



*Consortium for Sustainable Communities*

## **Metro Boston Consortium for Sustainable Communities**

### **Sustainable Communities Regional Planning Grant Program**

#### **FINAL APPLICATION**

**August 23, 2010**

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For more information, visit: [www.mapc.org/sustainablecommunities](http://www.mapc.org/sustainablecommunities)

## APPLICATION ABSTRACT

**MetroFuture: Making a Greater Boston Region** is a groundbreaking blueprint for sustainable and equitable long-term growth and reinvestment in one of the country's oldest and most innovative regions. Metropolitan Boston is the lynchpin of the economy for all of New England, and has long been a hub of educational, technical, and medical advancement. Developed over five years with the input of 5,000 individuals and organizations, MetroFuture is the result of an innovative, deliberate, and thorough planning process that stands among from the country's best examples of regional planning. MetroFuture embraces strategies to confront long-lasting barriers to integration and opportunity, and to create a more livable, sustainable, and prosperous region. Since its adoption in December 2008, MetroFuture has become the framework for coordinating many local and regional initiatives underway, and the region has begun to implement the plan through policies, programs, and investments consistent with the federal Livability Principles. **A Sustainable Communities Regional Planning Grant, plus \$8.6 million in leveraged resources, will provide the resources needed to implement this transformative vision.**

Metro Boston provides a fertile laboratory for implementing and testing new strategies for sustainable development. State policy and regulatory innovations such as the Global Warming Solutions Act and Transportation Reform Act have laid the groundwork for national leadership on climate change, energy, and transportation. Our current Governor Deval Patrick and our former Governor Mitt Romney, although of different political parties, both embraced smart growth. The Massachusetts Smart Growth Alliance, our statewide coalition for sustainable development and preservation, has helped both Administrations, the Legislature, and local leaders to transform smart growth into on-the-ground policies and practices. The region has an unparalleled alliance of community-based organizations, advocacy groups, academic institutions, and foundations collaborating to build more equitable and sustainable communities. The 5,000 "plan builders" who helped to write MetroFuture are the core of powerful constituency for regional change.

The challenges facing the region are great. Metro Boston remains plagued by inequality – persistent poverty, lack of opportunity, and health disparities are the result of entrenched racial and economic segregation. Although our historic pattern of growth is compact and the use of transit is high by national standards, recent land use patterns have increased auto dependency and sprawl development now characterizes much suburban growth. The state's advances in smart growth policy are not sufficiently well implemented to meet the challenges of climate change, the foreclosure crisis, social fragmentation, deteriorating infrastructure, and an economy in transition. In fact, the "New England town village," the historical epitome of smart growth, would now be impossible to develop under current zoning laws. It remains far easier to develop greenfields at the suburban fringe than to undertake urban infill, adaptive reuse, or densification in sensible locations.

Decision-making is fragmented across 101 cities and towns, hundreds of local boards and committees, and dozens of state and regional agencies, with no empowered regional authority to enforce a regional plan. As in much of America, local governments make the vast majority of land use decisions, and the prospect of a new and powerful regional government is politically unrealistic. We cannot give up on such regions. In fact, it becomes all the more important to devise methods of changing the debate and

*Between now and 2030, we will:*

- *Be responsible stewards of our resources, passing on an environmentally, financially, and socially sustainable region to our children.*
- *Build safe, healthy, and welcoming communities.*
- *Give people affordable and convenient options for where they live, work, and play.*
- *Involve more people in making the decisions that shape their lives.*
- *Ensure that all residents fairly share the costs and benefits of the region's growth.*
- *Create a world-class region that is vibrant, competitive, and connected.*

*-The MetroFuture Vision, produced with input from 5,000 participants*

promoting smart and equitable growth even *in the absence of regional government*, because that's what most of America is like.

MetroFuture tackles this challenge head on. We believe that true change can occur through strategic changes in state and local policy, public education, capacity building, and active citizen engagement (especially in low-income communities). Even more important, sustainable and equitable development requires us to roll up our sleeves and tackle individual planning and implementation challenges city by city, town by town, and neighborhood by neighborhood. That is why most of the resources in our application will be focused on place-based activities. While we do not expect regional government, MetroFuture represents a new model of collaborative regional governance designed to reshape Metro Boston's policy environment while building the capacity of local leaders to make sustainable and equitable decisions. These efforts, if successful, can serve as an important national model.

The Metro Boston Consortium for Sustainable Communities is well-positioned to bring these efforts to scale. It is a broad-based group that includes the multiplicity of actors necessary to achieve the MetroFuture vision. The Consortium includes 55 municipalities (representing 71% of the region's 3.1 million residents); state agencies; and more than 50 community based organizations, advocacy groups, academic institutions, business interests, foundations, public housing authorities, and other partners committed to building a livable, sustainable, and equitable region. Governed by a 25-member Steering Committee, the consortium will engage diverse public, community and civic partners in the hard work of implementing MetroFuture.

The proposed program includes six major categories of activities

- First, the program will help to **fill key gaps in the existing plan** through additional regional analysis, planning, and data collection.
- The core of the program will help to make sustainable and equitable development a reality through intensive **local planning and zoning efforts** in a limited number of communities. These efforts, tailored to different community types, will apply existing tools and new best practices in an intensive and integrated way so as to achieve equitable and sustainable outcomes.
- Together, these place-based efforts will inform the development of **new tools and models** for local implementation of the MetroFuture vision, with a distinct approach for each of our four community types. These tools and models will continue to advance MetroFuture long after the funding period ends.
- The Consortium will also conduct **regional and state-level policy work** designed to remove barriers and create incentives for smart growth.
- In addition, the program will **build capacity of local leaders** through education, workshops, and opportunities for cross-regional dialogue.
- The Consortium will **track the region's progress through regional indicators**, disseminate these indicators to decision-makers and the general public, and use them to inform policy and planning work.

Inclusive public engagement will be a central component to all of the consortium's activities. Consortium partners are recognized as national leaders in the use of innovative methods for public participation, including 3-D visualization, interactive web mapping, social media, and non-traditional meeting formats. Combined with the outreach capacity and networks of the consortium members and local organizations, the program will provide meaningful opportunities for residents—especially residents of low-income, minority, and foreign-born communities—to substantively participate in the program and influence its outcomes. The consortium's academic and research institutions will play an important role in evaluating program effectiveness and disseminating policy lessons. The program will use both regional indicators and activity benchmarks to measure its success, and will make all data and information available to decision-makers and the general public through an interactive on-line and open source data analysis and mapping tool.

Grant funds will be leveraged with over \$5.3 million of federal, state, local, and private sector resources to be used directly for the implementation of the program. An additional \$3.3 million invested in allied initiatives will also help to increase the effectiveness of the proposed program.

## RATING FACTOR 1: CAPACITY OF THE APPLICANT

### (A) ORGANIZATIONAL CAPACITY AND QUALIFICATION

The Metro Boston Consortium for Sustainable Communities includes 55 municipalities (representing 71% of the region's 3.1 million residents), state agencies, community based organizations, advocacy groups, academic institutions, business interests, foundations, public housing authorities, and many other partners committed to building a livable, sustainable, and equitable region. The Lead Applicant is the Metropolitan Area Planning Council (MAPC), the regional planning agency for the people who live and work in the 101 cities and towns that comprise the Boston MPO region. MAPC led the development of MetroFuture, the region's comprehensive plan for sustainable and equitable development that was adopted in December 2008 and which this proposal seeks to implement. The Consortium will be led by a 25-member Steering Committee that represents its members' diversity (see Appendix for a complete list).

The Consortium structure is informed by deep experience and an understanding of the challenges facing equitable and sustainable development in the region. Decision-making authority in Metro Boston is spread across 101 autonomous municipalities and hundreds of individual boards, commissions, and state agencies, not to mention the private sector.

The Consortium's **broad-based membership includes the multiplicity of actors necessary to achieve the MetroFuture vision**; and the program is designed to build the capacity of all these participants to make informed decisions that support sustainable and equitable growth.

The Consortium structure also acknowledges the challenge of engaging Metro Boston's full diversity in discussions of regional issues, especially residents from disadvantaged communities often left out of planning efforts. The MetroFuture planning process began to address these challenges through partnerships with community-based organizations (CBOs) and innovative outreach strategies, but there is still much work to do. The Consortium includes dozens of CBOs because each connects to a unique set of stakeholders in the region. The program will rely on these Consortium members in various ways: to represent the perspectives of their constituents in matters of program management or policy development; to network with other CBOs outside the Consortium; to solicit their constituents' participation in local planning activities and policy advocacy.

The Consortium also recognizes the critical role of municipal leaders in sustainable development, and seeks to engage a broad cross section to foster communication and build capacity. Their perspective will help the program effectively to address municipal concerns, including finance, home rule, and local services.

<b>STEERING COMMITTEE</b> <b>Metro Boston Consortium For Sustainable Communities</b>	
<b>Designated Seat</b>	<b>Interim Appointment*</b>
<b>City of Boston</b>	City of Boston
<b>Inner Core</b>	City of Somerville City of Newton
<b>Regional Urban Centers</b>	Town of Framingham City of Salem
<b>Maturing Suburbs</b>	Town of Westwood
<b>Developing Suburbs</b>	Town of Littleton
<b>Gubernatorial Appointees to MAPC Council</b>	Shirronda Almeida Elaine Ng
<b>Affordable Housing</b>	Metropolitan Boston Housing Partnership
<b>Fair Housing</b>	Boston Fair Housing Commission
<b>Healthy Communities</b>	Massachusetts Immigrant and Refugee Advocacy Coalition
<b>Regional Prosperity</b>	495/MetroWest Partnership
<b>Healthy Environment</b>	Mass Audubon
<b>Transportation Choices</b>	Conservation Law Foundation
<b>Foundation partners</b>	Barr Foundation Hyams Foundation
<b>State agencies</b>	Executive Office of Energy & Environmental Affairs Executive Office of Housing & Economic Development Department of Transportation
<b>Academics, researchers</b>	Dukakis Center for Urban & Regional Policy at Northeastern University
<b>At-Large</b>	Partners Healthcare Local Initiatives Support Corporation – Boston
<b>Equity Focused Organization</b>	Alternatives for Community & the Environment
<b>Massachusetts Smart Growth Alliance (MSGA)</b>	Massachusetts Smart Growth Alliance
*Permanent Steering Committee members will be elected following the execution of the formal Consortium agreement	

All Consortium members have committed to actively participate in the program in a variety of ways, by providing expert technical assistance to the program, contributing financial and in-kind resources, participating in capacity building events, and conducting local education and advocacy. Municipalities, in particular, have committed to good faith efforts at planning, zoning, and investment decisions that advance equity and sustainability in their own communities.

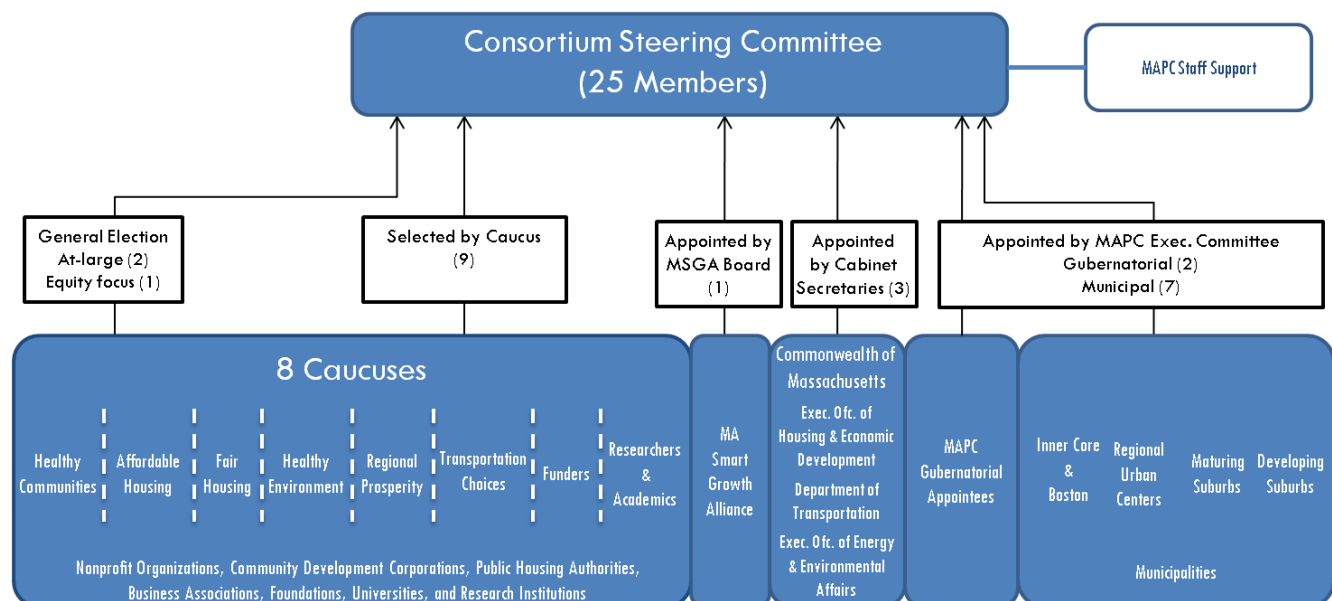
The Consortium will play a critical role in uniting the many allied regional initiatives and collaborative efforts underway in Metro Boston. The region has a practically unparalleled community of nonprofit organizations, advocacy groups, academic institutions, and philanthropic entities working on issues of sustainability and equity. Historically, it has been a challenge to coordinate the efforts of these many organizations, but recent years have seen new cross-sectoral, cross-topical collaborations that have begun to achieve success. By virtue of its comprehensive nature and attention to equity, MetroFuture provides a common framework in which these diverse organizations are assessing needs, evaluating priorities, aligning strategies, and measuring success. A Sustainable Communities Regional Planning Grant will provide the resources to reinforce this collaboration and dramatically accelerate implementation of the plan.

### **Consortium Organization and Leadership**

The Consortium will be open to a wide variety of organizations and have a broad-based membership, and will be led by a 25-member Steering Committee representing their full diversity. This leadership structure is informed by MAPC's experience with the MetroFuture Steering Committee; most members of that body were fully engaged and maintained a regional perspective, but the lack of defined constituencies made it difficult to ensure adequate representation of a broad range of interests.

The proposed Consortium structure seeks to remedy this issue by ensuring that Steering Committee members are accountable to a defined constituency. Non-governmental Consortium members will self-select into one of eight "caucuses:" five based on the MetroFuture topic areas (see summary in appendix), one for fair housing advocates, one for foundation partners, and one for academic/research partners. Each caucus will select its own representative(s) to the Steering Committee. Together, non-governmental Consortium members will also elect three "at-large" representatives to the Steering Committee, one of whom must be from an organization focused on issues of housing, environmental, or economic equity. One seat on the Steering Committee will be reserved for the Massachusetts Smart Growth Alliance (MSGA). Three state agencies on the Consortium will each appoint a representative to the Steering Committee.

### **Metro Boston Consortium For Sustainable Communities Organizational Chart**



Seven municipal representatives will be appointed by the MAPC Executive Committee, representing the four Community Types in the region (see description in Rating Factor 2) with one municipal seat reserved for the City of Boston, a required member of the Consortium. The MAPC Council also includes 21 members appointed by the Governor to represent communities of color and low-income communities; two of these gubernatorial appointees will be appointed to serve on the Steering Committee.

An Interim Steering Committee comprising lead partners in the Consortium will serve until execution of the final Consortium agreement, when a permanent Steering Committee will be elected to 3-year terms. This will ensure that leadership capacity necessary to oversee project start-up, while also providing an opportunity for deliberation and elections not currently possible given the timing of the NOFA.

The Steering Committee will meet bimonthly (six times annually) and have the following responsibilities:

- Prioritize program activities and approve annual budget and workplan, the selection of local planning projects, and the public engagement plan
- Deliberate on critical policy recommendations that emerge from the project and establish policy positions for the Consortium (though not its individual members)
- Communicate with members of their caucus to share information and solicit input on critical decisions
- Contribute leveraged resources through active participation and funding commitments.
- Coordinate program activities with the many other allied regional initiatives underway

MAPC will administer the program and provide staff support to the Steering Committee. In addition to supporting Steering Committee decision making, MAPC will prepare a program “dashboard” to help it monitor program implementation and assess progress toward performance benchmarks including public outreach goals (including diversity), leveraged resources, written products, and other deliverables.

The Consortium will engage the services of a professional facilitator to develop a formal Consortium agreement within the 120 day start-up period. This could include modifications to the proposed governing structure, membership criteria, or other aspects. Selection of permanent Steering Committee members will occur following execution of the formal Consortium agreement. In the event of a dispute among Consortium partners during the grant period, the facilitator will help them pursue resolution.

The full Consortium will meet two or three times annually. Consortium meetings will include a general session for all participants as well as breakout sessions focused on specific topics, where Consortium members can learn about the program’s planning projects and policy efforts, provide feedback, and identify local applications for future work. Caucuses and other Consortium committees or working groups will be encouraged to meet more often to assist in implementation of the work plan.

Due to the size of the Consortium, it is not possible to adequately present here the full capacity and experience of all member organizations. Summaries for key members of the Interim Steering Committee are provided below; additional information on Consortium partners is available upon request.

#### ***Lead Applicant: Capacity and Experience***

**The Metropolitan Area Planning Council** serves the people who live and work in 101 cities and towns of Metro Boston. With a mission to achieve smart growth and regional collaboration, MAPC is governed by a council comprising municipal representatives, gubernatorial appointees, and state and regional agency members. MAPC’s 45 staff members have extensive expertise in land use, housing, transportation, environmental issues, public health, public safety, data analysis, legislative affairs, and municipal collaboration. MAPC conducts the annual Comprehensive Economic Development Strategy (CEDS) for the Economic Development Administration (EDA), and is a member of the Boston MPO and vice-chair of the MPO’s Transportation Planning and Programming Committee. MAPC is a founding board member of the Massachusetts Smart Growth Alliance, and the principal author of MetroFuture, the region’s smart growth plan. MAPC will administer the Sustainable Communities program and facilitate its work.

