

Metropolitan Area Planning Council

Fiscal 2016 Work Plan

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Introduction

The Metropolitan Area Planning Council (MAPC) adopted its **Strategic Plan** for the years 2015 through 2020 in October of last year. The plan sets forth four Strategic Priorities in the areas of smart growth, regional collaboration, equity, and climate change. Over the next five years, MAPC will use these Strategic Priorities to focus our efforts to implement *MetroFuture: Making a Greater Boston Region*, the regional policy and land use plan for Greater Boston, which was adopted in 2008. The four Strategic Priorities adopted by the Council are as follows:

- (A) Encourage development and preservation consistent with smart growth principles, especially by increasing housing production, promoting innovative transportation solutions and encouraging mixed-use development near various forms of transit.
- (B) Partner with our cities and towns to promote regional collaboration, enhance effectiveness, and increase efficiency.
- (C) Play a leading role in helping the region to achieve greater equity.
- (D) Help the region reduce greenhouse gas emissions and adapt to the physical, environmental and social impacts of climate change and natural hazards.

The Strategic Plan also details the way we will approach our work, through interdisciplinary practice; regional perspective and impact; data and research; convening; partnerships; civic engagement; innovation and creativity; advocacy; and an orientation on results. Accompanying the Strategic Plan was an Organizational Assessment, which included a series of recommendations to build MAPC's organizational capacity and to improve our services to the people who live and work in our region.

More information about MetroFuture, its goals and implementation strategies can be found at www.mapc.org/metrofuture. The Strategic Plan, including MAPC's Strategic Priorities and approaches to work, is available at www.mapc.org/about, as is the Organizational Assessment and our responses to specific recommendations.

This document outlines MAPC's work plan for FY2016, which lasts from July 1, 2015 through June 30, 2016. It is organized by department and division. Each section indicates, in blue, the MetroFuture implementation strategy (or strategies) which that work is intended to advance. After each work item, a parenthetical reference in red indicates the Strategic Priorities addressed by that program or project.

No annual work plan can be perfect, or complete. Undoubtedly, projects will change somewhat during planning and implementation. MAPC will undertake additional responsibilities to adjust to changing circumstances and opportunities. Nonetheless, the work plan is intended to provide a reasonably accurate guide to our activities during the upcoming year – both to set priorities for staff, and to provide a summary of our upcoming work to members and allies.

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Communications

- **Overall:** Working all MAPC departments and division to advance MetroFuture goals and implementation strategies.
- **Sub-Strategy 4.A:** Strengthen MAPC as a regional resource.

Strategic Activities:

Anchor our agency communications with a robust press agenda centered on our four new Strategic Priorities.

- Concentrate our press pitches around projects and initiatives that further our strategic priority areas: smart growth, regional collaboration, equity and climate change. (A,B,C,D)
- Embed our staff at the beginning of projects for long-term planning on press opportunities, messaging and audience analysis. (A,B,C,D)
- Meet with Government Affairs at key times of year to proactively formulate press plans related to MAPC's policy agenda. Meet with topical departments and divisions to prepare for press opportunities in those areas. (A,B,C,D)

Bolster our press work with a strong social media outreach and engagement strategy.

- Work with the community engagement staff to align our social media efforts with their stakeholder outreach as early in each project as possible. (A,B,C,D)
- Manages tasks associated with publicity, including photo research, flyer creation, web updates and Constant Contact design, all of which feed into a seamless press strategy and targeted social media promotion. (A,B,C,D)

Redesign our website as the foundation and 'home base' for all other publicity work, from press to social media and marketing of ideas and services.

- Create a policy and framework around project-based websites at the agency, working in collaboration with Data Services, to offer staff guidance and creativity when it comes to determining where projects "live" on the web. Cohesively brand our projects as MAPC work no matter what web platform they utilize, to help the agency to achieve future opportunities to advance our mission. (A,B,C,D)
- Continue using CRM as our chief database fueling all other project tracking efforts, and expand the fields/geography to enable MAPC to target our advocacy efforts more effectively. (A,B,C,D)
- Work with Data Services and Regional Plan Implementation to complete the MetroFuture in Action project map/search tool, so information about all MAPC projects will be available on the web in real time. (A,B,C,D)

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Enhance business development through strong and dynamic marketing, purposeful, targeted messaging, and coordinated responses to RFPs and grant opportunities that will advance our mission.

- Using the Municipal Services brochure as a guide, develop additional standard materials showcasing MAPC work and services. (A,B,C,D)
- Assist MAPC departments and division to locate and respond to RFPs and similar requests for services associated with our mission. (A,B,C,D)
- Leverage the subregions as a network in which we can effectively promote our services and ideas. (A,B,C,D)
- Create a portfolio of recent work on our new website to help advertise MAPC's accomplishments and skills for future projects. (A,B,C,D)
- Work with Procurement Division to help expand the reach of advertising for available products; continue developing our joint services "road show" around the region and beyond. (A,B,C,D)
- Help MAPC departments and divisions to develop presentation templates and talking points to promote the work they do and to encourage additional mission-related projects. (A,B,C,D)
- When resources allow, directly embed staff on projects for a comprehensive level of communications involvement in press, publicity, messaging and evaluation. (A,B,C,D)

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Government Affairs

- **Overall:** Work with all MAPC departments, divisions, and committee toward public policy outcomes that will advance MAPC's mission and help to achieve the MetroFuture implementation strategies, with a particular focus on the ones below.
- **Sub-Strategy 1.B:** Modernize planning and development tools.
- **Sub-Strategy 1.D:** Coordinate sustainable state policies and programs.
- **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.B:** Support regional collaboration, purchasing, and service delivery.
- **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 Activities:

