

**Executive Director's Report
Mid-September through Late November
Submitted to the Executive Committee
December 9, 2021**

Arts & Culture

Beverly Artist-in-Residence Program

MAPC continues to support Beverly in their first Artist in Residence program. The artist team, Zooguu, occupied a vacant store front downtown from September 10 through October 31, receiving 271 visitors and over \$4,500 worth of retail sales. The MAPC team is evaluating the program by conducting interviews with stakeholders, using pedestrian counts to understand the activation of the surrounding area, and providing general context of the COVID-19 impact in the city. A final draft of the report will be completed by the end of this year.

Cambridge Arts for Health Call for Art

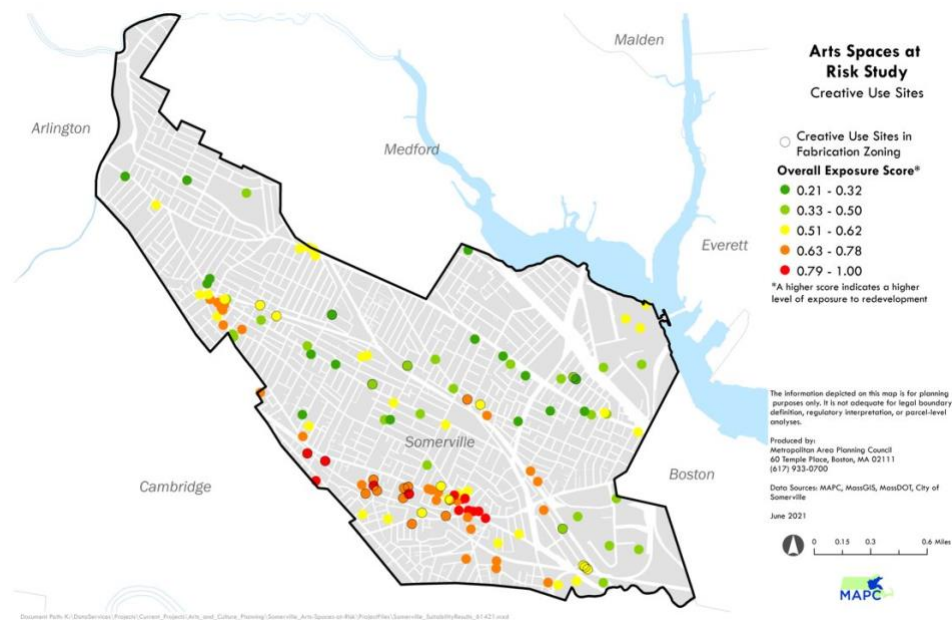


MAPC and the Cambridge Public Health Department hosted six in-person events between October 20 and November 21. Artist Yosi Karahashi provided three flamenco performances to engage the elderly population around mental health issues. Artist Yung-Chi Sung prepared two workshops using Tai Chi and Chinese calligraphy to highlight the breadth of diverse cultures in Cambridge. Artist Isaura de Oliveira and her team offered a vibrant dance performance based on the traditional Brazilian cultural practice of Mesa de Caboclo and centered around the theme of healthy eating and active living. Artist Yung-Chi Sung offered an additional virtual event on December 7. In addition to providing artist and event support, the MAPC team will provide a final report with recommendations and best practices around creative community engagement strategies through art.

Somerville Arts Space Risk Assessment

On October 21, MAPC presented key findings and recommendations to the Somerville Arts Space Task Force. The presentation featured work by Data Services to assess development

pressures on artists' workspace in Somerville. MAPC also used development pipeline information from Massbuilds to quantify the potential impact of a zoning requirement to set aside a percent of commercial floor area for arts and creative uses. Recommendations identify changes to the definitions of "Arts and Creative Enterprise" uses, support the creation of an option to buy-out the set-aside requirement, and a municipal fund to collect optional set-aside buy-out payments.



This project provides a model for mapping exposure to development pressures across municipalities and refines innovative approaches to addressing the crisis facing artist workspace operators through zoning and municipal programs. The final report is being formatted for public release and will be presented at a public meeting in January 2022.

Malden Center for Arts & Culture



The City of Malden committed to acquire the former Malden District Courthouse to establish a center of arts and culture. An MAPC project team will support the city's effort by providing research, community engagement, and a feasibility study for the building's use as an arts and culture center. Synthesizing feedback from Steering Committee members and research on comparable projects in other communities, MAPC released a community survey in seven languages commonly spoken in Malden, giving community members an opportunity to weigh in on possible arts and culture uses for

the center and to share their perspectives on how to create a welcoming community space. Survey results will inform the next stage of the conceptual design process.

Municipal Workshops to Promote Public Art

On November 15, the New England Foundation for the Arts and MAPC released a Call for Municipalities in Massachusetts to participate in a free training by Forecast Public Art, designed to equip administrators to strengthen local capacity to support, create, and promote public art. At the conclusion of the training, participants will have the tools needed to create their own Call for Temporary Public Art and will be eligible to receive a \$10,000 grant from the Foundation. Eight municipalities will be chosen to participate. Each will be asked to provide two staff members who can commit to fully participating in the workshop series (March to April 2022) and conduct a Call for Temporary Public Art (May to December 2022). Letters of interest are due by December 17. MAPC staff will use the public art process developed for LynnInstallation as a model for Massachusetts during the workshop series.

Clean Energy

Municipal Net Zero Playbook Launch

On November 22, MAPC launched its Municipal Net Zero Playbook, a strategic guide that provides municipalities with resources to achieve their climate goals while putting equity at the forefront. The Playbook's four chapters focus on best practices and actions to reduce GHG emissions in local transportation systems, buildings, energy supply, and zoning and permitting. Over 190 participants tuned into the launch webinar, including our key target audiences: municipal staff (30%), local volunteers (27%), and elected officials (10%). MAPC's blog post on the Playbook offers a step-by-step primer on how to take advantage of the new resources and spotlights local use cases. Here's the link: <https://www.mapc.org/planning101/net-zero-playbook/>

2022-2024 Statewide Energy Efficiency Plan and Resolution

On October 27, the Energy Efficiency Advisory Council (EEAC), on which MAPC represents Commonwealth cities and towns, [adopted a resolution](#) calling on the Department of Public Utilities (DPU) to approve the [2022-2024 Massachusetts Joint Statewide Three-Year Electric and Gas Energy Efficiency Investment Plans](#). The program administrators submitted the Plans to DPU on November 1. The resolution was the result of 18 months of preparation, research, and negotiations that led to a consensus plan for energy efficiency programs throughout the state. MAPC worked hard to champion climate and equity as the two highest priorities within the new plan, and to ensure that key goals received attention and investment in the plan, including building electrification; improved and expanded services for underserved communities, namely low- and moderate-income residents, renters, people of color, English-isolated customers, and small businesses; workforce development; dedicated municipal facility offerings; energy storage; and deep energy retrofits.

To ensure that we represented municipal perspectives, MAPC held three municipal listening sessions with over 30 municipal stakeholders. We also co-chaired the EEAC Equity Working Group, instilling those priorities deeply into the recommendations for the next plan. Not every priority is represented to its fullest potential in the plan. Work remains to be done to advance both climate and equity priorities and ensure that implementation is realized. The Plan is nonetheless an important and critical improvement over previous plans, and – if adopted in full – will make significant progress toward the Commonwealth’s goals. While the DPU will make the ultimate determination on the plan’s approval this January, the unanimous vote in favor of the Council Resolution on October 27 attests to the strength of the new plan and the important work that must go forward in the next three years.

