

# Metropolitan Area Planning Council

## Fiscal 2022 Work Plan

The Metropolitan Area Planning Council (MAPC) adopted its **Strategic Plan** in October of 2015. The plan sets forth four Strategic Priorities in the areas of **smart growth**, **regional collaboration**, **equity**, and **climate change**. MAPC's Strategic Priority definitions are:

- A. Encourage development and preservation consistent with **smart growth** principles, especially by increasing housing production, promoting innovative transportation solutions, and encouraging mixed-use development near various forms of transit.
- B. Partner with our cities and towns to promote **regional collaboration**, enhance effectiveness, and increase efficiency.
- C. Play a leading role in helping the region to achieve greater **equity**.
- D. Help the region reduce greenhouse gas emissions and adapt to the physical, environmental, and social impacts of **climate change** and natural hazards.

The full Strategic Plan is available at [mapc.org/about-mapc/work-plans-strategic-plan](http://mapc.org/about-mapc/work-plans-strategic-plan). MAPC uses these Strategic Priorities to focus our efforts toward implementing our regional plan, **MetroCommon 2050, which was adopted in November 2021.**

MetroCommon 2050 is a set of actions that local and state government can take to improve the region over time. MetroCommon focuses on challenges and opportunities that are bigger than any one place. And it looks at how those issues are connected.

MetroCommon 2050 goals are meant to describe what residents want life in the region to be like in the year 2050. They are intended to be bold, yet achievable. The goals are:

**Getting Around the Region:** Traveling around Metro Boston is safe, affordable, convenient, and enjoyable.

**Homes for All:** All residents of Metro Boston have places to live that meet their needs, and that they can afford.

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

**Dynamic and Representative Governments:** Local governments and regional agencies have the capacity and resources to deliver the services and supports our residents deserve, and to maintain and invest in our built and natural environments.

**A Healthy Environment:** Greater Boston's air, water, land, and other natural resources are clean and protected – for us and for the rest of the ecosystem.

**Economic Security:** Everyone has the financial resources to meet their needs and to live fulfilling lives.

**Economic Prosperity:** Greater Boston’s economy benefits all in the region.

**Healthy and Safe Neighborhoods:** We are safe, healthy, and connected to one another.

**Thriving Arts, Culture, and Heritage:** Greater Boston is full of unique places and experiences that bring joy and foster diversity and social cohesion.

This document outlines **MAPC’s Fiscal 2022 Work Plan**, which covers July 1, 2021 to June 30, 2022. At the beginning of their section, departments note the [MetroCommon 2050 goals](#) they intend to advance . After each strategy, a parenthetical reference in red indicates the Strategic Priorities above which that program or project addresses.

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## ARTS AND CULTURE

### MetroCommon 2050 Connections

**A Healthy Environment:** Greater Boston's air, water, land, and other natural resources are clean and protected – for us and for the rest of the ecosystem.

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## Strategic Goals

### **Advance a resilient and equitable recovery of the arts and culture sector. (B, C)**

- Support municipal recovery by offering technical assistance to embed artists and creatives in strategies to activate downtowns.
- Provide technical assistance to municipalities seeking to codify new uses of public space to permit more innovative, creative, and accessible programming to support recovery.
- Promote inclusive recovery of arts, culture, heritage, and tourism through projects that use quantitative data, spatial data and qualitative data to identify barriers and opportunities to advance regional and municipal priorities including equity and climate resilience.

### **Advance a thriving arts and culture sector and build capacity to engage the arts and culture sector to address municipal and regional planning priorities through municipal and regional planning projects and initiatives. (A, B, C)**

- Expand municipal adoption of public arts commissioning processes that extend the accessible, transparent, and fair process developed with the City of Lynn, Massachusetts to other localities and artistic projects.
- Create and manage projects that build the capacity of municipalities and other public entities to work with artists and arts and culture organizations.
- Collaborate with MAPC's Transportation Department to integrate public art into the Landline Regional Greenway initiatives and bus transit projects.
- Initiate the second phase of the Regional Immigrant Small Business Storytelling Project, in collaboration with the Economic Development working group.
- Advocate for fair compensation for creative labor by working with the Community Engagement, Economic Development, Legal and Government Affairs teams to produce internal guidance for contracting with CBO's, municipalities, and artists.

### **Advance diversity, equity, and inclusion in the region through arts and culture planning projects. (C)**

- Increase the number of projects that involve external partnerships to better incorporate accountability to communities in the region.
- Collaboratively scope and implement cultural planning work with artists and cultural organizations so that projects are more responsive to the concerns and needs of people of color, immigrants, and other protected classes.

- Center racial and cultural justice and equity in the scoping and implementation of planning projects.
- Integrate values and methods from public history and public humanities to shift narratives around community culture, character, and assets.

**Build regional capacity for collaborations at the intersection of arts, culture, planning and community development through educational programs, workshops, and webinars. (A, B, C)**

- Offer professional development workshops bringing together government staff, artists, and cultural leaders to build relationships and deepen knowledge on public arts procurement and other topics such as cultural facilities arts, culture and climate resilience, and equity in historic and cultural preservation.
- Support new municipal arts and culture staff by facilitating peer-to-peer learning and assisting municipalities and local cultural councils seeking to strengthen relationships between the local arts community and municipal government.
- Improve the content of the Arts and Planning Toolkit, with a focus on integrating research and learnings emerging from our technical assistance projects, data and policy work, residencies and fellowships and external partnerships.

**Use policy, data, and research projects to advance support for arts and culture as well as equity and resiliency in the region. (A, B, C)**

- Advocate for policy initiatives to promote arts and culture recovery and resilience, equitable cultural development and preservation, public art and public realm design.
- Integrate a creative economy focus as part of the agency's cross-departmental work to implement the healthy and safe neighborhoods and economic security and prosperity policy agendas in MetroCommon 2050.

**Deepen relationships and partnerships with artists, culture bearers, community-based organizations, and regional and state agencies who have a vested role in supporting cultural development in the Greater Boston region. (A,B,C)**

- Continue to partner with the New England Foundation for the Arts (NEFA), MASSCreative, other regional planning agencies, other mission-aligned organizations, foundations, and arts and culture leaders to expand professional development opportunities at the intersection of arts, culture, and planning and advance MAPC arts & culture policy advocacy and data initiatives.
- Expand department work on historic preservation, MACRIS cultural asset mapping, and increasing equity in historic preservation and interpretation through partnerships with state agencies and state nonprofit organizations working in the fields of historic and cultural preservation, historic and cultural resources, public humanities, and public history.
- Deepen coordination with other regional and state agencies to remove barriers to arts and cultural development to help create a culture of “yes” for integrating art into infrastructure and to facilitate inclusion of public art and cultural space in publicly owned properties and landscapes.

- Partner with local, regional, and national artists, organizations, and municipal staff to increase opportunities to present at local, regional, and national arts and planning conferences to educate planners on the intersection of arts, culture, and planning.

**Embed the Arts & Culture Department as a core practice area within MAPC. (B, C)**

- Continue to organize and convene internal MAPC Arts and Culture Learning Community to build staff knowledge of, and engagement with, arts and culture as well as increased frequency interactions with arts and cultural leaders and organizations in the Greater Boston region.

## CLEAN ENERGY

### MetroCommon 2050 Connections

**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

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### Strategic Goals

**Advance energy efficiency, renewable energy production and consumption, and greenhouse gas (GHG) emissions reductions. Deepen the Clean Energy department’s expertise in net zero-related programs, climate-smart technologies, and equitable planning that is responsive to racial injustice and the COVID-19 pandemic and rebuilding efforts.**

- Grow net-zero planning practice in which cities and towns can use MAPC resources and support for goal setting, strategy, and metric development, including the Municipal Net Zero Playbook and expanded Green Communities services. (A,B,C,D)
- Provide technical assistance on net zero or advanced climate action planning, prioritizing the application of an equity framework and innovative models, in 10 or more communities. (A,B,C,D)
- Develop, grow, and disseminate work on COVID-19 related cooling strategies and planning during extreme heat that centers vulnerable populations. (B,C,D)
- Accelerate the reduction of gas leaks and explore transitions away from natural gas infrastructure through activities including the Multi-Town Gas Leaks Initiative and Department of Public Utilities Proceeding 20-80. (B,C,D)
- Build external partnerships and enhance expertise and capacity throughout the agency to advance access to clean energy in affordable and mixed-income housing across the MAPC region. (A,B,C,D)

- Educate and provide resources for cities and towns to increase participation in the state and national building energy code processes and engage in development of a strong net zero code. (A,B,C,D)

**Encourage municipalities to leverage government and community electricity consumption to add new renewable energy to, and reduce demand on, the electricity grid and decrease GHG emissions.**

- Lead the North Shore Green Municipal Aggregation (GMA) Working Group in exploring collaborative GMA models to enhance opportunities for economies of scale, coordination, local renewable generation, and shared staffing. (B,C,D)
- Support additional municipalities to implement MAPC's GMA model through enhanced guidance, resources, and direct technical assistance. (B,C,D)
- Support municipalities to implement electricity demand reduction measures in their largest facilities, including participation in utility programs and MAPC Peak Demand Notification program. (D)
- Create additional resources to support the development of equitable Brownfields to Brightfields (B2B) projects in the MAPC region. These projects enable productive re-use of contaminated lands for renewable energy generation that benefits marginalized populations. Seek additional support to pilot implementation of B2B enabling actions for municipalities identified via MAPC and Groundwork USA's research. (A,B,C,D)

**Connect municipalities to smart city technologies and program models in clean energy to modernize infrastructure that can improve climate, equity, and other beneficial outcomes.**

- Assist municipalities that have not yet retrofitted their streetlights to LED, or those looking to upgrade, with procurement and project management tasks. Educate on benefits and applications of wireless controls and other smart city technologies and consider next steps to implement wireless controls. (B,D)
- Seek out funding sources, such as MassCEC's Accelerating Clean Transportation for All program, to build the Clean Energy and Transportation Departments' capacity and resources to advance equity in our clean transportation work. (B,C,D)
- Lead the Regional EV Strategy calls to coordinate and find opportunities around electric vehicle charging infrastructure and municipal fleets, with an emphasis on increasing equitable access to electrified transportation and improving regional infrastructure connectivity. (A,B,C,D)
- Develop regional procurement resources for financing electric school buses, leasing parking spaces for third-party owned and operated charging stations, and other innovative approaches to electrify the transportation sector. (B,C,D)

**Advance regional climate adaptation and resilience by facilitating and supporting the Metro Mayors Coalition Climate Taskforce, including mitigating extreme heat and flooding, and related activities.**

