

Metropolitan Area Planning Council

Work Plan

Fiscal Year 2015

Metropolitan Area Planning Council

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Cross-Cutting Strategic Goals

This section highlights several valuable cross-cutting goals, although there are many other areas of cross-departmental collaboration.

Building Strong Relationships with New Governor and New Mayor of Boston

- Continue to build a strong foundation for working with the new Mayor of Boston, Martin Walsh, including our continuing work with the Metro Mayors Coalition but ideally pushing into areas of common interest like economic development, housing production, and transportation reforms and finances. Our goal is to have a relationship of trust and collaboration with the capital city of our region, to expand areas of collaboration with MAPC and with neighboring municipalities, and to encourage attention to MetroFuture goals and implementation strategies.
- Regardless of who is elected Governor in November, MAPC will work toward creating a seamless positive relationship with the next administration. We currently have the most collaborative partnership with an administration in at least two decades, working closely on areas such as transportation, economic development, housing, environment, agriculture, and public health, and we will work to ensure that the level of collaboration and trust is maintained as a new administration is formed.

Creating a Strong Financial Base and Business Model for MAPC

- As several federal grants terminate or decline in size, MAPC has been working to solidify our financial future, and FY15 will be a critical year.
- Work toward an increase in MAPC's assessment, which will provide sustainable, potentially transformative, funding to make permanent our ability to impact the region. In addition, work to maintain enhanced funding for the District Local Technical Assistance program.
- Continue to develop the entrepreneurial culture that has more than doubled our local grants and other local revenue. Work toward project partnerships with local communities, apply jointly for funding, compete for planning work, and continue to build on our successful municipal procurement program.
- Build on our capacity to compete for federal, state, and private foundation grants that are consistent with our MetroFuture vision.
- Implement a new accounting system at MAPC, which will continue to improve our project management capabilities and ability to track finances.

Developing a New Strategic Plan for MAPC and Begin Implementation

- By October 2014, work with our consultants to complete an organizational assessment and new strategic plan for MAPC that will identify priority directions for the agency over the next five years.
- Begin first-year implementation efforts to execute the new strategic directions adopted by the Executive Committee.

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Advancing Equity at MAPC and in the Region

- The Executive Committee recently adopted the State of Equity in Metro Boston Policy Agenda, and we will work closely with allied organizations toward tactical implementation of those recommendations.
- MAPC adopted the Equity at MAPC Implementation Plan and we are systematically accomplishing the goals of that plan. This coming year, we focus on areas such as improving outreach and accommodation of the disabled, measuring our work through an equity perspective, and implementing new systems of project scoping and evaluation that prompt people to consider how they can most effectively promote equity in the region through our projects.
- Equity work at MAPC is a shared responsibility and every department is trying to implement different activities that promote equity in the region, e.g., housing planners are working to minimize and mitigate displacement, the Public Health Division is working on access to healthy foods and smoke-free public housing, and the Homeland Security is planning for the region's vulnerable populations.

Continuing our Sustainable Communities Work with New Resources

- Sustainable Communities expanded MAPC's ability to work across a wide range of land use planning and policy areas, greatly increased our partners across various sectors, and launched a whole new level of effort in civic engagement. As we develop and assign new resources, we would like to maintain at least the same "level of effort" in all of these topical areas, continue to engage residents in planning for their communities, and remain fully engaged with the broad array of new partners who are members of the Metro Boston Consortium for Sustainable Communities.

Encourage Collaboration among Municipalities in Planning, Procurement & Service Delivery

- Encouraging municipalities to collaborate is a task not only for the Municipal Collaboration Department, but also for other departments that can find ways to encourage cities and towns to work together. Examples include connecting open spaces, parks, and bikeways across municipal boundaries; encouraging municipalities to consult each other on border developments; and creating inter-municipal approaches to transportation demand management (TDM) and low-impact development (LID).

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Communications

- **Overall:** Dedicated to advancing all MetroFuture strategies and supporting the work of all MAPC departments in achieving MetroFuture goals.
- **Sub-Strategy 4.A:** Strengthen MAPC as a regional resource

Strategic Goals:

Promote MAPC's work through a comprehensive strategy of press outreach and social media.

- Pitch stories weekly to local and regional media, focusing on the areas in which we are seeking to sustain funding or show value added, or on projects or policies that advance smart growth or regional collaboration.
- Continue our trend of increasing meetings with editorial boards, and collaborate with Government Affairs to make sure every board meeting in which we participate includes relevant local experts, legislators or elected officials.
- Invite reporters to meet with key staff whose expertise coincides with their topical beat or geographical coverage area.
- Work with MAPC's Community Engagement Specialists to align our press strategies with the agency's outreach goals so that we increase attendance, publicity and diverse participation at agency events.
- Customize our news tracking software ('Meltwater') for particular projects whose funding sources stipulate the expectation of enhanced analytical tracking and reporting (for example, public health).
- Integrate our press and social media strategies so the two build off one another and increase awareness of MAPC's work.

Redesign the MAPC website and develop a strategy to link our web products into a cohesive online presence.

- Issue an RFP and select a vendor to design, develop and maintain mapc.org by the end of calendar year 2014.
- Update and refresh all text on the site and cross-promote our other key web products, such as the DataCommon, the regional indicator sites, the Massachusetts food plan, the housing portal, and more.
- Create a fully ADA-compliant and mobile-responsive website that all audiences and users can access, including fonts and colors that are friendly to all visitors, adjustable text sizes, available translation, and tagging content site-wide so it can be properly identified by screen-reading software.

