handicapped accessibility, universal design and the aging population.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

Continue ongoing efforts by the MAPC staff to involve additional groups and individuals who have not traditionally been involved with planning in communities.

- Continue efforts to ensure that participation in planning forums is representative of the community, including diversity of ethnicity, income, age, familial status, disability, primary language and other measures.
- Continue efforts to coordinate with the agricultural community, especially as relates to rural economic development and open space protection activities.
- Continue to experiment with formats and accommodations for planning and other events and outreach to determine what options have the greatest success in obtaining the most participation by community residents and promote the participation of diverse stakeholders as outlined in our Equity at MAPC Implementation Plan.

Ensure adequate funding for MAPC's technical assistance efforts.

- Work with MAPC Government Affairs staff to build support for expansion of District Local Technical Assistance program.
- Work with MetroFuture Implementation Team to propose specific planning activities that would be appropriate for inclusion in proposals to existing or potential supporting foundations.
- Ensure that all projects, when completed, prepare a final report that can be used to illustrate the results of the project, not only for the benefited community but also potential funders of similar future activities.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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 existing and planned MBTA stations.

- 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 MassDOT and the MBTA to advance High Quality Bus Rapid Transit in Selected Corridors.

- Participate on BRT Study Group;
- Support community engagement;
- Conduct land use analysis to identify redevelopment opportunities.

Create priority bicycle and pedestrian infrastructure improvement plans for municipalities. Follow-up with communities where MAPC has developed plans to encourage implementation.

- 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;
- Encourage local residents to become engaged in the local process and to participate in the design review process for proposed community developments to ensure pedestrian and bicycle connectivity and safety;
- Identify important links to surrounding communities;
- Propose bicycle and pedestrian opportunities and recommendations within the communities.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

Work with MPO to develop a scenario planning process for next Regional Transportation Plan (RTP) and incorporate land use allocation modeling.

- Work with CTPS and MassDOT;
- Help create multiple land use scenarios and transportation alternatives;
- Develop an RTP process that incorporates metrics for meeting state's greenhouse gas reductions and mode shift goal.

Conduct a series of regional forums on progressive transportation policies.

- Parking symposium or workshops;
- Transportation Demand Management by-law and best practices;
- Transportation, public health and active streets workshops;
- Participate in Value Capture Commission.

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, transit studies which add service, improve efficiency, and reduce overlapping services, and transportation demand management analyses
- **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.
- **Mode Shift and Climate Policy:** Integrate Green House Gas analysis into transportation planning and modeling. Support efforts to implement the GreenDOT policy directive and statewide 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.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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:

Continue to support implementation and coordination of the Community Transformation Grant

- 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 implement their strategies to increase opportunities for physical activity in their communities.
- Assist grant partners in the development of guidelines and policies for complete streets and compact development to encourage physical infrastructure changes to promote active living.
- Continue to coordinate between community based public health initiatives and community health centers to support development of complementary approaches to improving population health.
- Support grant partners in the implementation of youth violence mitigation strategies such as a community safety audit, safety summit and a workshop on “Crime Prevention Through Environmental Design” (CPTED).
- Promote and continue to develop the data portal with the aim of supporting knowledge management, data sharing and evaluation tools needed to assess the program.
- Work with stakeholders to implement a statewide initiative to promote smoke-free housing.
- Ensure healthy equity considerations are included in all strategies.

Promote and increase recognition of MAPC as a Health Impact Assessment center of excellence

- Complete a local level HIA in Roxbury and inform development of the proposed Healthy Neighborhood Equity Fund.
- Complete a HIA in a statewide context: Community Investment Tax Credit (CITC).
- Complete a HIA in a national context: Housing and Urban Development (HUD) rulemaking.
- Leverage our work to ensure MAPC is well positioned to conduct the required HIAs for transportation projects.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

- 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, and targeted workshops
- Continue to build and strengthen MAPC's internal capacity to conduct HIAs

Promote regional solutions to public health issues and challenges

- Develop regional project(s) to implement evidence-based community prevention activities that would be supported by the Commonwealth's Prevention and Wellness Trust Fund
- Complete the feasibility study and regional nurse pilot project for the MetroWest communities of Ashland, Hopkinton and Medway
- Share information about regional public health projects, such as those in the North Shore and North Suffolk and MetroWest, with other MAPC subregions

Pursue multiple pathways of funding for public health

- Diversify funding sources for project work by identifying and pursuing opportunities with foundations, businesses and private sector organizations
- Coordinate with other divisions in the Smart Growth department to include resources for public health staff work as part of project scoping and implementation, and to partner on specific public health projects
- Collaborate with other divisions in MAPC to submit a joint application for a cross-cutting project that addresses public health and another focus area such as energy or the environment

