

**Executive Director's Report**  
**June 20, 2018**  
***(two-month report covering mid-April to mid-June)***

**Submitted to the Executive Committee**  
**by Marc Draisen, Executive Director**

***Smart Growth Planning***

**Transportation**

Roslindale BRT Pilot

Ninety-four percent satisfaction is hard to reach with any project. Nonetheless, a four-week pilot for a transit lane along a stretch of Washington Street between Roslindale Square and the Forest Hills MBTA Station, notorious for its heavy, congested traffic, achieved just that. Now, Boston has made the dedicated bus lane permanent.



MAPC worked with city staff and other partners throughout the process, collecting data, analyzing parking along the corridor, coordinating with the MBTA to help with logistics and outreach for the pilot, and creating and distributing surveys for bus passengers and cyclists in multiple languages.

The Washington Street parking study wasn't the first time MAPC's efforts helped inform a dedicated bus lane pilot. A year earlier, MAPC conducted a similar analysis north of Boston, in Everett. The review of Everett's downtown area, focused on the major bus corridor along Broadway, revealed that a minimal amount of parking spaces were being used during the early morning rush hour. After the dedicated lane was implemented, commutes shortened by up to 30% for 10,000 bus riders every day!

A number of other cities and towns are working with the Barr Foundation to pilot bus improvements across the Boston region, including further improvements in Everett, a bus corridor spanning sections of Cambridge & Watertown, and a bus lane in Arlington.

Dedicated bus lanes are one element of what's known as "Bus Rapid Transit," or BRT, which can also include tools such as giving buses signal priority at intersections, and opening every door to expedite the boarding process. These improvements are highlighting bus transportation as a priority, and helping to improve the lives of the people living and working in the Greater Boston region.

### Making Progress on the LandLine Vision

The LandLine concept was documented in a printed Vision Plan and unveiled at a public event in Malden on May 16. The Plan outlines the overall connected trail concept, including maps and figures highlighting a proposed 1,400 mile network of greenways and foot trails throughout the MAPC region. When complete, over 90% of the people who live in the MAPC region would be within one mile of the trail system.

The Malden event included a short speaking program and a bike ride through Malden, Everett, Chelsea, and Revere. Over 50 people attended, including Mayor Gary Christenson of Malden, Mayor Carlo DeMaria of Everett, City Manager Tom Ambrosino of Chelsea, State Senator Jason Lewis, and many other local elected officials, town staff, and advocates. The Plan is available online at [mapc.org/resource-library/landline-vision-plan](http://mapc.org/resource-library/landline-vision-plan).



**Malden Mayor Gary Christenson, State Senator Jason Lewis, Malden City Council members and others showing a trail map of the region.**



**Everett Mayor DeMaria, Joel Barrera (Governor Baker's Deputy Chief of Staff), Josh Ostroff (T4MA) and others on the Northern Strand Trail.**

Segments of the envisioned LandLine greenway network include proposed rail trails, trails along rivers, and improved roadways to provide separated cycling and walking facilities. Each of these involve some sort of engagement with the local communities and groups to support and advance these ideas into projects and finally to reality.

MAPC is approaching this through multiple types of events including focused area charrettes, on site rides and walks, and meetings with the key stakeholders. May and June featured trail planning charrettes for the Lower North Shore and Middlesex Fells regions.



Lower North Shore Charrette

The annual LandLine summer ride and walk series brings people out to the various trails throughout the region to educate and connect people, and to advocate for advancement of the trail completion process. On-site discussion and plenty of “wow” moments highlight these events. This year 14 events have been scheduled. If you want to ride, visit <https://www.mapc.org/resource-library/2018-mapc-summer-greenway-ride-and-walk-series/>.



Along Bathing Beach in Hingham, where a continuous trail is needed to improve access.

### Boston MPO

In May, the Boston MPO approved the FFY 2019 – 2022 Transportation Improvement Program (TIP). Over the past few years the MPO has focused its discretionary funds (approximately \$100 million annually) on roadway corridors with a strong Complete Streets design. One of the highlights is the rehabilitation of Mt. Auburn Street in Watertown. Watertown is planning a dedicated bus lane pilot in the fall, and the results of that pilot will inform the re-design of the roadway. Other project funding highlights include extending the end of Minuteman Bicycle Trail in Bedford by one mile, reconstructing Broadway in Chelsea, and major improvements to Kelley’s Corner in Acton (intersection of Routes 111 and 27), which is one of the town’s main commercial areas.

## Land Use

### Cohasset Master Plan

MAPC and the Cohasset Master Plan Committee conducted the first of two topic-oriented public forums on May 9, attended by about 30 people. The open house format and covered transportation, clean energy, public facilities and open space. Information was presented at each station and participants provided input on specific questions. The next forum, scheduled for June 20, will focus on housing, economic development, historic and cultural resources, and public health.

### “Living Little”

The “Living Little” report was finalized on June 1, following two working meetings with the town planners of Foxborough, Medfield, Medway, Sherborn, and Stoughton. The final report includes analysis and accompanying case studies of smaller housing alternatives, such as detached accessible dwelling units, cottage developments, “tiny houses,” and “tiny home” clusters, as well as assessment of barriers to this kind of development, such as infrastructure, regulation, and health codes. “Living Little” is a joint project of MAPC’s Housing Division and the SWAP and TRIC Subregion. A presentation of the report will be held on June 19 in Medfield and will be open to the public.

### Inclusionary Zoning + Payment in Lieu of Units

MAPC has finalized a report on inclusionary zoning (IZ) and establishing a “payment-in-lieu-of units” system (PILU) that encourages affordable units over payment for the towns of Acton, Bedford, Concord, and Lexington. The report included an overview of IZ and PILU, an analysis of existing affordable housing bylaws in the four towns, and recommendations for strengthening the bylaws prior to creating a PILU program. The analysis and recommendations were presented to the town planners and the Regional Housing Services Office (RHSO) on May 23.

### Metropolitan Mayors Coalition Regional Housing Task Force

The Task Force met on June 4 to review a range of scenarios based on different assumptions about economic growth and in-commuting rates. For each scenario, MAPC prepared household growth and housing demand estimates, with detail about the income levels of new households. At this meeting the Task Force also received an update on the work related to best practices as well as the digital report. Given the short time available to decide on a target and conduct necessary groundwork at the local level, the Task Force decided to postpone official release of the regional housing production target until early September. The CEOs will meet on June 21, with the goal of selecting a scenario as the basis for establishing the regional target.

### Sharon Housing Production Plan

MAPC has completed an update to Sharon’s Housing Production Plan (HPP). The discussions and presentations included animated review and deliberations over Ch. 40B goals, town and regional responsibilities, demographic and trend projections data, current and unmet housing demand, and ultimately the town’s own housing production goals.

