

# **Fiscal Year 2011 Work Plan and Budget**

*(MetroFuture References noted in blue)*

**Reference Number Example:** the sequence “4.A.02” should be read as follows:

- **MetroFuture Strategy #4, Sub-Strategy A, Recommendation #2**

## **GOVERNMENT AFFAIRS & COMMUNICATIONS**

### **Communications**

- **Dedicated to advancing all 13 MetroFuture strategies**

**Objective:**

To develop and deliver an effective message about MAPC’s mission to promote smart growth and regional collaboration, through a media strategy, the Web, printed and electronic materials, and both internal and external relationships.

**General Work Tasks:**

- Reactive and proactive press
  - Continue increasing MAPC’s presence in print and other media.
  - Aim for the following goals: to send 3 – 5 press releases/advisories/story pitches per week; achieve at least 20 press hits/placements monthly.
  - Develop, and update continually, an official communications plan, outlining in detail the above press goals.
  - Develop, and update continually, a social media strategy for the agency.
  - Maintain and update media contacts databases, cultivating off-the-record sources and deeper relationships with targeted beat reporters.
  - Create a new, diverse database of outreach contacts beyond media, working with RPI Department
- Website
  - Maintain the new MAPC web site, which was launched in October 2009, and implement upgrades such as blogging, “find your legislator” application, RSVP forms, etc.

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- Train and assist all staff on website content management, including new staff as they are hired.
- Issue an RFP to hire a Drupal consultant who will be on retainer.
- Improve MAPC branding and quality control of materials and publications.
  - Implement second phase of the logo/brand redesign, focusing on subregions, as well as the Metro Mayors Coalition, procurement, and homeland security.
  - Establish written protocols regarding newsletter, media communication, and other public communication. Host brown bags to communicate these new standards.
  - Establish and monitor protocol to oversee publication and distribution of reports and other products, to ensure quality and consistency.
  - Coordinate with Data Services to create Annual Report (2011 calendar).
  - Complete and issue RFP for graphic design consultant to be kept on retainer.
- Communications with Council
  - Establish regular communication using various means with the Council to share accomplishments and perspectives, and to gather input.
  - Improve programming and attendance at Council meetings, working with the administrative staff.
- Increase Visibility
  - Achieve monthly publication schedule of MAPC's electronic newsletter, currently called the *Regional Record*. Potentially rename this newsletter and migrate it to a new hosting site, such as Democracy in Action.
  - Develop the Strategic Plan Update brochure into a more all-purpose "About MAPC" document; create other informative materials, such as one-pagers, as part of the overall rebranding project.
  - Distribute regular press releases to the media and explore coverage possibilities to promote MAPC activities and priorities.
  - Assist in planning and publicizing major MAPC events.
  - Assist in outreach for initial MetroFuture campaigns.
  - Coordinate media coverage with MAPC coalitions, such as the Massachusetts Smart Growth Alliance, OTF and MARPA.
- Internal Services
  - Finalize and issue MAPC style guide, including fonts, templates, email guidelines, and pointers on writing for the web.
  - Continue providing staff daily e-mail notice of news clips and articles of interest.
  - Continue exploring methods for implementing an intranet system to assist with internal communications.
  - Issue an RFP to hire a consultant or expert who can help us reorganize and streamline our contacts database(s).
  - Develop protocol for adding, updating and deleting new contacts, across all platforms within the agency.

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- Continue meeting with the new Internal Communications Team monthly, examining whether or not our current schedule and meeting format is still effective. Seek new areas in which to work.
- Work with IT to implement an agency intranet website to support intra-agency communication and document-sharing.

### **Government Affairs**

- **Sub-Strategy 1.B:** Modernize statutes; increase state funding; MAPC legislative/policy agenda; technical assistance
- **Sub-Strategy 3.D:** Ensure that state assistance to local government is sufficient and predictable
- **Sub-Strategy 3.E:** Provide cities and towns with flexibility to raise local revenues
- **Strategy 4:** Build Regional Collaboration
  - **Sub-Strategy Recommendation 4.A.02:** Modernize RPA statutes
  - **Sub-Strategy Recommendation 4.B.03:** Establish regional collaboration as a priority for all Commonwealth policies and programs
- **Sub-Strategy Recommendation 7.G.25:** Eliminate ANR (i.e. zoning reform)
- **Sub-Strategy Recommendation 12.A.07:** Reform federal and state legislative earmarking systems
- **Sub-Strategy Recommendation 12.B.08:** Invest in projects that expand and add capacity to the existing transit system
- **Sub-Strategy 12.C:** Establish safe and sufficient financing for all transport modes
- **Sub-Strategy 13.C:** Promote the use of renewable resources

#### **Objective:**

Develop a legislative agenda that advances smart growth and regional collaboration. Effectively advocate for this agenda with stakeholders, including state and federal legislators, the current state Administration, local elected officials, advocacy groups, and regional planning agencies.

#### **General Work Tasks**

- Develop bi-annual legislative agenda.
- Build coalitions to promote legislative agenda and specific legislative issues; advocate for legislative agenda on local, regional, statewide, and federal level.
- Work with Regional Plan Implementation team to move forward on MetroFuture legislative priorities
- Work with Communications to disseminate information on legislative work and successes to media, and circulate among the policy community.
- Look for opportunities to take lead on issues, intellectually and politically.

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- Help develop and implement the legislative agenda of the Massachusetts Association of Regional Planning Agencies; assist Mass Smart Growth Alliance to respond quickly to legislative issues.
- Help to educate Council members and other allies about effective ways to influence the legislative process.