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Position Communications as MAPC's in-house marketing and messaging experts, and advise staff on a communications strategy at the planning and budgeting phase of new work.

- Complete the creation of a suite of promotional materials that started this year. Work with each department and division at MAPC to develop collateral that best touts their knowledge, services, and collaborative opportunities.
- Review grant applications and RFP/RFQ responses to develop a more polished and competitive proposal.
- Connect staff with our graphic designers to polish noteworthy reports, studies, fact sheets, brochures, etc. into a format for publication and promotion.
- Help staff on messaging for individual projects and initiatives, including the relationship to MetroFuture.
- Work in particular with the GBPC and FCAM programs to refurbish their advertising, their promotional materials, and their overall branding to build new sales relationships in municipalities across New England; fold this new strategy into their web presence.

Activate our social media following to better engage in our work, and empower more staff to use our social media platforms to promote MAPC and broaden our reach region wide.

- Build our following through knowledge-sharing, tagging of key partners (cities, towns, funders, legislators, non-profits) and idea dissemination in the form of news article sharing, kudos for political victories, and event snapshots.
- Integrate multimedia content into our social media posts, from video and photography to info-graphics, podcasts, interactivity and visualizations.
- Utilize new projects (food plan, art in planning, data contests, etc.) as opportunities to dive more deeply into Pinterest, Instagram, Storify, Google+ and Tumblr. Be open to new sites worth investigating.
- Train more staff in using the agency's Twitter account to expand our reach at events across the region, and continue efforts by the communications team to live-tweet our most important press conferences, forums, legislative hearings and speaking events.
- Revamp MAPC's LinkedIn profile and create more "page managers" to keep it updated with fresh content, which facilitates better networking among current and prospective employees and better represents MAPC online.
- Refocus the blog to tell stories and share ideas instead of recapping events or reprinting media advisories and report summaries.
- To enhance our ability to generate cutting-edge content, obtain training for our team in using the DSLR camera and shooting/editing video. Use this content, plus that which we have produced professionally, in our social media posts and in traditional press pitches.
- Gain proficiency in PhotoShop, InDesign, Drupal, Wordpress, search engine optimization (SEO), Google Analytics, HTML and CSS to enhance our web and social media content and reduce the amount we now spend contracting externally for those services.

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Optimize our agency databases for more effective outreach, engagement and stakeholder relationship tracking.

- Train all new staff in using Microsoft CRM, the agency's database system, as a routine part of the orientation process. Build customized training for departments or divisions. Connect Microsoft CRM to our other constituent building tools, such as Constant Contact, Democracy in Action, and the new mapc.org.
- Stay abreast of industry trends by meeting with peer organizations' web- and knowledge-management teams, exploring alternate e-marketing programs such as Robly or Mailchimp, and featuring agency events on eventbrite.com to position us as a thought leader among Boston's innovators and influencers.

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Government Affairs

- **Sub-Strategy 1.B:** Modernize planning and development tools
- **Sub-Strategy 1.D:** Coordinate sustainable state policies and programs
- **Sub-Strategy 3.B:** Control municipalities' fixed costs: health care, pensions, debt
- **Sub-Strategy 3.C:** Enable more cost-effective service delivery
- **Sub-Strategy 4.B:** Support regional collaboration, purchasing, and service delivery
- **Sub-Strategy 5.D:** Remove barriers to development
- **Sub-Strategy 6.B:** Improve urban public safety
- **Sub-Strategy 8.B:** Increase affordable housing production in appropriate locations
- **Sub-Strategy 12.B:** Prioritize transit and transportation alternatives
- **Sub-Strategy 12.C:** Establish stable and sufficient financing for all modes
- **Sub-Strategy 13.C:** Promote the use of renewable resources

Strategic Goals:

Help to secure sustainable funding streams for the agency.

- Lead and coordinate advocacy to maintain funding of the District Local Technical Assistance program at \$2.8 million to ensure funding for smart growth planning across the Commonwealth.
- Complete the agency-wide campaign to statutorily increase MAPC's local assessment and to attain Council approval
- Work to ensure other sources of funding that can be available to MAPC and its member municipalities, such as EOEEA's Smart Growth Technical Assistance Fund, Active Streets funding, Community Innovation Challenge Grants, etc.

Promote regional collaboration, using best practices and expertise.

- Work to pass "An Act to Promote Regional Collaboration" to increase incentives for regional collaboration, remove barriers to sharing services and update and modernize the RPAs' enabling statutes.
- Encourage regional collaboration among housing authorities, fire and police departments, public health commissions, and other local boards and departments, especially through drafting inter-municipal agreements among participating communities.
- Continue to utilize the Metropolitan Mayors' Coalition and the North Shore Coalition as forums to advance collaboration among members, working together to solve common problems.
- Continue to advocate for increased funding for the Charles Shannon Community Safety Initiative and related programs, and manage the implementation of the regional Metro Mayors Shannon Coalition.

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Promote smart growth and sustainable development in the state's policies, priorities and practices.

- Work with Transportation for Massachusetts (T4MA) and other allies on the implementation of the 2013 transportation finance package.
- Push for full implementation of the Active Streets legislation, which was passed as part of the 2014 transportation bond bill.
- Push for new and innovative solutions to continue to increase transportation financing tools, including value capture strategies and regional ballot initiatives.
- Advance meaningful reform of Massachusetts' zoning and planning statutes, working with MAPC allies to pass a bill in the 2013-2014 session of the Massachusetts Legislature, or beyond that if necessary.
- Participate in a campaign with MAPC's allies to renew the Brownfields Tax Credit and recapitalize the Brownfields Trust Fund.
- Work with the Environmental Department and other allies to develop campaign strategy to finance modernization and improvement of the Commonwealth's water infrastructure.
- Work with the Massachusetts Smart Growth Alliance (MSGa) to participate in policy debates, coordinating the response of Alliance members in regard to bills and other actions that emerge on Beacon Hill; research, analyze, and react to significant state policy proposals as appropriate.