The process included meetings and consultations with pertinent town staff, review of the plan document by the town’s MAPC representative, a various meetings with the Planning Board and Board of Selectmen. The final plan offered potential strategies and sites appropriate for housing development. MAPC completed the plan document to the town’s satisfaction, obtained Planning Board approval and adoption, and transmitted it to DHCD for final review and approval.

Congratulations to Senior Planner Carlos Montanez for completion of this challenging project.

## Downtown Foxborough Business Enhancement Implementation Underway



As follow-up to the Downtown Foxborough Business Visioning that MAPC completed in 2017, downtown businesses and the town are taking various steps to improve the downtown. Merchants have formed a business association, and the town has received a Downtown Initiative Technical Assistance (MDI) program award to help with a branding and wayfinding strategy. The town is also moving forward with the approval of 50 new apartments on Wall Street. Recently, the town sponsored a walking tour with EOHED Secretary Ash, local and state elected officials, and various business owners.

Find more information at [mapc.ma/2HNTu9D](http://mapc.ma/2HNTu9D) and [mapc.ma/2JKXYiO](http://mapc.ma/2JKXYiO).

## Norwell Economic Development Plan

In support of the Norwell Economic Development Plan process, MAPC hosted community forum at the Towns Cushing Center. A short presentation was given regarding the existing conditions in town and the neighboring areas as related to growth in population, housing, and business activity. MAPC also reviewed some of the significant development projects occurring in the South Shore. Attendants were then split into small groups for a facilitated discussion and polling exercise to garner feedback on resident's goals, priorities and concerns.

Some of the major issues that were discussed included sewer capacity for development, visibility of the industrial parks, challenges faced in previous planning processes, and zoning regulations. MAPC staff will be meeting with the town's Economic Development Committee on June 28 to discuss recommendations and possible plan implementation processes.

## Braintree, Quincy, and Somerville Life Sciences Study

MAPC has assigned DLTA funds to help Braintree, Quincy, and Somerville pursue a study of competitive advantages that each municipality has in terms of supporting different facets of the life sciences sector. This project builds on the establishment of the Red Line Life Sciences corridor, a regional collaboration among communities connected by the Red Line.

MAPC will undertake a deep dive into the many sub-areas of the sector and will establish a framework that these communities, and others, can use to evaluate their position within the sector. MAPC has, and will continue, to speak with industry experts in the trade, academic, real estate, and professional fields that intersect with the sector, as well as conduct a survey of 20 growth-stage life sciences businesses to assess their business plans and locational needs. MAPC is scheduled to convene with representatives of the municipalities to review the first phase of work and major findings in late June/early July.

## Milton Village Zoning and Milton Landing Access Study

After working with Milton's Master Plan Implementation Committee for nearly a year, MAPC has completed reports summarizing zoning recommendations in the Milton Village neighborhood. Milton Village is a transit-oriented, walkable, historic neighborhood center. The zoning recommendations create new opportunities for mixed-use redevelopment by allowing that use, providing a height

increase associated with district improvements, and offering flexible parking requirements. The zoning recommendations have been careful to balance historic preservation with reinvestment to strengthen stewardship of many historic resources in the neighborhood. Additionally, Milton Village is the location of the Town Landing and MAPC provided recommendations for improving public access to the shared waterfront. The Master Plan Implementation Committee will bring the recommendations to both the Planning Board and Board of Selectmen.

#### Marlborough Multifamily Development Criteria and Design Guidelines

MAPC has been working with Marlborough's Urban Affairs Committee to draft a new tool that will assist the city in reviewing future housing proposals. In the document, the multifamily development criteria provide a point-based system that will help city officials determine the suitability of a project to its proposed context, the benefits it may have for the city, and the potential impact it will have on municipal services. The multifamily design guidelines provide guidance for the site design and building design in proposed multifamily developments. The guidelines divide the City into three context areas, including established neighborhoods, commercial corridors, and commerce/industrial parks, to offer guidance regarding the suitability of specific housing types for certain neighborhoods.

MAPC is also helping Marlborough in establishing a mixed-use Neighborhood Business zone for the French Hill neighborhood near downtown. The draft zoning allows for appropriately scaled mixed use redevelopment, lowers parking requirements for businesses and residential uses, and encourages enhancement of the public realm through redevelopment.

#### Grant Funding Support

MAPC recently assisted several municipalities in drafting proposals for Planning for Housing Production grants from MassHousing. We were recently informed that two of these proposals were approved. MAPC will assist Norfolk in undertaking rezoning and a storm-water management plan for the village area. In Salem, MAPC will assist in developing new zoning for the Bridge Street Neck neighborhood and will work with the city on preparing an Inclusionary Zoning ordinance.

MAPC also recently worked with six MAPC municipalities (Chelsea, Foxborough, Gloucester, Hull, Marblehead, and Walpole) to prepare proposals for EOEEA Planning Grants; we hope to hear regarding grant awards in the near future.

#### Woburn Mall Smart Growth Overlay District (40R)

As part of a larger E-TOD plan, MAPC is assisting Woburn with drafting a Smart Growth Overlay Zoning District ordinance, Design Standards, and associated application materials. MAPC has worked closely with the city and developers to balance the various parties' needs and concerns. MAPC incorporated comments and feedback from a public forum held in February into the ordinance and design standards. MAPC also helped provide the Mayor with comfort over the relatively high number of residential units in the district (425 in the 23-acre parcel). MAPC worked with the developer to maximize walkability and pedestrian safety through the design standards. On June 7, MAPC presented and answered questions at a well-attended public hearing, which was the final step prior to submitting the materials to DHCD, which should occur by the end of June.

#### Rockport E-TOD

MAPC has been working with Rockport on a station area plan, the first phase of a larger project that will examine ways to increase residential density in the half mile around the station. Most recently MAPC submitted a draft illustrative plan for key parcels in the study area, which would provide a mix of uses focusing on residential, enhanced walkability, and updated parking requirements.

### Winchester

MAPC facilitated an open house on April 28 to kick off Winchester's Master Plan Survey, the first step in updating the Master Plan. Over 50 people attended the presentation on what a master plan is, and how Winchester is preparing to work on updating its Plan. With thanks to Calvin Cox in MAPC's IT Division, 10 tablets were pre-loaded for attendees to take the survey in English, Mandarin, or Spanish. There was also a children's play area with "crown-making," a fun diversion for the younger planners attending. MAPC's role included reviewing drafts of the survey, and arranging for language translation. MAPC is completing the analysis of the 1,000+ survey responses.