- Manage and facilitate Climate Taskforce meetings, brown bags, and other Taskforce events and communications. (B,D)
- Demonstrate progress on 2021-2022 priorities and facilitate development of next steps in each priority area, including work to advance equity in climate planning and collaboration, enhance alignment, address heat preparedness, and advance regional climate mitigation goals. (A,B,C,D)

- Coordinate with state agencies, regional partners such as Mystic River Watershed Association, and other Taskforce members, particularly on infrastructure that is shared across municipal lines. (B,D)
- Develop a regional heat preparedness plan that includes public health interventions and long-term land use planning to mitigate the urban heat island effect. (A,B,C,D)

**Advocate for clean energy and climate-related goals in state policy and regulation and deployment of federal funds, in coordination with Government Affairs.**

- Advance policy agenda for the 2021-2022 legislative session in collaboration with Government Affairs, centering net-zero and clean energy strategies as tools for recovery and advancement of racial and social equity; advocate for policies that build community capacity to reduce GHG emissions and adopt high-performance building strategies. (A,B,C,D)
- Advocate for municipal, climate, and equity priorities within development and implementation of the 2022-2024 Plan by leveraging MAPC's seat on the state's Energy Efficiency Advisory Council (EEA), centering underserved populations, the improvement of the Municipal and Community Partnership Strategy, and alignment with climate commitments. (B,C,D)
- Support the state's climate action policy development toward meeting its 2030 and 2050 commitments, particularly through active participation in the Global Warming Solutions Act Implementation Advisory Committee (GWSA IAC), further development of the Clean Energy and Climate Plan for 2030, and the new Commission on Clean Heat. (A,B,C,D)
- Seek to elevate municipal climate priorities in, and prepare projects to utilize, federal funding opportunities that can enable long-term equitable decarbonization and resilience projects regionally and locally. (A,B,C,D)

**Expand and promote MAPC's clean energy work through expanded communications, research efforts, education and outreach, and partnerships.**

- Amplify a communications strategy to promote the Municipal Net Zero Playbook and highlight municipal leadership and innovation on climate action. (D)
- Improve the Department's web presence to elevate and prioritize net zero planning, climate equity and justice, and the MetroCommon goals. (C,D)
- Integrate equitable implementation of clean energy and climate programs at the municipal level into our department framework. (C,D)
- With the Economic Development team, advance design of a multi-municipal approach to connect Minority/Women-owned Business Enterprises (MWBE) with a pipeline of clean energy work to promote economic recovery from the pandemic. (B,C,D)
- Convene government, utility, academic, NGO, and private sector partners to advance clean energy, climate, and equity goals and elevate municipal perspectives. (B,C,D)
- Speak at high-profile conferences or events to highlight our innovative projects, their application to COVID-19 recovery, and the importance of climate equity and justice throughout our work. (B,C,D)

# COMMUNICATIONS

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## Strategic Goals

**Develop a more prominent voice for MAPC across traditional and new media, enabling us to provide data analysis, policy recommendations, opinions and thought leadership that reflects the needs of the region. (A,B,C,D)**

- Serve as in-house creative team supporting all staff in press, social media, messaging, publicity, visual/web design, and outreach.
- Build on our recent growth into new media markets by placing regular opinion, news, and background interviews in both traditional and emerging outlets, including ethnic media.
- Train and empower more agency staff to perform media interviews in their areas of expertise, growing our corps of press-ready project leaders.
- Support the legislative agenda of the agency and our TAP work through targeted press opportunities, including op-eds, letters to the editor, action alerts and social media outreach.
- Implement a communications plan for the public rollout of MetroCommon and leverage this plan toward our new database of municipal outreach.
- Capture highlights of our press coverage weekly in an email roundup to staff and create a visual dashboard of our monthly news and social media reach for our Executive Committee.



- Update our blog 1-2 times per week, driven by key accomplishments, project milestones, report and research releases, press releases and grant opportunities, and push to social media in collaboration with project partners.
- Develop a suite of simple design templates that staff can use under our supervision and prioritize deeper visual design strategy for larger projects and digital products.

**Further equity and opportunity in the Greater Boston region through our internal and external communications work. (A,B,C,D)**

- Continue to oversee print and web accessibility for all public-facing MAPC assets and audit our website and digital projects for the latest accessibility standards and adhere to them strictly.
- Embed a step in the early scoping and concept stages of each project so that project managers can work with us to brainstorm an inclusive, comprehensive creative approach, design each aspect of the outreach materials and any events, and think through the equity implications of each choice before projects launch, including translation of materials, surveys, videos, and press materials.
- Grow our corps of staff who are equipped to perform interviews in languages in addition to English and continue to offer coaching in digital interview best practices.
- Review all materials for accessible, understandable language, cultural competency in framing, and diversity in all imagery and visuals.
- Coordinate the use of closed captioning for all events and virtual meetings.

**Support the agency and the region as they adapt and transition to the new normal, with a focus on digital, virtual, inclusive, and creative solutions. (A,B,C,D)**

- Adapt to virtual and remote work by strategically streaming internal and external meetings and events across platforms, utilizing a calendar system, and coordinating with local cable.
- Evolve the format of Staff Meeting, Council Meetings, Executive Committee, and major public events so they are relevant and engaging in a virtual and remote format.
- Restore monthly data visualizations online in collaboration with Digital Services and Research in place of a printed calendar once per year and provide complete communications support for major research and data releases.
- Implement a more robust system of tracking our projects and metrics, including exploring AirTable as a way of streamlining press release requests, editorial calendar, messaging library, and project list.
- Oversee and assist in the creation of all virtual surveys and open houses and craft effective messaging frames based on audience analysis and outcome goals.
- Continue supporting staff as they apply for funding, through proofreading, design, and formatting of RFP responses as well as keeping an up-to-date file of the support documents usually required for application and streamlining the process to be paperless.
- Explore fundraising opportunities to support communications efforts.

## **DATA SERVICES**

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## Strategic Goals

### Produce new data and original analysis on topics of concern to the region.

- Craft a new research agenda informed by the adopted MetroCommon regional plan, which focuses on information and data essential to implementation of the plan. Consult with MAPC staff and external stakeholders (especially members of underrepresented communities) to identify topics of interest and research strategies. (A,B,C,D)
- Coordinate a municipal consortium to support the ongoing production and improvement of MAPC's online rental listings database. Produce frequent data products and analyze the data to provide insight on rental housing trends during COVID-19 recovery. (A,C)
- Support the data and research elements of the Metropolitan Mayors Coalition Housing Taskforce Phase 2 work, including tracking progress, establishment of local housing production goals, and adding detail to the regional goal. (A,B,C)
- Maintain MassBuilds as the go-to open-source resource for development information in the region. Promote its use through collaboration with municipalities, real estate developers, and community-based organizations (A,B)
- Maintain and improve MAPC's regionwide zoning atlas and use it to inform MAPC's policy positions and planning work. (A,B,C)
- Continue and expand research into residential displacement. Specifically, produce a publication about the impact of market-rate development on housing costs nearby. (A,C)
- Establish a framework for incorporating rigorous and reproducible qualitative data into MAPC's research reports and planning projects. Expand our involvement in participatory action research, in which stakeholders and community members—especially members of

traditionally underrepresented groups— are involved in scoping, conducting, and interpreting research activities. (A,C,D)

- Analyze the results of the 2020 Census due in fall 2021 and provide insight on their relevance to the region. (A,B,C)

### **Solidify and expand MAPC’s reputation as the definitive source for socioeconomic, housing, and land use projections for Metro Boston and Massachusetts.**

- Refine and publish updated household and housing demand projections for Metro Boston, with particular attention to demographic and income dynamics. (A,B,D)
- Contribute to the creation of statewide and regional population, household, and employment projections for the upcoming round of Long Range Transportation Plans for all MPOs in Massachusetts. (A,C,D)
- Use MAPC’s land use allocation model (which projects the geographic distribution of new households and employment) to develop land use forecasts for regional and state planning work, including the upcoming Boston MPO Long Range Transportation Plan. (A,C,D)
- Prepare more detailed scenarios demonstrating Vehicle Miles Traveled (VMT) and transportation GHG effects of alternative land use policies (both regional and sub-municipal growth patterns, pricing policies, auto ownership costs, and other variables). (A,D)
- Ensure that MAPC’s projections are the basis for other regional or statewide scenario and forecasting work, such as water demand forecasting, and others. (A,C,D)

### **Design, build, and maintain digital tools that inform the agency’s work, improve the effectiveness of local government, and involve more people in planning decisions.**

- Complete the digital publication of the MetroCommon regional plan. (A,B,C,D)
- Expand and improve a toolbox of digital tools that visualize data and engage stakeholders. (A,B,C,D)
- Increase our capacity for “data storytelling” through project websites, interactive and intuitive maps, short-form data visualizations, and research publications. (A,B,C,D)
- Expand our capacity to collect data efficiently and rigorously from online sources, distributed sensors, and stakeholder surveys in order to supplement more formalized data sources. (A,B,C,D)
- Continue development of the Metro Boston DataCommon to provide targeted features that support the goals of users and ensure necessary training and outreach. (A,B,C)
- Continue to maintain and improve the MySchoolCommute survey tool for MassRIDES. Work with MassDOT to incorporate survey results into the planning and selection of capital projects to encourage walking to school. (A,C,D)
- Support the digital tools and services that are providing value to external partners. The portfolio of active digital applications includes the DataCommon, MassBuilds, MySchoolCommute, Peak Demand Alerts, Trailmap, and Rental Listings database. (A,C,D)

### **Provide high-quality data, mapping, and analytical services for MAPC planning projects and external clients**

- Provide insightful and engaging analysis, visuals, and written content for MAPC’s technical assistance planning work. Develop new data resources and analysis for highlighting equity impacts of policies and investments. (A,C)
- Provide guidance and support for the rigorous collection and application of qualitative data in MAPC’s technical assistance projects (A,C)

- Support MAPC’s portfolio of climate change planning work through innovative analysis on the impacts of coastal and riverine flooding and rising temperatures on vulnerable populations, property, and infrastructure, and opportunities for mitigation. (B, D)
- Provide and improve upon advanced data analysis tools for MAPC’s planning projects, including the Housing Production Plan site suitability analysis, the housing capacity analysis, and the development exposure analysis. (A,C,D)
- Provide data analytics and data management support to municipalities and non-profit partners. (A,B,C)

**Develop municipal services that support the adoption of digital tools and collaboration across the region (all joint work with the Municipal Collaboration Department)**

- Develop local and regional broadband access plans, assist municipalities with implementation, conduct procurements for community-owned broadband hardware and services, and identify policies to help close the digital divide, in collaboration not only with MAPC’s Municipal Collaboration department, but also with our Economic Development team. (B, C)
- Assist municipalities with the selection and procurement of software and digital services that will improve municipal efficiency and effectiveness. (B)
- Conduct a procurement of software or services, which will be used by MAPC and made available to municipalities through the procurement. (B)

