



SMART GROWTH AND REGIONAL COLLABORATION

To: Ms. Elaine Wijnja, Massachusetts Department of Housing and
Community Development

From: Ralph Willmer, FAICP, Technical Assistance Manager and Principal Planner, MAPC

Date: January 26, 2018

Re: District Local Technical Assistance (DLTA)
2017 Report to the General Court

This memo and the attachments constitute the 2017 MAPC End-Year report on DLTA projects and activities for briefing the Massachusetts General Court.

The total funds available to MAPC cities and towns for District Local Technical Assistance projects during 2017 is \$623,768, which consists of \$567,062 in state funds and a \$56,706 MAPC match. These funds are enabling MAPC to undertake a total of 32 projects with our member municipalities, as outlined below. Note that MAPC has also extended the influence of the DLTA funds by making some allocations to projects that have additional funds (e.g., municipal funds, MAPC transportation funds, E&R Grant State Funds), but need the DLTA funds to complete their full proposed program. In total, as can be seen in the accompanying spreadsheet that lists all funds associated with DLTA projects, more than \$884,000 of non-DLTA funds are associated with these projects, approximately doubling the DLTA and MAPC Match funds allocated.

Per the goals set forth in the MAPC contract with the state for these DLTA funds, MAPC has allocated more than \$521,000 (84%) of all DLTA funds towards projects that implement municipal goals under the Community Compact Cabinet program (including communities that signed compacts, and also for compact-related projects in communities that did not sign compacts in the current fiscal year). Note that this amount allocated by MAPC greatly exceeds the 30% goal of \$187,130.

DLTA Project Solicitation and Criteria for Project Selection

See the attached project solicitation memo from Marc Draisen, MAPC's Executive Director, to the MAPC communities, which solicited communities to submit proposals for DLTA funding. This same memo outlines the criteria by which MAPC would make decisions related to funding of projects, which include a) the Community Compact; Planning Ahead for Housing, Economic Development and Preservation; and Regional Collaboration in Service Delivery or Procurement categories outlined in the contract between MAPC and the state, and b) the priorities from MAPC's Strategic Plan.

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Community Compact Cabinet Municipality (Best Practices implementing a signed Compact):

Land Use and Environment Projects

Bellingham: Economic Development Planning - DLTA \$5,000, Total budget all sources \$30,000

Along with the Town of Bellingham, MAPC staff is undertaking an economic development initiative to focus on promoting new development and redevelopment in strategic growth locations in town, as well as developing a unifying and consistent vision for the town. Along with the land use and existing business composition analyses that have been created, an economic development vision is essential for understanding how to best approach industrial, commercial, and mixed-use development in Bellingham's three commercial areas.

MAPC staff, town officials, and interested stakeholders are currently distributing a town-wide economic development survey, with a focus on opportunities and challenges within the commercial areas. Additionally, Bellingham officials and MAPC staff have formulated work stations for the January 2018 Open House by focusing on development opportunities within the commercial areas. All the input and guidance provided through the survey and at the workshop will be included in an Economic Development Action Plan. Lastly, town officials and MAPC have created a foundation for a town economic advisory committee.

Bolton, Lincoln, and other MAGIC subregion communities (Acton, Boxborough, Carlisle, Concord, Hudson, Littleton, Maynard, Stow, and Sudbury): MAGIC Stormwater Partnership – DLTA \$20,000, Total budget all sources \$103,000

The goal of this project is work with a group of communities to efficiently implement key requirements of the federal MS4 stormwater regulations through regional collaboration and shared resources. The work of the MAGIC Stormwater Partnership (SWP) was structured around a series of four regional workshops, which were held in March, June, September, and November of 2017. Throughout the workshop series, MAPC prepared materials and presentations to assist the towns with several aspects of the MS4 Permit, including:

- Analysis and description of the six “Minimum Control Measures” required of each town.
- Examples and guest presentations on the Public Education and Outreach requirements.
- Presentation of a GIS mapping methodology developed by MAPC to help towns delineate their outfall catchment areas, one of the key technical requirements of the MS4 Permit, in order to implement controls for Illicit Discharge Detection and Elimination. At the request of two towns, Hudson and Lincoln, the mapping was conducted for their stormwater systems.
- Presentation of exemplary stormwater programs from one member community (Concord) for managing pet waste, system maintenance, and public education programs.

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- Presentation of a GIS mapping methodology developed by MAPC to identify and rank potential sites for retrofitting stormwater recharge facilities, another technical requirement of the MS4 Permit. The model was applied to land parcels in the MAGIC communities to provide them with town-specific results.
- Presentation of a Stormwater Bylaw Checklist developed by MAPC to evaluate existing local codes and identify recommended amendments to meet the requirements of the MS4 Permit.
- Presentation on options for stormwater financing, and an analysis of stormwater fee scenarios prepared for each community by MAPC's Data Services staff.

