

Final Report for 2013 District Local Technical Assistance (DLTA) Projects **3-7-14**

During 2013, the Metropolitan Area Planning Council (MAPC) undertook a total of 21 projects for communities under the District Local Technical Assistance (DLTA) program. These projects fell into the broad categories of 1) Planning ahead for Housing, Economic Development and Preservation and 2) Regional Collaboration in Service Delivery and Procurement.

For the projects which either were completed or had significant progress over 2013, a project report is available through the web link listed in the project descriptions below. For additional information on any project, please contact the staff members listed in the project reports or the appropriate department directors:

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The DLTA program is described on the MAPC web site at <http://www.mapc.org/dlta-past-projects>. Reports for past projects are listed at http://www.mapc.org/DLTA_Reports. Links to the specific project reports are included in the project summaries below.

2013 Land Use Projects:

Burlington-Bedford Commuter Transit Analysis: MAPC sub-contracted with the 128 Business Council to undertake an analysis to examine the feasibility of establishing a commuter shuttle to connect the Middlesex Turnpike/Route 3 area of Burlington and Bedford. The analysis found that nearly 90% of employees surveyed travel to work alone, and nearly 1 in 5 indicated that they would use a shuttle to Alewife Station. The Town of Burlington and the Burlington Chamber of Commerce are committed to implementing a pilot shuttle in 2014. Web link: <http://bit.ly/BurlingtonBedfordTransitFinal>. \$4,999

Canton Housing Action Plan: Using a combination of funds from DLTA and the South Coast Rail Technical Assistance Program, MAPC undertook Phase 1 of the Canton Housing Action Plan, to determine municipal goals and actions designed to maintain the level of affordable housing and create new affordable housing. Web link: <http://bit.ly/CantonHousingActionPart1>. \$4,153

Hull Zoning and Development Visualization: Following up on the initial drafting of zoning bylaws for the mixed use redevelopment of the Nantasket Beach Overlay District that began using 2012 DLTA funds, in 2013 MAPC worked with the town planner to prepare final zoning language and undertake visualizations of the type of redevelopment that would be enabled by the proposed zoning, for use in explaining the zoning to town meeting. Zoning was approved by town meeting in 2013. Web link: <http://bit.ly/FinalHullReport>. \$10,540

Newton: Needham Street Potential Additional Development and Associated Impacts Study: The Town's goals for the study were to assess existing traffic patterns along the corridor; to identify the market potential for a broader mix of uses including retail, office and housing; to develop a preferred land use and buildout scenario based on the market potential; and to identify the potential associated traffic impacts that would result from the development. The products included in this interim report were completed by the Metropolitan Area Planning Council (MAPC) and Central Transportation Planning Staff (CTPS). Funding for MAPC's Market Analysis and Buildout work was provided from District Local Technical Assistance funds (DLTA) and transportation analysis from DLTA and Unified Planning Work Program Transportation Technical Assistance funding for FY13. CTPS elements were funded by the City of Newton. Web link: <http://bit.ly/NeedhamStreetInterim>. \$14,128

Revere: Shirley Avenue Housing and Economic Development Analysis: Using funds from DLTA, a DHCD Gateway Cities Housing Planning Grant, and funding from the Miller Foundation, the Metropolitan Area Planning Council worked with The Neighborhood Developers (TND), the City of Revere, and Madden Planning Group to conduct a housing and economic development analysis that feeds into a larger ongoing planning process spearheaded by TND. The DLTA-funded housing and economic development analysis included in this report outlines existing conditions in the Shirley Avenue neighborhood and includes preliminary recommendations for action steps based on key data findings and input from the community. All project partners have participated in this larger community planning process through the facilitation of meetings, community outreach, and community conversations. Over 120 residents participated in five community meetings where they were tasked with working towards an action plan for the Shirley Avenue neighborhood that will improve the neighborhood in four key topic areas: Housing, Economic Development, Quality of Life, and Infrastructure. Many other residents have also participated in this process through Steering Committee membership and Task Force membership as well as through surveys and online comments. The final community driven action plan will be presented in February 2014. Web link: <http://bit.ly/ShirleyAveFinal>. \$17,794

Saugus: Mills Mixed Use Overlay Study and Zoning: The Town of Saugus requested assistance with a planning process to identify options for protecting historic mill structures on Central Street in the vicinity of the Saugus Iron Works National Historic Site while maintaining the existing jobs and tax base. The Town's goals included adaptive re-use, mixed use development and preservation of the mill structures. Using 2012 DLTA funds, MAPC prepared an initial draft of a Mill Mixed Use Overlay. The 2013 DLTA project included two public meetings and five meetings with the working group comprised of residents, property owners, and representatives of the National Park Service and Saugus River Watershed Association to revise the Overlay so that it provided incentives to maintain the

mills while promoting redevelopment opportunities. Bylaw was approved by town meeting January 2014. Web link: <http://bit.ly/SaugusMillsFinal>. \$9,659