### **Metropolitan Mayors Coalition**

- **Strategy 3:** Strengthen Municipal Finance
- **Strategy 4:** Build Regional Collaboration
  - **Sub-Strategy 4.C:** Work to make a safer region
- **Strategy 6:** Improve City Life & School Quality
  - **Sub-Strategy 6.B:** Improve urban public safety

#### **Objective:**

To convene the chief elected or appointed leaders of 13 urban core communities to work on a unified agenda. The agenda includes issues related to municipal finance (including employee health insurance), community safety, foreclosure prevention, community preservation, land use, housing and economic development, and other issues as identified by Coalition members and consistent with MAPC's mission.

#### **General Work Tasks:**

- Act as a facilitator to the Metro Mayors Coalition, which shall meet roughly every two months during the year, or more often as needed.
- Work to pass key elements of the Municipal Partnership Act and municipal relief legislation supported by the Coalition, including health insurance reform, health care and other local option revenue and cost containment proposals.
- Advance the collaboration among MAPC, the Metro Mayors Coalition, the North Shore Coalition and other mayor and manager groups, as well as facilitate opportunities to collaborate with labor, advocacy and other partners.
- Continue to work on inter-municipal public safety initiatives focused on youth, gang violence, and drug activity, including but not limited to the Shannon Grant; implement other public safety planning grants as opportunities present themselves.
- Encourage smart growth oriented cooperation among members of the Coalition, focused on common problems, border parcels, and regional natural resources.
- Work on common projects, such as the promotion of critical transportation investments, foreclosure prevention work, planning along rivers and coastal areas, preparation for major public events, and other agenda items as directed by Coalition members.

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- Assist Metro Mayors communities with the creation of a Regional 911 Call Center, including development of a request for proposals from consultants and further assistance identifying and applying for grant funding, working with Municipal Services department.
- Ensure communication and coordination between the Coalition and other programs and policy initiatives at MAPC, particularly the Inner Core subregion, homeland security, housing, economic development, and transportation.

### **North Shore Coalition**

- **Strategy 4: Build Regional Collaboration**

#### **Objective:**

To convene the chief elected or appointed leaders of 16 North Shore and Cape Ann municipalities to improve the quality and efficiency of public services and to promote regional solutions to common problems.

#### **General Work Tasks:**

- Continue providing staff support for inter-municipal projects and regional collaboration initiatives among Coalition communities, including follow up on initiatives to regionalize school services and professional development trainings, public health departments as well as a new initiative to regionalize EMS services.
- Help coordinate public safety initiatives in the region, including Regional Emergency Communications Center dispatch (RECC) and mutual aid. Advocate for legislative and policy priorities on behalf of Coalition, including on issues related to land use, municipal relief and promotion of regional initiatives during the current fiscal crisis. Continue to build the presence of the North Shore Coalition on Beacon Hill by hosting a legislative gathering and coordinating the message of the Coalition to legislators.
- Help secure Shannon Grant funding for anti-gang and related activities; assist in implementing Shannon Grant.
- Ensure communication and coordination between the Coalition and other programs and policy initiatives at MAPC

### **Shannon Grant**

- **Sub-Strategy 4.B:** Regional collaboration, purchasing, and service delivery
- **Sub-Strategy 4.C:** Work to make a safer region
- **Sub-Strategy 6.B:** Improve urban public safety

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### **Objective:**

To continue to lead a coalition of partners including the Metro Mayors Coalition, North Shore Coalition, urban police chiefs and mayors, and community-based organizations from across the state to promote the Shannon Grant as an innovative way to bring together enforcement and prevention personnel focused on working to end youth violence and providing positive alternatives.

### **General Work Tasks:**

- Organize annual convening of Shannon Grant partners from across the state to focus on learning from each other, and hearing from relevant speakers including Administration officials and youth involved in gang-prevention efforts.
- Organize annual legislative rally in support of Shannon Grant funding, and coordinating all aspects of advocacy for increased funding as the economy improves.
- Coordinate MAPC-area work by working with the Metro Mayors Coalition, the North Shore Coalition, and the Framingham-Ashland applications for Shannon Funding.

## **REGIONAL PLAN IMPLEMENTATION**

### **MetroFuture Implementation**

- **Overall:** Dedicated to advancing all 13 MetroFuture strategies
- **Strategy 1:** Implement Coordinated Plans

### **Objective:**

To advance high-priority changes needed if the region is to achieve the MetroFuture goals by 2030. To establish MetroFuture as a credible and effective roadmap for advocacy conducted by MAPC, its partners, and the thousands of people who helped to create the plan or are now joining the constituency for its implementation. To aggressively move forward on the MetroFuture campaigns related to zoning reform, local smart growth plans, green energy and jobs and transportation finance reform.

### **General Work Tasks:**

- Establish / reinforce MetroFuture as credible and compelling roadmap for change in region.
  - Update general communications pieces to suit a wide variety of audiences.
  - Create targeted communications (e.g., op-eds, letters to the editor, white papers, Power Points) to advance specific goals in connection with campaigns and as appropriate opportunities arise.
  - Invite and initiate speaking engagements.

