Historic Preservation & Public History at MAPC:

Past, Present, and Future

FY2023 Executive Discretionary Fund Project

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EXECUTIVE SUMMARY

Project Introduction[1]

Despite the recognition of historic preservation and public history's importance to the region in MetroCommon, Greater Boston's long-range regional plan, the Metropolitan Area Planning Council (MAPC) has not developed a clear program of services for municipal technical assistance work in these fields. To address this gap, this project aimed to determine the feasibility, potential focus, and potential impact of MAPC's provision of historic preservation and public history services to Metro Boston cities and towns. Its framing responds to 1) a perceived need for these services in the region, where cities and towns rely on a patchwork of technical assistance from the state and federal government, with most work carried out by private consulting firms, and 2) MAPC's strategic positioning to address this need, as indicated by the clear alignment between these twinned disciplines and the core pillars of MAPC's mission — including smart growth, regional collaboration, and equity — as well as the agency's recent track record of conducting work related to this program area.

First, it is important to define "historic preservation and public history." Historic preservation is an interdisciplinary field that seeks to manage change of the inherited built environment through the stewardship of historic and cultural resources. Public history is an approach to regional planning that acknowledges the role of history in shaping place, culture, and memory. While these are two distinct fields, this project addressed both simultaneously, due to their overlap with each other and with existing practice areas at MAPC.

Second, it is critical to address the perception that historic preservation practitioners are opposed to change. While historic preservation tools and language have been used by some to resist development and reinforce class- and race-based inequities, there is a strong movement within the professional preservation field to center equity. In fact, the most influential national preservation organizations – such as the National Park Service, the National Trust for Historic Preservation, and the National Association of Preservation Commissions – have developed robust areas of practice that prioritize telling the full story of the American experience through the built environment.

Lastly, it is important to acknowledge that this practice area is not new to MAPC. As this memo shows, historic preservation and public history have long been integral to the agency's work and feature prominently in current and former regional plans. In acknowledgement of this history, this research project sought to understand how to build on the agency's existing foundation by meeting the needs of regional partners and leveraging MAPC's expertise.

Research Approach

The central research question of this project was, "What is the feasibility of MAPC playing a stronger role in the fields of historic preservation and public history?" To address this question, the first phase of the project centered on a review of MAPC's work with historic preservation or public history tie-ins. This included an inventory and analysis of past and current projects, a review of related MetroCommon elements, and interviews with MAPC staff and managers involved in related activities.

The project's second phase focused on an assessment of regional needs for historic preservation and/or public history services. It was supported by a survey of municipal partners, a survey of regional historical

[1] Project activities were supported by a 2023 Executive Discretionary Fund (EDF) award and advanced by an inter-departmental team including Arts & Culture, Economic Development, and Land Use staff.

societies, a focus group of community-based organizations and related stakeholders, and a discussion with the Massachusetts Historical Commission (MHC), the State Historic Preservation Office.[2]

The project's third phase related to researching the historic preservation and/or public history service models of other regional planning agencies (RPAs) in Massachusetts to understand how MAPC could organize such a program area. It was supported by a survey of the other Massachusetts RPAs, as well as a focus group of select peer RPA staff members.

The project's fourth phase of work included the synthesis of findings from the three prior data collection efforts to understand the demand for program area services in the MAPC region, evaluate the program area's fit with MAPC's capacity and values, and develop a framework for advancing operationalization. This synthesis process included identifying current staff skilled in this work, potential funding sources, and opportunities for new project development.

Key Takeaways

MAPC is singularly positioned to seize on the unmet demand for consultant services and policy development in the fields of historic preservation and public history due to its interdisciplinary, regional, and equity-driven focus. By advancing historic preservation and public history in ways that align with MAPC's values and strategic priorities, the agency will be able to increase its impact promoting smart growth and regional collaboration. Addressing this program area head-on stands to capitalize on these connections by bringing in new work and strengthening a range of existing MAPC activities in alignment with related MetroCommon goals. It also will bolster MAPC's role as a thought leader that encourages collaboration among disciplines and geographies.

Project findings confirm that there is demand for historic preservation and public history services in the MAPC region and that this need can be met by existing staffing and funding resources in a way that is in alignment with the agency's values. This research lays the foundation for a subsequent, implementation-specific phase of activities, focused on the thoughtful, collaborative development of a detailed work plan for the provision of historic preservation and/or public history services. Findings also identify strategic, time-sensitive activities to be advanced in parallel with this more deliberative process, as well as specific strategies or services that MAPC might further consider during the development of the program area work plan.

Broadly, project findings suggest the provision of these services at MAPC could:

1. Take the form of an interdisciplinary program area led by the Land Use and Arts & Culture Departments while connecting and supporting relevant departments at the agency;
2. Prioritize working with municipalities and community-based organizations that take a progressive, equity-focused approach to preservation and public history;
3. Open up opportunities for regional collaboration through thematic studies and sub-granting programs;
4. Offer technical assistance for preservation planning and public history projects; and
5. Expand municipal readiness for project work through ongoing capacity-building and convenings.

Lastly, this research shows that there is a strong desire for MAPC specifically to be more engaged in the fields of historic preservation and public history. The municipal planners, local board and commission members, community-based organizations, regional planning agencies, and state agencies that the project team consulted with often responded with enthusiasm at the prospect of MAPC playing a larger role in

[2] For more information on the MHC, see https://www.sec.state.ma.us/mhc/.

providing both technical assistance and thought leadership around these issues. This response further underscores that there is no other entity positioned to make a difference in the region like MAPC is.

FEEDBACK FROM MUNICIPAL SURVEY RESPONDENTS

"Thank you for your efforts to better integrate historic preservation into your planning work – it is important!!"

"Looking forward to MAPC collaboration!"

"Thank you for the outreach! We value our relationship with MAPC."

"Delighted MAPC is stepping into this work. We look forward to hearing more."

"Thanks for doing this!!"

FINDINGS

MAPC Value Alignment & Organizational Capacity

Historic preservation and public history activities align with MAPC's goals as articulated in current and former regional plans. MetroFuture, the regional plan that guided MAPC's work from 2008 to 2020, included the goal, "Historic resources will be preserved and enhanced."[3] As such, the plan acknowledged the role that historic preservation plays in promoting smart growth.

The planning process for MetroCommon, the current regional plan, revealed that historic preservation and public history are a local priority in the MAPC region, with "preserve history" ranking fourth among the top 20 local planning priorities based on an analysis of local comprehensive plans.[4] Historic preservation and public history support, directly and indirectly, many MetroCommon goals, including Goal C: A Climate-Resilient Region, Goal H: Economic Prosperity, and Goal J: Thriving Arts, Culture, and Heritage.[5] Most importantly, this practice area aligns with the twin foci of equity and resiliency at the heart of the plan.

MAPC has engaged in more than 30 projects or services with historic preservation or public history tie-ins since 2009, with frequency increasing in the past five years and efforts primarily concentrated within the Land Use and Arts & Culture departments.[6] This shows that the agency not only values this work, including in the context of other planning disciplines, but is also staffed to work on a variety of related projects.

[3] Metropolitan Area Planning Council (MAPC), "MetroFuture: Making a Greater Boston Region," 2008, p. 20, https://www.mapc.org/wp-content/uploads/2017/08/MetroFuture_Goals_and_Objectives_1_Dec_2008.pdf.
[4] Metropolitan Area Planning Council (MAPC), "Historic Preservation is a local priority," 2019, MetroCommon_HistoricPreservation_Priority.pptx.
[5] See appendix G for additional details on alignment with MetroCommon goals.
[6] See appendix F for more information on related projects.

Some recent or ongoing historic preservation and/or public history efforts at MAPC include:[7]

- Salem Charlotte Forten Memorial Commission (2023)
  - Lead Department: Arts & Culture
  - Partner: City of Salem
  - Funding Source: Barr Foundation
  - Description: Call for artists for public art
- Regional Cultural Tourism Project (2022)
  - Lead Departments: Arts & Culture, Economic Development, Data Services, Community Engagement
  - Partners: Towns of Arlington, Concord, and Lexington
  - Funding Sources: District Local Technical Assistance (DLTA), Executive Discretionary Fund (EDF), Barr Foundation
  - Description: Market analysis, data strategy, and regional tourism strategy
- City of Salem Bridge Street Neck Neighborhood Vision and Rezoning (2019-2022)
  - Lead Department(s): Land Use
  - Partner: City of Salem
  - Funding Source(s): Massachusetts Housing Finance Agency, District Local Technical Assistance Program (DLTA), and the City of Salem (CDBG funds)
  - Description: In this two-phase project, MAPC crafted a shared vision for the historic Bridge Street Neck neighborhood and then developed a mixed-use overlay zone with design guidelines for the Bridge Street Neck Corridor.
- Arts & Culture Discussion Series (2020)
  - Lead Department: Arts & Culture
  - Partner: New England Foundation for the Arts (NEFA), Monument Lab
  - Funding Sources: Kresge Foundation, Barr Foundation
  - Description: Education and networking among municipal planners, artists, and community leaders.
- Historic Commission Appeals (Ongoing)
  - Lead Department(s): Arts & Culture (previously Land Use)
  - Partner: n/a
  - Funding Source: Filing fee from appellant ($1,500)
  - Description: In accordance with State law (M.G.L. Chapter 40C Section 12), MAPC staff have provided review services for applicant or abutter appeals of municipal historic district commission decisions.[8]

Six staff members at MAPC meet the strict professional criteria established by the National Park Service (NPS) for historic preservation work: Josh Fiala (Land Use), Andrea Harris-Long (Land Use/Housing), Lindsay Randall (Arts & Culture), Annis Sengupta (Arts & Culture), Sarah Scott (Land Use), and Casey Williams (Housing).[9] This means that MAPC is eligible to do work funded by grants from the NPS, including pass-through grants administered by the MHC, which are a critical source of funding for local preservation projects.

In addition to these six staff members, additional staff have expressed an interest in historic preservation and public history. This includes Abigail Bliss (Economic Development), who recently completed a graduate seminar course titled "Interpreting History in Public: Approaches to Public History Practice" at Umass

[7] See appendix E for MAPC staff interview questions on related efforts. Project descriptions are based on MAPC's project database and consultation with staff; they may be adjusted in accordance with more up-to-date information, as needed.
[8] For more information, see https://www.mapc.org/our-work/expertise/arts-and-culture/#historic.
[9] As per National Park Service (NPS), "Professional Qualifications Standards," last updated May 13, 2020, https://www.nps.gov/articles/sec-standards-prof-quals.htm.

Boston. The agency could support current staff who express an interest in gaining the experience necessary to meet NPS professional standards with professional development opportunities. Additional staff, such as a historic architect, could be hired in the future, depending on the types of projects that MAPC pursues.

Needs Assessment: Demand for Services in MAPC Region

Municipal Partner Perspectives

The survey of municipal partners in the MAPC region identified municipal priorities, capacity, and resources related to historic preservation and public history.[10] It received 66 responses from 35 municipalities representing all eight MAPC subregions. The majority of respondents were members of historical or historic district commissions, followed by city/town staff, with related volunteer boards, such as planning boards, zoning boards, and community preservation committees, also represented.

Key findings include:[11]

- Historic preservation is a priority in most respondent communities' comprehensive plans.

  The majority (68%) of respondents said that their community's comprehensive plan mentions preservation as a priority.[12] In contrast, only 23 municipalities in the MAPC region completed a historic preservation plan between 1983 and 2022, with only five of those plans completed in the past 10 years.[13] This number falls far short of the MetroFuture objective of 101 cities and towns having preservation plans.

- Many municipalities lack the staff capacity to support preservation and public history initiatives.

  Municipal staffing for historic preservation and/or public history work ranged across respondent communities, from no staff support to full-time preservation planners. 14 of the 35 respondent communities reported that there was no staff support for their Local Historical Commission or Local Historic District Commission, while only six of the 35 respondent communities had dedicated preservation planners with subject-matter expertise. Many respondents noted capacity constraints among volunteer board and commission members and, additionally, said there were not enough staff, in general, and fewer with expertise in this area.

- Historic preservation technical assistance requests were most prevalent among respondent communities, with fewer public history technical assistance requests.

  Respondents identified more than 25 different types of potential technical assistance (TA) that they would like to receive from MAPC to advance municipal historic preservation and public history objectives. The most common TA types cited were:

    - Historic Preservation: Historic preservation plans, grant development, design guidelines, cultural resource surveys, development of local historic district bylaws, deconstruction bylaws/standards, adaptive reuse development feasibility study, and historic resource nomination/designation reports (i.e., National Register of Historic Places (NHRP), local districts).

[10] See Appendix A for municipal survey questions.
[11] See Appendix B for more municipal survey response data.
[12] This figure refers to question respondents (56), not survey respondents (66).
[13] Massachusetts Historical Commission (MHC), personal communication, April 13, 2023.

- Public History: engaging with under-represented groups and residents to expand understanding of local history, cultural asset mapping, and education.

Massachusetts Historical Commission (MHC) Perspectives

Starting in FY23, through the launch of the Eastern Massachusetts Historical Commission Coalition (EMHCC), MAPC staff have actively and continuously engaged in conversations with staff at the MHC regarding how MAPC can take on a more prominent role in historic preservation efforts and leadership in the region. As the State Historic Preservation Office for Massachusetts, the MHC is the most important policy and regulatory agency for historic preservation in the state. Therefore, a strong partnership is critical to MAPC being able to advance equitable and resilient historic preservation practices.

As part of this EDF project, MAPC staff facilitated a conversation with members of MHC leadership on April 27, 2023. Key findings include:

- <u>There is un-met demand for proactive preservation planning work in communities.</u>

  The limited number of consultants in this program area cannot fully address the level of demand from communities. For example, MHC has funded local projects that have not been able to go forward due to a lack of qualified professionals.

- <u>Funding is available to support preservation planning.</u>

  MHC administers an annual Survey and Planning Grant program that funds critical preservation survey and planning work (e.g., preservation plan, design guidelines, designation report, etc.).[14] Grants are also routinely available from the NPS to fund local preservation planning activities, including those focused on supporting underrepresented communities.

