

Metropolitan Area Planning Council

Fiscal 2023 Work Plan

INTRODUCTION

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**. Since that time, we adopted our new regional land use and policy plan, *MetroCommon2050*, in November 2021; and we are soon to embark on a new strategic planning process for the agency, including a Diversity, Equity & Inclusion Assessment. However, the four strategic priorities remain in place, and are the guiding objectives for this annual work plan.

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. MAPC uses these Strategic Priorities to focus our efforts toward implementing **MetroCommon 2050**. MetroCommon 2050 includes 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 2023 Work Plan**, which covers July 1, 2022 through June 30, 2023. 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, which that strategy seeks to address. Please note that the Work Plan does not include every program or project that each department implements, but rather the key strategic priorities, which the department will undertake in the upcoming Fiscal Year.

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ARTS AND CULTURE

MetroCommon 2050 Connections

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Strategic Goals

Advance a resilient and equitable recovery of the arts and culture sector.

- Support municipal recovery by offering technical assistance to embed artists and creatives in strategies to activate downtowns. (B,C)
- Design and implement arts and culture planning projects that emphasize an inclusive recovery of the arts, culture, heritage, and tourism industries. (B,C)
- Integrate equity, public health, and climate resilience into our arts and culture planning projects so that they more effectively address the continuing effects of the pandemic. (B,C)

Promote a thriving arts and culture sector through municipal and regional planning projects and initiatives.

- Extend the accessible, transparent, and fair process for public arts commissioning, which MAPC developed with the City of Lynn, to other localities and artistic projects. (A,B,C)
- Create and manage projects that build the capacity of municipalities and other public entities to work with artists and arts and culture organizations. (A,B,C)
- Initiate arts and culture planning projects that integrate arts and culture into municipal priorities including housing affordability, equity, transportation, and climate resilience. (A,B,C)

Advance diversity, equity, and inclusion in the region through arts and culture planning and implementation projects.

- Increase the number of projects that involve external partnerships with artists of color and community-based organizations that serve communities of color to build accountability with a broader set of stakeholders in the region. (C)
- 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. (C)
- Center racial and cultural justice and equity in the scoping and implementation of planning projects. (C)

- Integrate values and methods from public history and public humanities into planning and implementation projects. Use these efforts to shift narratives around community culture, character, and assets. (C)

Build regional capacity for collaborations at the intersection of arts, culture, planning and community development through educational programs, workshops, and webinars.

- Offer professional development workshops bringing together government staff, especially municipal arts and culture 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. (A,B,C)
- 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. (A,B,C)

Use policy, data, and research projects to advance support for arts and culture as well as equity and resiliency in the region.

- Advocate for policy initiatives to promote arts and culture recovery and resilience, equitable cultural development, and preservation, as well as public art and public realm design. (A,B,C)
- Draft a policy memo highlighting key policy issues impacting the arts and culture sector and identify intersections with other agency policy and legislative priorities. (A,B,C)
- Create a multi-municipal policy framework to support the preservation and development of cultural facilities and expand access and affordability of cultural space across the region. (A,B,C)

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.

- Continue to partner with the New England Foundation for the Arts (NEFA), MASSCreative, the Massachusetts Cultural Council, 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 to advance MAPC arts & culture policy advocacy and data initiatives. (A,B,C)
- Expand department work on historic preservation, cultural asset mapping, and increasing equity in historic preservation and interpretation through partnerships with state agencies and non-profit organizations working in the fields of historic and cultural preservation, historic and cultural resources, public humanities, and public history. (A,B,C)
- Deepen coordination with other regional and state agencies to remove barriers to arts and cultural development in our cities and towns, and to facilitate inclusion of public art and cultural space in publicly owned properties, landscapes, and new developments and infrastructure. (A,B,C)
- 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. (A,B,C)

Embed the Arts & Culture Department as a core practice area within MAPC.

- Continue to build staff knowledge of and engagement with arts and culture across the agency and facilitate networking with arts and cultural leaders and organizations in the Greater Boston region in partnership with sub-regional coordinators. (B,C)
- Collaborate with MAPC's Public Health, Clean Energy, Land Use, Environment, and Transportation Departments to integrate arts & culture into other agency priorities such as Landline Regional Greenway initiatives, reparative economic development programs, housing initiatives, and climate resilience and public health projects. (B,C)

CLEAN ENERGY

MetroCommon 2050 Connections

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Strategic Goals

Deepen the Clean Energy Department's work and expertise in net zero-related program implementation, climate-smart technologies, and equitable climate planning.

- Grow the Net Zero planning practice to target and accelerate how cities and towns use MAPC resources, such as the Municipal Net Zero Playbook, to support equity-focused climate actions, including setting goals, engaging the community, developing strategies and metrics, and implementing new projects, programs, and policies to achieve Net Zero. (A,B,C,D)
- Provide technical assistance on advanced climate action planning, prioritizing an equity framework and innovative engagement and implementation models, in 10 or more communities. (A,B,C,D)
- Leverage, update, or develop new tools to support the expansion of net zero work through the Green Communities program. (A,B,C,D)
- Educate and provide resources for cities and towns to engage in the state's update of the stretch energy code and development of a new specialized net zero code. Support municipal adoption after these codes are finalized. (A,B,C,D)

Advance strategies and partnerships focused on extreme temperatures, particularly heat, to reduce energy burdens for low-and-moderate income residents and communities of color, in coordination with Public Health, Land Use-Housing, and the Arts and Culture Departments.

- Expand and evolve work on cooling strategies and planning during extreme heat that centers vulnerable populations and integrates cumulative public health impacts of heat, air pollution, and systemic racism. (B,C,D)
- Develop and disseminate communications and engagement materials that municipal and community-based organization (CBO) partners can use to engage vulnerable populations. (B,C,D)
- Build external partnerships and enhance agency expertise and capacity to improve energy efficiency and access to clean energy in affordable and mixed-income housing across the region. (A,B,C,D)
- Advocate for municipal and state policies that promote resilience to extreme heat, protect people's health and wellbeing, and reduce racial, geographic, and income, disparities in energy efficiency and utility programs. (B,C,D)

Encourage municipalities to add new renewable energy to, and reduce demand on, the electric and thermal grids.