#### ***Selected Interim Steering Committee Members: Capacity and Experience***

**Alternatives for Community and the Environment** builds the power of communities of color and lower income communities to eradicate environmental racism and classism, and achieve environmental justice. Initiatives include transit justice, youth leadership, green jobs, and coalition building.

**The Boston Fair Housing Commission** works to eliminate discrimination and increase access to housing in Boston through investigation and enforcement, affirmative marketing, housing counseling, and interagency coordination. It also manages a list of housing opportunities to increase low-income household access to housing in 126 area municipalities. The Commission recently conducted an Analysis of Impediments to Fair Housing, a plan for affirmatively furthering fair housing in Boston and the surrounding metropolitan area.

**The Boston Local Initiatives Support Corporation** provides funding, financing, and technical assistance to CDCs, non-profit developers, and policy and advocacy organizations in the region. Since 2007, LISC has supported the development of over 500 housing units in the region with more than \$5 million in capital.

**The Conservation Law Foundation** is a member-supported, non-profit organization that uses law, economics and science to solve the most pressing environmental problems that threaten New England. CLF played key roles in developing the state's transportation reform legislation in 2009 and the Global Warming Solutions Act in 2008, and has been directly engaged in advocacy related to the MBTA's Green Line Extension, Blue Line improvements, and Fairmount Line improvements.

**The Massachusetts Immigrant and Refugee Advocacy Coalition** is a dynamic, multi-ethnic, multi-racial coalition that involves hundreds of grassroots immigrant organizations, human services agencies, legal service providers, religious and human rights groups in improving the lives of immigrants and refugees.

**The Massachusetts Smart Growth Alliance** is a coalition of seven diverse organizations working to advance smart growth in Massachusetts. In the past three years, it helped to draft a zoning reform bill; to fund the state's Brownfields Program; to advocate for state policies and expenditures consistent with smart growth and equitable development; to conduct policy research related to water infrastructure, affordable housing, transportation finance, and economic development; and to create a Great Neighborhoods Initiative to deliver policy solutions, technical assistance, and strategic organizing in key locations with the potential to shift development patterns and improve regional equity. The Consortium and MSGA will co-locate at least three of their local planning efforts to leverage resources, deepen public engagement, and achieve stronger outcomes.

**Mass Audubon** is the largest conservation organization in New England, with a strong advocacy program focused on protecting the nature in the state through legislative advocacy, research, and education. The organization's "Losing Ground" reports provide comprehensive analysis of the patterns and environmental impacts of land use change.

**The Metropolitan Boston Housing Partnership** is the state's largest regional provider of rental assistance and housing support. MBHB administers rental assistance for more than 7,600 households and provides specialized services to tenants and property owners. In recent years, MBHP has established new areas of expertise including rapid re-housing, foreclosure prevention, fair housing, and hoarding.

**The Michael S. Dukakis Center for Urban and Regional Policy at Northeastern University** applies data analysis, multidisciplinary research and evaluation, and a policy-driven perspective to address a wide range of issues facing cities, towns, and suburbs in Greater Boston. The Center produces the annual Greater Boston Housing Report Card, was a leader in the development of the state's smart growth zoning district legislation, and recently completed a regional analysis of TOD opportunities.

**Partners HealthCare** is an integrated non-profit health system that includes two academic medical hospitals, community and specialty hospitals, community health centers, a physician network, home health and long-term care services, and other health-related entities. Partners is one of the nation's leading biomedical research organizations and a principal teaching affiliate of Harvard Medical School.

**The 495/MetroWest Partnership** is a public-private organization focused on economic development, transportation, and water supply issues along the western edge of Metro Boston. The Partnership has collaborated on the development of a comprehensive water management strategy for the corridor and an analysis of green infrastructure feasibility.

#### ***Capability and qualifications of Key Personnel***

Information on key personnel is included in the appendix.

## RATING FACTOR 2: NEEDS/EXTENT OF THE PROBLEM

Implementing a plan for sustainable and equitable development is of the highest priority for Metro Boston and will benefit the entire nation. **Metro Boston has many resources and assets, but they are often distributed inequitably and consumed unsustainably.** Historic land use patterns and investments in transit, water, and park systems provide a framework for sustainable development, but recent growth has failed to take advantage of these assets. Dispersed housing and job growth increases combined housing and transportation costs, greenhouse gas emissions, and need for new infrastructure. These trends reinforce existing racial and economic segregation, unequal access to employment and education, lack of affordable housing, health inequalities, and persistent poverty.

The region's slow growth rates, aging population, and educational inequality also threaten its economy. If high housing costs, rising transportation costs, and underperforming schools deter workers from moving to (or staying in) Metro Boston, then the aging region may find itself without enough high-skill workers for its knowledge-based economy. This skill shortage may compel industries to locate elsewhere, furthering economic decline and dampening opportunity for disadvantaged communities. Residents who leave the region are likely to end up in another metropolitan area without Boston's transit assets or compact land use, resulting in higher VMT per capita, increased GHG, and greater water demand. Since this cycle has national impacts, increasing sustainability and economic strength in relatively compact, transit-oriented regions like Metro Boston has important national implications.

Many regions face similar challenges, especially those with strong central cities, legacy transit systems, slow or moderate housing growth, and aging populations. Many of these regions, as in Metro Boston, lack a regional government entity with the regulatory authority to "enforce" the regional plan. In these regions, and especially those with a strong home rule tradition, fully effective regional planning must be implemented through collaborative governance, incentives, and public education.

Metro Boston exhibits the challenges of unsustainable and inequitable development, but also possesses unparalleled resources to develop new tools and techniques. Achieving sustainability in regions like Boston can generate important models for the nation. The region has a rich network of academic, educational, and philanthropic institutions; and groundbreaking legislation such as the Global Warming Solutions Act, which provides a new mechanism for linking transportation investments to sustainable land use. The region also has MetroFuture, a strong regional plan for sustainability and equity, and a coalition of public and private partners already working to implement it. A Sustainable Communities Regional Planning Grant would provide the resources necessary to fully implement key elements of the regional plan and to create tools and models applicable to regions nationwide.

### Regional Context

Metro Boston benefits from a strong core transit system and commuter rail, dense urban communities, and many compact suburban town centers and neighborhoods. Historic resources, networks of open space, universities, a well-educated workforce, and leading industries help make the region livable and economically competitive. The average resident drives less, earns more, and uses less water than residents in many other regions. Air and water quality, the abundance of water resources, and an enviable system of parks and open space are strong quality-of-life advantages for Metro Boston.

Despite these many advantages, **Metro Boston is neither sustainable nor equitable, and will become less so if current trends continue.** Analysis done during the MetroFuture planning process shows that housing and transportation costs, GHG emissions, health inequalities, racial and economic segregation, and concentrated poverty are all on the rise. Housing and jobs are dispersing across the region, with the fastest housing and job growth in low-density suburbs that already have the highest per capita VMT, water consumption, and energy demand. A lack of affordable housing production and an on-going failure to implement fair housing practices have concentrated populations of color in Boston and a small group of industrialized suburbs, while the vast majority towns remain over 95% white.

Municipal dependence on the property tax and state constraints on their ability to raise revenues make local officials desperate for new growth that will generate taxes without increasing costs, causing them to encourage development trends that are inconsistent with sustainability. Highway-oriented commercial,



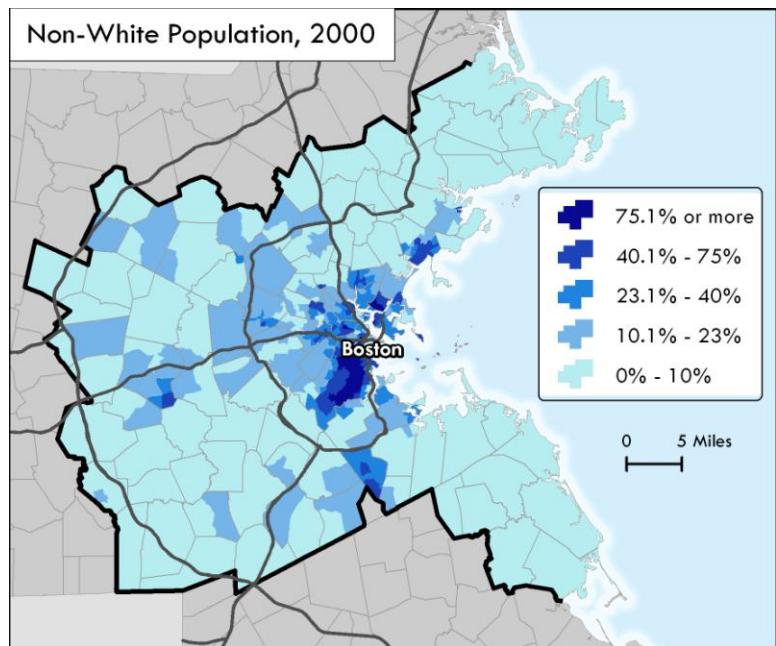
office, and industrial developments contribute to longer commutes, provide few opportunities for workers without a car, and compete with city and town centers for limited transportation resources.

In the housing arena, real estate development does not reflect evolving housing demand. Suburban zoning by-laws favor large, single family homes in auto-dependent locations far from transit and commercial areas, while providing limited choices for low-income renters, baby boomers who wish to downsize, or first-time homebuyers with children. With an emphasis on large houses in low density areas, per capita VMT is rising while the affordability of housing is declining. Aggravating this trend, the expiration of

use restrictions and reductions in government expenditures for public housing, privately-owned subsidized housing, and rental assistance make affordable housing hard to find, especially for larger families.

### **Metro Boston Community Types**

MetroFuture recognizes that the region's 101 cities and towns have different characteristics, with very diverse needs. The plan defined four general Community Types in Metro Boston, each of which has a unique set of sustainability and equity "needs": the Inner Core, Regional Urban Centers, Maturing Suburbs, and Developing Suburbs.



Type	Cities & Towns	Total Population (2008 est.)	Population Density (residents/acre)	% of households in rental housing	% developable open space	Daily Auto VMT per Household
Inner Core	16	1,383,100	14.7	59%	6%	29
Regional Urban Centers	11	536,600	5.1	44%	17%	48
Maturing Suburbs	46	895,000	2.8	21%	15%	61
Developing Suburbs	28	325,200	0.9	17%	32%	73
<b>Metro Boston</b>	<b>101</b>	<b>3,139,800</b>	<b>4.4</b>	<b>43%</b>	<b>20%</b>	<b>49</b>

	Median Income	% units on Subsidized Housing Inventory	% Non-White Residents	% of Households Below Poverty	% of Residents Foreign Born	Foreclosures, 2008
Inner Core	\$62,900	14%	35%	14 %	24%	3,169
Regional Urban Centers	\$62,900	10%	15%	9%	18%	1,497
Maturing Suburbs	\$97,300	8%	9%	3%	9%	1,527
Developing Suburbs	\$97,100	6%	6%	3%	5%	5,44
<b>Metro Boston</b>	<b>\$75,400</b>	<b>11%</b>	<b>22%</b>	<b>9%</b>	<b>16%</b>	<b>6,737</b>

The **Inner Core** includes the high-density cities of Boston, Cambridge, and Somerville, as well as more residential "streetcar suburbs." It has little vacant developable land (6% of the total area), so all recent development has occurred through infill and land recycling. The Inner Core is home to most of the region's low-income, minority, and foreign-born residents, many of whom live in areas of concentrated poverty. Inner Core residents live close to more than a million jobs, but their below average educational attainment makes many high skill jobs out of reach. Health disparities persist with a lack of healthy food, unsafe and

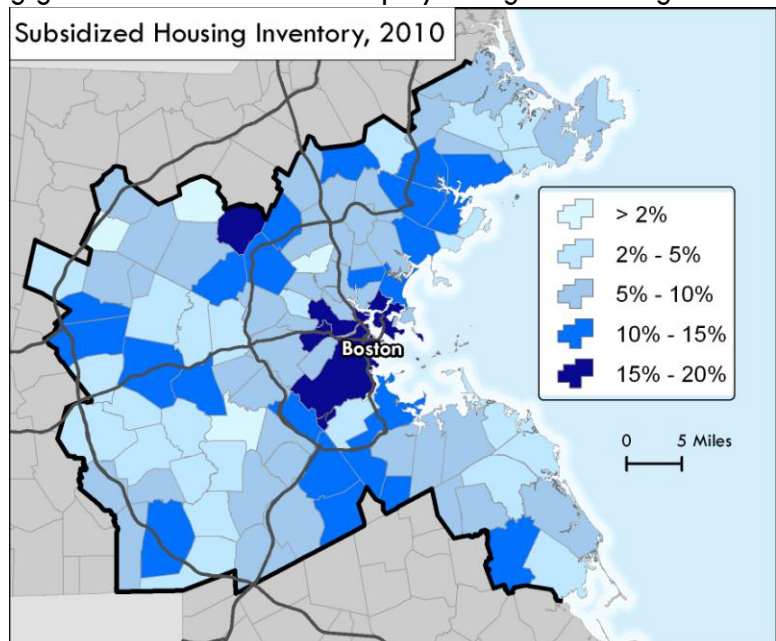
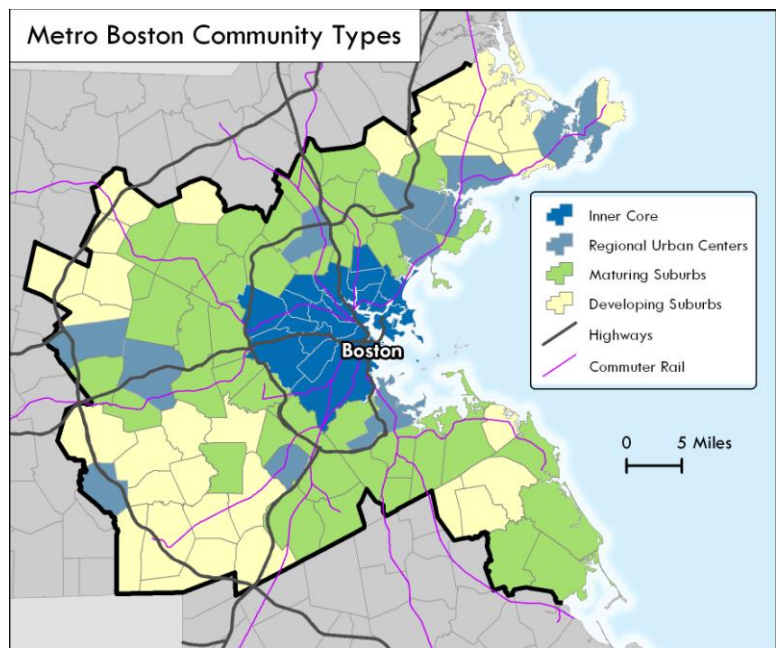
inaccessible parks, and poor housing conditions. Brownfields and environmental hazards are concentrated in urban communities, as are recent foreclosures, devastating thousands of low-income and minority families and jeopardizing the efforts of community development corporations to achieve neighborhood stability.

MetroFuture targets 29% of regional housing growth and 41% of regional employment growth to the Inner Core, with 95% of that on already developed land. Achieving these targets would place more new residents and jobs near transit and would bring much needed investment to high-poverty neighborhoods. Neighborhood and corridor planning, technical assistance to nonprofit developers, and new financing tools are all needed to help move urban TOD to reality.

Since 59% of Inner Core low-income households are renters, preventing widespread displacement and its appurtenant social, health, environmental, and economic impacts requires comprehensive anti-displacement strategies, with different interventions for different stages of neighborhood development. Since 48% of the Inner Core is covered by impervious surfaces and 60% of residents have limited park access, creating a healthier urban environment requires neighborhood planning to identify opportunities for linear parks, pedestrian and bike connections, and stormwater infiltration.

**Regional Urban Centers** comprise 16 municipalities with a high-density urban-scale downtown core, moderately dense residential neighborhoods, and (sometimes) lower-density single family residential development beyond. Many of these communities are home to large low-income, immigrant, and minority populations, but have more limited access to employment and transit than the Inner Core. Regional Urban Centers have been slow to recover from dramatic disinvestment and population loss (11% decline from 1970 – 2000), and have among the region's fewest jobs per capita. They serve as important hubs for various immigrant communities, but struggle with engaging immigrant meaningfully in local planning efforts.

MetroFuture seeks to locate 26% of new housing growth and 14% of new employment growth in Regional Urban Centers. Unlike the Inner Core, there are few major transportation investments to spur transformation. More likely is incremental neighborhood change, spurred on by comprehensive neighborhood plans and zoning incentives. Small businesses and creative sector entrepreneurs play a vital role in the economic revitalization of urban downtowns and business district. These enterprises help to create the mix of small retail, arts, and office uses that attract new residents. Immigrant and minority-owned businesses, in particular, stand to prosper from urban redevelopment if they have the resources to take advantage of new markets. There is a need for new models for delivering technical assistance and increasing access to capital.