Lexington Climate Action Plan Capacity Building Workshops

In October and November, MAPC hosted two capacity-building workshops as a part of the first phase of Lexington’s climate action planning process. First, MAPC hosted an educational Climate Equity Workshop for Lexington staff, volunteers, and community representatives that focused on the intersections between racial equity and environmental and climate issues regionally and locally. Next, MAPC hosted an interactive Stakeholder Mapping Workshop to gather perspectives on which populations and communities are under-represented in current planning processes and generate a list of individuals and organizations to consider as MAPC develops the community engagement plan for the planning process in 2022. Next month, MAPC will hold a focus group with youth in Lexington to collect their ideas and perspectives on how the town can better engage young people and the broader community on climate action implementation.

Acton Climate Action Plan Engagement

MAPC has also been supporting Acton in phase one of the Town’s [climate action planning process](#). From April to December, MAPC worked with the town’s Sustainability Director to plan and facilitate two community-wide forums, including an outdoor COVID-safe forum in October (pictured above), nine themed advisory group meetings, two focus groups for renters, and a community-wide survey. MAPC developed a list of potential strategies for the climate action plan based on community input and drawing on best practices from other jurisdictions, and categorically ranked the strategies to help set priorities for further community review and input. MAPC will continue to work with Acton on phase two of the plan in 2022.

Health, Housing, Energy, Equity Training Series

In October, MAPC hosted a three-part training series for local leaders in government, housing, community development, and public health as part of its Affordable Access Regional Coordination grant project that focuses on clean energy access for affordable housing. The series highlighted the connections among clean energy, housing, health, and equity issues and shared strategies to help low- and moderate-income residents to lower energy costs and make their homes healthier and safer. Over 200 people attended the trainings and the training materials, including slides and videos, have been posted on [MAPC's website](#).

New Resources on Brownfields to Brightfields

In September, MAPC concluded an effort with Groundwork USA to advance equitable Brownfields to Brightfields (B2B) projects, which repurpose brownfields sites with solar or other renewable energy installations. The collaboration included in-depth interviews and desk research to understand options for municipalities and community partners to develop B2B projects that advance equity, an online workshop, and development of a step-by-step guide for municipalities and partners on how to develop an equitable B2B project in Massachusetts.

Electric Transportation Training Program for Beverly Public School Faculty

For the past year, MAPC has been collaborating with Highland Electric Transportation, the City of Beverly, and EcoRise on a Massachusetts Clean Energy Center (MassCEC) Accelerating Transportation Now (ACTNow) grant. The award enables Highland Electric Transportation to deploy a second battery electric school bus in Beverly, and MAPC to explore regional procurement models to reduce municipal costs and increase adoption of battery electric school buses across the state. As part of the project, EcoRise, a non-profit organization that specializes in sustainability curricula for teachers, held a day-long electric transportation professional development training for 19 Beverly public school faculty. Attendees learned about transportation electrification, charging infrastructure, vehicle to grid technology, and the many benefits of transitioning to all-electric through the lens of Beverly's electric school bus and electric vehicle infrastructure programs. The training will empower teachers to introduce students to electric vehicles, energy, and sustainability.



Electric School Bus Panel with the Massachusetts Association of Pupil Transportation

On October 13, MAPC moderated a panel on electric school buses during the Massachusetts Association of Pupil Transportation's (MAPT) annual meeting. MAPT serves professionals involved with the transportation of students in Massachusetts. The panel provided an overview of electric school buses, including presentations by a bus manufacturer, a bus dealership, a charging infrastructure provider, two electric utilities, a turnkey electric school bus service provider, and MassCEC.

Communications

Communications provided support to a wide variety of recent projects. The department assisted with design of the Local Rapid Recovery Plans and the 2020 [Metro Boston Municipal Trails, Bikeways, & Greenways Inventory](#), and designed one-pagers for Keep Cool Somerville, Emergency Management practice, and Cambridge Health Implementation Plan.

The team designed social media cards and flyers for the Cambridge Arts for Health event series, assisted with the [Net Zero Playbook](#) release, promoting the playbook and event on social media, completing press outreach, and designing playbook chapters, and worked with the Government Affairs team to create resource webpages for [ARPA](#) and [IJA](#) funding, and updated [MAPC's COVID resource page](#) with information on recovery funds and communications resources.

Communications Manager Elise Harmon created webpages for the [Making it Public](#) training series; [Housing Quincy](#); [Beverly ADU Zoning](#); [Health, Housing, Energy, Equity Training Series](#); [Malden Center for Arts and Culture project](#); [Randolph Community Wellness Plan](#), and more, and worked with the Data Services and Municipal Collaboration teams on the MetroCommon plan and website, writing copy and collaborating on vision for the online plan.

Senior Communications Strategist Karen Adelman supported the Build Back Better cybersecurity submission to EDA (see p. 16). She also partnered with Community Engagement on a well-received report for Malden on its Use of Force Policy Survey responses, and helped Malden with their Arts and Culture Center survey.

Data Services

Data Requests

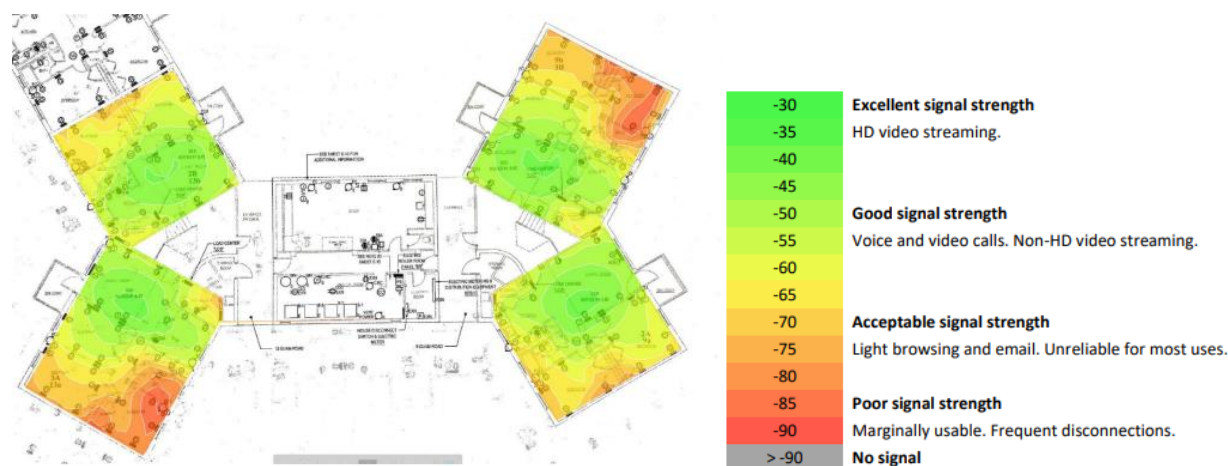
Between mid-September and mid-November, Data Services answered and cataloged 29 data requests, 13 initiated by MAPC staff, 7 by private businesses, 6 by municipalities, 2 by academic or research institutions, and 1 by a news outlet. Data Services met many of these requests by providing spatial data generated through our past projects (creative economy data, critical facilities data, land surface temperature “hot spots,” and zoning districts) and spatial data produced specifically to answer the questions posed to us.

Digital Access along Columbus Avenue and in Gateway Cities

Digital Services and Economic Development have engaged with Boston-based CDC Urban Edge to develop a digital access plan for the Columbus Avenue corridor on the border of Roxbury and Jamaica Plain. The goal is to identify programs, connections, interventions, and opportunities that can address barriers to digital access in the corridor. The team has engaged with partners to conduct interviews and community surveys highlighting the need for affordable and reliable high-speed internet, along with the tools, knowledge, and support to make the most of online services. These conversations have confirmed key gaps in availability and reliability of service, but they have also spotlighted opportunities. The national

organization Education Superhighway – a great partner to MAPC in our digital access work – has released a report showing that, nationally, 20-25% of the digital divide is concentrated in low-income apartment buildings. Interventions that provide free and fast internet to Housing Authority and other subsidized properties, along with support from programs like Digital Navigators, which MAPC has helped to initiate in the region, can help close the digital divide in areas like the Columbus Ave corridor, with its high concentration of subsidized housing.