In addition to these technical presentations and resources related to the MS4 Permit, MAPC prepared a Mission Statement for the MAGIC Stormwater Partnership in order to create an organizational framework for ongoing regional collaboration beyond time frame of the DLTA grant. A draft Mission Statement was circulated to the partnership members at the September 2017 workshop, and after comments and revisions, was accepted by the members at the November 2017 workshop, with the recommendation that the Minuteman Advisory Group for Interlocal Coordination adopt the Mission Statement at their next meeting in January 2018.

Brookline: To begin work on a town-wide economic development vision - DLTA \$5,000, Total budget all sources \$10,000

MAPC held two focus groups in October with commercial property owners, organizations and businesses in order to hear about their challenges and vision for commercial areas in Brookline. MAPC also co-hosted A Vision for Brookline's Commercial Areas Open House on November 8 with the Town of Brookline's Economic Development Advisory Board and Economic Planning department. 84 community residents, parents with school aged children, business owners, and property owners met at Brookline town hall to hear about the project and provide feedback to the town. This was an instrumental moment for the project as it displayed enthusiasm for this development work in Brookline. This report will guide the town in creating a unified and unique vision for future. The report will be finalized in March of 2018.

Canton, Dedham, Foxborough, Medfield, Milton, Sharon, Stoughton, Walpole, Westwood: Neponset Stormwater Partnership – DLTA \$3,000, Total budget all sources \$83,000

MAPC supported part of the third year work program for this ongoing collaboration among nine towns to assist with best practices for stormwater management, as well as compliance with the new EPA "MS4" Stormwater Permit. One of four quarterly Stormwater Workshops was held in Westwood on October 18, 2017. The workshop topic was "Incorporating Low Impact Development into the Site Design Process," featuring a presentation from Nitsch Engineering. MAPC's GIS staff also worked on mapping of stormwater outfall catchment areas, which is one of the requirements of the MS4 Permit. MAPC also began preparations for a series of community outreach meetings on stormwater finance, which will be held in the next quarter.

Duxbury: Phase 1 Comprehensive Plan – DLTA \$25,000, Total budget all sources \$75,000

MAPC will work with the Town of Duxbury to complete Phase 1 of their Master Plan, to be followed in 2018 by Phase 2. MAPC staff have completed research and data analysis for Phase 1

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Master Plan elements including Housing, Open Space, and Historic and Cultural Resources. MAPC presented results of research and analysis to the Duxbury Planning Board in October 2017 for feedback and discussion. The community was engaged through an online survey which attracted over 1,200 responses indicating the preferences and priorities of Town residents and stakeholders. MAPC lead and facilitated a community forum in November to present the results of research, analysis, and the community survey. At the forum, the community engaged with exercises to invite feedback on a draft vision statement, and initial input in the Phase 1 elements. Currently, MAPC has drafted summaries of the goals and strategies for Housing, Open Space, and Historic and Cultural Resources and is facilitating an engagement and feedback process involving the Planning Board, Town Boards and Committees, the Master Plan Ambassadors and Town staff. Phase 1 of the Master Plan will be concluded in the spring with Phase 2 starting shortly thereafter.

Middleton: Completion of Visioning and Undertaking Phase 2 of the Master Plan process – DLTA \$30,000, Total budget all sources \$120,000

Following the completion of the visioning phase of the Town of Middleton’s Master Plan project, MAPC has been working with the town throughout 2017 to help update its Master Plan. After touring the community with town planning staff, MAPC helped to establish a Master Plan Committee and briefed them on community outreach techniques. MAPC also designed and held a Residential Focus Group meeting and worked with the Master Plan Committee and the Middleton Board of Trade to schedule and conduct outreach for a Business Focus Group meeting. Working together, the Town of Middleton and MAPC were able to leverage additional funds to upgrade the housing element of the Master Plan update into a full Housing Production Plan that is scheduled to be completed by the end of June, same as the Master Plan update. MAPC will hold a full Master Plan Forum on February 13, 2018 at the Flint Public Library and the Draft Recommendations Master Plan Forum will be held later in the spring.

Norwell: Economic Growth Plan for Industrial Parks - DLTA \$98, PMTA \$20,000 Community Compact \$6,500, Total budget all sources \$26,598

MAPC will work with the Town of Norwell to encourage redevelopment in two of the Town’s industrial parks. The Town asked MAPC to assist in identifying strategies that will encourage new growth including revisiting a 2013 zoning resolution that would allow for additional density and more efficient land use. MAPC will work with the community and key stakeholders to ensure that a transparent and inclusive process regarding development strategies will be held.