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

- Produce white papers, policy documents and informational forums to advance smart growth and regional collaboration.
- Build capabilities in grassroots advocacy through social media and email alerts.
- Work with agencies such as MassDOT, EOEAA, EOHED, A&F to influence policies and practices that advance our strategic goals and assist member cities and towns.
- Working with the Legislative Committee, Executive Committee, MAPC staff, Council members, and allies, identify opportunities for new policy work and legislative advocacy.

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Data Services

- **Sub-Strategy 1.A:** Increase municipal planning capacity.
- **Sub-strategy 2.A:** Align data collection and policymaking
- **Sub-strategy 2.B:** Improve state and local capacity to utilize planning and decision support tools.
- **Sub-strategy 2.C:** Support State and Regional Data Intermediaries

Data, Research, and GIS

Strategic Goals:

Improve the MetroBoston DataCommon as a resource for the entire region.

- Support the MBDC user community through regular trainings and technical assistance with particular focus on municipal users.
- Maintain and update 100+ data sets for the MBDC.
- Improve the user-friendliness of the MBDC and add new visualization and mapping functionality, prioritizing functions that assist municipal users in their work.
- Continue collaboration and development of DataCommon affiliate sites: the Worcester DataCommon and Our Healthy Mass.

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

- Undertake regional research projects to inform policy and planning and publish findings in professional journals.
- Pursue the development of additional Most Wanted Datasets.
- Complete analysis of Vehicle Census data and seek funding and data sharing agreements for updates. Publish findings in professional journals.
- Finish the baseline regional indicators for MetroFuture and publish them on Regionalindicators.org and the MBDC.
- Explore and develop data sets and analyses that help inform regional planning and municipal action regarding food systems and climate change.
- Develop an agency open data policy and assist our municipalities in creating open data ordinances and policies; document best practices.

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

- Develop new interactive web sites and maps to support project work and partners, with focus on applications that assist our municipalities.

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- Complete improvements to interactive MetroFuture in Action map.
- Improve, populate and publicize the Development Database and begin outreach to develop a user community; seek funding to create additional functionality.
- Work with MassRIDES to maintain and improve MySchoolCommute.org.
- Seek funding to continue development and expansion of BostonGreen additional municipalities.
- Support the agency's use of keypads, interpretation equipment, and engagement technologies in public meetings.
- Expand municipal adoption of Commonwealth Connect, participatory budgeting tools and other technologies that facilitate municipal and constituent engagement.
- Hold targeted trainings for municipalities on the Housing Production Plan Portal.

Expand the use of scenario modeling and combined transportation-land use modeling for local and regional planning and to assist in the implementation of state policies, such as the Global Warming Solutions Act.

- Continue development of an integrated land use – transportation model that allocates population and employment to TAZ; apply this tool for the creation of regional scenarios to inform the Regional Transportation Plan and TIP.
- Conduct municipal-level scenario modeling to evaluate demographic, housing, and development trends and potential alternatives.
- Participate in HUD Sustainable Communities Capacity Building grant to provide and receive technical assistance on scenario planning and equity.

Information Technology

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

- Continue help desk support for MAPC staff, MetroWest subregional office, and affiliated programs.
- Audit and improve the network's health and security and implement agency IT policies as needed.
- Develop and implement a disaster recovery plan for all major systems.
- Develop a collaborative relationship with CTPS's Information Technology Department and identify areas of coordination on IT infrastructure and policy.

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Municipal Collaboration

Collective Procurement

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

Strategic Goals:

Expand the reach and availability of MAPC as a resource to local governments for cost-effective procurement services.

- Explore potential business relationships with additional governmental professional associations, such as the Massachusetts Highway Association to provide a collective source for products and services of interest to those memberships.
- Execute a strategy for MAPC to issue statewide procurements available to all Massachusetts municipalities; continue to explore the option of using MARPA as a procurement partner starting with parking meter systems.
- Collaborate with other staff to identify new agency areas of expertise that hold the potential for collective procurement applications such as school food programs.

Improve the customer service offered by MAPC and its vendors.

- Continue to monitor and audit vendors to ensure payment of appropriate service fees and compliance with contract term and conditions.
- Immediately incorporate “lessons learned” from monitoring and audits into procurement templates for all future contracts.
- Improve the user-friendliness of the procurement program landing pages.
- Establish quarterly meetings and site visits by MAPC staff with all Massachusetts-based vendors to address buyer and vendor issues in a more timely.

Increase and improve MAPC’s visibility among the FCAM and GBPC buyers and with other municipal officials.

- Work with Communications on developing a full marketing plan for the MAPC as a procurement resource as well as for the goods and services offered under our various procurement programs.
- Launch an outreach effort with buyers to increase awareness of MAPC’s role as a buyer’s advocate in their transactions with contract vendors.

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- Include e-mail and website-based announcements and instructional packets, anecdotal reports of experiences, listings of buyer participation in the contracts, and on-site visits by MAPC staff and partner representatives with vendors and buyers.
- Participate in annual trade shows and professional development seminars and trade shows.
- Become more active in the Massachusetts Association of Municipal Purchasing Officials by joining a committee.
- Market MAPC contracts for fire apparatus and police vehicles and equipment to the New England region's professional associations as a way to expand use of our collective purchasing programs.