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- Maintain robust website, including content regarding campaigns, demonstrating needs, and touting successes.
- Coordinate MAPC implementation of MetroFuture.
  - Continue and/or initiate, expand resources for, and participate in initial campaigns: transportation finance reform, local smart growth, green energy and jobs, and zoning reform. (See more below in this section.)
  - Form, track, and maintain key external partnerships.
  - Track departmental initiatives and activities that advance MetroFuture goals, and foster more systematic inter-departmental collaboration.
  - Support integration of MetroFuture's goals and strategies into the work of other departments.
- Move forward with the MetroFuture campaigns:
  - Advocate for adequate and sustainable revenue to fund transportation infrastructure and operations at both the state and local level, with a particular emphasis on alternative modes of transportation, including transit, bicycle, and pedestrian mobility.
  - Work with cities and towns that are interested in developing local smart growth plans to help achieve MetroFuture's vision through local land use policies.
  - Work with municipalities and others on green energy initiatives to improve environmental sustainability, and simultaneously create cost savings, new revenues, and good jobs.
  - Advocate for a positive and meaningful update to state planning and zoning control laws.
- Manage specific implementation activities.
  - Continue to educate the public regarding the MetroFuture scenario and implementation strategies, including through a robust Friends of MetroFuture Speakers' and Walks Series.
  - Working in particular with the Massachusetts Smart Growth Alliance, grow and increase activity of the network of MetroFuture supporters.
  - Advocate for adoption of specific MetroFuture recommendations on the state and local level (occasionally, on the federal level), in the private sector, and among individual households in the region.
- Evaluate and report on progress, update goals and strategies.
  - Working in particular with Data Services, complete Equity Report Card project and announce indicators report program.
  - Update implementation strategies to keep specific recommendations for change up-to-date.
  - Document and track MAPC implementation activities, so we can refine our methods and increase our success.

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### **Massachusetts Smart Growth Alliance**

- **Sub-Strategies 1.D & 1E:** Work with the Smart Growth Alliance to evaluate the Commonwealth's smart growth/sustainability efforts

#### **Objective:**

To work with Alliance members to develop and advocate for policies, programs, and plans that advance smart growth principles, particularly at the state level.

#### **General Work Tasks:**

- Participate in MSGA campaigns and initiatives:
  - Great Neighborhoods program design and start-up;
  - Planning and Zoning Reform, including participation in the Zoning Reform Task Force;
  - Transportation, including state and federal advocacy to ensure sufficient resources for transportation system maintenance and public safety; and improvement and expansion of alternative modes, e.g., transit, bicycle, and pedestrian;
  - State Water Policy, including application of the Sustainable Development Principles to MWRA system expansion;
  - Small Cities Revitalization, particularly where work and initiatives are located in the MAPC region; and
  - Other campaigns that may be adopted from time to time.
- Play a leading role in shaping Alliance response to emergent policy debates; serve as legislative staff to the Alliance, coordinating the response of Alliance members in regard to bills and other actions that emerge on Beacon Hill; research, analyze, and react to significant state policy proposals as appropriate.
- Conduct outreach to MAPC contacts on behalf of MSGA; increase staff and Council member awareness of MSGA activities and positions.
- More systematically research and integrate smart growth planning, principles, and practices into a wide variety of activities at MAPC.
- Create and maintain smart growth content on the MAPC website.
- Hold a series of brownbag lunch discussions on key issues with internal and guest speakers.
- Increase engagement of MAPC Council members around smart growth activities and topics.
- Increase MAPC's "profile" as smart growth experts.



## **SMART GROWTH PLANNING**

### **Subregional Program**

- **Strategy 1:** Implement Coordinated Plans
  - **Sub-Strategy 1A:** Increase municipal planning capacity
- **Strategy 5:** Enable Compact Growth
- **Strategy 6:** Improve City Life & School Quality
- **Strategy 8:** Expand Access to Housing
- **Strategy 10:** Invest in a Skilled Workforce
- **Strategy 11:** Focus Economic Development

#### **Objectives:**

Advance MetroFuture implementation through informational programs on smart growth techniques, bylaws/ordinances, state grant programs, and other topics; by promotion of energy efficiency and smart energy production; and by promotion of best practices that will lead to MetroFuture-consistent local planning. Communicate information on planning issues, legislation, and state and federal grants opportunities to municipalities and other subregional stakeholders. Obtain input and support from municipalities and other subregional stakeholders for MAPC and MPO activities, as well as state and federal legislative proposals.

Provide a forum in which municipalities and other subregional stakeholders can discuss issues of subregional or cross-boundary importance; and build collaborations among communities for multi-community research studies, planning exercises, and adoption of joint policies. Promote sharing of services across municipal boundaries through hosting of programs related to MAPC Shared Services activities, as well as sponsoring discussions between communities.

#### **General Work Tasks:**

- Organize monthly meetings of subregional councils to discuss and seek consensus on issues of subregional importance.
- Host forums, including outside speakers, to educate the subregional council members, other municipal officials and the general public, and to advance smart growth and inter-local cooperation in the subregion.
- Distribute information, notices, and alerts through subregional emails; solicit input back from subregions.
- Hold subregional legislative events to promote subregional legislative priorities and to allow MAPC to educate local officials and legislators regarding MAPC's priorities.
- Develop subregional priorities for the Regional Transportation Plan, Unified Planning Work Program and Transportation Improvement Program; inform and provide a means for community feedback on regional, statewide and national transportation issues, legislation and funding.

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- Promote District Local Technical Assistance (DLTA) and other state grant programs to facilitate multi-community projects.
- Promote MAPC's other services such as collective purchasing, shared services, GIS and data services to meet communities' needs.
- Continue outreach within each subregion to build an expanded network of municipal, non-profit, business and community leaders who will enhance and broaden participation in subregional activities.
- MAPC will host, on a semi-annual basis, meetings of the subregional chairs in order to promote best practices, to share information, and develop unified positions among the eight subregions.
- Serve on the Executive Board of the MetroWest Regional Collaborative.
- Discuss legislative priorities, and make recommendations to the MAPC Legislative and Executive Committees.
- Encourage municipal support of MAPC legislative activities through outreach to their legislators.

### **Technical Assistance**

- **Strategy 1:** Implement coordinated plans
- **Sub-Strategy 4.B:** MAPC as a regional resource
- **Sub-Strategy 11.A:** Create jobs in MetroFuture-consistent locations
- **Sub-Strategy 13.A:** Plan for sustainability

#### **Objective:**

To implement MetroFuture, in particular the "local smart growth planning" and "green energy and jobs" campaigns, by providing technical assistance to municipal and other clients to promote development and preservation consistent with smart growth principles and to promote energy efficiency and smart energy production. Efforts will continue to focus on projects that involve multiple communities, have regional impacts, or serve as models.