Digital Services and Economic Development have also engaged with the Massachusetts Broadband Institute to deploy Wi-Fi at Housing Authority properties in Gateway cities. Building off the Digital Equity Plan we have been helping to develop in Chelsea, Everett, and Revere, MAPC worked with Housing Authority supervisors to select sites where new WIFI installations might have impact. After conducting a series of community outreach events at each site, MAPC engaged with IT network installation vendors to design WIFI networks that would offer indoor service with minimal interruption or access into tenant apartments. Terminal IT Solutions, based in Brookline, was chosen to develop cost effective plans for each site, and set up prototype routers in order to test coverage throughout the buildings (see image).



In Chelsea and Revere, the Housing Authority approved the project and the municipalities have agreed to support the ongoing maintenance costs of the networks. Next steps will include revising network designs, securing permissions, and deploying the network equipment, in addition to identifying more sites for additional public WIFI installations.

Statewide Household and Labor Force Projections 2050, Kick-off

MAPC has contracted with MassDOT to develop the region's next set of demographic projections to the year 2050, in collaboration with the UMass Donahue Institute (UMDI). These projections will support the next round of Long-Range Transportation Plans to be adopted by the state's MPOs in 2023. MAPC's role will be to develop regional household and labor force projections based on UMDI population forecast; and to manage the use of the UrbanSim land use allocation model to distribute these populations to municipalities and neighborhoods within each region. These sub-municipal forecasts are

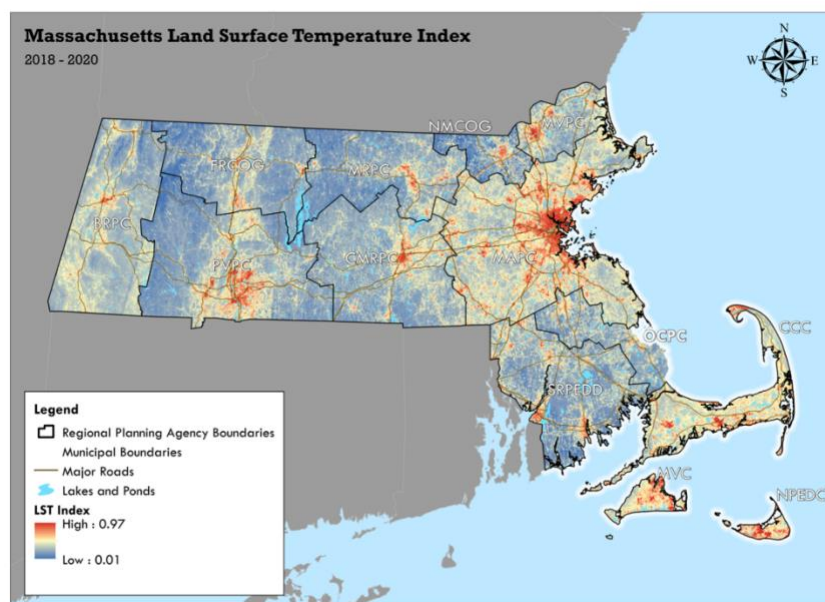
fundamental inputs to CTPS's travel demand model. They will also allow MAPC to test different population, land use, and policy scenarios.

MBTA Communities Transit-Oriented Multifamily Zoning

Last session, Governor Baker signed H.5250, An Act Enabling Partnerships for Growth, into law. Section 18 of H.5250 creates a new section (Section 3A) within the state's Zoning Enabling Act that requires MBTA communities to have at least one district of "reasonable size" in which multifamily zoning is permitted by right. EOHEd is currently finalizing draft guidelines so municipalities know how to implement and comply with this new law. Data Services and Housing staff have developed recommendations for these guidelines, which include consideration of differences in transit availability and accessibility among MBTA communities. These recommendations would direct a higher share of new zoning capacity to highly accessible locations with lower per-household VMT and GHG emission. MAPC has shared these recommendations with EOHEd staff and with a group of advocates and stakeholders during a virtual meeting in November. Draft guidelines are expected to be released in December 2022; MAPC will be developing and coordinating comments on the draft.

Massachusetts Statewide Land Surface Temperature Index

In November, MAPC sent a draft statewide Land Surface Temperature (LST) Index to EOEEA for review and feedback. This Index depicts the hottest and coolest surfaces throughout the state on warm days, on a sub-neighborhood scale. As shown on the map below, it is composed of regional LST indices for each RPA in Massachusetts.



Relative to the 2010 and 2016 land surface temperature maps previously developed by MAPC, this statewide LST Index is based on more recent data and is less sensitive to single-day variation in surface heating and cooling. Once MAPC addresses feedback from EEA, which provided funding for the development of the statewide LST Index, and a group of external reviewers, we will release LST Index for broad use. Data Services

will continue to develop additional resources to understand and mitigate heat exposure in the MAPC region through our work with Clean Energy, Public Health, and Community Engagement

in the *Building Resilience to Climate Driven Heat* Municipal Vulnerability Preparedness Action Grant.

Environment

Hazard Mitigation Plans (HMPs)

Carlisle, Milton, Saugus, Topsfield, Weymouth, and Woburn all had their plans approved by FEMA and are in the final adoption process.

MAPC is in the final stages of completing updated HMPs for Dover, Lynn, Nahant, and Somerville. Final mitigation team meetings and public meetings have been held in all these communities in October and November, and draft plans will be completed by the end of December and submitted to MEMA and FEMA for review and approval. The approved plans will ensure continued eligibility for FEMA mitigation project grants, and several project proposals are being prepared by these communities for the current round of FEMA's Building Resilient Infrastructure and Communities (BRIC) grant.

MAPC is also working on an updated HMP for Chelsea, and two meetings of the Hazard Mitigation Team were held in September and November. Hingham kicked off their HMP update in September, and MAPC began a new HMP project for Malden in November.

North Shore Water Resiliency Task Force

Under the leadership of Senator Bruce Tarr, MAPC has been helping to convene a group of municipalities and the Ipswich River Watershed Association to explore new initiatives for more resilient water supplies on the North Shore. Environment Director Martin Pillsbury and Senior Government Affairs Specialist Leah Robins have been assisting the Senator in facilitating the process, along with Sara Cohen, a professional facilitator at DCR. The group has met twice, and a charter has been drafted and is being circulated for approval among the participants.

The Ipswich River basin is the most stressed in the region, and a long history of disputes has marred past efforts to address water supply and quality issues fairly across the varied communities north of Boston. We are honored to participate in a revitalized attempt to address these critical issues, and we are hopeful for a positive outcome. Thanks to Leah and Martin for collaborating in this important effort.

Accelerating Climate Resiliency Grant (ACR)

The deadline for ACR progress and final reports (for both FY21 and FY21 Winter grantees) was November 30. Grantees were requested to provide updates on their projects, as well as final deliverables for complete projects. The upcoming and final Resiliency Community of Practice meeting for this year will take place on December 13, where the group will celebrate completed projects from the FY21 grant round, with presentations showcasing the final projects and their deliverables.

Completed FY21 grant projects are:

- Cambridge: Charles River Floating Wetland Phase II Expansion
- Canton: “Resilience @ Home” Outreach and Engagement Program
- Framingham: Waushakum Pond Resiliency Design
- Somerville: Solutions to Build a Heat Healthy Community
- Woburn: Installation of a Senior Center Community Garden

Climate Convenings

The South Shore Climate Network met on September 30. Over two dozen participants across eight South Shore communities as well as state and non-profit partners shared updates and heard Pam Harvey of DEP present the long-awaited draft performance standards for Land Subject to Coastal Storm Flowage. Anne Herbst has been presenting MAPC’s new resource [Climate Resilient Land Use Strategies – MAPC](#) to external audiences and subregions.