Rockport: Visioning – DLTA \$12,615, Total budget all sources \$40,000

The Planning Board made this statement to MAPC and to fellow Rockporters before the work began on visioning the future: “Planning boards across the Commonwealth occasionally produce master plans for their towns or cities. We’ve done the same thing over the years. Sometimes such plans lead to actions that significantly improve life for residents. But often they are produced by outside consultants and result in around 50 recommendations, often without prioritization or details of implementation. This time we’re doing something different. We want ideas to come from residents and want those ideas to go through a process that results in just a few project ideas

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that have very strong resident interest. Then we might well expect firm town support for the one or two per year that come up in town meeting or other venues.”

MAPC and the full membership of the Rockport Planning Board conducted town-wide information gathering exercises that brought Rockport residents and members of the Rockport small business community together to enunciate challenges the town is facing in terms of growth and development. Independently, the Rockport Planning Board set up and conducted an online survey to give any citizen the opportunity to revisit issues surfaced in the Open Houses, and to bring new issues to the table. This ensured that all voices were heard, even those who were not able to attend either of the two Open House dates. MAPC and the Planning Board worked together to identify which, of the challenges surfaced, are the most critical to the future of Rockport. After this information was collected, collated, and analyzed, the Planning Board visited all of the elected boards and commissions in Rockport to gather acknowledgement of and support for integrated, town-wide strategies to address the most significant of these issues. The clearly enunciated goal set by the Planning Board was to discover a few initiatives that attract strong support from residents and key town organizations, and are likely to lead to major improvements in some aspects of quality of life in the town. Rockport will develop a five year plan with a strategy to address each of the issues, and a listing of those who hold the privilege of decision making and the responsibility for immediate action. The Rockport Planning Board made this study the success it has become because of their immediate and ongoing participation in all aspects of the survey, visioning sessions, and post-analysis work with MAPC staff. Rockport is currently engaging in a Complete Streets Study, a rezoning and placemaking Transit-Oriented Development (TOD) study to set the stage for development of attainable apartment rental units in the town center immediately adjacent to the commuter rail station, exploration of zoning law that will protect and preserve ocean scenic vistas and ocean view corridors from large oceanfront single-family residential building, development of a traffic management and parking plan to address influx of valued summer tourism, and an initial study to identify bicycle amenities including wayfinding signs required on the town roads and in the town’s public spaces.

Stoneham Open Space and Recreation Plan – DLTA \$5,019, Total budget all sources \$30,000

MAPC prepared an update of the Stoneham Open Space and Recreation Plan. This plan provides the Town with an assessment of community and management needs as it relates to its parks, recreational areas, and open spaces. It examines where improvements are needed based on input from town officials and local stakeholders.

Community Compact Cabinet Implementation (Best Practice but no signed Compact)

Land Use and Environment Projects

Acton, Bedford, Concord, and Lexington: Inclusionary Housing practices including Payment-in-lieu-of-units – DLTA \$25,000, Total budget all sources \$25,000

The purpose of this project is to strengthen the four towns existing affordable housing bylaws and recommend a framework for the development of a Payment-in-lieu-of-units (PILU) system that will leverage market-rate development to meet affordable housing needs. This project will involve the Regional Housing Services Office and the individual Planning Boards of the four participating Towns. The study will analyze the existing Inclusionary Zoning (IZ) provisions of the local bylaws and develop recommendations to strengthen them in order to increase the number of housing units produced in each community. Furthermore, a PILU framework will be developed to offer clear and certain guidance on how to create a PILU system that responds to local housing supply and demand. Following a review of best practices and local bylaw research, MAPC is working on recommendations for the four towns existing affordable housing bylaws.

Arlington: Mixed Use Overlay Zoning – DLTA \$5,000, Total budget all sources \$30,000

Work to date has included a review of existing studies, initial zoning review, site visit and scheduling the first public meeting in February 2018. The project will engage residents, business owners, and other stakeholders to create a vision for Arlington Heights. A key implementation step will be to draft zoning amendments for the study area. A market study will also be done to gauge the potential amount of new retail. This project will continue into 2018.

Hanover: Hanover 300 Master Plan Phase 2 - DLTA \$30,000, Total budget all sources \$68,000

MAPC completed an outreach and visioning effort in 2016 as Phase 1 of the Master Plan project. This was the first step in developing the ten-year update to the 2008 Master Plan. The Town, along with MAPC, provided funding to undertake the second phase of the project, which will entail the drafting of the plan elements including land use; economic development; housing; transportation and circulation; public facilities and services; and historic and cultural resources. The implementation element will set forth an action plan with strategies designed to achieve the Town's vision and goals for the next ten years. As part of this project, MAPC prepared a full Open Space and Recreation Plan (OSRP), which will allow the Town to become eligible for state funded land acquisition and park improvement grants. The OSRP has been conditionally approved by the Division of Conservation Services (DCS). The Master Plan will establish the parameters for how the Town will grow over the next ten years while meeting the needs of its changing demographics. The Master Plan and the OSRP will be completed early in 2018.

