

**Executive Director's Report  
June 19, 2019**

**Submitted to the Executive Committee  
by Marc Draisen  
Executive Director**

***Smart Growth Planning***

**Peer Exchange**



From June 3-5, MAPC hosted a Peer Exchange of leadership teams from seven regional planning agencies across the country and the National Association of Regional Councils (NARC). Welcomed by all four of MAPC's officers, and our immediate past President, the group came together to discuss critical issues facing all of our regions, including affordable housing, urban transit, and climate change. The first day of the exchange was spent at MAPC's offices, where MAPC staff facilitated conversations on the future of regional agencies, equity, implementing inclusive engagement, and data

with presentations by MAPC, Atlanta Regional Council, and Mid-Ohio Regional Planning Commission staff. Additional participants hailed from the Washington DC, Nashville, Houston-Galveston, and Miami metros. The day ended with an introduction of to Boston harbor and waterfront issues, complete with an MBTA ferry ride to Charlestown and a second trip on a private launch to East Boston. The second day was spent on the road visiting Roxbury, Jamaica Plain, Somerville and Chelsea, digging deeper into housing, arts and cultural planning, economic development, and transportation. On the third and final morning, the group came together to recap and debrief what they learned. (Above, see the group in Chelsea City Council chambers.)

Special thanks to those who shared hosting responsibilities with MAPC: Alice Brown (Boston Harbor Now); Jeanne Pinado and Leslie Reid (Madison Park Development Corporation); Karilyn Crockett (MIT Department of Urban Studies & Planning, and author of [People Before Highways](#)); Celina Miranda and Ken Tangvik (Hyde Square Task Force); Monica Cohen (filmmaker, "Boston's Latin Quarter"); Courtney Sharpe (Director of Cultural Planning, City of Boston); Somerville Mayor Joseph Curtatone; George Proakis, Brad Rawson, and Tom Galligani (City of Somerville); Danny LeBlanc and Meridith Levy (Somerville Community Corporation); Chelsea City Manager Tom Ambrosino; and John DePriest (City of Chelsea).

Special thanks also to the many MAPC staff who spent hours preparing and delivering presentations about our work, and for their honest assessments of successes and challenges, as well as to those staff who assisted with behind-the-scenes administration of the visit. And, finally, a special thanks to Leah Robins (Senior Government Affairs Specialist) and Rachel Marx (Administrative Assistant) for handling so adroitly the design and implementation of the Peer Exchange. Without Leah and Rachel's efforts, this visit would not have been possible. A copy of the agenda, photos and presentations provided are available here <https://mapc-org.sharefile.com/d-s658183685444808a>

## Transportation

### Boston MPO Long Range Transportation Plan

As part of the next Long Range Transportation Plan, which creates broad funding categories in addition to a few specific large infrastructure projects, the Boston MPO is considering the following main changes to its highway funding areas:

1. Create a small pot of capital funds for Dedicated Bus Lanes. About \$2.5 million a year (or \$12 million over Federal Fiscal Years 2025 – 2029).
2. Create a Transit Modernization program, with capital funds at about \$6 million a year (or \$30 million over Federal Fiscal Years 2025 – 2029).
3. Make Climate Resiliency projects eligible for funding and make cities and towns aware that roadway elements like wider culverts, permeable materials, and bioswales will help projects score points in the project selection process.

What's exciting is that these are federal highway funds, not MBTA transit funds, so they represent net new funds on top of what's in the MBTA's capital plan. See more at [www.bostonmpo.org/lrtp-dev](http://www.bostonmpo.org/lrtp-dev)

### Winchester Climate and Transportation Event



On Monday June 10, Kasia Hart and Alison Felix (both of the Transportation Department) gave a presentation titled “Future of Transportation: Strategies for a Low-Carbon Region” for around 70 attendees in Winchester. Town Manager Lisa Wong and Senator Jason Lewis offered opening remarks. The conversation focused on ways in which innovations in transportation technology can not only reduce carbon emissions from the transportation sector, but also alleviate some of the pressing congestion we face. The presentation

also discussed ways cities and towns can facilitate sustainable mobility opportunities, and highlighted the critical relationship between transportation and land use planning when it comes to promoting mode shift and reducing transportation emissions. The event concluded with small group discussions and a question and answer time with Kasia, Alison, and Brian Szekely, Winchester Town Planner. Thank you to the Town of Winchester and the Winchester Climate Action Advisory Committee for planning this event and facilitating this important discussion.



### Data Collection for Potential Bus/Bike Corridors

In May, Transportation staff collected extensive parking data for three potential bus/bike corridors – two in Boston, and one in Somerville. Collecting parking data is generally one of the first steps as communities begin to explore the possibility of reallocating roadway space to better accommodate bus riders and cyclists. This month, MAPC staff is working with Boston and Somerville to explore bus and bicycle improvement alternatives, impacts, and benefits. Communities will then have all of the tools to guide them in their decision making process.

One previous corridor where MAPC staff collected extensive parking data, Brighton Avenue in Boston, will be transformed to allow a 24/7 bus and bicycling lane in the upcoming weeks.

## **Land Use**

### “Homes for Salem”

As part of MAPC’s work with Salem to develop an inclusionary zoning ordinance, now in its final stages, the Housing Team produced a [video series](#) sharing resident housing stories to increase understanding of the need for affordable housing, and to build empathy. Over the course of a week, the city released the video in four parts (including The Housing Market, Housing Need, Meeting Housing Need, and Spreading the Word), and then the video in full. The city is using this video to raise awareness and build support for inclusionary zoning in advance of a City Council vote.

Special kudos to Alex Koppelman of the housing team, who filmed and edited the piece. You should all watch it – it is fabulous! Click on video series link above, and scroll down to the full video. It is definitely worth 19 minutes of your time!