Improve the capacity of the division to act as a procurement resource for the entire agency

- Develop standard procurement templates for inter-agency use.
- Provide technical assistance to agency staff by executing the procurement of goods and services that support projects across the agency.
- Become proficient in the use of the Commonwealth's new purchasing portal, CommBuys.
- Advise agency staff as needed concerning general principals of public procurement under Massachusetts municipal procurement laws and keep them apprised of significant changes that could affect their work.

Homeland Security

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

Strategic Goals:

Be selected as the fiduciary agent to perform the management and administrative, as well as planning duties, associated with the Commonwealth's FFY 14 Homeland Security Program.

- Continue to work on cross regional collaboration and the development of economies of scale for regional projects with key sub-contract staff.
- Provide facilitation and program management services to the Northeast Council, which results in effective decision making and the establishment of sustainable programs and activities.

Institute performance metrics to track the effectiveness of our work, focusing on the key areas of procurement practices, vendor payment processing, and stakeholder satisfaction.

- Review state and federal procurement requirements with key sub-contract staff to ensure expedient and compliant procurements.

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- Educate vendors on the requirements of the accounts payable process to establish realistic expectations and to enable timely invoice payment.
- Ensure continuous, high-quality communications with key partners including EOPSS, the Councils, key sub-contract staff, homeland security stakeholders, the Metro Boston UASI, and the vendor community.

Facilitate the implementation of the Homeland Security Regions' FFY 2013 Plans in an effort to protect the citizens of the Commonwealth from man-made and natural disasters.

- Assist in the development of regional homeland security priorities for the Central, Northeast, Southeast, and Western Homeland Security Councils that identify current capabilities, gaps in prevention, response, and recovery efforts, and program sustainment needs.
- Execute the procurement of equipment, training services, and pre- and post- disaster planning activities that build or enhance current prevention, protection, mitigation, response, or recovery capabilities.

Joint Services

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

Strategic Goals:

Position MAPC as the leading facilitator of municipal shared services and regional collaboration using resources such as DLTA and CIC. Examples of these projects include:

- Assist Ashland and Hopkinton to adopt a plan to consolidate their fire departments and emergency medical services by spring 2015.
- Manage the completion of the Metro Mayors 911 regional emergency communications center consolidation plan and support the cities of Chelsea, Everett, Malden, Medford, Melrose, Saugus, and Somerville in implementing this plan.
- Facilitate the procurement and adoption of citizen service request technology for up to 20 municipalities, while improving platform usage among current Commonwealth Connect participants.
- Submit 4-8 quality projects for consideration in the new round of DLTA and CIC solicitations.
- Create a more seamless relationship between the Shared Services staff and Procurement staff to create collaboration, e.g., research opportunities for MAPC to facilitate joint procurement of farm fresh foods in school systems.

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Clean Energy

- **Sub-Strategy 4.B:** Support regional collaboration, purchasing, and service delivery.
- **Sub-Strategy 13.A:** Plan for sustainability.
- **Sub-Strategy 13.B:** Conserve energy.
- **Sub-Strategy 13.C:** Promote the use of renewable resources.

Strategic Goals:

Improve energy efficiency, renewable energy production, and GHG reduction through regionally-based strategies in the municipal sector and locally-based strategies in the residential and business sectors.

Administer a regional LED Street & Outdoor Lighting program to support conversions to LED technology through joint purchasing, group procurement of services, education/outreach, and advocacy for utility rates and program structures that allow municipalities to capture energy cost savings and incentives fairly.

- On an ongoing basis, cultivate and facilitate joint purchases of LED street & outdoor lighting fixtures from statewide contract FAC76.
- Administer a group procurement of streetlight energy management services (EMS) for 9 communities served by National Grid using the Chapter 25A procurement vehicle.
- Procure LED streetlights in 7 Gateway Cities, including 2 served by municipal light plants, through a partnership with the Department of Housing and Community Development (DHCD) and the Department of Energy Resources.
- Educate municipalities on the additional features of LED streetlights used for savings and improved lighting, including lighting controls.
- Through LED projects, reduce energy consumptions by 15 million kWh and carbon dioxide emissions by 9,600 tons annually.

Support the 17 communities participating in the Regional Solar Initiative, as well as other communities exploring solar contracts, in signing solar EMS agreements and moving towards construction of municipal solar arrays.

- Facilitate the next phase of regional solar initiative including the feasibility, contracting, and implementing stages.
- Support additional municipal solar projects through a new regional 25A procurement, a community solar pilot, and/or an energy resilience pilot.
- Provide technical and educational support for our communities on SREC II, Chapter 25A, incentives, community solar, net metering, and site leases.
- Develop specific resources for communities developing solar projects in municipal utility territories.

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- Help communities implement 10 MW of solar projects through regular meetings with municipal and vendor staff.
- Research and develop resources for communities on solar permitting for MAPC's Clean Energy Toolkit.

Help communities move forward with energy efficiency work in municipal facilities and in the residential and commercial sectors by connecting them to contractors, both through utility plug and play programs and the ESCO model.

