



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

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

Date: January 15, 2019

Re: District Local Technical Assistance (DLTA)
2018 Final Report

This memo and the attachments constitute the 2018 MAPC Mid-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 2018 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 27 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, EEA Grant Funds, etc.), 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 \$624,000 of non-DLTA funds are associated with these projects, representing a significant increase over the DLTA and MAPC Match funds allocated.

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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Awards for Planning Ahead for Housing/Growth/Regionalization – not part of Community Compact or Housing Choice Initiative

Municipal Services Projects

Milton (lead), Canton, Dedham, Needham, Norwood, Wellesley & Westwood (Norfolk County-7 Public Health Coalition): Develop a health framework for plan review and approval – DLTA \$25,000, Total budget all sources \$25,000

This project entailed the development of a health framework for the plan review and approval process in order to address the issue of public health in the municipal plan review process. The project identified barriers and opportunities to assist staff of the Boards of Health and Planning Boards to better coordinate their reviews of development projects. A set of development review checklist for these Boards will be available for use by staff and training will support use of the checklists.

North Shore: North Shore Inspectional Services, North Suffolk Collaborative; Revere/Lynn/Winthrop Health departments – DLTA \$45,000, Total budget all sources \$45,000

MAPC is working to develop costed models specifically for: 1) shared services in the areas of food, septic/sanitary, recreational and housing inspections; and 2) public health nursing services. These areas were chosen as options because they are now often provided by part-time or contracted employees and service levels across communities are considered variable. Sharing services to cover these functions could enable more professional and consistent operations to be provided more cost-effectively.

Lynn: Establish a Planning Department – DLTA \$40,000, Total budget all sources \$40,000

MAPC is working with the new administration in the City of Lynn, the second largest city in the region, to study how it can establish a Planning Department. The City of Lynn has long operated without a comprehensive city planning function and has not had any planners on its core staff for many years. Although the City has undertaken significant planning activities during this time, it does not have the planning capacity necessary for a city of its size. Planning functions in Lynn are currently dispersed across a number of executive departments and public agencies. This project aims to recommend how a Planning Department would function, identify its responsibilities, create job descriptions, and provide comprehensive support to the Mayor and senior officials in shaping Lynn's long-term growth and development.

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

The 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

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main produce vendor location; and met with North Shore districts to consider a produce bid for their group.

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.

Land Use Projects

North Reading: Master Plan – DLTA \$10,000, Total budget all sources \$110,000

MAPC will produce a Master Plan for the Town of North Reading, which will serve as North Reading's decision-making guide for land use, development, and preservation over the ten year period ending in 2028. The plan will be formulated in close communication with Town staff, Master Plan Advisory Working Group members, the Planning Board, and with substantial public input. This will be a more comprehensive planning effort than the previous plan that was completed in 2004 pursuant to E.O. 418 and will build upon recently completed plans including the Housing Production Plan.

Peabody: Downtown Smart Growth Feasibility Study – DLTA \$20,000, Total budget all sources \$20,000

MAPC will prepare a feasibility study for the creation of a 40R Smart Growth Overlay District in an underutilized area of downtown Peabody. This area is within the MassDevelopment Transformative Initiative (TDI) North River Neighborhood District. The implementation of a 40R district will increase and diversify the City's housing stock and create a mixed-use district that connects the commercial and residential infrastructure of the area. This study implements an action item in the TDI work plan.

Braintree (lead), Somerville and Cambridge: Red Line Life Sciences Corridor – DLTA \$40,000, Total budget all sources \$45,000

In May 2014, the Mayors of Boston, Cambridge, Quincy, Somerville and Braintree announced the formation of the Life Sciences Corridor. The partnership was created to focus on promoting the robust life sciences sector along the MBTA Red Line in the Greater Boston area. To assist these communities in better understanding their competitive advantages within the life sciences sector and respective capacities to accommodate new and growing businesses. MAPC has conducted an evaluation of each municipality's strengths and challenges regarding workforce, real estate, and the life science ecosystem. This analysis has led to the development of a series of recommendations that the municipal partners can enact independently and also regionally through the Life Sciences Corridor Partnership. The focus of the recommendations is to equip the regional partners in attracting businesses that would be appropriate for each municipality's position within the Life Science Ecosystem. This could include leveraging workforce, real estate, educational, and transit assets. MAPC has identified key partners in realizing these

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recommendations, including stakeholders in the educational, workforce development, and real estate sectors.