### Essex Economic Development Initiative

The staff is continuing to gather existing condition information on the key industrial parks and assessing the overall economic development competitiveness of Essex. The next phase of the project will involve stakeholder engagement to complement the data gathered to date, with the goal of beginning to develop a framework for the town’s economic development strategy.

### Franklin Market Analysis Project

In May, the Economic Development staff conducted a site visit in Franklin, visiting the three key commercial corridors, meeting with key town staff, the Franklin Downtown Partnership, the Franklin Cultural District and other stakeholders, in preparation for further community engagement during the summer.

### Norwell Economic Growth Plan Phase 2

MAPC kicked off the second phase of the Economic Growth Plan project, with a meeting with the town staff and the Board of Selectmen chair. The project builds on the recommendations of the previous phase, to activate strategic sites in and around Accord Industrial Parking, including a proposal for housing at the Queen Anne’s Plaza shopping center. This project will involve community engagement to test receptiveness to various zoning options, as well as writing the proposed zoning to be presented to Town Meeting in Spring 2020.

### Quincy Small Business Plan

MAPC kicked off the project with Quincy, with the goal of understanding the needs of existing and future businesses, particularly in light of recent residential development. The core team, including representatives from the city staff and Chamber of Commerce, is meeting with the project team this month to refine the project goals, review existing conditions, and develop a key stakeholder engagement strategy for the summer and fall.

### Topsfield Downtown Revitalization Plan

MAPC analyzed initial existing conditions data, with a focus on the current business mix as well as the housing market. The town recently created a project working committee and will be meeting in June with the MAPC team to discuss the details of the project, review the timeline, and discuss key goals for the community engagement strategy. Summer activities will focus on business outreach, with a community visioning session planned for the fall.

### Transportation Infrastructure Enhancement Fund

In this project, MAPC has been retained by MassDevelopment to assess possible uses of the fund, which was established by the fee imposed on Transportation Network Companies (TNCs) like Uber and Lyft. The MAPC team is in the process of developing recommendations for the fund's operation, following the completion of extensive data analysis and stakeholder engagement. Given the legislative mandate for the fund to provide financial assistance to livery and taxi companies, the team is aligning recommendations with the key goals of expanding transit access in underserved areas and to key vulnerable populations, encouraging more efficient vehicles, and expanding wealth creation opportunities for low-income individuals. The recommendations will be presented to MassDevelopment in late June, with the goal of finalizing the recommendations by July.

## **Environment**

### Municipal Vulnerability Preparedness

Rockland held its Listening Session on May 13. MAPC submitted their final report for certification on June 6. MAPC submitted final reports for Newton's certification on June 11. MAPC's projects with Newton included a full Climate Vulnerability Assessment and Action Plan, the Community Resilience Building event, an update to the Hazard Mitigation Plan, and a Climate Action Plan developed by MAPC's Clean Energy Department to address climate mitigation. Both projects are being managed by Anne Herbst of the Environment Department. (More details on the Rockland and Newton Hazard Mitigation Plans below.)

Dover has selected MAPC to conduct its MVP project. A contract has been drafted and work is expected to begin in late June. Martin Pillsbury will be the project manager.

Plymouth has chosen MAPC to conduct its MVP project, in collaboration with the Old Colony Planning Council (OCPC). The town has an enhanced MVP grant that will include more robust public outreach and engagement. MAPC will be the lead contractor and will sub-contract with OCPC for assistance with some of the tasks. Darci Schofield (Environment) will be the project manager.

### Hazard Mitigation Plans

On May 9, the Danvers Board of Selectmen voted to adopt its FEMA-approved Hazard Mitigation Plan 2019 Update. The town will now be eligible for FEMA mitigation grants.

On May 13, Anne Herbst presented the final draft of the Hazard Mitigation Plan to the Newton City Council Zoning and Planning Committee. On June 11, MAPC submitted the draft plan to MEMA for review. On May 21, MAPC presented the final draft of Rockland's first Hazard Mitigation Plan to the Board of Selectmen. On June 6, MAPC submitted the draft plan to MEMA for review.

On May 14, Martin Pillsbury facilitated the second Hazard Mitigation Team meeting in Wayland. The meeting also served as a meeting of the town's MVP Core Team. Participants reviewed and updated the hazard mitigation strategies from the previous plan and identified progress on implementing recommended mitigation measures.

On June 4, FEMA issued a Notice of Approval Pending Adoption for the Braintree plan.

On June 13, Martin Pillsbury facilitated the first public meeting for the Arlington Hazard Mitigation Plan. In addition to a presentation and discussion about the plan, attendees were invited to participate in an engagement exercise to identify the town's most important resources and areas of concern at risk of natural hazards.

The cities of Salem and Gloucester have both chosen MAPC to prepare their next Hazard Mitigation Plans. Contracts for both projects have been drafted and work on the plans will start in late June. Sam Cleaves (Environment) will manage both projects.

MIT SPURS Fellow

For the month of May, MAPC hosted an MIT SPURS Fellow for a Professional Affiliation internship. We were pleased to host Veronica Colman, an architect and planner from Uruguay. Veronica conducted research to assist MAPC’s efforts to better integrate climate adaptation into the hazard mitigation process, and presented MAPC with a report summarizing her research findings. We are pleased that Veronica’s Professional Affiliation was mutually beneficial to her and to MAPC, and we wish her the best as she returns to planning practice in her home country this summer (or rather, winter!)