#### **General Work Tasks:**

- Seek out state and federal grant opportunities that would allow MAPC to provide technical assistance to communities.
- Expand the expertise of MAPC staff in energy efficiency and sustainable energy, housing, economic development, and the prevention and resolution of disputes, through trainings, classes and conferences for existing staff and by taking opportunities to expand staff expertise through the hiring process.
- Promote MetroFuture and best practices in planning by use of the MAPC web site to provide information relating to ongoing and recently-completed MAPC Technical Assistance projects, so that other communities can have the benefit of MAPC's work on a topic (e.g., downtown mixed use bylaws).

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- As part of this effort, catalogue all past MAPC projects so that they are easily referenced by new planning or municipal services staff that will be working with MAPC communities, to inform them of past MAPC efforts.
- Utilize interns and MAPC staff to undertake research relating to development projects and plans that best exemplify actions that will implement MetroFuture, and post this information on the MAPC web site, along with an explanation of the MetroFuture goals. Use this same material in public outreach and presentations to bring MetroFuture into more understandable terms for the citizens of the region.
- Continue to promote *A Best Practices Guide for Streamlined Local Permitting*, as well as other state-sponsored smart growth, housing or economic development programs that fit with MetroFuture, including Chapter 43D Expedited Permitting, Chapter 40R Smart Growth Zoning Housing Production Plans, Open Space Plans, and other such plans consistent with state guidelines.
- Assist municipalities to prepare of zoning bylaws, storm water regulations, energy plans and a variety of other local policies. Utilize expertise of MetroFuture staff in outreach and information management to increase the participation of residents, thereby educating a broader constituency.
- Provide analysis of alternative development options through the use of maps, photo-visualizations, data projections, impact analyses; conduct public processes to educate local residents and to seek their input and consensus regarding preferred development scenarios.
- Undertake multi-community projects that coordinate municipal planning/development efforts or analyze implications of alternative future growth.
- Assist communities in undertaking downtown, neighborhood or community-wide visioning sessions, and following up on those efforts.

### **Community and Economic Development**

- **Sub-Strategy 1.E:** Foster private sector demand for sustainable development
- **Strategy 5:** Enable compact growth
- **Strategy 6:** Improve city life and school quality
- **Strategy 10:** Invest in a skilled workforce
- **Strategy 11:** Focus economic development

#### **Objective:**

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

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### **General Work Tasks:**

- Develop the region's green economy by working with regional and local stakeholders to develop clear, comprehensive community and economic development plans. Our focus is industrial development that protects environmental quality, and develops green products, processes, and buildings as part of the green economy.
- Promote economic development that brings green jobs to the region.
- Work with allied organizations to link investment in the regional transportation network to measurable economic development outcomes.
- Demonstrate the linkage between long-term regional economic well-being and the development of reduced-carbon energy systems, sustainable communities, green infrastructure, and green buildings.
- Produce a Comprehensive Economic Development Strategy (CEDS), informed by MetroFuture that provides a foundational view of economic trends and conditions in Metropolitan Boston.
- Develop an inventory of proposed projects in regional Boston that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology infrastructure.
- Assess and respond to regional needs for innovative programs and supports that provide access to capital for small and medium sized and ethnically diverse enterprises.
- Support entrepreneurs developing innovations in science, health care and alternative fuel technologies.
- Promote the importance of public policy that rewards collaboration among public post-secondary institutions, workforce development agencies, and regional industry clusters to provide linked programs that support the new wave of job growth and business expansion in clean energy; green technologies; sustainable manufacturing methodologies.
- Respond to inquiries regarding economic development from member municipalities, state and federal agencies, and the private sector.
- Advise local, state, and federal officials on economic development policy and programs;
- Advocate for the implementation of MetroFuture's economic development recommendations.
- Represent regional economic development interests at conferences, seminars, and meetings; create affiliation with economic development membership organizations serving the region, the state, and New England; provide liaison, reporting and compliance documentation to appropriate state and federal agencies.

## **Water Resources Program**

- **Strategy 13: Conserve Natural Resources**

### **Objective:**

To promote sustainable water resources policies and practices at the state and local level through local and multi-community technical assistance projects, and through coordination and advocacy with state agencies and the Legislature.

### **General Work Tasks:**

- Coordinate with state agencies (EOEEA, DEP, MWRA, DCR and Water Resources Commission) on the development of policies, regulations and legislation affecting the MAPC region.
  - Participate on the Water Management Advisory Committee to advise DEP on the implementation of the Water Management Act (MAPC has a Gubernatorial appointment on behalf of MARPA).
  - Participate on the Water Infrastructure Finance Commission (MAPC has an appointment on the commission by Speaker DeLeo).
  - Participate on the MWRA Advisory Board, Wastewater Advisory Committee, and Water Supply Advisory Committee.
  - In collaboration with the Massachusetts Smart Growth Alliance, review issues of MWRA water system expansion and advocate for an expansion policy based on smart growth principles consistent with MetroFuture.
  - Participate on the Ocean Advisory Commission and collaborate with MAPRA and EEA for the implementation of the Ocean Management Plan adopted by EEA in December 2009.
  - Participate on the Massachusetts Bays Program's Management Committee for the implementation of programs that affect 25 MAPC coastal cities and towns.
  - Participate on DEP's Stormwater Stakeholders group on the development of new statewide stormwater regulations that will affect industrial, commercial, institutional, and multi-family developments.
  - Collaborate with the 495/MetroWest Corridor Partnership's Water Resources Committee, especially in following up on pursuing federal funds for Phase 2 of the 495/MetroWest Water Resources Study.