### Arlington Heights Planning Project

MAPC facilitated an interactive and animated community forum for over 100 people on May 23 for the Arlington Heights Planning Project. The purpose of the project is to analyze the multiple zoning districts along Massachusetts Avenue and recommend zoning changes in order to encourage additional multi-family housing and mixed-use opportunities. A market analysis has also been done to determine gaps in the marketplace. Attendees worked with a map of the study area to suggest the strengths, challenges, and opportunities in the area. Using a multi-page ballot, they answered questions about housing types and designs of structures. Table report-outs revealed consensus for additional connectivity, mixing uses in new development, and public art.

### Medford Mystic Avenue

MAPC has completed and sent for the city's review draft zoning for the Mystic Avenue corridor. The zoning follows two community forums MAPC conducted in January and March. MAPC also conducted a business survey that obtained information on the jobs and existing businesses. The zoning balances job/business retention with recognizing the demand for multi-family housing in Medford.



## **Environment**

### Hazard Mitigation Plans

Hull's Board of Selectmen voted to adopt their Hazard Mitigation Plan. The Certificate of Adoption was submitted to MEMA, and a final Letter of Plan Approval will be sent by FEMA shortly.

Both Acton and Norwood have held their final Local Team meetings and their draft plans will be presented to public meetings hosted by the Boards of Selectmen on June 18 in Acton and in early July in Norwood.

FEMA has issued notices of Approval Pending Adoption for Sharon and Lynnfield. The Sharon Board of Selectmen adopted their plan on June 5, and Lynnfield has scheduled their vote for June 18.

FEMA has issued a formal Letter of Approval for the Lincoln Hazard Mitigation Plan.

MAPC facilitated the final meeting of the Bolton Local Team on May 30, and the final team meetings in Medway, Millis, and Wrentham are scheduled for later in June. Final public meetings before the Boards of Selectmen of these four towns have been scheduled for late June. MAPC's hazard mitigation staff is working to complete these draft plans and submit them to MEMA by early July.

#### Municipal Vulnerability Preparedness (MVP) workshops

Altogether, MAPC is helping eight municipalities to prepare their MVP plans through community-based planning workshops, with a focus on creating more resilient communities through nature-based solutions. MAPC completed workshops for Gloucester (April 12), Rockport (May 29), Norwood (May 25), Acton (May 9), Cohasset (June 4-5), Wrentham (May 3), and Chelsea (May 19).



Our small bilingual group rejoiced after completing the Chelsea Municipal Vulnerability Workshop.

#### South Shore Resilience

On April 24, representatives of ten South Shore towns gathered with MAPC and representatives from Coastal Zone Management and Mass Bays to discuss climate resilience generally, and the challenges brought by the flooding and storms in the winter. Participants included staff from Planning, Conservation, Public Works, Building, Coastal Resources, and a Selectwoman. Each community reviewed their concerns, recent projects, and priorities for the future. An issue of shared concern was the winter power outages and the need for better communication with utility companies. The group decided to begin meeting regularly to share resources and strategies.

#### Regional Stormwater Partnerships and the MS4 Stormwater Permit

EPA Region 1 issued a statement confirming the MS4 Stormwater Permit will go into effect on July 1, 2018, when the one-year delay issued last year lapses. While litigation proceeds in Federal District Court, EPA has decided not to hold up implementation any longer. All requirements and conditions of the original permit remain in effect, and the schedule for complying with various components will remain the same, with a start date of July 1, 2018, instead of the original July 1, 2017.



The implementation of the MS4 Permit underscores the value of the two Stormwater Partnership projects that MAPC is facilitating, one in the MAGIC Subregion, and one in the Neponset River watershed, in partnership with Neponset River Watershed Association. The Neponset partnership held a workshop on April 11, featuring presentations on installation of green infrastructure and a discussion of best management practices.

The MAGIC Stormwater Partnership met on June 5 in Acton, where MAPC released the new online library of stormwater outreach materials developed by MAPC's Digital Services group, and the stormwater coordinator for the Mass Highway Division of MassDOT presented an overview of the states MS4 permit program. The group also held a question and answer session with EPA's MS4 permit manager for Massachusetts, Newton Tedder.

MEPA Project Review

The projects listed below for the region were filed with the MEPA office and were ranked by MAPC for the level of review. The MAPC review categories are defined as follows:

- A Major regional project to be reviewed by the Officers and/or Executive Committee
- B Regional project to be reviewed by staff and approved by Executive Director
- C Local or regional project to be tracked by MAPC; no MEPA review needed

Summary of MEPA Projects reviewed and ranked by MAPC, May/June 2018:

15867	Cape Pond Ice Company LLC	Gloucester	ENF	C
15067	Marlborough Hills (previously Forest Park)	Marlborough	NPC	C
15855	Cape Club of Sharon	Sharon	ENF	C
15858	Kennedy Middle School	Natick	ENF	C
15859	Reconstruction of Highland Avenue, Needham Street & Bridge	Needham/Newton	ENF	C
15861	Adams Shore/Houghs Neck Seawall Repairs and Improvements Project	Quincy	ENF	C
14255	Seaport Square	Boston	Final Supplemental EIR	C
14346	South Coast Rail - Phase 1 Service	Middleborough	Final Supplemental EIR	C
15388	Supplemental Water Supply	Ashland	Final EIR	C
15728	Neponset Wharf	Boston	Draft EIR	C
13410	Enterprise Park Master Plan	Marshfield	NPC	B

## **American Planning Association National Planning Conference**

MAPC had a strong presence at this year's APA Conference in New Orleans in April. Jenn Erickson and I participated in three separate panels focusing on the role of arts and culture in city and regional planning, which enabled us to showcase the groundbreaking work of our Arts & Culture Division before a national audience.

Principal Planner Ralph Willmer helped organize the Fifth Annual Livable Communities Regional Planning Forum, which was an all-day meeting of Regional Planning Agencies from around the country. The forum highlights best practices and emerging approaches in the field. Ralph participated on a panel that focused on the connections among transit, land use, and housing, with an emphasis on MAPC's E-TOD efforts.

I also participated in several events to advance the Scenario Planning Consortium, and to encourage more organizations to join. Both Tim Reardon and I have worked to help create the Consortium, and MAPC serves on its founding board. The Consortium, which is managed by the Lincoln Institute on Land Policy, seeks to share best practices, improve tools, and advance the application of scenario planning to regional and local planning.

## **Public Health**

### Health Starts at Home

MAPC was recently selected to be the facilitator of a Learning Community for the Health Starts at Home (HSAH) initiative supported by The Boston Foundation. The initiative brings together housing and health care organizations to support work that demonstrates the positive benefits of stable, affordable housing on children's health outcomes. This four-year initiative supports partnerships in Boston and Chelsea with the goal of highlighting the importance of affordable housing in children's health outcomes; identifying promising new and existing models; and decreasing health care costs. MAPC's public health team, which is leading this work along with Tohn Environmental, will help develop a communications plan and policy agenda, while also facilitating peer learning.