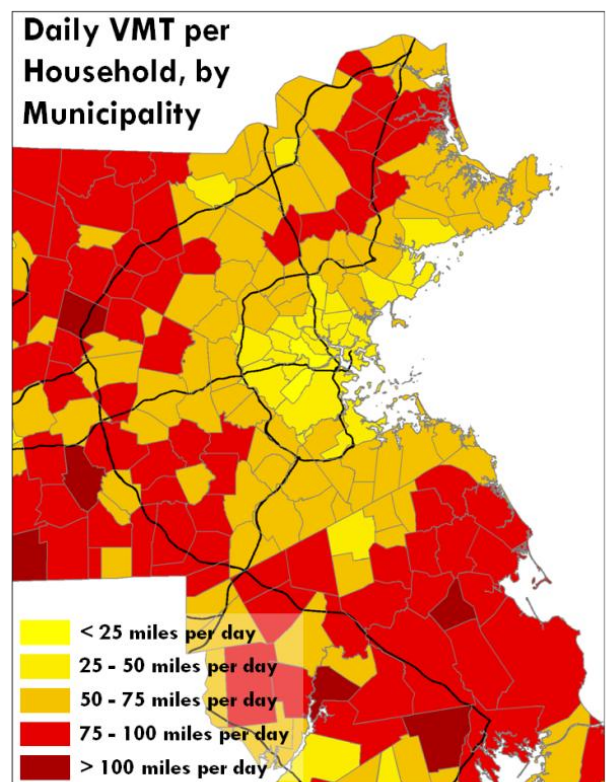


**Maturing Suburbs**, far less diverse than the region overall and home to a burgeoning senior population, are in dire need of more housing choices, especially affordable and accessible housing in transportation-efficient locations. These communities have a dwindling supply of vacant developable land, but for the most part have not been able to implement plans and zoning to encourage infill and redevelopment near existing town and village centers. From 2000 – 2009, 49% of housing units permitted in Maturing Suburbs were in multifamily housing, but many of these were in isolated locations far from shops, services, and employment, and still not sufficient to meet affordable housing demand. Only 11 of the 46 Maturing Suburbs meet the 10% subsidized housing goal established by the state. MetroFuture-consistent municipal land use planning and local housing production plans are needed to help define housing needs, foster consensus on sustainable growth locations, and create strategies to eliminate impediments to fair housing. Maturing Suburbs are often conducive to walking, biking and transit, but sidewalk and bike lane infrastructure is incomplete; only 32% of roadways in Maturing Suburbs have sidewalks (versus 40% regionwide). Comprehensive alternative mode planning and prioritization of capital improvements are critical first steps in helping to improve connectivity.

There are 458,000 jobs in the Maturing Suburbs, but 38% are more than a mile from transit and MetroFuture projects that 63% of new job growth in these communities will be in auto-oriented office and industrial parks, which lack the employment density or physical layout necessary for frequent, attractive, and cost-effective transit. In addition to redirecting growth to urban areas where it is closer to disadvantaged populations, it is necessary to reshape the form of suburban job growth. Development plans that “retrofit” office and industrial parks through investments in transit, design, and commuter incentive programs (instead of roadways and parking garages) are needed to enable more economic development while reducing per-employee VMT and providing better access to opportunity for transit-dependent urban residents.

The region’s low-density **Developing Suburbs**, many of which are located on the I-495 “sprawl frontier,” have been growing rapidly over recent decades and represent the greatest risk for unsustainable and inequitable development. 77% of all building permits issued from 2000 – 2009 were for single family homes, with an average assessed value of over half a million dollars. These communities are highly segregated, with a population of color less than 5% in 2000. The average household has more than two cars and drives more than 75 miles per day. As in the Maturing Suburbs, designated areas for compact growth and housing production plans are needed both to focus growth in transportation efficient locations and help to reverse segregation. However, many of these communities lack both the tools to discourage sprawling residential development and the infrastructure to support compact growth. Creating real opportunities for compact residential and mixed use development in these communities requires strategies for focused infrastructure investment—wastewater treatment, water supply, and stormwater management—that will support new growth without enabling sprawl.

While the Developing Suburbs have abundant open space, more than 90,000 acres of natural landscape may be lost if Current Trends continue. Preservation of these areas requires strategies to improve the economic viability of local agriculture, by facilitating diversification of agricultural operations and creating larger, more efficient markets for locally grown food.



Source: US Census, MA RMV, MassGIS, MAPC analysis



## **Policy context**

Metro Boston faces a variety of policy and regulatory challenges that make it difficult to achieve sustainability. Addressing these challenges is one of the primary goals of MetroFuture and, thus, of this application. As mentioned previously, **effective regional planning is hampered by the lack of a statutory regional government with authority regarding land use, infrastructure, and other critical decisions.** MAPC is the regional planning agency but has little statutory control over land use decisions. MAPC serves on the MPO, which is chaired by a designee of the Secretary of Transportation (as is the case for all MPOs in Massachusetts). Transportation planning activities for the MPO are conducted by the Central Transportation Planning Staff, which reports to the Secretary's designee. Transit planning functions have also recently been removed from the Massachusetts Bay Transit Authority (MBTA) and centralized under the Secretary, but outlying areas of the district are served by smaller Regional Transit Authorities.

The Massachusetts Water Resources Authority serves 2.51 million people in 36 municipalities in or near the Inner Core, but the balance of the region is served by dozens of individual municipally- or privately-owned water and sewer systems. Debate focuses on whether the MWRA should expand its service area, which could reduce demand on local waterways. But, without smart growth criteria, such expansion could encourage unsustainable development.

Several state agencies, six state and regional authorities, scores of public housing authorities, and a network of regional housing non-profits jointly govern the distribution of federal and state housing resources. Regional determination of housing needs and coordination of resources is very limited.

Throughout the region, **most land use decisions are made by the individual legislative bodies and planning boards of each municipality.** Twenty towns completely lack professional planning staff. Cross-boundary coordination of land use policies and permitting rarely occurs unless MAPC intervenes. The entire state also suffers from the lack of modern planning policy. **Outdated zoning rules do not provide the necessary tools for municipalities to shape growth to improve livability.** Current zoning law allows so-called "approval not required" subdivisions, which spring up along any roadway with no local review. Modern zoning tools like impact fees, form-based codes, transfer of development rights, inclusionary zoning, and site plan review are not even defined in statutes written over a half century ago. The state's Comprehensive Permit Law (Chapter 40B), a nationally-recognized model that has created 58,000 homes for low- and moderate-income families, is threatened with repeal at the ballot box this November.

The policy context in Metro Boston includes four key barriers to sustainable and equitable development that must be considered and accounted for (if not fully ameliorated) by any regional planning effort:

*Fragmentation of decision making*, a structural barrier that arises from the multiplicity of decision-makers across 101 municipalities, all their constituent boards and committees, multiple state and regional agencies, and a wide array of private actors. All these actors have their own jurisdictions and interests, and often lack the tools to evaluate the comprehensive impact of their decisions, or the framework to coordinate their decisions with others.

*Reactivity of decision making*, a socio-cultural barrier that arises from the lack of public engagement in long-term planning, and the disconnect between master plans and zoning by-laws. Communities without a positive vision for sustainable growth and preservation (and the mechanisms to implement it) are forced into the position of responding to development proposals as they arise. The resulting decisions, shaped by short-term concerns and special interests, serve to perpetuate the status quo, which emphasizes low-density auto oriented development over compact infill development in existing centers.

*Lack of resources*, a financial barrier that arises from both the amount of resources available and the allocation of those resources. Constrained state and local revenue sources limit the ability to invest in affordable housing, transit, and environmental protection. Municipalities are overly reliant on the property tax and receive few direct financial benefits from encouraging housing development. This system of perverse financial incentives encourages municipalities to "go it alone" and to ignore the regional impacts of their decisions.

*Exclusivity of decision-making*, by which low-income, minority, foreign-born, disabled, and other disadvantaged communities are not fully engaged in the planning process due to language barriers, meeting times, inaccessibility, insufficient outreach, or other factors. The resulting development and investment decisions lack the perspective of these populations and are therefore less successful than they might otherwise be and may have negative impacts such as displacement.

### **Information context**

Metro Boston has robust information infrastructure developed jointly by MAPC, MassGIS, academic partners, and other Consortium members. Yet, despite this robust foundation, **the region lacks much of the data and information critical to sustainable and equitable planning.** The lack of regionwide zoning data makes it difficult to evaluate land use scenarios and integrate plans at the local and regional level. The region lacks information about basic infrastructure such as water and sewer service areas, up-to-date sidewalk coverage, and more. The MetroFuture process identified a list of the top ten “most wanted” datasets that included the above, along with comprehensive regional parcel data; a regional development database; an updated regionwide zoning map; income tax data by municipality; and a brownfields database. Furthermore, local plans, such as open space preservation priorities and development proposals, have not been compiled into a regional picture. Municipalities cannot use the latest tools to engage the public in evaluating alternative scenarios and set priorities for investments because they lack the basic datasets necessary to create those scenarios. These gaps in data must be addressed in order to achieve effective regional planning.

### **Regional Assets**

Fortunately, **Metro Boston also possesses important planning and policy assets that position the region to successfully implement a plan for sustainable development,** as a result of two governors (one Republican, one Democrat) who embraced the state’s Sustainable Development Principles (SDPs). The Massachusetts Environmental Policy Act now requires assessment of greenhouse gas (GHG) emissions; the Smart Growth and Housing Production Act has created over 1,000 housing units in Eastern Massachusetts since its adoption in 2004; the Green Communities Act is helping municipalities meet ambitious targets for renewable energy production; and the Community Preservation Act has been used by 46 municipalities to raise money locally for affordable housing, historic preservation, and open space. The Boston MPO recently established a Clean Air and Mobility Program to fund bicycle and pedestrian infrastructure, suburban transit service, and transportation demand management.

There are also important policies that are still being implemented. The state’s Global Warming Solutions Act and Transportation Reform Act provide legal mechanisms not available in most states to advance sustainable goals. These laws include aggressive mandates to reduce GHG emissions across all sectors. The Transportation Reform Act calls for development of project selection criteria accounting for GHG emissions; and practices by state transportation and health agencies to achieve better health outcomes by coordinating land use, transportation, and public health policy. These approaches could be models for other states, but resources are needed to develop the technical tools and local capacity for successful implementation.

**Perhaps the most important asset of Metro Boston is the region’s capacity for innovation and collaboration.** The past few years have seen the growth of powerful and effective cross-sectoral coalitions such as the Massachusetts Smart Growth Alliance, the Great Neighborhoods Initiative, Our Transportation Future, Transportation for Massachusetts, the Fairmount CDC Collaborative, and more. These efforts are building new models of collaborative regional governance with the ability to conduct inclusive public engagement, critical research and data analysis, innovative public policy development, and intensive local planning. At this critical time, Metro Boston has the vision, leadership, collaboration, and public will to implement a transformative regional plan for sustainable and equitable development. The Sustainable Communities Regional Planning Grant from HUD, DOT, and EPA can provide the one missing ingredient: resources to make it a reality.

## RATING FACTOR 3: SOUNDNESS OF APPROACH

### (1) GENERAL DESCRIPTION OF EXISTING PLAN AND PROPOSED EXECUTION PROGRAM

*MetroFuture, Making a Greater Boston Region* is a bold and achievable plan that embodies the federal Livability Principles. It is a regional blueprint for the sensible long-term growth and reinvestment in one of the country's oldest and most innovative metropolitan regions. Developed over five years with input from 5,000 individuals and organizations, MetroFuture stands as one of the country's best examples of regional planning. MetroFuture confronts long-lasting barriers to integration and opportunity to advance a more livable, sustainable, and prosperous region. By 2030, MetroFuture seeks to:

- **Provide more transportation choices** by focusing growth near transit, increasing the resources available to alternative modes, and improving the design and maintenance of transportation infrastructure.
- **Promote equitable and affordable housing** by emphasizing affordable housing options in segregated suburban neighborhoods; an increase in the production of smaller units in transportation efficient locations; and interventions to prevent displacement, foreclosures, and homelessness.
- **Enhance economic competitiveness** of the region, using education and workforce development to prepare residents for high-skill jobs; supporting small businesses and entrepreneurs; and reducing energy consumption and turning to renewable sources.
- **Support existing communities** using innovative zoning, financing, open space preservation, and public engagement techniques to reduce sprawl and revitalize town centers and urban neighborhoods.
- **Coordinate policies and leverage investment** through integrated land use and transportation planning policies; incentives for local, regional, and state plan consistency; and regulatory policies that promote natural resource conservation.
- **Value communities and neighborhoods** by recognizing the distinct needs of different community types in the region; and recommending investments in open space, healthy food systems, and public safety.

The plan was developed with extensive and collaborative public engagement, includes details goals and quantitative objectives for the region's development and preservation, and is accompanied by a detailed set of implementation strategies that comprise the basis for a detailed execution plan and program. The appendix includes a summary that describes the planning process, its products, and critical gaps that need to be addressed. All of the plan's goals and recommendations are online at [www.metrofuture.org](http://www.metrofuture.org).

Since its adoption in December 2008, MAPC and its partners have begun to implement the plan through policy and place-based work across the region. Local zoning assistance, local housing production plans, a regional pedestrian plan, South Coast Rail corridor planning, local stormwater regulation assistance, and a regional indicators program are but a few of the ways that MAPC is working to implement the plan. Furthermore, MetroFuture has become the framework through which many other organizations and initiatives in the region are evaluating priorities, coordinating efforts, and measuring success. **The proposed program will greatly expand the region's capacity to implement the plan, engaging the full suite of partners necessary for implementation while developing a set of tools and policies with nationwide relevance.**

### (2) PROCESS TO IMPROVE AND IMPLEMENT REGIONAL PLAN

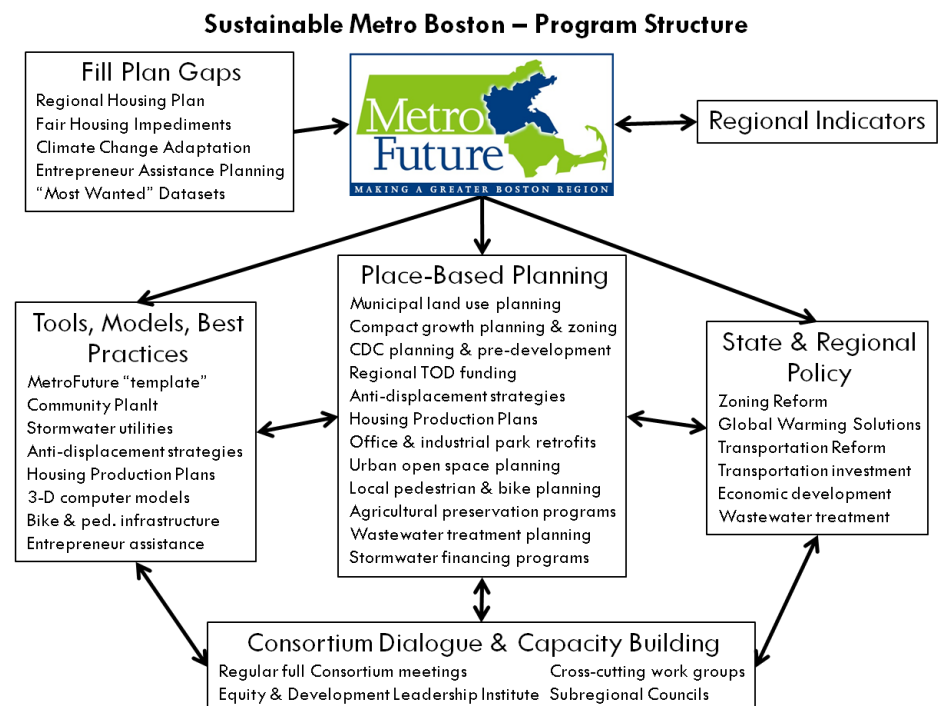
The MetroFuture Implementation Strategies identify hundreds of specific actions necessary to move the plan into action. These recommendations acknowledge the policy barriers identified in Rating Factor 2 and are specifically designed to address them. In particular, the strategies recognize that creating a sustainable and equitable future requires regionally-minded decisions in all of the region's 101 municipalities. The Sustainable Communities grant will support an execution program of key activities to advance sustainability and equity in the region.

- First, the program will help to **fill key gaps in the existing plan** through additional regional analysis, planning, and data collection.
- The core of the program will help to make sustainable and equitable development a reality through intensive **local planning and zoning efforts** in a limited number of communities. These efforts, tailored to different community types, will apply existing tools and new best practices in an intensive and integrated way so as to achieve equitable and sustainable outcomes.

- Together, these place-based efforts will inform the development of **new tools and models** for local implementation of the MetroFuture vision, with a distinct approach for each of our four community types. These tools and models will continue to advance MetroFuture long after the funding period ends.
- The Consortium will also conduct **regional and state-level policy work** designed to facilitate widespread equitable and sustainable development by removing barriers and creating incentives.
- In addition, the program will **build capacity of local leaders** through education, workshops, and opportunities for cross-regional dialogue. Each local planning effort will also include multifaceted public engagement to cultivate a local constituency for implementation locally and regionally.
- The Consortium will **track the region's progress through regional indicators**, disseminate these indicators to decision-makers and the general public, and use them to inform policy and planning work.

The graphic below depicts the relationships among these activities. MetroFuture, augmented by additional planning and analysis to fill current gaps, will be the overarching framework. The core of the program will be a set of 12 specific place-based planning activities, which will be conducted in various combinations in multiple communities across the region. The experience gained through those local efforts will fuel protocols, tools, and platforms that will, in turn, facilitate future planning efforts. Policy changes based on MetroFuture recommendations and informed by local planning activities will create incentives and remove barriers to sustainable and equitable decisions at the local level.

Through capacity-building activities participants will learn about best practices for sustainable development and provide feedback to support program improvement and policy development. Performance monitoring will allow the Consortium to evaluate which interventions are most successful, information that can be used to modify future interventions for maximum effectiveness. This will all build on the region's existing network of community-based and grassroots organizations to create sustainable communities, coordinated with allied regional initiatives planned or already underway.



### **ADDRESSING GAPS IN THE REGIONAL PLAN**

Despite MetroFuture's comprehensiveness, it has gaps that must be filled to complete the necessary framework for fully integrated regional planning. Priority efforts in this area are listed below and will be among the first activities undertaken by the Consortium. In addition, the program will also support periodic updates to the plan's goals, objectives, and recommendations, as well as updated communication materials necessary to engage a broad cross-section of the region's population.