## **Massachusetts Environmental Policy Act (MEPA) Reviews**

- **Sub-Strategy 1.A: Increase municipal planning capacity**
- **Sub-Strategy Recommendation 1.D.21: Modify MEPA reviews to encourage sustainable development**

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### **Objective:**

To review critical development projects with clear regional or subregional significance and impacts in order to improve the projects' compliance with smart growth principles and to further the implementation strategies of MetroFuture; to encourage the Secretary of Energy and Environmental Affairs to adopt MAPC recommendations in regard to project impacts and mitigation.

### **General Work Tasks:**

- Conduct multi-disciplinary reviews regarding project impacts in all areas of expertise; make recommendations to the Secretary to increase compliance with smart growth principles and MetroFuture implementation recommendations; follow-up with other advocates, proponents, municipalities, state officials, and the media in support of recommendations.
- Continue to focus on projects with regional or subregional impact, beginning earlier in the development process; link with MAPC's technical assistance and transportation work.
- Coordinate with subregions that conduct Development of Regional Impact (DRI) reviews and provide technical advice as appropriate.
- Work with the MEPA Director and staff to increase the impact of MAPC reviews, and coordinate MEPA comments with transportation agencies and community transportation priorities, where appropriate.

## **Green Energy and Climate Change Initiative**

- **Sub-Strategy Recommendation 1.E.24:** Economic and environmental costs of development alternatives
- **Sub-Strategy Recommendation 4.C.10:** Collaborate on emergency planning efforts and implementation of emergency preparedness, hazard mitigation, and climate change adaptation recommendations
- **Strategy 7:** Protect Natural Landscapes
- **Strategy 13:** Conserve Natural Resources

### **Objective:**

To implement a regional program of technical assistance and policy advocacy for energy conservation and the development of renewable energy, and to help the region adapt to climate change and to mitigate its adverse impacts.

### **General Work Tasks:**

- Establish and implement Metrofuture's Green Energy and Climate Change Campaign which would be the organizing, outreach and educational component of MAPC's Clean Energy Initiative. The long-term goal of the Campaign would be to build a group of stakeholders working at the local, state and federal level to implement Metro Future's clean energy goals for the region.

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- This includes the development a Regional Green Energy Plan that enables conservation of energy consistent with MetroFuture goals, and which identifies and recommends opportunities for the development of renewable energy sources such as wind, solar, and hydropower.
- Work with communities on energy related technical assistance projects, such as developing zoning by-laws, encouraging efficiency of municipal buildings, applying for federal or other energy grants on behalf of cities and towns, or developing local conservation programs for residential or commercial buildings.
  - Continue to research best practices and engage in dialogues with relevant state, municipal, non-profit and private stakeholders to advance the creation of a regional PACE energy retrofit program, or another model which could be used for residential and/or commercial retrofits.
  - Improve internal staff capacity to carry out MAPC's new energy initiatives through professional development, trainings and hiring. Consider, over the long term, creating an Energy Division within the Smart Growth Planning Department, with its own supervisor and staff.
  - Identify communities that would be interested in pursuing a regional energy manager or energy circuit rider program, as well as a regional ESCO, with a long-term goal of helping all MAPC communities to better manage their internal energy usage.
  - Participate on EOEEA's Climate Change Committee established under the Global Warming Solutions Act; provide technical input to the Advisory Committee's working groups on transportation, land use, projections, etc., and conduct outreach to MAPC subregions to keep communities informed of the planning process.
  - Work with EOEEA's Storm Smart Coasts program and other stakeholders to help communities begin planning for sea level rise and other climate change impacts.

### **Pre-Disaster Mitigation Programs**

- [Sub-Strategy Recommendation 4.C.10](#): Collaborate on emergency planning efforts and implementation of emergency preparedness, hazard mitigation, and climate change adaptation recommendations
- [Sub-Strategy Recommendation 9.A.04](#): Adopt and implement hazard mitigation programs

#### **Objective:**

To assist cities and towns to reduce their vulnerability to multiple natural hazards through the development and updating of regional and local Pre-Disaster Mitigation (PDM) Plans, and through other activities.

#### **General Work Tasks:**

- Complete PDM Plan Updates for 17 municipalities in the following subregions: North Shore, South Shore, and Inner Core.

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- Update the FEMA-approved PDM plans for nine North Shore and ten South Shore communities, in order to have the plans renewed by FEMA for another five years, and maintain the eligibility of these communities for FEMA hazard mitigation grants.
- Pending MEMA grant approval, update the FEMA-approved Hazard Mitigation Plans for eight Inner Core communities, including Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Medford, and Somerville.
- Establish and coordinate a regional Hazard Mitigation Community Planning Team, plus local Hazard Mitigation Community Planning Teams in each community.
- Identify and assess hazards.
  - Map and describe natural hazards that affect each community.
  - Develop a comprehensive database and GIS map coverage of critical facilities, repetitive flood loss structures, anticipated future land use, summary of existing protection measures, including structural and non-structural measures, vulnerability analyses for flooding, hurricanes, and earthquakes.
- Assist communities in developing local mitigation strategies for identified natural hazards; generate detailed local and regional recommendations that can be undertaken by municipalities to limit loss of life, injury, and property damage during natural disasters; assess progress in implementing mitigation strategies.
- Ensure local adoption and maintenance of plans:
  - Regional plan adoption by MAPC Executive Committee.
  - Local plan adoption by city/town governing bodies.

### **Brownfields Program**

- **Sub-Strategy Recommendation 5.D.18:** Support revitalization of contaminated brownfields

#### **Objective:**

To facilitate the assessment of multiple Brownfields sites in the cities of Peabody and Salem, with a priority on sites along the North River corridor that need to be assessed in order to implement the city of Peabody's flood control project.