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Littleton: Completion of Littleton Open Space and Recreation Plan – DLTA \$1,818, Total budget all sources for completion \$1,818

DLTA funds are enabling MAPC to assist the town in completion of their OSRP. This project, begun in previous year using other funds, is 99% complete, and pending receipt of final information from the town.

Malden: Preparation of a Housing Production Plan - DLTA \$30,000, City \$20,000, Total budget all sources \$50,000

Following a residential development moratorium, the City of Malden has engaged MAPC to build on a previous housing study with a full HPP and analysis of 1.5% land area minimum. The City Council heard MAPC staff speak on the value of an HPP, and most agreed the planning process would help the City to grow responsibly. The HPP will include an analysis of the housing needs in the Town, potential development areas, and housing production goals and implementation strategies in order to achieve them. A large part of this work will be community engagement to ensure a wide range of City residents have the opportunity to voice their housing needs and hear from neighbors. It is anticipated that both the Planning Board and Board of Selectmen will adopt the Plan, and then MAPC will submit it to DHCD for approval.

Malden Open Space and Recreation Plan – DLTA \$4,105, Total budget all sources \$45,000

MAPC prepared an Open Space and Recreation Plan update for the City of Malden. This plan provides the City with an assessment of community and management needs as it relates to its parks, recreational areas, and open spaces. It examines where improvements are needed based on input from town officials and local stakeholders.

Manchester by the Sea: Manchester-by-the-Sea Master Plan Phase 2 - DLTA \$25,000, Total budget all sources \$105,000

The Town of Manchester-by-the-Sea and MAPC worked with the results of its successful June Master Plan Open House to assess the results within a joint meeting of the plan's two working groups. Following input from that meeting, MAPC and the town's Master Planning Committee hosted a well-attended Draft Recommendations Open House to present and gain input on land use scenario mapping and recommendations for land use, housing and economic development. MAPC is now coordinating with the Master Plan Committee to draft and present the final plan to the town in February 2018.

Norfolk: Economic Development Planning with an emphasis on the downtown - DLTA \$25,000, Total budget all sources \$25,000

The town of Norfolk has committed to developing an economic development plan that will focus on activating prime TOD sites in the town center area and growing existing business clusters in the Route 1A / 115 cross roads commercial zone. A community visioning kick off meeting was hosted on May 25th with an excellent turnout of long time and new residents as well as a strong contingent from the King Phillip Regional HS student body. Existing conditions research has been in completed including a demographic analysis of town residents, town business composition, regional commercial centers, and transportation networks impact on business growth in Norfolk. MAPC coordinated the economic development planning processes with JM

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Goldson who had been contracted by the town of Norfolk to conduct a Housing Production Plan. Recommendations for the town will include partnering with the MBTA to leverage public assets to encourage private development and attracting regional serving business uses.

Revere: Master Plan Phase 1 Visioning - DLTA \$17,384, Total budget all sources \$17,384

The City of Revere is about to embark on its first master planning effort. Although the City has prepared numerous strategic and neighborhood plans, the master plan will allow the City to consider planning initiatives in a more comprehensive manner. The visioning process will allow citizens and businesses to articulate their priorities for future growth and development in the City. The timing for this effort is particularly germane given that there are several significant development opportunities that are under consideration at the Suffolk Downs site, the Wonderland MBTA station, and the Necco factory site. They all have local ramifications in the housing and commercial market sectors, as well as on the regional transportation system. This project, along with the production of a full Master Plan, should be underway in 2018. Under a separate contract, MAPC is preparing an update to the 2010 Open Space and Recreation Plan.

Scituate and Duxbury: Phase 2 of climate vulnerability assessments - DLTA \$20,000, Total budget all sources \$20,000

Work of Phase 1 of this project was done in early 2017, and the continuation of the project's Phase 2 was scheduled to occur from July to December 2017. MAPC completed comprehensive climate vulnerability assessments and climate action plans separately for both Duxbury and Scituate. In Scituate, the climate steering committee met twice to evaluate the most significant vulnerabilities and to prioritize the climate action plan accordingly. We also presented the climate vulnerability assessments to the Scituate Board of Selectmen. In Duxbury, MAPC presented results of the vulnerability assessment to residents and solicited feedback at the comprehensive plan open house with over 80 attendees. The steering committee is reviewing the final plan to prioritize the climate actions. MAPC will perform a regional public presentation of the results and climate actions in March 2018.