MEPA Project Review

The projects listed below for the region were filed with the MEPA office and were ranked by MAPC for the level of review. The MAPC review categories are defined as follows:

- A Major regional project to be reviewed by the Officers and/or Executive Committee
- B Regional project to be reviewed by staff and approved by Executive Director
- C Local or regional project to be tracked by MAPC; no MEPA review needed

Summary of MEPA Projects reviewed and ranked by MAPC, May/June 2019:

MEPA#	PROJECT	COMMUNITY	MEPA STATUS	MAPC REVIEW
16041	Kearsarge Williams Way-Solar Field	Bellingham	ENF	C
16044	Multi - Family Development	Lynn	ENF	C
16045	Foster Avenue Revetment Improvement Project	Marshfield	ENF	C
16046	Northeastern University Coastal Institute	Nahant	ENF	C
16014	Happy Valley Ventures	Boston	ENF	C
16027	411 Waverley Oaks Road, Wetland Remediation	Waltham	ENF	C
16030	Carleton-Willard Homes Conservation Restriction	Bedford	ENF	C
16031	Gloucester High School Flood Protection	Gloucester	ENF	C
16032	Hanover Crossing	Hanover	ENF	B
15665	Logan Airport Parking	Boston	DEIR	B
15809	Exchange South End	Boston	SDEIR/NPC	C
15968	West Street Dam Spillway Removal, Culvert & Water Main Replacement	Foxborough	DEIR	C
15889	Union Square Redevelopment Project	Somerville	FEIR	B
15891	North and South Creek Stormwater Outfall Restoration Project	Everett	SEIR	C

MAPC submitted three MEPA comment letters this past month. Key issues and comments raised in MAPC’s letters were incorporated in the Secretary’s Certificates for all three projects.

### Parcel 12

This project, located in Boston's Back Bay, proposes a mix of uses including approximately 429,000 square feet of office uses, 55,000 square feet of retail and restaurant uses, and 150,000 square feet of residential or hotel uses. The Parcel 12 site is expected to generate an estimated 3,650 adjusted trips per day and will include up to 150 parking spaces in a below-grade parking garage. MAPC's comment letter addressing the Expanded Environmental Impact Report (EENF) outlined concerns pertaining to parking, transit analysis, mitigation, and monitoring. For next steps, the developer will be required to submit a Single Environmental Impact Report (SEIR).

### Riverside Station Redevelopment

This Newton project proposed the construction of a mix of uses (residential, office, hotel, and retail) that will comprise 1.5 million square feet in 10 buildings. According to the Environmental Notification Form (ENF), the project site is expected to generate an estimated 14,500 trips per day and 2,922 parking spaces are proposed. MAPC's comments primarily pertained to parking, developing a robust transportation demand management (TDM) program, and developing a program that outlines how the developer will monitor the achievement of mode share goals and a mitigation timeline. These comments were also reflected in the Certificate for the developer to address when submitting the Draft Environmental Impact Report (DEIR).

### The Vale

As outlined in the Draft Environmental Impact Report (DEIR), the developer proposes to demolish the Kraft Plant and redevelop the 77-acre site into approximately 1.6 million square feet of mixed-use development in Woburn. At full-build, the project is expected to generate an estimated 16,688 adjusted trips per day and will include up to 3,807 parking spaces. The developer will be required to include a comprehensive stormwater management plan and additional transportation mitigation commitments when they issue the Final Environmental Impact Report (FEIR). The developer has been asked to include an analysis of and a commitment to design and construct a path along the edge of the project site with connections to the Tri-Community Bikeway,

All three comment letters are on MAPC's MEPA comment letter website here: [mapc.org/our-work/expertise/environment/mepa-review](http://mapc.org/our-work/expertise/environment/mepa-review).

## ***Arts and Culture***

### **Art & Transportation Workshop**

On May 17, MAPC and Transportation for America hosted "Rails, Trails, Streets: Art in Transportation," where over 75 artists, planners, engineers, transportation advocates, and government employees all gathered together last month for a workshop exploring the nuts and bolts of integrating art into transportation projects, and how art can enhance rail corridors, trails, and streets.

Jennifer Easton, Art Manager of Bay Area Rapid Transit (BART) and Ben Stone, Director of Arts & Culture at Smart Growth America, spoke about creative placemaking, case studies of integrating art in rails, trails, and streets, and project funding. Massachusetts-based artists Carolina Aragon, Silvia Lopez Chavez, Mags Harries, Lajos Heder, Carolyn Lewenberg, Aziza Robinson-Goodnight, and Nate Swain spoke about their work integrating public art into transportation projects. The workshop culminated in a collaborative activity during which attendees worked with the artists to brainstorm ways to integrate art and culture into their own transportation work.

## **Watertown Public Art Master Plan Kickoff**

In May, MAPC commenced work on the development of a public art master plan that will articulate a vision for how the arts may be infused into public spaces and places in Watertown. This is the first public art master planning process MAPC has undertaken. Tasks will include an inventory of public art assets and opportunity areas, along with research and recommendations for the creation of mechanisms to fund and manage the selection and implementation of future projects.

## **Sole of Rockland Showcased at 2019 NEFA Creative Communities Exchange**

On June 6, former MAPC Artist-in-Residence Carolyn Lewenberg presented the Sole of Rockland creative placemaking project as part of the annual Creative Communities Exchange hosted by the New England Foundation for the Arts (NEFA). On behalf of MAPC and our partners in Rockland, Carolyn shared the story of our work and step-by-step guidance for how to use art to engage the community in downtown revitalization.



## ***Strategic Initiatives***

### **MetroCommon 2050**

Phase I of MetroCommon comes to an end this month, we want to ensure that any feedback we've captured so far is logged and analyzed. With the help of the Admin Team, all notes and comments from MetroCommon activities have been compiled and cataloged. In total we documented over 2,000 verbal or written comments.

In addition to in-person comments, the Integrated Communications team successfully launched the Goals Survey on the digital hub. This survey asked respondents to comment on the goals, goal narratives, and subgoals. More than 650 responses were submitted, generating 2,500+ data points.