**Increase the department’s impact and reach through greater collaboration and integration with other agency activities and more regular public release of digital data products**

- Produce and disseminate effective short-form research publications—such as monthly data visualizations— that showcase MAPC’s research, data products, and policy campaigns that relate to current events or create new interest in topics of concern to the region. (A,B,C,D)
- Define, document, and disseminate practices and workflows for more effectively and regularly capturing data from local planning projects and integrating them into MAPC’s central data warehouse. (A,C,D)
- Create more opportunities to share ongoing research and findings with MAPC staff and agency partners to inform our work and facilitate use of the results in policy and planning applications. (A,C,D)
- Improve the technical and data capacity of MAPC staff through the GIS Users Group, GIS tools and templates, data literacy trainings, and digital capacity building. (B, C)

**Maintain a stable and high-functioning information technology system that meets the needs of MAPC staff.**

- Identify changes in IT systems and services that will be needed to support a seamless return to office work, hybrid work schedules, and hybrid in-person/remote meetings.
- Evaluate and refine the agency’s portfolio of services and subscriptions to improve the ease, efficiency, and cost-effectiveness of digital workflow systems related to HR, project management, invoicing, contacts, etc.
- Complete implementation of a disaster recovery system to continue network operations in case of disruption to MAPC on-site servers; develop and test protocols and practices to ensure that systems will work as expected and that staff are familiar with how to access the system in case of emergency (B)

- Continue the agency's transition to cloud hosted servers and services..

## ENVIRONMENTAL PLANNING

### MetroCommon 2050 Connections

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

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### Strategic Goals

**Promote and support efforts to prepare the region for the impacts of climate change, including sea level rise, changing precipitation patterns, extreme storms and heat, and threats to human health such as vector-borne diseases and pathogens, with a focus on vulnerable populations.**

- Provide local technical assistance and regional leadership for climate change adaptation and resilience. FY22 Priorities are:
  - A feasibility assessment for sustainable building deconstruction (Brookline),
  - Resilience bylaw work in (Gloucester, Winthrop, Woburn, Natick, Norwood, Concord, Ipswich
  - Coastal protection utilizing the Massachusetts Coast-Flood Risk Model (MC-FRM) in (Revere, Lynn, Saugus, Malden, Everett; Hull)the South Shore Climate Resilience Network
  - Support of regional climate efforts in other subregions (possibly North Shore, MetroWest, MAGIC). (C,D)
- Fund and implement climate resilience projects through the Accelerating Climate Resiliency (ACR) and TAP/DLTA. Based on the success of FY21 and FY22 ACR program, which has funded 22 local resilience projects, work with the Barr Foundation to renew and further refine the ACR program scope and priorities for FY23 and FY24, advancing replicable capacity building and capital improvement projects that also underscore climate equity, regional collaboration, and social cohesion. (D)
- Develop new and continuing program ideas for future grant opportunities with the Barr Foundation. Examples include expansion of the Resilience Community of Practice (RCOP) initiative, and collaborations/partnerships with local grassroots, community-based organizations on climate justice efforts. (D)
- Pursue climate resilience grant funding from foundations, particularly with a focus on equity and climate justice. (C,D)
- Develop project ideas under the FEMA Building Resilient Infrastructure and Communities (BRIC) grant, the MVP Action Grants, and other state or federal grant programs. (D)
- Build on MAPC's research initiative on 2010 FEMA flood claims to better understand flooding beyond the conventional FEMA 100-year floodplains, MAPC will work with the City of Woburn

to use the 2010 flood claims data to support residents in protecting themselves from flooding, and updating ordinances to reduce flooding (D)

- Identify new areas of practice for the Environment Department. Building on the completed study of environmental practices areas for RPA across the country, research and target new areas of practice. Options may include urban forestry, solid waste management, sustainable infrastructure planning, and brownfields remediation. (D)
- In collaboration with the Arts and Culture Department, promote climate-related education and engagement through arts programs and initiatives, such as participating in the Arts and Culture Learning Community. (C,D)
- Integrate climate adaptation across agency plans. In FY21 the Climate Core conducted a series of trainings for staff across all departments to provide a common understanding of climate impacts, data, and adaptation tools in order to promote the integration of climate into planning across the agency. Develop a climate-specific focus for MAPC's planning across departments, such as Master Plans, Open Space Plans, Transportation, Housing, and Economic Development.
- Support and advocate for implementation of state climate change adaptation strategies and funding of adaptation planning, capacity building, and implementation of resilience strategies at the regional and local levels. Support implementation of the MetroCommon climate resilience policy recommendations. Pursue RFPs and/or partnering opportunities with state and regional agencies (e.g. EEA) that directly contribute to the development and implementation of statewide climate programs.(D)
- Work with the Government Affairs Department and partner organizations to advocate for a strong federal role in the climate resilience area, including scientific and technical resources, staffing for technical and outreach programs, and funding for state and regional climate initiatives, including the implementation of resilience plans. Continue collaborations with U.S. EPA on initiatives including regulatory reviews and updates, and RAINE database improvements. (D)

**Promote the adoption and implementation of sustainable water resources policies and practices at the state and local levels through coordination, advocacy, and technical assistance. Work to transition state and local water management programs to an Integrated Water Resources Planning framework based on watershed-based management.**

- Contribute to the development of state water policy through MAPC's role on the Massachusetts Statewide Stormwater Coalition, the MWRA Water Supply and Wastewater Advisory Committees, and the Ocean Advisory Commission. (A,D)
- Facilitate local implementation of Green Infrastructure and Low Impact Development through technical assistance and local partnerships with municipalities and community-based organizations. Examples of MAPC activities to support this goal include:
  - In FY22, MAPC's Climate Resilient Land Use Strategies provides municipalities guidance and models to promote Green Infrastructure. (B,D)
  - The Green Infrastructure prioritization project conducted for the Neponset Stormwater Partnership will help communities identify and prioritize the Local Technical Assistance may include revisions to local codes and bylaws that regulate

new development as well as mapping and analysis of opportunities for retrofitting Green Infrastructure into existing developed areas. (B,D)

- In FY22 the Environment Dept. would like to introduce and pilot the use of Envision® framework to assess sustainability, resiliency, and equity in infrastructure planning and construction projects. (A,B,D)
- Support regional convening of communities focused on collaborative approaches to water supply and water quality issues. Assist in facilitating the North Shore Drought Task Force and explore other potential regional efforts in other watersheds or subregions. (D)
- Collaborate on advancing Complete Streets with Transportation and Public Health, particularly incorporating Low Impact Development/Green Infrastructure retrofits into Complete Streets (the “Green Streets” concept). (A,D)
- Work with partners and allies to restructure state and local water planning, regulatory, and funding programs to an Integrated Water Resources Management framework that holistically addresses the traditionally separate sectors (drinking water, wastewater, and stormwater) and separate geographies, organized around watershed unit. (D)
- Provide leadership and collaboration to advance environmental and climate justice in the region. Address the needs of Environmental Justice communities to reduce exposure to contaminants, the disproportionate impacts of climate change, and other environmental inequities. (C,D)
- Develop MAPC projects that advance environmental and climate equity. Engage community-based organizations and advocates to explore potential new forms of collaboration and partnerships to advance environmental and climate justice initiatives. In FY22, the Somerville Hazard Mitigation Plan is an opportunity to conduct more robust outreach to Environmental Justice Communities. (C, D)
- Develop and promote local regulatory strategies on heat impacts and programs to assist low-income residents to protect against flooding. Assure that project outcomes/proposed actions make progress for vulnerable populations and address disparities in climate impacts and/or resources available to underserved and vulnerable populations. (C, D)
- Support the MetroCommon water policy recommendation for a water equity commission to ensure equitable distribution of water infrastructure funding. (D)
- Examine the Environment Department’s role in implementing the State of Equity Policy Action Plan and seek opportunities to collaborate with community partners to reduce exposure to contaminants, empower people to adopt healthier lifestyles, avoid or mitigate climate impacts, and support actions that will improve the health of residents. (C)
- Coordinate with other MAPC departments to develop projects in Environmental Justice (EJ) Communities. Develop guidance to assess level of direct benefit of projects to EJ communities. Develop measures to quantify equitable engagement, for MAPC internal use as well as guidance to municipalities. Coordinate with the MAPC Equity Team and Community Engagement. (C, D)

**Support and provide leadership for efforts to fund water supply, wastewater, and stormwater infrastructure adequately and equitably, both in the region and throughout the state.**

- Collaborate with the Water Infrastructure Alliance, a multi-sector advocacy group, to support the implementation of the Commission’s recommendations to close the \$20.5 billion financing gap through more robust investments at the state and local level. (D)
- Provide support and technical assistance for communities to develop dedicated revenues to meet stormwater MS4 requirements through stormwater fees or utilities, based on best practices provided in MAPC’s Stormwater Utility Starter Kit. (For example, the Woburn DLTA project.) (D)
- Advocate for state policies and programs through MAPC’s appointment to the Water Infrastructure Advisory Committee, which is charged by the Legislature with following up on implementation of the Water Infrastructure Finance Commission’s final report and is facilitated by the Executive Office of Energy and Environmental Affairs. (D)
- Advocate for the establishment of a “BlueBank” for state water infrastructure capital investments to supplement the existing but limited State Revolving Fund and municipal funding mechanisms. Structure BlueBank to address water equity by prioritizing investments in underserved and low-income communities. (C,D)

**Collaborate with communities on hazard mitigation and related climate adaptation initiatives. Integrate climate adaptation into new Hazard Mitigation Plans**

- Provide technical assistance to update Hazard Mitigation Plans in targeted communities. In FY21, plans are under way for Dover, Hingham, Lynn, Malden, Milton, Nahant, Somerville, Weymouth, and Woburn. (D)
- Work with communities to expand the scope of Hazard Mitigation Planning projects to include climate resilience and a dedicated focus on equity. (D)

**Participate effectively in the MEPA process in ways that will advance MetroCommon goals for smart growth, sustainability, and resilience.**

- Prioritize MEPA review of projects that raise critical issues such as Equitable Transit Oriented Development, mixed use, multi-mode transportation accessibility, pedestrian and bicycle accommodations, climate mitigation and/or adaptation, sustainable water, wastewater, or stormwater practices, and preservation of critical open space, wetland, and habitat resources. (C)
- Participate in the review of MEPA regulatory revisions focusing on climate resilience and Environmental Justice (EJ). (C,D)
- Where appropriate, conduct reviews of MEPA projects with a focus on equity and EJ. Prioritize the review of projects that may pose negative impacts on EJ communities and seek equitable distribution of the benefits of MEPA projects. (C)
- Strengthen the ability to consider the cumulative impacts and mitigation needs of multiple projects within a corridor, watershed, or other defined geographic area sharing impacts and potential mitigation measures in common. (C)
- For MEPA projects with significant transportation impacts and mitigation needs, ensure that mitigation measures focus on transit and seek mitigation such as proponent funding of transit improvements and operations where this is related to the impacts of the project under review. (C)