### Everett Community Food Assessment

With partners, Everett Community Growers and the City of Everett, MAPC is conducting a community food plan for the city. The plan will include assessments of the public school food environment; urban agriculture; food insecurity; and Everett's food economy to identify policy and programmatic recommendations to build a healthy and more equitable food system.

The project team has engaged an advisory group in a PhotoVoice project. Advisors have photographed scenes that capture the strengths and issues of the food environment, and made recommendations for improving and strengthening conditions. The PhotoVoice images and recommendations were exhibited at the Everett Earthworks Park on June 16 during the project's final event (see page 12 below for more details). The food plan will be finalized in early summer. For more information, contact Heidi Stucker: [hstucker@mapc.org](mailto:hstucker@mapc.org).

### Metro Boston Community Food Assessment Round Table

On June 1, the Public Health team convened food system and public health leaders from six Metro Boston cities (Chelsea, Everett, Medford, Somerville, Cambridge, and Revere) that are either conducting or considering community food assessments. Participants exchanged their experiences

of conducting community food assessments, and discussed opportunities for regional collaboration. The exchange focused on how participants are implementing community-driven and informed processes; addressing structural racism and inequities; surveying, data collection and analysis; and coordinating and implementing completed community food plans. The discussion on regional collaboration honed in on healthy food procurement; addressing food excess and waste; and supermarket access strategies. For more information contact Heidi Stucker: [hstucker@mapc.org](mailto:hstucker@mapc.org).



## Arts & Culture

### Beverly Arts District 2.0 Site Assessment, Advisory Committee Meeting, and Webinar

On May 7, MAPC presented themes and feedback collected through interviews and focus groups about the next iteration of the Beverly Arts District. The presentation engendered discussion with the Beverly Arts District 2.0 Advisory Committee, which includes local artists, performing arts venues and organizations, creative businesses, and arts and culture organizations. The group discussed some of the key challenges and opportunities identified by creative seniors, students of the arts, and creative professionals in the city.

In addition, the MAPC project team used a public space assessment developed by Arts & Culture intern Michael Rosenberg, who adapted tools and materials from the Gehl Institute, Project for Public Spaces, and other resources. The team of Annis Sengupta (Arts & Culture) and Carolina Prieto (Community Engagement) mapped amenities and evaluated the physical and social qualities of the major public open spaces within the Beverly Arts District to inform the final plan for the district.

On May 14, MAPC conducted its final focus group with core community organizations including the Beverly Farmer's Market, the Rotary Club, the Ward 2 Civic Association, and Historic Beverly as a webinar. The conversation elicited valuable feedback and insights from some of the most active community-based organizations in the Arts District.

### "Sole of Rockland" Patronicity Crowd-Funding Campaign Launch

On June 11, the ["Sole of Rockland"](#) launched its Patronicity crowd-funding website. The campaign will run until June 30, and funds raised will be used to create an art station modeled after a shoe-shine cart to appear at the Rockland Farmer's Market in mid-summer. MAPC staff will be on hand at the cart to teach visitors how to make artistic portraits of their shoeprints using watercolor paints. We will also collect information about Rockland's special places that will be turned into a new artistic

map of downtown Rockland. Visitors to Rockland Day on June 16 had the opportunity to learn more about the project, try out the painting technique, and make a donation at the MAPC table.



### Everett Earthworks Groundbreaking and Sculpture Installation

We officially celebrated the Everett Earthworks community garden project on June 16 in conjunction with the launch of the Everett Community Food Assessment (see page 10 for more information about the foodplan). The event brought together upwards of 40 Everett resident gardeners, artists, and food justice enthusiasts. We were excited to have Senator Sal DiDomenico join us, as well as Ward 3 City Councilor Anthony DiPierro and Ward 6 City Councilor Michael McLaughlin. Tom Philbin, Everett Communications Director made remarks on the city's commitment to promoting food security and health. The event was festive, and included music, barbecuing, gardening and weeding, unveiling of a photo exhibit, and an opportunity to install a new mural. The event also showcased the new mural panels completed by Everett High School students.

## **Strategic Initiatives**

### **Regional Plan Update**

Over the past two months, we have finalized the process design for the regional plan update. Today, we will review the proposed plan, discuss it, and, hopefully, adopt the approach. As the process design phase wound down, the activities, phasing, and scope of the plan have come into clearer focus. Over the last few weeks, our External Advisory Committee held their last meeting and voted to recommend adoption of the process design. Through surveying the advisors, many have indicated that they would like to stay involved throughout the planning process. Their feedback on the process design phase was overwhelmingly positive.

MAPC directors spent a day in May off-site to focus on the plan update. It was a day well spent, as a shared understanding of the goals, main activities, and proposed timeline of the process were reviewed in detail. Much of the day was spent mapping our departments' key tasks and discussing how to operationalize the planning process as part of the regular work plan (e.g., budgeting, staff assignment, and research tasks).

We held the last StAC meeting (the internal staff advisory committee). At this meeting, we reviewed recent progress, discussed the provisional themes of the plan, and discussed staffing and governance of the process. StAC members were incredibly engaged throughout the past nine months and their contributions to the thinking and creativity of the proposed plan cannot be understated.

At the Annual Council Meeting in May, we shared our goals and approach for the update and asked participants to visit three stations focused on engagement and the provisional themes (economic mobility, climate mitigation and resiliency, smart planning, homes for all, and dynamic government).

Just last week, we brought on a design consultant to help us create a unified and compelling look and feel for the plan. Their recommendations will include guidance for digital and print communications. Their team visited for a day and a half last week to interview staff and stakeholders to better understand the agency, our hopes for the plan update, and our region.

### **Community Engagement**

#### Municipal Vulnerability Preparedness Program (MVP) Workshops

The Community Engagement Division and Environment Department partnered to host three workshops in communities where we are developing Municipal Vulnerability Preparedness (MVP) assessments: Wrentham on May 3, Acton on May 9, and Chelsea on May 19. Participants identified environment, infrastructure, and societal factors that affect the towns during severe weather events and identified priority action items the towns need to address in order to be more prepared for catastrophic events.

In Chelsea, we have subcontracted with GreenRoots, Inc. to help administer the program locally. Chelsea youth were grouped together as well as Spanish-speaking participants. Interpreters, and bilingual MAPC staff guided these participants through the workshop process. Participants discussed Chelsea's climate risks regarding sea level rise, inland flooding/storm water management, urban heat island, social vulnerability, and options for resilience. (For more information on the MVPs, see page 8.)

### Natick Center

The division's Carolina Prieto is partnering with the Arts & Culture team on the Natick Center Creative Placemaking Strategy. On May 24, MAPC staff presented to nine members of the project advisory committee to share the community engagement plan, pop up event strategy and design process. Committee members provided feedback, support and developed next steps. This project will result in a strategy that includes a creative placemaking vision, programmatic recommendations, and a kick-off launch event/demonstration project. The project will engage Natick residents, business owners, and town staff in a public process around how spaces in Natick Center can be activated through arts, culture, and design in ways that promote cultural inclusion and accessibility.