#### **General Work Tasks:**

- Convene and coordinate the Brownfields Coalition Steering Committee with the cities of Peabody and Salem, and the participation of EPA
- Administer all aspects of the 3-year EPA Brownfields Assessment Grant (2009-12), including reporting requirements to EPA.
- Administer the process of procuring and contracting with Licensed Site Professionals (LSP) to assess Brownfields sites in the two cities. Oversee all LSP service contracts, invoicing, and reporting to EPA 's ACRES online system.



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- Assist the cities with public outreach and education for the project.
- Assist the cities with reuse planning for Brownfields sites assessed.

### **Housing**

- **Sub-Strategy Recommendation 4.D.14:** Pursue regional housing production and preservation efforts
- **Strategy 8:** Expand Access to Housing

#### **Objective**

To encourage the creation and preservation of housing that addresses local goals, satisfies regional needs, applies best statewide and national practices and trends, and includes affordability to households earning below 80% of the area median income.

General Work Tasks

#### **General Work Tasks:**

- **Housing Policy:** Advise local, state, and federal officials on housing policy and programs; advocate for the implementation of MetroFuture's housing recommendations, and help to coordinate the advocacy of MetroFuture supporters.
- **Provide Technical Assistance:** Provide professional assistance to local officials and other allied organizations to address local needs and concerns in housing; review, evaluate, develop and improve local housing plans, strategies, and by-laws; provide expertise to ensure implementation.
- **Build Internal and External Capacity:** Build capacity, share skills, experience and best practices across the region and foster inter-municipal collaboration in regard to housing production and preservation.
- **Perform Research Activities:** Conduct research on issues critical to the housing field; prepare reports, studies, testimony, and presentations to provide information about the regional housing market and/or provide approaches about how to meet housing needs.

### **Transportation Planning and Programming**

- **Strategy 12:** Expand Coordinated Transportation
- **Sub-Strategy Recommendation 13.B.08:** Increase efficiency of transportation system

#### **Objective:**

To improve and enhance the regional transportation system through research, technical assistance, public participation, program implementation, communication, education, and advocacy.

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### **General Work Tasks:**

#### Unified Planning Work Program (UPWP)

- Develop an annual UPWP for submission and approval by the Metropolitan Planning Organization (MPO), including research and educational activities that advance MAPC's agenda for smart growth and regional collaboration. MAPC also helps communities to identify and develop studies to be included in the UPWP, through community liaison and subregional support activities.

#### MPO/MAPC Liaison and Support

- Represent and promote regional interests on the Boston Region MPO through participation in the Transportation Planning and Programming Committee, public participation and involvement in appropriate regional, local, sub-regional and national organizations.
- Inform our communities and residents about transportation issues, and work to ensure that their priorities are considered by the MPO, and that the information they provide is accurately reflected in materials reviewed by the MPO.
- Chair the committee that oversees the new Clean Air and Mobility Program.

#### Transportation and Green House Gas Reductions

- Implement aspects of the new MassDOT GreenDOT directive to see a 7.3 percent reduction in green house gas emissions from transportation sector statewide, via project selection and programs.

#### Corridor Planning/Land Use Projects

- Provide technical assistance to communities, and other planning activities, that combine land use and transportation planning to support smart growth.
- Working with the municipalities in the Route 128 Central Corridor Coalition, finalize a corridor plan focused on the transportation impacts of proposed developments, along with appropriate mitigation strategies, for the Route 128 corridor between Route 3 to the north and I-90 to the south, and make land use recommendations.
- Across the I-495 region work with municipalities and other stakeholders to define priority preservation areas, priority development areas, and regionally-significant priority transportation improvements consistent with smart growth and sustainable transportation principles.
- Complete Scenic Byways corridor management plan along the "Battle Road - Road to Revolutions" in the MAGIC subregion.

#### Develop Alternative Transportation Modes

- Encourage state agencies, the Boston MPO, municipalities, and other entities to develop, fund, and implement bicycle and pedestrian transportation, transportation demand management, transit in areas currently under-served, and other efforts to decrease the mode share of single-occupancy vehicles.

# Metropolitan Area Planning Council Fiscal 2011 Work Plan

## *Annotated*

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- Work with communities, regional transit agencies, and transportation management associations to develop services and projects eligible for MPO Clean Air and Mobility Program.
- Publicize, provide technical assistance, and administer regional bike parking and pedestrian programs to provide low-cost infrastructure improvements to communities.
- Continue to develop the on-line Sustainable Transportation Toolkit, editing existing sections and adding new sections.
- Work to implement the regional Bike Share program.
- Conduct a land use analysis and community planning process around the Green Line extension to Route 16/Mystic Valley Parkway station.
- Continue to develop, review, revise and apply TIP criteria that reflect sustainable development practices to proposed projects; use the TIP criteria to develop priorities for TIP project programming.

### Policy Advocacy

- Engage with the Administration, the Legislature, the Congressional delegation, and municipal governments to encourage transportation policies that support sustainable growth. Focus particularly on federal reauthorization of transportation funding.
- Work in coalition to achieve our transportation policy goals, specifically MSGA, MARPA, OTF, and T4MA.

### MPO Recertification and Related Matters

- Work on issues related to federal recertification of the Boston MPO to make the MPO more representative and effective; improve various critical documents such as the MPO MOU and MAPC/CTPS fiduciary agreement, as needed.

## **DATA SERVICES**

- **Overall:** Dedicated to advancing all 13 MetroFuture strategies

### **Data and GIS**

- **Strategy 2:** Democratize Information

#### **Objective:**

Inform public policy and strategic decision making by providing data, analysis, and mapping to other MAPC units, individuals, public-sector clients, and allied organizations.