Sharon: Preparation of an Update to the Housing Production Plan - DLTA \$15,000, Total budget all sources \$30,000

MAPC is working with the town to undertake an update to the 2010 Housing Production Plan completed by MAPC. The Plan will be developed under the guidance of a local committee, and will include input from the Planning Board, Board of Selectmen, and two large forums open to the general public. The plan will include an analysis of the housing needs in the Town, along with housing production goals and implementation strategies in order to achieve those goals. It is anticipated that both the Planning Board and Board of Selectmen will adopt the Plan and submit it to DHCD for approval.

Stoneham: Preparation of a Housing Production Plan - DLTA \$15,000, Total budget all sources \$40,000

This project will result in the first HPP for Stoneham. The Plan will include an analysis of the housing needs in the Town, potential development areas, and housing production goals and implementation strategies in order to achieve them. The first of two public forums will be at the

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end of January 2018. The agenda is highly interactive, beginning with an open house and text-in exercise, and ending with small group discussions of housing location preferences and housing goals. The Town is fielding a 40B proposal that has many concerned about out-of-scale development, even as others worry about the rising cost of housing. Based on Advisory Committee input, the HPP so far aims to preserve community and sense of place for Stoneham residents while creating opportunity for people to stay in town in housing that works for them and meeting current and new housing demand. It is anticipated that both the Planning Board and Board of Selectmen will adopt the Plan, and then MAPC will submit it to DHCD for approval.

SWAP/TRIC: Research related to small/compact housing types for the SWAP and TRIC communities - DLTA \$20,000, Total budget all sources \$20,000

MAPC is working with the SWAP and TRIC subregions to develop “Little Living” housing alternatives to the current supply of large, high-priced homes that are oftentimes unaffordable to seniors and younger households. Tiny houses, accessory dwelling units and other alternative housing typologies for smaller households will be considered as “Little Living” alternatives. The work will include a visual exploration of these typologies and their zoning implications, analysis of their history and relevant case studies, assessment of barriers to development, and recommendations to the subregions for supporting the type of housing production appropriate in their communities. The ultimate goal of this project is to support “naturally occurring” affordable housing in the subregions by providing a greater range of housing options for low and middle-income households. The project will be guided by a working group comprised of representatives from each participating municipality, including the towns of Medway, Sherborn, Medfield, Foxborough, and Stoughton. The town of Medfield will host the first working group meeting in early February, after which MAPC will focus on addressing barriers and creating strategies for “Little Living” housing in the subregions.

Winchester: Initial work related to Master Plan Visioning element - DLTA \$5,000, Total budget all sources \$10,000

DLTA funds were used to start this project with the Town. MAPC attended an initial meeting with the Planning Board, and a town-wide survey was developed and is currently under review by the newly-appointed Master Plan Steering Committee. Funding has allowed for base-line demographic data research and graphic presentation to be completed in early 2018.

Winchester Housing Production Plan – DLTA \$6,054, Total budget all sources \$40,000

MAPC began work on a Housing Production Plan for the Town of Winchester. The plan will include an analysis of the housing needs in the Town, along with housing production goals and implementation strategies in order to achieve those goals.

Winthrop: Completion of Winthrop Center Business District project - DLTA \$3,182, Total budget all sources \$3,182 for completion

Due in large measure to the parking analysis and the successful public engagement process, both conducted by MAPC, the Winthrop Town Council adopted the Center Business District Master Plan in April. DLTA funds allowed MAPC to continue to work with Winthrop on planning and

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zoning work in Winthrop Center. The current project also included project work and funding from MassDevelopment.

Wrentham: Creation of zoning for a Town Center Zoning District - DLTA \$30,000, Total budget all sources \$30,000

A public forum held December 12, 2017 resulted in unanimous support for the concepts presented developed by MAPC and the Working Group. This included visualizing a street grid layout for the 50 vacant acres that would support the existing village center, new housing options, additional uses, and an enhanced public realm. The community is requesting additional funding to complete the zoning and urban design guidelines. Members of the Planning Board and the Board of Selectmen attended the forum and are supporting the project.

Municipal Services Projects

Bedford, Lexington, Concord, Littleton, Boxborough, Hudson, Stow, Carlisle: MAGIC Subregion Regional IT - DLTA \$25,000, Total budget all sources \$25,000

The goal of this project is to generate an Inter-Municipal Agreement (IMA) for a lead contractor. This is a regional collaboration effort similar to our Regional Housing Services Office work. To date, MAPC has presented the draft IMA, an ERG grant application and year one service model to participants. MAPC has also met with IT leads to determine which service areas to focus on, and has explored the area of network engineering support as a lead option.