- <u>Most communities lack foundational preservation planning.</u>

  While there are ample federal and state funding sources available to local governments to pursue work related to historic preservation and public history, these resources are underutilized. This is partly due to the lack of staff and budget that support the volunteer commissions tasked with overseeing historic preservation at the local level. As a result, communities in the MAPC region do not engage in foundational preservation planning work, such as preservation plans, cultural resource surveys, and historic district bylaws.

- <u>MHC is strongly supportive of MAPC pursuing historic preservation work.</u>

  MHC is very eager to partner with MAPC and has encouraged the agency to pursue projects funded by them. The MHC also noted that MAPC is currently the most qualified RPA in Massachusetts to do historic preservation planning work based on staff resumes.

Community-Based Organization (CBO) Perspectives

The focus group with community-based organizations (CBOs) and related stakeholders aimed to gather insights and perspectives from individuals who have direct experience in uplifting the histories of marginalized communities and identifying gaps, shortcomings, and roadblocks that prevent these histories

[14] For more information, see https://www.sec.state.ma.us/mhc/mhchpp/grdhpp.htm.

from being recognized and celebrated.[15] The project team invited a diverse group of 18 individuals and organizations with a regional and topical focus to participate in a focus group.[16] The project team also provided a survey as an alternative to potential participants whose schedules prohibited them from joining the focus group conversation itself.

The six organizations that participated in the focus group on May 10, 2023 are:

- Boston Preservation Alliance. The Boston Preservation Alliance is a nonprofit organization dedicated to preserving and promoting Boston's architectural and cultural heritage.
- Museum of African American History. The Museum of African American History connects colonial and early African American history & culture in Boston and the larger New England area with the abolition of slavery and current explorations of race and the struggle for human rights.
- Framingham History Center. The Framingham History Center celebrates Framingham's history and strives to inspire and educate the public while providing community gatherings and sharing historical research resources. The Center commits to serving the city's diverse populations and ensuring that all the people of Framingham remain at the center of its future operations.
- Boston by Foot. Boston By Foot is a nonprofit educational organization committed to inspiring locals and visitors to discover and appreciate the diverse stories of Boston by exploring the cityscape together. They envision a city whose residents and visitors have a deep understanding and appreciation of the city's complex and diverse history, geography, and communities.
- Castle of our Skins. Castle of Our Skins is a Boston-based organization that celebrates Black artistry and culture through music performances and educational programs.
- Rivero Partners. Rivero Partners provides executive consulting in organizational development and problem solving, with an emphasis on equity issues and goals. Its work relates to media, historic preservation, public broadcasting, and boards.[17]

Key findings include:

- There is a strong network of existing partnerships in the region among public history organizations that MAPC could tap into and support.
- CBOs would benefit from funding to support more peer learning and mutual capacity building, especially around issues like climate resilience and social justice.
- There is appetite among CBOs for collaborative grant applications and program development.
- CBOs would benefit from research evaluating and/or demonstrating the economic and social benefits of investing in history and the humanities.
- CBOs have encountered challenges connecting to and/or working with MHC and signaled an interest in having a facilitated connection to foster improved communication.

Peer Model Research: Resources for Developing a Program Area Framework

The regional planning agency (RPA) focus group was conducted on April 6, 2023, with a follow-up survey circulated on April 24, 2023.[18] The focus group and survey aimed to understand how other Massachusetts

[15] See Appendix C for community-based organization (CBO) focus group questions.
[16] Among the groups we reached out to are the Chinese Historical Society of New England, North American Indian Center, Salem United, and Royall House & Slave Quarters.
[17] While the project team acknowledges that the majority of these organizations are based in Boston or focus on urban history, and therefore may not provide a complete representation of the entire region, it is important to note that Marita Rivero, principal at Rivero Partners, and the Museum of African American History possess extensive reach and expertise that extend beyond the Greater Boston area. Their involvement brings valuable perspectives from broader contexts to enrich the focus group discussions.
[18] See Appendix H for RPA focus group questions. See Appendix I for RPA survey questions.

RPAs approach historic preservation and/or public history work, if at all, especially regarding staffing, services, and funding. The focus group included participants from three different RPAs: Central Massachusetts Regional Planning Commission (CMRPC), Cape Cod Commission (CCC), and Pioneer Valley Planning Commission (PVPC). The survey received responses from nine RPAs: all three focus group participants, as well as Berkshire Regional Planning Commission (BRPC), Franklin Regional Council of Governments (FRCOG), Old Colony Planning Council (OCPC), Nantucket Planning & Economic Development Commission (NP&EDC), Merrimack Valley Planning Commission (MVPC), and Northern Middlesex Council of Governments (NMCOG).

Key findings include:[19]

- Almost 50% of Massachusetts' RPAs have a historic preservation/public history program area.

  Four out of nine respondent RPAs have a designated program area related to historic preservation/public history. Including two additional RPAs who did not participate in the survey but advertise services in this program area, six of the 13 RPAs in Massachusetts have a designated program area.

- Only a minority of RPAs have staff devoted exclusively to this program area.

  Seven out of nine respondent RPAs have designated staff that do at least some work related to historic preservation and/or public history; only three have staff devoted exclusively to this program area.

- Over half of respondent RPAs' regional plans prioritize this program area.

  At least five out of nine respondent RPAs' regional plans mention historic preservation/public history as a priority.

- RPA practice areas tend to focus on preservation planning, with less focus on public history or culture.

  Combined, respondent RPAs offer 24 different types of services in this program area, including:

  - Grant development;
  - Demolition delay bylaw development;
  - Wayfinding and signage;
  - Ongoing technical assistance for Historic Commissions, Historic District Commissions, and other local groups in the region on a variety of preservation topics (including cultural districts);
  - Cultural asset mapping; and
  - Education.

- State resources play a key role in supporting this program area.

  Peer RPAs use District Local Technical Assistance (DLTA) funds for their work in this program area, supplemented by fee-for-service projects and grant-funded work. Peer RPAs primarily rely on the

[19] See Appendix J for more RPA survey response data.

MHC and Preservation Massachusetts as professional resources for guidance in this program area.[20]

Funding Resources

Multiple, sustainable funding sources are available to support project-based work related to historic preservation and public history. These could include programs or grant resources from: the National Park Service (NPS), National Endowment for the Humanities (NEH), Massachusetts Historical Commission (MHC), MA Executive Office of Energy and Environmental Affairs (EEA) & Executive Office of Housing and Economic Development (EOHED), and the National Trust for Historic Preservation.[21] Additional funding for projects or technical assistance would likely come from municipal budgets or other local resources, which could be leveraged to provide the required local match for the MHC Survey and Planning Grant or to engage MAPC services.

One example of a local funding resource is the Community Preservation Act (CPA), which uses a dedicated real estate tax surcharge to fund open space protection, historic preservation, affordable housing, and outdoor recreation. Cities and towns that have adopted the CPA are required to spend at least 10% of the annual CPA revenues on "historic resources."[22] 73% of municipal survey respondents reported that their city or town had adopted the CPA and a plurality of respondents noted that their community typically allocates more than 10% of available funding to historic resources.[23] This suggests that the CPA would be a viable option as a routine source of funding for projects related to historic preservation and public history.[24]

Additionally, MAPC's work to date and additional supporting research suggests that private foundations can offer support with program development and capacity-building related to historic preservation or public history. These could include programs or resources from the Barr Foundation, the Kresge Foundation, the Mellon Foundation, the Sasaki Foundation, and the 1772 Foundation.

Lastly, a review of recent MAPC projects in this practice area suggests that the agency could leverage District Local Technical Assistance (DLTA), Planning for MetroCommon2050 Technical Assistance (PMTA) and Barr Arts & Culture Planning Grant funds to support program area activities. This includes providing full support for projects as well as providing a match for state and federal grant funding opportunities, where appropriate.

[20] For more information, see https://www.preservationmass.org/.
[21] The work plan development process should include further vetting of funding source alignment and availability for priority activities.
[22] "Text of CPA Legislation." Community Preservation Coalition. Accessed June 19, 2023. https://www.communitypreservation.org/text-legislation.
[23] Out of all communities in the MAPC region, 68, or approximately 67.3%, have adopted the CPA. For more information on CPA adoption in Massachusetts, see https://www.communitypreservation.org/map.
[24] Initial research suggests that 10% of annual CPA revenues would amount to sufficient matching funds for a preservation plan, as an example; allocating this amount to 'historic resources,' as required, need not take away from CPA support for housing or open space efforts.

RECOMMENDATIONS

Setting a Direction

MAPC is well positioned to make immediate contributions to the fields of historic preservation and public history in the region through technical assistance and thought leadership. Between the Land Use and Arts & Culture Departments, the agency already has six staff members who are qualified to do this work. To leverage this capacity and respond to emerging opportunities, the project team recommends two parallel next steps: 1) developing a program area work plan to operationalize the project's findings and 2) engaging in discrete projects. By doing both simultaneously, the agency will be able to pilot an approach while continuing to define the parameters of a new program area at MAPC. This work could be funded by a combination of department budgets, assessment funds (including EDF), and professional development funds.

The project team also recommends making this work more visible, both to MAPC staff and to our project partners. This will open the door to collaboration and begin to establish MAPC as a vital resource. Specific recommendations for immediate implementation include:

- Develop a communications strategy, including a webpage, to promote current projects, staff expertise, and service offerings;
- Educate MAPC staff on the program area and its relevance to the agency; and
- Continue organizing the Eastern Massachusetts Historical Commission Coalition.

Lastly, professional development and networking play an important role in establishing MAPC as a thought leader in the fields of historic preservation and public history. Interested staff should attend meetings, conferences, webinars, and other convenings to build and share knowledge as the agency builds out this area of practice.

Work Plan Development

Starting in Summer 2023, MAPC staff should compile a detailed work plan for this program area that operationalizes the findings of this EDF project memo. The development of a work plan would rely, in large part, on coordination with MAPC department directors and managers to determine program details related to staffing structure, prioritized funding opportunities, and potential for collaboration across departments, including pathways to further strengthen existing MAPC functions through the addition of historic preservation or public history perspectives. This collaborative approach to work plan development is particularly crucial in light of the interdisciplinary potential of this program area, as well as the likelihood of it being staffed or supported by members of a range of MAPC divisions. Work plan development should be advanced by EDF project staff in tandem with relevant department directors and, as needed, MAPC staff with the expertise necessary to conduct critical work in this program area.[25]

Preliminary parameters for a historic preservation and public history work plan guided by the project findings include:

1. Establish an interdisciplinary program area led by the Land Use and Arts & Culture Departments that connects relevant departments to the work;
2. Prioritize working with municipalities and community-based organizations that take a progressive equity-focused approach to preservation and public history;
3. Expand regional collaboration through thematic studies and sub-granting programs;
4. Offer technical assistance for preservation planning and public history projects; and

[25] See above for list of qualified MAPC staff.

5. Expand municipal readiness for project work through ongoing capacity-building and convenings.

As an initial exercise to develop a prioritization strategy for work in this program area, EDF project staff devised a rubric that scores potential strategies or services based on five criteria, including equity, relationship-building, need, staff expertise, and funding.[26] The preliminary results show that such an exercise could be a useful component of developing a work plan, given its accounting for MAPC's strategic priorities and provision of a road map for project prioritization. Preliminary results also show where MAPC has an opportunity to lead conversations versus where MAPC is well positioned to respond to current needs.

New Project Development

In parallel with the development of a work plan for this program area, MAPC should actively pursue opportunities to work on projects that staff are qualified to carry out. By doing so, the agency will establish a new line of work, advance MetroCommon goals and policy priorities, and build a portfolio of work that will better position MAPC for future opportunities.

One upcoming opportunity is to work with the towns of Concord and/or Stoneham to develop a historic preservation plan. Both projects have been funded by MHC Survey and Planning Grants. According to MHC staff, the Request for Qualifications (RFQs) will be released in Summer 2023.

Another opportunity is to present at a national preservation conference hosted by the National Alliance of Preservation Commissions (NAPC) in Summer 2024. Staff could propose a panel discussion with CCC and PVPC moderated by MHC that explores the roles of RPAs in promoting statewide preservation planning through local technical assistance. Organizing a conference proposal like this would help to build relationships with peer preservation planners in Massachusetts and attending the conference would inspire new directions for this emerging practice area at MAPC.

The project team will also continue to identify opportunities to support the work of other departments with new and ongoing projects.

[26] See Appendix K for the full matrix.

APPENDICES

Appendix A. Municipal Survey

Introduction

An interdisciplinary team of planning and cultural resource staff at the Metropolitan Area Planning Council (MAPC) is studying the feasibility, potential focus, and potential impact of the agency's provision of historic preservation and public history services to cities and towns in our region.

As part of this project, we are hoping to learn about municipal priorities, capacity, and resources in this program area; the intended audience for this survey is **municipal planning and/or historic preservation staff as well as board and commission members that engage in this work.**

Survey responses will be used to develop an operational framework for MAPC to potentially provide these services. This survey should take you less than 10 minutes to complete.

If you have any questions, email Sarah Scott, Regional Land Use Planner, at sscott@mapc.org. Thank you for your time and insight!

Respondent Information:

Name (optional):

_____

Role:

☐ Cultural council member

☐ Historical commission member

☐ Historic district commission member

☐ Planning board member

☐ Community preservation committee member

☐ Other volunteer board or commission member:_____

☐ City or town planning staff

☐ Other city or town staff: _____

City or Town:

Type the name of your City or Town in the box below and select the appropriate option (list includes 'Other' option).