**Regional Housing Plan (MetroFuture Recommendation 8.1):** MetroFuture includes detailed population and housing projections for the region, but does not include the level of detail necessary to constitute a complete housing needs assessment and plan. The plan does not include an inventory of existing affordable housing in the region or an analysis of local housing plans, the relative success of those plans, or the location of affordable housing relative to opportunity areas and transportation-efficient locations.

MAPC and the Dukakis Center at Northeastern University will jointly develop a regional housing plan to fill this gap, in coordination with the MA Department of Housing and Community Development (DHCD). It will build on the extensive data collection, analysis, and planning conducted by those partners and other Consortium members, including the Greater Boston Housing Report Card, the City of Boston Analysis of Impediments, the Commonwealth's Consolidated Plan 2010 – 2014 and Analysis of Impediments, and the socioeconomic projections that MAPC is now developing for the 2035 Regional Transportation Plan. An advisory board comprising Consortium members and other key stakeholders will guide this effort.

Specific tasks will include mapping existing affordable housing (including at-risk expiring use units); analyzing patterns of foreclosure; updating housing demand projections; reviewing existing local housing production plans and their effectiveness; developing regional and Community Type targets for housing production by affordability, housing tenure (rental v. ownership), and bedroom distribution; estimating resources needed to achieve the targets regionwide; determining alignment with the state Consolidated Plan; planning ways to increase regional housing data accuracy; and identifying recommendations for state or local action to increase access to affordable housing.

**Regional Analysis of Impediments to Fair Housing (MetroFuture Rec. 8.18):** The Commonwealth, City of Boston, and a number of other jurisdictions in Metro Boston have Analyses of Impediments to Fair Housing Choice (AIs) and implementation strategies in place, but there is no comprehensive regional analysis. The Consortium will prepare a regional AI to provide critical information and specific actions for policy makers, housing practitioners, and the general public to build public support for fair housing efforts across jurisdictions. The analysis will examine the interaction of local, regional, and state land use, housing, and other policies, and will determine how transportation and water supply issues affect equal housing access.

The AI will include: an overview of demographic and housing market conditions; a regional fair housing conditions profile that includes how communities address fair housing laws, policies, and practices and complaints; an assessment of how fair housing choice was affected by the real estate bubble and subsequent market crash, foreclosure epidemic, and credit crisis; a description and discussion of impediments encountered by protected classes, including the impact of zoning and transportation availability; and an overview of jurisdictional and regional issues. An action plan will identify specific activities and entities, particularly within state and local government, to address impediments. The action plan will also include educational activities and recommendations for additional testing, enforcement and compliance.

Citizens' Housing and Planning Association (CHAPA) will lead the AI with Bonnie Heudorfer and Henry Korman, two highly-qualified consultants who recently prepared the City of Boston's AI in 2010. DHCD will assist with this effort. An advisory committee will help to guide and comment on the development of the AI, and will monitor implementation activities after completion.

**Regional Climate Change Adaptation Strategy (MetroFuture Rec. 13.1):** Given the magnitude of potential climate change impacts on the built environment (including buildings, and transportation, energy distribution, water, and wastewater infrastructure) the economy, and public health in the region, it is imperative that the Consortium address climate change adaptation in its implementation efforts.

This work will build on previous efforts and best practices to develop recommendations for local, regional, and state action. The *Climate's Long-term Impacts on Metro Boston* (CLIMB) project with Tufts University, Boston University, and MAPC assessed the potential impacts of climate change on infrastructure systems in the region, and identified potential strategies to prevent, reduce, and adapt to these risks. More recently, the state charged a Climate Change Adaptation Advisory Committee with assessing local, infrastructure, natural resources and habitat, the coastal zone, and human health vulnerabilities and evaluating strategies for adaptation.

The resulting regional climate change adaptation strategy will comprise a specific set of policies and measures to reduce vulnerability to future hazards (e.g., more frequent and intense storms, increased temperatures) and impacts (e.g., inundation from rising sea levels) associated with future changes in the regional climate. Identified priorities will be assembled in a guidance document that will inform the various policy and placed-based planning and implementation efforts described below.



**Collection of “Most Wanted” Datasets (MetroFuture Rec. 2.2):** There is a critical lack of information about region’s assets and challenges. The “Most Wanted” datasets in MetroFuture include regionwide data on parcel boundaries, zoning, water and sewer infrastructure, and brownfields. Also, quantitative indicators for some goals are not yet available, either because the data do not exist or have not been collected. MAPC, MassGIS, and others will work to address these critical data needs through compilation of existing local data, or primary data collection when needed. Results will be integrated into the extensive data warehouses maintained by MAPC and MassGIS, and will be made available to the general public through a variety of platforms, as described in the Data Management section below. This effort will leverage resources from MassGIS’s current initiative to develop a statewide parcel data layer. The Consortium will also identify new high-priority data needs in order to inform policy design or to measure progress.

#### **ADVANCE IMPLEMENTATION OF THE PLAN THROUGH PLACE-BASED PLANNING EFFORTS**

At the core of the proposed program are **twelve specific place-based activities**, each linked to a previously-defined MetroFuture recommendation and identified by Consortium partners as most critical to advancing sustainable and equitable development based on the needs identified in Rating Factor 2. Each activity will occur in multiple locations, and activities will be applied in combination based on local needs. Parallel efforts to conduct the same or similar activities in multiple places will help develop expertise and best practices, informing policy development and facilitating more efficient implementation elsewhere.

To demonstrate how the program would implement these activities, the Consortium has identified **nine illustrative projects**, described below in text boxes with the activities to be conducted underlined. Additional sites for local planning activities will be chosen by the Steering Committee based on criteria adopted by the full Consortium. The illustrative projects are also used in Rating Factor 5 to demonstrate how the project will use benchmarks to measure program success in these and additional local projects selected by the Consortium.

**Local planning and zoning for compact growth (MetroFuture Rec. 5.1):** Many municipalities lack the resources and tools to support compact and transit-oriented development. As a result, important opportunities for infill development, land recycling, and downtown revitalization go unfulfilled. To advance MetroFuture, new development should facilitate housing opportunities, alternative transportation, and a healthier environment, and use sustainable building and site design practices.

MAPC and partners will provide direct technical assistance for planning and zoning efforts in downtowns, urban neighborhoods, town and village centers, and redeveloping commercial and industrial sites. This work will identify key opportunities, infrastructure needs, and zoning or regulatory barriers. Public engagement will use 3-D visualization of existing conditions and potential development scenarios. Consortium partners and work groups will be enlisted to evaluate the feasibility of recommendations and to identify strategies to improve environmental determinants of health.

Products will include land use plans, zoning, design guidelines, and other local policy tools including mixed-use zoning, form-based codes, capital investment plans, and identification of high priority sites for development.

**CDC planning and pre-development assistance (MetroFuture Rec. 6.9):** Community Development Corporations (CDCs) play a leading role in creating mixed-use, mixed-income, and transit-oriented development in Metro Boston, especially on underutilized urban infill sites. CDC developments often pave the way for for-profit sector investment, creating additional housing and economic opportunity. Increasing CDC capacity to do so will help to increase transit ridership, affordable housing, and jobs, and help to prevent displacement.

**The Rutherford Avenue corridor in Boston, Cambridge, Somerville, and Everett** is a major transportation corridor that spans four cities but fails to truly connect them due to its auto-oriented design. With the newly created Central Artery siphoning regional traffic from Rutherford Avenue, the dramatic reduction in traffic volumes present a unique opportunity to transform the corridor’s character from a mid-20<sup>th</sup> century auto-oriented roadway to a 21<sup>st</sup> century multi-modal boulevard. This transformation includes a “road diet,” new linear parks, a reconstructed street grid, and new transit-oriented development. With the City of Boston leading on transportation facility planning, Sustainable Metro Boston will support this work through local planning and zoning activities, and urban open space and green infrastructure planning. This work will help create conditions and incentives to foster private sector investments.

This activity will directly support the planning and predevelopment activities of partner CDCs working in underserved communities. Specific tasks may include public engagement, priority parcel identification, advanced project planning, and green building technical assistance. They may be accomplished through direct resources to CDCs, technical assistance from MAPC or other partners, or by technical consultants. The Products of this activity will be high-quality CDC development proposals with strong community support, a pipeline of projects for housing and job creation, and strategic plans for property acquisition and development.

#### **Creation and coordination of regional TOD**

**funding mechanisms:** Even with comprehensive district plans, supportive zoning, and infrastructure investments, transit oriented developments face barriers to the capital necessary for pre-development, design and engineering, acquisition, construction, and permanent financing. In particular, developers dedicated to affordable housing and economic development need ready access to capital so they can acquire, hold, and develop property in a competitive environment. Ideally, this capital should be available in various forms, probably within several different funds providing debt, equity, program-related investment, and possibly grants.

Several actors are already contemplating one or more TOD funds to supplement existing sources of public and private capital, but these efforts need to be coordinated to create a rational program design that can attract capital. The Consortium will convene a working group including DHCD, quasi-public finance entities, Boston LISC, the Mass Association of CDC's, individual CDCs, CLF Ventures, key philanthropies, the City of Boston, and other municipalities to design a comprehensive TOD funding program. Building on work already done, the working group will inventory current TOD capital-raising, learn from similar efforts in other parts of the country, develop ways to target funds to optimize benefits in priority corridors, and develop successful financing models. Ensuring that the fund(s) will minimize displacement is a key goal. The Consortium would consider using a limited portion of Sustainable Communities funding to help capitalize a fund and to attract additional investors, if it determines with HUD that such a use is within program guidelines. The product will be a plan of action for TOD funding to coordinate existing resources and leverage new sources of capital. It will also include policy recommendations, especially for the state, to coordinate and advance the funding of TOD. By the end of the first grant year, we hope to capitalize at least one new TOD fund that will be available for multiple projects in several municipalities.

Transit improvements in the **Fairmount Corridor of Boston** have great potential to improve opportunity for disadvantaged communities. The new stations, increased frequency of service, and transit-oriented development will help transform the isolated, opportunity-poor and highly segregated section of Boston into a diverse, healthy, and economically-vibrant neighborhood. The Consortium will conduct the following activities to help achieve this vision and prevent displacement of existing residents: CDC planning and predevelopment assistance and creation of a TOD capital fund(s) to advance affordable housing, commercial, and mixed use development projects to construction; and open space and green infrastructure planning to move the community-driven Fairmount Greenway design concept to an advanced design and implementation strategy. With community based organizations, 3-D visualization, and the Community PlanIt public engagement platform (described below), Consortium members will engage a broad cross-section of corridor residents in this planning. These efforts will be coordinated with EPA funds already committed to this neighborhood, other planning efforts proposed in the City of Boston and MBTA's Community Challenge Planning Grant/Tiger II Planning Grant applications, and others.

**The Asian communities in Chinatown, Quincy, and Malden** exemplify the "immigrant enclaves" common to many metropolitan areas, and play an important social, cultural, and economic role for the region. However, host municipalities struggle to adequately engage these residents in planning efforts, and regional organizations find it difficult to plan for the housing, economic, and cultural needs of communities that are socially cohesive but geographically dispersed. The Consortium will tackle this issue through local planning and CDC planning and predevelopment assistance. Resources will also ensure that linguistically isolated, low-income Asian/Asian American residents are effectively engaged in development planning around multiple MBTA Red Line stations in Quincy; ACDC will also conduct a human services needs assessment and baseline inventory of culturally-competent service providers in Malden.

**Comprehensive anti-displacement strategies (MetroFuture Rec. 6.11):** Urban neighborhood revitalization can provide existing residents with more housing choices, public services, amenities, opportunity, safety, and other benefits. However, it can also displace residents and businesses as rents and property taxes rise, or affordability restrictions and subsidies expire.

MAPC and Consortium CDCs will do comprehensive anti-displacement work so that current residents and entrepreneurs can stay and benefit from revitalization. This activity will use the Managing Neighborhood Change framework, which outlines different interventions appropriate for different stages of neighborhood development. Tasks will include analysis of neighborhood conditions and risk factors for displacement; risk assessment for the expiration of use restrictions and subsidies; estimates of planned new market rate and affordable units; and recommendations for local policy changes that could reduce displacement or increase alternatives for low-income households. The product of this activity will be a strategic plan for selecting and implementing interventions appropriate to community needs and market conditions.

**Municipal or multi-municipal land use planning (MetroFuture Rec. 1.6):** Most land use decisions in MA are made at the local level. Sustainable and equitable development requires local efforts to create municipal-level land use plans that are aligned with MetroFuture. This is particularly important in suburban communities where the impacts and outcomes of development vary greatly based on location. These plans will designate priority development and priority preservation areas using established techniques. They will then serve as the framework for more detailed local efforts, including new zoning; Housing Production Plans; multimodal transportation plans; water, wastewater, and stormwater plans; and open space plans; and capital plans for future investment.

MAPC will assemble information on existing land use, zoning, environmental resources, and demographics into a municipal-scale buildout analysis, and will develop alternative scenarios based on different assumptions about zoning and development patterns. They will be developed, refined, and prioritized through multifaceted public engagement that includes up-to-date visualization technology to ensure meaningful participation. In corridors and subregions where planned transportation investments or development proposals require a more deliberate and intensive effort to coordinate land use plans across municipal boundaries, MAPC will conduct a multi-municipal process to identify regionally significant areas for growth and preservation. These efforts will be done in coordination with the state's Executive Office of Housing and Economic Development (EOHED) and Department of Transportation (MassDOT), both members of the Consortium. Products will include MetroFuture-consistent municipal or subregional land use plans that have uses including local zoning and permitting, economic development incentive programs, and infrastructure investment programs.

**The Green Line Extension in Somerville** will stimulate redevelopment of underutilized infill sites and will increase access to opportunity for many disadvantaged residents. Due to relatively low property values, a high proportion of renters, a diverse mix of recent immigrants and other low income residents, the eastern half of Somerville is also a “perfect storm” of displacement risk. The Somerville Community Corporation launched the Community Corridor Planning Initiative to mobilize hundreds of residents in station design workshops, policy working groups, data collection, interactive mapping, 3D visualization, social media, and created of an Action Agenda to ensure that residents of all backgrounds and incomes can benefit equitably from the new Green Line Extension. The Consortium will support additional data collection and planning to create a comprehensive anti-displacement strategy for the Green Line Extension corridor. This effort will be coordinated with station area planning proposed by the City of Somerville in their Community Challenge/Tiger II Planning Grant application and other planning activities.

**The 495/MetroWest Corridor** has seen rapid employment growth over the past 30 years, but much of this growth has occurred in auto-dependent locations far from disadvantaged communities. With more economic development likely along this corridor, it is critical to focus this growth into locations that improve transportation efficiency and provide greater access to opportunity. Sustainable Metro Boston, in concert with the Executive Office of Housing and Economic Development, will conduct a multi-municipal land use planning process to identify priority development areas and priority preservation areas along the corridor. This will involve corridor wide land use and transportation analysis and provide a framework for change.

**Development / Implementation of local Housing Production Plans (MetroFuture Rec. 8.2):** More diverse housing stock in suburban communities is essential to increase affordability, reduce segregation, and improve housing choice. A local housing production plan that connects regional objectives to local housing and zoning policies should define housing needs and set local targets to reduce segregation, increase affordability, and provide more choices for changing demographics. Only 34 municipalities in the region currently have such a plan consistent with state requirements.

MAPC and Consortium partners will develop local housing production plans. Tasks will include analyzing demographics, assessing units at risk due to expiring use restrictions or foreclosure; identifying housing production and preservation opportunities, assessing combined housing and transportation costs, identifying mechanisms for increasing use of rental assistance programs, and developing mechanisms to integrate sustainability into plans. The Consortium will also work with local partners to conduct trainings and develop strategies to incorporate affirmative marketing and fair housing goals into local plans and policies. As part of these planning efforts, MAPC may also help with the development and adoption of local regulations such as accessory apartment bylaws and inclusionary zoning. Products will be local housing production plans (including targets for a range of affordability and family sizes), zoning recommendations, and priority sites for housing.

**Office and Industrial Park Retrofits (MetroFuture Recommendation 11.2):** Reducing VMT and increasing access to opportunity requires increasing transit options for both new and existing commuters. However, many auto-oriented office and industrial parks lack the employment density or physical layout necessary for frequent, attractive, and cost-effective transit. Even near suburban commuter rail stations, the “last mile” problem caused by lack of pedestrian infrastructure and local transit often renders employment opportunities inaccessible to urban workers. Plans that leverage significant new development to help “retrofit” these areas through investments in transit, design, and incentives will enable more economic development while reducing per-employee VMT and providing better access to jobs.

MAPC, the Boston Chapter of the Urban Land Institute, the Massachusetts Chapter of the National Association of Industrial and Office Properties, the I-495 MetroWest Corridor Partnership, and other Consortium partners will prepare integrated land use and Transportation Demand Management (TDM) plans for a limited number of office and industrial parks and surrounding areas. This effort will compare the costs and benefits of auto-oriented transportation strategies to comprehensive TDM approaches, including includes shuttle services, pedestrian-oriented design, pedestrian and bicycle infrastructure, parking maximums, and commuter financial incentives. Plans will evaluate infrastructure costs, GHG emissions, economic benefit, access to opportunity, and stormwater impacts of alternative approaches based on a “least cost planning” model. Partners will identify policies and funding sources to implement the preferred alternative, including capital plans and application of impact fees; performance measures, and enforcement mechanisms. Products will be local plans for land use and TDM that can be used to prioritize public transportation and water infrastructure investments, or to establish a framework for private sector development plans.

**The Town of Lexington**, like many Maturing Suburbs, is facing major demographic changes and changing housing demand, but its zoning and housing policies are not yet oriented to respond. Though the town has reached the subsidized housing goals established by the state, multifamily units represent a minority of all housing production, even as demand for such units increases. The Consortium will develop municipal-level land use and housing scenarios to help the town develop a MetroFuture-consistent land use plan and housing production plan. This plan can be the framework for zoning work, pedestrian and bike planning, and other activities to make Lexington a model for sustainable development in Maturing Suburbs.