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

- Lead and coordinate advocacy to maintain funding of the District Local Technical Assistance program at \$2.8 million to ensure funding for smart growth planning and municipal collaboration across the Commonwealth. (A,B,D)
- Continue to advocate for increased funding for the Charles Shannon Community Safety Initiative and related programs. (A,B,C)
- Work with the Baker Administration and municipal members to ensure that the new Community Compact Program advances smart growth, municipal efficiency, and inter-local collaboration. (A,B,D)
- Push for implementation of the Active Streets legislation, with a goal of at least \$5 million in bond authorization for FY16. (A,D)
- Pursue new and innovative transportation financing tools, including value capture, regional ballot initiatives, and mitigation payments to the MBTA. (A,B)
- Advance meaningful reform of the Commonwealth's zoning and planning statutes as well as smart growth housing production, working with our allies to promote and pass legislation in the 2015-2016 legislative session. (A)
- Work to pass "An Act to promote municipal collaboration and regionalization throughout the commonwealth" to increase incentives for regional collaboration, remove barriers to sharing services, and update and modernize the RPAs' enabling statutes. (A,B)
- Continue working with our allies to recapitalize the Brownfields Trust Fund. (A,C)

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- Work to promote and pass energy efficiency priorities, including legislation focused on utility data transparency and net-metering, and to promote climate adaptation legislation. (D)
- Work with agencies such as MassDOT, EOEAA, EOHED, A&F to influence policies and practices that advance our strategic goals and assist member cities and towns. (A,B,D)
- Work to ensure other sources of funding that can be available to Regional Planning Agencies (RPAs), MAPC, and its member municipalities through administrative grants and programs, such as the Smart Growth Technical Assistance Fund, Active Streets funding, Community Innovation Challenge Grants, Priority Development Fund, etc. (A,B,D)
- Advocate for the passage of a package of surplus land reforms in order to encourage smart growth development, give municipalities a meaningful role throughout the disposition process, and allow the Commonwealth to meet housing, economic development and environmental priorities. (A)

Promote and build MAPC's priorities while collaborating with external partners, including other coalitions and regions.

- Continue to utilize the Metropolitan Mayors' Coalition, the North Shore Coalition, and MARPA as forums to advance collaboration among members, working together to solve common problems. (A,B,C,D)
- Manage the implementation of the regional Metro Mayors' Shannon Coalition. (B,C)
- Work with Transportation for Massachusetts (T4MA) and other allies on the next phase of transportation finance and reform legislation. (A,D)
- Work with the Massachusetts Smart Growth Alliance (MSGa) 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. (A,C,D)
- Encourage regional collaboration among housing authorities, fire and police departments, public health commissions, and other local boards and departments, especially through drafting inter-municipal agreements among participating communities. (B)
- Engage in outreach to cities and towns in order to improve awareness of MAPC's work and value-added. (B)
- Preserve the integrity of the MAPC region as a collaborative partnership 101 cities and towns. (A,B,C,D)
- Engage in outreach to legislators so they are aware of the role MAPC plays in their communities, highlight projects we are working on throughout the region, and emphasize our value to municipal and state partners. (A,B,C,D)

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Promote internal knowledge and awareness of Government Affairs work within the Agency.

- Produce approximately three research papers that showcase MAPC's policy agenda, at least one of which will weave equity more closely with our legislative priorities. (C)
- Produce policy documents and informational forums to advance smart growth and regional collaboration. (A)
- Build capabilities in grasstops advocacy through social media and email alerts. (A,B)
- Work to diversify the Legislative Committee in terms of geography, race, size and type of community represented, and participation of allied organizations. (C)

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Data Services

- **Sub-Strategy 1.A:** Increase municipal planning capacity.
- **Sub-strategy 2.A:** Align data collection and policymaking.
- **Sub-strategy 2.B:** Improve state and local capacity to utilize planning and decision support tools.
- **Sub-strategy 2.c:** Support state and regional data intermediaries.

Data, Research, and GIS

Strategic Activities:

Increase use of the MetroBoston DataCommon (MBDC) as a resource for the entire region.

- Support the MBDC user community through regular trainings and technical assistance with focus on municipal and non-profit users. (A,B,C,D)
- Maintain and update 100+ data sets for the MBDC. (A,B,C,D)
- Improve the user-friendliness of the MBDC and add new visualization and mapping functionality, prioritizing functions that assist municipal users in their work. (A,B,C,D)
- Continue collaboration and development of DataCommon affiliate sites. (A,B,C,D)

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

- Undertake regional research projects to inform policy and planning and publish findings in professional journals. (A,C,D)
- Pursue the development of additional Most Wanted Datasets. (A,B,C,D)
- Update Massachusetts Vehicle Census with new data from the Registry of Motor Vehicles, analyze the data to draw conclusions about vehicle ownership and use, and publish findings in professional journals. Seek funding for ongoing updates of the Vehicle Census. (A,D)
- Publish baseline MetroFuture regional indicators for Prosperity; prepare baseline indicators for Transportation and Regional Growth Patterns; and publish them on Regionalindicators.org. Complete the second iteration of Equity indicators, comparing current circumstances to baseline published in 2011. (A,C,D)
- Explore and develop data sets and analyses that help inform regional planning and municipal action regarding climate change. (C,D)
- Continue development to centralize our data for internal work and external websites, to ensure general access to comprehensive and current datasets.
- Develop an agency open data policy and assist our municipalities in creating open data ordinances and policies; document best practices. (A, C)

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

- Develop new interactive web sites and maps to support project work and partners, with focus on applications that assist our municipalities. (A,B,C,D)
- Work with Communications and Regional Plan Implementation to complete the MetroFuture in Action project map/search tool, so information about all MAPC projects will be available on the web in real time. (A,B,C,D)
- Develop and deploy the Neighborhood Drawing Tool, an on-line tool that enables residents to draw their neighborhood boundary on a map and receive customized data reports. (A,B,C)
- Collaborate with the City of Boston, Code for Boston and the Boston Indicators Project on a tool to streamline the on-line process for connecting young people to summer jobs. (C)
- Improve, update, and publicize the [Development Database](#), [TStation.info](#), [Housing.MA](#), [MAsaferoutessurvey.org](#), [Trailmap.mapc.org](#) and [BostonGreenSpace.org](#). (A,B,C,D)
- Support the agency's use of keypads, touch tables, interpretation equipment, and engagement technologies in public meetings. (A, B, C, D)

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.