Acton
Arlington
Ashland
Bedford
Bellingham
Belmont
Beverly
Bolton
Boston
Boxborough
Braintree
Brookline
Burlington
Cambridge
Canton
Carlisle
Chelsea
Cohasset
Concord
Danvers
Dedham
Dover
Duxbury
Essex
Everett
Foxborough
Framingham
Franklin
Gloucester
Hamilton
Hanover
Hingham
Holbrook
Holliston
Hopkinton
Hudson
Hull
Ipswich
Lexington
Lincoln
Littleton
Lynn
Lynnfield
Malden
Manchester-by-the-Sea
Marblehead
Marlborough
Marshfield
Maynard
Medfield
Medford
Medway
Melrose
Middleton
Milford
Millis
Milton
Nahant
Natick
Needham
Newton
Norfolk
North Reading
Norwell
Norwood
Peabody
Pembroke
Quincy
Randolph

Reading	Stoneham	Wellesley
Revere	Stoughton	Wenham
Rockland	Stow	Weston
Rockport	Sudbury	Westwood
Salem	Swampscott	Weymouth
Saugus	Topsfield	Wilmington
Scituate	Wakefield	Winchester
Sharon	Walpole	Winthrop
Sherborn	Waltham	Woburn
Somerville	Watertown	Wrentham
Southborough	Wayland	Other

MAPC Subregion (Click Here for Subregion Descriptions):

- ☐ Inner Core Committee (ICC)
- ☐ The North Shore Task Force (NSTF)
- ☐ North Suburban Planning Council (NSPC)
- ☐ The Minuteman Advisory Group on Interlocal Coordination (MAGIC)
- ☐ MetroWest Regional Collaborative (MWRC)
- ☐ SouthWest Advisory Planning Committee (SWAP)
- ☐ Three Rivers Interlocal Council (TRIC)
- ☐ South Shore Coalition (SSC)

Email (optional):

_____

For the purposes of this project, we're defining historic preservation and public history as a program area of work in which history is put to work in the world.

In your city or town, this could look like preservation planning staff, a volunteer historical commission, a staff archivist, a volunteer historian, museum staff or volunteers, a cultural planner, a Community Preservation Act committee, and more!

How many full-time equivalent (FTE) municipal staff contribute to work in this program area? *If none, enter 0. If one part-time staff, enter 0.5.*

- ○ 0
- ○ 0.5
- ○ 1
- ○ 1.5
- ○ Other _____
- ○ I don't know

Display This Question:

If If How many full-time equivalent (FTE) municipal staff contribute to work in this program area? If none, enter 0. If one part-time staff, enter 0.5. Text Response Is Greater Than 0

Of these FTE municipal staff members, how many are focused primarily or exclusively on work in this program area? *If none, enter 0. If one part-time staff, enter 0.5.*

- ○ 0
- ○ 0.5
- ○ 1
- ○ 1.5
- ○ Other _____
- ○ I don't know

Does your city or town have a Local Historic District Commission (LHDC) or a Local Historical Commission (LHC)?

- ○ Yes, both a LHDC and a LHC.
- ○ Yes, a combined LHDC/LHC.

- ○ Yes, a LHDC, but not a LHC.
- ○ Yes, a LHC, but not a LHDC.
- ○ No, we don't have either.
- ○ No, but we have something else. _____
- ○ I don't know.

Display This Question:

If Does your city or town have a Local Historic District Commission (LHDC) or a Local Historical Com... = Yes, both a LHDC and a LHC.

Or Does your city or town have a Local Historic District Commission (LHDC) or a Local Historical Com... = Yes, a combined LHDC/LHC.

Or Does your city or town have a Local Historic District Commission (LHDC) or a Local Historical Com... = Yes, a LHDC, but not a LHC.

Or Does your city or town have a Local Historic District Commission (LHDC) or a Local Historical Com... = Yes, a LHC, but not a LHDC.

Who staffs your city or town's LHDC or LHC?

- ○ City/town planner
- ○ Preservation planner
- ○ Community preservation coordinator
- ○ No staff
- ○ I don't know.
- ○ Other: _____

Has your city or town adopted the Community Preservation Act (CPA)?

- ○ Yes.
- ○ No.
- ○ I don't know.

Display This Question:

If Has your city or town adopted the Community Preservation Act (CPA)? = Yes.

How does your city or town allocate CPA funds to historic resources?

- ○ We set aside the standard 10%, but the remaining funds go to open space, recreation, housing, or administrative support.
- ○ We set aside the standard 10%, but typically spend more than that on historic preservation projects.
- ○ We set aside more than 10%.
- ○ I don't know.
- ○ Other: _____

In the past five years, with which of the following organizations has your city or town collaborated on historic preservation and/or public history efforts? Please select all that apply and write in specific names of organizations, where applicable, to help us understand stakeholders active in this program area.

- ☐ The Metropolitan Area Planning Council (MAPC)
- ☐ The Massachusetts Historical Commission (MHC)
- ☐ Preservation Massachusetts
- ☐ Local community-based organizations _____
- ☐ Local museums or historic sites_____
- ☐ Other: _____
- ☐ None.
- ☐ I don't know.

Which of the following organizations do you or your municipal colleagues turn to for guidance on historic preservation and/or public history efforts? Please select all that apply.

- ☐ The Massachusetts Historical Commission (MHC)
- ☐ Preservation Massachusetts
- ☐ Boston Preservation Alliance
- ☐ National Park Service

- ☐ National Alliance of Preservation Commissions (NAPC)
- ☐ National Trust for Historic Preservation (NTHP)
- ☐ Advisory Council on Historic Preservation
- ☐ MassHistPres listserv
- ☐ Main Street America
- ☐ Association for Preservation Technology (APT)
- ☐ DOCOMOMO
- ☐ Other: _____
- ☐ None.
- ☐ I don't know.

In the past five years, has your city or town applied for specific grant opportunities to support individual projects or ongoing services related to historic preservation and/or public history?

- ○ Yes.
- ○ No.
- ○ I don't know.

Display This Question:

If In the past five years, has your city or town applied for specific grant opportunities to support... = Yes.

Which specific grant opportunities has your city or town applied for in the past five years to support these types of projects or services?

_____

_____

Does your city or town comprehensive plan explicitly mention historic preservation and/or public history as a priority?

- ○ Yes.
- ○ No.
- ○ I don't know.

Does your city or town have a historic preservation plan?

- ○ Yes.
- ○ No.
- ○ I don't know.

In the past five years, what kinds of historic preservation and/or public history activities has your municipality advanced? Please select all that apply.

- ☐ Historic preservation plans
- ☐ Cultural resource surveys
- ☐ Development of local historic district bylaws
- ☐ Grant development
- ☐ Certified Local Government (CLG) applications and/or annual reports applications and/or annual reports
- ☐ Historic resource nomination/designation reports (i.e., NRHP, local districts)
- ☐ Adaptive reuse development feasibility study
- ☐ Development of demolition delay bylaw
- ☐ Cultural asset mapping
- ☐ Drafting preservation restrictions
- ☐ Holding preservation restrictions/easements
- ☐ Community Preservation Act administration
- ☐ Farmland preservation
- ☐ Education
- ☐ Design guidelines
- ☐ Assistance with Historic Tax Credit certification applications
- ☐ Deconstruction bylaws/standards
- ☐ Wayfinding and signage
- ☐ Heritage tourism
- ☐ Plaque/marker program
- ☐ Design review or other regulatory review
- ☐ Façade improvement programs or other types of small business support
- ☐ Legislative advocacy

☐ Engaging with underrepresented groups and residents to expand understanding of local history

☐ Other: _____

_____

☐ None.

☐ I don't know.

☐ None

Looking ahead, are there any specific historic preservation and/or public history efforts you would like to advance in your city or town?

_____

_____

MAPC is considering expanding its technical assistance services to historic preservation. What kinds of technical assistance services from MAPC would be most useful to your municipality in advancing your historic preservation and/or public history objectives in the future? Please select all that apply.

☐ Historic preservation plans

☐ Cultural resource surveys

☐ Development of local historic district bylaws

☐ Grant development

☐ Certified Local Government (CLG) applications and/or annual reports

☐ Historic resource nomination/designation reports (i.e., NRHP, local districts)

☐ Section 106 reviews

☐ Adaptive reuse development feasibility study

☐ Development of demolition delay bylaw

☐ Cultural asset mapping

☐ Drafting preservation restrictions

☐ Holding preservation restrictions/easements

☐ Community Preservation Act administration

☐ Farmland preservation

☐ Education

☐ Design guidelines

☐ Assistance with Historic Tax Credit certification applications

☐ Deconstruction bylaws/standards

☐ Wayfinding and signage

☐ Heritage tourism

☐ Plaque/marker program

☐ Design review or other regulatory review

☐ Façade improvement programs or other types of small business support

☐ Legislative advocacy

☐ Engaging with underrepresented groups and residents to expand understanding of local history

☐ None.

☐ I don't know.

☐ Other: _____
_____

What are the greatest barriers that your city or town faces in advancing historic preservation and/or public history efforts? Please select all that apply.

☐ Not enough staff

☐ Not enough staff with expertise in these areas

☐ Competing priorities with city/town staff from other departments

☐ Competing priorities with elected officials and city/town manager

☐ Lack of community interest

☐ Capacity constraints among volunteer board and commission members

☐ Challenges obtaining funding

☐ Other: _____

☐ None.

☐ I don't know.

Any additional comments?

_____

_____

The following question is optional. How do you identify your race and ethnicity? Please select all that apply.

☐ Black or African American

☐ Asian

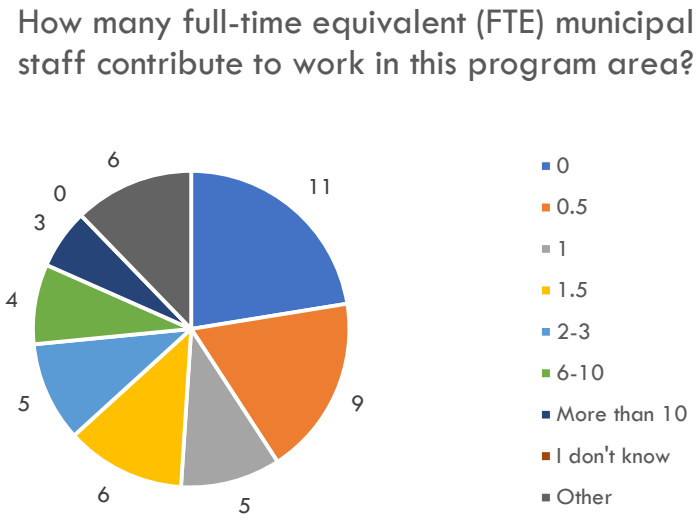
☐ Native American or Alaskan Native

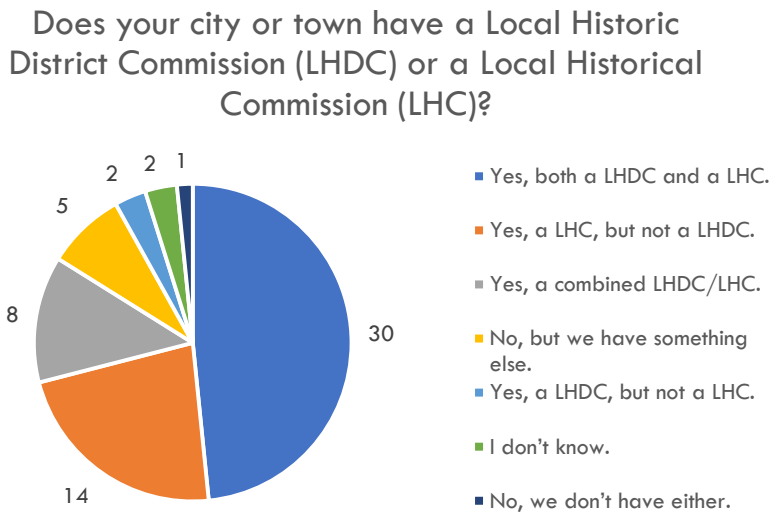
☐ White

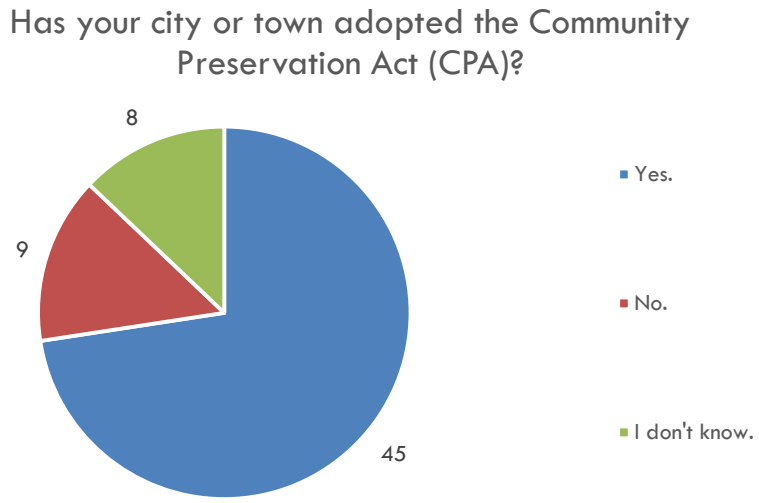
☐ Native Hawaiian or Other Pacific Islander

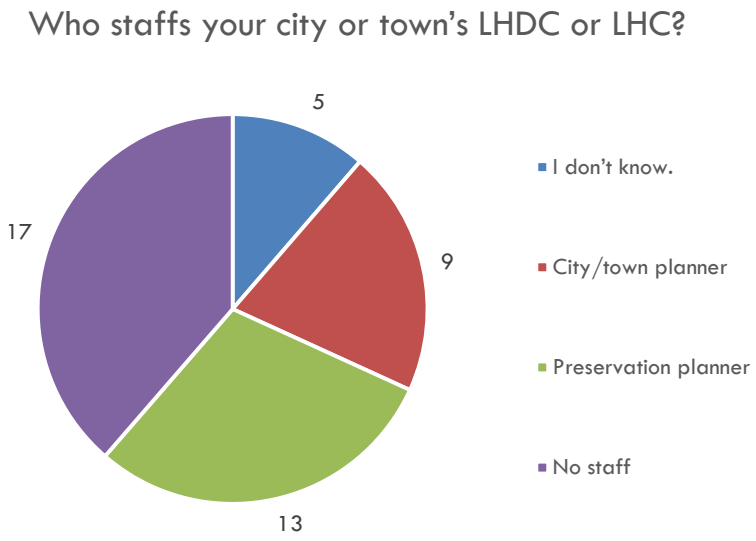
- ☐ Hispanic
- ☐ Some other race
- ☐ Prefer not to answer