- Participate in the MEPA Advisory Committee to provide input into the revision of MEPA regulations that was required by the 2021 amendments to the Global Warming Solutions Act. MAPC and four other RPA's are participating on the MEPA Advisory Committee, which in 2022 will advise EEA on drafting revised MEPA regulations pertaining to Greenhouse Gases, air quality, project review thresholds, and MEPA definitions. Use this as an opportunity to promote MetroCommon policy recommendations where appropriate. (C)
- Working with Data Services, Transportation, Clean Energy, and Government Affairs, explore ways to quantify the environmental and GHG impacts of mixed-use development, housing production, development near transit, and affordable housing in ways that might influence to application of the MEPA process – and other state programs – to advance these goals; consider legislative, regulatory, or programmatic changes as appropriate. (A,C,D)

## GOVERNMENT AFFAIRS

### MetroCommon 2050 Connections

**Getting Around the Region:** Traveling around Metro Boston is safe, affordable, convenient, and enjoyable.

**Homes for All:** All residents of Metro Boston have places to live that meet their needs, and that they can afford.

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

**Dynamic and Representative Governments:** Local governments and regional agencies have the capacity and resources to deliver the services and supports our residents deserve, and to maintain and invest in our built and natural environments.

**A Healthy Environment:** Greater Boston's air, water, land, and other natural resources are clean and protected – for us and for the rest of the ecosystem.

**Economic Security:** Everyone has the financial resources to meet their needs and to live fulfilling lives.

**Economic Prosperity:** Greater Boston's economy benefits all in the region.

**Healthy and Safe Neighborhoods:** We are safe, healthy, and connected to one another.

**Thriving Arts, Culture, and Heritage:** Greater Boston is full of unique places and experiences that bring joy and foster diversity and social cohesion.

### Strategic Goals

**Promote and build MAPC's role as a source of influence, expertise, and research on Beacon Hill, with state agencies, and our federal delegation. We aim to pass legislation and allocate resources that promote an equitable and resilient recovery.**

- Engage in outreach to legislators so they are aware of the role MAPC plays in their communities, highlight projects we are working on throughout the region, share relevant

reports and research, and emphasize our value to municipal, state, and federal partners. (A,B,C,D)

- Advance budget priorities of the agency with a focus on the following priorities:
  - **District Local Technical Assistance (DLTA).** Maintain and increase funding for DLTA and increase awareness of projects funded through DLTA among legislators and members of the Administration. (A,B,C,D)
  - **Charles E Shannon Community Safety Initiative.** Increase funding for the Shannon program, working closely with the Municipal Collaboration team on Safety Day, expanded programming, and improving relationships among youth, police, and community leaders. Building on this budget advocacy, we will continue to work with municipal leaders who are committed to addressing police violence. (B,C)
  - **Critical Programs to advance MetroCommon2050 Priorities.** Advocate to maintain or increase funding for programs associated with the implementation of key MetroCommon priorities, in areas such as housing, environmental protection, small business and downtown revitalization, and climate.
  - **State Grant Programs.** Ensure that other sources of funding can be available to cities and towns and Regional Planning Agencies throughout the Commonwealth. Elevate these funding opportunities for our cities and towns. (A,B,C,D)
- Serve as a liaison between state and local needs and federal funding available under the American Rescue Plan Act and other federal bills. Help cities and towns use their federal recovery funding to advance an equitable and resilient region and help Regional Planning Agencies and municipalities take advantage of federal recovery opportunities. (A,B,C,D)

**Advance campaigns that prioritize an equitable and resilient recovery, invest in underserved communities, and focus on data-driven best practices.**

- Advance advocacy campaigns that address inequalities in housing, economic opportunity, access to transportation, climate, clean energy, and public health. We will draft and promote legislative priorities that help to lift the burden faced by underserved and underinvested communities, working to highlight legislative campaigns that have co-benefits across different sectors (e.g. housing and clean energy, public health and housing). Preserve the integrity of the MAPC region as a collaborative partnership of 101 cities and towns. (A,B,C,D)
- Housing Campaign: Advance strategies that promote the production and preservation of affordable and mixed-income housing, limit displacement, and create tenant and foreclosure protections, and push for zoning and permitting reforms that build on Housing Choice. (A,B,C)
- Transportation Campaign: Pursue increased funding for transportation with a focus on increased and improved mobility options, serving the needs of transit-dependent populations and Environmental Justice populations, and reducing congestion and greenhouse gas emissions, including advancing the Transportation and Climate Initiative or other measures to tax carbon. Help shape meaningful transportation governance reforms that give cities and towns a voice at decision-making tables. (A,B,D)
- Climate Campaign: Work to promote climate resiliency, adaptation, and mitigation priorities that address unequal impacts of climate change on Environmental Justice communities and

create economic opportunity. Mitigation priorities are focused on achieving emissions reduction targets set in statute. (D)

- Public Health Campaign: Advance legislation and funding priorities that allow for more regional collaboration on public health efforts, improved public health outcomes, increased investments in local public health, and training opportunities for local public health professionals. (A,C)
- Economic Development and Recovery Campaign: Promote economic development priorities that create an equitable recovery for our Main Streets businesses and business owners of color, create new employment opportunities and pathways to employment (especially for women and people of color), and invest in the creative economy and creative placemaking. (B,C)

**Promote and build MAPC's priorities while collaborating with external partners, including other coalitions and regions.**

- Enable the Metropolitan Mayors' Coalition and the North Shore Coalition to serve as forums to advance collaboration among members communities, working together to solve common problems, and where appropriate, include other Mayors and Managers from throughout the region and the Commonwealth. (A,B,C,D)
- Serve as the legislative liaison to Massachusetts Association of Regional Planning Agencies (MARPA) and advance the coalition's priorities, with a particular focus on legislation that allows RPAs to advance regional recovery priorities. We will continue to oppose legislation that might negatively impact the finance or operations of RPAs. (A,B)
- Work with Transportation for Massachusetts (T4MA) and the member organizations of the former Massachusetts Smart Growth Alliance (MSGA) to advocate in coalition for transportation and smart growth priorities. (A,C,D)
- Work closely with the Clean Energy, Environment, and Data Services Departments to support their work on the Global Warming Solutions Act Implementation Advisory Committee. (D)
- Work with other regional bodies across the country to advance federal priorities that promote an equitable recovery. Form new alliances in the environmental, public health, and business sectors to advance shared state and federal priorities. (B)
- Solicit input from cities, towns, and subregions to include into our legislative agenda for the 2021-2022 legislative session to improve awareness of MAPC's work and to offer appropriate legislative support. (B)

**Promote knowledge and awareness of Government Affairs work inside and outside MAPC.**

- Support the subregional coordinators in building the agency's strong local relationships with legislators and municipal leaders. (B)
- Increase advocacy on key priorities through focused social media and outreach efforts, working closely with the Communications team. (A,B)
- Coordinate with MAPC departments to shape and advance our legislative agenda, giving staff opportunities to testify in the State House, meet with legislators on relevant topics, and inform our policy positions on legislation.

- Collaborate with Data Services and the Research Team to shape research products that support our legislative priorities and create a data-driven approach to our testimony. (B,C)
- Diversify gubernatorial appointees to MAPC's Council and Legislative Committee in terms of geography, race, gender, size, type of community represented, and active participation of allied organizations. (C)

## LAND USE

### MetroCommon 2050 Connections

**Homes for All:** All residents of Metro Boston have places to live that meet their needs, and that they can afford.

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**A Healthy Environment:** Greater Boston's air, water, land, and other natural resources are clean and protected – for us and for the rest of the ecosystem.

**Economic Security:** Everyone has the financial resources to meet their needs and to live fulfilling lives.

**Economic Prosperity:** Greater Boston's economy benefits all in the region.

**Healthy and Safe Neighborhoods:** We are safe, healthy, and connected to one another.

**Thriving Arts, Culture, and Heritage:** Greater Boston is full of unique places and experiences that bring joy and foster diversity and social cohesion.

## General

### Strategic Goals

**Promote implementation of MetroCommon for future growth, preservation, and equity in the region by partnering with municipalities or (preferably) groups of municipalities, to undertake a full range of land use visioning, planning, and implementation activities including, where appropriate, assistance advocating for local and state-level policy changes. Work to implement sustainable smart growth strategies that are appropriate for the location, natural resources, infrastructure, and other features of the municipality.**

- Work with Subregional Coordinators and other staff to develop project scopes for MAPC's Technical Assistance Program (TAP), EEA Planning Grants, and EOHED Community Planning Grants in order to steer MAPC efforts towards projects that promote equity and fulfill MetroCommon's vision and values. (A,C)
- Use our revised project selection process to recruit and/or design projects that fit MetroCommon and MAPC Strategic Goals, and/or to make recommendations regarding allocations of TAP funds to projects that best fit MAPC's goals and are most likely to achieve post-project results. (A)
- Provide a range of services to MAPC communities (at times in collaboration with other MAPC departments) in fields such as visioning, master plans, ETOD plans, zoning, general land use studies, housing, economic development, open space and recreation, development

visualization, and urban design. For example, work with municipalities to zone for and implement infill/more dense housing as both a land use and a climate strategy. (A)

- Work with municipalities and other stakeholders on neighborhood, corridor, master, and comprehensive plans. Promote master planning or concurrent planning (e.g., OSRP and HPP) to coordinate potentially conflicting planning goals, while advocating that partners also pursue MetroCommon priorities and values. (A)
- Seek opportunities to advance projects in collaboration with private planning consultants, community development corporations, non-profit organizations, community groups and other outside organizations in order to broaden public participation in planning programs, to advance equity by ensuring inclusion in the planning process, and to establish long-term strategic alliances to carry out future planning to implement MetroFuture. (A,C)
- Integrate zoning and plans for neighborhood and village centers that include open space for current and future residents within walking distance of their homes. (A)
- Develop post-project strategies for supporting project implementation and holding municipalities accountable for implementation.
- Design MAPC's technical assistance efforts to account for the needs of historically marginalized and vulnerable populations including people of color, protected classes, persons with disabilities, seniors, families, single parent households, low-income households, renters, the homeless, and residents who may be more vulnerable to societal disruptions such as those caused by COVID-19.
- Lead or assist in projects that promote equity through changes to the built environment—e.g., affordable housing, housing diversity and development, and parks accessible by bus and rail, as well as projects specifically oriented toward racial equity, such as the Racial Equity Municipal Action Plan (REMAP) program.
- Incorporate the "MAPC Racial Equity, Diversity, and Inclusion Statement (REDIS)" into scopes/contracts in order to explain to our municipal partners that equity and inclusion are core elements of MAPC's mission and we will integrate them into MAPC's technical assistance work. (C)
- Develop tools and strategies to educate residents, committee members, and local elected officials on the benefits of items like equity, affordable housing, climate change mitigation, etc. and combat disinformation. (A,C)
- Design projects that incorporate building political will into the scope. Build political will for progressive planning policies and programs across the region. (A,C)

### **Expand training and expertise of all MAPC Land Use staff, including research into Best Practices and procedures.**

- Provide professional development and in-house training opportunities for existing staff (e.g. facilitation, public speaking, project management, and equity and anti-racist training).
- Encourage MAPC staff to present at, and participate in, statewide and national conferences to share the goals and actions being undertaken by MAPC, and to learn from others.
- Undertake research on best practices related to recurring project types, such as encouraging mixed uses, improving walkability, expanding economically viable housing types, etc. as well

as best practices in messaging the importance of smart growth planning to provide support for efforts to change zoning before local Town Meetings or City Councils.