- Continue development of an integrated land use-transportation model that allocates population and employment by Transportation Analysis Zone (TAZ); apply this tool for the creation of regional scenarios to inform the Transportation Improvement Program (TIP) and updates to the Long-Range Regional Transportation Plan. (A,D)
- Conduct municipal-level scenario modeling to evaluate demographic, housing, and development trends and potential alternatives. (A,C,D)
- Work with a coalition of national regional planning organizations to build capacity and advance the use of scenarios modeling tools on both local and regional levels by lowering barriers to entry, creating data standards, improving scenarios modeling tools, and disseminating best practices. (A,B,D)

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Information Technology

Ensure that MAPC staff has the information technology resources necessary to be effective and efficient.

- Continue help desk support for MAPC staff, MetroWest subregional office, and affiliated programs.
- Work with the accounting staff to implement the new accounting system.
- Audit and improve the network's health and security and implement agency IT policies as needed.
- 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.
- Continue to build the agency's staff capacity for GIS analysis and create systems and templates for effective display of spatial data.

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Municipal Collaboration

Collective Procurement

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

Strategic Activities:

Increase the total value of sales from public safety vehicles and equipment purchasing on MAPC contracts by expanding marketing and outreach and adding new products.

- Work with Communications to expand the marketing plan for goods and services offered under our various procurement programs. (B)
- Market MAPC contracts for fire apparatus, police vehicles, and other equipment to the New England region's professional associations as a way to expand use of our collective purchasing programs. (B)
- Launch additional outreach efforts with buyers to increase awareness of MAPC's role as a buyer's advocate in their transactions with contract vendors. (B)
- Participate in annual trade shows and professional development seminars.
- Explore other equipment and technology that public safety professionals may need to perform their duties. (B)

Increase the number of communities using our public works services contracts and explore opportunities for new procurements in the public works arena.

- Hold public works meetings earlier in the fall and invite communities who are geographically contiguous to each public works group to participate. (B)
- Perform first public works and facilities services bids for SWAP communities. (B)
- Seek out opportunities to promote public works options to municipal leaders and public works professionals at meetings and events. (B)

Develop new procurement ideas each year in support of Metrofuture goals and in response to community needs.

- Collaborate with other MAPC departments/divisions through regularly scheduled meetings to identify new areas that hold the potential for collective procurement applications such as school food programs. (B,C)
 - Identify at least 2 – 3 new collective procurement ideas for innovative goods or services that would be of interest to MAPC municipalities. Involve other MARPA members, as appropriate. (B)

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- Collaborate with the Clean Energy Division to explore ways to expand access to energy services procurements to all MAPC communities. (B,D)
- Work with the Transportation, Land Use, and Environment Departments to explore green technology procurements, such as hybrid conversion equipment for fleet vehicles, innovative playground design and equipment, and other procurements that advance smart growth goals. (A,B)

Homeland Security

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

Strategic Activities:

Continue to perform the management, administrative, and planning duties associated with the Commonwealth's FFY 15 Homeland Security Program, as a means of enhancing public safety and preparedness for natural and man-made disasters.

- Execute the procurement of equipment, training services, and pre- and post- disaster planning activities that build or enhance current prevention, protection, mitigation, response, or recovery capabilities. (D)
- Continue to work on cross regional collaboration and the development of economies of scale for regional projects with key sub-contract staff. (B)
- Ensure continuous, high-quality communications with key partners including EOPSS, the Councils, key sub-contract staff, homeland security stakeholders, the Metro Boston UASI, and the vendor community. (B)
- Continue to implement performance metrics to track the effectiveness of our work, focusing on the key areas of procurement practices, vendor payment processing, and stakeholder satisfaction and use this data to improve on work flow. (B)
- Provide facilitation and program management services to the Northeast Council, which results in effective decision making and the establishment of sustainable programs and activities. (B)

Expand the Department's disaster preparedness, response, and recovery work to protect the citizens of the Commonwealth from man-made and natural disasters.

- Develop an emergency response plan for MAPC to prepare staff for various types of hazards and consider ways for MAPC staff to get involved with community preparedness service efforts. (D)
- Assist municipalities in identifying emergency preparedness planning and resource gaps, particularly gaps related to vulnerable populations, and work to address these gaps through technical assistance or regional procurement services, such as in the areas of school safety, small business continuity, and community resilience and recovery. (B,C,D)

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- Work with municipalities to increase awareness of existing regional emergency preparedness resources including training and exercise opportunities, equipment, and planning assistance. (B,D)
- Continue to pursue efforts to work with stakeholders to plan for health and medical emergencies and to coordinate timely and well-targeted responses during critical incidents. Apply for available funding opportunities and coordinating roles. (B,D)

Municipal Services

- **Sub-Strategy 3.A:** Modernize municipal governance structures and practices.
- **Sub-Strategy 3.C:** Enable more cost-effective service delivery.
- **Sub-Strategy 4.B:** Support regional collaboration, purchasing, and service delivery.

Strategic Activities:

Position MAPC as a leading facilitator of municipal shared services and regional collaboration.

- Assist municipalities to merge, contract, or otherwise reform and regionalize diverse services such as fire control, emergency communications, mobile health services delivery, public health programming, animal control, etc. (B)
- Conduct regular market research studies and surveys of communities and stakeholders to determine procurement and municipal services trends, needs and opportunities. (B)
- Submit 4-8 quality projects for consideration for DLTA/PMTA funding and possibly CIC solicitations. (B)

Enable more effective and efficient local government by working with communities to improve their governance, administrative and/or financial practices.