- Help two communities adopt the Stretch Code and a 20% municipal energy reduction goal, and apply for Green Communities Designation.
- Help two communities design and implement energy efficiency outreach programs to connect local businesses to MassSave programs and incentives.
- Focus on increasing energy efficiency adoption in two Environmental Justice Communities.
- Research Municipal Light Plant communities to better understand their institutional structure, constraints, and opportunities for energy efficiency programs and policies.
- Administer a group procurement of comprehensive energy management services (EMS), also known as a Regional ESCO, for a group of four or more municipalities, regional school districts, and/or housing authorities.
- Provide education and technical assistance on financing options for municipal energy efficiency projects.
- Help smaller communities identify and make quick decisions to pursue alternative pathways for implementing efficiency projects.

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

- Explore enabling legislation for energy revolving funds; discuss with Legislative Committee.
- Explore new opportunities for regional clean energy projects including: community choice aggregation, anaerobic digestion, climate change adaptation/resiliency; and renewable thermal.
- Engage with DOER on improvements and training for Chapter 25A procurements;
- Work with utilities and communities to ensure that energy utility policies are being fairly followed and practiced.
- Work with new administration to ensure important clean energy objectives and programs are maintained and advanced.

Expand the Clean Energy Division's expertise in new potential program areas including the procurement of electricity and the intersection of clean energy and adaptation/reliance.

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Environmental Planning

- **Sub Strategy 13.D:** Manage water demand through education, pricing, technical assistance, and regulation
- **Sub Strategy 13.E:** Implement water/wastewater/stormwater utility “best practices” across the region
- **Sub Strategy 13.H:** Promote local treatment and recharge of stormwater and wastewater
- **Sub Strategy 13.I:** Protect the quality of water supplies through source controls and land use planning
- **Sub-strategy 7.C:** Support private sector conservation initiatives
- **Sub-strategy 7.D:** Remove regulatory and labor-related barriers to agricultural expansion/diversification
- **Sub-strategy 9-F:** Reduce exposure to environmental contaminants

Strategic Goals:

Promote and support efforts to prepare the region for the impacts of climate change, including sea level rise, changing precipitation patterns, extreme storms and heat; with a focus on vulnerable populations.

- Based on the recommendations of the Regional Climate Change Adaptation Strategy (RCCAS), amend MetroFuture to incorporate climate change objectives and adaptation implementation strategies.
- Support state implementation of climate change adaptation through the Massachusetts Global Warming Solutions Act Implementation Advisory Committee
- Seek additional opportunities to implement climate adaptation locally through the application of tools and best practices and technical assistance to communities and/or subregions.
- Collaborate with the Environmental Protection Agency in its New England wide Climate Leadership Initiative, with a focus on the effort to integrate adaptation into existing municipal plans, policies, and programs.
- Ensure that climate adaptation implementation efforts include a focus on the needs of vulnerable populations.

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

- Support implementation of the Sustainable Water Management Initiative through local and watershed-based planning and technical assistance to communities.
- Facilitate regional collaborative management of stormwater through the Community Innovation Challenge grant for communities in the Neponset River watershed.

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- Contribute to the development of state water policy through MAPC's role on the Water Management Act Advisory Committee (MAPC Gubernatorial appointment), the MWRA Water and Wastewater Advisory Committees, the Ocean Advisory Commission, and the Mass Bays Management Committee.
- Seek opportunities to develop a Green Infrastructure Toolkit focusing in Urban LID.
- Provide follow-up technical assistance regarding the Smart Sewering project with the Charles River Watershed Association.
- Provide outreach to communities in the EPA "MS4" stormwater permit program, and seek opportunities for technical assistance on best practices on a local or subregional basis.
- Support collaborative watershed management through participation on the SuAsCo Watershed Community Council, the Mystic River Steering Committee, the 495/MetroWest Partnership's Water Resources Committee, and other watershed-based initiatives.
- Coordinate with the Transportation and Health Divisions' Complete Street's efforts regarding the promotion of innovative Low Impact Development/Green Infrastructure retrofits (the "Green Streets" concept).

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

- Collaborate with the Water Infrastructure Alliance to support the implementation of the Water Infrastructure Finance Commission's recommendations to close the \$20.5 Billion financing gap through more robust investments at the state and local level.
- Utilize MAPC's existing network of subregions and collaborative stakeholders to leverage support for the water infrastructure campaign.
- Encourage communities to develop dedicated revenues to meet new stormwater MS4 requirements through stormwater utilities, based on best practices provided in the Stormwater Utility Starter Kit.
- Support adoption of Stormwater Utilities through pilot stormwater financing projects to be developed for the Neponset Valley Stormwater Collaborative in partnership with the Neponset River Watershed Association.

To facilitate the assessment of Brownfields sites, to encourage cleanup and redevelopment of sites that can help revitalize the local economy or provide greenspace and other community assets.

- Seek opportunities for additional Brownfields work in the region through the EPA Area Wide Planning grant program and/or the Assessment grant program.

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

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

Address the needs of Environmental Justice communities to reduce impacts from exposure to contaminants and other environmental inequities.

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

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

- Prioritize MEPA review of projects that raise critical issues such as Transit Oriented Development, mixed use, multi-mode transportation accessibility, pedestrian and bicycle accommodations, sustainable water, wastewater, or stormwater practices, and preservation of critical open space, wetland, and habitat resources.
- Work with MEPA staff to enable MAPC's comments to have greater impact on issues related to MetroFuture goals and objectives.
- Work to strengthen the MEPA program as appropriate, including possible amendments to the regulations, so it can be a more effective tool in advancing sustainable development and preservation in the Commonwealth. Strengthen the ability to consider the cumulative impacts and mitigation needs of multiple projects within a corridor, watershed, or other defined geographic area sharing impacts in common.
- Develop ways to be involved earlier in the process for key projects, to maximize impact of MAPC's input and comments.