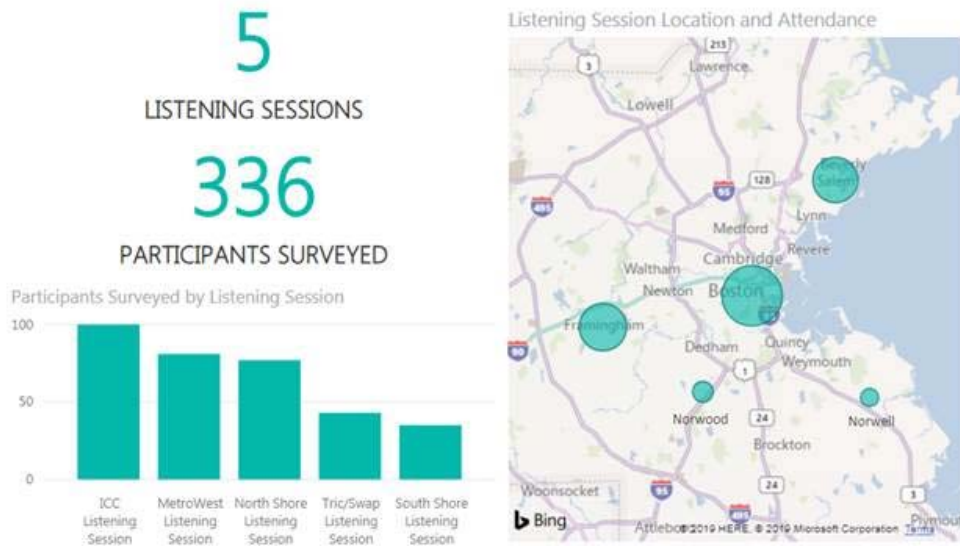
DSI used the feedback from the in-person engagement and the survey to refine the goals. In large part the data confirmed or supported the assumptions made by MAPC when drafting the goals.

However, when we found a strong consensus in the data around a particular topic we would consider whether to elevate the importance or prominence of that topic among the goals.

For instance, a sizeable portion of comments called for educational equity so we moved education out of the subgoal it shared with job training and let it stand alone.

Since we allowed the feedback to shape the goals, it's critical that we know who is providing that data, and more importantly, who did not.

Figure 1: Listening Session Attendance



DSI used a demographic survey at the Listening Sessions to identify who was participating. MAPC organized five Listening Sessions in five different municipalities (Salem, Norwell, Norwood, Boston, and Framingham). We collected surveys from 336 attendees (see figure 1). Only a handful of attendees did not fill out a survey.

The External Advisory Committee (EAC) reviewed the goals and subgoals, and we had a robust discussion at the meeting on June 10. Concern was expressed that outreach might not have been broad or deep enough. Staff explained the many elements of engagement during Phase 1, along with outreach to a wide array of constituencies. I noted plans already designed and approved for even deeper engagement going forward. Some members expressed concern that certain topics were not adequately covered in the goals and subgoals, while others suggested the goals were not sufficiently forceful in recommending major change. This matter was debated among the members of the committee, which led into a discussion of how the goals might be adjusted during future phases, based on future input.

After careful consideration, the EAC recommended that the Executive Committee adopt the goals and subgoals as provisional at this point in time, and that future phases involve a scheduled “look back” at the goals to see if any further adjustments or additions are warranted.

## Evaluation

DSI is getting final rounds of feedback on two project management tools that we have been updating. The first is a guide called *How to Start a Project at MAPC*, an update to a guide that Manisha Bewtra managed in 2015. The intent of the guide is multifaceted. First, it offers a primer for new staff to get quickly and clearly acquainted with how to go about starting a project at MAPC. Second, the guide intends to build consistency in how our projects are developed and implemented. From the client perspective, this consistency will make working with MAPC more predictable and also, we hope, improve the quality of our products. Internally, widespread use of this guide will ensure that projects are built on MAPC’s mission and values as well on the lessons learned of past plans and relationships.



The second tool is a new project scoping template, which complements the project initiation guide. Again, an organizational template encourages both consistency and attention to MAPC priorities. We look forward to sharing final products.

## **Community Engagement**

### MetroCommon 2050 Workshop with ACDC

The community engagement division has commenced MetroCommon 2050 Workshops around the region! We are traveling around to areas that have typically not been involved in our planning process. Our first stop was on June 10 was the Malden office of the Asian Community Development Corporation, or ACDC. Youth participated in learning about regional planning and made recommendations on the project goals.

### Coalition Building Training in Norwell

Community Engagement Coordinator Christian Brandt is working with Economic Development Planner Josh Eichen to develop a Community Engagement and Coalition Building Training for Norwell. The training will prepare a group of “project champions” to run their own engagement strategy and build support for important zoning changes in two different locations.

## **Subregions**

### **Inner Core Committee**

In May, the ICC met to develop a work plan for FY20. This year, the ICC will further focus on internal knowledge sharing, in addition to hearing from guest speakers on a variety of topics. Towards that end, meetings will be structured with fewer presentations and more time for informal discussion of common challenges and new opportunities. This will help ICC municipalities to learn from each other’s experiences and collaborate on problem solving and leveraging subregional opportunities.

Our final meeting of FY19 will be on June 19. The membership will vote on this new work plan and co-chairs, as well as hear about several recent projects and services pertaining to creative communications strategies in planning processes. There will be a screening of the “Homes for Salem!” video. We will also demonstrate a tool for visualizing zoning. Developed for Arlington, this tool shows how each zoning requirement or restriction limits buildout. We will also have a presentation from CoUrbanize, which provides an online destination for planning processes that both offers information to the public and serves as a discussion platform where community members can give input.