Scituate: Economic Development Study Interim Report: The purpose of this Economic Development Study was to identify demographic and economic trends within Scituate and the region so that the Town could set a strategic course to grow its economic base to improve fiscal stability while building on and respecting the existing strengths and character of the community. The study team included planners from the Metropolitan Area Planning Council (MAPC) and Market Analysis sub-consultant, Community Opportunities Group, Inc., with funding from the town and from DLTA. This initial stage of the study examined demographic and socioeconomic conditions, economic and business characteristics, housing and commercial development potential, existing land use and zoning, as well as economic development resources available to the community. Information within this section will be used to identify potential economic development opportunities within the community – retail, commercial and residential. Web link: <http://bit.ly/ScituateInterim>. \$17,887

Winthrop Open Space and Recreation Plan: The purpose of the 2014-2021 Open Space and Recreation Plan is to provide the Town of Winthrop with a blueprint for ensuring that current and future residents of the town have ample opportunities for recreation and access to open space despite financial constraints and dense development. In addition to the usual goals of an open space and recreation plan, this plan also considers how Winthrop can encourage day visitors to come to Winthrop as a tool for economic development. The plan is based on a careful analysis of the town's remaining open land as well as redevelopment opportunities and also considers open space and recreation from the perspective of environmental justice and equity. This reflects a new policy direction of the Commonwealth of Massachusetts. The plan is comprehensive in its approach and tries to balance the needs of the community against the fiscal reality of limited funds. Web link: <http://bit.ly/WinthropOpenSpace>. \$31,545 combined Open Space Plan and zoning below.

Winthrop Center Zoning Analysis and Initial Recommendations: The Town of Winthrop requested District Local Technical Assistance funds to enable Metropolitan Area Planning Council staff to work with the Planning Board and other town officials to examine zoning options to promote redevelopment in the town center. This is a follow-up to the 2012 DLTA project that identified Development Principles, including a Principle to Strengthen the Town Center and Village Square Areas. A Public Workshop on Planning and Permitting was held in September 2013. Based on the comments, the Planning Board requested an analysis of the existing zoning to facilitate economic development in the downtown, with a focus on uses, including mixed use development; parking; and streamlining project review. At two follow-up meetings, MAPC provided zoning analyses and draft language for changes to the zoning bylaw related to these elements. Web link: <http://bit.ly/WinthropZoningFinal>. \$31,545 combined zoning and open Space Plan above.

Wrentham: Transportation Mitigation Options Memorandum: Following up on the 2012 DLTA-funded buildout analysis and traffic generation study for the South Street Mall area, the Town of Wrentham requested MAPC's assistance to identify and review town bylaws that relate to transportation mitigation for development projects. The project goal was to survey

communities within the MAPC region and provide examples of bylaws dealing with mitigating the impacts on the transportation infrastructure due to increased development. The Town Planner will evaluate these examples to help determine if Wrentham should consider incorporating transportation mitigation during development reviews, particularly for projects in the South Street/Route 1A area near the Wrentham Outlet Mall. MAPC identified four communities that had regulations addressing transportation mitigation: Foxborough, Framingham, Lexington and Marshfield. The report discusses the findings of the research. Web link: <http://bit.ly/WrenthamFinal>. \$5,840

North of Boston Priority Mapping Project:

Using limited funds from DLTA 2013, and continuing into 2014 using DLTA funds as well as funding from Executive Office of Housing and Economic Development, MAPC will be undertaking mapping of Priority Development and Priority Preservation Areas within nine “MetroNorth” communities (Chelsea, Everett, Malden, Medford, Melrose, Revere, Somerville, Winthrop, and the Boston neighborhoods of Charlestown and East Boston). Work in 2013 consisted primarily of gathering data from communities and undertaking the initial mapping. A final report will be prepared when the project is completed in 2014. \$8,827

2013 Municipal Services Projects:

Arlington, Concord, Lincoln, and Lexington: Battle Road Scenic Byway Committee MOU: MAPC supported the towns of Arlington, Lexington, Lincoln, and Concord and the Minute Man National Historical Park in establishing a Battle Road Scenic Byway Committee, an entity tasked with implementing the byway’s corridor management plan. These towns are committed to the preservation and enhancement of the Battle Road’s cultural resources, but coordinating activities across jurisdictional boundaries has been difficult. The corridor management plan, completed in 2011 with state and federal funding, called for the creation of a permanent management entity to serve as a central forum for discussing issues and coordinating activities related to the byway. DLTA funding supported MAPC’s efforts in convening municipal stakeholders to establish this entity. The first meeting of the newly created Battle Road Scenic Byway Committee was held in December, 2013. web link: <http://bit.ly/BattleRoadFinal>. \$10,054