### Chelsea Creek Municipal Harbor Plan

Chelsea has hired Utile, the Urban Harbors Institute, and MAPC to plan and implement the Municipal Harbor Plan. Community Engagement and Communications staff proposed a community engagement plan to the Advisory Committee on June 5. This includes a strategy around three main events, press, and communications with residents and key stakeholders. The plan aims to maximize economic development in the area, improve quality of life for residents, increase waterfront open space and public access, and protect critical infrastructure from flooding and sea-level rise.

### Newton's Public Design Week for Washington Street

Newton just finished up one of the first steps on an initiative to plan proactively for the [future of Washington Street](#). The city partnered with Principle Group, a consulting firm, to undertake a community-based planning process. They connected with residents, local businesses and city councilors to draft a vision plan and think about zoning for the corridor that links West Newton, Newtonville, and Newton Corner. [Public Design Week](#) is just one step of a 13-month process, but the city is well on its way. Iolando Spinola was able to spend his first week at MAPC at the Public Design Week learning about the nuances of planning and community engagement. Iolando hopes to reflect on his time at the Public Design Week in Newton in order to share best practices of community engagement with the rest of the MAPC team.

## ***Subregions***

### **MetroWest Regional Collaborative (MWRC)**

The regional plan update as presented by Director of Strategic Initiatives Eric Hove was a topic of keen interest at MWRC's April meeting. MWRC members advocated for local boards receiving in-person presentations from MAPC about the update; in fact, several MWRC members volunteered to help make that happen by representing the agency at the local board meetings of their neighboring MWRC municipalities. The degree of MWRC board member interest bodes well for the subregion's engagement in the process.

At that meeting, too, the topic of MS4 arose and was discussed with a degree of concern about the permit's requirements. After some consideration, the group decided to invite Martin Pillsbury, Director of Environmental Planning, to our next meeting.

Martin's discussion was well received. He introduced the group to several online resources relevant to the public education requirements of MS4 – this was recognized as quite helpful. The group asked Subregional Coordinator Kaen Adelman to review the resources closely and report back, and decided that it would consider the possibility an MS4-related project for FY19.

### **Minuteman Advisory Group on Interlocal Coordination (MAGIC)**

At its June 7 meeting, MAGIC discussed and approved its [FY2019 Work Plan](#). The subregion is currently supporting three regional projects that will continue to advance common objectives this coming year. The MAGIC Climate Resilience project will support implementing four regional strategies articulated in the [Plan](#). The MAGIC Stormwater Partnership will continue to support towns with implementing stormwater management best practices and complying with updated MS4 Permit requirements. Finally, the Regional Age Friendly Planning project will begin this summer with a focus on meeting housing and transportation needs of the subregion's older population.

MAGIC meetings and tours will serve as forums for discussing other topics of interest, which may include: a webinar on accessory dwelling units, a tour of MassWorks infrastructure projects, a discussion of regional transportation solutions, a tour of green infrastructure in the region, and a North South Rail Link forum.

MAGIC's next regional meeting is on September 6 in Concord, during which it will hold elections for MAGIC leadership.

### **North Suburban Planning Council (NSPC)**

NSPC met on May 10 in Reading to participate in an MAPC staff-led discussion on housing. Francis Goyes, Regional Housing and Land Use Planner, presented her work on "Living Little," research on smaller housing typologies. The Council also heard from Sharon Ron, MAPC's Public Health Research Analyst, about centering health while planning for housing. NSPC also released "Housing Quick Facts," which are 1-page documents for each community in the subregion. These guides can serve as a resource for municipal officials, planners, and residents, providing frequently sought after information such as population and household change, median household income, characteristics of housing stock, housing tenure, and housing affordability from the US Census and American Community Survey. They can be found on the NSPC webpage, [www.mapc.org/get-involved/subregions/nspc](http://www.mapc.org/get-involved/subregions/nspc).

NSPC also hosted its first Economic Development Breakfast on June 14. The Council was hosted by Dennis A Clarke, President and CEO of Cummings Properties, who delivered the keynote speech. We were also joined by Megan Day, the Executive Director of the Stoneham Chamber of Commerce, who participated on a panel with Erin Wortman, MAPC Vice President and Stoneham Director of Planning and Community Development, highlighting the work the two have been able to achieve through collaboration. The panel was moderated by Josh Eichen, MAPC Economic Development Planner.

### **North Shore Task Force (NSTF)**

In May, the City of Beverly hosted NSTF for a tour of the revitalized downtown area. After meeting at City Hall and being greeted by Mayor Michael Cahill, Beverly planning staff gave an overview of the TOD happening around the Rantoul Street district, new businesses and mixed use spaces on Cabot St., the impact of Montserrat and Endicott Colleges on the city, and the city's plans moving forward.

### **SouthWest Advisory Planning Committee (SWAP)**

SWAP's May meeting was held outdoors on May 8 in Norfolk. David Loutzenheiser led a walk of a two-mile rail trail right of way from the Millis town line to the Norfolk commuter rail station. The walk showcased opportunities for further trail connectivity in the SWAP subregion.

SWAP's final meeting for the 2017-2018 program year was a joint meeting with TRIC yesterday, June 19 in Medfield. We heard from Francis Goyes on the findings from the Living Little project, as well as voting on a new SWAP co-chair (John Charbonneau from Wrentham) and approving the 2018-2019 workplan.

### South Shore Coalition (SSC)

On April 27, SSC held its annual Legislative Breakfast. Municipal staff, local elected officials, and other SSC representatives came to the Hearth & Kettle in Weymouth to hear from state legislators and voice their legislative priorities and concerns. Peter Matchak, Cohasset Planning Director and SSC Co-Chair, welcomed attendees and Lizzi Weyant provided updates on the MAPC's legislative priorities for the year. Next, Senator Patrick O'Connor, whose district represents much of the subregion, provided legislative remarks to attendees and explained the evolution of his political career since becoming elected to the Weymouth City Council in 2006 at 21 years old. Following his remarks, I moderated a discussion and Q&A with Senator O'Connor and Senator John Keenan, whose district represents Quincy and other towns in the subregion. The senators answered great questions from attendees and talked about ways they can collaborate across the political aisle to achieve shared goals for the communities they represent.



On May 17, SSC had a wonderful tour of Downtown Rockland. After meeting at Town Hall, the group took a van over to the new Senior Center for a short tour and then walked along the Hanover Branch Rail Trail, which has been recently paved to connect Downtown Rockland with Abington. Next, the group toured the Sandpaper Factory, a former mill building converted to creative work spaces and art studios.