- Support additional municipalities to implement MAPC's Green Municipal Aggregation (GMA) model through enhanced guidance, resources, and direct technical assistance.
- Encourage municipalities to increase the renewable energy available in their default GMA program options and explore models that subsidize lower-income households to participate in 100% renewable energy options (B,C,D)
- Accelerate the reduction of gas leaks and the transition away from natural gas infrastructure through activities including the Multi-Town Gas Leaks Initiative and policy and regulatory processes related to a future of clean heat (e.g., Commission on Clean Heat, Department of Public Utilities Proceeding 20-80). (B,C,D)
- Educate municipalities on innovative ways to save money, energy, and GHG emissions through programs responsive to the electric grid's real-time status, such as peak demand programs, battery storage for resilience and economic benefit, and smart city technologies like streetlight controls. (D)
- Engage with DOER on the development of regulations for the 10 fossil-fuel free communities pilot program to help ensure that municipalities have a fair opportunity to participate and are also supported in developing more affordable and fossil fuel-free housing in their communities. (A,C,D)

Accelerate clean mobility efforts to equitably electrify vehicles, school buses, municipal fleets, and cargo bikes. Leverage federal, state, and utility opportunities, in coordination with the Transportation and Municipal Collaboration Departments.

- Explore with municipalities how to equitably transition the delivery of goods from internal combustion engine vehicles to electrified alternatives, including potentially expanding the City of Boston's electric cargo bike delivery pilot program to other communities. (B,C,D)
- Lead the Regional EV Strategy calls to coordinate and fund 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 procurement resources for electric school buses so that municipalities can leverage federal funding through EPA's Clean School Bus Program, deploy third-party owned and operated charging stations, and explore other innovative approaches. (B,C,D)

Advance regional climate mitigation, adaptation, and resilience by facilitating and supporting the Metro Mayors Coalition Climate Taskforce, including mitigating extreme heat and flooding, progressing toward net zero goals, and related activities.

- Manage and facilitate Climate Taskforce meetings, webinars, and other Taskforce events and communications. (C)
- Demonstrate progress on 2022-2023 priorities and facilitate next steps, including supporting equitable climate planning and collaboration, supporting coordination across participating municipalities, and advancing regional progress toward net zero goals. (A,B,C,D)
- Coordinate with federal and state agencies, regional partners, and other Taskforce members, particularly on shared infrastructure and opportunities for shared services. (B,C,D)
- Finalize and begin to implement a regional heat preparedness plan that includes public health interventions, climate-smart zoning, long-term land use planning to mitigate the urban heat island effect. Form a Heat Preparedness working group that engages public health and emergency managers. (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.

- Support using net zero and clean energy strategies as tools for advancement of racial and social equity (A,B,C,D)
- Advocate for policies that build community capacity to reduce GHG emissions and adopt net zero building strategies. (A,B,C,D)
- Advocate for municipal, climate, and equity priorities within implementation of the 2022-2024 Energy Efficiency Plan via the Energy Efficiency Advisory Council (EEAC), centering underserved populations, the improvement of the Community First Partnership, and deployment of climate-smart measures, such as weatherization, heat pumps, and deep energy retrofits. (B,C,D)
- Support the state's climate action policy development toward meeting its 2030 and 2050 commitments, particularly through the Global Warming Solutions Act Implementation Advisory Committee (GWSA IAC), implementation of the Clean Energy and Climate Plan for 2030, and the Commission on Clean Heat. (A,B,C,D)
- Seek to elevate municipal climate priorities and prepare projects to leverage federal funding opportunities, such as ARPA, the Bipartisan Infrastructure Law, and the Inflation Reduction Act that can enable long-term equitable decarbonization and resilience projects regionally and locally. (A,B,C,D)
- Advocate more for equitable grid modernization and rate design in the regulatory realm with the Department of Public Utilities, particularly as utilities develop their Electric Sector Modernization Plans. Seek to participate in the soon-to-form Grid Modernization Advisory Council. (C)

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

- Work with the Economic Development team to implement the clean energy sector elements of the Good Jobs Challenge, recently awarded to the City of Boston by the US EDA. Through this and other efforts, advance a diverse clean energy workforce to promote economic recovery and more equitable access to clean energy opportunities and career growth. (B,C,D)

- With the Communications and Environment Departments, develop and amplify a communications strategy to promote equitable net zero plan implementation, clean heating and cooling, net zero building code and local ordinances, and extreme heat mitigation. (C,D)
- Refine and pilot using equity-centered criteria to guide grant applications, project scoping, contracting, community engagement, evaluation, and partnering to advance MetroCommon goals. (C,D)
- Create and strengthen relationships with CBOs focused on climate justice and energy equity and explore opportunities for future collaboration and better alignment of regional efforts with the needs and priorities of Environmental Justice communities. (B,C,D)

COMMUNICATIONS

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Strategic Goals

Strengthen MAPC’s voice and presence in the Boston media market, providing data analysis, policy recommendations, opinions and thought leadership on issues affecting the region, and developing our staff into go-to sources for reporters covering the full breadth of our planning expertise.

- Serve as in-house creative team supporting all staff in press, social media, messaging, marketing, visual design, outreach, and digital engagement. (A,B,C,D)
- Place regular opinion, news, and background interviews in both traditional and emerging outlets, including media in languages other than/in addition to English. (A,B,C,D)

- Train and empower more agency staff to perform media interviews in their areas of expertise, with oversight from Communications and agency leadership. Provide this expertise to external partners as well, increasing the impact of our work by equipping more members of individual project teams to represent our mission and values in the press. (A,B,C,D)
- Support our policy agenda through strategic communications efforts, including email action alerts, social media engagement, and proactive press, grounded in well-designed materials with a clear call to action. (A,B,C,D)
- Implement a communications plan for the implementation phase of MetroCommon that seeks out meetings with editorial boards and key reporters and editors, taps into coverage opportunities that arise due to breaking news, new legislation, or projects in the region, and that responds to relevant articles and opinion pieces. (A,B,C,D)
- Help our staff understand the impact of MAPC's media coverage on our project and policy work by recapping our recent coverage via a weekly email and improving our analytics format that shows engagement and reach. (A,B,C,D)
- Make a bigger imprint in the local media market by auditing our existing press relationships, setting up monthly coffees with key reporters, re-introducing ourselves to influential editorial boards such as the *Boston Globe*, cultivating ongoing background conversations with reporters to stay on their radar between breaking news and proactive pitches, checking in regularly with editors and columnists who cover beats relevant to our work, and deliberately engaging with social-media savvy reporters on their most-utilized platforms, so we are top of mind when digital conversations organically pivot toward MAPC priorities and strengths. (A,B,C,D)
- Increase our cadence of pitches to influential industry publications such as Next City, Planetizen, City Lab, and Streetsblog, and re-engage with the Mass Planners list, sharing MAPC content of interest to the wider planning field. (A,B,C,D)
- Continue our excellent track record of writing frequent, timely blog posts that spread the word about project milestones, drive input from project partners and the public, promote organic sharing of our content on social media, and generate buzz about our events, research and grant awards. (A,B,C,D)
- Develop a more consistent and effective visual design practice at the agency, leveraging our new graphic designer's expertise to build skill among the rest of our team to tackle less-advanced design needs so their time can be free to focus on larger, strategic projects with strong public impact. (A,B,C,D)

Further equity and opportunity in the Greater Boston region through our internal and external communications work.