**Framingham Tech Park** is a major employment center adjacent to I-90; it is approximately 3 miles from Framingham downtown, the site of a commuter rail station and home to a large community of low-income and foreign born residents. Current development proposals for Tech Park would add thousands of new jobs and accommodate them through roadway expansions and parking garages. The Consortium will use Tech Park as one case study for the office park retrofit activities, and will explore the opportunities for direct connections to the Framingham commuter rail station as a mechanism to reduce commuting VMT and increase access to opportunity for low-income and minority populations.

### **Urban Open Space and Green Infrastructure Planning (MetroFuture Rec. 6.21):**

Efforts to focus growth in urban areas will be sustainable and equitable only if they improve the quality of the urban environment. Impervious surfaces increase stormwater runoff and contribute to the urban heat island effect; many urban neighborhoods have a shortage of park space and lack non-auto connections to the large park networks along the Emerald Necklace and urban rivers; and “urban wilds” or other unprotected open spaces in urban communities face increasing development pressures.

MAPC, the Charles River Watershed Association, Walk Boston, the Center for Urban Watershed Renewal, Groundwork Somerville, the state Department of Environmental Protection (MassDEP), and other partners will conduct neighborhood-level assessment, needs analysis and planning for open space and green infrastructure, including parks and playgrounds, pedestrian and bike connectivity, stormwater management, urban trees, urban agriculture, and landscaping practices. This activity will engage a broad cross-section of residents in community discussion about needs, opportunities, and priorities for open space. Products will be concept plans for open space and green infrastructure networks within the existing urban fabric, with priority sites identified and preliminary feasibility assessments, and ongoing support for implementation.

**Local Pedestrian & Bike Planning (MetroFuture Rec. 12.13):** Despite the presence of many compact neighborhoods and commercial districts, incomplete pedestrian and bicycle infrastructure contributes to auto dependency. Comprehensive sidewalk planning is a critical first step in helping to improve connectivity.

MAPC, Walk Boston, Livable Streets, the Boston MPO, and other Consortium partners will conduct local analysis to identify areas with high potential for mode shift to walking and biking, and to identify the investments necessary to achieve that potential. The partners will work with local groups to collect and verify information about existing infrastructure and barriers. MAPC will analyze population and employment density and the proximity of shops, services, and other destinations to identify areas where a large number of trips could be satisfied within walking distance or where connections are missing for important community needs (such as walk to school). Products would be a local plan and priorities for walk/bike improvements, which could serve as the basis for a capital investment plan.

**Comprehensive agricultural preservation programs (MetroFuture Recs. 7.21, 7.22, 7.23):** The last farms in Developing Suburbs are among the areas most at risk for development. Increasing the economic viability of farming and protecting agricultural land is critical to discouraging low density development and its appurtenant environmental and VMT impacts, and to protect local food production capacity.

MAPC, CLF, Mass Audubon, and other partners will develop local agricultural preservation programs that might include zoning to permit diversified operations (such as agro-tourism and value-added processing) and establish a “right to farm.” The program may also provide technical assistance to create agricultural commissions to advocate for local farms. Efforts will be coordinated to facilitate access to institutional and retail markets for local food. The product will be a local plan and programs for agricultural preservation, including recommendations for zoning and other local regulation.

**Downtown Lynn** is a typical Regional Urban Center, with direct commuter rail to Boston and great potential to reuse underutilized sites for housing and economic growth. The city’s large low-income and immigrant communities—and business owners from those communities—have the potential to both stimulate and benefit from economic revitalization. With help from DHCD, the City recently completed a downtown plan, but additional work is needed to establish the conditions for equitable revitalization. The Consortium will conduct local planning and zoning, and open space and green infrastructure planning, and will support entrepreneur assistance programs.

**The Town of Littleton** faces the same growth pressures as many Developing Suburbs, but has responded to these pressures with innovative policies that seek to focus growth and preserve natural landscapes. A village zoning district adopted in early 2010 (with the assistance of MAPC) allows mixed use, multi-story buildings around Littleton Common, and the town has commissioned scenarios for mixed development and preservation of a large agricultural parcel. The Consortium will support these efforts with decentralized wastewater treatment planning and comprehensive agricultural preservation zoning.

**Decentralized Wastewater Treatment Planning (MetroFuture Rec. 5.19):** In Developing Suburbs, compact growth in existing town centers or other appropriate places often requires creative wastewater management solutions. However, there are many engineering and regulatory barriers to developing shared septic systems and small wastewater treatment facilities.

The Charles River Watershed Association and MAPC will develop a conceptual analysis of alternative wastewater treatment facilities. Tasks will include projecting potential wastewater flows; assessing the impacts of alternative wastewater treatment approaches on growth patterns, energy consumption and water resources; environmental and engineering analysis to identify potential solutions and estimate costs; and recommendations to implement the preferred alternative. Products will be a conceptual plan for decentralized wastewater treatment and recommendations for implementation.

**Entrepreneur Assistance Planning (MetroFuture Rec. 11.10):** Small businesses play a critical role in the revitalization of urban neighborhoods and downtowns; they help to create the vitality that makes urban neighborhoods attractive places to live, and they can provide an avenue for urban entrepreneurs to benefit from economic revitalization. Small businesses (especially those from low-income, minority, and immigrant backgrounds) face unique challenges, and have a great need for technical assistance and training. However, existing programs can be poorly matched with the needs and cultures of small business owners, and there is little regional coordination or resource sharing across the many public and nonprofit service providers.

Equitable and effective revitalization plans should incorporate technical assistance, training, and business service programs in a way that recognizes the important distinctions among different types of enterprises and entrepreneurs. MACDC, the Immigrant Learning Center, and the state Office of Business Development are already engaged in efforts to develop best practices for small business assistance programs and to coordinate those programs at a regional level. The Consortium will support efforts to pilot those best practices through local service providers and will evaluate success of funded service delivery. MAPC will leverage its position as the Economic Development District of the US EDA, and seek additional support from the EDA either through grant or loan capital.

#### **BUILD PROTOCOLS, TOOLS, AND BEST PRACTICES TO HELP ACCELERATE LOCAL IMPLEMENTATION**

Sustainable Communities resources will allow the Consortium to conduct the place-based activities listed above in only a limited number of communities. Yet achieving the MetroFuture vision requires similar planning regionwide. **The Consortium will use the lessons learned in the place-based activities to develop protocols, tools, and best practices to support widespread implementation well after the grant ends.** This set of activities emerges from the place-based activities, but comprises a different set of tasks: evaluating the success of the local planning; defining lessons learned and how planning differs in various settings and community types; interviewing stakeholders to gain feedback; and sharing activities with Consortium partners for critique and improvement. Additionally, this set of activities will include development and refinement of public engagement tools applicable to a wide variety of activities. Highlights of these activities will include:

**Development of a MetroFuture “template” for municipal-level planning:** The first step on the road to a sustainable future in a community is self-assessment. Many places know they want to be sustainable but do not know how to begin assessing their trends, strengths, challenges, and policies. MAPC will package standard data layers, demographic projections, recommended development and preservation priorities, and participation tools into a “template” or self-assessment tool that can help municipal officials and community members to evaluate municipal policies, development trends, and individual developments.

**Completion of Community PlanIt,** a “location-based” digital game that uses role playing, mobile meetings, and virtual interaction to support non-traditional public engagement and deliberation. An excellent way to engage youth, participants take on identities in the game and go on “quests” in which they interact with each other and the virtual planning area. Elements are accessible via the web or mobile device, multiplying opportunities for engagement. For example, signs in the planning area may solicit comments or allow residents to receive information via instant messaging; a website provides access to comments and suggestions others have contributed. The Emerson College Engagement Game Lab and MAPC will lead this work, already piloted in Boston’s Chinatown neighborhood.

**A Stormwater Utility Toolkit** will provide current information and tools including an introduction to stormwater utilities and other fee systems; alternative rate structures; evaluation of alternatives, and examples; GIS mapping and data tools to identify properties subject to stormwater fees; legal and institutional framework for stormwater utilities in the state; illustrative budgets and capital plans; success stories; and public outreach materials to foster local support.

Other tools that will be developed based on results of local planning activities include:

- An Anti-Displacement Toolkit comprising analytical tools, intervention strategies, and local examples.
- Best practices for local Housing Production Plans.
- A robust set of zoning ordinances, design guidelines, and permitting processes for sustainable development.
- A 3-D computer model “warehouse” of smart growth development appropriate for Metro Boston that can be used to depict alternatives for local planning districts and solicit community preferences.
- A website for community members to create or augment data on sidewalk and bike path infrastructure.
- Best practices in municipal energy policy and operations, including programs to reduce municipal governmental energy consumption, and to establish PACE programs for residential retrofit.

### **ADVANCE REGIONAL AND STATE POLICY RECOMMENDATIONS**

Even when successful, local planning efforts do not create systemic regional change. Policy actions to change the “rules of the game” are needed to make sustainable and equitable growth standard practice regionwide. The MetroFuture Implementation Strategies identify dozens of legislative and regulatory changes necessary to accomplish this. Many are already being advanced by the advocacy and coordination of MAPC, MSGA, and other Consortium members. **Sustainable Communities funding will allow the Consortium to develop and advance a greater number of significant policy recommendations to transform the planning context in Metro Boston.** The local planning described above will be critical input, helping to identify more specific policy recommendations and create examples their potential positive impacts. The residents and stakeholders engaged in the local planning work can also be enlisted as advocates for state and regional policy change. Consortium members will play a key role in developing policy proposals and organizing their constituencies to support policy change. Some critical policy efforts are detailed below; the Consortium may also identify additional activities to pursue based on funding and opportunity.

**Zoning Reform:** State zoning and subdivision laws are out of date and ill-suited to sustainable development. Critical modern tools like form-based codes, inclusionary zoning, site review, and impact fees are undefined in law and thus are subject to inconsistent court decisions. Through research, education, and advocacy, the Consortium will continue to pursue reform, building on significant progress in the last legislative session. In consultation with the EOHD, the Consortium will evaluate previous reform proposals, make recommendations for future legislation, and help key stakeholders and media understand the importance of this effort.

**Implement Recommendations of Regional Housing Plan and Analysis of Impediments:** The Regional Housing Plan and Regional AI are likely to identify regulatory and legislative changes necessary to increase affordable housing production, stem the foreclosure crisis, reduce speculative real estate activity in revitalizing areas, prevent the expiration of affordability restrictions, focus affordable housing production in transportation-efficient locations, create greater consistency between Consolidated Plans and MetroFuture, and improve the quality of available housing data. The Consortium will work with DHCD and other state agencies to develop and advance policy recommendations to achieve these necessary changes.

**Global Warming Solutions Act (GWSA) and Transportation Reform Act Implementation:** The GWSA and Transportation Reform Act provide unique legal levers for sustainable communities goals. GWSA establishes aggressive mandates for GHG emission reductions across all sectors. The Transportation Reform Act calls for project selection criteria accounting for GHG emissions, and for state actions to achieve better health outcomes by coordinating land use, transportation, and public health policy. However, regulatory enforcement mechanisms have not yet been established, nor has a technical protocol been developed to estimate the GHG impacts of transportation investments and their secondary land use impacts. Consortium partners including CLF, the Barr Foundation, Environmental League of Massachusetts, Boston MPO, MassDOT, the MIT Department of Urban Studies and Planning, and MAPC will develop methods to estimate the GHG effects of proposed transportation projects and document conformity GHG emissions targets.

Other policy efforts that may be undertaken by the consortium include:

- Expand funding for alternative modes by fully accessing CMAQ and Transportation Enhancements funds and create new programs to support high quality design of alternative mode improvements.
- Create mechanisms for targeting economic development incentive programs (infrastructure incentives, tax credits) to proposals consistent with MetroFuture and the Sustainable Development Principles.
- Remove state regulatory barriers to decentralized wastewater treatment, expedite the review of innovative and alternative technologies, and create legal guidance for local boards of health.
- Regulatory and legislative changes to facilitate distributed energy generation and combined heat and power at compact growth locations.
- Study successful “transfer of development rights” programs, such as that in the Seattle area, and apply lessons to Massachusetts through statutory and regulatory reform.

#### **PROVIDE OPPORTUNITIES FOR DIALOGUE, PROGRAM CRITIQUE, AND CAPACITY BUILDING**

Implementing MetroFuture requires building the capacity of local leaders to make more sustainable and equitable decisions in their own communities. The MetroFuture planning process engaged thousands of “plan builders” in deliberative conversations and learning about regional issues. MAPC has continued this engagement and capacity building through its “Friends of MetroFuture” program, MetroFuture Speaker Series, and MetroFuture Walking Tours. **The Sustainable Communities Grant will greatly expand learning and leadership activities for Consortium members, local leaders, and the public.** More importantly, these activities will facilitate two-way capacity building—participants will learn about program activities and sustainable planning, and will also shape the program with input on what is relevant, practical, and important.

**Meetings of the full Consortium**, to be held biannually, will provide important venues for such capacity building activities. Meetings will include both a general session for all attendees and breakout sessions focused on cross-cutting topics. Through presentation and discussion of challenges, opportunities for improvement, and relevance to other planning efforts, breakout sessions will create a learning environment and dialogue with participants, who will act as both audience and experts—learning new approaches and informing the further development of those approaches.

**Cross-cutting work groups** within the Consortium will facilitate new ideas and identification of best practices in an interdisciplinary environment. Interested members from across topical caucuses will meet to guide program activities and help to organize events that bring emerging best practices to the general public or local leaders. Work groups may include:

- An **inclusive public engagement** work group, to support best practices for equitable and effective outreach to diverse communities. It will help to develop, refine, and evaluate the Consortium’s community engagement performance metrics and organize programs to share best practices.
- The **health and the built environment** work group will recommend strategies to address environmental health factors and reduce public health disparities through local planning. Led by the Interdisciplinary Consortium on Urban Planning and Public Health, this workgroup may also pilot the implementation of health impact assessments related to Consortium policy or planning activities. This work group will help to develop, refine, and evaluate community health and food access performance metrics.
- The **development alternatives and feasibility** work group will evaluate selected planning and zoning recommendations in the context of real estate finance, construction costs, and market conditions. It may also organize educational events highlight innovative financing tools and zoning incentives.

**MAPC’s Subregional Councils** are a primary avenue of communication between the agency and member municipalities. MAPC works with all of the cities and towns in the region to advance their understanding and implementation of sustainable and equitable development and preservation. Currently, MAPC is only able to provide 25% of one staff person’s time to manage each subregion, an insufficient amount of time. The program would greatly expand the amount of time staff could devote to their subregions to 50% FTE. It would also expand subregional activities to include more events, outreach and organizing, small-scale technical assistance to municipal staff, and capacity building exercises. It would, finally, link the subregions with other members of the Consortium, who would provide invaluable advice and assistance.



**A Leadership Institute on Equity and Development** will help disadvantaged communities gain influence in community planning through capacity building and network development. Lead by Action! for Regional Equity, this effort will develop and implement a training curriculum on equitable development, including outreach, facilitation, messaging, campaign design, and planning jargon translation. The curriculum will focus on the stakeholders and residents of low-income neighborhoods, and will also include opportunities for cross-neighborhood and cross-regional networking. The program will coordinate with the Mel King Institute of MACDC, which provides training the CDC staff. Participants will gain a better ability to uphold principles of equitable development and the importance of equity throughout planning processes.

#### **TRACK THE REGION'S PROGRESS THROUGH REGIONAL INDICATORS**

Metro Boston already has a robust framework for neighborhood and regional indicators. The Boston Indicators Project (run by Consortium member The Boston Foundation) is a national leader in neighborhood indicators. Together, MAPC and the Boston Foundation operate the MetroBoston DataCommon, an on-line data viewer and web-mapper that allows users of all skill levels to make custom maps using hundreds of datasets. MetroFuture's 65 distinct goals and detailed, quantitative objectives were designed as the framework for a Regional Indicators Program, now under development. Indicators will be updated, published and analyzed regularly in order to benchmark the region's progress in achieving MetroFuture objectives, demonstrating how the region is changing over time, and comparing Metro Boston to other regions. Special publications will present and analyze key topics. The first Regional Indicators publication, "The State of Equity in the Metro Boston Region" is scheduled for release by the end of February, 2011.

Despite this progress, however, many important data are unavailable and new tools for making data and indicators broadly accessible are needed. **The Sustainable Communities Grant will greatly expand the region's capacity to develop new datasets and make them available through platforms that support informed decision-making.** In particular, The Dukakis Center at Northeastern University will conduct a Sustainable Transportation Indicators project to publish a comprehensive set of transportation metrics about regional context, system performance, travel behavior, equity, and transportation costs. MAPC, MIT DUSP, and MassGIS will greatly expand their longstanding collaboration through research, analysis, and modeling focused on geocoded VMT data for each vehicle in the Commonwealth.

With founding members MAPC and The Boston Foundation, the national Open Indicators Consortium is developing powerful open source tools for the on-line mapping and analysis of data. The Consortium will support the use of the WEAVE (Web-based Analysis and Visualization Environment) tool as the next generation of the MetroBoston DataCommon and the platform for an interactive Regional Indicators website.

#### ***Community engagement in the Sustainable Communities Program***

Consortium partners are already leaders in implementing innovative and effective strategies for inclusive public engagement. Over the past year, Consortium partners have used 3-D modeling, interactive web mapping, social media, and a neighborhood planning video game to engage diverse participants in planning efforts. The Consortium will use established and emerging techniques to create opportunities, particularly for residents of low-income, minority, and foreign-born communities, to meaningfully participate and influence planning processes. It is fair to say that communities of color, low income communities, and immigrant communities were more deeply involved in MetroFuture than in any prior regional planning process in Metro Boston, but it is also fair to say that it was not enough. The Consortium, guided by the inclusive engagement work group, will use lessons learned then and subsequently to achieve wider and deeper engagement.