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### **General Work Tasks:**

- Data Requests
  - Service on-demand data and mapping requests from internal and external sources.
- MetroBoston DataCommon (MBDC)
  - Support and grow the MBDC user community through regular trainings and technical assistance to expand the quality and quantity of MBDC uses.
  - Maintain and update 100-plus data sets for the MBDC.
  - Implement Phase II of the MBDC by implementing the WEAVE mapping interface, a new content management system, and greater use of Web 2.0 to support the MBDC user community.
  - Launch the MBDC Phase II at this year's Data Day conference
  - Continue development of the Open Indicators Consortium, the open source developer community for WEAVE, in collaboration with UMass Lowell, the Boston Foundation and other consortium members.
  - Maintain the MBDC affiliate member sites
- Dataset Development
  - Continue development of the "Top Ten Most Wanted" data sets identified in MetroFuture implementation strategies
- MassGIS coordination
  - Continue collaboration with MassGIS to improve the quality and quantity of geographic data available to our region and to help ensure its efficient and sustainable service.
- Annual Report and Calendar
  - Work with Communications to create the Annual Report (2011 calendar), with useful maps explaining key trends in the region.
- Research and Analysis
  - Continue research on the impact of smart growth land use patterns on vehicle miles traveled and transportation-related greenhouse gas emissions in collaboration with MIT, MassGIS, and other partners. Publish findings in professional journals and summarize findings to support development of Regional Transportation Plan and MassDOT rulemaking related to Global Warming Solutions Act.
  - Work with other departments in the agency to develop a research agenda that supports the programmatic work and initiatives of the agency in FY 2011.
  - Collaborate with the Urban Institute on a study of SNAP EBT redemption patterns over time under changing community conditions (pending funding).
- Projects
  - Develop the Evacuation Route Mapping tool for 85 communities in NERAC.
  - Contract with municipalities on an as-needed basis to provide data analysis or mapping work.

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- Develop and implement WEAVE dashboards for The Boston Foundation's nine program goals
- Regional Indicators
  - Continue to develop and display regional indicators used to track the success of the region and its progress in meeting MetroFuture objectives.
  - Update indicators based on the 5-year American Community Survey data expected in early 2011.

### **Census Technical Assistance and Advocacy**

- **Sub-Strategy Recommendation 2.A.04:** Ensure Massachusetts is accurately counted in the Decennial Census
- **Sub-Strategy Recommendation 2.A.05:** Inform US Census efforts through the Population Estimates Program

#### **Objective:**

Establish MAPC as a leading analyst of new Census data and establish MBDC/WEAVE as the region's "go-to" site for viewing, mapping, analyzing, and downloading new Census data. Continue working to address potential undercounts of the 2010 Census, and to improve the accuracy of annual population estimates.

#### **General Work Tasks:**

- Prepare for the April 2011 release of Census 2010 data by establishing data infrastructure, publication frameworks, and media strategy prior to data release.
- Conduct detailed analysis of Census 2010 data as soon as it is available to assess growth patterns, demographics, regional equity, and other issues of concern.
- Create the platform known as WEAVE (Web-based Analysis and Visualization Environment), which will be the framework for the next generation of the MetroBoston DataCommon.
- Collaborate with MassGIS to update grid-level population and household estimates based on new block-level data.
- Continue to work as a Census Affiliate by aiding the region and its municipalities with the 2010 Census and the American Community Survey data releases.
- Conduct trainings for municipalities and nonprofits on how to access and use the 2010 Census data and American Community Survey data
- Continue to assist U.S. Census Bureau and Donahue institute with municipal outreach related to population estimates, group quarters enumeration, and other intercensal activities.

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### **Decision Support Tools**

- **Sub-Strategy Recommendation 1.A.04:** Build local capacity to use planning support tools
- **Strategy 2:** Democratize Information

#### **Objective:**

Continue to take a leading role in the application of decision support tools—scenario modeling, 3-D visualization, video games—for regional and local planning and policy-making.

#### **General Work Tasks:**

- Develop TAZ-level population and employment projections consistent with MetroFuture for the Regional Transportation Plan.
- Conduct municipal-level scenario modeling to evaluate demographic, housing, and development trends and potential alternatives.
- Develop 3-D models of existing conditions and potential development alternatives for use in public engagement related to district planning and zoning. Collaborate with CTPS on investigation of integrated transportation and land use models. Participate in convening of a peer group to discuss existing software and modeling strategies.
- Collaborate on platformization of the Participatory Chinatown urban planning video game with Emerson College (contingent on funding).
- Pilot the National Alliance of Community Economic Development Association's Managing Neighborhood Change framework in Malden and Somerville in collaboration with ACDC and Somerville Community Corporation. The goal of this project is to create a replicable decision support tool that will help municipalities use data to evaluate the strength of their housing market and implement appropriate market intervention strategies.
- Provide technical assistance to municipalities and non-profits as they implement GIS or databases in their daily work.
- Provide GIS training to subregions, municipalities, and non-profits.

### **Information Technology**

#### **Objective:**

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

#### **General Work Tasks**

- User Support
  - Continue help desk support for MAPC staff, MetroWest subregional office, and affiliated programs.