- Review all materials for accessible, understandable language, cultural competency in framing, and diversity in all imagery and visuals including an audit of our website and digital projects so that they adhere to the Commonwealth's Web Content Accessibility Standards. (A,B,C,D)
- Embed a meeting with Communications staff at the beginning of each new project, so that all MAPC work begins with a professional audience analysis from which press, marketing, outreach, and visual design tasks flow. These meetings will help ensure managers consider the equity ramifications of each communication strategy chosen and help them understand how project goals are tied to communication tactics that are designed to engineer specific outcomes. (A,B,C,D)

- Re-introduce regular check-ins with the TAP Managers and conduct quarterly lunch meetings with other Directors to better understand their upcoming priorities and identify ways Communications can help. (A,B,C,D)
- 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. (A,B,C,D)
- Invest in updated photography assets for the agency to use in all visual materials across the web, in the press, and within our project materials. (A,B,C,D)

Provide internal and external support for hybrid communications at MAPC and across the region, ensuring inclusion and equity remain the forefront goals of every tactic.

- Support staff in the continued transition to hybrid work, ensuring that we fully integrate our outreach, meeting planning, press strategies, and virtual events for both remote and in-person participation, working in close collaboration with our event planning staff in Operations and Community Engagement. (A,B,C,D)
- Build out our newly-adopted system of project tracking using ClickUp and explore ways of streamlining requests for our staff time utilizing a platform such as AirTable to intake staff requests, modeled after the successful system adopted by Community Engagement this year. (A,B,C,D)
- Fully transition the oversight of all surveys and virtual open houses to the Community Engagement staff, who are working with Data Services to craft an in-house team of expert analysts. (A,B,C,D)
- Support 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. (A,B,C,D)
- Educate and train project partners in post-COVID communications best practices, including re-engaging the media in stories about our work, outreach in a hybrid environment, and promoting event participation with a blend of in-person and virtual collaboration. (A,B,C,D)

COMMUNITY ENGAGEMENT

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Strategic Goals

Regional partners are engaged in the implementation of MetroCommon 2050.

- Work with Strategic Initiatives and Government Affairs to create and begin implementing an engagement plan for MetroCommon 2050 implementation.
- 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 and to build excitement for regional approaches.

MAPC and municipal planning staff equitably incorporate community perspectives in the planning processes.

- Provide technical assistance to municipal staff that increases their capacity to engage all residents in government decision making and incorporate their perspective into final decisions.
- Support MAPC staff in growing and improving their community engagement skills and practices through providing guides, trainings, and hosting discussions.
- Develop and expand the community engagement network in MetroBoston by convening practitioners in person and virtually .
- Deepen and diversify the Department's expertise through targeted research on the practice of Community Engagement-related topics such as language access, qualitative research methodologies, evaluation of engagement activities, and hybrid meeting practices.

Municipalities receive resources and implementation support for their diversity, equity and inclusion (DEI) Initiatives.

- Support and expand engagement related DEI initiatives and processes at MAPC so that staff and the organization are better able to support municipalities on DEI topics.
- Support and expand DEI initiatives and projects with municipal and regional partners e.g. the Racial Equity Municipal Action Plan (REMAP) program, the DEI Coalition work and remote meeting practices.
- Provide equitable community engagement trainings and presentations to stakeholders throughout the MAPC region and beyond.
- Work across the agency on projects that support digital access, literacy, and engagement

MAPC's Council and Subregional Members are actively engaged in MAPC's work, priorities, and strategic planning.

- Support the administrative and relationship management of the Subregional Program.
- Ensure coordination among Subregional efforts and MetroCommon 2050 as well as municipal projects being managed by MAPC departments
- Support the administrative and relationship management of MAPC's Council as well as increase engagement with the members and other municipal members for the purpose of Council recruitment.

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 and expand 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)

- 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. Support the development of a statewide zoning atlas. (A,B,C)
- Continue and expand research into residential and commercial 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 complete results of the 2020 Census due in Spring 2023 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 completion 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 the impact of alternative land use policies on Vehicle Miles Traveled (VMT) and transportation GHG. Study the impact of regional, municipal, and sub-municipal growth patterns, parking and other 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.

- Strategically 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)
- Reevaluate the purpose and target audience for the Metro Boston DataCommon and identify a development roadmap for increasing the utility of the site. (A,B,C)

- Support the transition of the MySchoolCommute survey to hosting and maintenance by AECOM. (A,C,D)
- Prioritize and implement new features for Trailmap; collaborate with other RPAs to establish a statewide trails data standard and structure for collaborative editing and development. (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 in ways that help to bridge the digital divide (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)

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—including monthly or bimonthly 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.

- Integrate 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 full dry-run testing of MAPC's new disaster recovery system to continue network operations in case of disruption to MAPC on-site servers. (B)
- conducted last year, pursue opportunities for MAPC to build capacity and provide services for topics such as waste management, trees, and urban forestry, PFAS contamination of water supplies and other critical contamination issues; and air quality, particularly particulates in EJ locations.

Participate effectively in the MEPA process and other state policies and regulations 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)
- Conduct reviews of MEPA projects with a focus on equity and EJ. Actively review projects that may pose negative impacts on EJ communities and seek equitable distribution of the benefits of MEPA projects. (C)
- Working with Data Services, Transportation, Clean Energy, and Government Affairs, explore ways to quantify the air quality 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)
- Work with the MWRA, MWRA Advisory Board, EOEEA, and other RPAs on the issue of MWRA expansion, ensuring that expansion options are financially feasible for cities and towns, that expansion addresses critical environmental issues such as streamflow and PFAS contamination, and that expansion does not fuel sprawl development. (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. Pass legislation and allocate resources to advance equity and create a stronger foundation for our region.