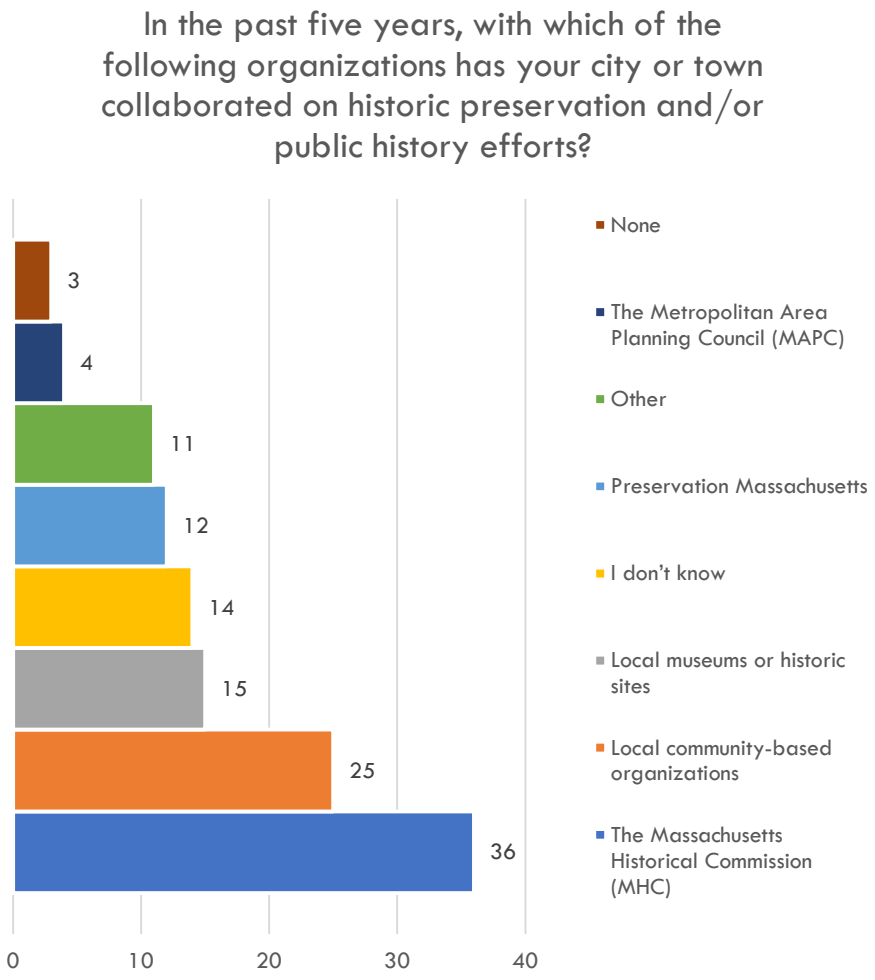
Appendix B. Municipal Survey Response Data Summary

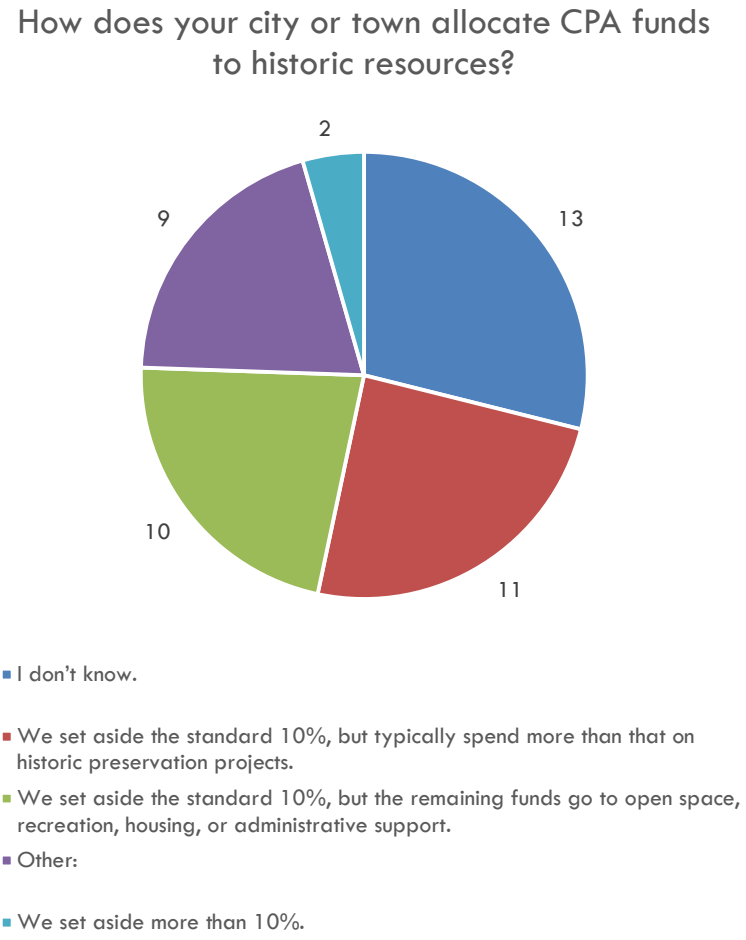


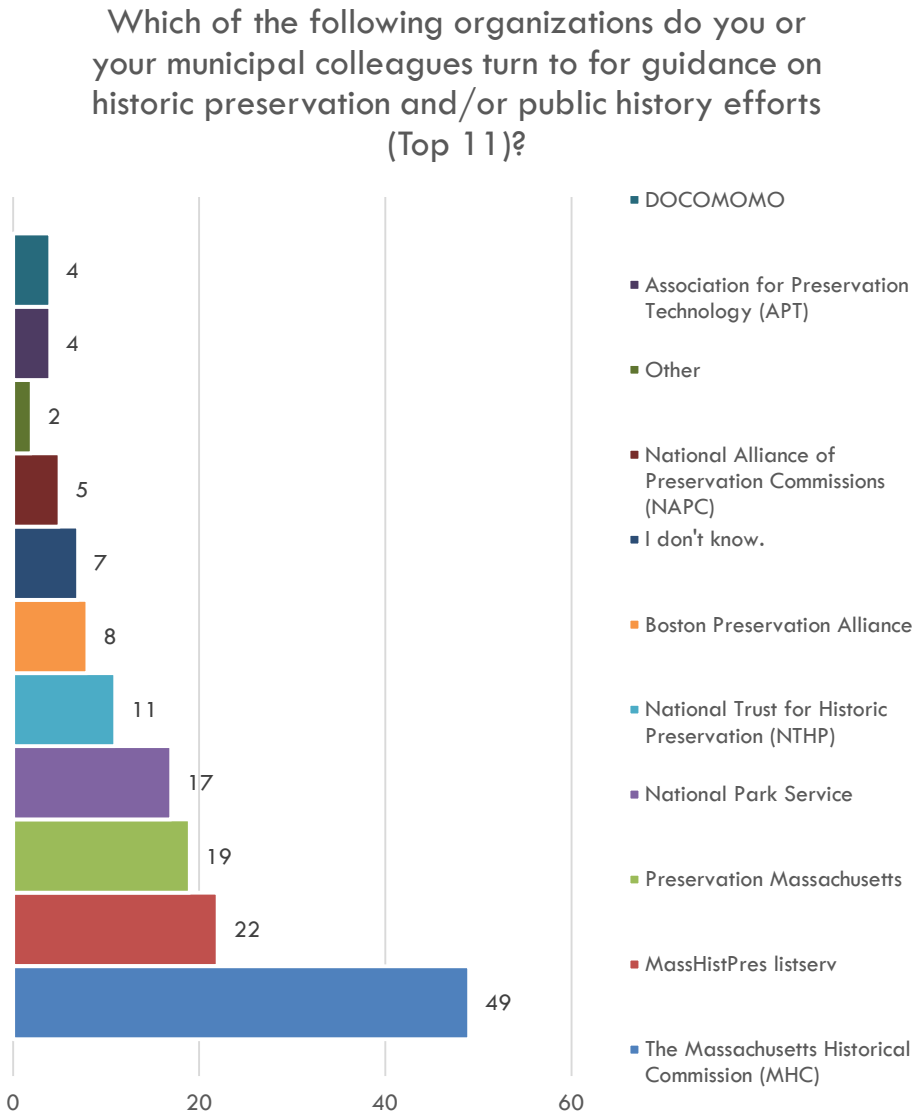


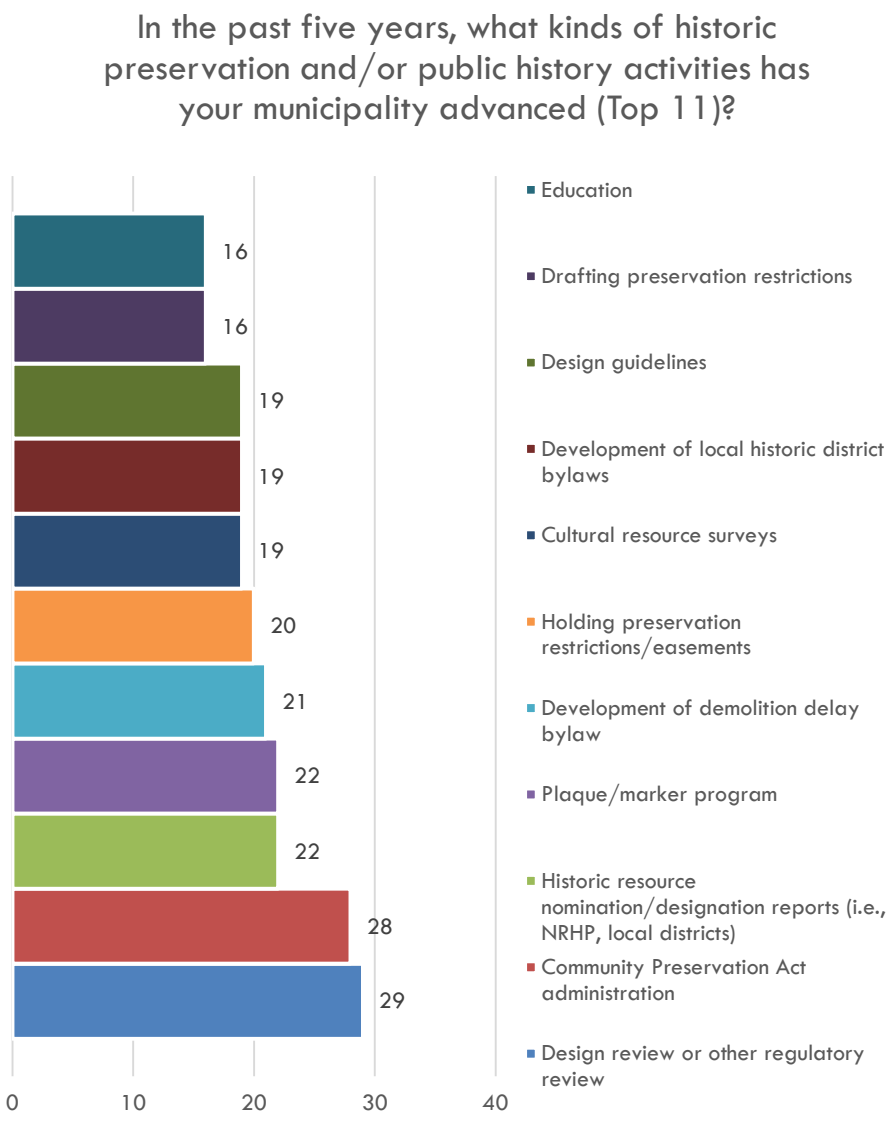

Has your city or town adopted the Community Preservation Act (CPA)?
8
9
45
Yes.
No.
I don't know.

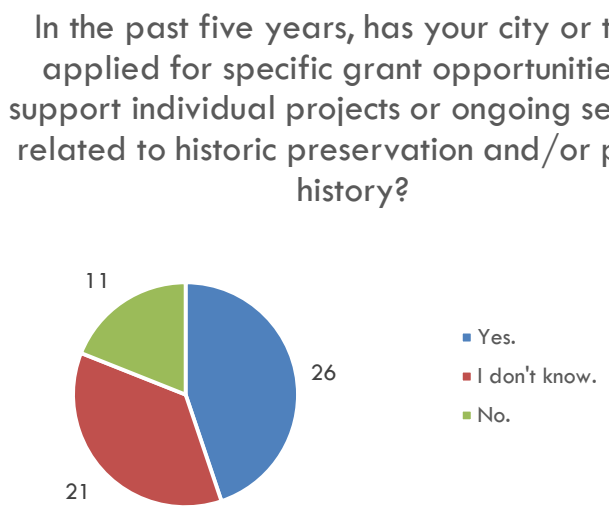

Who staffs your city or town's LHDC or LHC?
5
17
9
13
I don't know.
City/town planner
Preservation planner
No staff


In the past five years, with which of the following organizations has your city or town collaborated on historic preservation and/or public history efforts?
None
The Metropolitan Area Planning Council (MAPC)
Other
Preservation Massachusetts
I don't know
Local museums or historic sites
Local community-based organizations
The Massachusetts Historical Commission (MHC)
3
4
11
12
14
15
25
36
0
10
20
30
40

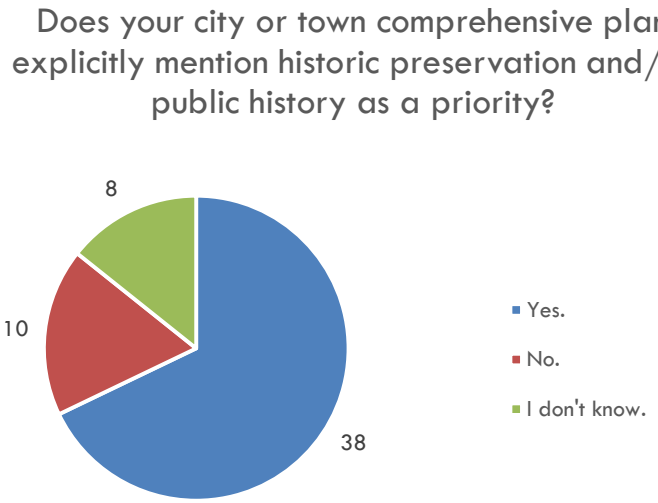

How does your city or town allocate CPA funds to historic resources?
2
13
9
10
11
I don't know.
We set aside the standard 10%, but typically spend more than that on historic preservation projects.
We set aside the standard 10%, but the remaining funds go to open space, recreation, housing, or administrative support.
Other:
We set aside more than 10%.