General Program Areas:

- **External relationships:** Continue to nurture relationships with current partners such as Mass Department of Public Health and Massachusetts Department of Transportation and foster relationships with new partners such as Tufts Health Plan Foundation.
- **Communications:** Develop a logo and communication materials to distribute.
- **Public Engagement:** Continue work to promote inclusion of community based participatory research in public health planning within the region.
- **Advocacy:** Work closely with Legislative team to identify and support critical public health related legislation such as the Active Streets certification and Zoning Reform legislation. 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 \$200,000 to the agency in FY14.
- **Expansion:** Continue to refine and enhance our strategic plan for expanding our public health work over the next three years work. Work closely with ongoing projects to identify next steps that have public health elements, such as the MAGIC Agricultural Study and potential opportunities to work on Food Systems Planning.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

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:

Innovate strategic policies and programs for advancing MetroFuture.

- Adapt best practices from Metro Boston and other regions, and across different topical areas, to create “out of the box” strategies. Goal: 10 initiatives/projects inspired or enriched by best practices.
 - Capture learning and best practices from Sustainable Communities Consortium as projects conclude
 - Intensify interaction with peer regions’ Sustainable Communities grantee work matures
- Create and identify opportunities to advance strategic MetroFuture priorities. Goal: identify or craft strategy to create opportunity for two priorities.
- Selected or likely areas of work include:
 - Expanded job, educational, health, and other opportunity
 - “Placemaking” for immediate and concrete change
 - Community engagement and leadership development
 - Public education and land use decision making
 - Transportation finance alternatives
 - State and local alignment with sustainable development principles

Expand the number and intensify the effort of active MetroFuture constituents

- Expand the Friends of MetroFuture program for engaging interested individuals and partners, in activities including the Walks and Talks series. Goal: 15 Walks and Talks; one new and viable program element.
- Strategically engage key constituencies through initiatives including participation in community events and other tailored activities. Goal: Cultivation of five new “champions”; participation in at least 25 “friend-raising” events/activities; piloting of five new engagement techniques.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

- Intensify intentional development of local networks, including those of partner organizations, to catalyze local on the ground change. Goal: routine engagement of two partners' networks.
- 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. Goal: advise project managers of 10 different projects' engagement strategies.

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

- Track agency projects, initiatives, and activities and relate them to MetroFuture strategies and goals through a semiannual project inventory database and MetroFuture in Action (MiA) map. Goal: Complete two semiannual inventories and MiA maps; receive 100 interactive project map website hits.
- Evaluate efficacy of MAPC work in order to draw out lessons and best practices for incorporation back into agency work. Goal: identify, refine, and fold three best practices into agency work.
- Demonstrate needs and touting successes. Goal: Document 20 successful outcomes of MetroFuture implementation activities.
- Maintain and overhaul MetroFuture Implementation Strategies in order to account for successes and evolving opportunities. Goal: Update three implementation strategies; refresh overall content twice.
- Communicate more effectively with a wider variety of audiences through different media, speaking engagements, the website, etc. Goal: Provide MetroFuture messaging guidance to project staff; and refresh MetroFuture content on website on at least monthly cycle.

Expand resources, including funds, for MetroFuture implementation

- Leverage relationships with existing funders to cultivate new sources of support for ongoing and new work to implement MetroFuture
- Identify new opportunities to fund work that advances more discrete priorities
- Establish and/or deepen partnerships that bring more effort to MetroFuture implementation activities.
- Goal: commitments for \$750,000 in new funding; two new or more formal partnerships.

Metropolitan Area Planning Council

Fiscal 2014 Work Plan

MetroFuture references noted in blue

General Program Areas:

Manage the Metro Boston Sustainable Communities Regional Planning Grant.

- 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
- Goal: catalyze MetroFuture-consistent change in the region during and after the grant period; achieve all program goals within budget.

Manage Collaboration with MA Smart Growth Alliance

- Participate or support other departments' participation in Finance, Great Neighborhoods, Policy, Steering Committee and ad hoc committees
- Design Great Neighborhoods network to maximize synergy with MetroFuture / MAPC networks
- Seek and support activity to advance zoning reform, state and local alignment with sustainable development principles, and selected other policy campaigns
- Develop and staff, as appropriate, place-based technical assistance and "placemaking" activities
- Host Growth Management Leadership Alliance and support successful Statewide Smart Growth Conference
- Goal: demonstrably strengthen the ability of the MA Smart Growth Alliance to move the state and region toward its smart growth goals