Belmont: Economic Development Strategy – DLTA \$2,500, Total budget all sources \$27,500

MAPC will prepare a comprehensive report that recommends an Economic Development Committee charge that focuses on where the committee should focus its efforts. The final report will also show where public/private initiatives are and are not working in Town. Finally the report should determine what is meant by a “Business Friendly” Town and where that term is practiced.

The report will also outline Belmont’s role in the regional economy and provide guidance on how local economic development efforts can also serve to grow the regional economy so that an equitable distribution of goods and services is available at both the regional and local levels.

Public Health Projects

Randolph: Community Health Assessment – DLTA \$25,000, Total budget all sources \$25,000

MAPC prepared a Community Health Assessment to identify and prioritize community health needs and initiatives in Randolph beyond clinical services. The assessment involved a collection of health risk and outcome data along with health determinants such as socio-economic, housing, environment and transportation data. An advisory committee, interviews and focus groups were held to refine community health needs and work in anticipated to proceed in 2019 with the development of an implementation plan to address those needs.

Medford: Mystic Ave. Health Assessment – DLTA \$10,000, Total budget all sources \$10,000

MAPC reviewed the potential health implications of proposed zoning and associated development in the proximity of the I-93 corridor. In particular, the project focused on the issues of traffic-related air pollution (primarily emissions from vehicles) and noise emissions and considered the potential for crash -related injuries and active transportation along the corridor. The review resulted in recommendations for zoning language changes that included strategies and considerations that have the potential to reduce air and noise pollution exposure, especially in nearby proposed residences.

Energy Services Related Projects

Chelsea, Cambridge, Somerville, Boston, Braintree and Brookline: Metro Boston Climate Preparedness Task Force – DLTA \$24,000, Total budget all sources \$24,000

The Metro Mayors Coalition (MMC) is a groundbreaking coalition made up of 15 municipalities in Greater Boston. It is a voluntary forum where members exchange information and create solutions to common problems, including climate change. In 2014, the MMC formed the Climate Preparedness Taskforce with the goal of becoming a more resilient region. In 2016, the Coalition adopted a goal of becoming a net zero region by 2050. MAPC supports the Taskforce through

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quarterly meetings, regular webinars/trainings, and direct technical assistance. In 2018, the Taskforce focused on zoning for regional climate resilience to enable the Task Force to learn how it might develop and align zoning best practices for climate resiliency, ultimately developing guidelines and model zoning and holding a workshop for the Task Force communities.

Cambridge, Somerville and Boston: Water-Based District Energy Regulatory Research and Development – DLTA \$25,000, Total budget all sources \$25,000

The Cities of Cambridge, Boston, and Somerville all have committed to reducing greenhouse gas (GHG) emissions and reaching net zero. The energy used to heat and cool buildings comprise a significant portion of overall energy use. Water-based district energy (WBDE) is an increasingly popular infrastructure strategy that provides heating and/or cooling generated at a central plant and distributed by underground pipes to multiple properties. WBDE can be paired with low-carbon technologies such as air-around heat pumps, ground-source heat-pumps, solar thermal, and waste energy- making it an attractive solution to reaching net zero goals.

In 2018, MAPC provided technical assistance to the Cities to develop a set of recommendations to develop a governance framework that would enable WBDE. Technical assistance included conducting research, stakeholder interviews, hosting a workshop with 30 local and state-level stakeholders, and developing informed recommendations. The research examined the existing policy landscape for district energy and potential roles that the State and Cities could play in enabling and regulating district energy. The final recommendations were shared in a detailed report and publically-available executive summary.