MetroFuture also struggled to engage the corporate business community in long-range regional planning, but was relatively successful in **engaging non-profit educational and medical institutions** that are central to the region's economy and represented in the Consortium. The Consortium includes new partners from industry organizations and chambers of commerce that will facilitate private industry engagement in the implementation of concrete action steps to advance both the MetroFuture plan and their own corporate interests, such as job training, technical assistance and financing to entrepreneurs, and TDM.

A fundamental responsibility of each Consortium member is communication and engagement of their stakeholders. **Consortium members will keep their stakeholders informed about local planning and**

capacity building activities. They will also seek and report back opinions and ideas from their constituents. Finally, they will be expected to activate their networks on behalf of local or regional policy issues.

Individual local planning efforts will use a combination of community organizing and technology to engage a diverse set of stakeholders. A **stakeholder assessment process at the outset of each local planning effort** will identify decision makers and opinion leaders in the community, with deliberate attention paid to leaders from disadvantaged communities. Following that process, the Consortium will convene a **local advisory committee** to steward the planning effort. The composition of this committee will depend on local conditions and process objectives, but should always include representatives from disadvantaged communities.

The Consortium will use a variety of meeting formats to support broad-based participation in the project, including conventional public meetings, weekend meetings, walking tours, focus groups, and “virtual” meetings. It will also use **3-D visualization, interactive web mapping, social media, and Community PlanIt** to help stakeholders consider planning issues. The Consortium will also provide translation, child care service, and transportation as needed, and all public meetings will be held in handicap accessible locations. The Consortium will also develop methods for transitioning public engagement in planning into public advocacy during implementation. Web 2.0, social networking, and **ongoing community organizing** by local partners will help keep residents engaged in planning priorities as they are implemented through local policy.

### **(3) GOVERNANCE AND MANAGEMENT**

As described in Rating Factor 1, the Consortium reflects the region’s diverse communities, MetroFuture’s comprehensiveness, and the **multiplicity of actors necessary to implement the plan**. Key partners for each activity were selected by their expertise and history of collaboration. Additional partners may join the Consortium by adopting the formal MOU to be developed during the start-up period.

Members of the Consortium will play various roles. Those on the **Steering Committee will provide strategic oversight, set priorities for the program, and approve the program budget and work plan**. MAPC will conduct a large portion of program activities. **Some Consortium members will also provide technical assistance**, operate programs funded with the grant, or measure performance, through some combination of program funding and leveraged resources; such work will be detailed in scopes and work agreements for each activity. Even members who have less involvement in specific program activities will participate in Consortium events, caucuses and work groups, and outreach to stakeholders and advocacy.

Rating Factor 1 describes the formal structure of the Consortium and its decision-making mechanisms. The Steering Committee will be responsible for providing strategic guidance to the Sustainable Communities Program, establishing programmatic and policy priorities, and approving an annual work plan and budget. MAPC and Consortium partners will develop a **scope and budget for each individual activity**, defining work tasks for each partner involved, budget and other resources, strategies to engage disadvantaged populations, performance benchmarks, and relationship to MetroFuture goals and objectives. In many cases, partner will contribute leveraged resources. Where necessary, activities may require services procured from consultants outside the Consortium (for example, transportation analysis or engineering). **The Steering Committee will review and approve each scope** through an annual work plan and budget.

The Consortium structure is designed to ensure that the perspectives of diverse and traditionally underrepresented populations directly influence the program. The **Consortium membership itself represents a diverse array of organizations** focused on equity, including regional equity organizations, fair housing advocates, public housing authorities, immigrant advocates, community development corporations, and the disabled community. They will be represented by members of the Steering Committee elected by caucuses or at large; one seat is reserved for an equity-focused organization, one for a fair housing organization, and two for MAPC Executive Committee members appointed by the Governor to represent the interests of low-income, minority, and immigrant populations. It will be the responsibility of each Steering Committee member to specifically solicit the input of members of their caucus representing disadvantaged populations.

Members of disadvantaged populations traditionally underrepresented in the planning process will also directly influence the program through participation in local planning activities, as described above. A **local advisory committee for each local planning activity** will include disadvantaged populations and will

conduct outreach to local communities. The inclusive engagement work group will review and evaluate these efforts to ensure that the goal of inclusive engagement is being accomplished.

### **Data Management**

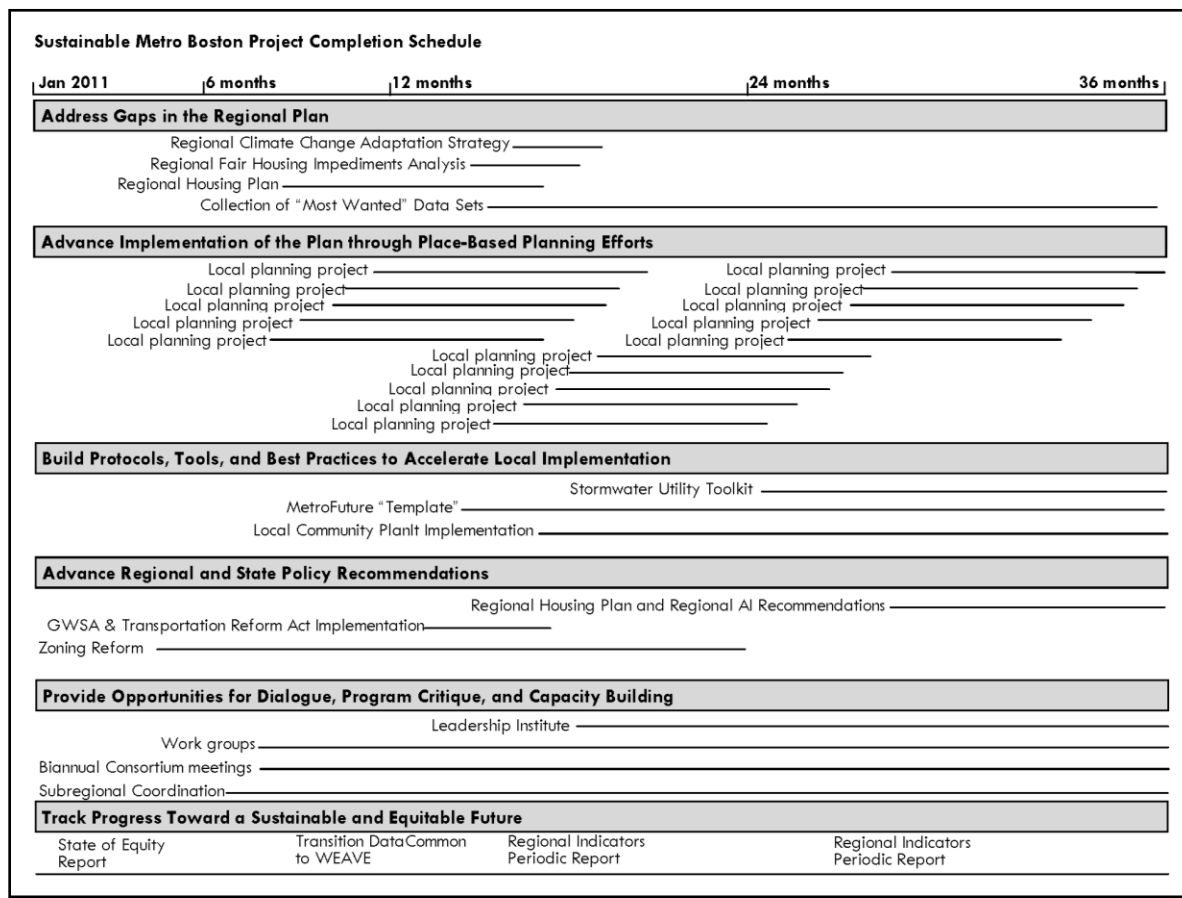
Consortium partners have considerable experience using data collected through local and regional planning to build a more complete picture of the region, and making that data available to other government units, researchers, and the public. All data collected, digitized, or created through the program will be **documented with supporting metadata and added to MAPC's regional data warehouse**. All data will be made available to Consortium partners directly and **posted on the on-line MetroBoston DataCommon**, described above, which allows users to download data tables and complete shape files for analysis.

MAPC will create a **"dashboard" of key program benchmarks and performance metrics** to help the Consortium monitor progress. This dashboard could include public engagement metrics (including participant diversity), project budget and expenditures, leveraged resources, and project outcomes (e.g., housing units built). The dashboard will maintain transparency and encourage active stakeholder engagement.

MAPC will work with Consortium partners, academic experts, and legal counsel to ensure that all data made available to the general public adequately protects the confidentiality of individuals (e.g., geocoded deed-restricted affordable housing units). The Consortium will make all data available to MassGIS, the state's office of Geographic Information Systems; while not all data will be statewide or meet MassGIS's rigorous standards, this will help MassGIS to update its existing data layers for, e.g., recent open space acquisition.

### **(4) PROJECT COMPLETION SCHEDULE**

The following chart depicts the program schedule for Sustainable Metro Boston. The scope for each individual project will have its own budget, schedule, and performance benchmarks. Rating Factor 5 includes metrics and performance benchmarks for the projects listed above.



## **BUDGET PROPOSAL**

The budget narrative justification is included as a separate document.

## **HUD'S DEPARTMENTAL POLICY PRIORITIES**

The proposed program will substantially advance all of HUD's policy priorities.

### ***Policy Priority 4: Capacity Building and Knowledge Sharing***

As described, the proposed program includes numerous activities that will build local capacity and share knowledge. Consortium meetings, cross-cutting work groups, increased capacity to serve and expand Subregional Councils, and leadership trainings will build the skills, technical expertise, and regional perspective of all participants, and provide important venues for sharing information, helping to increase coordination and improve the effectiveness of the program. These activities will be open to all interested parties from within and outside the Consortium. The tools, models, and best practices developed will provide important guidance to all communities in the region, and to state policymakers. Regional indicators and data disseminated will increase the information available to all parties in the region. The public engagement and collaboration involved in the local planning efforts will also significantly increase the ability of both municipal officials and stakeholders to make sustainable and equitable decisions. Performance metrics for all of these activities are described in Rating Factor 5.

### ***Policy Priority 6: Expand cross-cutting policy knowledge***

Sustainable Metro Boston will significantly expand the region's already robust capacity in research, program evaluation, and data-driven policy development. Consortium partners include MIT DUSP, Dukakis Center at Northeastern University, the Harvard University Graduate School of Design, Emerson University, the Collins Center for Public Management at UMass Boston, and the Interdisciplinary Consortium on Urban Planning and Public Health. These partners have a long history of successful data sharing and collaborative policy-driven research that will continue and strengthen through the proposed program. In particular, the program will support the development of a sustainable transportation indicators program by the Dukakis Center, and the development of additional research collaborations and internship programs between MIT and MAPC.

MAPC already operates a regional data warehouse made available to researchers and the public through the MetroBoston DataCommon, and all project data will be made available using this platform, as described previously. A Regional Indicators Program is already underway to compile and disseminate data relevant to the identified program outcomes. The specific indicators, addressing each of the 65 MetroFuture goals, are far too numerous to be listed here, but their specificity and nuance can be seen in the quantitative objectives for each MetroFuture goal, available at [www.metrofuture.org](http://www.metrofuture.org). It is worth noting that this program will use "nested" indicators, which provide consistent and comparable metrics at the regional, municipal, and neighborhood level. This approach will allow the Consortium to assess outcomes for the entire region as well as for local areas where the program will support intensive planning work.

### ***Additional Policy Priorities advanced***

The program will spur **job creation** in low-income communities and increased access to opportunity through planning and pre-development activities in support of urban redevelopment, entrepreneur assistance programs focused on disadvantaged businesses, and creation of new transit services to suburban job centers. Implementation of MetroFuture will improve regional **sustainability** by focusing housing and employment growth in transportation efficient locations; increasing access to transportation alternatives; and improving the quality of the urban environment. The proposed Regional Adaptation Strategy will generate important tools to increase disaster resiliency throughout the region. The proposed Regional Housing Plan and Analysis of Impediments will establish a regional framework for **affirmatively furthering fair housing** with specific recommendations for state and local housing policies, education efforts, and enforcement programs that will reduce racial and economic segregation and prevent displacement in revitalizing urban neighborhoods. The program will also use **HUD resources as a platform for improving other outcomes** through the creation of Community Health Assessments, planning for parks and open space in urban communities, and land use policies to protect the production capacity of the regional food system.

## **SUMMARY OF: *MetroFuture: Making a Greater Boston Region***

**MetroFuture is a bold and achievable plan to make a Greater Boston Region** — to build a sustainable and equitable future for the people who live and work in Metropolitan Boston between now and 2030. It capitalizes on the region's most important assets: its diverse people and landscape, a history of innovation, and a commitment to education and civic engagement. MetroFuture is a vision of a region where we focus growth in areas where people, jobs, and infrastructure already exist; link areas of density by an efficient multi-modal transportation system; conserve our land and natural resources; invest in our residents by improving their health and education; make opportunities available to all residents of the region, regardless of race or ethnicity; and where all benefit from expanding prosperity.

The cities and towns of Greater Boston officially adopted the MetroFuture Plan in December, 2008. The planning process preceding adoption had three primary products: a smart growth plan for the region; detailed strategies to make that plan a reality; and a constituency to advocate for adoption of these strategies. Together, MetroFuture's key principles, participant-driven process, and set of goals for the region address the federal partnership's six Livability Principles in a comprehensive and detailed way.

To guide the development of the plan, MAPC adopted **key principles** that informed the civic engagement process, the technical analysis, the evaluation of alternatives, and the recommendations for change. They are:

- A set of critical resources, opportunities, and challenges unites the people and communities of Metropolitan Boston.
- We embrace the opportunities of growth and development, while seeking to maintain and enhance the beauty and uniqueness of the Greater Boston region and our individual communities.
- We recognize inequalities that persist in the Metropolitan region and seek concrete steps to achieve greater regional equity as a component of strong and just growth.
- All planning and public policy decisions should be evaluated in terms of their impacts upon economy, environment, community, and equity.
- We want a vision that is bold, and a plan that is compelling and implementable.

MetroFuture was developed through a **highly collaborative and participant-driven process** that engaged a wide variety of regional stakeholders. In each of the project's phases, participants had a chance to review findings, learn about regional issues, and provide direction for future analysis and planning. MAPC used a variety of strategies and techniques to gather input from diverse stakeholders over a 5-year period: a review of existing local master planning documents; dozens of visioning workshops and events; telephone polling; over 50 on-site presentations to individual organizations; more than ten large interactive public workshops; technical advisory committees comprising regional experts; and dozens of individual meetings with local opinion leaders.

Through all of these efforts, MAPC and its partners sought to engage communities traditionally disengaged from regional planning efforts: low income and communities of color in particular, but also the business community and the region's academic and medical institutions. Along the way, the objective of these efforts was not only to discuss MAPC's analysis and findings, but also to support dialogue among participants from diverse backgrounds, foster informed consideration of competing priorities, and solicit input on the next steps for analysis, scenario development, and recommendations.

As a result, these participants were more than passive meeting attendees—they were “plan builders” whose participation guided the process along the way. Participant input helped to define the scope of the analysis, and in particular to include a set of topics broader than traditionally addressed in regional plans but which impact and are impacted by land use decisions: education, health, food systems, and others. Participants also pushed MAPC to expand its outreach and supported those efforts by organizing meetings and bringing the project's message to their constituents. Most importantly, participants helped to design three alternative scenarios for the future and voted on the scenario that they thought would “make a Greater Boston Region.” The importance of this new constituency for regional planning cannot be

understated, since the plan's vision can only be realized through a broad commitment to advocate for regionally minded choices at town meetings and in city council chambers, in boardrooms and at the State House.

**Technical analysis based on scenario planning** was a critical element of the MetroFuture planning process. Drawing on its extensive warehouse of data and detailed information from member municipalities, MAPC analyzed demographic, housing, economic, and educational trends in order to create a Current Trends scenario for the region. This scenario estimated impacts on land use, open space, housing choice, labor supply, housing supply, water demand, municipal finance, transportation, and energy consumption.

The Current Trends scenario demonstrated the unsustainability of the region's current pattern of growth. MAPC and our partners used this scenario to educate the region about the need for a more sustainable alternative. With partner input, we developed three alternatives, each of which was internally consistent across topic areas. Together the three alternatives demonstrated the trade-offs that must be made in choosing a path for future growth. We brought the three alternatives to the public in dozens of local meetings, and at two 400-person regional seminars where participants could use CommunityViz software to create their own scenarios for the region by changing assumptions on the type and location of growth.

By voting at the end of every meeting, and through extensive voting on-line, the residents of the region chose the "Winds of Change" scenario as the MetroFuture vision for the region's future. Participants recommended that MAPC use a few elements of the other scenarios in their preferred scenario, especially in regard to housing location and energy consumption. This adjusted scenario now forms the core of our regional plan. The socioeconomic projections at its heart have been adopted by the Boston MPO for its Regional Transportation Plan and by the state of Massachusetts for its water use forecasts.

The plan sets forth **65 broad goals for the region**, in six general categories; the chart on the following page relates these goals to the Federal Livability Principles. Each sub-goal is accompanied by specific, measurable objectives that can be used to assess the region's progress toward meeting the plan's goals. These objectives now form the core of MAPC's Regional Indicators Program, which will measure the region's progress toward achieving the MetroFuture vision. The first product of this Regional Indicators Program will be a report on the state of equity in the region, looking at a variety of topic areas, including race, age, immigrant status, and others. The data and analysis section of this Report Card is scheduled for publication by winter 2011, with follow-on policy recommendations by spring 2011.