SSC will meet again on June 21 for a Planner's Lunch at the Hingham Shipyard.





## Three Rivers Interlocal Council (TRIC)

In May, TRIC's discussions focused on the topic of Age Friendly Communities. Sandy Albright, State President of AARP, and James Fuccione, Senior Director of the Massachusetts Healthy Aging Collaborative, visited and presented on AARP's Network of Age-Friendly Communities and the ways in which community leaders can promote healthy aging and enhance the quality of life for all of their residents - such as by adopting features like walkable streets, better housing and transportation options, access to key services, and opportunities to participate in community activities.

Also in May, three TRIC communities – Canton, Foxborough and Stoughton – were designated as Housing Choice Communities under the Baker-Polito Administration's new initiative to create 135,000 new homes by 2025.

For the June meeting, TRIC and the SWAP subregion met jointly in Medfield to engage in a community exchange and hear a presentation by Francis Goyes, MAPC's Regional Housing and Land Use Planner, on the findings from the Living Little project. This project explores a variety of small housing typologies in the two subregions.

## Clean Energy

### Celebrating the Successes of Green Municipal Aggregation



On June 6, MAPC co-hosted an event with our aggregation consultant, Good Energy, and partners, Mass Energy Consumers Alliance and Sustainable Energy Advantage, to celebrate the municipalities participating in MAPC's green municipal aggregation program, called Community Electricity Aggregation PLUS. The event served partly to recognize the five municipalities that launched aggregation programs in 2017 and have now been active for nearly a full year. All five –Arlington, Brookline, Somerville, Sudbury, and Winchester – are saving money compared to the utility's Basic Service rate, while using at least 5% more local, renewable energy than required by law.

Brookline has had this success while adding 25% to the renewable energy standard. Participation in the municipalities' programs has grown since their launch, and the number of accounts that have opted into 50% or 100% local, renewable energy has also grown. The event also helped folks to reflect on lessons learned, best practices, and potential next steps. This information was particularly helpful to the municipalities in attendance that will be launching their aggregation programs later this year, including Bedford, Medford, and Millis. MAPC will continue to work with Good Energy to implement recommendations and suggestions from the meeting, and to continue our progress to reduce GHG and to increase demand for renewable energy in the Northeast.

### Solar Hot Water Procurement and Webinar

On May 15, MAPC concluded its pilot solar thermal procurement under MassCEC's Solar Thermal Challenge, in collaboration with Meister Consultants Group, A Cadmus Company. In mid-2017, MAPC was awarded funding to research, draft, and conduct a pilot collective procurement for solar thermal

installations for two municipalities. After our initial market research, we procured a vendor to conduct a feasibility study vendor and an installation vendor for Chelsea's Police Station and Winthrop's Ice Rink. The communities are currently negotiating final contracts for installation with the selected vendor. To share best practices, template documents and tools, and lessons learned regarding municipal solar thermal procurements, MAPC held a webinar on May 9. Communities interested in learning more about the program or about municipal solar hot water systems can visit our [Clean Heating and Cooling page](#) to view recordings of our two webinars and review the procurement templates and calculators.

### **MAPC and Newton Host Community Electric Vehicle Charging Station Workshop**



Over 40 attendees participated in the Electric Vehicle (EV) Charging Station Workshop that MAPC co-hosted with Newton on May 8. Workshop attendees had the opportunity to learn, engage, and connect with EV charging station vendors and technical experts, municipalities, and leaders in the region that have experience installing charging stations. MAPC presented guidance on how to select the right charging station for a community's needs and information on how to participate in MAPC's Green Mobility Group Purchasing Program to save money by buying with other public fleets. There were also presentations from the EV

charging station vendors ChargePoint, Voltrek, and Verdek. Attendees further enjoyed participating in small group conversations with representatives from the cities of Boston, Newton, Woburn, and Waltham, and the town of Winchester, communities that have experience with these installations, to discuss challenges and approaches to deploying community charging stations. Much more information on clean vehicles and the Green Mobility Purchasing Program can be accessed [here](#).

## **Data Services**

### **Boston Area Research Initiative Conference**

MAPC featured prominently at the 2018 Boston Area Research Initiative (BARI) conference, a gathering of academics, community organizations, public sector staff, and policy advocates. BARI is an inter-university partnership that pursues original urban research on the cutting edge of scholarship and public policy, with an emphasis on opportunities created by novel digital data.

Data Services Director Tim Reardon kicked off the conference with keynote remarks focused on the need to think regionally as well as to reshape organizations to focus on issues of equity and economic mobility. Building upon February's *Fare Choices* report, Steve Gehrke presented on the impacts of ride-hailing services on lower-income households and underserved communities. Using passenger survey data, Steve noted that individuals in lower-income households are inclined to see ride-hailing as a viable alternative to transit and that individuals without nearby rapid transit service are commonly adopting these services for travel to and from their home.

Research Manager Jessie Partridge provided a first look at the new data resource being created by harvesting online rental advertisements from Craigslist and other sources. Digital Services Manager Alicia Rouault was on a panel focused on youth employment and engagement, and described MAPC's recently completed summer youth jobs application portal. Finally, Eliza Wallace made a presentation about We Care East Boston, a digital resource to share information about climate vulnerability and preparedness.

## **Share of Choices**

Steve Gehrke and Tim Reardon of Data Services co-authored the [Share of Choices](#) research brief, which used existing transportation data to complement the Massachusetts Public Utility Commission's newly-released rideshare data set to offer new insights into the effect of ride-hailing in Metro Boston and Massachusetts. Tim and Steve estimated that in 2017 ride-hailing services accounted for about one of every 25 trips ending in Boston. The research brief also concluded that for every five transit trips starting in the Inner Core subregion, one ride-hailing trip occurs. In Massachusetts, ride-hailing accounted for half of one percent of all miles traveled by passenger vehicles garaged in the state. These findings are stunning evidence that a transportation option that didn't exist 10 years ago is having profound effects on the region and state.

## **Statewide Projections**

MAPC is under contract with MassDOT to prepare detailed household and labor force projections for RPA regions to support the upcoming round of Long Range Transportation Plans. In May, MAPC delivered regional projections for both households and population in the labor force. In the coming months, MAPC will be working to allocate household growth to municipalities using our land use allocation model, and will provide more detailed disaggregation of households allocated to Transportation Analysis Zones by other RPAs.

## **Code for America Summit**

In early June, the Digital team and Tim Reardon attended the Code for America Summit in Oakland CA. The summit is the preeminent convening of web developers and public officials working toward more effective and widespread adoption of civic technology practices and tools at the local, state, and federal levels. A wide array of presenters and panelists described the state of practice for the field, and the event provided an opportunity to network with peers from across the country (as well as some from Massachusetts!)