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Land Use Planning

- Sub-Strategy 1.A: Increase municipal planning capacity
- Sub-Strategy 4.D Plan together for regional development.
- Sub-Strategy 5.A: Plan for compact growth to serve community needs.
- Sub-Strategy 5.B: Ensure good design and access.
- Sub-Strategy 5.D Remove barriers to development
- Sub-Strategy 5.E Increase vitality of existing centers.
- Sub-Strategy 7.A: Plan for land preservation on a state and regional basis.
- Sub-Strategy 8.A: Develop coordinated regional and local plans for diverse housing production.
- Sub-Strategy 8.B: Increase affordable housing production in appropriate locations
- Sub-Strategy 8.C: Diversify overall housing supply and affordability.
- Sub-Strategy 8.D: Connect residents to housing opportunities.
- Sub-Strategy 8.E: Ensure Fair and Accessible Housing.
- Sub-Strategy 8.F: Preserve, maintain, and upgrade existing affordable housing stock.
- Sub-Strategy 11.A: Create jobs in MetroFuture-consistent locations.
- Sub-Strategy 12.A: Integrate land use and transportation planning

Strategic Goals:

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

- Expand upon the range of services provided to MAPC communities in various fields such as housing, economic development, open space protection, development visualization, urban design, public art, interactive visioning, land use and zoning techniques
- Continue to seek funding for, and to assist communities and subregions in undertaking Priority Development and Priority Preservation Area designations, including analyses and discussions of areas that meet criteria for regional and state significance.
- Emphasize implementation of regionally significant Priority Development and Priority Preservation Areas as defined through various planning and zoning efforts
- Expand upon the MAPC staff knowledge of zoning, streamlined permitting, business improvement, design guidelines and other implementation tools that can be recommended to communities for MetroFuture implementation

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- Assist groups of communities in more comprehensive evaluation of large development projects in their area, similar to MAPC's work during FY2014 in reviewing the impacts of casino and other gaming facility proposals
- Ensure that all technical assistance takes into consideration the needs of historically marginalized and vulnerable populations including those protected classes that are identified in federal and state laws. Expand our focus on Universal Design principles and other strategies to address issues facing people with disabilities and seniors.

Continue to involve additional groups and individuals who have not traditionally been involved with planning in communities.

- Continue efforts to ensure that participation in planning forums is representative of the community, including diversity of race, ethnicity, income, age, familial status, disability, primary language, and other measures.
- Continue to experiment with our outreach, engagement, and public meeting approaches to determine what options have the greatest success in obtaining the most participation by community residents and promote the participation of diverse stakeholders. Involve community-based organizations, business owners, developers, real estate agencies, real estate investors, chambers of commerce, merchant associations, and others in MAPC planning projects.
- Work with Community Engagement staff to advance Friends of MetroFuture events in subregions.

Ensure adequate funding for MAPC's technical assistance efforts.

- Work with MAPC Government Affairs staff to maintain support for expansion of District Local Technical Assistance program, and for an increase to the MAPC general assessment.
- Identify additional sources for project work, including leveraging municipal funds through Municipal Affordable Housing Trusts, Community Preservation Act, and general appropriation funds as well as private foundation support.
- Work with Government Affairs staff to gain input from subregions and municipalities to help formulate MAPC's legislative agenda and then encourage subregional and municipal support of MAPC legislative activities through outreach to legislators.
- Hold subregional legislative events (breakfasts and forums) to discuss MAPC and subregional legislative priorities and to take input from local officials, legislators, and other attendees.
- Develop and help advance subregional priorities for the Boston MPO's Long-Range Transportation Plan (RTP), Unified Planning Work Program (UPWP), and Transportation Improvement Program (TIP).
- Inform and provide a means for community feedback on regional, statewide and national transportation issues, legislation and funding.

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- Coordinators will work with Transportation staff to ensure transportation topics are represented in each subregion's annual work plan, to ensure efficient review of TIP projects, and to provide input on the RTP as part of the plan development process beginning in Fall 2014 until its release in Summer 2015.

Provide effective outreach to encourage and maintain participation of new and existing Subregional Council members.

- Organize regular meetings of subregional councils on issues of regional and subregional importance.
- Continue outreach within each subregion to build and maintain an expanded network of municipal, non-profit, business and community leaders who will enhance and broaden participation in subregional activities. Ensure that outreach includes efforts to reach diverse stakeholders.
- Work with Government Affairs to provide training to subregions on how to advocate for legislative issues.

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

- Develop standard administrative and financial template documents and procedures for coordinators, including typical outreach schedules for transportation and legislative advocacy and example comment letters for transportation programs, including the development of guidelines for subregional workplans.
- Raise the profile of subregions within the agency and beyond; provide updates at appropriate MAPC meetings.

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

- Expand the range of services provided to communities, including market studies, market gap analyses, business development strategies, economic impact analyses.
- Provide technical support to communities seeking federal funds for economic development or redevelopment.
- Build capacity at MAPC to assist smaller towns in developing appropriate and reasonable economic development strategies.
- Work with allied organizations to link regional transportation investment to economic development outcomes.
- Advise communities on the redevelopment of secondary economic centers such as villages or underperforming malls and strip developments within a community.

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

- Advocate for coordinated public post-secondary coordination in training and workforce development programs that minimize duplication of services.
- Advise municipal staff on long-term zoning, land use, transportation, business permitting, and housing strategies that will attract the innovation economy.
- Identify and link business incubation services across New England.
- Promote public funding as one solution to creating sustainable business incubator services for innovation economy start-ups.
- Identify supports for emerging innovation economy industry clusters.