- Outreach to legislators, including building relationships with new legislators, so they are aware of the role MAPC plays in their communities. (A,B,C,D)
- 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. We work closely with the Municipal Collaboration team on Safety Day on the Hill, improving relationships among youth, police, and community leaders. We will build on our advocacy work and look for opportunities to work with municipal leaders on expanded criminal justice work. (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, transit/bike/ped, climate mitigation and resilience, and breaking down barriers to racial equity.

- 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, including pressing for quick expenditure of federal ARPA funding in ways that are focused on advancing equity in the region. 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)
- Continue to build relationships with state agencies, especially in the new Administration, to ensure best practices for both policies and implementation. (A,B,C,D)
- Advance legislative and advocacy campaigns that address inequities in housing, economic opportunity, digital access, mobility, climate, clean energy, and public health. (A,B,C,D)
- 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). We recognize that our physical infrastructure shapes the demands on and capabilities of our social safety net. (A,B,C,D)
 - Resilient Infrastructure: We will focus on strategies that promote the production and preservation of affordable and mixed-income housing; push for ongoing zoning and permitting reform; pursue sustainable and dedicated revenue for the MBTA and RTAs; expand mobility options and increase mode-shift, especially to reduce greenhouse gas emissions from the transportation sector; promote climate resiliency, adaptation, and mitigation priorities. Work with the incoming Administration to implement a strong Clean Energy and Climate Plan, support grid modernization efforts, and dedicate funding to the decarbonization of the Commonwealth's built environment, accounting for environmental factors in housing quality; for legislation that allows for more regional collaboration on public health and expands municipal public health capacity and funding.
 - Expanding Equity in the Social Safety Net: This campaign will focus on strategies that help to keep people in their homes; expand residents' access to opportunities and jobs; better serve the needs of transit-dependent residents; focus on climate priorities that address the unequal impacts of climate change on Environmental Justice communities; advance policies that address the social determinants of health; advance policies and practice to address the current youth mental health crisis; help establish policies that will allow cities and towns to be better-prepared for the next disaster; support the childcare sector; invest in the creative economy; and help create new pathways for employment, especially in the digital economy and green economy.
- Solicit input from cities, towns, subregions, community-based organizations, and other stakeholders to shape our legislative agenda for the 2023-2024 legislative session. This will enable MAPC to learn more about the priorities of these stakeholders to help shape our own agenda, while also helping these stakeholders to increase their awareness of MAPC's work. (B)

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 member 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 statewide 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 other transportation tables to call for dedicated revenue for a just, statewide transportation system. Work with the member organizations of the Massachusetts Smart Growth Alliance (MSGA) to advocate in coalition for smart growth priorities. (A,C,D)
- Increase relationships with members of the business community and other economic development partnerships, where our goals intersect.

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 and increasing awareness of DLTA. (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 for the 2023-20234 legislative session, 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 members of our 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 MetroCommon2050 for future growth; preservation; climate change mitigation and adaptation; 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.

- 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 (including affordable housing) in walkable municipal centers, with appropriate open space and cultural elements (e.g., under MBTA Section 3A Guidelines or other sections of Housing Choice). (A)
- 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 promote equity, enable for climate resilience, encourage inter-municipal collaboration, and fulfill other MetroCommon2050 vision and values. (A,C)
- Update the Land Use Team's project selection process (to ensure that it adequately reflects equity and climate resilience goals) to recruit and/or design projects that fit MetroCommon2050 and MAPC Strategic Goals. Make recommendations regarding allocations of Technical Assistance Program (TAP) funds to projects that best fit MAPC's goals and are most likely to achieve post-project results. (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, advance equity by ensuring inclusion in the planning process, and establish long-term strategic alliances to carry out future planning to implement MetroCommon 2050 (A,C)
- Develop post-project strategies for supporting project implementation and holding municipalities accountable for implementation. Consider past implementation activity levels when evaluating municipal requests for additional TAP funds. (A)
- 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 walking, bus and rail, as well as projects specifically oriented toward racial equity, such as the Racial Equity Municipal Action Plan (REMAP) program. Follow up on previous projects such as REMAP phase 1 and Local Rapid Recovery Plans to focus efforts on projects and communities designed to address equity issues. (A,C)

- Continue to incorporate the “MAPC Racial Equity, Diversity, and Inclusion Statement (REDIS)” into scopes/contracts. Work with municipal partners to ensure that equity and inclusion are incorporated into all aspects of planning projects, including scoping, engagement, planning, and implementation. Evaluate impact of REDIS document over time, to determine if changes are needed in the document or its use. (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)

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

- In collaboration with Community Engagement, design MAPC’s technical assistance efforts, and in particular the outreach and engagement elements thereof, to account for the needs of historically marginalized and vulnerable populations including people of color, protected classes, persons with disabilities, linguistic minorities, single parent households, low-income households, renters, and the homeless. (A,C)
- Strive to ensure that participation in projects, including participation in any project advisory committee, represents local and regional diversity, including diversity by race, ethnicity, income, age, familial status, ability, primary language, and other measures, and incorporate efforts to reach out to historically under-represented populations. (A,C)
- Promote scopes and budgets that are large enough to include appropriately-scaled research, outreach, and engagement, including such items as stipends for community participation in focus groups, which is needed to broaden the diversity of participants in the planning process. (C)
- Partner with Community Engagement (CE) staff to design and execute the most effective and representative forms of public engagement, taking what we learned from public participation during COVID shut-down, and incorporating those lessons. (A,C)

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., EOEEA Planning grants, EOHEE 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 DHCD and MHP, 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, state and federal funding sources that are available and which align to potential MAPC projects (e.g., EEA grants, Gateway City Parks Grants, ARPA, BIL, EDA),

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 the MBTA Communities program through Section 3A Zoning, 40B, 40R, 40S, 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. (A)
- 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. (A)