**Ensure that MAPC Land Use projects incorporate outreach and engagement techniques that facilitate inclusion of individuals and groups that have historically been left out of the planning process.**

- Strive to ensure that participation in projects represents local and regional diversity, including diversity by race, ethnicity, income, age, familial status, ability, primary language, and other measures.
- Design and test stronger, more equitable community engagement practices and strategies. Organize advisory boards for projects that are diverse, equitable and have the ability to influence the final plan. (C)
- Promote scopes and budgets that are large enough to include appropriately-scaled research and outreach. (C)
- Partner with Community Engagement (CE) staff to design and execute the most effective and representative forms of public engagement, including hybrid participation or in-person meetings, when those are once again possible.

**Advocate for increased funding for MAPC's Technical Assistance Program (TAP).**

- Work with MAPC Government Affairs staff to maintain support for and expand the District Local Technical Assistance (DLTA) program and other state-funded grant programs (e.g., Executive Office of Energy and Environmental Affairs (EOEEA) Planning grants, Executive Office of Housing and Economic Development (EOHED) One Stop Community Planning Grants for local and regional planning. (A)
- Seek additional funding sources for project work, such as municipal funds through Municipal Affordable Housing Trusts, Community Preservation Act, general appropriation funds; state funds from the Department of Housing and Community Development (DHCD), EOEEA Planning grants, Community Compact, MassDevelopment, MassHousing, and other state agencies; Casino Mitigation funds; as well as private foundation support. (A)
- Be aware of, and adaptable to, funding sources that are available and which align to potential MAPC projects (e.g., EEA grants, Gateway City Parks Grants), and provide assistance in preparing applications for municipalities that wish to work with MAPC on grant-funded projects. (A)

**Advocate for changes to state policies and programs that will benefit MAPC communities.**

- Work with Government Affairs, and directly with state agency staff and partners in non-profit organizations, to implement state-level policy changes to improve implementation of state programs such as 40B, 40R, 40S, 43D, MassWorks, Housing Choice, Transfer of Development Rights, Chapter 61A, etc., and to continue to provide input for state legislation relating to land use and zoning. (A,C)
- Implement, in collaboration with the EEA and municipalities, the TDR Loan Program regulations, which are needed to move forward with establishment of the program approved in 2018 by the Legislature.

- Incorporate alternative land use development practices such as cottage cluster developments, promoting Open Space Residential Design by right (and conventional subdivision by special permit), etc. (A)
- Identify additional policy priorities and engage in advocacy work with Government Affairs.

## Economic Development

### Strategic Goals

#### **Provide municipalities and partners with implementable economic recovery and resilience plans that lead to positive changes in municipal programs, policies, and regulations.**

- Solicit, manage, and deliver equitable economic resilience and recovery plans (municipal and regional), downtown revitalization plans, corridor studies, market analyses and/or build out analyses (A,C).
  - Develop and utilize criteria to assess the equity rationale for doing certain types of projects in certain types of places as well as criteria for project geography/impact/feasibility
  - Develop joint projects with MAPC departments and subregional coordinators that promote smart growth, regional collaboration, and equitable economic development.
  - Partner on projects with organizations such as MassDevelopment, Workforce Investment Boards, higher education institutions, or others to expand impact of MAPC's economic development work in the region.
- Develop equitable recovery and resilience tools and resources for municipalities that can be incorporated into plans and trainings (A,C).
- Facilitate access to resources to advance smart growth, regional collaboration, and equitable economic development (A,C).
  - Provide research, guidance, and facilitation assistance to municipalities on best practices and program ideas for ARPA funding and other federal or state resources.
  - Guide municipalities, colleges, and non-profit groups through EDA and other funding applications using the CEDS, MetroCommon, smart growth principles, and equity criteria.

#### **Grow reliable, productive, and active knowledge sharing and collaboration opportunities that municipal leaders, economic development practitioners and stakeholders throughout the region can use to advance regional economic recovery goals.**

- In collaboration with other MAPC departments, subregional coordinators, and external partners, facilitate access to trainings and/or host exchanges, workshops and/or other structures to facilitate collaboration and capacity-building (A).
- Capture, analyze and disseminate data to broaden partnerships and facilitate increased opportunities for collaboration (A).
- Provide data and facilitation expertise to support the strategic planning efforts of key partners, such as MassHire Workforce Boards, Chambers and other regional economic development entities (A).

- Facilitate the creation of collaborative agreements among partners such as municipalities, regional economic development entities, private sector partners and others (A,B).

**Advance policies and programs at the regional, state and federal level that support smart growth, regional collaboration and equitable economic development.**

- Identify key policy priorities from the 5-year CEDS with the Government Affairs team and develop a strategy to pursue those priorities. Policy priorities include, but are not limited to policies that (A,B,C,D):
  - Improve individual financial security;
  - improve access to high-quality work or training opportunities;
  - expand access to childcare;
  - open up access to capital while restricting predatory lending;
  - expand financial products and supports for LMI households and businesses;
  - support the creative redevelopment of underutilized commercial space;
  - incentivize production of affordable housing near transit and employment nodes;
  - expand digital access and capacity;
  - expand job opportunities and training in newer fields such as clean energy, climate, cybersecurity, and broadband.
- Align and coordinate with outside networks and key partners around priorities and potential legislation they may file. (A)
- Inform municipal partners and key stakeholders of the impact of the state legislative agenda and action steps to inform that agenda. (A)
- Update the regional CEDS with a focus on building economic resilience and advancing an equitable recovery that promotes racial equity. (A,B,C)
- Research best practices for equitable economic recovery resilience policies and programs (A,B,C,D).

**Build the capacity of the MAPC Economic Development team to pursue and provide equitable economic recovery and resilience programs and policies in places that most need it.**

- Pursue, identify and participate in relevant professional development opportunities for the Economic Development team and partners (A).
- Work with MAPC's Community Engagement Team to expand engagement efforts and to increase the Economic Development Team's engagement capacity (A).
- Pursue external funding to build team capacity in economic recovery and resilience tools (A).
- Measure the impact of our Economic Development Plans and progress on our work plan in partnership with DSI. (A)

**Continue to utilize resources from the Economic Development Administration (EDA) to support economic recovery and resiliency for the MAPC region.**

- As the federal Economic Development District for the Boston regions, utilize CARES Act and EDA Planning funds to assist municipalities, groups of municipalities, educational institutions, and public-private partnerships to seek federal funding opportunities for infrastructure, jobs training, and other funding to advance economic recovery (A,B,C).
- Specifically, build partnerships that can apply for Build Back Better Regional Challenge, Good Jobs Challenge, Tourism grants and other opportunities under ARPA at the federal level (A,C).
- Assist municipalities in pursuing opportunities for federal funds flowing through state grant programs (A).



## Housing

### Strategic Goals

**Provide municipalities with implementable housing plans and strategies that address barriers to housing inclusivity, advance production and preservation (particularly of affordable housing), and mitigate displacement**

- These deliverables will include but are not limited to augmented Housing Production Plans, equitable transit-oriented development and neighborhood plans, fair housing plans, and implementation activities like zoning, design guidelines, or strategic plans for Community Preservation Committees, Affordable Housing Trusts, or other local or regional entities. (A,C,D)
- Coordinate and collaborate with MAPC colleagues to explore connections between housing and other topic areas, approach housing projects creatively, and maximize expertise and resources (A,C,D)
- Collaborate with other teams and departments to identify housing-related projects with non-municipal clients, such as community-based organizations, hospitals, or advocacy groups that are aligned with agency housing goals and can function as housing advocates at the local level. (A)
- Incorporate MAPC's broader expertise into projects, including Public Health staff on the housing continuum and homelessness; Community Engagement staff on local stakeholder outreach and relationship-building; Economic Development staff on connections among the workforce, commercial market, and housing; and Arts + Culture staff on creative storytelling. (A)

**Develop projects that meaningfully advance inclusive housing goals based on local need and feasibility to progress beyond the current context**

- Collaboratively develop a framework to help identify where each municipality in the MAPC region falls on a spectrum of inclusivity in order to help Housing and other MAPC staff identify what type of technical assistance may be appropriate (A)
- Work with individual municipalities, groups of communities, HOME Consortia, and other entities to provide technical assistance with implementation efforts such as zoning, local programming, and strategic plans for local and regional entities like new Shared Housing Services Offices or Fair Housing Committees and Affordable Housing Trust Funds that will advance inclusiveness in more MAPC communities. (A)

**Properly scope projects to address housing concerns, promote housing benefits, and deliver targeted and implementable recommendations**

- Scope projects to include analysis of community concerns around inclusive housing, growth, and development impacts (A)
- Incorporate video, portraiture, and other creative materials to share housing stories, demystify housing processes, and communicate the need for and benefits of inclusive housing (A,C)
- Assess feasibility, timelines, leaders and allies, resources, and other aspects of implementation to develop targeted and strategic plan recommendations (A)

**Advance local implementation of inclusive housing efforts by strategically addressing misinformation, facilitating community engagement, and producing housing research and resources in response to new opportunities or challenges**

- Conduct research that moves local inclusive housing planning and policymaking forward by addressing barriers to local implementation and/or delivering data and talking points to address anti-housing arguments (A,B,C,D)
- Develop tools that collect and make accessible housing information that supports specific technical assistance projects or can be used by municipalities independently, such as a communications resources that answer questions, address concerns, and build support for inclusive housing. (A,B,C)
- Provide technical assistance with community engagement focused on understanding and addressing housing opposition and strategically building a counter voice of supporters. (A,C)