### **MetroWest Regional Collaborative (MWRC)**

MWRC met in May at Holliston Town Hall for a discussion of MetroCommon Goals with Ben Faust and brainstorming for the upcoming MWRC workplan with Christian Brandt. The group discussed topics they are interested in exploring in the coming year and a survey was sent to members through the newsletter to gather their input as well. These topics will be incorporated into the draft workplan through speakers at regular MWRC meetings and through projects. MWRC will meet next on June 27 in Ashland to vote on the FY20 workplan, review our budget and talk about age-friendly planning. The group will meet again in July to discuss the work of the LandLine trail project financed by MWRC Special Assessment with invited guests from bike/ped committees in each of the nine communities. August will be a month off from meetings before coming back for a busy fall.

### **Minuteman Advisory Group on Interlocal Coordination (MAGIC)**

At its Annual Meeting on June 13, MAGIC voted unanimously to pass its FY 2020 Work Plan and FY 2020 MAGIC Special Assessment allocations. In April, the group generated a list of topics it is interested in exploring in the coming year; these topics were used to inform the themes of regular MAGIC meetings, and they will guide the focus of special events. In the coming year, MAGIC will continue several regional projects, and begin some new ones. Projects include Regional Age Friendly Planning: Housing and Transportation; MAGIC Micro-transit Pilot: Making the Connection; Climate Change Mitigation and Adaptation: Coordination and Implementation; MAGIC Stormwater Partnership; and IT Services and Support Office. MAGIC Special Assessment funds will go to supporting the age-friendly, micro-transit, and climate projects. The final FY 2020 Work Plan is posted on the MAGIC webpage.

Alex Koppelman attended the MAGIC meeting, and will take on interim MAGIC Coordination over the summer. Lizzie Grobbel will assume the MAGIC Coordinator role in a permanent capacity in September. This was Heidi Stucker's last meeting as the MAGIC Coordinator. She's grateful to MAGIC for their collaboration during the more than three years that she's been the MAGIC Coordinator, and hope the collaborations continue! We are grateful to Heidi for her superb work as Coordinator.

MAGIC will take a summer recess and reconvene on September 5. Alex Koppelman (akoppelman@mapc.org) is available to MAGIC over the summer.

### **North Shore Task Force (NSTF)**

On April 18, the NSTF heard a presentation on the Greater Boston Research Advisory Group (G-BRAG) project by the Urban Harbors Institute and UMass Boston. Professor Ellen Douglas and her team gave an overview of the project's ongoing effort to assemble a scientific consensus of climate change observations and projections for the Greater Boston area. The team is seeking input from local communities on their observations and experience with climate change, which will be incorporated into the final report. In May, Environmental Planning Director Martin Pillsbury of MAPC outlined requirements of the MS4 stormwater permit, followed by an update of the services offered to communities by Greenscapes North Shore, as presented by Kristen Grubbs of the Ipswich River Watershed Association. The group will next meet on June 20 for a guided tour of the Essex Rail Trail by MAPC Transportation Planner David Loutzenheiser and Danvers planning staff.

### **North Suburban Planning Council (NSPC)**

NSPC met on May 16 in Reading. Members heard from James Fuccione of the Massachusetts Healthy Aging Collaborative about age friendly planning. The group meets again on June 20 in Woburn and will be joined by Chris Kuschel, Senior Regional Planner, to discuss the work he has done with Woburn over the past few years, particularly on the city's 40R guidelines. The group will then get together for a lunch before they break for the months of July and August.

### **South Shore Coalition**

The South Shore Coalition attended the MAPC South Shore Climate Symposium on May 9 in Norwell, with strong participation from many of the South Shore communities. The Coalition Chair, Cohasset Planning Director Pete Matchak, stepped down from his SSC position after taking a new planning position in Ashland. Elections will be held at the June 20 meeting of the South Shore Coalition for Chair and Vice Chair. Full elections will be held in January, to elect Chair, Vice Chair and Clerk.

## **SouthWest Advisory Planning Committee (SWAP)**

At SWAP's May 14<sup>th</sup> meeting in Bellingham, Ben Faust of DSI facilitated a discussion with subregional members about the draft MetroCommon2050 goals. Some of the topic areas that generated the most conversation included municipal finance reform, climate mitigation and resiliency, and the future of housing development in SWAP. We also began work-planning for the 2019-2020 program year.

SWAP reconvened on June 11 in Hopkinton to discuss the role of Transportation Management Associations (TMAs) in promoting suburban mobility options. Scott Zadakis of Crosstown Connect, Stephanie Hirshon of the MetroWest/495 TMA, and Karen Dumaine of the Neponset Valley TMA all presented on the work their respective organizations do to provide transportation alternatives to residents and businesses.

The conversation generated a lot of enthusiasm and interest in a follow up discussion in the fall. SWAP will break for July and August, and then reconvene on September 10 for a discussion about how a regional housing services office could serve shared housing needs.

## **Three Rivers Interlocal Council (TRIC)**

The May TRIC meeting focused on the intersection of public health and planning with presentations from MAPC Public Health staff and Laura Smead, Town Planner in Canton. At the meeting the group re-elected Paige Duncan and Susan Price as Chair and Vice Chair, respectively, and added Pat Deschenes (Norwood Town Planner) as the Second Vice Chair. The group will meet June 18 to discuss the upcoming workplan.

## ***Clean Energy***

### **Green Communities Energy Evaluation Pilot**

From February to May, MAPC worked in partnership with the UMass Amherst Clean Energy Extension (CEE) on an innovative new Green Communities Energy Evaluation Pilot Project for the Massachusetts Department of Energy Resources (DOER). This work built on MAPC's prior deep municipal energy data analysis prototype with the municipalities of Auburn and Quincy. The project team developed a Green Communities process review questionnaire and improved the Energy Data Tracking Tool in work with eight cities and towns that have long been designated as DOER Green Communities but have struggled to meet their commitment to reduce municipal energy use by 20%. MAPC and CEE each worked with four communities throughout the Commonwealth (MAPC worked with Amesbury, Medway, Scituate, and Salem) to take a closer look at the energy use of each municipality's largest buildings and produce a report recommending measures to substantially reduce energy consumption.