Economic Development

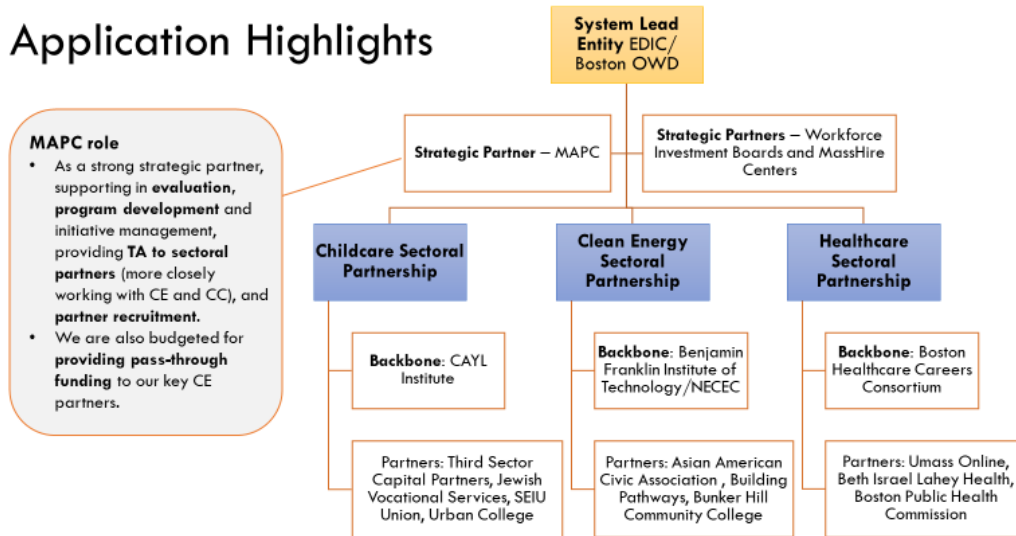
Strategic Goals

Provide target 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,B,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, primarily led by or serving women and/or people of color, to expand the impact of MAPC's economic development work in ways that advance the equity-related policy goals of the CEDS and MetroCommon2050. Particularly focus on partnering with organizations that are committed to bridging the digital divide (e.g., Mass Broadband Institute), improving employment opportunities and mobility for people of color (e.g., Emerald Cities Collaborative and Browning the Green Space), and advancing critical sectors like childcare (e.g., Community Alliance on Young Learners/CAYL). (A,C)
- Develop and facilitate access to resources to advance equitable economic development (including those on an equitable recovery,) smart growth, and regional collaboration. (A,B,C)
 - Provide research, guidance, and facilitation assistance to municipalities on best practices and program ideas for using federal funds, including but not limited to ARPA funding and/or funds available from the Commonwealth.
 - Guide municipalities, colleges, and non-profit groups through EDA and other funding applications using the CEDS, MetroCommon, smart growth principles, and equity criteria.

- Work with the City of Boston and our non-profit/school partners to implement the 3-year, \$23 million Good Jobs Metro Boston Coalition Project. This project, funded by the EDA Good Jobs Challenge Grant, on which MAPC collaborated with the City of Boston, includes 15 funded partners with the combined goal to train and place more than 4,600 participants into good jobs in the Child Care, Clean Energy, and Health Care sectors.

Application Highlights



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

- In partnership 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,B,C)
- Capture, analyze and disseminate data to broaden partnerships and increase opportunities for collaboration. (A,B,C)
- Provide data and facilitation expertise to support the strategic planning efforts of key partners, such as MassHire Workforce Investment Boards (WIBs,) Chambers, and, Economic Development Backbone Organizations, including sectoral development organizations such as life sciences. (A,B,C)

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 and MetroCommon 2050 with the Government Affairs team and develop a strategy to pursue those priorities. Policy priorities include, but are not limited to: (A,B,C)
 - individual financial security;
 - access to high-quality workforce development;
 - access to childcare;

- protections from predatory lending;
 - financial products and supports for LMI households and businesses;
 - creative redevelopment of underutilized commercial space;
 - production of affordable housing near transit and employment nodes;
 - public practices focused on hiring and purchasing from local and MWBE enterprises; and;
 - digital access and improve transportation access.
- Offer suggestions and content management support to Government Affairs, as they communicate and/or establish relationships with outside networks and key partners around legislative/administrative policy priorities. (A,B,D)
 - Continue to use the 2020 – 2025 CEDS as the blueprint that guides the programs and policies we implement, coordinate, and/or prioritize, with a focus on building economic resilience and advancing an equitable recovery. Set the stage for an update leading to the next five-year regional CEDS to commence in 2024. (A,B,C)
 - Research best practices for equitable economic recovery resilience policies and programs. (A,C)

Housing

Strategic Goals

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

- Advance Phase II of the Metropolitan Mayor’s Housing Task Force, including work tracking housing production, improving housing communications, and advancing local housing policies and programs. (A,C)
- Solicit and deliver Housing Production Plans, fair housing plans, equitable transit-oriented development and neighborhood plans, and other plans. (A,C,D)
- Provide technical assistance with implementation activities like Housing Choice, Section 3A, inclusionary, and other zoning; strategic plans or budgets for Community Preservation Committees, Affordable Housing Trusts, Fair Housing Committees, Shared Housing Services Offices, or other local or regional entities; and visioning and land disposition processes for affordable housing development. (A,C,D)
- Advance local implementation of inclusive housing efforts by strategically addressing misinformation, facilitating community engagement, and producing resources including 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)
- Inform municipalities about state and local funding opportunities, advocate for their local use to support inclusive housing, and position municipalities to be competitive for these opportunities through discussion, assistance with applications, and matching funds when needed. (A,B,C)
- Develop relationships with community-based advocacy coalitions, organizations, and other allies aligned with agency housing goals so these groups can inform and support our work at the local level. (A)

- Conduct research that moves inclusive housing planning and policymaking forward by addressing barriers to local implementation (such as inadequate infrastructure or concerns around development impacts) and/or delivering data and talking points to otherwise address anti-housing arguments. (A,B,C,D)
- Continue to expand the Housing Team's practice area with a focus on assessing development feasibility, addressing barriers to inclusive housing, effectively building support for implementation, and increasing knowledge of emerging practices. (A,C)
- Develop projects and scopes that meaningfully address local housing need, advance local dialogue around housing goals and benefits, and are positioned to deliver recommendations that are targeted, implementable, and realistic; establish a MAPC framework that assesses the inclusivity of housing policies in each municipality in the region to help Housing and other MAPC staff identify what type of technical assistance may be appropriate and what progress has been made. (A)

Ensure those who stand to gain from and support inclusive housing efforts are engaged in MAPC's planning and implementation processes.

- Develop better techniques to identify housing supporters and to bring them into the planning and decision-making process, especially constituencies that are under-represented. Make sure such individuals and organizations are included in project steering or advisory committees. (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)
- Utilize remote and hybrid community engagement practices to allow stakeholders more access and time to participate and ensure in-person and digital participants have equitable opportunities to inform the process and outcomes. (A,C)

Support a legislative agenda that features inclusive housing policies, programs, and resources to expand housing opportunities and increase housing stability.