- Assisting municipalities with strategic plan implementation, best permitting practices, modernization of governance, financial management, and performance management/accountability practices. (B)
- Submit 2-3 quality projects for consideration in the new round of DLTA/PMTA that address governance, administrative or financial practices, and consider the equity implications of such projects. (B)

Leverage the strong relationships the Department has developed with the public safety community to broaden the range of support and project work it does to enhance the region's safety

- Develop greater knowledge and awareness of the challenges and issues affecting public safety departments and officials and potential solutions to those issues.
- Work to identify project and/or procurement ideas that can support enhanced public safety services across the region and the means of funding such work, whether through technical assistance or other resources.

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Clean Energy

- Sub-strategy 1.A: Increase municipal planning capacity.
- Sub-strategy 1.D: Coordinate sustainable state policies and programs.
- Sub-Strategy 4.B: Support regional collaboration, purchasing, and service delivery.
- Sub-strategy 4.C: Work together to make a safer region.
- Sub-Strategy 13.A: Plan for sustainability.
- Sub-Strategy 13.B: Conserve energy.
- Sub-Strategy 13.C: Promote the use of renewable resources.

Strategic Activities:

Advance energy efficiency, renewable energy production, and GHG reduction, progressing toward and achieving the MetroFuture goals and other goals established in funding contracts. These activities 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.

- Facilitate purchases of LED fixtures from statewide contract; collaborate with the state's Operational Services Division (OSD) to develop a successor contract when the current one expires in April 2016; administer a group procurement for streetlight retrofit services for at least 5 municipalities, and explore a potential region- or state-wide procurement vehicle. (B,D)
- Participate in policy efforts to support LED retrofits of utility-owned streetlights and to support tariffs for wireless controls, including metered usage; educate municipalities on developments as appropriate. (B,D)
- Through LED projects, reduce energy consumption by over 3 million kWh and carbon dioxide emissions by over 1,300 tons annually. (D)

Support the 17 cities and towns participating in the Regional Solar Initiative, as well as other communities exploring solar projects, in signing solar Energy Management Services (EMS) agreements, constructing municipal solar arrays, purchasing net metering credits, and implementing community-wide models for solar development and access.

- Support additional municipal solar projects through a new region-wide procurement, a community shared solar pilot, and/or a scaled-up community-wide solar program. (B,D)

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- Provide technical and educational support for our municipalities on SREC II, Chapter 25A, net metering, virtual net metering credit purchase agreements, permitting and bylaws, incentives, community solar, and site leases. (B)
- Support at least one municipal utility in exploring a solar project for its customers. (D)
- Help communities implement 5+MW of solar projects through regular meetings with municipal and vendor staff. (D)
- Research and develop resources for communities interested in learning about or piloting “solar+storage” projects. (B,D)

Help communities move forward with energy efficiency work in municipal facilities and in the residential and commercial sectors by connecting them to contractors, through models such as utility “plug and play” programs, workshops, “clean tech” demonstrations, and Energy Service Companies (ESCOs).

- Help three communities adopt the Stretch Code and a 20% municipal energy reduction goal, and apply for Green Communities designation. (D)
- Help at least one community to design and pilot a combined electric and gas energy efficiency outreach program to connect local businesses to MassSave programs and incentives. (C,D)
- Focus on increasing energy efficiency adoption in two Environmental Justice Communities. (C,D)
- Administer a group procurement of comprehensive EMS for a group of three or more municipalities, regional school districts, and/or housing authorities. (B,D)
- Help at least one community to identify and implement innovative energy efficiency measures such as remote audit analysis, geothermal heating and cooling, and behavior-based strategies. (D)
- Provide education and technical assistance on financing options for municipal energy efficiency projects. (B,D)

In collaboration with the Environment Department, advance regional climate adaptation and resilience by facilitating and supporting the Metro Boston Climate Preparedness Taskforce and related activities.

- Coordinate and manage bi-monthly Climate Preparedness Taskforce meetings, working with the 14 Metro Mayors Coalition communities and state and regional stakeholders. (B,D)
- Collect climate vulnerability assessments and climate preparedness plans and projects throughout the metro region and research best practices from other regions to develop a comprehensive understanding of existing and planned climate preparedness strategies to identify any crucial gaps in knowledge and propose means to address them. (B,C,D)
- Identify opportunities for better coordination and collective action to address identified gaps. (B,D)

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- Identify inadequate climate preparedness plans for critical regional infrastructure, and work with municipal and state partners to resolve that issue. (A,D)
- Prepare a report on the first year of activities and make recommendations for the 14 Mayors, City Managers, and Town Managers of the Metropolitan Mayors Coalition, as well as for MAPC, other regional actors, and state partners. (B,D)

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

- Continue to advocate for and promote filed legislation on data transparency; consider drafting enabling legislation for a utility-owned LED streetlight tariff. (B,D)
- Continue and expand role with the Global Warming Solutions Project and other forums to promote improved policies in solar, efficiency, LED streetlighting, Green Communities, renewable thermal, and/or other clean energy-related issues. (D)
- Engage with DOER on improvements for Chapter 25A procurements. (B,D)
- Work with utilities and communities to ensure that energy utility policies are being fairly followed and practiced. (C,D)
- Work with new administration to ensure important clean energy objectives and programs are maintained and advanced. (C,D)

Expand and strengthen the Clean Energy Division's expertise in newer or potential program areas.

- Expand and/or scale up pilot projects or expertise in solar energy marketplaces, community electricity aggregation, EcoDistricts, and/or green product procurements. (B,C,D)
- Research new opportunities for regional clean energy projects and procurements including renewable thermal, storage, and/or alternative fuel/hybrid equipment for municipal fleets. (B,D)
- Work with two or more communities to implement energy projects at critical facilities that include clean energy resiliency components or capabilities such as battery storage, micro-grids, and islanding. (B,D)

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 two municipal contracts for services under our Local Energy Action Program (LEAP). (B,D)
- Continue to explore opportunities for enacting fee-for-service mechanisms on procurements for energy management services and energy-related products. (B)
- Discuss and/or submit a funding request to at least one new foundation or grantor. (B,D)

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Promote MAPC's clean energy work through education and outreach, conferences, and award programs.