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

- Develop and support a CEDS Committee consistent with EDA requirements, or utilize the Executive Committee in that role.
- Provide and disseminate annual and 5-year CEDS update.
- Position MetroFuture's economic development goals within the CEDS.

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

- Release housing-related plans developed under Sustainable Communities before the end of calendar 2014, including the Regional Housing Plan and Fair Housing and Equity Assessment.
- Advance the implementation of MetroFuture's housing strategies and recommendations through technical assistance to cities and towns, efforts to create multi-municipal collaborations, and advocacy related to housing policies at all levels of government.
- Advance housing policy activities, including regional collaboration among housing authorities, minimizing or mitigating displacement, fair housing, and efforts to address expiring use properties, with the support of Government Affairs staff and other departments and divisions as appropriate.
- Work with municipal officials to develop Housing Production Plans, housing elements of master plans, annual action plans for housing production and preservation, revised zoning and permitting procedures to encourage housing development, and specific efforts related to identifying and prioritizing housing development sites.
- Make bi-annual presentations to subregions and other MAPC partners about state and regional housing issues of interest.
- Make presentations using the new Fair Housing Toolkit and curriculum, and particularly help cities and towns to meet their responsibilities "to affirmatively further fair housing" under the new HUD rule, when promulgated.

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Transportation Planning

- **Sub-Strategy 12.A:** Integrate land use and transportation planning
- **Sub-Strategy 12.B:** Prioritize transit and transportation alternatives
- **Sub-Strategy 12.C:** Establish stable and sufficient financing for all modes
- **Sub-strategy 12.D:** Promote an efficient and transparent project delivery system

Strategic Goals:

Conduct planning that produces recommendations for municipalities, private property owners, the MBTA to increase the potential for Transit Oriented Development at existing and planned MBTA stations, and along key bus corridors.

- Identify development/redevelopment opportunities.
- Recommend changes to land use and zoning regulations to promote higher density mixed-use TOD.
- Perform snapshot market analyses.
- Identify gaps in the pedestrian and bicycle networks for station access.
- Hold stakeholder and/or public input meetings throughout the process.

Work with MassDOT and the MBTA to advance High Quality Bus Rapid Transit in Selected Corridors.

- Participate on Barr Foundation BRT Study Group.
- Support community engagement in study corridor(s).
- Conduct land use analysis to identify redevelopment opportunities.

Develop a Right-Size Parking Calculator to help cities and towns plan for the correct level of off-street parking for residential developments.

- Conduct data collection.
- Build web application.
- Educate municipal officials.

Work with the Boston MPO to conduct a scenario planning process for the next Regional Transportation Plan (RTP) and incorporate land use allocation modeling.

- Working with CTPS and MassDOT, create multiple land use scenarios and transportation alternatives.
- Develop an RTP process that incorporates metrics for meeting state's greenhouse gas reductions and mode shift goal.

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Educate state and municipal decision makers on best practices in the areas of:

- Progressive parking planning.
- Transportation Demand Management.
- Value capture strategies to support transportation infrastructure.

Advance bicycle and pedestrian infrastructure and policy with MassDOT, DCR and municipalities.

- Conduct on the ground bicycle and pedestrian plans.
- Forward the network of Green Route trails through mapping, way-finding, and advocacy.
- Support municipalities in opening MWRA aqueducts for public use.
- Work with cities and towns to adopt complete streets policies.
- Support the Hubway system through municipal coordination, procurements, and expansion.
- Work with DCR to identify opportunities to add bicycle facilities on parkways.

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Public Health

- Sub-Strategy 9A: Link health and planning
- Sub-Strategy 9E: Ensure access to healthy food
- Sub-Strategy 9F: Reduce exposure to environmental contaminants
- Sub-Strategy 9G: Ensure equitable access to quality health care
- Sub-Strategy 4.B.05: Deliver regional public health services

Strategic Goals:

Utilize a Health in All Policies (HiAP) approach that integrates health, well-being, and equity considerations in order to create a healthier, more equitable, and more resilient region. Implement approach to supplement and build on chronic disease prevention and wellness work initiated under the Community Transformation Grant.

- Provide technical assistance and support to partners to increase the availability and accessibility of healthy foods (e.g., food systems planning, farmers markets, healthy restaurants, and healthy corner stores).
- Provide technical assistance and support to partners for safe, physical activity in their communities (e.g., Complete Streets policies and guidance, review of subdivision and site plan regulations, etc.).
- Provide technical assistance and support to mitigate youth violence, including community safety audits, PhotoVoice and place making initiatives, and crime prevention through environmental design (CPTED) resources.
- Provide technical assistance and facilitate connections to subject matter experts on environmental health issues (e.g., interpretation of air quality changes, effects of soil contamination, etc.).
- Coordinate between community-based public health initiatives and clinical health settings to support development of complementary approaches to improving population health.
- Promote and continue to develop the OurHealthyMassachusetts data and visualization portal.
- Work with other divisions and external partners to identify opportunities to implement healthy housing initiatives, especially in the area of smoke-free housing.
- Ensure equity considerations are included in all technical assistance work.

Sustain MAPC as a Health Impact Assessment (HIA) center of excellence and innovation.

- Complete at least two place-based HIAs that will inform proposed projects as well as MAPC smart growth practice
- Complete at least one program or policy-based HIA in support of changes that are relevant to advancement of MetroFuture.