- Collaborate with Government Affairs to identify state-level housing policies, programs, and funding for the agency's legislative agenda; conduct research to inform MAPC positions on new policy initiatives; and provide testimony or otherwise communicate with decision makers to share supporting data and resident stories and experiences. (A,B,C,D)
- Use our relationships with municipalities to track Housing Choice, Section 3A, and inclusionary zoning implementation at the local level and inform recommendations to the state for how to support municipalities in this work. (A,C)
- Implement MetroCommon 2050 policy recommendations across housing-related action areas in coordination with other MAPC departments. (A,B,C,D)

MUNICIPAL COLLABORATION

MetroCommon 2050 Connections

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

Collective Procurement

Strategic Goals

Explore new procurement opportunities that respond to community needs and are consistent with MetroCommon goals, such as climate resilience and equity.

- Support agency efforts to assist communities in exploring methods to increase purchasing from minority and women-owned businesses and in exploring ways to update our own procurement practices to promote equity. (B,C)
- Develop a new procurement for fruit and vegetables for area schools and work with the Public Health Department to promote values-based food procurement approaches, including supporting districts directly to purchase from area farmers. (B,C)
- Work alongside the Clean Energy and Transportation Departments to implement and promote electric vehicle and infrastructure procurements, including for electric school buses and charging stations, and promote existing electric vehicle options on current MAPC contracts. (A,B,C,D)
- 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. (B)

Improve marketing and outreach of public safety and public works vehicles and equipment contracts and ensure all current contracts are renewed.

- Renegotiate our Memoranda of Understanding, as needed, with both FCAM and GBPC and maintain and renew strong relationships with their organizational leadership. (B)
- Improve and rebid the contracts for aerial fire apparatus on behalf of FCAM members and medium and heavy-duty public works construction equipment on behalf of GBPC members. (B)
- Develop creative solutions to address supply chain and price volatility challenges that are impacting the purchase of vehicles and equipment and functioning of current contracts. (B)
- Search for opportunities to expand and or develop a new public works services consortium alongside the existing groups in MetroWest and the South Shore. (B)
- Explore equipment, services, and technology that public safety and public works professionals may need to perform their duties. (B)

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)
- Explore opportunities to utilize homeland security grant funding for projects related to vulnerable populations, as well as continuing or adding trainings on topics such as de-escalation, racial/implicit bias, mental health awareness, and preventing or responding to active shooter incidents. (B,C)
- Leverage expertise gained through our programmatic and procurement work on behalf of the Region 3 HMCC to assist the four councils in the approval and implementation of projects such as the purchasing of PPE and other public health planning efforts with an emphasis on communities most impacted by COVID. (B,C)
- Support efforts to diversify membership for both the NERAC Full Council and its committees to ensure there is a range of diverse backgrounds, perspectives, experiences, and skillsets to inform the allocation of Federal Homeland Security Funding. (B)
- Provide excellent facilitation, programmatic, and budget 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)
- Ensure coordination between NERAC and the Region 3 Health and Medical Coordinating Coalition (HMCC) on public health projects and initiatives, including developing the THIRA/SPR (Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review), drafting of annual Regional Plans, and sharing best practices for pandemic response to stakeholders in the region with the aim of supporting vulnerable populations. (B,C)
- Expand the role of the NERAC Sheltering Committee to include public health initiatives generally in response to the recent COVID-19 outbreak in collaboration with the Region 3 HMCC with the aim of supporting vulnerable residents of the region. (B,C)
- 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)

Build our emergency preparedness practice to help cities and towns (and other community-based partners) better prepare for and become more resilient to both natural and man-made emergencies so they can protect residents, employees, and visitors from harm, particularly those most at-risk from such hazards.

- Find communities that could benefit from our emergency preparedness planning services, including developing emergency plans, providing trainings and exercises, as well as supporting a range of homeland security and health and medical preparedness activities. (B)
- In concert with the Clean Energy Department, assist with the development of Regional Heat Preparedness and Adaptation Plan for the Metro Mayors Coalition to ensure it includes strategies, emergency response plans, and heat action plans so municipalities can better mitigate risks to residents most vulnerable to heat-related illness such as seniors, young children, and those living in crowded housing conditions. (B,D)

- Amplify collaboration with the Environment Department on the intersection between emergency preparedness practice and the development of Hazard Mitigation Plans. (B,D)
- Continue to collaborate with the MAPC Communications and Government Affairs Departments to promote the Emergency Preparedness practice to local government stakeholders. (B,D)

Support local efforts to adopt new approaches to public safety response, such as those that incorporate behavioral health support and outreach, jail diversion and non-armed interventions

- Help Revere to successfully implement a Behavioral Health Unit (BHU) within its Police Department through the Equitable Approaches to Public Safety (EAPS) grant program through program and grant management support. (B,C)
- Work with Health Resources in Action (HRIA) to aid Lynn in creating a non-armed public safety response function within their Police Department by providing project management and research support. (C)
- Continue to support MetroNorth public safety and health departments in facilitating their substance use response approaches, enabling them to share best practices, programs and services and provide better assistance to residents suffering from addiction. (B,C)

Perform the management, administrative, and planning duties associated with the FY22 and FY23 Metro Mayors Shannon Grant Community Safety Initiative (CSI) to reduce youth violence and gang-related crime in metropolitan Boston.

- Work in collaboration with other departments within MAPC (Public Health, Arts & Culture, Government Affairs, 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. (C)
- Continue to work with grant partners on developing safe and effective programming for youth during the ongoing COVID-19 public health emergency and its aftermath (remote/virtual, socially distant, etc.), including a new focus on young men. (C)
- Facilitate the sharing of information among law enforcement and prevention partners, including the organization of monthly meetings focusing 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 MMC site, trauma, mental health, and equity in policing and social service delivery to include 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 public about the benefits of the program, and to increase funding for the MMC grant and program overall. Improve education around the role that our law enforcement and prevention partners play in the success and effectiveness of the Shannon program. (B,C)
- Reevaluate the needs of the Coalition's communities, in partnership with Community Engagement and Government Affairs, to ensure we have the most effective and impactful community partners participating. (B,C)

- Ensure we have a diverse and proactive membership on our MMC Shannon Steering Committee so a range of perspectives and ideas are included in Coalition’s planning and decision-making. (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 while increasing preparedness efforts for the vulnerable population and meet required deliverables.