Cambridge, Somerville, Watertown, Waltham, Medford, Quincy, Weston, Dover-Sherborn, Milton, Methuen, Salem, Beverly, Tewksbury and Ipswich, and others: Regional School food procurement - DLTA \$20,000, Total budget all sources \$20,000

Goal of this project is to outreach to more municipalities and to build relationships between groups of municipalities and the suppliers. As part of this work, MAPC issued new round of mushroom beef burger procurement for nine school districts across the state; collected produce quantities for produce bid and drafted an RFP; outreached to vendors and conducted site visit at main produce vendor location; and met with North Shore districts to consider a produce bid for their group.

MetroWest subregional communities (Weston, Wellesley, Wayland, Natick, Framingham, Ashland, Holliston, Southborough, Marlborough): Local democracy and civic participation - DLTA \$5,000, Total budget all sources \$25,000

This project will explore ways to enhance local democracy and civic participation through improvements to Town Meeting, and an examination of e-democracy and e-voting mechanisms.

Somerville, Worcester, Salem, Watertown, Newton: Credit Card Processing Procurement - DLTA \$10,000, Total budget all sources \$10,000

The goal of this project is to implement the project started last year, by undertaking a procurement with merchant acquirers (the companies that handle processing of payment between credit card companies and businesses and consumers) to save funds for participating municipalities.

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Cape Ann, North Shore: To undertake public health needs assessments across the area, prioritize issues for collaboration and determine a model for a shared approach to address those priorities - DLTA \$25,000, Total budget all sources \$25,000

Working with municipal leaders and public health officials, as well as area hospitals and community health organizations, this project is working to synthesize public health needs assessments across the area, prioritize issues for collaboration and determine a model for a shared approach to address those priorities. MAPC has convened a meeting with municipal and hospital representatives to discuss recent community health needs assessments and their findings; developed a proposed model for inter-regional and cross-disciplinary collaboration and presented it to municipal, health and community organizations; and charted existing regional health efforts across Cape Ann and the North Shore.

Metro Mayors Opioid Project – DLTA \$15,000, Total budget all sources \$15,000

The Metro Mayors Coalition, which represents 14 cities and towns in Greater Boston, asked MAPC to help it explore improvements in their communities' response to the Opioid Epidemic. Previously MAPC had facilitated the Metro Mayors Coalition Opioid Forum held in May, 2017. From that forum, and through subsequent interviews with key municipal public health officials four areas were recommended for project work. The areas included: insurance reimbursement and funding reform; improved communication and information sharing; connecting people to needed services; and recovery coach definition and certification reform.

Energy Services Related Projects

Gloucester/Region-Wide: Preparation of a Community Energy Profile Program - DLTA \$15,000, Total budget all sources \$25,000

MAPC's Clean Energy Department and Digital Services Division collaborated to make energy information about a community's homes and businesses easily available through an online dashboard (i.e. the Local Energy Action Dashboard) and provide helpful context to cities and towns for implementing community-wide clean energy programs. The City of Gloucester was used as a pilot community to establish the automation of MAPC's energy baseline methodology. In October 2017, MAPC launched the Local Energy Action Dashboard ("Energy Dashboard") that provides energy information for all 351 cities and towns across the Commonwealth. Historically, energy use information for residential, commercial, and industrial sectors has not consistently been made available by the gas and electric utilities. In instances where the data is made available, it is often not at a level of granularity or frequency that is helpful to cities and towns seeking to create strategic community-wide energy reduction plans. The Energy Dashboard makes energy use baseline estimates for a community's homes and businesses available in an accessible and interactive snapshot. As cities and towns are beginning to set and pursue strategies to achieve ambitious net zero or greenhouse gas reduction goals - the Energy Dashboard is now available as a tool to help communities explore and compare energy, emissions, and cost estimates for their residential, commercial, and industrial buildings.

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Melrose, Beverly, Brookline, Lincoln, Medford, and other communities: Municipal Solar Development - DLTA \$16,000, Total budget all sources \$20,000

MAPC staff continues to provide project oversight and assistance to municipalities pursuing projects under our Regional Solar Initiative. The City of Melrose is currently in the final stages of receiving contract approval from DOER to proceed with a solar project on the roof of its DPW building. Beverly, Brookline, Lincoln, and Medford are in varying stages of project development with a view towards getting projects approved under the state's new Development of the Solar Massachusetts Renewable Target (SMART) program, which is expected to be implemented in early 2018. Chelsea, Winthrop, Natick, Melrose, Boston, Somerville, and Cambridge each achieved SolSmart designation by streamlining their solar permitting and zoning processes. MAPC hosted a SolSmart advisor in the Spring to provide technical assistance for these communities.