**MetroFuture's Implementation Strategies** provide a comprehensive, long-term framework for building sustainable communities. Hundreds of short- and long-term recommendations, organized into 13 distinct strategies, address land use, housing, jobs, transportation, education, health, energy, public safety and environmental protection. Recommendations are provided for federal, state and local government, private industry, regional institutions, non-profit organizations, and even individual households. These strategies outline specific steps for coordinating plans across jurisdictions and areas of interest; they identify tools and resources for cultivating a proactive approach to community change; and they recommend how investments can be directed to support sustainable development. The hundreds of recommendations in this plan are the specific steps required to move the plan to action, and constitute the basis of an "execution plan" for MetroFuture.

Far from a static plan, MetroFuture continues as a living document and guides the work of MAPC and other Consortium members on a daily basis. The complete technical analysis, goals, objectives, and implementation strategies are available on the plan's website, [www.metrofuture.org](http://www.metrofuture.org). In addition to implementing the plan through virtually all of its work, MAPC is also working to keep the plan vital, and is currently updating three of the implementation strategies to reflect accomplishments already achieved as well as changing circumstances. Finally, the plan has led to the transformation of the agency itself: it has built stronger capacity for inclusive public engagement, technical analysis, cross-disciplinary planning, community organizing, and collaboration with a wide variety of allied organizations.

### MetroFuture Goals as they Relate to the Federal Livability Principles

Federal Livability Principle	MetroFuture Super-Goal	Illustrative MetroFuture Goal	Illustrative MetroFuture Objective
Provide more <b>transportation choices</b>	<b>Transportation Choices:</b> An efficient transportation system will offer more choices & make it easier to get around	#45: More people will use transit for work and personal trips.	Regional mode share for public transit will increase from 6.3% to 13.9%.
Promote equitable, <b>affordable housing</b>	<b>Housing Choices:</b> A diverse array of housing choices will meet the needs of the region's residents	#15: There will be less segregation as all municipalities increasingly reflect Metro Boston's growing diversity	The gap between the non-white proportion of each municipality and the non-white proportion of the region will decrease.
Enhance <b>economic competitiveness</b>	<b>Regional Prosperity:</b> A globally-competitive regional economy will provide opportunity for all the region's workers	#37: A strong supply of educated and skilled workers – of all ages – will encourage businesses to locate and expand here	The percentage of working-age adults with a 2- or 4-year college degree will increase from 43% to 53%.
Support <b>existing communities</b>	<b>Sustainable Growth Patterns:</b> Population and job growth will be focused in developed areas already well-served by infrastructure	#2: Most new growth will occur through the reuse of previously developed land and buildings.	61% of new residential development (measured in housing units) will occur on land that is already developed.
<b>Value communities</b> and neighborhoods	<b>Healthy Communities:</b> Residents will be safe, healthy, well-educated, and engaged in their community	#25: Residents in all communities and of all incomes will have access to healthy, affordable food	In each Community Type, 95% of children and more than 60% of adults will be at a healthy weight.
<b>Coordinate policies</b> and leverage investment		#51: Regional transportation planning will be linked with sustainable land use planning	No transportation project over \$50 million will be programmed without a corridor land use plan
	<b>Healthy Environment:</b> Natural resources will be protected thanks to a strong “environmental ethic”	#56: The region will be a national leader in reducing greenhouse gas emissions	Emissions resulting from the region's electric power demand will be 40% below 2000 levels.

**Gaps in the existing regional plan:** In principle, process, and product, MetroFuture exemplifies the comprehensive and inclusive effort envisioned by the Regional Planning Grant program. However, the plan does not cover every topic exhaustively. It was limited by resources and data availability, and conditions have changed since it was completed, especially as a result of the economic recession and the foreclosure crisis. Although the plan carefully projects the level of housing production needed to achieve the MetroFuture vision (down to the Transportation Analysis Zone level), it does not constitute a complete housing needs assessment or housing plan; although the plan includes fair housing recommendations, it does not include a regional Analysis of Impediments to fair housing consistent with HUD guidelines; and, although MAPC has participated in the state's development of a climate change adaptation strategy, the MetroFuture plan was completed at a prior date and it does not include a full regional adaptation strategy. Further, the plan identified a set of “most wanted” datasets necessary to support informed regional and local planning; development of these datasets has yet to be accomplished. In addition to supporting the plan's implementation, the Sustainable Communities Regional Planning Grant would give MAPC and its partners the resources to fill each of these four gaps.



*Consortium for Sustainable Communities*

***Sample Letter of Commitment***

My organization is pleased to join the Metro Boston Consortium for Sustainable Communities and commits to working cooperatively with MAPC and other members of the consortium toward the implementation of MetroFuture, the region's officially-adopted plan.

As a member of this Consortium, we commit to:

- Make good faith efforts to align local work, policy advocacy, and research with MetroFuture goals and the following federal Livability Principles:
  - Provide more transportation choices
  - Promote equitable, affordable housing
  - Increase economic competitiveness
  - Support existing communities
  - Leverage federal investment
  - Value communities and neighborhoods
- Share information about the Sustainable Communities program with colleagues and allied organizations
- Use our existing network of relationships to help identify local partners to participate in local planning projects
- Use staff time to review products and provide feedback to improve program effectiveness and inclusiveness

We strongly support the Metropolitan Area Planning Council as the consortium's lead applicant responsible for administration of the program. Our organization will participate in one of the consortium's topical caucuses, and will elect representation to its Steering Committee through that body.

If the application for funding is successful, we will participate in the development of a formal consortium agreement, which will define each member's specific activities in the program. We will reaffirm our willingness to participate in the regional planning program by becoming a signatory to that agreement.

Signature

Name

Title

Organization

Email

Phone #

Date

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*Consortium for Sustainable Communities*

**MEMBERS OF THE CONSORTIUM FOR SUSTAINABLE COMMUNITIES**

Municipalities

Town of Ashland  
Town of Bedford  
Town of Bellingham  
City of Beverly  
City of Boston  
Town of Boxborough  
Town of Braintree  
City of Brookline  
City of Cambridge  
City of Chelsea  
Town of Cohasset  
Town of Danvers  
Town of Dedham  
City of Everett  
Town of Essex  
Town of Framingham  
City of Gloucester  
Town of Hopkinton  
Town of Hudson  
Town of Ipswich  
Town of Littleton  
City of Lynn  
City of Malden  
Town of Manchester-by-the-Sea  
Town of Marshfield  
Town of Maynard  
City of Medford  
Town of Medway  
City of Melrose  
Town of Middleton  
Town of Milford  
Town of Millis  
Town of Milton  
Town of Natick  
City of Newton  
Town of Norfolk  
City of Peabody  
City of Quincy  
Town of Reading  
City of Revere  
Town of Rockland  
City of Salem

Town of Saugus  
Town of Sharon  
Town of Sherborn  
City of Somerville  
Town of Southborough  
Town of Stoneham  
Town of Stow  
Town of Swampscott  
Town of Walpole  
Town of Watertown  
Town of Westwood  
City of Weymouth  
Town of Winthrop  
Town of Wrentham

Regional Planning & Transportation Agencies

Boston Region Metropolitan Planning  
Organization  
MetroWest Regional Collaborative  
Metropolitan Area Planning Council (MAPC)  
Massachusetts Bay Transportation Authority  
(MBTA)

State Agencies

Massachusetts Executive Office of Energy &  
Environmental Affairs  
Massachusetts Executive Office of Housing &  
Economic Development  
Massachusetts Department of Housing &  
Community Development  
Massachusetts Department of Transportation



## *Consortium for Sustainable Communities*

### Academic & Medical Institutions

Emerson University Engagement Game Lab  
Harvard University Graduate School of Design  
Interdisciplinary Consortium on Urban Planning  
and Public Health (ICUPPH)  
MIT Department of Urban Studies and Planning  
Northeastern University Dukakis Center for  
Urban and Regional Policy  
Partners Healthcare  
UMass-Boston Edward J. Collins Jr. Center for  
Public Management

### Advocacy Organizations

Alternatives for Community and Environment  
Action for Regional Equity  
Center for Urban Watershed Renewal  
Charles River Watershed Association  
Citizens' Housing and Planning Association  
Commonwealth Seminar  
Conservation Law Foundation  
Environmental League of Massachusetts  
Groundwork Somerville  
Health Resources in Action  
Institute for Human Centered Design  
Livable Streets Alliance  
Mass Audubon  
Massachusetts Affordable Housing Alliance  
Massachusetts Immigrant and Refugee Advocacy  
Coalition  
Massachusetts Smart Growth Alliance  
Our Transportation Future  
Somerville Transportation Equity Partnership  
Tellus Institute  
Trustees of Reservations  
Urban Land Institute – Boston  
WalkBoston

### Business Organizations

A Better City (ABC)  
495/MetroWest Partnership  
Medical Academic and Scientific Community  
Organization (MASCO)  
National Association of Industrial and Office  
Properties (NAIOP) - Massachusetts  
South Shore Chamber of Commerce

### Community Development Organizations

Asian CDC  
Dorchester Bay Economic Development  
Corporation  
Fairmount/Indigo Line CDC Collaborative  
Codman Square Neighborhood Development  
Corporation  
Jamaica Plain Neighborhood Development  
Corporation  
Local Initiatives Support Corporation – Boston  
Massachusetts Association of CDCs  
Mattapan CDC  
Somerville Community Corporation  
Southwest Boston CDC  
Urban Edge

### Housing Agencies

Acton Housing Authority  
Boston Fair Housing Commission  
Boston Housing Authority  
Lynn Housing and Neighborhood Development  
Metro Boston Housing Partnership  
South Shore Housing  
Wayland Housing Authority

### Human Service Providers

Action for Boston Community Development  
Immigrant Learning Center

### Private Foundations

Barr Foundation  
Boston Foundation  
Herman & Frieda L. Miller Foundation  
Hyams Foundation

## **BUDGET NARRATIVE**

The Metro Boston Consortium for Sustainable Communities, led by the Metropolitan Area Planning Council (MAPC), seeks \$5 million from the Sustainable Communities Regional Planning Grant Program. Consortium members have pledged over \$8.5 million in additional leveraged resources to help accomplish the goals of this application. We believe such a commitment of coordinated resources is truly unprecedented in the Boston region, and indicates the deep desire and tangible commitment of our partners to implement the Federal Livability Principles here in Metro Boston, which is home to over 3 million residents.

The budget was carefully tailored to accomplish the activities outlined in response to Rating Factor 3. It is based on the following general principles of calculation:

1. The budget includes all funds we hope to receive from the Sustainable Communities Regional Planning Grant Program, as well as all leveraged resources, as defined in the NOFA.
2. All activities undertaken by staff of Consortium members are budgeted based on the following assumptions. These assumptions are based upon many years of experience providing technical assistance and operating programs in the regional planning field, and they are consistent with MAPC's current budget and audit procedures:
  - a. One-third of all staff hours will be billed at a "manager's rate" of \$85/hour, which includes overhead as approved by MAPC's Federal Cognizant Agency, the Highway Division of the Massachusetts Department of Transportation.
  - b. Two-thirds of all staff hours will be billed at a "staff rate" of \$62/hour, which also includes overhead as approved by the same agency.
3. Many activities in the response to Rating Factor 3 will consist of individual contracts with recipients of technical assistance or services. For example, the Consortium may draft and help to implement a Housing Production Plan for an individual city or town; or may assist a Community Development Corporation to develop an anti-displacement strategy in the neighborhood it serves. Such activities have been categorized as small, medium, or large projects, with budgets of \$20, \$40, or \$60,000, respectively. Each project will occur once during the grant period, so these numbers do not need to be multiplied by the 3 years of the grant. Historically, these totals are reasonable for the vast majority of projects defined in the response to Rating Factor 3. Of course, it is always possible that a few projects may be smaller or larger, depending on specific needs.
4. Other activities are not appropriately defined as "projects," but rather will be carried out consistently throughout the grant period by assigned staff. For example, the effort to track indicators of regional progress is an on-going activity whose cost is best expressed in "full-time equivalents" (FTE). At MAPC, one FTE including overhead equals approximately \$120,000 per year. (Note: In many cases, a specific project may require less than one full FTE per year.)
5. In some cases, services are better supplied by a consultant. We have tried to keep the hiring of consultants to a minimum, but there are several cases where it is necessary. Consistent with the requirements of the NOFA, these costs are calculated separately from staff cost and are reported accordingly.
6. The leverage commitment from The Barr Foundation includes \$422,000 for a variety of coalition activities in the transportation field. However, we have counted only \$320,000 of this total



## *Consortium for Sustainable Communities*

because some of their funds are for the purpose of influencing federal transportation policy, and it did not seem appropriate to assign Sustainable Communities funds (even leveraged funds) to this purpose.

7. Our leverage commitment from the Boston office of the Local Initiatives Support Corporation (LISC) totals \$1.2 million, of which \$1.05 million represents a commitment of loan capital to be invested in transit-oriented development (TOD) projects to be undertaken by CDCs in three neighborhoods of Boston along the Fairmount commuter rail line over the next three years (based on existing commitments and loans in process). This amount is listed in the budget form in the Miscellaneous element of the Construction Costs category. We chose this element because, at this point in time, it is not possible to predict exactly what costs (or even what specific projects) the LISC investments will cover.

The budget resulting from these calculations is presented in the Grant Application Detailed Budget Worksheet HUD-424-CBW. Another way of looking at the budget is to examine how much funding is allocated to the major categories of our grant application, as indicated below:

Addressing Gaps in the Regional Plan	\$750,000
Placed-Based Efforts (including loan capital from LISC)	6,726,000
	904,000
Protocols, Tools, and Best Practices	1,804,000
Policy Recommendations	1,330,000
Dialogue, Program Critique, and Capacity Building	1,040,000
Tracking Progress through Regional Indicators	981,000
Program Administration	\$13,535,000
<b>TOTAL</b>	

This combination of Sustainable Communities and leveraged funds will enable us to achieve not only the major goals of this application, but also significantly transform the Metro Boston region in accordance with the MetroFuture plan and with the Livability Principles of the Sustainable Communities Partnership.



# *The Commonwealth of Massachusetts*

DEVAL L. PATRICK  
GOVERNOR

TIMOTHY P. MURRAY  
LIEUTENANT GOVERNOR

GREGORY BIALECKI  
SECRETARY OF HOUSING &  
ECONOMIC DEVELOPMENT

JEFFREY B. MULLAN  
SECRETARY & CEO  
MASSACHUSETTS DEPARTMENT OF  
TRANSPORTATION

IAN BOWLES  
SECRETARY OF ENERGY &  
ENVIRONMENTAL AFFAIRS

August 20, 2010

Secretary Shaun Donovan  
U.S. Department of Housing and Urban Development  
451 7<sup>th</sup> Street S.W.  
Washington DC 20410

Dear Secretary Donovan:

The Commonwealth of Massachusetts is pleased to support the application of the Metropolitan Area Planning Council (MAPC) for a HUD Sustainable Communities Regional Planning Grant. The Commonwealth will provide this support by being a partner in the consortium that will be formed to implement the grant. This application is being submitted for implementation, and if funded would allow MAPC to significantly increase its efforts to implement its award winning regional plan, MetroFuture.

MAPC is the regional planning agency for much of Eastern Massachusetts and the Boston metropolitan area. It includes more than half of all people living in the state. For the past few years MAPC has been working extensively with the communities of this region to develop a plan for the sustainable future of the region. MetroFuture has been adopted by MAPC and endorsed throughout the region. The HUD grant would provide the resources to implement this plan in a comprehensive manner.

Working with the State, the communities in the region, the Boston MPO and more than 35 non-profit, trade association and institutional partners, MAPC will be able to focus on a host of critical investments and strategies for the region. From transit oriented development to anti-displacement strategies, from revitalization efforts in the Gateway cities of the region to fair housing issues, this effort would address a comprehensive set of sustainable development principles in support of many state initiatives in this region.

In undertaking these efforts, MAPC would be linking smart growth with regional equity issues. Issues such as transportation, housing, energy, economic development and neighborhood

planning would all be undertaken with attention to the broad populations in the region with an emphasis on the low-income populations.

The Commonwealth is pleased to commit to be a member of the partnership that will be formed to implement this grant. We will continue to provide significant technical and financial support to the sustainable development efforts of this important region. We appreciate your consideration of this grant application that will fund the implementation of MetroFuture.

Sincerely,



Gregory Bialecki  
Secretary



Jeffrey Mullan  
Secretary



Ian Bowles  
Secretary



August 18, 2010

Mr. Marc Draisen  
Executive Director  
Metropolitan Area Planning Council  
60 Temple Place, 6th Floor  
Boston, MA 02111

Dear Mr. Draisen:

It is a pleasure to tell you that the Boston Foundation has awarded Metropolitan Area Planning Council a \$50,000.00 conditional grant to provide a match for a potential grant from the Sustainable Communities Regional Planning Grant Program to support regional planning and sustainable development in Metro Boston. We are pleased to join our peers from the Barr, Hyams and Herman & Frieda L. Miller Foundations in offering our support for this important work for the Greater Boston region. We encourage you to work with Consortium partners to identify elements within the application that create greater racial equity in our region, particularly creation of and access to infrastructure related construction and access to green jobs. Release of the funds is contingent upon the Metropolitan Area Planning Council's receipt of a Sustainable Communities Regional Planning Grant.

As you know, the Boston Foundation has long recognized the value of this work, and we are pleased to have been a major funder of the *Metro Future: Making a Greater Boston Region* plan. It is our sincere hope that the Partnership for Sustainable Communities will look favorably upon your application.

Best wishes for a successful outcome.