- Continue to develop, update, and expand the Division's online toolkits and guidance materials, and seek to highlight and disseminate these resources more widely (B,D)
- Continue to grow our role as a convener, facilitator, and matchmaker among municipalities, state and regional agencies, utilities, academia, NGOs, and the private sector. (C,D)
- Seek to communicate and share the projects and replicable models developed with more national and international audiences, and conversely to learn from these resources. (D)

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

Strategic Activities:

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.

- Begin to implement key recommendations of the Regional Climate Change Adaptation Strategy (RCCAS) adopted by the Executive Committee in April 2015. For FY2016, priority projects will be the Quincy Climate Adaptation Project, the MAGIC Subregion climate project, and the Duxbury-Scituate Climate Adaptation Project. (C,D)
- In collaboration with the Clean Energy Division, support the Metro Mayors climate change initiative and follow up the May 2015 regional summit with local or subregional planning technical assistance for climate adaptation. (B,D)
- Ensure that climate adaptation implementation efforts include a focus on the needs of vulnerable populations. (C,D)
- Support and advocate for state implementation of climate change adaptation strategies. (D)
- Seek additional opportunities to implement climate adaptation locally through the application of tools and best practices and technical assistance to communities and/or subregions. (B,D)
- Collaborate with the Environmental Protection Agency in its New England wide Climate Leadership Initiative, with a focus on the effort to integrate adaptation into existing municipal plans, policies, and programs. (B,C,D)

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Promote the adoption and implementation of sustainable water resources policies and practices at the state and local levels through coordination, advocacy, and technical assistance.

- Support implementation of the Sustainable Water Management Initiative through local and watershed-based planning and technical assistance to communities. (A,B,D)
- Facilitate regional collaborative management of stormwater through the Neponset Stormwater Partnership and seek opportunities for other regional initiatives. (A,B,D)
- 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. (A,D)
- Seek opportunities to develop a Green Infrastructure Toolkit focusing in Urban LID, and to develop local partnerships for Green Infrastructure implementation. (A,B,D)
- Provide outreach to communities in the EPA "MS4" stormwater permit program, and seek opportunities for technical assistance on best practices on a local or subregional basis. (A,B,D)
- Support collaborative watershed management through participation on the SuAsCo Watershed Community Council, the Mystic River Steering Committee, the 495/MetroWest Partnership's Water Resources Committee, and other watershed-based initiatives. (A,D)
- Coordinate on Complete Streets with Transportation and Public Health, particularly in regard to innovative Low Impact Development/Green Infrastructure retrofits (the "Green Streets" concept). (A,D)

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

- Collaborate with the Water Infrastructure Alliance to support the implementation of the Water Infrastructure Finance Commission's recommendations to close the \$20.5 Billion financing gap through more robust investments at the state and local level. (D)
- Utilize MAPC's existing network of subregions and collaborative stakeholders to leverage support for the water infrastructure campaign. (D)
- 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. (D)
- Support adoption of Stormwater Utilities through technical assistance and pilot stormwater financing projects to be developed for the Neponset Stormwater. and other local or subregional initiatives. (D)

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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.

- Participate in the MA Brownfield Partner Group and assist with a Metro Boston regional forum to be co-sponsored by the partnership and MAPC. (D)
- Participate in the Peabody-Salem Brownfields Revolving Loan Fund Advisory Committee, following up on MAPC's three-year EPA funded Brownfields Assessment project with implementation of Brownfields clean ups and redevelopment of key sites from that project. (D)

Collaborate with communities on hazard mitigation and related climate adaptation initiatives.

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

- Complete the Massachusetts Food System Plan (MFSP) and seek additional funding for implementation. (D)
- Incorporate MFSP action items into MetroFuture and begin MFSP implementation with Food Policy Council and Massachusetts Department of Agricultural Resources. (D)

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 implementing the State of Equity Policy Agency and develop pilot place-making projects that help reduce exposure to contaminants, encourage healthier lifestyles, and support actions that will improve the health of residents. (C)
- Coordinate with the Transportation Department and Public Health Division projects within Environmental Justice Communities. (C)

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

- Prioritize MEPA review of projects that raise critical issues such as Transit Oriented Development, mixed use, multi-mode transportation accessibility, pedestrian and bicycle accommodations, climate mitigation and/or adaptation, sustainable water, wastewater, or stormwater practices, and preservation of critical open space, wetland, and habitat resources. (C)
- Work with MEPA staff to enable MAPC's comments to have greater impact on issues related to MetroFuture goals and objectives. (C)

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- Work to strengthen the MEPA program as appropriate, including possible amendments to the regulations, so it can be a more effective tool in advancing sustainable development and preservation in the Commonwealth. Strengthen the ability to consider the cumulative impacts and mitigation needs of multiple projects within a corridor, watershed, or other defined geographic area sharing impacts in common. (C)
- Develop ways to be involved earlier in the process for key projects, to maximize impact of MAPC's input and comments. (C)

Land Use Planning

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

Strategic Activities:

Promote implementation of MetroFuture for future growth in the region by partnering with municipalities or groups of municipalities, to undertake a full range of land use visioning, planning, and implementation activities, including, where appropriate, assistance with advocating for local and state-level policy changes.