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- Explore, and where possible utilize, the Health Lens Analysis (HLA) approach to inform and influence a project category (e.g., mixed use zoning/developments), policy, or program.
- Leverage our work to ensure MAPC is well positioned to assist in advancing the Healthy Transportation Compact
- Work closely with external partners to publicize and disseminate findings of HIAs.
- Enhance and strengthen MAPC's internal capacity to conduct HIAs through professional development of staff and mentoring of those being trained in the public health and planning fields.

Pursue multiple pathways of funding for public health

- Diversify funding sources for project work by identifying and pursuing opportunities with foundations, businesses, and private sector organizations
- Coordinate with other departments and divisions to include resources for public health staff work as part of project scoping and implementation, and to partner on specific public health projects (e.g., DLTA projects, municipal master planning, Homeland Security, etc.)
- Collaborate with other divisions in MAPC to submit joint applications for a cross-cutting project that addresses public health and another focus area such as housing, transportation, energy, or environment.

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Regional Plan Implementation

- Sub-strategy 1.A: Increase municipal planning capacity
- Sub-strategy 1.B: Modernize planning and development tools
- Sub-strategy 1.C: Establish consistency of plans across all levels
- Sub-strategy 1.D: Coordinate sustainable state policies and programs
- Sub-strategy 2.A: Align data collection and policymaking
- Sub-strategy 4.A: Strengthen MAPC as a regional resource

Strategic Goals:

Identify and bring best practices to MAPC in order to enrich the work done by MAPC and partners.

- Participate in local and national peer networks, identify key elements of success, identify potential for success using similar approaches in Metro Boston, and identify relevant partners within and beyond MAPC. Goal: Identify and share at least 10 models for potential change in Metro Boston.

Peer networks include but are not limited to:

- Metro Boston Sustainable Communities Consortium members
- Sustainable Communities Regional Planning Grantees across the US
- Smart Growth America Coalition, and State and Regions Caucus
- Work with MAPC staff and outside partners to adapt best practices and implement through MAPC projects, changes in public policy, or other means.

Expand the MetroFuture Walks & Talks program.

- Grow the initiative to provide a dynamic space to learn, network, and connect with resources available in the region. Encourage people to get involved and advocate at the local and regional level in favor of the core principles of MetroFuture and MAPC's more specific legislative and policy goals. Goal: 10-12 Walks and Talks across the region, in collaboration with subregional coordinators and other staff.

Build MAPC staff expertise in, and recognition for, effective community engagement.

- Meet with project managers during project proposal and/or start-up to craft most appropriate engagement strategies given project goals and budget. Goal: advise project managers on 15 different projects and their engagement strategies, including 3 in departments/divisions that were previously uninvolved.
- Conduct a Community Engagement Summit to share innovative engagement techniques with MAPC staff and regional partners.

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Evaluate and monitor MAPC work in order to realize more impactful results.

- Work with directors and managers to evaluate MAPC work in order to draw out lessons and best practices for incorporation back into improved agency work. Goal: identify, refine, and fold three lessons/best practices into agency work.
- Track the MetroFuture strategies and goals that are advanced through MAPC's projects, initiatives, and activities. Produce a semi-annual project inventory and summary memo. Goal: Complete two semi-annual inventories and summary memos.

Relate MAPC's work to MetroFuture.

- Produce a semi-annual printed MetroFuture in Action (MiA) map. Work with Data Services and Communications to increase the usability and use of the web-based interactive MetroFuture in Action map.
- Facilitate MetroFuture presentations internally, with support from Communications and other divisions, so that staff and Council members are better equipped to externally raise awareness of the Regional Plan including its strategies and effect.
- Continue providing a MetroFuture Orientation to new MAPC employees, and begin offering it to Council members.
- Support the Communications Department in its work to communicate more effectively with a wider variety of audiences through different media, speaking engagements, the website, etc. Goals: hone ways to measure impact, provide MetroFuture messaging guidance to project staff, and refresh MetroFuture content on website on at least a monthly cycle.

Produce case studies of successful smart growth and regionalization.

- Revive previous series of "Smart Growth Profiles" to demonstrate that smart growth and regionalization are possible in Metro Boston, and that our methods for advancing sustainable and equitable growth can be successful. Goal: 12 compelling case studies.

Maintain and update MetroFuture.

- Update selected portion of the Regional Plan to reflect successes, evolving opportunities, and regional indicators. Specifically, update MetroFuture Objectives (and if needed, Goals), Implementation Strategies, web page and other communications tools.
- Incorporate "gap filling" plans created under the Sustainable Communities Regional Planning Grant: Fair Housing and Equity Assessment, Regional Housing Plan, Climate Adaptation Strategy, and State of Equity Policy Agenda.
- Create focus on successes in MetroFuture implementation: demonstrate progress that has been made; cite challenges overcome and challenges remaining. Goal: new compilation of successes and challenges that is ready to be communicated in a variety of ways and settings.

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Expand resources, including funds, for MetroFuture implementation.

- Build on national and regional reputation in order to cultivate new sources of support for ongoing and new work. Goal: commitments for \$500,000 in new funding; two new or more formal partnerships.

Manage Collaboration with Massachusetts Smart Growth Alliance

- Coordinate MAPC's participation in Finance, Great Neighborhoods, Policy, Steering Committee and ad hoc committees.
- Participate in Great Neighborhoods network development. Goal: to maximize synergy with MAPC networks.
- Seek and support activity to advance zoning reform, state and local alignment with sustainable development principles, and selected other policy campaigns.
- Develop and staff, as appropriate, place-based technical assistance and "placemaking" activities.