Arlington: Regional GIS Imagery Procurement: Because of the high fixed costs of acquisition flyovers, orthoimagery can be prohibitively expensive for many municipalities. However, these costs drop dramatically when a larger area is covered in a single flyover. The Massachusetts Orthoimagery Consortium, a volunteer group of municipal GIS specialists, was formed with the goal of reducing municipal acquisition costs by forming a region of multiple municipalities in a single orthoimagery procurement. MAPC joined the effort with the support of DLTA funding to provide expertise in joint procurement and regional collaboration. The primary project activities supported by DTLA funding include planning and hosting an initial informational session, supporting the development of a procurement plan with the U.S. Geological Survey, and developing a memorandum of understanding used by all participating municipalities. As a result of this project, nearly 60 Massachusetts municipalities have agreed to join the regional acquisition, with a flyover planned for the spring of 2014. In addition to providing high quality imagery with many applications to

municipal GIS, this project could be as much as \$1 million less costly than if the municipalities had attempted to acquire this imagery separately.

Web link: <http://bit.ly/OrthoImageryFinal>. \$5,976

Ashland –Hopkinton: Fire Services Collaboration Interim Report: Building on a strong history of involvement with this effort, MAPC continued in 2013 to support the towns of Ashland and Hopkinton in planning for the consolidation of their fire departments. The goal of the current phase of the project, funded by DLTA and a Community Innovation Challenge grant, was to develop a complete organizational model for the proposed department, then seek the communities' approval for the merger at Town Meeting. As project manager, MAPC has been instrumental in setting the direction of the project, planning and facilitating meetings, and coordinating the contributions of the project vendor and town participants. MAPC has also conducted a series of analyses that have informed the development of the plan, led the development of a proposed governance model, and directed the first presentations of the current version of the plan to outside audiences. Over the past year, the project team has made substantial progress on this long-running effort, and the towns are well-positioned to introduce Town Meeting votes on the merger proposal in 2014. Web link:

<http://bit.ly/AshHopInterim>. \$27,411

Chelsea, Everett, Medford Melrose and Somerville: Regional 911 Project Management:

The cities of Chelsea, Everett, Medford, Melrose, and Somerville have been exploring the consolidation of their emergency communications for several years. In 2013, a state grant funded the hiring of a technical consultant to begin producing an implementation plan. Once complete, this plan will present a comprehensive picture of the technology, facilities, operations, and governance of the regional center. It is expected that consolidation will greatly improve the effectiveness of emergency communication services in the participating communities, with a direct impact on public safety and emergency response. MAPC, through the Metro Mayors Coalition, has been supportive of this regionalization effort from the outset, and this DLTA funding supported MAPC's involvement in the project management of Phase I of implementation planning. This critical role helped ensure that the project moved forward according to schedule, and that municipal stakeholders remained fully engaged throughout. Web link: <http://bit.ly/Regional911>. \$12,077

Danvers, North Reading, Reading, Saugus and Wilmington: North of Boston Regional Shared Housing Services Office Phase II: The Towns of Danvers, North Reading, Reading, Saugus and Wilmington requested assistance with the implementation phases of the previously completed 2012 District Local Technical Assistance project that studied the feasibility of establishing a shared regional housing services office for the towns and cities. (The City of Peabody, which was included in the 2012 project, did not to participate in this final phase). MAPC worked with the housing and planning staff from each of the communities to complete the following activities during this project:

- Identified the final list of potential housing services to be provided by the office.
- Revised and finalized the 2012 Report.
- Drafted the Inter-municipal Agreement with the Town of Reading serving as the lead community (either to host the office or to procure a consultant).

- Drafted a Request for Proposals to procure a consultant.

As a result of the project, the four communities of North Reading, Reading, Saugus and Wilmington identified funding for the office and agreed to move forward together. The inter-municipal agreement is expected to be voted on and signed in January 2014. The office is anticipated to begin providing services, either directly through Town of Reading staff or a consultant, in July 2014. The Town of Danvers was unable to provide funding, but will consider joining at a later time. Web link: <http://bit.ly/NoBoHousing>. \$5,105

Lexington: Regional Animal Control Facility Report: Municipal animal control is frequently presented as a comparatively easy area for cities and towns to collaborate across municipal boundaries. This project expands access to a town's animal control facility to surrounding communities. Building on the opportunity presented by the Town of Lexington's newly renovated animal control facility and the momentum generated by a forum on regionalization, MAPC worked with the towns of Lexington and Bedford to draft a license agreement for the shared use of the Lexington facility. The project also identified opportunities for further animal control collaboration among these and other nearby towns. Web link: <http://bit.ly/AnimalControlFinal>. \$3,576