Winchester (lead) and Statewide: Clean Vehicle Technologies & Purchasing Program for municipal fleets - DLTA \$18,000, Total budget all sources \$48,000

This project supported the Clean Energy, Transportation, and Municipal Collaboration departments' pilot of a Green Mobility Group Purchasing program for public fleets. The project sought to connect municipalities to existing opportunities and provide fleet managers and public works departments with the support needed to understand how clean fuel vehicles can best fit into their fleets. Based on the interest received from several public fleets during the outreach conducted in spring 2017, MAPC collaborated with MA Department of Energy Resources and MA Operational Services Division on a purchasing agreement with XL Hybrids to aggregate state and municipal purchases of aftermarket hybrid electric conversion systems offered under the statewide contract, VEH102. This agreement offered both bulk and accelerated time-frame discounts for purchase orders submitted through VEH102 and was available to public entities in Massachusetts and nationwide from July 2017 to January 2018. Vehicles converted using XL Hybrids technology experience an average of 25 percent improvement in fuel economy, along with operations and maintenance cost benefits.

The City of Cambridge and three participating state agencies each received an 11-19% discount on their purchase orders of XL Hybrid's hybrid electric conversion technology (over \$1,000 per vehicle retrofit). To the best of our knowledge, the pricing agreement through MAPC's Program is the first time in Massachusetts that municipal and state purchases have been combined in a big buy from a vendor on a statewide contract. MAPC believes that this is an innovative and replicable purchasing model that can be used to support cities and towns in piloting new vehicle technologies in an affordable way by leveraging the volume of state fleet purchase orders to take advantage of bulk discounts.

Metro Mayors Coalition and City of Chelsea: Assistance related to regional food distribution site including stakeholder engagement & visioning - DLTA \$16,280, Total budget all sources \$72,280

This project builds on a climate vulnerability assessment that was developed for a regional food distribution cluster in Chelsea and Everett. MAPC used the climate/flooding analysis of the critical site to examine potential economic impacts to the food distribution industry. The project

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led to many interviews of stakeholders (Cities of Chelsea and Everett staff, business owners and workers of food distribution companies, community-based organizations, and industry associations), quantitative and qualitative data analysis, and mapping. The research found that: (1) The Chelsea Food Cluster accounts for only 11% of the businesses within the flood zone but 37% of all sales volume; (2) This outsized sales volume has a large multiplier effect on the larger regional economy. The food wholesale / distribution industry alone accounts for \$2.3B in total economic output and supports close to 11,000 indirect jobs; (3) The Chelsea Food Cluster is a large employer of a regional workforce. Many employees travel from nearby communities in Boston, Revere, and Everett. However, the workforce demographics are surprisingly unrepresentative of the local Chelsea community, with the majority of workers in the area identified as white non-Hispanic; and (4) Disruption of the Chelsea Food Cluster will have the greatest impact on food access from independent retailers as they do not have an independent and dedicated supply chain.

Greater Boston Bike Share Project – DLTA \$4,894, Total budget all sources \$4,894

MAPC was asked to help 16 Greater Boston communities come together to encourage bike share opportunities for and across their municipalities, and work in partnership to provide such services. MAPC therefore led the development of a Request for Proposal for a vendor/s that could meet the required bike share needs of these communities. This regionalized approach to bike share implementation was aimed at providing a seamless service across the borders of the participating communities.

MAPC developed the RFP to enable creation of a large-scale regional private bike share system that is provided at no cost to the municipalities, and offers residents, visitors, students and employees a convenient and affordable way to bike seamlessly within and among the participating inner-suburban communities. MAPC and the 16 participating communities believed that the establishment of bike share systems can: increase bicycling in Greater Boston; provide greater access to public transportation; offer more efficient inter- and intra- municipal travel where public transit is less accessible; make the inner-suburbs more attractive places to live, work, visit and do business.

Data Services Related Projects

Boston (lead) with Cambridge, Somerville, and Quincy: Development of the MetroBoston Rental Listing Database and Reporting Tool - DLTA \$28,000, Total budget all sources \$56,000

The Metro Boston Rental Listings Database is a new, comprehensive database of market value rental listings. Such a database has not previously existed for Metro Boston municipalities as an affordable and transparent resource. MAPC partnered with Boston, Cambridge, Quincy, and Somerville to develop this data product that can be used by municipalities and housing advocates to understand the rapidly changing rental markets in their cities and neighborhoods and assess the effect that policies and programs are having on the marketplace. Since November of 2015, MAPC has been collecting online rental listings from numerous online sources to build the dataset. Prior to the DLTA project, the dataset was robust, in that it included more than 2 million

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records with information about listing date, location, number of bedrooms, and listing price, but it required a lot of de-duplicating, cleaning, and classifying in order to be reliable and useful as a data product. Through this DLT A project, MAPC developed an automated cleaning, de-duplicating, classifying, and geocoding process, with a machine-readable data output. The new automated process also produces a series of summary statistics that are reported to the municipal partners on a quarterly basis so that they may monitor the rental market closely. In addition to this long-needed data product, the DLT A project resulted in the connection and collaboration of the four municipal project partners and MAPC, and each of the four cities is committed to continued collaboration to maintain and improve the Rental Listings Database, as well as bring in additional municipal partners and partners from other sectors.