- Continue to provide a range of services to MAPC communities in various fields such as housing, economic development, open space protection, development visualization, urban design, placemaking, public art and planning and zoning for the creative community, interactive visioning, land use and zoning techniques. (A)
- Continue to work with municipalities on Transit-Oriented Development Plans, Neighborhood Plans, and Master and Comprehensive Plans. (A)

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- Advance and propose projects in collaboration with private planning and design consultants. (A)
- Continue to assist municipalities and subregions in funding, identifying, planning, and facilitating implementation of, locally and regionally significant Priority Development Areas (PDAs) and Priority Preservation Areas (PPAs). (A, D)
- Expand upon staff knowledge and practice of zoning, streamlined permitting, business improvement districts, design guidelines and other implementation tools. (A)
- Assist groups of municipalities in more comprehensive evaluation and assessment of impacts of large development projects in their area. (A, B)
- Ensure that all technical assistance takes into consideration the needs of historically marginalized and vulnerable populations including protected classes. (C, D)
- Expand application of Universal Design principles and other strategies to address issues facing people with disabilities and seniors into our technical assistance work. (C)

Innovate our outreach and engagement techniques to facilitate inclusion of individuals and group representative of local and regional diversity

- Continue efforts to ensure that participation in projects is representative of local and regional diversity, including diversity of race, ethnicity, income, age, familial status, disability, primary language, and other measures. (C)
- Continue to partner with Community Engagement (CE) staff to determine outreach and engagement strategies appropriate to project scopes and intended outcomes. This strategy may indicate engagement with residents, community-based organizations, business owners, developers, real estate agencies, real estate investors, chambers of commerce, merchant associations, and others in MAPC planning projects. (C)
- Utilize the agency's equity, outreach and engagement assets including the Community Engagement staff, Equity at MAPC Team, the Friends of MetroFuture program, and subregions. (C)
- Continue to utilize tools for innovating our outreach and engagement practice, such as CE's Stakeholder Analysis tool, MAPC Placemaking materials, and best practices for engaging the artist/creative community, in order to creatively advance the intended outcomes of projects. (A, C)
- Utilize MAPC Placemaking materials to advance various engagement strategies, particularly Placemaking projects. (A, C)

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Ensure adequate funding for MAPC's technical assistance efforts.

- Continue to work with MAPC Government Affairs staff to maintain support for and expand the District Local Technical Assistance program. (A)
- Continue to seek additional funding sources for project work, such as municipal funds through Municipal Affordable Housing Trusts, Community Preservation Act, general appropriation funds, MA Department of Housing and Community Development, MassDOT South Coast Rail Planning Program, and other state agencies for our planning activities, as well as private foundation support. (A)
- Identify additional external sources of funding and pursue partnerships with external parties that can offer expertise and in-kind assistance that will advance diversity and inclusion in our approach to technical assistance work in alignment with priorities articulated in the agency's annual Equity at MAPC Plan and Strategic Priority C.

Increase the Impact of MAPC's Subregional Activities.

- By fall 2015, identify appropriate changes to subregional operations to meet the goals of subregions and address recommendations from the MAPC Strategic Plan and MAPC Organizational Assessment. (B)
- Build and maintain an expanded network of municipal, non-profit, business and community leaders to broaden participation in subregional activities and legislative advocacy. Ensure that outreach includes efforts to reach diverse stakeholders beyond our core municipal membership. (B, C)
- Work with Government Affairs staff to engage the subregions in informing and advancing MAPC's legislative agenda. Engage coordinators and subregions in advocacy that includes outreach to legislators, including attending meetings with legislators to advance MAPC's and subregional legislative agendas with Government Affairs staff when necessary. (A, B, C, D)
- Develop and help advance subregional priorities for the MBTA's Program for Mass Transit (PMT), and the Boston MPO's Unified Planning Work Program (UPWP), and Transportation Improvement Program (TIP). (A)
- Inform and provide a means for municipal feedback on regional, statewide, and federal transportation issues, legislation and funding. Work with Transportation staff to ensure efficient review of TIP projects, and to provide input on the MBTA's Program for Mass Transportation (PMT). (A)
- Work with Environment staff to ensure subregional review and input on MEPA reviews, particularly for A and B level projects. (A, B, C, D)

Improve service to Subregional Councils by streamlining administrative & outreach activities.

- Develop administrative template documents and procedures for coordinators, including example comment letters, workplans, and bylaws. (B)
- Raise the profile of subregions within the agency and beyond; provide updates at MAPC-wide meetings when appropriate. (A, B, C, D)

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

- Expand the range of services provided by MAPC to communities, including housing and economic market studies, market gap analyses, business development strategies, economic impact analyses. (A)
- Provide technical support to communities seeking state or federal funds for economic development or redevelopment. (A)
- Assist municipalities with developing appropriate and reasonable economic development strategies. (A)
- Work with allied organizations to link regional transportation investment to economic development outcomes. (A)
- Advise municipalities on the redevelopment of secondary economic centers such as villages or underperforming malls and strip developments within a community. (A)
- Work with municipalities to examine the regional and local benefits of redevelopment of key transit-accessible sites, some of which may straddle municipal boundaries, for economic development purposes, including mixed use. (A, B, C, D)

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

- Advise municipal staff on long-term strategies to attract the innovation economy. (A)
- Identify and link business incubation services across New England. (A, B)
- Promote public funding as one solution to creating sustainable business incubator services for innovation economy start-ups. (B)
- Identify supports for emerging innovation economy industry clusters. (A, B)
- Provide support for municipalities and non-profit groups that are seeking Economic Development Agency funding assistance to complete key projects that support MetroFuture and other MAPC strategic priorities (A, B, C)
- Ensure that plans, when applicable, provide local economic development strategies that create a range of employment opportunities and ladders of opportunity (low- to high-skill and wage employment). (A, B, C)

Produce a Comprehensive Economic Development Strategy (CEDS), informed by MetroFuture, that identifies trends and conditions in regional economy.

- Develop and support a CEDS Committee consistent with EDA requirements, or utilize the Executive Committee in that role. (B)
- Provide and disseminate annual and 5-year CEDS update. (B)
- Position MetroFuture's economic development goals within the CEDS. (A)
- Integrate the CEDS with state and other relevant economic development plans. (A, B)

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Work with public and private sector partners to expand housing production and preservation, particularly in regard to multi-family and affordable housing.