Sincerely,

Paul S. Grogan  
President and CEO

Enc.  
G2011-0079

## BARR FOUNDATION

Using KNOWLEDGE, NETWORKS and FUNDING  
to Build a Better Boston for All

August 19, 2010

### Metro Boston Consortium for Sustainable Communities Letter of Firm Commitment for Leveraged Resources

The Barr Foundation is pleased join the Consortium for Sustainable Communities in Metro Boston and to offer our support for the submission of their application for the Sustainable Communities Regional Planning Grant. Barr has been a long time supporter of MAPC, the lead applicant, and was one of the lead funders for MetroFuture, the regional plan for the Boston Metro Region. In January of this year, Barr shifted all of its environmental grant making to focus on two key areas: reducing green house gases related to Green Infrastructure, and Transportation and Smart Growth. Our theories of change and our strategies are well aligned with the Sustainable Community 6 livability principles and with the goals outlined in MetroFuture.

In addition to the \$50,000 grant provided to MAPC as demonstration of our commitment to their Sustainable Communities application, a significant amount of our annual transportation and smart growth funding goes to support activities that will increase the effectiveness of the Sustainable Communities in Metro Boston program. In June alone of this year, Barr gave out grants totaling over \$1 million in the following areas:

- \$422,000: A transportation related coalition focused on federal policy, state constituency building and place-based demonstration projects, aimed at better linking transportation, land-use policy and planning, and climate change. MAPC is a member of this coalition.
- \$134,206: A project to develop protocols, tools and data to help accelerate local implementation of development projects.
- \$200,000: (Awarded in 2009, now in its 2nd year.) A multi-year effort focused on advancing regional and state policies for aggressive climate change legislation, particularly those related to transportation and land use.
- 100,000: A study of travel behavior and transit oriented development opportunities throughout MA.
- \$34,206: Planning funds for a dialogue on MBTA debt relief (i.e, MA's public transit system).
- \$185,000: A strategy to integrate water management into the Smart Growth agenda.

As funders with a goal of reducing green house gases associated with transportation and land use, we see the implementation of MetroFuture as a key strategy for achieving that goal. To that end, we envision that MAPC will continue to be an important grantee within our portfolio. If the application for funding is successful, we will participate in the development of a formal consortium agreement, which will define each member's specific activities in the program. We will reaffirm our willingness to participate in the regional planning program by becoming a signatory to that agreement, consistent with our proposal.

Moreover, we will also willingly collaborate with national funders and government agencies to provide local leadership on these issues from the philanthropic community.

Thank you for your consideration.

Melinda Marble, Deputy Director  
The Barr Foundation

## THE HERMAN AND FRIEDA L. MILLER FOUNDATION

Metro Boston Consortium for Sustainable Communities

Letter of Firm Commitment for Leveraged Resources

My organization is pleased to join the Metro Boston Consortium for Sustainable Communities and commits to working cooperatively with MAPC and other members of the consortium toward the implementation of MetroFuture, MAPC's officially-adopted regional plan.

As a member of this Consortium, we commit to making good faith efforts to align local work, policy advocacy, and research with MetroFuture goals and the following federal Livability Principles:

- Provide more transportation choices
- Promote equitable, affordable housing
- Increase economic competitiveness
- Support existing communities
- Leverage federal investment
- Value communities and neighborhoods
- Share information about the Sustainable Communities program with colleagues and allied organizations
- Use our existing network of relationships to help identify local partners to participate in local planning projects
- Use staff time to review products and provide feedback to improve program effectiveness and inclusiveness

We strongly support the Metropolitan Area Planning Council as the consortium's lead applicant responsible for administration of the program. Our organization will participate in one of the consortium's topical caucuses, and will elect representation to its Steering Committee through that body. The Herman and Frieda L. Miller Foundation will support the program with \$50,000 in direct new funding for Sustainable Metro Boston and continue the foundation's aligned investments of approximately \$200,000 in grants to participating and allied organizations working directly to advance the goals of the initiative. Approximately \$100,000 will support CDC planning and pre-development activities. In addition, approximately \$50,000 will advance implementation of the plan through place-based planning efforts. Finally, \$50,000 will support policy activities related to zoning, housing, and transportation advocacy. This is a total of \$250,000.

If the application for funding is successful, we will participate in the development of a formal consortium agreement, which will define each member's specific activities in the program. We will reaffirm our willingness to participate in the regional planning program by becoming a signatory to that agreement, consistent with our proposal.

Name: Prentice Zinn

Title: Program Officer

Organization: Herman and Frieda L. Miller Foundation

Date: August 19, 2010

Herman and Frieda L. Miller Foundation  
c/o GMA Foundations | 77 Summer St. 8<sup>th</sup> Floor | Boston, MA 02110 | 617-426-7080

## THE HYAMS FOUNDATION, INC.

50 Federal Street  
9th floor  
Boston, MA 02110

617 426-5600  
Fax 617 426-5696  
www.hyamsfoundation.org

August 19, 2010

Mr. Marc D. Draisen  
Executive Director  
MetroFuture, Inc.  
c/o Metropolitan Area Planning Council  
60 Temple Place  
Boston, MA 02111

Dear Mr. Draisen:

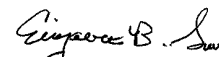
We are pleased to inform you that The Hyams Foundation, Inc. voted a grant in the amount of \$25,000 to MetroFuture, Inc. for 1/1/2011-1/1/2012 expenses of the Metropolitan Area Planning Council (MAPC) as a match for its proposed work under the US Department of Housing and Urban Development's (HUD) competitive, Sustainable Communities Regional Planning Grant program to include the planning of specific transit oriented developments; transportation-related organizing; and, environmental organizing, with payment conditional upon its successfully winning HUD's Sustainable Communities support and also conditional on inclusion of activities to be conducted by one or more locally-based non-profits in the Fairmount MBTA rail corridor among the funded activities.

The Foundation wanted to encourage MAPC to work with its consortium partners to identify strategies to include in the application that would create greater racial equity in our region. Potential areas of focus include engagement of partners around construction jobs for un- and under-employed workers of color at MBTA infrastructure projects; creating pathways for such workers to enter into green jobs; affirmative marketing strategies in high opportunity communities (found in maturing or growing suburbs); or other approaches.

If the conditions set forth in the first paragraph are met, the grant is payable in January, 2011. At that time, the staff will review the status of the project to be funded, as well as the management of the agency, to determine if it is still reasonable to expect that the goals of the original proposal will be fulfilled. A final decision to pay the grant will depend on a satisfactory review.

We commend you for your efforts and look forward to receiving reports regarding your application to HUD. If you have any questions, please contact Ms. Angela Brown.

Sincerely yours,

  
Elizabeth B. Smith  
Executive Director





Patricia Payne

[www.uli.org](http://www.uli.org)

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Chief Executive Officer

August 19, 2010

Shelley Poticha  
Director, Office of Sustainable Housing and Communities  
Department of Housing and Urban Development  
451 7th Street S.W.  
Washington, DC 20410

Re: MetroFuture Sustainable Communities Proposal  
Letter of Firm Commitment

Dear Shelley:

The Massachusetts Smart Growth Alliance is pleased to join the Metro Boston Consortium for Sustainable Communities and commits to working cooperatively toward the implementation of MetroFuture, the smart growth blueprint for our region.

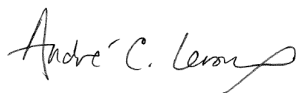
We strongly support the Metropolitan Area Planning Council as the consortium's lead applicant responsible for administration of the program. Our organization will participate in one of the consortium's topical caucuses, and will elect representation to its Steering Committee through that body.

In addition, MSGA will contribute resources to improve the effectiveness of the proposed program, through aligned investments of staff resources and direct costs, as follows. Figures are combined totals for existing funding over the next two years, and would likely be increased and extended beyond that.

Zoning Reform: \$140,000  
Transportation Reform: \$156,000  
Great Neighborhoods: \$510,000

If the application for funding is successful, we will participate in the development of a formal consortium agreement, which will define each member's specific activities in the program. We will reaffirm our willingness to participate in the regional planning program by becoming a signatory to that agreement, consistent with our proposal.

Sincerely yours,



André Leroux  
Executive Director

André Leroux  
Executive Director

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Boston Society of  
Architects — Civic Initiative  
for Smart Growth

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Citizens' Housing and Planning  
Association

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Conservation Law Foundation

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Environmental League  
of Massachusetts

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Fair Housing Center  
of Greater Boston

---

Massachusetts Association  
of Community Development  
Corporations

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Metropolitan Area Planning  
Council



#### Metro Boston Consortium for Sustainable Communities

#### Letter of Firm Commitment for Leveraged Resources

My organization is pleased to join the Metro Boston Consortium for Sustainable Communities and commits to working cooperatively with MAPC and other members of the consortium toward the implementation of MetroFuture, MAPC's officially-adopted regional plan.

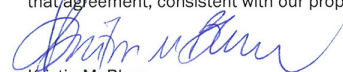
As a member of this Consortium, we commit to:

- Make good faith efforts to align local work, policy advocacy, and research with MetroFuture goals and the federal Livability Principles
- Share information about the Sustainable Communities program with colleagues and allied organizations
- Use our existing network of relationships to help identify local partners to participate in local planning projects
- Use staff time to review products and provide feedback to improve program effectiveness and inclusiveness

We strongly support the Metropolitan Area Planning Council as the consortium's lead applicant responsible for administration of the program. Our organization will participate in one of the consortium's topical caucuses, and will elect representation to its Steering Committee through that body.

In addition, Boston Local Initiatives Support Corporation will contribute resources to improve the effectiveness of the proposed program, through aligned investments of \$1,200,000 in staff resources, direct costs, and pass through grants and loan capital for predevelopment and other transit oriented development activities. Boston LISC has been working to catalyze transit oriented development in greater Boston for five years, by providing acquisition, predevelopment and other loan capital, and organizational capacity building grants. This work has focused primarily on affordable housing development and neighborhood-based community development strategies. In addition, for the past year Boston LISC has been exploring the feasibility of a \$25 million transit-oriented development acquisition and predevelopment fund to support community-driven equitable development initiatives near transit nodes. This work will all continue during the Sustainable Communities grant term and will be coordinated and aligned with the work of the other members of the Sustainable Communities consortium.

If the application for funding is successful, we will participate in the development of a formal consortium agreement, which will define each member's specific activities in the program. We will reaffirm our willingness to participate in the regional planning program by becoming a signatory to that agreement, consistent with our proposal.



Kristin M. Blum  
Senior Program Officer  
Boston Local Initiatives Support Corporation  
August 20, 2010

August 20, 2010

**Metro Boston Consortium for Sustainable Communities  
Letter of Firm Commitment for Leveraged Resources**

My organization is pleased to join the Metro Boston Consortium for Sustainable Communities and commits to working cooperatively with MAPC and other members of the consortium toward the implementation of MetroFuture, MAPC's officially-adopted regional plan.

As a member of this Consortium, we commit to:

- Make good faith efforts to align local work, policy advocacy, and research with MetroFuture goals and the following federal Livability Principles:
  - Provide more transportation choices
  - Promote equitable, affordable housing
  - Increase economic competitiveness
  - Support existing communities
  - Leverage federal investment
  - Value communities and neighborhoods
- Share information about the Sustainable Communities program with colleagues and allied organizations
- Use our existing network of relationships to help identify local partners to participate in local planning projects
- Use staff time to review products and provide feedback to improve program effectiveness and inclusiveness

We strongly support the Metropolitan Area Planning Council as the consortium's lead applicant responsible for administration of the program. Our organization will participate in one of the consortium's topical caucuses, and will elect representation to its Steering Committee through that body.

In addition, Emerson College's Engagement Game Lab will contribute resources to improve the effectiveness of the proposed program, through the in-kind contribution of \$250,000 of development funds from the John S and James L Knight Foundation. These resources will be used to build and test a public engagement platform to help engage communities in urban planning decisions.

If the application for funding is successful, we will participate in the development of a formal consortium agreement, which will define each member's specific activities in the program. We will reaffirm our willingness to participate in the regional planning program by becoming a signatory to that agreement, consistent with our proposal.

(sign)



Eric Gordon  
Director, Engagement Game Lab  
Emerson College  
eric\_gordon@emerson.edu  
617-824-8828



**Northeastern University**  
*Kitty and Michael Dukakis Center  
for Urban and Regional Policy*

August 20, 2010

**Metro Boston Consortium for Sustainable Communities  
Letter of Firm Commitment for Leveraged Resources**

The Kitty and Michael Dukakis Center for Urban and Regional Policy at Northeastern University is pleased to join the Metro Boston Consortium for Sustainable Communities and commits to working cooperatively with MAPC and other members of the consortium toward the implementation of MetroFuture, MAPC's officially-adopted regional plan.

As a member of this Consortium, we commit to:

- Make good faith efforts to align our research and policy work with MetroFuture goals and the federal Livability Principles
- Share information about the Sustainable Communities program with allied organizations
- Use our existing network of relationships with cities and towns throughout Massachusetts to help identify local partners to participate in local planning projects
- Use staff time to review products to improve program effectiveness and inclusiveness

The Dukakis Center strongly supports the Metropolitan Area Planning Council as the consortium's lead applicant responsible for administration of the program. Our organization will participate in one of the consortium's topical caucuses, and will elect representation to its Steering Committee through that body.

In addition, the Dukakis Center at Northeastern University will partner with MAPC and the consortium members on research and policy work and contribute resources to improve the effectiveness of the proposed program, through the following in-kind contributions:

- \$100,000 of staff time and other resources for the development of a comprehensive set of regional Sustainable Transportation Indicators and a longer-term effort to track progress toward achieving a more sustainable regional transportation system;
- \$50,000 of staff time and consulting services on regional housing issues to assist in the development of a Regional Housing Plan. MAPC and the Dukakis Center will jointly develop the plan proposed in the consortium's application, building off the extensive data collection, analysis, and planning efforts conducted by the Dukakis Center other consortium members.

If the application for funding is successful, the Dukakis Center is ready and willing to participate in the regional planning program by becoming a signatory to that agreement, consistent with our proposal.



Stephanie Pollack, Associate Director  
Kitty and Michael Dukakis Center for Urban and Regional Policy  
Northeastern University  
s.pollack@neu.edu



Smart Growth & Regional Collaboration



BOSTON REGION METROPOLITAN PLANNING ORGANIZATION

August 20, 2010

**Metro Boston Consortium for Sustainable Communities**  
**Letter of Firm Commitment for Leveraged Resources**

My organization is pleased to join the Metro Boston Consortium for Sustainable Communities as its lead organization and commits to working cooperatively with other members of the consortium toward the implementation of MetroFuture, the region's officially-adopted plan.

As a member of this Consortium, we commit to:

- Make good faith efforts to align local work, policy advocacy, and research with MetroFuture goals and the federal Livability Principles
- Share information about the Sustainable Communities program with colleagues and allied organizations
- Use our existing network of relationships to help identify local partners to participate in local planning projects
- Use staff time to review products and provide feedback to improve program effectiveness and inclusiveness

In addition, the Metropolitan Area Planning Council will contribute resources to improve the effectiveness of the proposed program, through:

- The contribution of \$70,000 from the Economic Development Administration to support staff time to address gaps in the MetroFuture plan or other activities related to economic development
- The contribution of \$50,000 from the U.S. Geological Survey to support staff time to address data collection gaps in the MetroFuture plan
- The contribution of \$2,370,000 from statutorily-mandated annual assessment payments by MAPC's 101 member municipalities, which will be made available to cover staff salaries, fringe and other indirect costs, supplies, and other expenses to advance implementation of the plan through place-based efforts; to build protocols, tools, and data; to advance regional and state policy recommendations; to provide opportunities for dialogue, program critique, and capacity building; and to track the region's progress toward a sustainable and equitable future.

If the application for funding is successful, we will participate in the development of a formal consortium agreement, which will define each member's specific activities in the program. We will reaffirm our willingness to participate in the regional planning program by becoming a signatory to that agreement, consistent with our proposal.

Sincerely,

**Marc Draisen, Executive Director**  
Metropolitan Area Planning Council

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Ten Park Plaza, Suite 2150  
Boston, MA 02116-3968  
Tel. (617) 973-7100  
Fax (617) 973-8855  
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Jeffrey B. Mullan  
MassDOT Secretary and CEO  
and MPO Chairman

Arnold J. Soolman  
Director, MPO Staff

The Boston Region MPO,  
the federally designated  
entity responsible for  
transportation decision-  
making for the 101 cities  
and towns in the MPO  
region, is composed of:

MassDOT Office of Planning and  
Programming  
City of Boston  
City of Newton  
City of Somerville  
Town of Bedford  
Town of Braintree  
Town of Framingham  
Town of Hopkinton  
Metropolitan Area Planning Council  
Massachusetts Bay Transportation  
Authority Advisory Board  
Massachusetts Bay Transportation  
Authority  
MassDOT Highway Division  
Massachusetts Port Authority  
Regional Transportation Advisory  
Council (nonvoting)  
Federal Highway Administration  
(nonvoting)  
Federal Transit Administration  
(nonvoting)

August 11, 2010

To Whom It May Concern:

The Boston Region Metropolitan Planning Organization (MPO), through its Transportation Planning and Programming Committee, voted on August 5, 2010, to join the Metro Boston Consortium for Sustainable Communities in this application to the United States Department of Housing and Urban Development's *Sustainable Communities Regional Planning Grant* program.

The Metro Boston Consortium for Sustainable Communities is consistent with the MPO's policies and visions as detailed in chapter four of the current long-range plan, *JOURNEY TO 2030*. Through the MPO's Unified Planning Work Program, approximately \$945,000 is programmed annually for planning and coordination activities conducted by the Metropolitan Area Planning Council that will increase the effectiveness of the proposed program, helping to leverage federal resources provided by the Department of Housing and Urban Development.

If the application for funding is successful, the MPO will participate in the development of a formal consortium agreement, which will define each member's specific activities in the program.

Sincerely,

David J. Mohler, Chair  
Transportation Planning and Programming Committee

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Jay Ash, President • Michelle Ciccolo, Vice-President • Marilyn Contreas, Secretary • Grace S. Shepard, Treasurer • Marc Draisen, Executive Director