**Ensure those who stand to gain from inclusive housing efforts are engaged in planning processes**

- Develop and use an updated community engagement and outreach strategy template to identify key stakeholders, including housing supporters, and how to connect with them; understand community sentiments towards housing; and map power among decision makers and influencers. (C)
- As part of planning processes in relevant communities, focus engagement on typically under-represented populations, including but not limited to people of color, those who do not speak English as a first language, low-income households, renters, and younger residents. (C)
- Ensure that pro-housing local leaders and residents, who will support an inclusive planning process and final plan or policy, are included on project steering or advisory committees, rather than limiting membership to “the usual suspects” who always participate in local planning activities. (A,C)
- Collaborate with CHAPA's Municipal Engagement Initiative, Great Neighborhoods, and other statewide housing networks and programs, as well as community-based organizations and local housing allies, to augment MAPC's technical assistance and ensure housing supporters are prepared to deploy as needed. (A,C)

**Advance inclusive housing policies and programs that expand housing opportunities and increase housing stability at the regional, state, and federal levels**

- Collaborate with Government Affairs to identify state-level inclusive policies for the agency's legislative agenda (A,B,C,D)
- Implement MetroCommon 2050 policy recommendations across housing-related action areas in coordination with other MAPC departments (A,B,C,D)
- Conduct research to inform MAPC positions on state and federal policy initiatives and provide comment on potential policy changes (A,B,C,D)

**Expand the Housing Team's practice area with a focus on assessing development feasibility, increasing knowledge of emerging practices, addressing barriers to inclusive housing, and effectively building support for implementation**

- Support current and new staff with professional development and knowledge sharing pertaining to residential development finance and feasibility under different policy scenarios (A,C)
- Identify and undertake trainings and other knowledge-building efforts on messaging, campaigning, and organizing and changing practices to facilitate housing production and mitigate displacement (A,C)

## MUNICIPAL COLLABORATION

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**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

**Dynamic and Representative Governments:** Local governments and regional agencies have the capacity and resources to deliver the services and supports our residents deserve, and to maintain and invest in our built and natural environments.

**Healthy and Safe Neighborhoods:** We are safe, healthy, and connected to one another.

## Collective Procurement

### Strategic Goals

**Ensure that high-quality and price-competitive public safety vehicles and equipment are available to municipal and other partners.**

- Ensure that contracts with the Fire Chiefs' Association of Massachusetts (FCAM) and the Greater Boston Police Council (GBPC) are updated and renewed.
- Revitalize our direct relationships with the new FCAM president and board members in order to increase awareness and interest in the program.
- Rebid the contracts for pumper fire apparatus on behalf of FCAM members. (B)
- Market the new electric vehicle contract through GBPC to reduce municipal carbon footprints across the region, working with the Clean Energy Department to spread the word about its products and benefits. (B)
- **Improve and** rebid the contracts for police and light-duty vehicles, and aftermarket equipment on behalf of our GBPC members. (B)
- Explore other equipment, services, and technology that public safety professionals may need to perform their duties, with a focus on products and services that advance MAPC's mission and strategic priorities. (B)

**Issue new and renewed procurements in support of MetroCommon goals and in response to community needs.**

- Rebid and maintain the Road Paint bid that was created in collaboration with several municipalities as well as the MBTA, MassDOT, and Massport to procure glass bead aggregate paint for bus and bike lanes.
- Build support and awareness for a prospective HEPA Air Filter procurement that aims to reduce exposure to dangerous Ultra-Fine Particulate (UFPs) matter, especially in North Suffolk communities and for residents who neighbor major transportation arteries.

## Emergency Preparedness and Public Safety

### Strategic Goals

#### **Perform the management, administrative, and planning duties associated with the Commonwealth's Homeland Security Program, as a means of enhancing public safety and preparedness for natural and man-made disasters.**

- Execute and track the effectiveness and efficiency of our work on behalf of the four homeland security councils, focusing on the key areas of procurement, vendor management, and stakeholder satisfaction, while advocating for projects that benefit multiple regions. (B,C)
- Conduct research into state and nationwide law enforcement and emergency management best practices to further benefit the four councils. Explore opportunities to utilize homeland security grant funding for projects related to vulnerable populations, as well as trainings on topics such as de-escalation, racial/implicit bias, and mental health awareness. (A,4)
- Leverage expertise gained through our programmatic and procurement work on behalf of the Region 3 Health and Medical Coordinating Coalition (HMCC) to assist the four councils in the approval and implementation of projects related to COVID-19 response efforts, including the purchase of ventilators, PPE, and other public health planning efforts. (B,C)
- Provide excellent facilitation and program management services to the Northeast Regional Homeland Security Council (NERAC), which results in effective decision making and the establishment of sustainable programs and activities. (B,C)
- Ensure coordination between NERAC and the Region 3 HMCC on public health projects and initiatives, including the development of the Threat and Hazard Identification and Risk Assessment (THIRA)/Stakeholder Preparedness Review (SPR), drafting of annual Regional Plans, and broadcasting of best practices for pandemic response to stakeholders in the region. (B,C)
- Expand the role of the NERAC Sheltering Committee to include public health initiatives in response to COVID-19 in collaboration with the Region 3 HMCC. (4B, 4C)
- Expand NERAC social media and other public outreach efforts through collaboration with MAPC's Community Engagement and Communications staff, resulting in increased awareness of NERAC funding, training, and equipment rental opportunities. (B,C)

#### **Launch an emergency preparedness practice that aims to help cities and towns (and other community-based partners) in responding safely and effectively to both natural and man-made emergencies in order to protect their residents, employees, and visitors from harm.**

- Explore how MAPC can provide dedicated emergency management planning services that would develop emergency plans and run exercises for municipal stakeholders, as well as

support a range of activities that can address preparedness for health and medical issues, natural disasters, cyber attacks, and foreign and domestic terrorism. (B,D)

- In concert with the Data Services Department, examine the agency's vulnerability to cyber threats and consider actions that can be taken to mitigate such risks and respond to any incidents that occur.
- Develop a project that supports cities and towns across the region in responding to the ongoing pandemic, such as an After-Action Report on elements of the pandemic response to date.
- Collaborate with the MAPC Communications Team to create a campaign to promote the new MAPC Emergency Preparedness practice to key local government stakeholders.

**Perform the management, administrative, and planning duties associated with the FY20 and FY21 Metro Mayors Shannon Grant Community Safety Initiative (CSI) in an effort to reduce youth violence and gang related crime in metropolitan Boston.**

- Work in collaboration with other departments within MAPC (Government Affairs, Public Health, Arts & Culture, etc.) to develop ideas for new programs and initiatives that can be funded through the Shannon Grant, and work with grant partners to develop and implement those programs. (B,C)
- Develop safe and effective programming with grant partners for youth during the COVID-19 outbreak and its aftermath (remote/virtual, socially distant, etc.). (B,C)
- Facilitate the sharing of information among law enforcement and prevention partners, including the organization monthly meetings on topics such as: gang activity trends, case studies of Metro Mayors funded prevention and diversion programs, success stories from prevention programs outside of the Metro Mayors communities, trauma, mental health, and equity in policing and social service delivery, including a discussion on racial profiling. (B,C)
- Convene statewide Shannon Grant partners at a Community Safety Summit to share best practices and learn from featured presenters and panelists, while engaging program youth in the discussions. (B,C)
- Assist Government Affairs and Communications in educating legislators, MAPC staff, stakeholders, and the general public about the benefits of the program.
- Pursue increased funding for the Shannon Grant program, the allocation to Metro Mayors, and awards to other parts of the region. Articulate how prevention and law enforcement partners are central to the effectiveness of the grant. (B,C)

**Build the capacity of the Region 3 Health and Medical Coordinating Coalition to help its core stakeholders prepare, respond, and recover from emergencies during a pandemic as well as increase preparedness efforts for the vulnerable population.**

- Execute and complete all required deliverables provided by the Massachusetts Department of Public Health - Office of Preparedness and Emergency Management to further enhance regional preparedness amongst all stakeholders and vulnerable populations.
- Provide procurement and budgetary planning services for HMCC stakeholders to ensure purchases promote regional emergency preparedness and are procured and delivered well in advance of the close of the fiscal year.

- Develop and promote hybrid HMCC quarterly meetings, workshops, and trainings to strengthen the emergency preparedness and response capabilities of the region and to share learning and best practices related to COVID-19 in order to address the pandemic on a regional level. (B,C)
- Provide stakeholders 24/7 assistance and support through the use of the Region 3 HMCC Duty Officer by collaborating with all HMCC member organizations to provide situational awareness, resulting in the development of a common operating picture across the communities and agencies in the region, and facilitate resource sharing. (B,C)
- Conduct response and coordination activities for stakeholders and as requested by the Massachusetts Department of Public Health - Office of Preparedness and Emergency Management as it relates to COVID-19 in order to enhance preparedness and response efforts across the region.
- Engage a wider range of health and medical stakeholders, such as home health agencies, pharmacies, dialysis centers and urgent care facilities, to ensure they are aware of HMCC activities, as well as to increase our ability to reach more vulnerable populations and promote equity throughout the region.
- Provide programmatic oversight of the regional HMCC PPE Cache in partnership with NERAC, Northeast EMS and the Westford Health Department as well as assist in the distribution and procurement of PPE to regional stakeholders.
- Provide excellent facilitation and program and budget management services to the Region 3D Public Health Emergency Preparedness Coalition, which results in effective decision making and the establishment of sustainable programs and activities.

## Municipal Services

### Strategic Goals

#### **Build the capacity of city and town governments to deliver high-quality public services and improve the well-being and quality of life for area residents.**

- Assist municipalities to improve their internal operations and governing structures across a range of function areas. (A,B,C)
- Support a wider range of municipal leaders and officials to increase effectiveness and efficiency and to explore opportunities for shared implementation of services. (A,B)
- Develop a new range of shared service and inter-municipal collaboration projects through greater outreach to municipal leaders and officials. (A,B,C)
- Continue to partner with public health departments to build health service capacity and improve health outcomes for residents, including by supporting regional public health efforts through multiple Public Health Excellence (PHE) and contract tracing grants across the region. (B,C)
- Facilitate the North Suffolk Public Health Collaborative Community Health Initiative Plan (CHIP) working group meetings and implement each respective workplan. Foster larger resident participation through effective community engagement. (B,C)

- Initiate and support the Shared Sustainability and Climate Office initiative in North Suffolk and identify other opportunities to use a similar shared climate staff model. (A,B,C)
- Support the North Shore Regional IT Collaborative to expand fiber infrastructure and create a governing structure for regional municipal IT service. Assist the joint procurement for a shared IT consultant on the North Shore. (A,B,C)
- Complete the Cost Comparison Study on behalf of smaller sized communities across the region. (A,B,C)
- Continue to collaborate with the Data Services and Economic Development Departments on projects that aim to close the digital divide and ensure more moderate and low-income households have access to high-quality internet services.
- Assist communities manage and allocate the surge of American Rescue Plan Act (ARPA) funding and encourage inter-municipal projects that focus on equity.