- Ensure that regional plans are anchored by health equity and a whole community planning approach with the support of core health and medical disciplines and in collaboration with other MAPC Departments (e.g., Public Health, Equity Team, Government Affairs). (B,C)
- Execute and complete all required deliverables provided by the Massachusetts Department of Public Health - Office of Preparedness and Emergency Management (DPH-OPEM) to further enhance regional preparedness among all stakeholders and vulnerable populations. (B)
- 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, while ensuring that procurement process and vendor selection follows a fair and equitable approach. (B,C)
- Develop and promote HMCC quarterly meetings, workshops, and trainings to strengthen and promote the emergency preparedness and response capabilities of the region, while increasing the development of diverse relationships and partnerships across disciplines. (B)
- Provide stakeholders 24/7 support and assistance in serving as 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)
- Continue to conduct COVID-related response and coordination activities for stakeholders and as requested by the Massachusetts Department of Public Health - Office of Preparedness and Emergency Management to enhance preparedness and response efforts across the region while identifying, addressing, and reducing the health inequities that have emerged during the pandemic. (B,C)
- 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 so we can promote equity throughout the region. (B,C)
- 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. (B)
- 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. (B)
- Ensure the Region 3D Public Health Emergency Preparedness Coalition is equipped with reliable, up to date methods of communication to ensure quick and appropriate response following a public health emergency. (B)

- Work with the new Administration to recognize the success of the HMCCs, to expand their funding and work responsibilities, and to encourage a more fully regional approach to public health and health care efforts. (B)

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.

- Partner with Public Health Department 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, focused mostly on communities with a history of health inequities. (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)
- Support the Shared Sustainability and Climate Office that we created in North Suffolk to improve resilience and climate mitigation efforts in that region and protect their most at-risk residents and consider opportunities to support other communities to adopt a similar regional climate approach. (B,D)
- Support the North Shore Regional IT Collaborative, which is led by Danvers and includes Middleton, Essex, Manchester, and Hamilton, in efforts to expand fiber infrastructure, standardize equipment and services, improve the region's cybersecurity posture, and procure a shared managed IT provider so they can improve the effectiveness and efficiency of their municipal operations (B)
- Work alongside the Data Services and Economic Development staff on projects that aim to close the digital divide and ensure more moderate and low-income households have access to high-quality internet services and support cities and towns to provide open-access community broadband networks by providing procurement, contracting, and grant management assistance. (A,C)
- Assist communities in managing American Rescue Plan Act (ARPA) funding and encourage inter-municipal projects that focus on equity. (A,C)
- Assist municipalities to improve their internal operations and governing structures across a range of function areas. (B)
- Reach out to a wider range of municipal leaders and officials to identify new project opportunities that can improve the effectiveness and efficiency of area governments such as through the shared delivery of services. (B)

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.

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.

Strategic Goals

Increase Resilience and Racial Equity in Greater Boston by Addressing the Public Health Impacts of Climate Change and Environmental Pollution

- Support state and local policies that promote environmental and climate justice and public health in order to address racial health disparities. Inform policy outcomes with public health research, data, and strategies that address risks to human health from pollution, extreme temperatures and storms, and changes in disease vectors. (C,D)
- Carry out climate change and environmental health projects that 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). In these projects, pilot and evaluate emergent practices (e.g. resilience hubs). (A,C,D)
- Conduct trainings and facilitate shared learning forums with municipal and community organizations to promote climate change resiliency and justice. Topical focus areas for training include older adults, economically insecure populations, and culturally resonant strategies. (C,D)
- Facilitate community-led climate change planning projects in order to support community ownership of change, resiliency and action to address health equity. (C,D)
- Support the development and use of community and environmental health tracking data to understand and respond to cumulative health hazards at the municipal level, particularly those that drive inequities by race and income. (C,D)
- Develop communication pieces (e.g., articles, blogs) that explore climate change, health impacts and public health response strategies in the Greater Boston region. (C,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 and service delivery through shared service initiatives and collaboration between health departments and health systems. (B)
- Partner with city and town public health departments to develop and sustain COVID-19 response infrastructure, including expanding data and analytics capacity, development of municipal policies, and use of behavioral insights in community interventions to reduce transmission and disease severity. (C)

- Implement municipal public health projects that address foundational public health services, improve capabilities through shared service partnerships, and expand collaboration between community and clinical organizations. (C)
- Support trainings for local public health department staff and Boards of Health to increase workforce credential, certification and capabilities consistent with recommendations of the Special Commission on Local and Regional Public Health. (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

- Engage 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 MAPC municipalities in order to build equitable and resilient food systems and increase access to nutritious, affordable foods. Identify and assist in sustaining promising COVID-19 related responses to food insecurity. (A,C)
- Continue efforts to expand municipal and school food procurement that simultaneously centralizes equitable food security objectives and supports food systems that promote the health of consumers and workers; resilience and sustainability; and local economies and small businesses. (B,C)
- Facilitate trainings and shared learning forums to increase capacity of municipalities and community organizations to invest in equitable food systems improvements. (B,C)
- Maintain and make improvements to the food systems database, which supports municipalities in assessing and improving their food security programming and infrastructure. Provide use cases and case studies in using the database. (B,C)
- Share information about our practices in regional and local food systems planning and implementation through interactive forums and digital communications. (B)

Address the Root Cause of Health Inequities by Providing Technical Assistance and Evaluation of Investments in Social Determinants of Health and Community Design.

- 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)
- Facilitate and evaluate community health needs assessments and health improvement plans with municipal partners. Include in these a comprehensive assessment of social determinants of health. (A,C)
- 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 plan) 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. (A,B,C)
- 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. (C)
- Innovate on and apply qualitative research methods in assessments and evaluation efforts, including use of participatory action research (PAR) methods. Coordinate with the MAPC teams advancing aligned efforts. (C)
- Create communications pieces to highlight new public health research and findings from research to action projects in Massachusetts and the US. (B)

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.

MetroCommon 2050

Strategic Goals

MAPC will, with the support of our partners, implement MetroCommon 2050, which establishes the vision for the future of Greater Boston and focuses most pressingly on realizing an equitable and resilient recovery.

- Build and maintain strong relationships with grassroots leaders, local officials, state agencies, and organizations representing under-represented populations. This will include planning outreach, presentations, and one-on-one meetings to explore joint work, especially where community priorities align with MetroCommon priorities. (A,B,C,D)
- Work with agency leadership and directors to 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.
- Working with various departments, advance the agency's work in the following key strategic arenas: (A,B,C,D):
 - Climate and housing

- Extreme heat and other resiliency and public health responses in EJ communities
 - Priority development and preservation mapping
 - Next iteration of zoning reform
 - MWRA drinking water expansion and land use implications
 - Anti-displacement efforts, both residential and commercial
 - Bridging the digital divide
- Working with the Director of Equity & Culture, lead the Strategic Planning process and support the DEI Assessment
 - 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.