Which of the following organizations do you or your municipal colleagues turn to for guidance on historic preservation and/or public history efforts (Top 11)?
4
4
2
5
7
8
11
17
19
22
49
0
20
40
60
DOCOMOMO
Association for Preservation Technology (APT)
Other
National Alliance of Preservation Commissions (NAPC)
I don't know.
Boston Preservation Alliance
National Trust for Historic Preservation (NTHP)
National Park Service
Preservation Massachusetts
MassHistPres listserv
The Massachusetts Historical Commission (MHC)

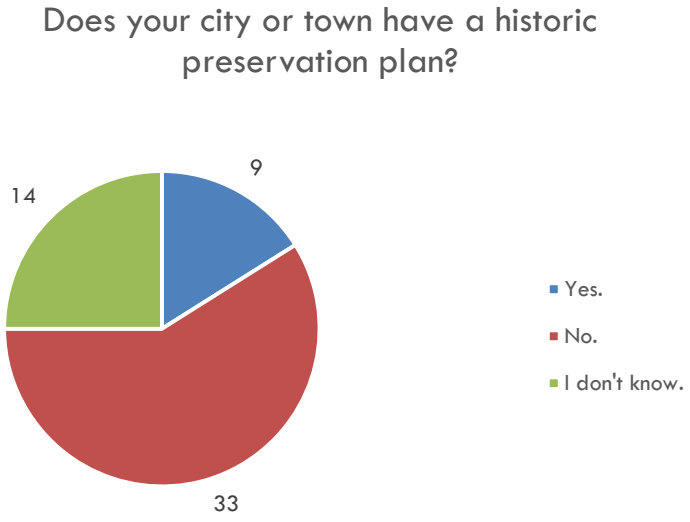

In the past five years, what kinds of historic preservation and/or public history activities has your municipality advanced (Top 11)?
16
16
19
19
19
20
21
22
22
28
29
0
10
20
30
40
Education
Drafting preservation restrictions
Design guidelines
Development of local historic district bylaws
Cultural resource surveys
Holding preservation restrictions/easements
Development of demolition delay bylaw
Plaque/marker program
Historic resource nomination/designation reports (i.e., NRHP, local districts)
Community Preservation Act administration
Design review or other regulatory review

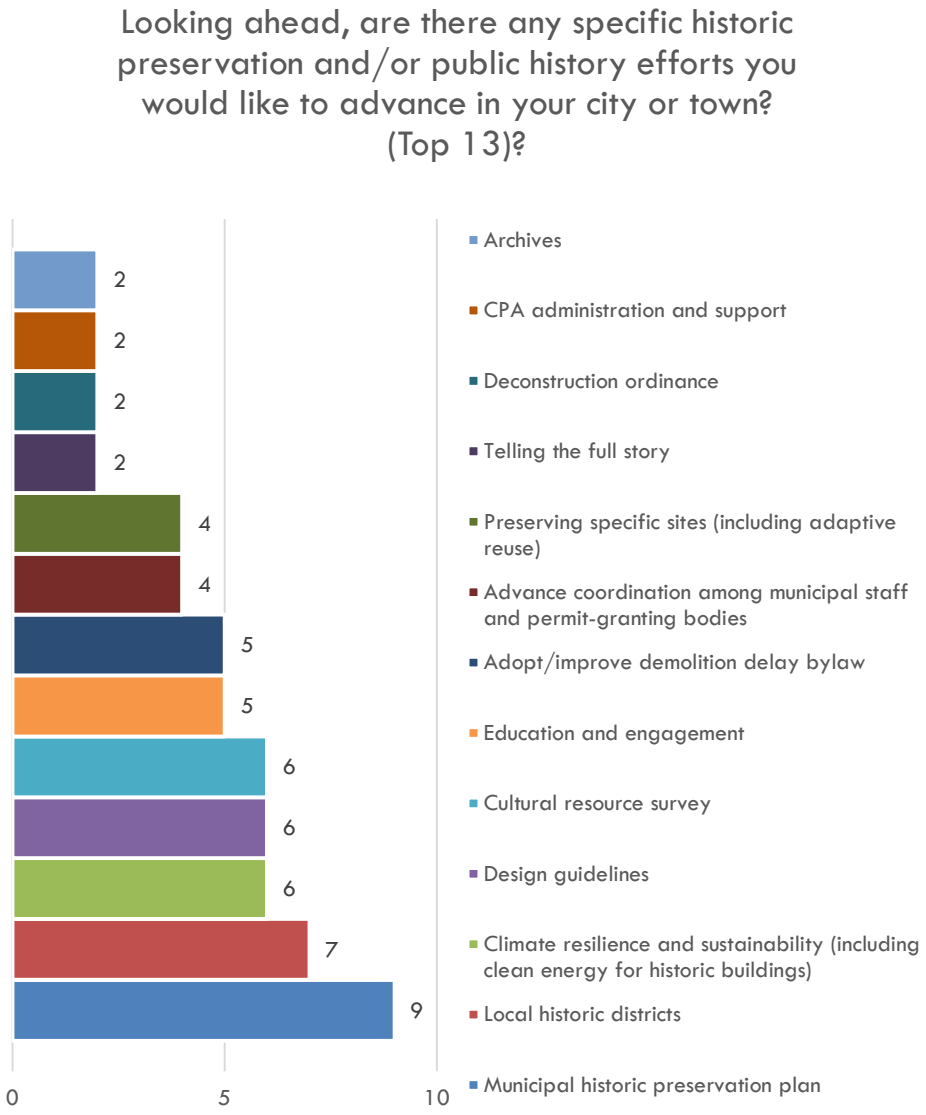


[1]

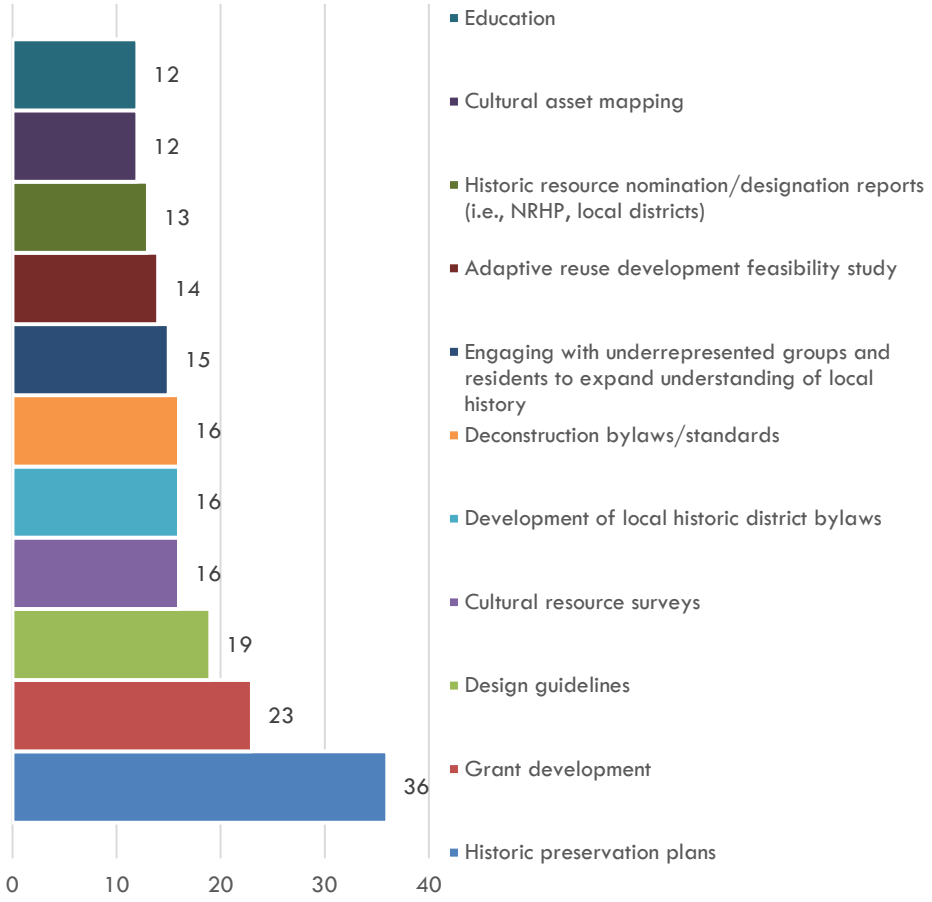


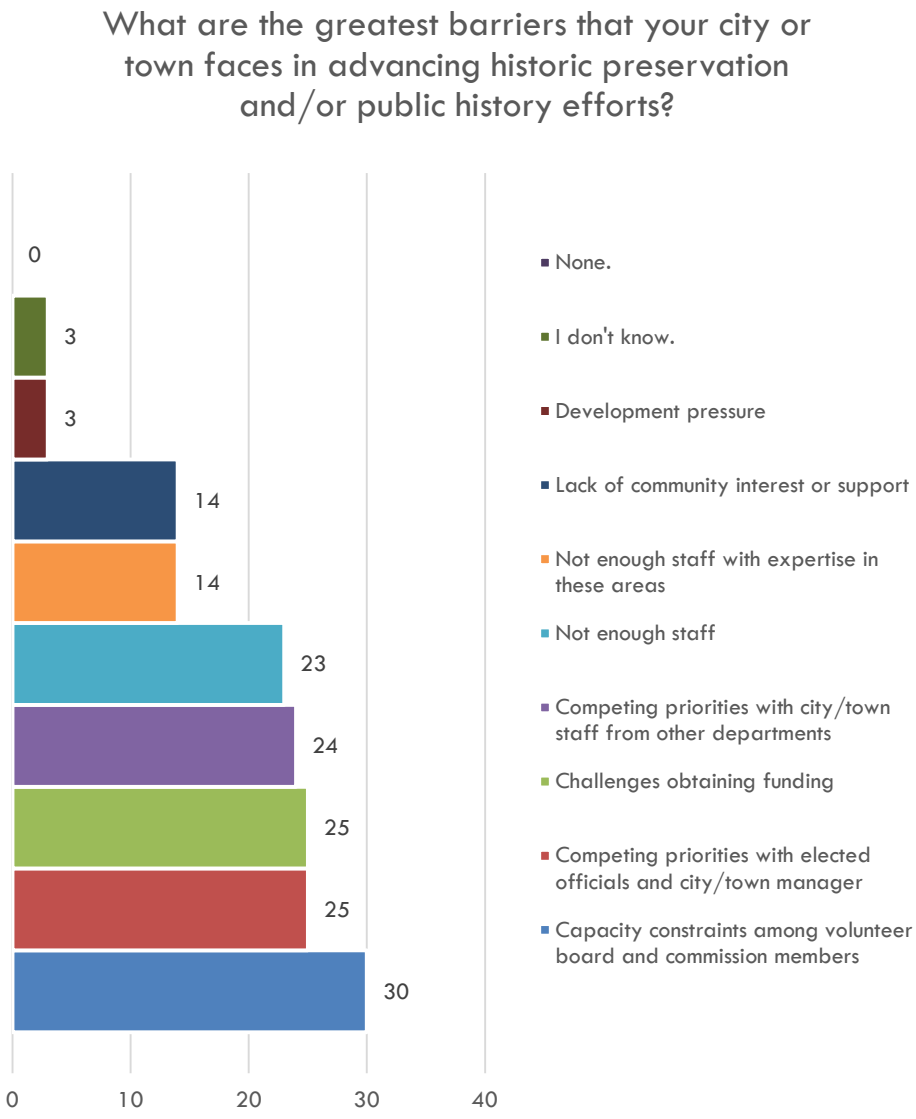
[1] Common grants: MHC Survey & Planning Grant (11), CPA (6), and MHC Preservation Projects Fund (3).


Does your city or town have a historic preservation plan?
9
14
33
Yes.
No.
I don't know.


Looking ahead, are there any specific historic preservation and/or public history efforts you would like to advance in your city or town? (Top 13)?
2
2
2
2
4
4
5
5
6
6
6
7
9
0
5
10
Archives
CPA administration and support
Deconstruction ordinance
Telling the full story
Preserving specific sites (including adaptive reuse)
Advance coordination among municipal staff and permit-granting bodies
Adopt/improve demolition delay bylaw
Education and engagement
Cultural resource survey
Design guidelines
Climate resilience and sustainability (including clean energy for historic buildings)
Local historic districts
Municipal historic preservation plan

What kinds of technical assistance services from MAPC would be most useful to your municipality in advancing your historic preservation and/or public history objectives in the future (Top 11)?




What are the greatest barriers that your city or town faces in advancing historic preservation and/or public history efforts?
0
3
3
14
14
23
24
25
25
30
0
10
20
30
40
None.
I don't know.
Development pressure
Lack of community interest or support
Not enough staff with expertise in these areas
Not enough staff
Competing priorities with city/town staff from other departments
Challenges obtaining funding
Competing priorities with elected officials and city/town manager
Capacity constraints among volunteer board and commission members

Appendix C. Community-Based Organization (CBO) Focus Group Questions

- What are the key challenges that you or your organization encounter in carrying out work that supports protecting, showcasing, etc. culture and history, and what obstacles hinder your progress in this area?
- In your experience working to preserve different histories, what strategies or resources have you found to be most effective, and how have they helped you to overcome barriers or challenges in your work?
- How – if at all – have you worked with "traditional" preservation organizations like the Massachusetts Historical Commission, National Park Service, Preservation Mass, etc. or cultural orgs like Mass Cultural Council, Mass Humanities, etc.?
- What types of support – both financial and non-financial – would be the most beneficial to your work in protecting and uplifting important but underrecognized history?
- How do you currently approach seeking out and applying for funding and technical assistance?
- How can funders and supporters best show that they value and respect the perspectives and expertise of your orgs in the funding and support process?
- What else do we need to know as we work on historic preservation and public history and uplifting arts and culture in an equitable way?
- Who else should we talk to or at least be aware of their work?

Appendix D. Community-Based Organization (CBO) Focus Group Alternative Survey

Introduction

An interdisciplinary team of planning and cultural resource staff at the Metropolitan Area Planning Council (MAPC) is studying the feasibility, potential focus, and potential impact of the agency's provision of historic preservation and public history services to cities and towns in our region.