MetroWest Subregion: MetroWest Household Hazardous Waste Consortium:

This project represents a collaboration between MetroWest regional Collaborative (MWRC) and the towns of Ashland, Natick, Medway and Southborough. The goal of the project was to ascertain the best method and process for participating communities to initiate a regional household hazardous waste (HHW) collection project. After several meetings, it was determined that the best option would be for towns to become part of the Charles River Group, which is already the contractor for HHW services in a number of eastern Massachusetts communities. Under this reciprocal agreement, no single community will bear all of the costs of staffing and running such a program and local residents will have many more options as far as the dates/times/locations of regional HHW collections. \$5,761

Chelsea, Revere and Winthrop: North Suffolk Regional Public Health Partnership

Using limited funds from DLTA 2013, MAPC has begun a project with Chelsea, Revere, and Winthrop to implement a regional system for delivering and coordinating public health services to the three communities. Building on a previous DLTA-funded project that identified shared areas of concern among the three departments, the municipalities are interested in establishing a regional governing board and coordinating staffing resources. Work in 2013 was focused on identifying the legal boundaries of the proposed collaboration and researching potential models. The project is expected to continue with 2014 DLTA funding to establish the regional board and identify the most efficient and effective model for sharing staff. \$5,890

2013 Shared Services – Energy projects:

LED Street and Outdoor Lighting Program: The purpose of this project was to reduce municipal energy consumption and costs through the purchase and installation of light-emitting diode (LED) roadway and outdoor area lighting in cities and towns across the Commonwealth. In 2013, MAPC organized two group procurements for LED streetlight

services by drafting and issuing an RFP and an RFQ for Streetlight Energy Management Services (EMS) pursuant to MGL Ch. 25A §11 on behalf of seven municipalities, which are replacing approximately 15,000 streetlights with LEDs. These projects are expected to save approximately 4.3 million pounds or 1,969 tons of carbon dioxide equivalent emissions annually. In addition to the regional procurements, MAPC continued to provide educational and networking opportunities for municipalities through informational forums and MAPC's Clean Energy Toolkit. Lastly, MAPC worked closely with lighting and government stakeholders to address a significant barrier to LED streetlight projects - the lack of a National Grid tariff for LED lighting. Web link: <http://bit.ly/LEDFinal>. \$26,307

Regional ESCO Part III: Municipal Energy Efficiency: The purpose of MAPC's 2013 Regional ESCO DLTA project was to provide continued support to those communities that participated in MAPC's 2011 ESCO project and to help additional communities implement energy efficiency projects. Out of the 14 communities that participated in the 2011 ESCO procurement, 9 communities signed contracts to proceed with the selected vendor, Ameresco. In 2013, Chelsea and Melrose executed Energy Service Agreements (ESAs) that will help them realize a combined annual energy savings of almost \$250,000. Further, Melrose and Sudbury have signed Power Purchase Agreements (PPAs) with Ameresco that will guarantee the two municipalities a combined 1.75 MWh of annual solar energy production. ESAs are imminent for four additional communities.

MAPC also focused on producing educational and outreach materials that highlight the mechanism of energy savings performance contracting and the wide variety of resources available for communities to help them finance capital-intensive, energy-saving improvements in their facilities. After a highly successful Energy Efficiency Finance workshop in November 2012, MAPC hosted its annual Clean Energy Forum in the spring of 2013, bringing together municipal officials and industry experts for panel discussions and breakout sessions on a wide variety of topics including performance contracting and financing municipal energy projects. Web link: <http://bit.ly/ESCOFinal>. \$17,124

Regional Solar Initiative Part II: The purpose of the Regional Solar Initiative is to assess and facilitate the regional procurement of solar energy management services (EMS) for multiple municipalities and sites in the MAPC region. In 2012, MAPC identified communities that were interested in hosting solar power generation systems on municipally-owned rooftops, landfills, and/or other large ground-based sites to assess and implement options for developing these sites on a regional basis. MAPC issued a Request for Qualifications (RFQ) under M.G.L. Ch. 25A §11i for solar EMS on behalf of 17 interested communities.

Broadway Electrical Company, Inc. was selected and signed a memorandum of understanding (MOU) with MAPC in February of 2013 to provide comprehensive solar installation services that require no upfront investment on the part of each municipality. Following the execution of the MOU, Broadway led a kickoff meeting for the participating municipalities and began collecting information on potential project sites, electricity bills, lease fees, and decommissioning assurance preferences. Over the past year, MAPC and its consultants strove to educate and update communities on the status of the impending new SREC-2 program that is expected to launch in early 2014. Web Link: <http://bit.ly/RegionalSolarFinal>. \$21,112