Dedham, Boston, Cambridge, Gloucester, Natick, Newton, Somerville, Wayland, and Winchester: Clean Vehicles Technologies and Purchasing – DLTA \$22,000, Total budget all sources \$27,000

Building on the success of the first round of the program, MAPC sought to expand the range of clean vehicle technologies covered by the group purchasing program with the support from the 2018 DLTA funds. Further engagement with communities inside and outside of the MAPC region, resulted in a programmatic focus on the purchase of electric vehicle charging stations in 2018. As a part of the 2018 DLTA project, MAPC provided education resources to communities to support their participation in a group purchase of EV charging stations. MAPC executed a group Request for Quotes process on behalf of eight communities in Massachusetts, resulting in discounts of 7-13 percent off MSRP (manufacturer's suggested retail price).

In addition to the expansion of the Green Mobility Group Purchasing Program, MAPC piloted an electric vehicle suitability assessment with the Town of Natick and explored methods to support cities and towns in strategically planning for placement of electric vehicle infrastructure in their communities.

Statewide: Local Energy Action Dashboard (LEAD) – DLTA \$6,500, Total budget all sources \$6,500

The 2018 DLTA project sought to build off of and enhance MAPC's existing platform that makes energy information about a community's homes and businesses easily available and

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provide helpful context to cities and towns for implementing community-wide clean energy programs. In 2018, MAPC revised the existing community-wide baseline estimation methodology to include an approach to calibrate the estimates for electricity and natural gas consumption with the available utility data from MassSaveData. Through this work, MAPC will implement and launch the updated methodology on LEAD and provide a way for users to engage with this data in a visual way and understand energy consumption and emissions over time in their community.

Environmental Projects

Canton, Dedham, Foxborough, Medfield, Milton, Quincy, Sharon, Stoughton, Westwood: Neponset Stormwater Partnership – DLTA \$19,910, Total budget all sources \$50,854

MAPC continues to support 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. Through this partnership, number of tools and resources have been produced that are helpful to the participating municipalities, as well as other communities in the MAPC region and beyond. The focus of the work during 2018 will be to wrap up and refine many of the planning and GIS tools produced to date and to begin work on implementation strategies.

Awards for Best Practices Specifically Part of a Signed Compact under the Community Compact Program

Land Use Projects

Middleton: Housing Production Plan – DLTA \$8,000, Total budget all sources \$32,000

MAPC is preparing a Master Plan for the Town which includes a housing element. DLTA funding and Community Compact funding will supplement the Master Plan work (Town and MAPC funding) to prepare a full Housing Production Plan for the Town.

Somerville: Middle Income Housing Phase 2 – DLTA \$10,000, Total budget all sources \$10,000

The Metropolitan Area Planning Council (MAPC)’s 2015 report, “Middle-Income Housing: Demand, Local Barriers to Development, and Strategies to Address Them in Select Inner Core Communities,” provided an affordability gap analysis for households earning 80-135% of Area Median Income (AMI). Building on this work, the City of Somerville and MAPC partnered to undertake a second phase of this study, which will consider tools for producing and preserving housing at a price point affordable to this income band, with a focus on the 80-100% of AMI range. A draft report covering multiple elements is with the City for review: approaches to middle-income housing in the region and nationally, zoning tools to create deed-restricted middle-income housing, production programs to create deed-restricted middle-income housing, tax incentives and relief, and preservation programs. The final report will also explore the

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challenges and successes of selling or leasing deed-restricted middle-income housing in the region.

Awards for Best Practice Projects that Fall Under the Community Compact Program, but not Part of a Compact

Land Use Projects

Acton, Bedford, Concord, and Lexington: Inclusionary Housing practices including Payment-in-lieu-of-units – DLTA \$15,000, Total budget all sources \$15,000

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. Recommendations will be developed to strengthen the underlying IZ bylaws in order to increase the number of housing units produced in each community. Furthermore, a “payment in lieu of units” (PILU) methodology will be developed to offer clear and certain guidance on when to allow cash payments and how the payments should be calculated. Work on this project began in 2017.