- Oversee the implementation of the renewed, 3-year Climate Resiliency and Mobility Grant from the Barr Foundation. (A,B,C,D)
- Assist with policy, legislative, and coordination on strategic initiatives of the agency, including those shared by the members of the Massachusetts Smart Growth Alliance, including implementation of Housing Choice, and other relevant coalitions in which MAPC plays a role. (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)
- Help the agency to develop internal practices and department priorities to develop longer-term relationships with community-based organizations and advocates, who are working in spaces that support and advance the MetroCommon agenda. Use grants managed by DSI and other agency resources to advance this initiative. (A,B,C,D)
- Help the Executive Director and Deputy Executive Directors to manage the Executive Discretionary Fund in ways that will develop new lines of work to meet changing needs, implement MetroCommon, and address racial inequities in the region. (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 routinely document successes and challenges and use the findings to improve their strategies and products. (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 and the culture around it so it assists in identifying innovative strategies and lessons learned, while also informing Council leadership of MAPC’s work products. (A,B,C,D)

- Collaborate with the Director of Equity & 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)
- Establish a system to learn about and incorporate 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. (A,B,C,D)

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

- Help individual departments to establish their own role and expectations in the implementation of MetroCommon and the agency's Strategic Plan, including identifying and solving problems, enhancing communication between directors/managers and staff, holding regular retreats that are meaningful and impactful, identifying the change each department seeks to create, and establishing reasonable benchmarks for evaluation.
- Help each department to make its annual contribution to the agency work plan, and to follow up with monitoring, evaluation, and improvement practices.
- Collaborate with Data Services and the planning departments to design and implement methods for assessing MAPC's impact on the region. Use those assessments to identify the progress municipalities and other stakeholders are or aren't making so that we can be more strategic in what projects we do where. (A,B,C,D)
- Partner with additional departments to identify anticipated project outcomes, develop and deploy systems, such as project evaluations, to measure project success, identify challenges, suggest improvements, and incorporate these improvements into future projects. (A,B,C,D)
- 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)

TRANSPORTATION

MetroCommon2050 Connections

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

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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 with a focus on transit dependent populations.

- Work with the MBTA, MassDOT, the Legislature, the new Administration, municipalities, and allied organizations to ensure that FTA safety requirements and recommendations are fully and speedily implemented with adequate funding assigned to achieve that goal; ensure that full and fair replacement services is implemented to address any short-term service interruptions.
- Implement a low-income/fare-free MBTA fare pilot collaborating with the MBTA, municipalities, and advocacy partners. (B,C)
- Support MassDOT, MBTA, and municipalities across the region to advance the Better Bus Project, which includes the Bus Network Redesign, updated bus maintenance facilities, dedicated bus lanes and other bus priority changes. (A,C,D)
- Advocate for the funding and advancement of regionally significant MBTA capital investments, including state of good repair projects, the Silver Line Extension, bus electrification, and Regional Rail improvements, among others. (A,C,D)
- Advocate that the Commonwealth fully supports the MBTA in addressing their operating deficit, with a focus on preventing service cuts or fare increases. (C)
- Beyond the MBTA, ensure that RTAs serving the rest of the region and the state are fully-funded, able to reduce headways, and improve service. (C)
- Research paratransit needs in the region, including an evaluation of the Taxi, Livery, and Hackney Transportation Partnerships Program. (C)
- Evaluate dynamic roadway pricing, including congestion pricing and demand-sensitive pricing, as strategies to reduce congestion and fund public transportation. (A,D)

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,D)
- Convene trail and cycling stakeholders and municipal officials as part of the LandLine Coalition to build an effective constituency of trail planners. (A,D)

- Provide technical assistance at the local and subregional level to advance LandLine greenway segments and support open-space protection, with a focus on Environmental Justice communities. (A,C,D)
- Conduct research for the Bluebikes bicycle share system, support the expansion of the system into new municipalities and neighborhoods, and encourage upkeep and modernization of the system as needed. Continue to evaluate other bike/scooter share opportunities in the region. Evaluate improved systems for governance and growth of bikeshare systems. (A,B,D)
- Support cities and towns with corridor and municipal wide bicycle and pedestrian plans, including shared streets and complete streets treatments, applying for federal and state grant funding, and engaging with MassDOT's Safe Routes to School Program. (A,D)
- Working with cities, towns, and allied organizations, help to develop a regional safety action plan in line with Vision Zero, and support municipalities to implement safety changes to local streets in collaboration with the MPO. (A,B,C)

Support transit-oriented development and associated strategies so 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)
- With the Land Use Department, conduct coordinated land use and transportation planning studies at the subregional, corridor, or transit station level, with a focus on supporting local compliance with the new MBTA communities multi-family zoning requirement. (A,C,D)
- Review and comment on new development projects with a focus on their impacts to the transportation system and encouraging low vehicle miles traveled. (A,D)
- Conduct research and planning that supports the adoption of transportation demand management strategies by employers, developers, and municipalities. (A,D)
- Explore opportunities for creative placemaking in and around town centers, main streets districts, and transit stations, in collaboration with other MAPC departments. (A,C)

Advance decarbonization, improved air quality, and climate resilience.

- Initiate pilot programs to advance electric vehicle car sharing, e-bikes, e-cargo bikes, charging infrastructure, and ride-hailing. (C,D)
- Collaborate with CTPS on planning to decarbonize freight traffic in the inner core. (C,D)
- Collaborate with the Clean Energy and Municipal Collaboration to advance electric school buses and other elements of the municipal fleet, electric vehicle charging stations, and other approaches to electrify the transportation sector. (C,D)
- Convene municipal planning and DPW staff to discuss best practices for integrating climate resiliency into local transportation planning. (B,D)
- Document best practices and resources for climate resilience on MAPC's website, including resources for municipalities to incorporate green and resilient infrastructure into streetscape and parking projects. (D)

Plan for the impacts of new mobility technology.

- Advance the recommendations of MAPC's E-commerce report and develop the strategies identified in the "regional playbook" that will enable municipalities and the state to mitigate impacts of e-commerce distribution centers. (A,B,D)
- Advance the recommendations of MAPC's Rapid Deliveries report, which focus on sustainably managing this evolving and growing sector, including the need for more granular trip data from transportation network companies and rapid delivery providers. (A,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. (C,D)