MEPA Regulatory Revisions

The MEPA office has continued the process begun in September to revise the MEPA regulations, and MARPA is participating on a multi-stakeholder Advisory Committee to guide this process. MARPA has two seats on the committee, which are shared on a rotating basis among five RPAs: CMRPC, MAPC, MVPC, OCPC, and PVPC.

In December, EOEEA will add new Environmental Justice requirements to the MEPA review process and move to a second phase of the regulatory review, to consider other amendments to the MEPA regulations focusing on greenhouse gases and other MEPA review issues. MAPC will be coordinating internally across departments to discuss potential changes to MEPA as they impact our broader work in transportation and climate mitigation. This MEPA review effort will likely extend to the end of the Fiscal Year, June 2022.

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 recently reviewed and ranked by MAPC:

MEPA#	PROJECT	COMMUNITY	MEPA Review	MAPC Ranking
16480	One Mystic Avenue	BOSTON	ENF	C
16481	Queen Anne Plaza	NORWELL	ENF	C
16482	Bruce Freeman Rail Trail	SUDBURY	ENF	C
6486	Mary Ellen McCormack Redevelopment	BOSTON	ENF	C
16445	Columbus Ave. Seawall Reconstruction	SALEM	ENF	C
16449	17 Bradston Street	BOSTON	ENF	C
16460	CITGO Petroleum	BRAINTREE	ENF	C
16462	Switch House Lofts Allen Street	BRAINTREE	ENF	C
16466	97 Bay Street Hull	HULL	ENF	C
16468	Volpe Exchange Parcel Redevelopment	CAMBRIDGE	ENF	B
16470	Green Harbor Maintenance	MARSHFIELD	ENF	C
16473	Alewife Park	CAMBRIDGE	ENF	B
16474	Acton Signal Improvements	ACTON	ENF	C
16476	TCC 440 Bedford Street	LEXINGTON	ENF	C
16391	Convenience Store and Gas Station	WRENTHAM	SEIR	C
15898	West Side	BELLINGHAM	FEIR	C
16255	Revetment Extension & Rehabilitation	SCITUATE	NPC	C

Enterprise Research Campus Project

EOEEA Secretary Theoharides issued a Certificate for the Enterprise Research Campus Project DEIR, a project for which MAPC previously submitted a comment letter.

Located in Boston's Allston neighborhood, this project proposed a 1.94 million square foot development to be constructed in two phases. At full build, the project will generate an estimated 7,110 trips per day and will include approximately 1,280 parking spaces. MAPC's key comments, which were also reflected in the Certificate, request the Proponent consult with MassDOT and the MBTA regarding the project's transit impacts and potential mitigation measures, which address increasing bus service in the project area. The Certificate also calls for the Proponent to identify the anticipated mode share for taxis and Transportation Network Companies (TNCs) and specific measures in the Regional Safety Audits that the Proponent will implement. For next steps, the Proponent will be required to prepare an FEIR. The comment letter for this project is available at: <https://www.mapc.org/ourwork/expertise/environment/mepa-review/>

Government Affairs

American Rescue Plan Act (ARPA) Investments

After months of efforts by local officials, advocates, and MAPC, the Legislature passed and Governor Baker signed a bill appropriating about \$4 billion from both ARPA revenues and

unspent surplus funds from FY21. Many important MAPC priorities were included in the bill, including money for rental and homeownership housing, improvements to our local public health infrastructure, and funding to assist small businesses impacted by the COVID pandemic and recession. MAPC staff and members worked hard to ensure that funding was available for both public housing and public health – and we succeeded on both accounts.

Unfortunately, the legislation was missing investments in downtown revitalization and lacked some significant public health reforms. That's a good thing really, because otherwise, what would we have to work on in 2022?

The Governor signed the bill into law on December 13 with very few changes from the conference report. We have an ARPA resource page here: <https://www.mapc.org/resource-library/arpa-priorities/> I would like to give special kudos to Deputy Executive Director Lizzi Weyant and her team for their determined efforts in pursuit of this legislation over the past several months.

Infrastructure Investment and Jobs Act

President Biden signed the Infrastructure Investment and Jobs Act into law on November 15. The \$1.2 trillion bill reauthorizes funding for national surface transportation investments and authorizes \$550 billion in spending for public transit, roads and bridges, climate resiliency, water infrastructure, clean energy, broadband, and other important infrastructure investments. We are working with our cities and towns to help them think through ways that they can leverage their ARPA investments to potentially take advantage of discretionary grant opportunities available in the infrastructure bill.

Statewide Municipal Conference

On November 17, MAPC co-hosted our statewide municipal conference with our sister RPAs across the state and the Division of Local Services. This year's virtual conference focused on local ARPA investments and featured remarks from Lieutenant Governor Polito and a panel of Massachusetts Secretaries. Over 300 people attended the virtual half-day event. Senior Government Affairs Specialist Leah Robins and Events & Special Projects Specialist Sasha Parodi put a tremendous amount of work into this successful and interesting conference!

Land Use

Zoning

EEA Grants

MAPC has received notice from the EOEAA that three grants on which MAPC collaborated with communities have been approved for funding in FY22 and FY23:

- Canton – Downtown mixed-use bylaw review and updates
- Norfolk – Examination of possible re-use options, including housing, for the Southwood Hospital site

- Stoughton – Planning study and proposed re-zoning for Route 27 commercial corridor

MAPC will be working on each of these projects, and has allocated TAP funds to augment and match the state grants, which total approximately \$130,000.

Salem Bridge Street Neck

MAPC is working with Salem on a new zoning overlay district for the Bridge Street Corridor, which will help implement the vision developed last year with MAPC. In August, MAPC and the city held two virtual community forums to gather feedback on the proposed zoning, which will allow mixed-use and multifamily development and includes detailed design standards. Both forums were well-attended and received generally positive feedback. MAPC will work to refine the zoning based upon this feedback, with plans to file with the City Council in December.

Essex Zoning Bylaw Review

On November 2, MAPC kicked off a new project in Essex with a site visit and tour organized by the town. MAPC is helping to review the zoning bylaw, which consists of a single General Zoning District that allows nearly any land use, if land area requirements are met. MAPC is currently reviewing existing land use patterns and will conduct community outreach in early 2022 to hear how residents want zoning to evolve in Essex. MAPC will prepare recommendations for future zoning bylaw amendments in Spring 2022.

Lynnfield Tree Preservation Bylaw

After a year of further community engagement and edits to the draft bylaw, Lynnfield passed a Tree Preservation Bylaw at the Fall 2021 Town Meeting. The new bylaw requires any trees removed from the perimeter of a property before new subdivision construction, new home construction, activities that require site plan approvals, and activities that require special permits to be replaced with new trees or a donation to the Town Tree Replacement fund.

Plans

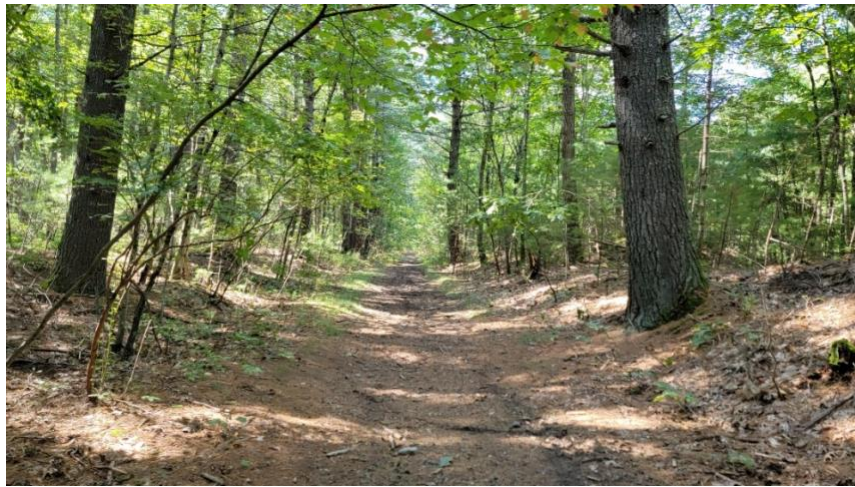
Wakefield Vision 2030

MAPC presented a final draft of Wakefield Vision 2030 for public comment before Town Council in coordination with the Planning Board on October 25. Vision 2030 is the town's pre-master planning process and resulted in a high-level, aspirational community vision and shared values statement. Led by MAPC Principal Planner Carlos Montanez, the process involved community input from 922 online survey responses and almost 200 participants in 3 Zoom public workshops. The report was well received and has been finalized after the end of the public comment period in mid-November. The final report presentation and meeting record can be viewed [here](#) and [here](#), respectively.