## PUBLIC HEALTH

### MetroCommon 2050 Connections

**Healthy and Safe Neighborhoods:** We are safe, healthy, and connected to one another.

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**Dynamic and Representative Governments:** Local governments and regional agencies have the capacity and resources to deliver the services and supports our residents deserve, and to maintain and invest in our built and natural environments.

### Strategic Goals

#### Increase resilience and racial equity in greater Boston by addressing the public health impacts of climate change and reducing environmental health risks

- Support policies that address environmental or climate justice and public health in order to address racial health disparities. Provide policymaking process with health evidence, data, and strategies that address risks to human health from pollution, changes in temperatures and weather patterns, and changes in disease vectors (C,D)
- Carry out climate change and environmental health projects that assess or address place-based exposures to extreme temperatures (e.g., urban heat island) and air pollution (e.g., indoor air quality, near roadway traffic related air pollution). (A,C)
- Conduct trainings with municipal and community organizations to promote resiliency and justice in response to climate change, with a focus on demographic groups and organizations facing the greatest challenges, such older adults, economically insecure populations, and community-based organizations. (C)
- Facilitate community-led climate change planning projects in order to support community ownership of change, resiliency and health equity. (C)
- Support the development and use of public health surveillance data to understand more fully the health impacts of climate change at the municipal level. (C,D)

- Support the enhancement and use of environmental pollution tracking data to understand and respond to cumulative health hazards at the municipal level, particularly those that drive inequities by race and income. (C)
- Develop communication pieces that explore climate change, health impacts and public health response strategies in the Greater Boston region. (D)

### **Expand local public health capacity through policy change, collaboration, and shared service initiatives**

- Support municipal and state policy changes aimed at improving mental and behavioral health by working downstream (e.g., Metro Mayors Task Force on Opioids) as well as upstream (e.g., economic stability, youth mental health, trauma-informed practices). (B,C)
- Support state policy changes aimed at enhancing local public health infrastructure. (B,C)
- Enable service delivery through shared service initiatives and collaboration between health department and health systems using common data tools. (B,C)
- Lead and assist on projects that support local public health departments as they respond to and recover from the COVID-19 pandemic, including expanding municipal-level data and analytics to assist cities and towns in making decisions about schools, businesses, and gatherings; special efforts to help high-risk communities to test, trace, and reduce infections; and ensuring that facilities exist for isolation and quarantine if infection rates increase. (C)
- Undertake municipal public health projects that address foundational public health services, shared services, and expanding partnerships with community and clinical organizations, including support for emergency response, communications, and community-based efforts to manage the COVID-19 pandemic. (C)
- Conduct trainings with local health departments to increase awareness of emerging topics such as Foundational Public Health Services, Public Health 3.0 model, and behavioral insights to encourage health protective behaviors. Through trainings and follow-up, bring awareness to evidence-based strategies that protect residents and prevent the spread of COVID-19 (B)
- Update Foundational Public Health Services assessment tool in order to assist local public health departments in meeting state and national public health service standards. Use existing models from Massachusetts as well as national leaders like the State of Washington. (B)
- Produce communications (e.g., fact sheet, research brief) that can assist local public health departments in capacity building and documentation of emerging practices. (B)

### **Improve food security and access to healthy foods through a combination of food systems planning and technical assistance to cities, towns, and community-based organizations**

- Participate in state-level food policy change efforts by providing input and analysis about the likely impacts on systemic racial and income driven health disparities. (C)
- Provide municipal food system planning and technical assistance in order to increase local production of foods and access to healthy affordable foods. Identify and assist in sustaining promising responses to food insecurity, especially related to the pandemic. (A,C)
- Explore opportunities to expand municipal and school procurement of local, healthy foods in order to increase food security, local economies, and healthy eating practices. (B,C)



- Conduct trainings to increase capacity of municipalities and community organizations to produce, procure or prepare food through investments in local food systems. (B)
- Launch a food systems database that will support municipalities in assessing and improving their food security programming and infrastructure. Provide use cases and case studies in using the database to respond to COVID-19 related food insecurity (B)
- Produce blog posts to disseminate information about emerging practices in regional and local food systems planning and implementation.

**Address the root causes of health inequities by providing healthy community design technical assistance and evaluation of investments in social determinants of health.**

- Undertake Health in All Policies (HiAP) projects (e.g., HIA, Health Impact Review, Health Lens Analysis). Specific focus will be given to projects that address racial health disparities and one of the following topics: economic development, clean energy, social justice, transportation, or environmental health. (A,C)
- Conduct community health needs assessments and health improvement plans with municipal partners, including a comprehensive assessment of social determinants of health.
- Lead innovative and unique approaches to municipal planning efforts (e.g., open space plan, local and regional mobility plans, economic development and workforce planning, master plans) in order to integrate public health evidence, strategies and engagement. (A)
- Lead and contribute to evaluation projects that focus on investments by hospitals and health systems, community health centers, and community development organizations in housing, economic mobility, and transportation as social determinants of health.
- Develop literature reviews and research briefs to fill evidence gaps on the impact of environmental risk factors on physical health, nutrition, social cohesion, injury prevention, and health equity.
- Contribute to agency efforts to develop and implement standardized qualitative data processes.
- Create communications pieces to highlight new public health research and findings from research to action projects in Massachusetts and the US.

## STRATEGIC INITIATIVES

### MetroCommon 2050 Connections

**DSI is committed to helping lead the implementation of MetroCommon 2050. We will advance all goals of the plan, with an emphasis from our department on:**

**Getting Around the Region:** Traveling around Metro Boston is safe, affordable, convenient, and enjoyable.

**Homes for All:** All residents of Metro Boston have places to live that meet their needs, and that they can afford.

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

**Dynamic and Representative Governments:** Local governments and regional agencies have the capacity and resources to deliver the services and supports our residents deserve, and to maintain and invest in our built and natural environments.

## Strategic Goals

**MAPC will work towards completing and, with the support of our partners, implementing MetroCommon 2050, which establishes the vision for the future of Greater Boston. The focus for the short-term is on realizing an equitable and resilient recovery.**

- Oversee and complete the update process, by November 30, 2021, including approval of the plan and a compelling launch event in Spring of 2022. (A,B,C,D)
- Build and maintain strong relationships with grassroots leaders, local officials, state agencies, and organizations representing under-represented populations. This will include plan outreach, presentations, and one-on-one meetings to explore joint work, especially where municipal priorities align with MetroCommon priorities. (A,B,C,D)
- Align department and agency planning and work with MetroCommon content to implement the plan's recommendations effectively. Work with leadership to incorporate MetroCommon into the strategic plan update. (A,B,C,D)
- Cultivate new sources of support for the plan implementation, including foundations that have not recently provided financial support to MAPC. (A,B,C,D)
- Complete an internal evaluation for MetroCommon to provide lessons learned for future agency-wide initiatives, including the next regional plan update (A,B,C,D)

**Manage relationships with agency funders and policy partners to advance MAPC's mission and strategic priorities.**

- Provide project initiation, oversight, management, and reporting for the Barr Metro Boston Climate Resiliency and Mobility and the MetroCommon 2050 grants. Scope the next application for a Barr mobility and climate grant. (A,B,C,D)
- Assist with policy, legislative, and coordination on specific initiatives shared by the members of the Massachusetts Smart Growth Alliance, including implementation of Housing Choice. (A,B,C,D)
- Test new approaches to more racially equitable projects and processes through MetroCommon implementation, projects funded by grants managed by DSI, and through community engagement strategies. (A,B,C,D)

## Learning and Evaluation

### Strategic Goals

**Solicit, compile, and spread successful MAPC practices, including department specific technical expertise as well as organizational procedures.**

- Strengthen MAPC's learning environment by encouraging and supporting departments and teams to document successes and challenges routinely and to reflect on lessons learned. (A,B,C,D)

- Create a system to disseminate lessons learned across the organization. As part of that system, identify a learning agenda including some of the more pressing challenges MAPC faces. Work with departments and teams to make their lessons learned available to colleagues through brown bags, blog posts, staff meetings, and/or email/slack. (A,B,C,D)
- Streamline and improve the project inventory so it assists in documenting innovative strategies and lessons learned. (A,B,C,D)
- Collaborate with the newly established Director of Equity and Culture to organize a broader roll out of the operationalizing equity tool, which provides departments a process for understanding and incorporating equity into their work. Document and share findings to inspire more equitable strategies, projects, and procedures. (A,B,C,D)
- In collaboration with HR and Operations, build on our repository of internal practices and procedures so that staff can access organizational procedures and successful practices quickly and easily. (A,B,C,D)
- Design and co-lead Managers' Meetings to provide managers and directors with information that enables them to become better supervisors, including sharing successful management practices, collaborating on solutions to common problems, and providing administrative presentations and updates. (A,B,C,D)
- Work with staff throughout the agency to learn about best practices from other regional planning commissions and similar public agencies throughout the country and the world. Devise with senior management a system to encourage and support such investigation through the Executive Discretionary Fund and other processes.

**Provide departments the structure and support to establish department level outcomes, evaluate progress towards those outcomes, and identify and implement improvements.**

- Working with Data Services, design and implement methods to assess MAPC's impact on the region. Use those assessments to guide departments towards what is working and what they might improve. (A,B,C,D)
- Partner with additional departments to identify anticipated project outcomes, develop and deploy systems to evaluate success and to identify challenges, suggest ways to improve outcomes, and incorporate these recommendations into future projects. (A,B,C,D)
- Conduct additional project evaluations and share lessons intentionally.
- Collect and assess post-project feedback from project partners (generally municipal officials), project managers (MAPC staff), and other key stakeholders (e.g., community or business leaders). Present findings to project teams for improving future projects. (A,B,C,D)
- Document and analyze MAPC's response to the COVID-19 pandemic. Amplify and spread successful practices initiated by MAPC staff and identify what partners value in their relationship with MAPC and in their participation in groups that MAPC leads. (A,B,C,D)
- In collaboration with the new Director of Equity and Culture and the Equity Team, provide procedures for departments and teams to assess the extent to which their strategies, activities, and outcomes promote (or fail to promote) equity in the region and use the findings to develop more effective practices. (C)

## Community Engagement

## Strategic Goals

**Engage target populations to increase participation in the development of MetroCommon 2050 and ensure that there is a coalition of willing stakeholders to implement the new regional plan.**

- Continue to lead community engagement activities, virtual and in person, in preparation for the launch of MetroCommon2050 (A,B,C,D).
- Design and lead outreach to municipal partners, state agencies, elected officials, non-profit organizations, and other key entities to build support and commitment for implementing MetroCommon's recommendations. (A,B,C,D).
- Build out a network of mini-grant partners and Community Engagement Advisory Council members to help advance each other's work (A,B,C,D)
- Evaluate internal and external engagement work under MetroCommon over the course of the planning process. (A,B,C,D).