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- Coordinate with the Communications Manager to develop templates and styles for common documents and assist with installation and use of templates by all staff.
- Network Maintenance and Knowledge Management
  - Continue implementation of environmentally sensitive IT practices.
  - Establish a secure (https) and redundant Citrix solution to ensure remote access to MAPC resources.
  - Implement an agency intranet website to support intra-agency communication and document-sharing.
  - Continue the design and implementation of a Centralized Geospatial Database that houses legacy Data Center and GIS files in one place. Implement documentation, QA/QC, and archiving procedures for GIS data.
  - Develop and implement the hardware, software and storage protocols to support MAPC's migration to a paperless office including scanning and archiving procedures for all documents, publications, and outlook email and calendars.
- Information Technology Planning
  - Develop and implement a disaster recovery plan for all major systems.
  - Develop a three and five-year technology plan.
  - Create an RFP for a new phone system, and successfully implement a new voice over internet protocol (VOIP) phone system. This would also include updating our current voice and carrier services.
  - Develop a collaborative relationship with CTPS's Information Technology Department and identify areas of coordination on IT infrastructure and policy.

## **MUNICIPAL GOVERNANCE**

- **Strategy 3: Strengthen Municipal Finance**
  - **Sub-Strategy 3.A: Modernize municipal governance structures and practices**
- **Strategy 4: Build Regional Collaboration**

### **Objective:**

The Municipal Governance department is dedicated to helping governmental entities carry out their roles as public service providers in a cost-effective manner. The department does this by providing collective procurement, grant hosting, consulting, planning, policy and program development, project management and decision facilitation services to client groups both directly and through partnerships with non-profit public service entities and state agencies.

## **Collective Procurement**

- **Strategy 4: Build Regional Collaboration**

### **Regional Services Consortiums**

**Objective:**

Promote and increase collaborative interactions among local governments related to collective purchasing, resource sharing, joint service delivery and collaborative problem solving.

**General Work Tasks:**

- Maintain and support existing viable consortiums through FY2011 while continuously seeking opportunities for improvement, and developing innovative new strategies in areas of predicted future success.
- Promote and facilitate regional scale interaction and cooperation among local governments through organizing efforts.
- Facilitate collegial interaction among consortium members through coordination and participation in periodic meetings among town managers and administrators, public works directors and others key to consortium initiatives.
- Continue to perform customary public works and office supplies collective procurement services while exploring and developing additional goods and services offerings.

### **Greater Boston Police Council**

- **Sub-Strategy Recommendation 4.B.04: Increase joint procurement and service delivery through MAPC**

**Objective:**

Perform collective procurement services on behalf of the 300+ members of the Greater Boston Police Council (GBPC) and their municipal departments.

**General Work Tasks:**

- Continue to perform customary procurement services while exploring and developing additional offerings to municipal buyers.
- Expand and promote the contract inventory of “green” vehicles.
- Expand the contract inventory of equipment used by local and regional law enforcement agencies.
- Increase buying activity among regional governments, state agencies and special districts throughout Massachusetts and the surrounding New England states.
- Increase sales by developing and implementing an effective marketing plan.



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### **Fire Chiefs Association of Massachusetts**

- **Sub-Strategy Recommendation 4.B.04:** Increase joint procurement and service delivery through MAPC

#### **Objective:**

Perform collective procurement services on behalf of the 300+ members of the Fire Chiefs Association of Massachusetts (FCAM).

#### **General Work Tasks:**

- Implement and promote government buyer access to new contracts for “program” fire engines (i.e., pumper trucks).
- Design and implement procurements to provide government buyers access to contracts to purchase other forms of fire apparatus, ambulances and a range of equipment and emergency response vehicles used by Massachusetts fire and rescue services.
- Develop and implement a plan to promote FCAM member participation.
- Work with the Communications department to achieve media coverage of FCAM’s launch, and to frame the project as an innovative, first-of-its-kind venture in Massachusetts.

### **Public Safety Regional Services**

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

### **Homeland Security**

#### **Objective:**

Improve public safety and emergency preparedness through the effective use of homeland security grant funds throughout Massachusetts.

#### **General Work Tasks:**

- Continue to provide fiduciary, grant management, procurement, planning, project development and management, and administrative support services to the 85 locality Northeast Homeland Security Region (NERAC).
- Research emergency preparedness best practices and work to integrate them into the plans and activities of NERAC.
- Provide fiduciary, grant management, and procurement services to all four regional homeland security regions, while managing and leading a team of three other regional planning agencies and MAPC staff to render administrative, planning, project development and project management services to the four homeland security regions outside the Metro-Boston Urban Area Security Initiative region (UASI).

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- Collaborate with Government Affairs staff to implement Shannon anti-violence grant funding with Metro Mayors, North Shore, and Metrowest communities.

### **Joint Services**

- **Strategy 4: Build Regional Collaboration**

#### **Objective:**

Facilitate regionalization of municipal services through technical assistance to municipalities seeking to evaluate and implement joint public service delivery systems, or to combine or share facilities.

#### **General Work Tasks:**

- Through the District Local Technical Assistance program, work with communities seeking to consolidate programs and facilities with neighboring communities.
- Explore models for MAPC to provide or arrange for administrative services directly to municipalities seeking to make their operations more efficient through outsourcing.
- Explore partnership opportunities with other governmental consulting groups such as the UMass Boston Collins Center, the MA Department of Revenue, the DHCD Division of Local Services, etc.
- Become a leading resource for state and municipal stakeholders interested in regionalization strategies.

### **Public Health**

- **Sub-Strategy Recommendation 4.B.05: Deliver regional public health services**

#### **Objective:**

Improve public health and emergency response through the effective use of public health grants in the MAPC region.

#### **General Work Tasks:**

- Continue to provide fiduciary, grant management, procurement, and administrative support and facilitation services to the Massachusetts Department of Public Health's Region 4A Coalition.
- Continue to work at refocusing Region 4A on work plan outcomes of regional import and scale.
- Take opportunities to influence statewide regional public health policy and service delivery methods.
- Initiate a communication network among DPH public health region host agents to facilitate the exchange of information, best practices, and regional thinking.
- Explore opportunities to provide host agent services to other DPH regional coalitions, and to others in the public health field.