A Vision for Willis Woods

Planners in Lynnfield, North Reading, Peabody, and Middleton, along with staff from the Ipswich River Watershed Association and the Essex County Land Trust hosted a public forum for a new exciting open space and public recreation project: A Vision for Willis Woods, a 600+ acre area of open space in northern Lynnfield owned by the town and the Lynnfield Center Water District. Due to changes in management strategies, the forested open space, including the old railroad bed that extends through it, may be open to the public for the first time. This

project will develop a plan to protect the area, open it for public access, and connect the new open space with the existing Independence Greenway to the east in Peabody, potential rail trails in North Reading, and possible river access for boating and fishing. Representative Bradley Jones opened the forum with remarks noting the unique opportunity provided by this project. In addition, Lynnfield's Select Board recently protected the 20-acre Richardson Green property, which is adjacent to Willis Woods and may provide important access to the area. Visit the project webpage for more: www.town.lynnfield.ma.us/willis-woods. Below: rail bed through the woods.



Housing

Hull Housing Production Plan

MAPC recently held the first virtual public forum for the Hull Housing Production Plan 2021-2026. In attendance were the Hull HPP's Advisory Group and community stakeholders for a total of approximately 20 participants. The first public forum builds upon the work of the first two Advisory Group's working sessions whereby data, trends and housing issues were discussed in addition to the preliminary identification of housing goals, strategies, and potential sites for housing production. The presentation and meeting recording can be viewed [here](#) and [here](#), respectively.

Marblehead

MAPC is working with Marblehead to establish a vision for the now vacant Coffin School and position it for residential development. The first community engagement push is well underway and focus group meetings have been held with abutting landowners and government officials. An online public forum took place on December 7 to introduce attendees to the project, conduct visioning activities and polling, and provide an opportunity to answer questions. Based on input collected through engagement, a Request for Information (RFI) will soon be sent out to developers to gauge their interest in the project and understand what they see as opportunities and constraints of the site and building.

Revere Inclusionary Zoning

MAPC is working with Revere on a community-driven process to develop inclusionary zoning. The Inclusionary Zoning Advisory Committee, which includes diverse representatives of the city, has met twice and a public forum was held in October that drew approximately 85 attendees. That event entailed an overview of inclusionary zoning, how it works, and the need to balance community benefits with cost offsets to maintain development feasibility. It also included polling to determine the community's policy priorities, such as whether deeper affordability or a greater number of units is preferred. Since then, financial analysis has progressed using a pro forma model. The project team is preparing to host a focus group and develop messaging and communications materials.

TRIC/SWAP Shared Housing Services Office (SHSO)

Hopkinton will serve as lead community for the new SHSO MAPC is working to set up with SWAP and TRIC communities. The project team is currently working with Hopkinton staff to finalize an RFP for a service provider. An intermunicipal agreement has been drafted and was reviewed by the eight participating towns at a meeting in November. In the next month, MAPC staff will attend Select Board, Planning Board, or Community Preservation Committee meetings in participating towns to support budget requests to fund the SHSO.

Reading Smart Growth Overlay District

MAPC has been working with Reading since late summer on community engagement to understand concerns about the Downtown Smart Growth District, a 40R Smart Growth Overlay District. The process entailed two fall focus groups, one with concerned citizens and one with residents and business owners in the district, and two public meetings, including an October webinar with a developer panel and a December meeting to propose potential zoning amendments. In addition, the project featured a community survey that received more than 1,000 responses. That input was used to help the town develop zoning proposals that will now go before the Community Planning and Development Commission for consideration in advance of spring Town Meeting.

Economic Development

Build Back Better Application Submission

MAPC led a coalition of 50+ stakeholders, including 9 other RPA's, across the state in the submission of an EDA Build Back Better Regional Challenge grant application. MAPC's application focused on the expansion and growth of the regional cybersecurity industry through strategic investments in workforce development, infrastructure, and regional assets. The Phase I grant would support planning activities related to these investment areas, stakeholder coordination, and employer engagement. If awarded, MAPC will be eligible to submit a Phase II application for up to \$100 million in implementation funds. MAPC estimates that with these investments would generate 16,035 direct and indirect jobs and \$31.2 billion in additional GDP.

As with all of MAPC's ARPA related work, this initiative focuses specifically on ensuring an equitable recovery by focusing investments on building a pipeline to the cybersecurity industry for communities hardest hit by COVID, addressing the digital divide, and supporting

businesses/institutions that serve, or are owned, by low income or people of color ensure their own digital security.

Note: This was an extremely competitive, nationwide process, and unfortunately, MAPC's application was not awarded. I want to comment the entire Economic Development Team, specifically Senior Planners Josh Eichen and Raul Gonzalez, and Regional Land Use Planner Il Sukanya Sharma, for their efforts in spearheading this application. We are now heading into another competitive round of applications for EDA's Good Jobs Challenge, keeping our fingers crossed for better results!

Cherry Hill Industrial Park - Workforce/Housing/Transportation

The Economic Development team also recently completed a study of the Cherry Hill Industrial Park in Beverly and Danvers for the North Shore Workforce Investment Board. This study was prompted by significant employers in the park citing challenges to accessing talent, particularly for production and assembly focused jobs.

Using an innovative combination of data from the Census, CTPS, and Burning Glass, the team created a series of data points that allowed the workforce board and employers to understand the labor market area that can easily access the park, along with existing employee commuting patterns. A major finding was that nearly 20% of the park's employees travel from Lynn, prompting the workforce board to begin immediate conversations with Lynn stakeholders to coordinate direct transit routes. MAPC intends to replicate this study's methodology in other parts of the North Shore and MAPC region.

ARPA Funding Webinar

On September 9, MAPC held a webinar on EDA ARPA programs and funding. The EDA received \$3 billion in supplemental funding to assist communities in their economic recovery from the COVID pandemic. EDA is making funding available through six innovative challenges. The webinar reviewed each funding category and provided guidance about eligible projects, submitting applications, and developing partnerships.

Local Rapid Recovery Plans (LRRP)

MAPC completed LRRPs for five communities (Braintree, Framingham, Hudson, Lynn, and Revere). The LRRP program was designed by DHCD to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts of individual downtowns, town centers, and commercial areas. Ultimately, 125 communities applied for and received funding, including 43 in the MAPC region. In addition, MAPC staff has worked to improve access to the plans by translating the full Lynn, Framingham, and Revere plans into Spanish (and Portuguese for Framingham's plan), as well as translating the Executive Summary of the Revere Plan into Portuguese and Arabic. Upon submission of the plans to DHCD, MAPC staff has pivoted to support implementation of recommendations from LRRP plans in the [metro region, including supporting adoption of a Complete Streets policy in Wrentham, storefront guidelines in Hudson, and a permitting guide in Braintree.](#)

Municipal Collaboration

Health and Medical Coordinating Coalition (HMCC)

On October 18, we held a Personal Protective Equipment (PPE) Distribution Event at the Region 3 HMCC Cache Site in Amesbury. Fourteen HMCC stakeholders, including long-term care facilities, EMS providers, and public health departments, posted requests for equipment. In total, 6,080 N95s, 2,640 gowns, 1,270 face shields, 19,120 surgical masks, 570 goggles, and 1,520 Tyvek gowns were distributed. In addition to this event, the Region 3 HMCC is partnering with NERAC to establish a cache of PPE and other medical supplies that will be made available across the region to public safety, school, and health and medical stakeholders. The cache will have two sites – one in Beverly and the other in Amesbury and will be operated by MAPC staff and staff from Northeast EMS. Requesting parties that access the cache will be required to replace all items received to ensure sustainability of the program.