As part of this project, we are hoping to learn about existing efforts to uplift the histories of communities that have historically been excluded in the Greater Boston region; the intended audience for this survey is **staff or volunteers from local historic preservation, public history, or related organizations.**

Survey responses will be used to develop an operational framework for MAPC to potentially provide these services. This survey should take you less than 10 minutes to complete.

If you have any questions, email Sarah Scott, Regional Land Use Planner, at sscott@mapc.org. Thank you for your time and insight!

Respondent Information:

Name: _____

Role:

☐ Community-based organization staff

☐ Community-based organization volunteer

☐ Historical society member

☐ Independent practitioner or researcher

☐ Other: _____

City or Town:

Type the location of your place(s) of work in the box below and select the appropriate option (list includes 'Other' option).

Acton	Bellingham	Boston
Arlington	Belmont	Boxborough
Ashland	Beverly	Braintree
Bedford	Bolton	Brookline

Burlington
Cambridge
Canton
Carlisle
Chelsea
Cohasset
Concord
Danvers
Dedham
Dover
Duxbury
Essex
Everett
Foxborough
Framingham
Franklin
Gloucester
Hamilton
Hanover
Hingham
Holbrook
Holliston
Hopkinton
Hudson
Hull
Ipswich
Lexington
Lincoln
Littleton
Lynn
Lynnfield
Malden
Manchester-by-the-Sea
Marblehead
Marlborough
Marshfield
Maynard
Medfield
Medford
Medway
Melrose
Middleton
Milford
Millis
Milton
Nahant
Natick
Needham
Newton
Norfolk
North Reading
Norwell
Norwood
Peabody
Pembroke
Quincy
Randolph
Reading
Revere
Rockland
Rockport
Salem
Saugus
Scituate
Sharon
Sherborn
Somerville
Southborough
Stoneham
Stoughton
Stow
Sudbury
Swampscott
Topsfield
Wakefield

Walpole	Wenham	Winchester
Waltham	Weston	Winthrop
Watertown	Westwood	Woburn
Wayland	Weymouth	Wrentham
Wellesley	Wilmington	Other

Email: _____

Areas of Work:

For the purposes of this project, we're defining historic preservation and public history as a program area of work in which history is put to work in the world. This could look like preservation planning staff, a volunteer historical commission, a staff archivist, a volunteer historian, museum staff or volunteers, a cultural planner, a Community Preservation Act committee, and more!

Resources & Collaboration:

In the past five years, with which of the following entities has your organization collaborated with on historic preservation and/or public history efforts? *Please select all that apply and write in specific names of organizations, where applicable, to help us understand stakeholders active in this program area.*

- ☐ The Metropolitan Area Planning Council (MAPC)
- ☐ The Massachusetts Historical Commission (MHC)
- ☐ Preservation Massachusetts
- ☐ Municipal staff
- ☐ Institutions of higher education
- ☐ Local community-based organizations _____
- ☐ Local museums or historic sites _____
- ☐ Other: _____
- ☐ None.
- ☐ I don't know.

Which of the following organizations do you or your colleagues turn to for guidance on historic preservation and/or public history efforts? *Please select all that apply.*

- ☐ The Massachusetts Historical Commission (MHC)
- ☐ Preservation Massachusetts
- ☐ Boston Preservation Alliance
- ☐ National Park Service
- ☐ National Alliance of Preservation Commissions (NAPC)
- ☐ National Trust for Historic Preservation (NTHP)
- ☐ Advisory Council on Historic Preservation
- ☐ MassHistPres listserv
- ☐ Main Street America
- ☐ Association for Preservation Technology (APT)
- ☐ DOCOMOMO
- ☐ Other: _____
- ☐ None.
- ☐ I don't know.

In the past five years, has your organization applied for specific grant opportunities to support individual projects or ongoing services related to historic preservation and/or public history?

- ○ Yes.
- ○ No.
- ○ I don't know.

Display This Question:

If In the past five years, has your organization applied for specific grant opportunities to support... = Yes.

Which specific grant opportunities has your organization applied for in the past five years to support these types of projects or services?

_____

_____

Priorities:

In the past five years, what kinds of historic preservation and/or public history activities has your organization advanced? Please select all that apply.

- ☐ Historic preservation plans
- ☐ Cultural resource surveys
- ☐ Grant development
- ☐ Historic resource nomination/designation reports (i.e., NRHP, local districts)
- ☐ Adaptive reuse development feasibility study
- ☐ Cultural asset mapping
- ☐ Farmland preservation
- ☐ Education
- ☐ Design guidelines
- ☐ Assistance with Historic Tax Credit certification applications
- ☐ Wayfinding and signage
- ☐ Heritage tourism
- ☐ Plaque/marker program
- ☐ Legislative advocacy
- ☐ Planning or implementation of statues, monuments, or public art
- ☐ Engaging with underrepresented groups and residents to expand understanding of local history
- ☐ Historical research and writing
- ☐ Archives or collections management

☐ Other: _____

☐ None.

☐ I don't know.

What are the key challenges that you or your organization encounter in carrying out work that supports protecting, showcasing, etc. history, and what obstacles hinder your progress in this area? *Please select all that apply*.

☐ Not enough staff

☐ Not enough staff with expertise in these areas

☐ Competing priorities within your organization

☐ Competing priorities from elected officials and city/town manager

☐ Lack of community interest

☐ Capacity constraints among volunteer board and commission members

☐ Challenges obtaining funding

☐ Other:_____

☐ None.

☐ I don't know.

In your experience working to preserve different histories, what strategies or resources have you found to be most effective, and how have they helped you to overcome barriers or challenges in your work?

_____

Looking ahead, are there any specific historic preservation and/or public history efforts your organization plans to prioritize?

_____

_____

What types of support – both financial and non-financial – would be the most beneficial to your work in protecting and uplifting important history?

_____

How can funders and supporters best show that they value and respect the perspectives and expertise of marginalized communities in the funding and support process?

_____

Any additional comments? What else do we need to know as we work on historic preservation and public history in an equitable way?

_____

_____

Demographics:

The following question is optional. How do you identify your race and ethnicity? Please select all that apply.

- ☐ Black or African American
- ☐ Asian
- ☐ Native American or Alaskan Native
- ☐ White
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ Hispanic
- ☐ Some other race
- ☐ Prefer not to answer

Appendix E. MAPC Staff Interview Questions

Sample Project-Specific Questions:

- What was the catalyst for this project?
- What was the funding source for this project?
- Which external partners were/are/will be on the project team?
- What historic preservation and/or public history services were/are/will be provided by MAPC?
- Broadly, what skills were/are/will be necessary for the provision of these services?
- Broadly, what tools were/are/will be necessary for the provision of these services?

Sample Reflective Questions:

- Has your department received any other requests in the past 5 years for historic preservation and/or public history services or assistance that did not result in an MAPC project?
- Are there any potential project partners you could envision MAPC working with on historic preservation and/or public history efforts?
- Are there any potential funding sources you could envision MAPC leveraging to support historic preservation and/or public history efforts?
- Did the MetroCommon planning process expose any momentum or priorities in this topic area?
- While many projects touch on historic preservation or public history themes, is there one project example you'd single out as centering these topics particularly effectively or serving as a model for the kinds of work you would like to see MAPC pursue moving forward?
- Are there unexpected opportunities or challenges you have encountered during this engagement? How could MAPC be better positioned to navigate both?

Appendix F. Related Projects

MAPC projects or services with historic preservation and/or public history tie-ins (2009-present)[2]

African American Historic Resources Survey (Upcoming)

Lead Department(s): Arts & Culture, Land Use, Analytical Services, Community Engagement

Staff Lead(s): Lindsay Randall

Funding Source(s): Prospective: Massachusetts Historical Commission Survey & Planning Grant, Planning for MetroCommon Technical Assistance (PMTA), Barr Foundation

Description: MAPC staff will work to create awareness of African American history in the region by providing documentation for historical resources that contribute to the understanding of African American history in the region. Current work centers on compiling a grant application.

Historic Commission Appeals (Ongoing)

Lead Department(s): Arts & Culture (Previously Land Use)

Staff Lead(s): NA

Funding Source(s): Filing fee from appellant ($1,500)

Description: In accordance with State law (M.G.L. Chapter 40C Section 12), MAPC staff have provided review services for applicant or abutter appeals of municipal historic district commission decisions. These appeals are fairly rare and require MAPC staff to examine the integrity of the process underpinning a decision, rather than the merits of the decision itself.

Salem Charlotte Forten Memorial Commission (2023)

Lead Department(s): Arts & Culture

Staff Lead(s): Abbey Judd

Funding Source(s): Barr Foundation

Description: MAPC is supporting broader regional outreach and engagement to inform a Call for Artists, training the City of Salem in the process for commissioning public art developed by MAPC for City of Lynn, and adapting that process to the specific needs and considerations related to commemorative public artwork, drawing on lessons from the Public Art/Public Memory Discussion Series of 2020.

Chinatown Cultural Plan (2023)

[2] Project descriptions reflect content from the MAPC Project Portfolio Airtable, project websites, or final products, as well as contributions from interviewees.

Lead Department(s): Arts & Culture

Staff Lead(s): Hannah Gathman

Funding Source(s): District Local Technical Assistance (DLTA), Barr Foundation

Description: The Boston Mayor's Office of Arts & Culture (MOAC) has engaged MAPC to provide technical assistance towards the creation and publication of a Chinatown Cultural Plan as an addendum to the 2020 Chinatown Master Plan. The plan will be anchored by a collective vision that identifies the culture, history and heritage of Boston Chinatown with a policy agenda that links to the 2020 Master Plan's goals for housing, mobility, health, environmental justice and open space. The Cultural Plan will include an updated inventory of the neighborhood's cultural assets and strategies to preserve and expand cultural and artistic vitality in Chinatown.

Revere Beachmont Arts Center (2023)

Lead Department(s): Arts & Culture

Staff Lead(s): Hannah Gathman

Funding Source(s): District Local Technical Assistance (DLTA), Barr Foundation

Description: MAPC is leading development of a Concept Plan, guided by an Advisory Group, to convert a city-owned decommissioned fire station into a space for community arts and culture use.

Indigenous History and Partnerships Project Phase 3 (2023)

Lead Department(s): Arts & Culture

Staff Lead(s): Lindsay Randall

Funding Source(s): Barr Foundation

Description: See above for project overview. Phase 3 activities include background research (identifying and analyzing existing frameworks for planning by/with/for Native American and Indigenous communities, identifying regional planning agencies s in MA with Native American representatives, and identifying precedents for Native American-led planning in MA) and engagement, centered on connecting with RPAs in MA, APA Tribal and Indigenous Planning Interest Group, and other RPAs in the U.S. and Canada.

Examining Critical Assets & Cultural Representation in Climate Resilience Planning (2022)

Lead Department(s): Environment

Staff Lead(s): Van Du

Funding Source(s): Executive Discretionary Fund (EDF)

Description: This project aims to: 1) Assess the representation of immigrant communities and communities of color's places of significance and their participation in the planning and engagement process; 2) Understand their perspectives on climate resilience planning as well as on how significant community, culturally relevant assets should be defined and included in climate planning efforts; 3) Understand how

cultural traditions, customs, landmarks and gathering spaces (formal or informal) of immigrant communities and communities of color can be incorporated into the definition of critical facilities and infrastructure. As of March 2023, staff had completed Phase 1.

Regional Cultural Tourism Project (2022)

Lead Department(s): Arts & Culture, Economic Development, Data Services, Community Engagement

Staff Lead(s): Archana Menon, Christian Brandt, Sukanya Sharma, Annis Sengupta, Lily Perkins-High

Funding Source(s): District Local Technical Assistance (DLTA), Executive Discretionary Fund (EDF), Barr Foundation

Description: MAPC provided a market analysis, data strategy, and regional tourism strategy to expand economic impact and cultural resonance of tourism investments, with a pilot mapping/community engagement tool for African American cultural assets.

Malden Center for Arts and Culture (2022)

Lead Department(s): Arts & Culture

Staff Lead(s): Annis Sengupta

Funding Source(s): Barr Foundation, MAPC technical assistance resources, Boston Society for Architecture Community & Collaborative Design Program

Description: MAPC conducted research and community engagement to develop a concept plan for a Malden Center for Arts and Culture to be housed in the former Malden District Courthouse at 89 Summer Street.

Feasibility Assessment of Establishing a Building Deconstruction Policy/Program (2021)

Lead Department(s): Environment

Staff Lead(s): Van Du

Funding Source(s): District Local Technical Assistance (DLTA)

Description: MAPC worked with Town of Brookline Historic Preservation Planner to assess opportunities and challenges and provide recommendations for implementing a building deconstruction program or ordinance.

Regional Immigrant Entrepreneur Storytelling Project (2021)

Lead Department(s): Arts & Culture, Economic Development, Data Services

Staff Lead(s): Jenn Kaplan

Funding Source(s): Barr Foundation

Description: In response to the unprecedented challenges of both COVID-19 and the social barriers that existed prior to the pandemic, MAPC initiated a regional storytelling project that focused on stories of resilient Asian immigrant entrepreneurs in Quincy. The goal was to provide a platform for immigrant entrepreneurs of Asian descent to share their experiences as small business owners both before and during COVID-19. The project included a report and video-lets featuring the stories of three business owners.

City of Salem Bridge Street Neck Neighborhood Vision Update Study (2020)

Lead Department(s): Land Use

Staff Lead(s): Chris Kuschel

Funding Source(s): Massachusetts Housing Finance Agency, District Local Technical Assistance Program (DLTA), and the City of Salem (CDBG funds)

Description: MAPC supported the development of a shared vision for the historic Bridge Street Neck Neighborhood. The final deliverable included a vision statement and associated principles; preferred visual imagery for buildings, open spaces, and streets; high-level conceptual plans; an example of a future mixed-use development node; and recommendations for implementation.

Saugus Master Plan Historic and Cultural Resources Element (2020)

Lead Department(s): Arts & Culture

Staff Lead(s): Emma Boast

Funding Source(s): Town of Saugus

Description: Saugus United 2035, the Town's long-range master plans, was compiled by MAPC and includes elements focused on Arts & Culture Resources and Historic & Cultural Preservation.