Planning Ahead for Housing, Planning Ahead for Growth, and Regionalization

Land Use, Environment, and Public Health Projects

Revere: Piloting of a public health element to open space and recreation planning projects in the Inner Core - DLT A \$20,000, Total budget all sources \$20,000

The effort involved the developed of a proposed addendum with a public health perspective, data, and strategies into Open Space and Recreation Plans. The work focused on the City of Revere with whom MAPC is lead to develop the plans and will be used to inform other ongoing and future Inner Core OSRP efforts. Revere, as with multiple other Inner Core municipalities, is a Mass in Motion community and provided lead and support for stakeholder engagement efforts and sustainability of the action plan from OSRP.

The project was important as access and exposure to green and public spaces is increasingly shown to be a protective factor for social, physical, and mental health. Revere, as with other Inner Core municipalities, performs worse than the state in each of these health dimensions. In addition, there are existing health disparities in these communities, according to income and race and ethnicity, so there is the opportunity to address inequities of availability, safety, and access of open spaces.

The project included multiple focus groups, community outreach and public meetings, review of available health and demographic data as well as literature reviews to document the specific evidence about the health effects of green space. In particular, the literature review helped produce a pathway diagram that has been used as a communication tool and organizing framework for reporting. Work on the project occurred in coordination with MAPC and Revere planning staff and the results of the work will be integrated into the plan and through a separate appendix. The project will also influence recommendations in the plan regarding the quantity, quality, and accessibility of open and recreational spaces in Revere.

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Revere: Amazon Headquarters proposal – DLTA \$860, Total budget all sources \$860

MAPC assisted the City of Revere with some data collection as it prepared its proposal for the Amazon Headquarters project.

495 Site Preparedness Program Assistance in 26 Municipalities (Acton, Ashland, Bellingham, Bolton, Boxborough, Foxborough, Framingham, Franklin, Holliston, Hopkinton, Hudson, Littleton, Marlborough, Maynard, Medfield, Medway, Milford, Millis, Natick, Norfolk, Sherborn, Southborough, Stow, Sudbury, Wayland, Wrentham) – DLTA \$10,000 for 2017 tasks.

MAPC worked with the 495/MetroWest Partnership to develop a process for the 26 MAPC region municipalities to provide updates on the development status of the Priority Development Areas (PDA) identified in the 2012 495 Development Compact. MAPC sent each municipality a joint letter from MAPC and 495/MW that provided an overview of the project, along with the relevant maps from the 2012 project. Then, MAPC Data Services staff created maps for each PDA, about 200 in total, and corresponding spreadsheets listing each PDAs in one spreadsheet and the parcels in each PDA in a second spreadsheet. MAPC and 495/MW Partnership prepared a communication regarding these maps and spreadsheets, including instructions for how the municipalities can fill them out, to be sent out to the cities and towns in early January 2018.

Metro Mayors Coalition Regional Housing Priorities - DLTA \$9,641, Total budget all sources \$54,000

To address the housing crisis in Metro Boston through regional collaboration and mutual support, public education, and facilitation of diverse residential development, the Metropolitan Mayors Coalition (MMC) will undertake a 6-8 month planning process involving the establishment of a regional housing production goal and identification of best practices to achieve that goal throughout the 14-community region. This process will include engagement with key partners and stakeholder groups, including state officials, municipal planning staff, City Councils and other elected officials, community- and faith-based organizations, as well as chambers of commerce and the broader business community. This planning process will culminate in a regional housing forum, hosted by the Mayors, in order to increase understanding of housing challenges and opportunities, and build support for housing preservation and production.

Energy Services Related Projects

Andover, Boston, Brookline, Burlington, Canton, Concord, Melrose, Newton, Somerville, Watertown, and Winchester: Peak Demand Notification Program - DLTA \$14,000, Total budget all sources \$17,000

Throughout the summer, this program proactively alerts municipalities to times of high (i.e. peak) electricity demand on the New England electric grid. Based on the notification, the municipalities can make operational changes in their largest energy-using buildings to reduce electricity use for a target period of 1-3 hours. These reductions, implemented only a few times each summer, will help save money all year round on a major portion of the electricity bill, called the “capacity charge”. The reductions also help minimize the use of the dirtiest fossil fuel

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generation sources, which typically are used only to meet times of peak demand. Through the program, municipalities are not only saving money and reducing emissions around the summer peak, they are also becoming more advanced managers of their buildings. This will translate to additional savings throughout the year, and may incent building managers to install more robust management systems which could yield further savings still.