MAPC staff continues to support Region 3 hospitals by convening Load Balancing Meetings twice a week, where bed availability and patient transfer needs are discussed, among other issues hospitals are facing. MAPC staff also continue to support hospitals in Region 3 through the 24/7 Duty Officer role. If a hospital has any capacity constraints, they can page the Duty Officer and the Duty Officer will work with the hospitals in the region to see if there is any capacity elsewhere. Since September, there have been seven pages from hospitals requesting assistance in placing patients with the latest coming at 9:45PM on Thanksgiving. Dan Witts received a page from North Shore Medical Center requesting bed availability within the region. Dan was able to collate data from all hospitals in the region within 45 minutes of the request. This data was used by North Shore Medical Center to develop strategies to place patients that evening.

Editor's Note: The professionally presented data in the previous two paragraphs does not adequately describe the critical role of the Emergency Preparedness staff, Manager Beth Robert and Specialist Dan Witts, and their supervisor Assistant Director Amy Reilly, in addressing the dramatic surge in COVID hospitalizations over the past several months. Their constant, front-line work addressing equipment and supply shortages and helping hospitals to manage bed shortages has been heroic. We are all in their debt, as is the Commonwealth.

Metro Mayors Coalition Shannon Grant Community Safety Initiative

The FY2022 Shannon Grant funding application was submitted on October 15 to EOPSS on behalf of 8 partner communities in the Metro Mayors' Coalition. Next year will mark the 16th year of collaboration among the 16 partners this funding supports. The FY2022 application touched on how the gang violence problem has changed over the last year and it identified strategies to address gaps in services. In addition, the application detailed how partner programs have adapted to challenges created by the COVID-19 pandemic and the continued need for youth mental health support.

The FY2021 Metro Mayors' Coalition Shannon Grant Youth Mental Health initiative is progressing at the Revere and Chelsea Police Departments. MAPC has contracted with the North Suffolk Mental Health Association to provide clinical mental health support services to

youth in those communities. The clinician leading this project is actively working with both police departments to deliver services to Shannon eligible youth.

Editor's Note: The FY22 Shannon Grant has since been awarded to Metro Mayors' Coalition.

HEPA Air Filters and HVAC Upgrades to Combat COVID

MAPC staff is in the early process of a potential procurement for HEPA Air Filters and HVAC upgrade supplies. There is a growing body of evidence that better indoor air filtration and circulation helps prevent COVID spread. HEPA Air Filter units are also effective in removing harmful indoor air pollutants linked to many long-term health risks like COPD, Neurological Disorders, early onset asthma, and others. Staff is looking for municipal partners to assist with scoping the potential procurement and evaluating responses. Once completed, municipalities would have access to qualifying units through MAPC's Collaborative Purchasing Program. If interested, contact Brian Luther at bluther@mapc.org.

Statewide Homeland Security Fiduciary

EOPSS has once again selected MAPC as the Statewide Fiduciary Agent for the FFY 2021 State Homeland Security Program, with grant funding totaling \$5.1 million. Under this contract, MAPC provides management and administrative services to the Central, Northeast, Southeast, and Western Homeland Security Planning Regions and their associated Advisory Councils. We will continue to partner with the CMRPC, SRPEDD, and FRCOG in this work. MAPC staff look forward to continuing our work with EOPSS and the Homeland Security Regions to enhance emergency preparedness capabilities at the state, regional, and local levels. Funding will be focused on enhancing preparedness and response capabilities in the following areas: cybersecurity, protection of soft targets and crowded places, information and intelligence sharing, domestic violence extremism, and emerging threats such as transnational criminal organizations, weapons of mass destruction, and unmanned aerial systems.

Northeast Homeland Security Regional Advisory Council (NERAC)

On September 28, NERAC sponsored the Salem Haunted Happenings Tabletop Exercise. Salem Haunted Happenings is an annual series of festivities, which culminates with upwards of 500,000 visitors on Halloween night. This tabletop exercise simulated a domestic terrorist attack during the event in order to test first responders' capabilities to respond to a large-scale emergency. The exercise identified strengths and vulnerabilities in the operational plans, and a roadmap of corrective actions was developed for real-world implementation.

Editor's Note: According to Mayor Kim Driscoll, Haunted Happenings went off largely without a hitch, and MAPC is pleased that the tabletop exercise was part of the city's preparedness and preparation.

Strategic Initiatives

MetroCommon2050

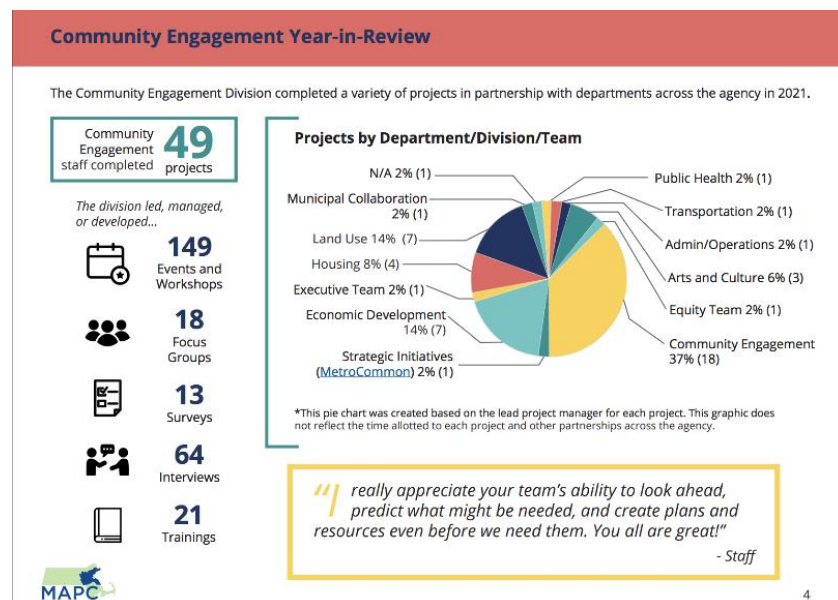
We are pleased to announce we have a newly adopted regional plan: **MetroCommon2050: Shaping our Region Together**. After the Executive Committee recommendation to adopt the plan, we presented at the Fall Council Meeting on October 27. But Mother Nature had other ideas, bringing a storm our way that morning that knocked out power for many Council Members. With a quorum present, we held a Special Council Meeting on November 9, where the Council adopted the plan by a vote of 77 to 1.

As we pivot to the implementation phase of the plan, the immediate next steps are completing the design of the digital plan, creating education materials we will use for “MetroCommon to You” (our outreach campaign), and working with agency staff to ensure work plans and project priorities are aligned with the new plan.

Community Engagement

Community Engagement Division: Impact Dashboard

The Community Engagement Division developed its first-ever Community Engagement Impact Dashboard – a short, year-end review of the accomplishments of the division. We hope to use this tool not only to capture lessons learned and areas to grow, but also to market our technical assistance.



Thank you to staff who provided feedback on our work via internal surveys. Your feedback was key in identifying our successes and areas of improvement. Thank you to Gloria Huangpu, our Community Engagement Intern, for leading the design and being a thought partner in this work. Carolina Prieto, Emily Torres-Cullinane, Sasha Parodi, Iolando Spinola, Christian Brandt, Johnny Shively and Elise Harmon also participated.