Indigenous History and Partnerships Project Phases 1&2 (2020)

Lead Department(s): Arts & Culture

Staff Lead(s): Emma Boast

Funding Source(s): Executive Discretionary Fund, Barr Foundation, Kresge Foundation

Description: This project was developed to deepen MAPC staff's knowledge of Indigenous histories and build partnerships with Indigenous communities in our region. Specific objectives included: 1) better understand the contemporary social and political context of the Indigenous Northeast and integrate this political awareness into the agency's decision-making structures and community engagement practices; 2) establish agency-wide mechanisms to help cultivate ongoing dialogue with Indigenous communities and organizations located in—and with claims to—the region; 3) develop collaborative projects and consulting opportunities with Indigenous communities and Indigenous-led organizations to help build trust, relationships, and accountability. Phase 1 focused on implemented an internal peer-led learning community, and Phase 2 focused on leveraging that learning community to collaboratively scope subsequent activities.

Arts & Culture Discussion Series (2020)

Lead Department(s): Arts & Culture

Staff Lead(s): Emma Boast

Funding Source(s): Kresge Foundation, Barr Foundation

Description: This series, offered in partnership with the New England Foundation for the Arts (NEFA), aimed to educate and facilitate networking opportunities for municipal planners in the Metro Boston region to get ideas, gain access to resources, and be part of a supportive learning community for engaging artists in planning and community development projects. The second iteration of the discussion series focused on public art and public history as vehicles for social change. It comprised two online miniseries: the first, developed in summer 2020 with the Design Studio for Social Intervention and NEFA, explored the role that planners, artists, and organizers can play in promoting spatial justice in Greater Boston and beyond. Culminating in a series of artist-led discussions, the collaboration considered what it means to decenter whiteness in the planning, programming, and design of public spaces. The second, developed with NEFA and Monument Lab, featured artists and cultural organizers working at the intersection of creativity, history, and community-building. This miniseries explored the role that planners, artists, and community leaders can play in cultivating more just and inclusive public spaces through public art and collective memory.

Boston's Latin Quarter Cultural District Plan (2019)
Lead Department(s): Arts & Culture

Staff Lead(s): Annis Sengupta

Funding Source(s): Fee for Service, Barr Foundation

Description: MAPC led the cultural planning element of a collaborative effort to relaunch Boston's Latin Quarter Cultural District through creative placemaking, a branding strategy, and a cultural district plan. Working with the City of Boston, Hyde Square Task Force, and the Latin Quarter Advisory Committee, MAPC will develop strategies to strengthen Latinx culture in the district, support artists and cultural programming, and address small business needs and displacement risks.

Revere Master Plan Historic and Cultural Resources Element (2019)

Lead Department(s): Arts & Culture

Staff Lead(s): Annis Sengupta

Funding Source(s): District Local Technical Assistance (DLTA), Planning for MetroCommon Technical Assistance (PMTA), fee for service, Barr Foundation

Description: MAPC conducted original resource to expand historic context of indigenous history of Revere, as well as historic development patterns and connections to current planning challenges.

Regional Arts and Culture Staffing Study (2019)

Lead Department(s): Arts & Culture

Staff Lead(s): Jenn Erickson

Funding Source(s): Barr Foundation

Description: MAPC partnered with other state agencies and regional planning agencies to research municipal staffing for arts and culture in Massachusetts. This survey-based research explored three key questions: What are the functions and tasks of municipal personnel working to support arts and culture? What are the drivers of arts and culture staffing and programming? What are the successes of and challenges faced by municipal personnel working to support arts and culture? Its purpose was to inform strategies to further build local arts and culture capacity, by increasing access to professional development offerings, facilitating the development of shared services agreements between neighboring municipalities, and developing sample position descriptions to support the hiring of staff.

Beverly Arts District 2.0 Plan (2018)

Lead Department(s): Arts & Culture

Staff Lead(s): Annis Sengupta

Funding Source(s): MAPC technical assistance resources

Description: MAPC worked with the City of Beverly to develop goals and an implementation strategy for the city's arts district. The goal of the plan was to cultivate fresh ideas for cultural district programming, establish ways to measure the district's impact, and position Beverly to make progress on some of the more challenging aspects of district management, implementation, and sustainability. This project resulted in a Beverly Arts District strategy that includes a vision for the district's long-term success and contains short- and long-term recommendations with potential funding sources. The resulting vision is shared by a set of key implementation partners.

Hanover Master Plan Historic & Cultural Resources Element (2018)

Lead Department(s): Arts & Culture

Staff Lead(s): Annis Sengupta, Ralph Willmer

Funding Source(s): Town of Hanover, MAPC technical assistance resources

Description: MAPC staff compiled the Historic and Culture Resources element of Hannover 300: Town of Hanover Master Plan. This element included an overview of existing historical and cultural resources (historic buildings, historic district, historic areas, historical commissions, etc.), preservation tools and strategies, and recommendations based on research into Hanover's historic assets, the Town's preservation priorities, and the larger goals of this master plan.

Duxbury Master Plan Historic and Cultural Resources Element (2018)

Lead Department(s): Arts & Culture

Staff Lead(s): Annis Sengupta

Funding Source(s): Fee for Service

Description: MAPC documented and analyzed historic and cultural resources to identify planning implications and priorities including issues of home-based business restrictions, lot-size requirements, and lack of mobility options to reach key sites.

Revere Open Space and Recreation Plan (OSRP) Arts and Culture Element (2017)

Lead Department(s): Arts & Culture

Staff Lead(s): Annis Sengupta

Funding Source(s): Gateway City Parks Program, MA Executive Office of Energy & Environmental Affairs (MA EOEEA), Planning for MetroCommon Technical Assistance (PMTA), Barr Foundation

Description: The Revere Open Space and Recreation Plan Arts & Culture Element evaluated the arts, cultural and historic resources in Revere parks and open spaces and highlighted opportunities to enhance parks and open space in a culturally inclusive manner.

Everett Open Space and Recreation Plan (OSRP) Arts and Culture Element (2017)

Lead Department(s): Arts & Culture

Staff Lead(s): Annis Sengupta

Funding Source(s): Planning for MetroCommon Technical Assistance (PMTA), Barr Foundation

Description: The Arts & Culture Division developed a creative engagement strategy for collecting information about community preferences for park design and programming as part of Everett's 2018 Open Space and Recreation Plan. In addition, the division documented important historic and cultural sites and meanings embedded in and adjacent to Everett's open space network. Finally, the project helped seed the creation of the MAPC Artist-in-Residence-led public art community garden project, "Everett Earthwork." The process and findings of the arts and culture element are documented within the body of the Open Space and Recreation Plan and summarized in an appendix.

Chelsea Open Space and Recreation Plan (OSRP) Arts and Culture Element (2017)

Lead Department(s): Arts & Culture

Staff Lead(s): Annis Sengupta

Funding Source(s): Barr Foundation

Description: The Chelsea Open Space and Recreation Plan included an assessment of arts and cultural resources, historic assets, and meanings embedded in Chelsea's open space network.

Arlington Arts & Culture Action Plan (2016)

Lead Department(s): Arts & Culture

Staff Lead(s): Jenn Erickson

Funding Source(s): Planning for MetroCommon Technical Assistance (PMTA), Barr Foundation

Description: The Arlington Arts & Culture Action Plan aims to strengthen and grow arts and cultural opportunities in Arlington, leading to a thriving arts and cultural life for all. The plan advances town implementation of the historic and cultural resource area goals outlined in the Arlington Master Plan and bolsters efforts to implement a Cultural District from Arlington Center to East Arlington.

Beverly Great Estates Zoning (2015)

Lead Department(s): Land Use

Staff Lead(s): Cynthia Wall

Funding Source(s): Planning for MetroCommon Technical Assistance (PMTA)

Description: MAPC assisted in developing zoning for large estate properties to preserve historic resources and open space and create housing. The agency's involvement focused primarily on the development of specific zoning recommendations supportive of flexible redevelopment and preservation of historic structures and settings; staff efforts were less focused on community engagement and implementation.

Battle Road Commission Future Governance (2013)

Lead Department(s): Municipal Collaboration

Staff Lead(s): Gregory Miao

Funding Source(s): District Local Technical Assistance (DLTA)

Description: After completing a corridor management plan in 2011 outlining a vision for the Battle Road Scenic Byway, MAPC helped to establish a permanent inter-municipal management entity to carry out the recommendations of the plan. Working closely with the towns of Arlington, Lexington, Lincoln, and Concord, and the Minute Man National Historical Park, MAPC drafted a memorandum of understanding that defines the responsibilities and operation of the Battle Road Scenic Byway Committee.

Saugus Mixed Use Mill District (2012)

Lead Department(s): Land Use

Staff Lead(s): Eric Hove

Funding Source(s): District Local Technical Assistance (DLTA)

Description: MAPC met with a town planning committee and local business/property owners to prepare draft recommendations for new mixed-use zoning and historic architecture design review guidelines for redevelopment of the mill district north of village center in Saugus. The design guidelines aimed to support the preservation of historic facades and encourage preservation/adaptive reuse.

Battle Road Scenic Byway Corridor Management Plan (2011)

Lead Department(s): Land Use

Staff Lead(s): Manisha Bewtra

Funding Source(s): Federal Highway Administration (FHA) with a match from the Massachusetts Department of Transportation Highway Division

Description: MAPC provided technical assistance in the development of the Corridor Management Plan (CMP) to assist the towns of Arlington, Lexington, Lincoln, and Concord and the Minute Man National Historical Park in reaching agreement about how to preserve the area's intrinsic resources while expanding economic opportunities, developing a balanced tourism industry, and accommodating future development. This project supported subsequent application for designation as a scenic byway.

Ocean Alliance Adaptive Reuse (2009)

Lead Department(s): Land Use

Staff Lead(s): Steve Winter

Funding Source(s): Economic Development Administration (EDA) Planning Grant

Description: MAPC provided assistance to Ocean Alliance (OA), a non-profit group in Gloucester with a focus on marine research and whales, to apply for funding to create a new lab and headquarters for a research institute. This institute aimed to create jobs, potentially serve as an attraction for other research institutes to come to the area, and repurpose a significant historic building as the headquarters for OA; this project supported 'blue economy' activities and resulted in the creation of a headquarters at the historic Tarr & Wonson Paint Manufactory.[3]

Bedford Mixed Use Overlay Districts (N.D.)

MAPC staff worked on two mixed-use overlay districts, including part of a historic district. MAPC's engagement with design guideline development was limited at the time.

Canton Center (N.D.)

MAPC worked off of a design guidelines template provided by a consultant architect.

[3] See "Innovation Center," Ocean Alliance, n.d., https://whale.org/innovation-center/.

Appendix G. Alignment with MetroCommon Goals

MetroCommon includes several goals and subgoals that stand to be advanced directly by the provision of historic preservation and/or public history services, including:

Goal C: A Climate-Resilient Region

4. Existing homes, institutions, businesses, and hazardous facilities in the most vulnerable locations are relocated or modified to absorb impacts.

Goal H: Economic Prosperity

4. Vacant and underutilized commercial and industrial sites are revitalized, and they provide new jobs close to population centers and transit.

Goal J: Thriving Arts, Culture, and Heritage

1. People of all ages and backgrounds are able to participate in arts, cultural, and social activities, building community and social cohesion.

4. Historic buildings, properties, and landscapes are adapted to meet contemporary challenges, including climate, housing, accessibility, and recreational needs.

5. Historic preservation efforts document and preserve the full range of cultural heritage in our region.

Efforts to advance inclusive historic preservation and/or public history would also support identified action areas, including "Inclusive Growth and Mobility," which calls for the promotion of "cultural development and preservation, public art and public realm design" through coordination and collaboration across state, regional, and local entities on arts, culture, and heritage policy, as well as cultivation of a "more welcoming, accessible, and inclusive public realm."[4]

[4] MAPC, "Metro Common x 2050," 2021, https://metrocommon.mapc.org/announcements/recommendations/3.

Appendix H. Regional Planning Agency (RPA) Focus Group Questions

- Backgrounds (interests, education, work experience, length of time in current role)
- One of you is full-time on HP, the other part-time, correct? What is the rest of your time spent doing?
- What does the work look like – is it more ongoing TA v. individual projects?
    - How do projects originate (e.g., responding to municipalities, proactively assembling partners in response to grant app)?
    - How do projects relate to other disciplines at RPA (e.g., environment, housing, econ dev)?
    - For non-contracted projects, how is the work funded? Survey mentioned planning department budget and property assessment?
    - Do you have billable hours?
- What are the main issues/challenges that your communities face?
- What is the role of RPAs versus MHC and Preservation Mass? What does each do well/not do well?
    - Have you or do you plan to respond to the draft statewide historic preservation plan?
- What partners have been the most effective/helpful with your work?
- How does your work address equity considerations, such as prioritizing under-represented history?
- In an ideal world, what role would your RPA play?
    - Thought leader v. working on specific projects for cities and towns

Appendix I. Regional Planning Agency (RPA) Survey

Introduction

An interdisciplinary team of planning and cultural resource staff at the Metropolitan Area Planning Council (MAPC) is studying the feasibility, potential focus, and potential impact of the agency's provision of historic preservation and public history services to cities and towns in our region. As part of this project, we want to understand how other regional planning agencies (RPAs) in Massachusetts approach this work (if at all).

We'll use your responses to develop an operational framework for MAPC to potentially provide these services. This survey should take you less than 10 minutes to complete.

If you have any questions, email Sarah Scott, Regional Land Use Planner, at sscott@mapc.org. Thank you for your time and feedback!

What is your name?

_____

What is your email address?

_____

Which RPA do you work for?

- Pioneer Valley Planning Commission (PVPC)
- Cape Cod Commission (CCC)
- Merrimack Valley Planning Commission (MVPC)
- Montachusett Regional Planning Commission (MRPC)
- Martha's Vineyard Commission (MVC)
- Central Massachusetts Regional Planning Commission (CMRPC)
- Nantucket Planning & Economic Development Commission (NP&EDC)
- Berkshire Regional Planning Commission (BRPC)
- Franklin Regional Council of Governments (FRCOG)
- Northern Middlesex Council of Governments (NMCOG)
- Old Colony Planning Council (OCPC)
- Southeastern Regional Planning and Economic Development District (SRPEDD)

Yes/No Questions

Does your RPA have a designated practice area focused on historic preservation/public history?