**Advise municipalities on successful practices of hybrid engagement that combine virtual and in person participation**

- Develop, evaluate, and document municipal management practices for meetings and events with hybrid models and share findings through webinars. (A,B,C,D).
- Research hybrid examples and share ones that promote equitable engagement practices. (A,B,C,D).
- Pilot hybrid meetings and provide hands on technical assistance to municipalities and MAPC staff. (A,B,C,D).
- Advocate for more equitable and accessible meetings and events through policies related to open meeting law, remote hearings and remote participation. (A,B,C,D).

**Build the capacity of decision-makers in the region to design and implement equitable engagement and planning processes.**

- Provide municipalities tools, resources and guides to support their public participation processes. Focus especially on ARPA processes for equitable engagement and prioritization of investments. (A,B,C,D)
- Provide engagement trainings to municipal staff and other practitioners in collaboration with with partner organizations (MACDC, APA, APA-MA, CPTC, MARPA, local universities, etc.) in the region and, as practical, throughout the state. (A,B,C,D)
- Host peer exchange and support opportunities for community engagement practitioners. (A,B,C,D)
- Disseminate successful practices and innovative approaches through webinars, blogs, newsletter and other communication materials. (A,B,C,D)

**Prioritize engaging historically under-engaged/underserved populations in MAPC led projects.**

- Create and implement equitable community engagement plans for MAPC projects. (A,B,C,D).
- Operationalize equitable internal processes through improvements to scoping that ensure adequate funds for engagement and appropriate project timeframes. (C)

- Develop an evaluation process to measure how effectively community engagement efforts have equitably centered stakeholder input. (C)
- Train staff and municipal partners on equitable community engagement practices. (A,B,C,D).
- Pilot an agreement statement, the Racial Equity, Diversity & Inclusion Principles, that commits MAPC and project partners to supporting equitable engagement in planning processes. (C)
- Partner with CTPS to advance equitable engagement. (C)
- Partner with Data Services on Participatory Action Research. (C)

#### **Expand the agency's municipal and Council engagement.**

- After the adoption of MetroCommon, strategize with Operations, Government Affairs, Subregional Coordinators and Communications on ways to engage municipal leadership and MAPC Council members more fully through Council appointments and other activities focused on implementing the regional plan. (A,B,C,D)
- Lead MetroCommon Orientation for MAPC Council members and, working with Human Resources, for new staff. (A,B,C,D)

#### **Supporting municipalities' diversity, equity and inclusion initiatives.**

- Support the REMAP project and help the agency to design follow-on projects that help municipalities to advance racial equity. (C)
- Oversee and staff the DEI Coalition and research best practices for municipal DEI initiatives. (C)
- Support leadership's efforts to expand Council engagement, including continuing efforts to link Council members to project work and policy initiatives and increasing the diversity of the Council. (A,B,C,D)

## **Subregions**

### **Strategic Goals**

#### **Support municipalities and subregional partners in COVID-19 recovery. Gather and address municipal needs through the Subregional Councils on COVID-19 recovery. (A,B,C,D)**

- Identify regional interests and share potential program ideas that could be funded by the American Rescue Plan Act (ARPA). (A,B,C,D)
- Establish priorities with participating municipalities around emerging topics and concerns (e.g., diversity/equity/inclusion, public health resources, virtual and hybrid meeting practices, small business grant opportunities). (A,B,C,D)

Share timely capacity building, financial, and public health resources and information and provide assistance on any topic that falls within MAPC range of expertise. (A,B,C,D)

- Incorporate racial equity into subregional work planning and more deliberately into monthly meetings. Discuss racial equity at subregional meetings by intentionally leading with equity on planning topics, bringing in knowledgeable guest speakers, and hosting forums focused on addressing key equity issues. (C)

- MAPC subregional coordinators will develop actions that their subregions can take to advance racial equity and provide equity specific resources to their municipal members (e.g., how to do procurement for racial equity/implicit bias training for municipalities). (C)
- Identify and encourage TAP proposals that focus on equity, COVID recovery, and other topics in and among municipalities, throughout a subregion, or between neighboring subregions. (C)
- Share equitable best practices related to public participation processes, inclusive public meetings, and discussions of racial equity at public meetings.
- Collaborate with community engagement staff and develop strategic, virtual, and hybrid engagement plans for increasing and maintaining the participation in Subregional Councils. (A,B,C,D)

**Design subregional strategies and activities to support implementation of MetroCommon recommendations.**

- Identify opportunities for Subregional groups to discuss MetroCommon and ways to implement its recommendations, including connecting with local elected officials to support the launch and implementation of MetroCommon. (A,B,C,D)
- Utilize MAPC's upcoming strategic planning process to engage MAPC Executive Committee and staff, Subregional Coordinators, and Subregional Chairs/Vice Chairs in a strategic planning process about the direction, priorities, goals and metrics of the Subregions. (A,B,C,D)
- All Coordinators will use the new HubSpot tool to update their participant lists, contact information, and improve tracking as well as to recruit new subregional members. (A,B,C,D)
- Increase Subregional Council participation and improve contact management. (C)
- Develop annual goals and general timeline of annual tasks/activities for each of the Coordinator's subregions and schedule quarterly check-ins on progress. (A,B,C,D)

# TRANSPORTATION

## MetroCommon2050 Connections

**Getting Around the Region:** Traveling around Metro Boston is safe, affordable, convenient, and enjoyable.

**Homes for All:** All residents of Metro Boston have places to live that meet their needs, and that they can afford.

**A Climate-Resilient Region:** Metro Boston is prepared for – and resilient to – the impacts of climate change.

**A Net Zero Carbon Region:** The Metro Boston region is highly energy efficient and has reduced its greenhouse gas (GHG) emissions to net zero.

**Economic Security:** Everyone has the financial resources to meet their needs and to live fulfilling lives.

**A Healthy Environment:** Greater Boston's air, water, land, and other natural resources are clean and protected – for us and for the rest of the ecosystem.

**Thriving Arts, Culture, and Heritage:** Greater Boston is full of unique places and experiences that bring joy and foster diversity and social cohesion.

## Strategic Goals

### **Improve public transportation for transit dependent populations.**

- Conduct research and advocacy to support the adoption of a means-based MBTA fare, and the implementation of the new fare collection system that ensures equity for low-income riders. (A,C)
- Support MassDOT, MBTA, and municipalities across the region to advance aspects of the Better Bus Project, which includes a Bus Network Redesign, updated maintenance facilities, electric buses, bus shelters, and electronic message signs. (A,B,C,D)
- Provide technical assistance to municipalities and MBTA to implement dedicated bus lanes and other bus priority changes. (A,B,C,D)
- Analyze the financial and service implications of fare free bus service to inform public policy decisions regarding this proposal. (A,B)

### **Provide safe and connected walking and cycling infrastructure.**

- Promote the LandLine vision of a connected network of trails and greenways through mapping, wayfinding, marketing, and strong website content. (A,B,C,D)
- Convene trail and cycling stakeholders and municipal officials as part of the LandLine Coalition to build an effective constituency of trail planners. (A,B,C,D)
- Provide technical assistance at the local and subregional level to advance LandLine trail segments and support open-space protection. (A,B,C,D)
- Initiate a strategic planning process for the Bluebikes bicycle share system and support the expansion of the system into new municipalities and neighborhoods. (A,B,C,D)
- Conduct corridor and municipal wide bicycle and pedestrian plans at the request of cities and towns. (A,D)
- Support municipalities to plan shared streets treatments and apply for grant funding. (A,D)
- In all of the above, focus on serving under-served low-income and/or BIPOC communities by expanding cycling and walking infrastructure, resources, and capacity under the guidance of locally based groups. (C)

### **Ensure that new growth produces low vehicle miles traveled.**

- Support municipalities to adopt progressive parking plans and policies for on and off-street parking availability. (A,C,D)
- Conduct coordinated land use and transportation planning studies at the subregional, corridor, or transit station level. (A,B,C,D)
- Review and comment on new development projects with a focus on their impacts to the transportation system. (A,B,C,D)



- Conduct research and planning that supports the adoption of transportation demand management strategies by employers and municipalities. (A,C,D)
- Participate in regional transportation planning studies led by MassDOT, DCR, or MBTA. (A,B,C,D)

#### **Increase the share of zero emission vehicles (ZEVs) in the region.**

- Promote policy recommendations from MAPC's Ride For Hire Electrification Working Group. (C, D)
- Initiate pilot programs to advance electric vehicle car sharing, charging infrastructure, and ride-hailing. (C, D)

#### **Close critical transportation service gaps in the region.**

- Facilitate a program to provide funding to taxi and livery companies to partner with municipalities and other organizations to support local transportation needs. (C)
- Conduct studies and support pilot projects that improve first and last mile connections to transit stations and other important locations. Work to implement the recommendations of studies already completed. (A,C,D)
- Research paratransit needs in the region and opportunities to make improvements. (C)

#### **Incorporate climate resilience into state and local transportation planning.**

- Convene municipal planning and DPW staff to discuss best practices for integrating climate resiliency into local transportation planning. (D)
- Document best practices and resources for climate resilience on MAPC's website. (D)
- Continue to advocate for electrifying the commuter rail system, the MBTA and RTA bus networks, and adding appropriate charging and maintenance infrastructure (D).

#### **Plan for the impacts of new mobility technology.**

- Advance the recommendations of MAPC's E-commerce report, which focus on creating a more detailed "regional playbook" with strategies for municipalities and the state to mitigate impacts of e-commerce distribution centers. (A,B,D)
- Study the impact of "mobility as a service" (MaaS) on low- and moderate-income people, as well as potential to incentivize mode-shift or low auto ownership among higher income earners. MaaS is a growing technology trend to locate multiple publicly available on-demand transportation options (ex: MBTA, Bluebikes, Uber/Lyft, Zipcar) on a single mobility platform or application, and offer discounts and promotions for various "bundles" of service. (A,C)
- Advocate for increased trip data from transportation network companies. (A,D)