Arlington: Mixed Use Overlay Zoning – DLTA \$10,000, Total budget all sources \$10,000

Under this project, MAPC worked with the Town to undertake a public process and prepare mixed use overlay zoning bylaw for sections of industrial zoned lands in Arlington Heights near Mass Ave corridor and Minuteman Bikeway. MAPC held two well-attended public forums in 2018, one in May and a second in October. Based on input from these forums, feedback from town staff, and analysis of economic development capacity, MAPC developed recommendations for a new Arlington Heights zoning district. This is a project that continues from 2017, with a total DLTA commitment of \$30,000.

Malden: Preparation of a Housing Production Plan - DLTA \$45,000, City \$20,000, Total budget all sources \$65,000

Since launching in April 2018, the Malden HPP has been divided into two phases. Phase 1, which includes a housing needs assessment and analysis of development constraints, not including the City Zoning Ordinance, is underway. Three Advisory Committee meetings have been held, focusing the findings from analysis of demographic and housing data. A draft report with this work, as well as projections of future housing demand and analysis of development constraints, is being prepared. Phase 1 is likely to include two additional Advisory Committee meetings before this report can be finalized.

Wrentham: Creation of zoning for a Town Center Zoning District - DLTA \$10,000, Total budget all sources \$10,000 (completion of \$40,000 total project budget)

The goal of this project is to establish a new mixed use zoning district within the town center. MAPC has reviewed our past visioning for the town center, and held five meetings with the town administrator, planner and/or working group. A new district has been mapped, and initial uses

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developed. This project was initiated last year with DLTA funding and the zoning is being drafted this year for consideration at the Fall 2018 Town Meeting.

SWAP/TRIC: Research related to small/compact housing types for the SWAP and TRIC communities - DLTA \$10,000, Total budget all sources \$10,000 (completion of \$30,000 total project budget)

MAPC's project with the SWAP and TRIC subregions to study municipal considerations for development of tiny houses and other small-scale housing typologies is complete. The work includes a visual exploration of these typologies and 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 project, guided by a working group comprised of representatives from each participating municipality, including the towns of Medway, Sherborn, Medfield, Foxborough, and Stoughton, concluded with a final presentation and final report. Several of these communities applied to MAPC's Technical Assistance Program for support with a Phase 2. Discussion of that scope of work is underway.

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 \$18,000 for 2018 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 PDA 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, that was sent out to the cities and towns in early 2018.

Metro Mayors Coalition Regional Housing Priorities - DLTA \$57,000 Total budget all sources \$87,000

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) undertook a 9-month planning process involving the establishment of a regional housing production goal and identification of best practices to achieve that goal throughout the 15-community region. The target announcement was made in September 2018 and covered by all major regional press outlets. The project was subsequently awarded the American Planning Association – Massachusetts Chapter's annual Social Advocacy Award. MAPC has scoped a Phase 2 to follow up on this work, and aims to reconvene the Taskforce in February to launch it.

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Cohasset: Public Health Element for the Master Plan – DLTA \$5,000, Total budget all sources \$7,500

MAPC is preparing a Master Plan for the Town and will add a new element specific to public health issues and how they intersect with others such as transportation, open space and recreation, and housing.

Awards Under the Housing Choice Initiative/Designation

Cohasset: Housing Production Plan – DLTA \$25,000, Total budget all sources \$32,500

MAPC is preparing a Master Plan for the Town which includes a housing element. DLTA funding will supplement the Master Plan work (Town funding) to prepare a full Housing Production Plan (HPP) for the Town. MAPC began work on the HPP in autumn of 2018, including a pop-up outreach event, project kickoff meeting with the town Affordable Housing Committee, and progress towards drafts of the Housing Needs Assessment and the Development Suitability Analysis. MAPC anticipates town adoption of the HPP in summer 2019.