- ○ No
- ○ Yes

Does your RPA have designated staff to do this work?

- ○ No (1)
- ○ Yes (2)

Skip To: Q12 If Does your RPA have designated staff to do this work? = Yes

How many full-time equivalent (FTE) staff at your RPA contribute to work in this program area? If none, enter 0. If one part-time staff, enter 0.5.

- ○ 0
- ○ 0.5 (part-time)
- ○ 1.0
- ○ 1.5
- ○ Other _____

Of these FTE staff members, how many are focused primarily or exclusively on work in this program area?

- ○ 0
- ○ 0.5 (part-time)
- ○ 1.0
- ○ 1.5
- ○ Other _____

Does your regional plan explicitly mention historic preservation/public history?

- ○ No
- ○ Yes
- ○ Don't know

Does your RPA administer a historic commission appeals process?

- ○ No
- ○ Yes
- ○ Don't know

Services:

What history and preservation services does your RPA provide? Select all that apply and add any we may have missed.

- ☐ Historic preservation plans
- ☐ Cultural resource surveys
- ☐ Development of local historic district bylaws
- ☐ Grant development
- ☐ CLG applications and/or annual reports
- ☐ Historic resource nomination/designation reports (i.e., NRHP, local districts)
- ☐ Adaptive reuse development feasibility study
- ☐ Development of demolition delay bylaw
- ☐ Cultural asset mapping
- ☐ Drafting preservation restrictions
- ☐ Holding preservation restrictions/easements
- ☐ Community Preservation Act administration
- ☐ Farmland preservation
- ☐ Education
- ☐ Design guidelines
- ☐ Assistance with Historic Tax Credit certification applications
- ☐ Deconstruction bylaws/standards
- ☐ Wayfinding and signage
- ☐ Heritage tourism
- ☐ Plaque/marker program
- ☐ Design review or other regulatory review
- ☐ Ongoing technical assistance for Historic Commissions, Historic District Commissions, and other local groups in the region on a variety of preservation topics
- ☐ Façade improvement programs or other types of small business support
- ☐ Legislative advocacy
- ☐ Engaging with underrepresented groups and residents to expand understanding of local history
- ☐ Other:_____

Requests:

Of the services listed before, what do local governments ask for the most? Select all that apply and add any we may have missed.

- ☐ Historic preservation plans
- ☐ Cultural resource surveys
- ☐ Development of local historic district bylaws
- ☐ Grant development
- ☐ CLG applications and/or annual reports
- ☐ Historic resource nomination/designation reports (i.e., NRHP, local districts)
- ☐ Adaptive reuse development feasibility study
- ☐ Development of demolition delay bylaw
- ☐ Cultural asset mapping
- ☐ Drafting preservation restrictions
- ☐ Holding preservation restrictions/easements
- ☐ Community Preservation Act administration
- ☐ Farmland preservation
- ☐ Education
- ☐ Design guidelines
- ☐ Assistance with Historic Tax Credit certification applications
- ☐ Deconstruction bylaws/standards
- ☐ Wayfinding and signage
- ☐ Heritage tourism
- ☐ Plaque/marker program
- ☐ Design review or other regulatory review
- ☐ Ongoing technical assistance for Historic Commissions, Historic District Commissions, and other local groups in the region on a variety of preservation topics
- ☐ Façade improvement programs or other types of small business support
- ☐ Legislative advocacy
- ☐ Engaging with underrepresented groups and residents to expand understanding of local history
- ☐ Other:_____

Resources:

How is this program area funded, both routine operations and discrete projects?

- ○ District Local Technical Assistance (DLTA)
- ○ Member dues or assessments
- ○ Fee for service
- ○ State grants (e.g., MHC)
- ○ Federal grants (e.g., NPS)
- ○ Federal Unified Planning Work Program funds
- ○ Private foundations
- ○ Other:_____

Please share any specific funding sources you've used:

_____

Technical Assistance:

Which of the following organizations do you or your colleagues turn to for guidance on historic preservation and/or public history efforts?

- ○ Massachusetts Historical Commission (MHC)
- ○ Preservation Massachusetts
- ○ Boston Preservation Alliance
- ○ National Park Service (NPS)
- ○ National Alliance of Preservation Commissions (NAPC)
- ○ National Trust for Historic Preservation (NTHP)
- ○ Advisory Council on Historic Preservation (ADHP)
- ○ MassHistPres listserv
- ○ Main Street America
- ○ Association for Preservation Technology (APT)
- ○ DOCOMOMO
- ○ Other:_____

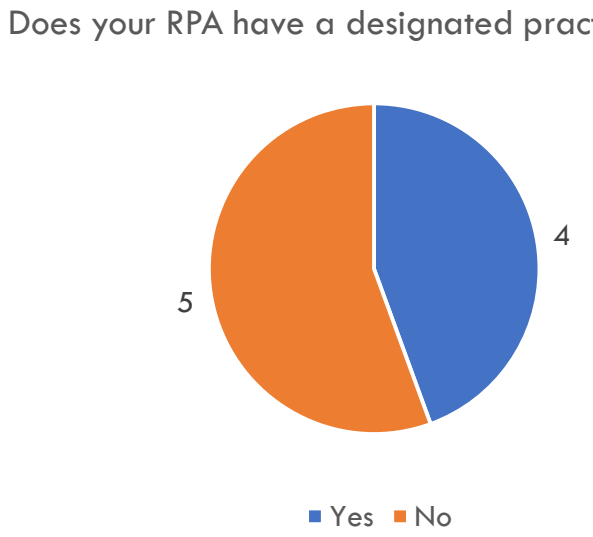
Who else should we talk to as we study options for MAPC?

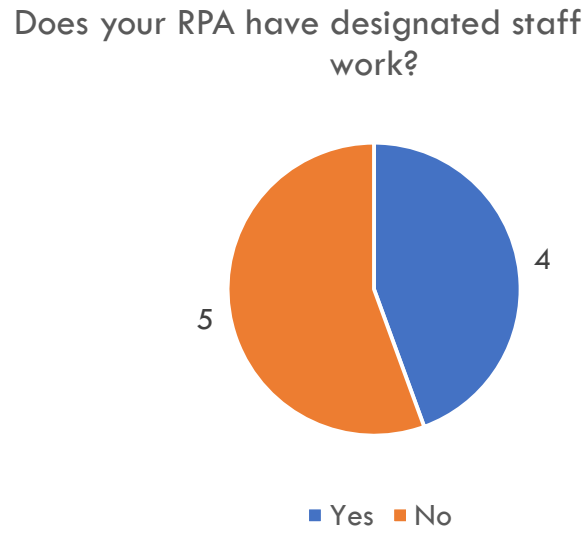
_____

Is there anything else that you'd like to share with us?

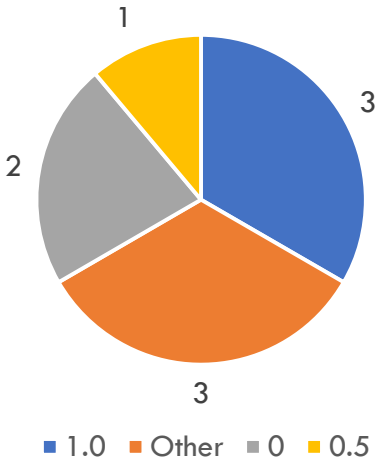
_____

Appendix J. Regional Planning Agency (RPA) Survey Response Data Summary

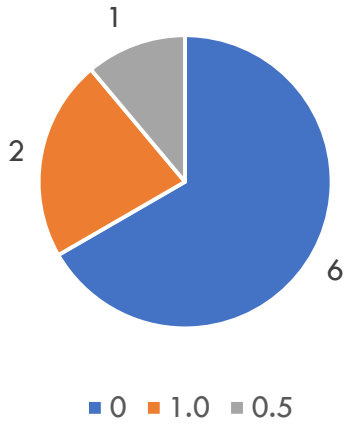




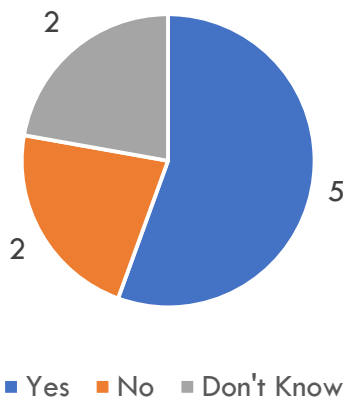
How many designated staff do this work?



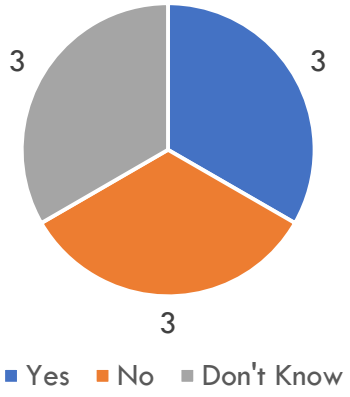
How many staff are focused primarily or exclusively on this work?



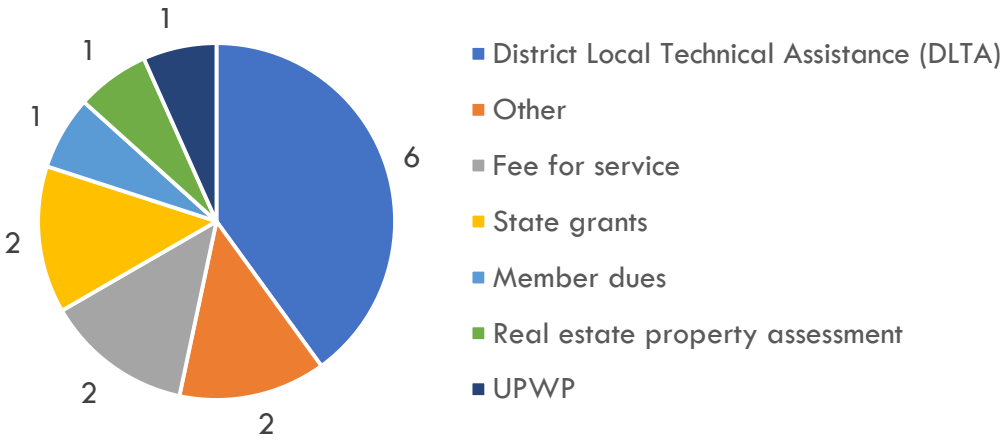
Does your regional plan mention preservation/public history?



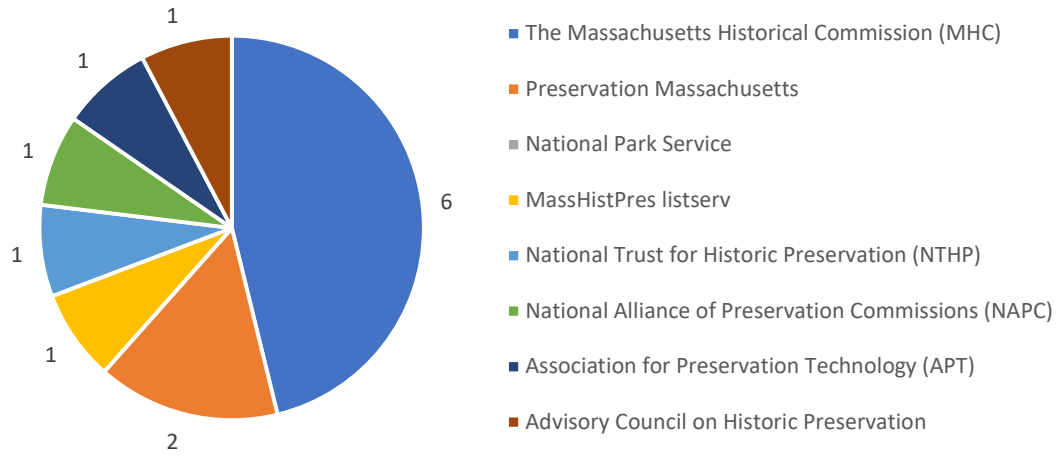
Does your RPA administer a historic commission appeals process?



How is this work funded?



Who do you go to for guidance?



Appendix K. Strategies and Services Matrix

In this exercise, potential strategies or services would be scored across five criteria, with potential scores including: 1, or "no," 2, or "maybe," and 3, or "yes." Suggested criteria include: 1) Provides an opportunity to elevate underrepresented histories; 2) Supports relationship-building and opportunities for long-term partnerships (internal and external); 3) Demand from project partners (1=<15% municipal survey respondents, 2=15%-25% , and 3=25%+); 4) Existing, sustainable funding source (1= possible options, but not reliable; 2=1 stable source, possible other options; and 3=2+ stable sources); 5) Can be carried out by current staff (1 = only one person or one aspect of expertise needed, 2 = 2+ staff, and 3=multiple staff in 1+ departments).

Strategy	**1**	**2**	**3**	**4**	**5**	**Total Points**
Historic preservation plans						
Cultural resource surveys						
Development of local historic district bylaws						
Engaging with underrepresented groups and residents to expand understanding of local history						
Deconstruction bylaws/standards						
Historic resource nomination/designation reports (i.e., NRHP, local districts)						
Cultural asset mapping						
Main Street programs and other types of small business support						
Legislative advocacy						
Community Preservation Act administration						
Capacity-building within professional field (including peer learning and exchange, staffing)						
Grant development						
Climate resilience and sustainability (including clean energy for historic buildings)						
Grant clearinghouse						
Education and engagement (including lectures, walking tours, school-based programs)						
Heritage tourism						
Development of demolition delay bylaw						
Section 106 reviews						
Design guidelines						
Adaptive reuse development feasibility study						
Wayfinding and signage						
Economic impact analysis of history and cultural heritage						
Oral histories						
Anniversary commemorations						
Archives (including digitization)						
Drafting preservation restrictions						
Holding preservation restrictions/easements						

Strategy	**1**	**2**	**3**	**4**	**5**	**Total Points**
Plaque/marker program						
Certified Local Government (CLG) applications and/or annual reports						
Farmland preservation						
Design review or other regulatory review						
Site-specific preservation						
Assistance with Historic Tax Credit certification applications						