- Implement recommendations in the Regional Housing Plan for Metro Boston and the Fair Housing and Equity Assessment for Metro Boston. (A, B, C, D)
- Provide technical assistance to municipalities and other partners to advance implementation of MetroFuture's housing strategies and recommendations. (A, B, C, D)
- Advance efforts to create multi-municipal and housing authority collaborations related to housing unit preservation and production. (B, C)
- Advance ongoing state-level housing policy activities, including regional collaboration among housing authorities, revitalization of Gateway Cities; minimizing or mitigating displacement, fair housing, and efforts to address expiring use properties, with the support of Government Affairs staff and other departments and divisions as appropriate. (A, B, C)
- Work with municipal officials to develop Housing Production Plans, housing elements of master plans, annual action plans for housing production and preservation, and to identify and prioritize housing development sites. (A, C)
- Work with municipal officials to amend or create new zoning and permitting procedures to encourage housing development, including mixed-use and mixed-income overlay districts and 40R smart growth overlay districts. (A)
- Hold an annual Housing Symposium to provide information and gain feedback on regional housing projections and trends. (A)
- Make bi-annual presentations to subregions and other MAPC partners about state and regional housing issues of interest. (A, B, C)
- Utilize the Managing Neighborhood Change toolkit as part of our ongoing technical assistance efforts with municipalities and nonprofit organizations. Provide updates to the toolkit to strengthen its utility.
- Update the training curriculum and utilize the Fair Housing Toolkit to help cities and towns to meet their responsibilities "to affirmatively further fair housing" under the new HUD rule, when promulgated. (A, C)
- Convene a biannual Developer's Roundtable to gain feedback and input on housing and development strategies, including transit-oriented development proposals; coordinate scheduling and planning with the subregions, as appropriate. (A)

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Transportation Planning

- **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 Activities:

Transit Oriented Development (TOD) Planning

- Conduct at least two studies that produce recommendations for municipalities, private property owners, and the MBTA to increase the potential for Transit Oriented Development at existing and planned MBTA stations, and along key bus corridors. Consider inter-disciplinary issues such as land use, parking, zoning, economic development, transportation, housing, environment, and public health. (A, C)
- Work with select municipalities, DCAMM, MassDOT, MBTA, and other state agencies to analyze state owned land with opportunities for TOD. Identify policy recommendations that will facilitate equitable TOD. (A, C)

Parking Planning

- Finalize the ParkSmart Calculator to help cities and towns regulate parking through zoning at an amount consistent with the demand of current residents. Expand the parking calculator tool to additional municipalities. (A)
- Conduct at least two innovative parking management plans at the municipal level and assist communities with adopting smart meter technology. (A)

Bicycle and Pedestrian Planning

- Conduct one to two comprehensive bicycle plans at the municipal level that provide short-term recommendations to cities and towns on how to advance bike lanes, cycle-tracks, and signage. (A)
- Work with three cities and towns to adopt complete streets policies and/or incorporate complete streets principles into existing local regulations. Engage with MassDOT on the development of the Complete Streets Certification Program. Incorporate environmental planning concepts into municipal recommendations and advocacy. (A)
- Continue planning for the LandLine: Metro Boston's Greenway Plan through mapping, way-finding, marketing, and advocacy. MAPC will finalize mapping, develop a

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webpage, and make presentations to Boards of Selectmen and Municipal Councils in network communities to adopt recommendations. (A)

- Continue to support the Hubway system through municipal coordination, and working with the municipalities in expanding the number of stations. (A, B)

Boston MPO

- Work with the Boston MPO to advance transportation projects consistent with MetroFuture policies that encourage mode shift and advance smart growth. Help subregions and municipalities engage in the decision-making process. (A, B, C)
- Complete the development of the integrated land use and transportation model. Pilot the model in two locations to understand impacts of both regional and singular transportation investments. (A)

Research, Policy and Advocacy

- Engage with the Value Capture Commission to research innovative finance strategies that support transportation infrastructure. (A)
- Work closely with the Project Selection Advisory Commission. (A)
- Research the accuracy of trip generation and traffic impact studies in the region, comparing trip projections to traffic count data of completed development projects. (A)
- Continue to advocate for a well funded transportation system and MBTA reforms that will improve and expand our network. Engage with MassDOT Capital Investment Program, MBTA Program for Mass Transit (PMT), and legislative efforts to increase transportation funding. (A, C)

Land Use Reviews and Transportation Mitigation

- Review development projects via the MEPA process with a focus on their impacts to the transportation system. (A)
- Work with MassDOT and MBTA on ways to see developer mitigation funds support transit operating and capital costs. (A)
- Update MAPC's Developer Mitigation Toolkit. Help cities and towns incorporate Transportation Demand Management practices into land use planning. (A)

Community Transportation

- Work with municipalities, the MBTA, Transportation Management Associations, councils on aging, and school districts to encourage consolidation and/or improvement of suburban transit services. (A, B)
- Work with subregions and CTPS on one to two studies of the potential for new or enhanced first/last mile connections to existing MBTA service. (A)

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Public Health

- **Sub-Strategy 9A:** Link health and planning
- **Sub-Strategy 9D:** Use school-based programs to help children establish healthy lifestyles
- **Sub-Strategy 9E:** Ensure access to healthy food
- **Sub-Strategy 9F:** Reduce exposure to environmental contaminants
- **Sub-Strategy 9G:** Ensure equitable access to quality health care
- **Sub-Strategy 4.B.05:** Deliver regional public health services

Strategic Activities:

Utilize a Health in All Policies approach that integrates health, well-being, and equity into local, regional, and state decision-making and initiatives.