## ***Municipal Collaboration***

### **Metro Mayors Opioid Work**

As part of work helping the Metro Mayors Coalition to address the opioid crisis, MAPC, in partnership with Mass General Hospital, hosted a forum on information sharing at MGH's Revere Health Care Center. The June 6 event, Sharing Information on Opioid Use: How Can Health Care and Local Government Partners Communicate to Save Lives, brought together over 35 municipal and healthcare stakeholders to discuss ways to overcome existing barriers to information and data sharing as well as to develop next steps. The forum featured presentations on relationship building and existing service delivery from the City of Chelsea and MGH Revere.

Participants engaged in small group discussions on real-life scenarios in which barriers to information sharing impedes service delivery, specifically addressing those barriers related to State and Federal Privacy Laws such as HIPAA and FERPA. After developing scenarios, the group reconvened to identify ways to overcome the barriers through various measures such as uniform consent forms, advocacy for HIPAA guidance, education, and establishing relationships between service providers and state/municipal entities.

The forum lays the ground work for future MMC programmatic and advocacy work to address the opioid epidemic. This is part of a larger work plan to improve strategies to combat the crisis, including funding reform and improving wrap-around services for those with substance use disorder.

## **Procurement**

### Greater Boston Police Council (GBPC)

The first three quarters of the current fiscal year have realized 751 vehicles sold, for a total value of \$39,825,656. This represents a 48% increase in value over FY2017. We anticipate that a final tally of the full year's sales will represent a banner year for GBPC vehicles. The addition of medium and heavy duty trucks and street sweepers, which were procured this year, helped to increase sales.

We will soon put out bids for both vehicles and aftermarket equipment. Consistent with MAPC's mission, we are going to include a greater number of vehicles that are electric hybrid or alternative fuel vehicles.

### School Produce

The Director of Municipal Collaboration, Mark Fine, has been busy putting together a school produce RFP that represents 68 municipalities. A single vendor is sought to deliver fresh and some local and lower cost produce to kids in eastern Massachusetts schools. Once bids have been received, he will be working with a dedicated procurement evaluation team of school food directors to review the bids and pricing. We are excited to increase the types of fruit and vegetable offerings for our schools with competitive pricing. (Now, if only we could make them eat it!) All other districts within the MAPC region will be able to purchase off the resulting contract

### Fire Chiefs Association of Massachusetts (FCAM)

Municipal Collaboration Procurement Team attended the installation of new FCAM officers. We are excited to be working with such a fine team of Chiefs. FCAM contracts cover fire apparatus, ambulances, personal protection equipment and self-contained breathing apparatus. FY 2018 realized \$19,584,456 in sales, which is about a 3% reduction from FY 2017. We are working with FCAM to see how we can improve sales and assist their membership. Toward that end, the Municipal Collaboration Team will be presenting monthly at FCAM meetings to answer questions about municipal procurement and our contracts.

### Public Works

The Municipal Collaboration Team has succeeded in defeating a bid protest levied by a public works bidder who was not awarded a contract. The bidder filed a complaint with the Attorney General's Bid Protest Unit, alleging that MAPC's selection of the winning bidder was in violation of Chapter 30B, in that the awarded bidder was allowed to provide its subcontractor's list after the opening of the bids. MAPC successfully rebutted the bidder's allegations by demonstrating that by law and facts, MAPC had the authority to waive submission of non-essential forms with bids. The decision of the Bid Protest Unit soundly supported the MAPC argument and we prevailed.

### **Northeast Homeland Security Regional Advisory Council (NERAC)**

Undersecretary of Homeland Security Patrick McMurray attended the May 10 NERAC Council meeting, and used the opportunity to solicit recommendations from Council members regarding potential school safety initiatives and projects. As a direct result of that meeting, EOPSS recommended that a Schools Representative be added to each of the four non-USASI Homeland Security Regional Advisory Councils. NERAC's bylaws were duly amended at the June 14 meeting,

and Chris Malone, Superintendent of Schools in Tewksbury, was added to the Council pending EOPSS and DHS approval.

NERAC also submitted its final FFY18 Homeland Security Plan to EOPSS on June 1. The plan outlines the region's priorities for the year, and includes projects that address cybersecurity, school safety, communications interoperability, and disaster preparedness.

### **Metro Mayors Shannon Grant Community Safety Initiative**

In June, the Metro Mayors Community Safety Initiative (CSI) convened in Malden for the group's monthly collaboration meeting. Each community invited their School Resource, Gang, or Juvenile Officers to participate in a discussion about the activity seen throughout the school year, trends, and what to expect in the upcoming summer months. Participants were able not only to share information, but also to build relationships in order to address cross-municipal problems or individuals engaging in activity from outside communities. The common trends that were discussed focused on social media, substance use, and youth violence. Officers represented the communities of Chelsea, Everett, Malden, Quincy, Revere, Somerville, and Winthrop. They work with youth at the elementary, middle, and high school levels. The meeting demonstrated the value of the collaborative model established by the Shannon Grant and the ability to build relationships and communication channels with both community and law enforcement partners from surrounding communities.

### ***Communications***

Communications has lent press, graphic design and marketing support to a wide array of projects this spring, and is in the midst of kicking off the branding work that will determine the look, name and message of MAPC's Regional Plan Update. Next, the team will turn its attention to hiring a media relations consultant to support the RPU process and to improve general media outreach.

In terms of press, Communications is working closely with Government Affairs and Transportation to plan an Autonomous Vehicles event in conjunction with MassDOT and the Governor's office next week, while also providing project outreach support for our soon-to-launch age-friendly work in the MAGIC subregion, ongoing dockless bike share news, the Cohasset Master Plan, the Revere Open Space Plan, Norwell Economic Development work, the Winchester housing project, the Arlington Heights visioning work, and the Chelsea Creek Municipal Harbor Plan, which Communications is also directly staffing as part of the project team.

Communications staff also worked closely with Transportation this past month to promote our role in the Roslindale BRT pilot, and we had one of our highest levels of engagement ever with the blog post we shared on the day Boston announced the pilot would become permanent. We are now crafting a "how to" toolkit for other municipalities, which will be housed on our website ([mapc.org](http://mapc.org)), and collaborating with Barr to get another, longer submission about BRT posted on their widely-read blog.

Communications has also developed beautiful and engaging final reports for the Lower Mystic project and our opioid project in collaboration with Municipal Collaboration, and worked closely with Arts & Culture to bring on board some exciting video equipment to conduct one-on-one interviews about the Regional Plan Update at our recent Council Meeting. We are excited to be investing in this equipment now that we have more expertise in house to create multimedia products! Stay tuned for the final edited results on our website and blog.

## Government Affairs

With the end of the formal legislative session fast approaching, the Legislature is picking up the pace and dealing with many bills at the same time.