MAPC's final presentations to the communities and summary report to DOER illustrated that schools tend to be the largest public energy users in communities and that behavioral measures, such as the maintenance of existing equipment and temperature set points, have a sizeable impact on a building's energy use.

## Peak Demand Season has sprung

MAPC re-launched its Peak Demand Notification program on June 1, sending daily alerts to 125 municipalities throughout the Commonwealth. Participating municipalities will receive a daily email throughout the summer with guidance about whether a peak demand event on the regional electricity grid is unlikely, possible, or likely. This notification can help the communities to determine when to plan load shifting activities that reduce their energy demand at the times that will likely prove most expensive and generate the dirtiest emissions. These activities could include reducing set points on HVAC systems and turning off lights on hot summer afternoons. Find resources on demand management and the notification program at [mapc.org/our-work/expertise/clean-energy/peak-demand](http://mapc.org/our-work/expertise/clean-energy/peak-demand).

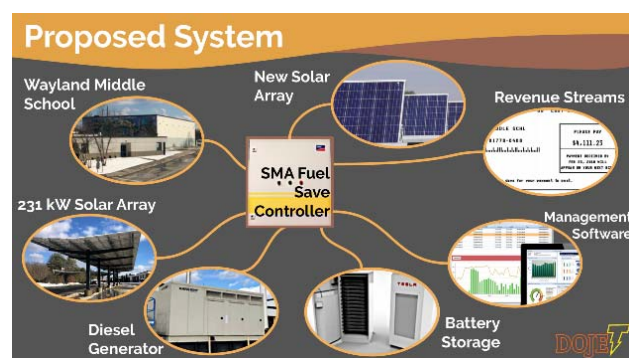


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## Research Collaborations with Local Universities

### *Northeastern University Capstone: “Wayland Middle School Resiliency Project”*

During the 2019 spring semester, MAPC brought together Wayland and the Civil Engineering Department of Northeastern University to conduct a preliminary study on the feasibility of adding battery storage to the town’s existing solar and smart inverter system. The smart inverter, an SMA Fuel Save Controller, was installed as part of the DOER Community Clean Energy Resiliency Initiative (CCERI) grant awarded to MAPC on behalf of Wayland. The solar + smart inverter system is located at the Wayland Middle School, which is used as a regional emergency shelter, in order to island during an electricity grid outage by utilizing the electricity generated by its solar parking canopy to reduce the demand on the back-up diesel generator. The further addition of battery storage would allow the Middle School to island for longer periods of time (such as at night) and rely more on solar generated electricity. To conduct the study, the students installed a data tracker to gather real-time data and modeled energy usage and solar system outputs to determine the appropriate sizing of a battery system. They also reviewed the technical and financial feasibility of such a system, and proposed potential locations onsite for the battery. The students presented their Capstone project to MAPC and Wayland on April 18.



### *Cornell University: “Governing Climate Adaptation” with MAPC, Hull, Hingham, and Cohasset*

During the 2019 spring semester, Cornell University’s Department of City and Regional Planning partnered with MAPC to host a community-based workshop course with Hull, Hingham, and Cohasset. This course focused on the impacts that sea level rise (SLR) has on municipal fiscal health and related land use planning for adaptation. The students researched the three communities and analyzed the impacts of chronic inundation/SLR on residential properties and subsequent projected municipal tax revenue for 2030, 2070, and 2100. They then proposed three high-level scenarios for addressing the fiscal, land use, and governance challenges that arise from the decline in property taxes.

The students conducted a site visit to the communities and presented their final reports on May 16. This research and methodology will be used to inform the scenarios being developed for MetroCommon2050, and potentially replicated across other areas of the region. This project was a collaboration between the Clean Energy and Data Services Departments.

## ***Data Services***

### **Land Use Modeling Partnerships**

MAPC has kicked off an effort to create new land use model capabilities for Metro Boston and Massachusetts. In June, we established a contractual partnership with MassDOT and the EOEEA to fund the design and adoption of new land use models and maintenance of those models for three years. The partnership issued an RFP for land use modeling tools and selected UrbanSim, a national leader in the field, to set up two models using its existing UrbanCanvas software platform. One model will cover only the MAPC region at a high level of detail, and the other model will cover the entire state, but with somewhat less customization.

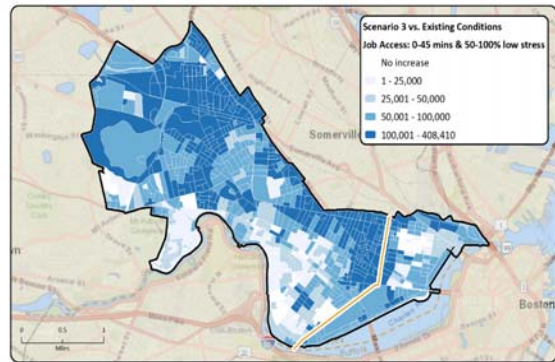
The UrbanCanvas tool takes projected totals for population, households, and employment in the region and forecasts the distribution of future growth down to the census block level, using information about existing household/firm location preferences, existing building stock, planned development, zoning capacity, and neighborhood characteristics, such as retail amenities and access to employment. The tool allows for the creation of multiple scenarios based on different assumptions about regional growth, land use regulation, and transportation services. MAPC will be using the tool to develop land use scenarios for MetroCommon2050, and EOEEA will be using the models to produce land use scenarios for the upcoming Clean Energy and Climate Plan. Development of MAPC's land use model is projected to be complete by the end of 2019.