- Inform state policy-making so that it considers health equity and encourages cross-sector coordination that includes the public health sector. (C)
- Identify and implement approaches to integrate health approaches and considerations into traditional regional planning technical assistance in Massachusetts, with a particular focus on TOD- and housing-related projects. (A)
- Develop a framework for coordinating outreach, data collection, and strategies from Community Health Needs Assessments (CHAs) in the MAPC region.
- Encourage the adoption of municipal Health in All Policies strategies for decision-making that support healthier environments in cities and towns. (B)
- Support the strengthening of local public health functions by increasing knowledge of and support for the 10 essential public health services (as defined by the Centers for Disease Control and Prevention). (B)
- Create a forum for sharing and advancing municipal public health prevention and response activities related to Climate Adaptation. (D)
- Implement Healthy Community Design strategies for systems and environment changes that promote healthy behaviors.
- Promote and support the adoption of Complete Streets policies and systems changes at the municipal and state levels. (A)
- Utilize a policy and systems change approach to update zoning and related regulations in order to create healthier built and natural environments. (B)

Use Health Impact Assessment and other assessment tools to understand and address potential health effects of proposed plans, projects, programs, or policies.

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- Expand the use of HIA in place-based and policy projects with particular focus on topics not yet explored by HIA such as economic development, school building, criminal justice, and immigration. (C)
- Build greater understanding of HIA and health assessment approaches by community-based organizations and workers in order to create greater local demand for the review of potential health impacts.
- Integrate HIA assessment approaches, HIA data and findings, and health lens approaches into traditional planning projects such as housing, zoning, and transit-oriented development planning projects. (B)
- Increase the understanding and use of healthy housing principles
- Support the adoption of smoke-free policies in public and private multi-family housing developments. (C)
- Increase knowledge and mitigation of near roadway air pollution impacts on residents, especially population currently experiencing health disparities. (B)
- Integration of healthy housing principles into housing production, housing stability, and green housing projects with a specific focus on affordable housing. (A, C)

Create the conditions and resources to support increased access to healthy and affordable foods

- Develop and pilot strategies to increase local and regional distribution networks for healthy, affordable foods. (B,C)
- Support the increased availability and access to healthy, affordable food in neighborhoods through healthy corner store, healthy grocery store, and farmer's market initiatives. (C)
- Support efforts to raise awareness of and implementation of strategies to address issues related to food insecurity. (C)

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Regional Plan Implementation

- **Sub-strategy 1.A:** Increase municipal planning capacity
- **Sub-strategy 1.B:** Modernize planning and development tools
- **Sub-strategy 1.D:** Coordinate sustainable state policies and programs
- **Sub-strategy 4.A:** Strengthen MAPC as a regional resource

Strategic Goals:

Foster sharing of best practices within MAPC, in order to enrich the work done by MAPC and partners (A, B, C, D)

- Participate in local and national peer networks, identify key elements of success, identify potential for success using similar approaches in Metro Boston, and identify relevant partners within and beyond MAPC. (A, B, C, D)
- Work with MAPC staff and outside partners to adapt best practices and implement through MAPC projects, changes in public policy, or other means. (A, B, C, D)
- Work with directors and managers to evaluate MAPC work in order to draw out lessons and best practices for incorporation back into improved agency work. (A, B, C, D)
- Revive previous series of “Smart Growth Profiles” to highlight best practices that are emerging within the region. (A, B, C, D)

Keep MetroFuture Current in our Work

- Track the MetroFuture strategies and goals that are advanced through MAPC’s projects, initiatives, and activities. Produce a semi-annual project inventory and summary memo, and a web-based interactive MetroFuture in Action map. (A, B, C, D)
- Provide a MetroFuture Orientation to new MAPC employees, and begin offering it to Council members. (A, B, C, D)
- Update selected portion of the Regional Plan to reflect successes, evolving opportunities, and regional indicators. (A, B, C, D)
- Create focus on successes in MetroFuture implementation: demonstrate progress that has been made; cite challenges overcome and challenges remaining. (A, B, C, D)

Expand MetroFuture implementation

- Build on national and regional reputation in order to cultivate new sources of support for ongoing and new work. (A, B, C, D)
- Test and incubate new approaches to MetroFuture implementation. (A, B, C, D)

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Manage Collaboration with Massachusetts Smart Growth Alliance

- Coordinate MAPC's participation in Finance, Great Neighborhoods, Policy, Steering Committee and ad hoc committees. (A, C)
- Participate in Great Neighborhoods network development. (A, C)

Community Engagement

Continue to establish the Community Engagement Division at MAPC and build staff expertise in effective community engagement

- Create a webpage and informational materials in collaboration with the Communications Department. (A, B, C, D)
- Pilot innovative engagement techniques in MAPC project work. (A, B, C, D)
- Support staff in the creation of community engagement strategies in scopes of work, grant applications and RFP/RFQ responses in collaboration with the Communications Department. (A, B, C, D)
- Organize bimonthly Community Engagement Talkshop sessions throughout the year and lead discussions around best practices, challenges and innovations. (A, B, C, D)

Engage people in our work in a way that sets the stage for ongoing and deeper participation

- Proactively promote and provide Technical Assistance to municipalities desiring to build engagement capacity through projects or workshops by using MAPC's Community Engagement Guide and other best practices(A, B, C, D)
- Expand MAPC's network of partners and connect non-municipal organizations to MAPC and Metrofuture. (A, B, C, D)
- Provide educational trainings and talks on community engagement to municipalities and residents to strengthen civic participation. (A, B, C, D)

Expand the MetroFuture Walks & Talks program

- Convene people to explore issues, projects, and places essential to creating a sustainable and equitable region. (A, B, C, D)
- Provide a dynamic space to learn, network, and connect with resources available in the region and critical issues facing Metropolitan Boston. (A, B, C, D)
- Encourage people to get involved and advocate at the local and regional level in favor of the core principles of MetroFuture and MAPC's more specific legislative and policy goals. (A, B, C, D)