The budget has now passed both branches and is before a six-member Conference Committee, who will hammer out the differences between the House and Senate. They must complete their work before the end of June or the Legislature will have to pass a one-month budget to cover July. These are MAPC's current budget priorities (items without budget numbers are outside sections that do not involve direct appropriation):

District Local Technical Assistance (DLTA)	House budget; \$2.8M
Community Compact	Senate budget, \$2M
Efficiency and Regionalization Grants	Senate budget, \$500K
Shannon Grants	Senate budget, \$8M
Community Preservation Act	Senate budget
Value Capture	House budget
Healthy Incentive Program	Both budgets, \$4M
Mass Rental Voucher Program (MRVP)	House budget, \$100M
Department of Environmental Protection	House budget, \$29.1M
Smart Tolling Pilot	Senate budget
Census Technical Assistance Funding	Both budgets, \$1M

We had hoped that the Regional Ballot Initiatives bill would be included in the Senate budget, but they did not ultimately adopt Senator Lesser's amendment. We feel the main objection was passing a tax measure without knowing the outcome of the SJC ruling on the so-called Fair Share Amendment. Now that the SJC has removed Fair Share from the ballot, we are already actively working with Senator Lesser to pass RBI as part of another bill, and we are already working the press on this issue.

There are a number of other bills that are currently moving and we have weighed in on the Environmental Bond Bill, the Senate Energy Bill, the Opioid bill, the Economic Development bill, and the Health Care Financing bill. Many of our current priorities are included in these pieces of legislation and we are eager to see them make it across the finish line.

We remain deeply involved in the Housing and Zoning bills that are currently before House Ways and Means, and we are urging the Speaker and House Ways and Means Chair to move those bills as soon as possible. On May 9, our broader coalition held a well-attended event in the State House to champion the work of the five House members who have been leading the zoning and housing effort.

### Commuter Rail Communities Coalition

On June 12, MAPC, together with several partner organizations, held a kick-off event for a new Commuter Rail Communities Coalition. The event brought together about 40 municipal officials to discuss common issues facing commuter rail communities and to begin to create a vision and governance structure for these communities to address their common problems and advocate for improved service.

## **Staffing Update**

**Cassandra Betro** has joined MAPC as the Finance Department's new Accounting Assistant. Cassie will be processing Accounts Payable for both MAPC and CTPS. She will also provide much needed assistance to the rest of the Finance team. Cassie comes to us having a customer service background working in industries such as restaurants, auto sales and distribution supply chains. Surprisingly, Cassie's educational background is not in accounting, but in the arts. She has a Bachelor of Fine Arts in Painting from the Massachusetts College of Art and another Bachelor in Graphic Design from the American InterContinental University. She is looking forward to one day being able to sell her paintings.

**Betsy Cowan** has joined MAPC as our Chief Economic Development Manager. Betsy recently completed a Master in Public Administration at the Harvard Kennedy School of Government. From 2013 to 2016, Betsy served as the Neighborhood Business Manager for the Mayor's Office of Economic Development in Boston. From 2008 to 2013, she was Executive Director of Egleston Square Main Streets. Prior to that time, she spent several years working on international projects in Chile and Ecuador. As you can see from the Egleston-Square-related YouTube videos at <https://www.youtube.com/watch?v=I6rVX-4xQXs>, [https://www.youtube.com/watch?v=-z8LV\\_-2oQY](https://www.youtube.com/watch?v=-z8LV_-2oQY), and <https://www.youtube.com/watch?v=05eCoEhV53I>, Betsy is fluent in economic development in both English and Spanish.

**Patrice Faulkner** has joined MAPC as our new Receptionist/Scheduler. Patrice comes to MAPC from Bowditch & Dewey, LLP where she was the front desk coordinator and a legal administrative assistant. Her family is from Dorchester, but she grew up in Houston where she earned her BA from the University of Houston before coming back to the Boston area. On Saturdays, Patrice works at the Women's Lunch Place providing direct care to their guests, assisting with basic computer, research, and social media needs. While at Bowditch & Dewey, Patrice served on their Diversity Committee and is very interested in our equity work. Patrice will be responsible for reception and office operations and will also provide administrative and scheduling support to me.

**Seleeke Flingai** has joined MAPC as a Research Analyst II in our Data Services Department. Born in Minneapolis, MN, Seleeke joins MAPC with an MPA in Domestic Policy, with a focus in Urban Policy and Planning, from Princeton University's Woodrow Wilson School of Public and International Affairs. Before getting his MPA, Seleeke completed his Ph.D. in Cell and Molecular Biology and a Certificate in Public Health at the Perelman School of Medicine at the University of Pennsylvania. Seleeke worked previously with MAPC as a Public Health Intern.

**Holly Louis** has joined MAPC as our new Human Resources Generalist. Holly comes to us from Boston Medical Center HealthNet, where she held the position of HR Coordinator for the People & Culture team. Among other responsibilities, Holly led new hire onboarding and orientation for HealthNet's diverse organization of 600 employees. Holly received her undergraduate degree from Northeastern in Business Administration. She speaks Spanish and Creole. Holly will be working closely with Bette Viano on a variety of HR priorities. She will help enhance our onboarding program, and assume a full range of human resources duties in benefits communication, recruiting services and hiring, and HR program development.

**Sasha Shyduroff** has joined our Clean Energy Department as a Clean Energy and Climate Planner II. Sasha previously worked as a Senior Analyst at Meister Consultants Group, A Cadmus Company, where she specialized in clean energy, sustainable infrastructure, and climate resilience. In one of her roles, she served as a technical assistance provider to local governments to reduce solar soft-costs and improve local policies. She worked on several U.S. DOE programs including SolSmart and

Solar in Your Community Challenge, as well as programs in New York and Massachusetts. Sasha also holds a Master in City Planning (MCP) from MIT with a certificate in Environmental Policy and Planning. Sasha will be taking over the primary program management responsibilities for the Metro Mayors Coalition Climate Preparedness Taskforce as well as working on district energy regulatory research and myriad other clean energy and climate related tasks.

**Iolando Spinola** has joined MAPC as a Community Engagement Specialist in the Department of Strategic Initiatives. After completing his undergraduate degree in 2012 at Bridgewater State University, Iolando worked in New Bedford for Citizen Schools as a middle school teaching fellow. Iolando then moved to the west coast to work as an outreach speaker and facilitator for We Charities in Seattle and its suburbs, where he supported youth to give back to their communities, both locally and globally. Iolando has traveled to multiple countries supporting youth activism. Iolando joined Crossroads in 2015 when he moved back to the Boston area to be closer to family. He worked to coach and counsel high school seniors on building postsecondary success plans and to support their endeavors after graduating. This month he graduated from Merrimack College with a Masters in Community Engagement. He will be working on outreach for the Regional Plan Update as well as supporting project managers with community engagement activities across the agency.