### **Transportation Accessibility Sketch Modeling Tool**

As part of the West Station (Allston) Area Transit Study, MAPC has executed a contract with an external consultant to create/implement a sketch modeling tool that will allow MAPC to test, evaluate, and rank potential transit improvements. Renaissance Planning, a firm with offices in Florida and Virginia, was the successful bidder in an RFP process that produced bids from some of the nation's leading transportation planning firms. The proposed tool will allow MAPC to input land use assumptions as well as possible transit routes and schedules, and will produce estimated changes in accessibility to jobs and other destinations associated with each alternative. This information will enable MAPC and its partners to identify the most promising transit connections to, from, and through the West Station area, and recommend services or connections which should be advanced to more comprehensive analysis, modeling, and feasibility analysis. Development of this tool is expected to be complete by the end of 2019.

### **Cambridge Grand Junction Pathway Analysis and Destination Accessibility Analysis Tool**

In May, Data Services completed the Grand Junction Pathway Benefits Project for the City of Cambridge. Cambridge had commissioned MAPC to conduct a research study to understand more completely how the introduction of the Grand Junction Pathway, a shared-use bike and pedestrian facility adjacent to existing rail tracks, would impact bicycling in Cambridge and the Greater Boston region. The study analyzed how the pathway would impact local and regional demand for bicycling, and how it would impact the accessibility of jobs for commuters who could ride on the pathway. The analysis concluded that the Grand Junction Pathway will improve low-stress bike access to employment for residents throughout Cambridge, not just those living near the pathway. It also highlighted that the greatest benefits of the Grand Junction Pathway will be realized if it is part of a larger regional network connecting Cambridge to employment centers and labor in communities throughout the Inner Core and beyond. Through the development of the destination accessibility analysis, Data Services created a novel tool that allows us to estimate the least stressful bicycling travel route for two types of bicyclists, those who are "interested but concerned," and those who are "enthused and confident." (Yours truly feels he falls somewhere in between!) This tool will allow us to continue to contribute to the field of active transportation research with more detail and focus on the needs of different types of bicyclists.



This map shows estimated change in bike access to employment for Cambridge residents with construction of the Grand Junction Pathway and MAPC's LandLine vision

### **Census 2020 Preparation – Participant Statistical Area Program**

On May 30, MAPC submitted draft delineations of Census Tracts and Block Groups for Census 2020 for Essex, Middlesex, Norfolk, and Suffolk counties through the Participant Statistical Areas Program (PSAP). Census geographies must be updated every 10 years so they continue to adhere to population and housing unit thresholds established by the Census Bureau. During the update, Analytical Services also made selective changes to align the geographies with locally recognized boundaries and, where appropriate, establish Special Use Statistical Areas designating airports, commercial centers, correctional facilities, and more. Block Groups and Census Tracts are important because they determine how information from local residents is collected, grouped, and analyzed. We hope that the work completed this spring will benefit our planning work over the next decade. Thank you to all the municipal representatives who provided careful feedback to the PSAP team during this process.

### **Information Technology Upgrades**

In early June, the Information Technology team kicked off a process to migrate all of MAPC's email functions to a cloud-hosted email service (Office 365). This will reduce our reliance on MAPC-owned hardware/servers and will improve remote access to all email functions. This week we will be beginning the pilot migrations of up to 25 users. Once the users have been migrated, we will spend approximately two weeks testing, monitoring, and documenting steps for the completion of the migration of all users. At the end of this two week period, we will begin to migrate the remainder of all user accounts to the O365 platform.

## ***Municipal Collaboration***

### **Statewide Fiduciary**

Amy Reilly, Caroline Graham, and several members of the Statewide Fiduciary Team recently attended the three day Fundamentals of Grants Management Course run by FEMA's Grant Programs Directorate. This course is designed specifically for recipients currently receiving FEMA financial assistance, including the State Homeland Security Program funding MAPC oversees on behalf of EOPSS. As a result of attending this course, which is part of the Grants Management Technical Assistance Program, MAPC staff are now able to review and, if necessary, revise policies, procedures and practices in critical areas of grants management such as monitoring, procurement, source documentation, payments, and equipment inventory, as well as prepare for upcoming federal and state monitoring and audits.

### **Procurement**

Municipal Collaboration is excited to report that it has recently procured contracts for Heavy and Medium Duty Public Works Construction Equipment. In partnership with the Greater Boston Police Counsel, MAPC has contracted with 10 vendors across the state, New Hampshire and Maine for the sale, lease to purchase, or rental of: loaders; bull dozers; steel rollers; backhoes; low bed trailers; bituminous concrete paving machines; track hoes; motor graders; stump grinders; milling machines; asphalt pavers; excavators; sidewalk tractors; crushers; tracked utility vehicles; scrapers; trenchers, skid steers; and hoists. (I don't know about you, but I intend to buy one of each!)

### **Northeast Homeland Security Regional Advisory Council (NERAC)**

NERAC provided funding for a Full-Scale Active Shooter Exercise that was conducted on June 2 at the Natick Mall. The exercise represented the culmination of years of planning that began in September 2015, when first responders from Natick and the surrounding communities held the initial tabletop exercise to discuss potential vulnerabilities and emergency procedures for an attack at the mall. Over 200 first responders from police and fire departments in Natick, Framingham, Wayland, Ashland, Hopkinton, several state agencies (EOPSS, MEMA), regional response teams, and representatives from the FBI participated in the exercise.

The purpose of the exercise was to test the ability of the responding departments to neutralize all threats, and also to administer medical care and evacuate the injured in an efficient and timely manner, while coordinating with area hospitals. In addition, the exercise provided local police and fire chiefs with an opportunity to practice communicating with the media and general public by issuing press releases and conducting mock interviews with members of the media.

In addition to serving on the planning team, Austin Murray and Caroline Graham of MAPC participated in the exercise as part of the "Simulation Cell" during the exercise, which serves to provide contextual information to exercise participants by simulating the actions of all agencies and organizations that likely would have been needed during an actual emergency but were not participating that night. A comprehensive after-action report will be compiled by the contracted consultant that will provide Natick and the rest of the region with a guide for future training programs and adjustments to emergency procedures where needed.