Hybrid Engagement Workshops & Toolkits

In the Fall, we held three workshops on facilitation, technology, and policy. We had about 100 attendees at each and featured expertise from MAPC staff as well as local and national guest speakers. Amy Livingston from CDM Smith, a public and stakeholder engagement discipline

leader, shared her experience in planning hybrid meetings for high-profile, complex infrastructure planning projects in areas with a large Environmental Justice population. The Wakefield Community Television staff presented a behind-the-scenes tour of their set-up and technology tools. And lastly, Lauren Goldberg, Managing Attorney from KP Law, answered questions related to Open Meeting Law and other policy items. All sessions are posted, and we will be updating the Hybrid Engagement webpage with lessons learned and other resources. <https://www.mapc.org/resource-library/hybrid-engagement/#tools>

Subregions

CTPS has joined each subregional monthly meeting to present updates to the TIP yearly grant program, as well as to hear from subregional members on transportation priorities for their municipalities.

Subregions are hosting roundtables with municipal CEOs to look at ARPA, its opportunities and potential impacts, with the aim of understanding better what municipalities are thinking about and where they are setting priorities. **North Suburban** hosted its roundtable in combination with their November meeting. The roundtable included a presentation from Policy Analyst Kasia Hart sharing what we know about ARPA thus far, followed by a presentation from Alex Koppelman, Regional Housing & Land Use Planner II, on how ARPA can be used to advance equitable housing priorities.

MAGIC hosted Raul Fernandez, lecturer and former Associate Dean for Equity, Diversity & Inclusion at Boston University's Wheelock College of Education & Human Development, to discuss DEI strategies in MAGIC communities, specifically exploring transportation, housing, and municipal governance and finance.

North Shore hosted their fall outing at the Sagamore Hill Conservation Area. The group heard from Chris LaPointe, Greenbelt's Director of Land Conservation, and Maggie Brown, Project Manager, followed by a tour of the conservation area.

SWAP received a preview of MAPC's Net Zero Playbook update from Meg Aki, Clean Energy and Climate Systems Manager.

Public Health

Visualizing SNAP-Ed

Public Health and Data Services wrapped up the Visualizing SNAP-Ed Project, Phase IV in October. This project supports the statewide SNAP-Ed Program, a nutrition education program that teaches people to shop and cook for healthy meals.

In the four years of the project, MAPC has partnered with UMass Nutrition Education Program staff to facilitate more coordinated data collection and reporting across the four entities in Massachusetts that provide nutrition education. The Data Services team developed a digital

reporting platform for recording and tracking program data, for use by nutrition education providers and the Department of Transitional Assistance (the state agency that administers SNAP-Ed). The fourth year of the project trained nutrition educators on the use of the digital platform. Through this process, the educators provided feedback on the structure and features of the platform, and MAPC made continual improvements. MAPC also identified several data improvement opportunities to improve the quality of demographic data on age, sex, and race/ethnicity. In the fifth year of the project, MAPC will work with project partners to roll out the digital platform and implement the recommendations.

Randolph Community Wellness Project

The [Randolph Community Wellness Project](#) is a multi-year effort to implement the Community Wellness Plan (CWP) through the partnership of the Randolph Planning Department, Randolph Health Department, and MAPC. Support for the project comes from a 5-year grant from the Community Health and Healthy Aging Fund (FY21-FY25), Town of Randolph matching funds and in-kind services, and MAPC TAP funds. Key accomplishments in implementation between 2020 and 2021 include:

- **work to establish a school-based health center**, in partnership with Codman Square Health Center, and town and school leaders
- **hiring a Community Wellness Planner**, a town position that builds the town's capacity to coordinate implementation of the CWP
- **establishing and activating the Randolph CWP Coalition**, which includes a core leadership team, a steering committee, and three working groups
- **developing and implementing project implementation guides**, including a community engagement plan and an evaluation plan.

Public Health Excellence Grant Implementation

Public Health and Municipal Collaboration have assisted multiple sets of municipalities start up arrangements to share public health services, made possible through grants from DPH. The majority of the shared service groups have now initiated governance models and hired nurses, inspectors, and epidemiologists into the new shared positions. These roles are critical to our local health departments as they respond to COVID-19 as well as ensure that essential public health protections related to food, housing, recreation, and economic development are provided equally throughout our region. A preliminary map of the shared service arrangements is available [here](#).

COVID-19 Vaccine Outreach Support

MAPC was excited to see positive reception to the approval of COVID-19 vaccines for children ages 5-11. Although there is a great initial turnout, recent experience with adult COVID-19 vaccines has shown that people still have questions and hesitancy, which must be addressed in to achieve high rates of coverage and community protection from the vaccine.

Public Health, Government Affairs, and Communications collected [several key communication approaches and strategies](#) to assist in municipal efforts to vaccinate children. Each resource is accompanied by a brief description and a link to materials (e.g., messages, graphics) ready

for your use. Also highlighted is a link to a recent “town hall” held by the City of Revere with local medical professionals who spoke to the vaccine and answered community questions.

VACCINE RESOURCES



ABOUT THE COVID-19 VACCINE

Everyone age 18 or older who received Pfizer or Moderna at least 6 months ago or Johnson & Johnson at least 2 months ago can get any booster.

People ages 5-17 can get the Pfizer vaccine. People age 18 or older can get any vaccine.

[Learn More](#)

NEW: COMMUNICATIONS RESOURCES

The resources below include advice, materials, and resources for communicating about the COVID-19 vaccine for children.

[Strategies for Communicating to Parents About Pediatric Vaccinations](#)

The National Academy of Sciences and Medicine releases this set of strategies and related materials for communicating with parents about the importance of vaccinating their children against COVID-19. The strategies can help communicators work with parents who are hesitant to get their children vaccinated.

[PHCC Toolkit: Children and COVID-19 Vaccination](#)

A set of materials developed from the Public Health Communications Collaborative (PHCC). The group works to coordinate and amplify public health messaging on COVID-19 and increase Americans' confidence in guidance from the Centers for Disease Control and Prevention (CDC) and state and local public health officials. Included in the toolkit are topline messages, resources to answer tough questions on children and vaccines, sample posts, and graphics for public use.

[AAP COVID-19 Vaccine Campaign Toolkit](#)

A set of articles, sample social media posts, videos, and social media graphics from the American Academy of Pediatrics.

Transportation

MBTA Bus Network Redesign

On November 3, MAPC and the Institute for Transportation and Development Policy (ITDP) hosted a webinar that brought experts from around the US and Auckland, New Zealand together to share insights and best practices for implementing bus network redesigns. Staff at the MBTA joined the event to share the efforts taking place in Greater Boston. The MBTA began the Bus Network Redesign process in 2018, and the project is expected to be complete by 2022. The MBTA describes this effort stating, “The Bus Network Redesign completely reimagines the MBTA’s bus network to reflect these changes and create a better experience for current and future bus riders.”_To watch the event visit: <https://mapc.sharefile.com/d-s731d6a8851a64c249472483e0cd9c49a>

MAPC also coordinated a briefing for members of the Legislature on the Bus Network Redesign on November 15, hosted by Senator Sal DiDomenico and Representative Adrian Madaro, and attended by about 60 legislators and their staff. MassDOT and MBTA staff presented on the trade-offs associated with the plan, and fielded questions.

Columbus Avenue Center Running Bus Lane Ribbon Cutting

On November 4, the [MBTA held a ribbon-cutting](#) for the first center running bus lane in New England. Boston Mayor Kim Janey, MBTA General Manager Steve Poftak, Mass DOT Secretary, and CEO Jamey Tesler attende. Transportation Planner I Jessica Boulanger joined city officials, the MBTA, Livable Streets, and IDTP to celebrate this achievement. The new bus lane will support more equitable access to jobs, healthcare, and other essentials for Boston's most transit-dependent riders. The Columbus Ave bus lane serves bus routes 22,29, and 44. The new bus lane will save riders 4-7 minutes in travel time on the 1-mile-long corridor. Key features of the bus lane include raised platforms, curb extensions, signals, E ink signage, emergency call boxes, and covered bus shelters.