If I may be permitted a personal observation ... as long as our political leaders continue to demonstrate the lack of courage required to rid our society of massively destructive firearms, MAPC staff are compelled to spend more and more time working with public safety officials and first responders preparing for active shooter events, and it affects the funds we spend on equipment as well. In earlier years, this was not as high a priority for MAPC staff, but I am deeply grateful for the time and effort they are investing in this important work. We are all just a tiny bit safer as a result of their efforts.

### **Metro Mayors Coalition Shannon Grant Site**

The Metro Mayors Shannon Grant site held its monthly collaboration meeting at the Malden Police Department on June 11. The discussion focused on school resource officers (SROs), and specifically the role they play in establishing positive relationships between students and law enforcement. During the meeting, SROs and Community Officers from each of the Metro Mayors communities took turns providing updates on various programs offered to at-risk youth and discussed ways to improve collaboration. One idea that arose out of the discussion was the formation of a regional Junior Police Academy for the Metro Mayors Shannon program. While most of the communities already offer Junior Police Academies or Explorer/Cadet programs, a regional approach could facilitate better programming and a more comprehensive curriculum than is currently offered in any individual community. MAPC will work with our law enforcement partners in the coming months to explore this idea and others ahead of the FY2020 grant application process.

### **Region 3 Health and Medical Coordination Coalition (HMCC)**

On May 23, all HMCC's in the Commonwealth and leadership staff attended the annual Leadership Conference presented by DPH Office of Preparedness and Emergency Management. The event provided an opportunity to engage and learn with our peers across Massachusetts. The theme of this year's event was "A Shared Vision." The day included a poster presentation from each of the HMCC's, guest speakers, updates from DPH, as well as an interactive panel where we were able to hear about the successes and challenges each coalition faced during the past year. Our Region 3 HMCC Manager Beth Robert was a featured speaker on this panel, where she highlighted the region's role in the Merrimack Valley Gas Explosions response and recovery efforts.



On May 30, staff assisted Lowell General Hospital with their FEMA MS-1 drill. This drill allows Lowell General Hospital to be a receiving facility in the event of an accident at the Seabrook Nuclear Power Plant. MAPC staff assisted Lowell General in both their Emergency Operations Center and in their Emergency Department.

On June 6, all Nursing Homes and Assisted Living Facilities held their annual Disaster Drill. This year's scenario was that all facilities were disaster struck and had to evacuate their patients. Staff assisted at two facilities in the region, Nevins Nursing and Rehab Center in Methuen and Mary Immaculate in Lawrence. The team was able to provide guidance on Incident Command Structure, logistics, and other ways to streamline operations.

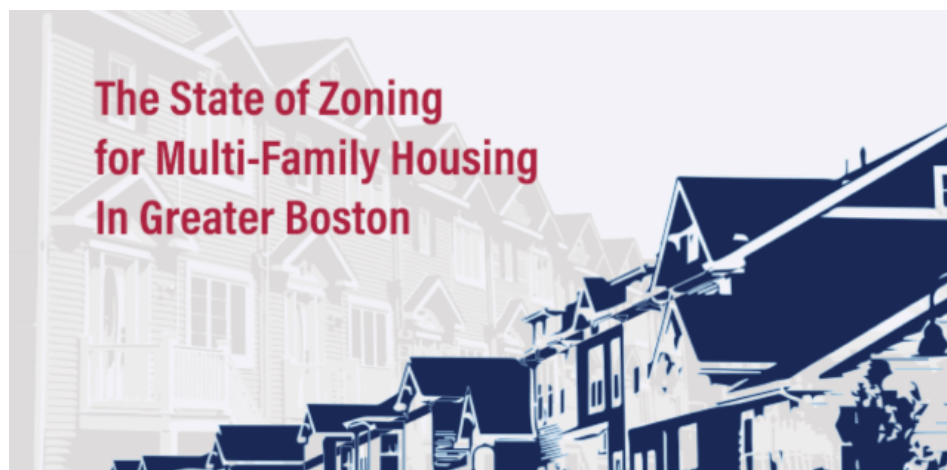


## ***Communications***

MAPC and partners released a major new report on the state of multifamily housing this month. Titled “The State of Zoning for Multi-Family Housing in Greater Boston” and authored by Amy Dain, the report features two years of research into the regulations, plans and permits in the 100 cities and towns surrounding Boston. The research was commissioned by the Massachusetts Smart Growth Alliance and funded collaboratively by Citizens’ Housing and Planning Association, Home Builders & Remodelers Association of Massachusetts, Massachusetts Association of Realtors, Massachusetts Housing Partnership, MassHousing, and MAPC.

Kit Un on our Communications staff designed the entire full-length report and executive summary, which is posted online at [ma-smartgrowth.org/resources/resourcesreports-books](http://ma-smartgrowth.org/resources/resourcesreports-books). Elise Harmon assisted with social media outreach as well.

The report was released at a very well-attended event in the State House with accompanying press rollout by Communications Director Amanda Linehan. WBUR, WGBH, State House News, the Boston Globe and others covered the report release; read the Globe’s coverage [here](#). There was also an excellent follow-up editorial, and we expect coverage to continue as the media continues writing about housing legislation on Beacon Hill this month.



## ***Staffing Update***

**Emma Boast** has joined MAPC as its new Arts and Culture Fellow. Emma is serving a full-time, two-year term with MAPC. Emma's areas of expertise include exhibition development, community engagement, public and socially-engaged art, event planning, project management, urban and cultural history, and food studies. She is particularly interested in how innovative forms of storytelling and community engagement can connect everyday experience with new areas of knowledge and advance social justice. Emma received her B.A. in Art History from the University of Chicago and her M.A. in Public Humanities from Brown University where her research explored the intersection of urban planning and the creative economy through the lens of postwar design in the New York City subway.