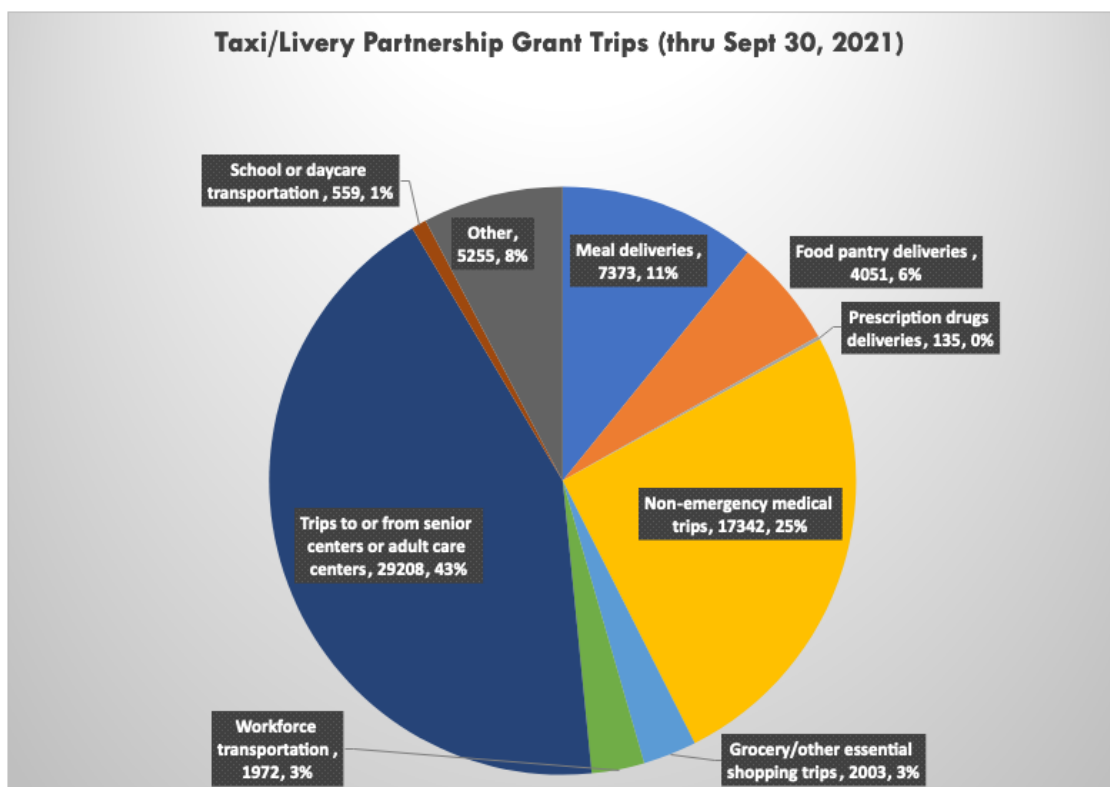
Planning Magazine Article – “Not Your Typical Warehouse”

Alison Felix, Principal Planner & Emerging Technologies Specialist, and Senior Transportation Planner Travis Pollack were contacted by the editors of [Planning](#) magazine, the flagship publication of the American Planning Association, after magazine staff came across Felix and Pollack’s report “[Hidden and in Plain Sight: Impacts of Ecommerce in Massachusetts](#)” on-line. Subsequently, the authors worked with the Communications Department and [Planning](#) editors to develop an article, “[Not Your Typical Warehouse](#),” which ran in the magazine’s Fall edition. The article outlines the unique nature of e-commerce warehouse and distribution center operations and identifies design, mitigation, and management actions municipalities can take when an e-commerce warehouse or distribution center is proposed. Developing the article included speaking with the local planners of Bellingham, Dedham, Needham, and Revere about the e-commerce facilities in their communities.

Taxi/Livery Transportation Partnerships Program

The second round of taxi/livery grants saw a significant increase in spending compared to the Urgent COVID taxi grants, distributed in 2020 in direct response to the pandemic. This increase can be attributed to a variety of factors such as vaccine availability, a period during which COVID cases declines, businesses/organizations/services reopening, the availability of non-COVID medical procedures, and more.

As of September 30, our 46 grantees spent approximately \$1.2 million to provide transportation and deliveries to residents in need. This represents 60% of the total \$2.5 million that was awarded to grantees in early 2021. The 2021 grants have funded over 67,000 rides and deliveries and served nearly 20,000 people throughout the state. Below is a breakdown of trip type distribution for the 2021 grant cycle as of September 30.



Eleven of the 46 grantees finished spending their funds as of September 30. We anticipate another 11 grantees will finish their programs by December 31. We will be extending contracts through March 31, 2022 for approximately half of our grantees.

Milton Bike and Pedestrian Plan

In the summer of 2021, we started working with Milton on a Bike and Pedestrian Plan. We worked with the town to design and distribute a community survey to hear more about walking, biking, and rolling* challenges and opportunities in the town. The survey has received over 500 responses from residents, workers, and people who travel through Milton. We are in the

process of evaluating this data as well as writing the existing conditions report. We plan to hold the first public meeting for this project in early 2022.

**Note: We use the term “rolling” to refer to other types of personal wheeled mobility besides bicycling, such as wheelchairs, walkers, scooters, child strollers, mopeds, skateboards, and more.*

WestMetro Perfect Fit Parking Study

The WestMetro HOME Consortium is partnering with MAPC to conduct a parking utilization study at multi-family housing developments in municipalities north and west of Boston (Bedford, Belmont, Brookline, Concord, Framingham, Lexington, Natick, Needham, Newton, Sudbury, Waltham, and Watertown). This study will replicate the methodology utilized in MAPC’s 2019 Perfect Fit Parking study, which examined parking utilization at multi-family developments in other municipalities north of Boston. Senior Transportation Planner Adi Nochur will lead the new study effort.

By surveying multi-family property owners and managers about their site characteristics and then conducting overnight parking counts at these locations, MAPC’s 2019 study found that on average only 70% of the parking spaces were utilized. A similar mismatch between parking supply and demand may exist in WestMetro, where the Consortium identified parking requirements as a barrier to multi-family development in their fair housing analysis. The results of the WestMetro study (to be conducted in 2022) will enable the Consortium and its member municipalities to determine how they might update local parking policies and requirements to further affordable housing goals.

New Staff

Adi Nochur joined MAPC in November as Senior Transportation Planner. He works with municipalities, state agencies, and non-profits to research and manage parking initiatives, to improve regional bus systems, and to advance local Complete Streets planning efforts. Before coming to MAPC, Adi worked as Deputy Director of Capacity Building at Groundwork USA, where he managed and implemented technical assistance programs to revitalize abandoned brownfields and neglected waterways in EJ communities across the country. He also worked as a Project Manager with WalkBoston to improve pedestrian infrastructure and walkability in cities and towns all over Massachusetts. Adi began his planning career supporting local sustainability initiatives as an Eco-Innovation Associate with the Codman Square Neighborhood Development Corporation in Dorchester. He holds a Master’s in City Planning from MIT and a Bachelor of Science in Environmental Studies and Biology from Tufts. Adi also serves on the Massachusetts Advisory Board for the Conservation Law Foundation.

Archana Menon joined MAPC in November as a two-year Arts & Culture Fellow. Archana’s experience and interests relate to creative placemaking as a pathway to local economic development and community vitality. Her interests also include community engagement and community centered arts and culture policy. Prior to joining MAPC, Archana worked with the

Natick Center Cultural District as the Community Engagement Coordinator. In Natick she integrated artists into community engagement efforts for the cultural district as curator of the annual Call for Creatives and by supporting the artist residency program. She has completed the Executive Program in Arts and Culture Strategy offered by the University of Pennsylvania and holds a B.A. in Management Studies from the University of Mumbai and a Master's in Public and International Affairs from the University of Pittsburgh.