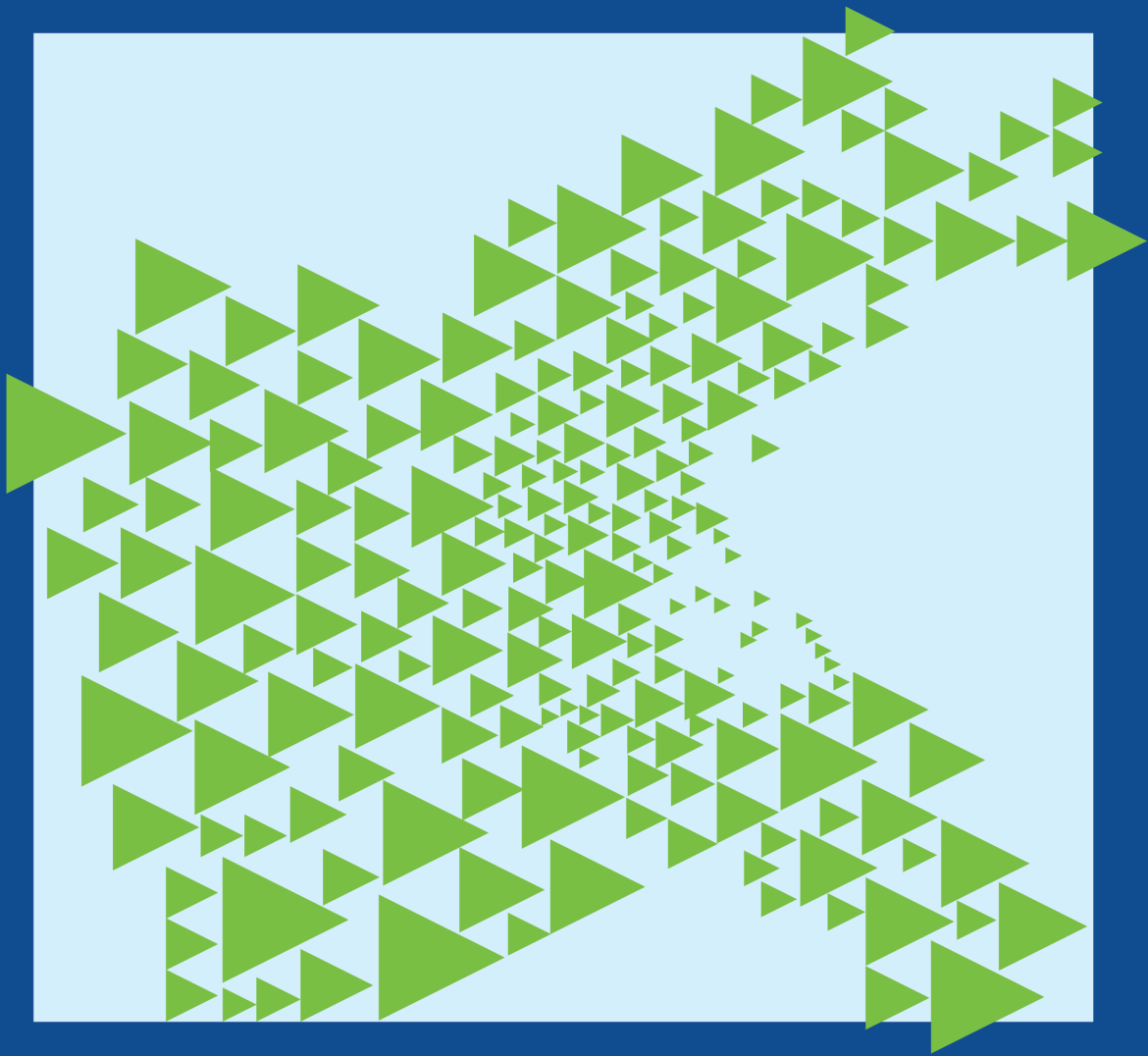


Metropolitan Area Planning Council

FY2026 Agency Work Plan



adopted July 16, 2025



Message from the Acting Executive Director

It is with great enthusiasm that I introduce the FY2026 Work Plan for MAPC. This work plan continues our commitments to goals outlined in *MetroCommon 2050*, adopted in 2021, and reflects a path to implementation of our newly adopted Strategic Plan. The Executive Committee was deeply involved in the hard work of updating our Strategic Plan, and MAPC leadership has spent the last few months reflecting on how the updated strategic priorities can be advanced through departmental work plans. The following comprehensive plan outlines the core activities, strategic initiatives, and collaborative efforts our agency will undertake over the coming year to support the 101 cities and towns in our region and the residents who live, work, and play in them.

Each year, the Work Plan serves as a roadmap—guiding our efforts to address the evolving needs of our municipalities, leverage new opportunities, and align local actions with long-term regional goals. In FY26, MAPC's leadership is prepared to execute a work plan that reflects both continuity and innovation, rooted in equity, sustainability, research and data, and regional collaboration. We recognize that the uncertainty of our current political and economic conditions requires us to be nimble and adaptable. While we are committed to exploring alternative funding sources should federal funds become unavailable, we will not compromise our values. We will continue our dedication to racial equity and climate resilience, even as federal partners are retreating. We will build on ongoing projects and policy priorities that advance economic well-being for our residents and make our region more just, accelerate the reduction of greenhouse gas emissions, encourage sustainable development and mobility, support arts and culture, and promote effective, efficient, and inclusive local governments, while also launching new efforts to respond to emerging challenges.

Our work would not be possible without the strong collaboration of our member municipalities and community organizations, the dedication of our nearly 120 staff members, and the leadership of our Board and Council. Together, we can ensure that our region continues to thrive today and into the future.

We look forward to another productive year ahead at MAPC, and to working alongside our partners to make meaningful progress for the people and places we serve.

Best,



Lizzi Weyant
Acting Executive Director

Executive Summary

Connecting the Work Plan to Strategic Priorities

The departmental sections of the work plan, included as Appendix A, provide extensive detail into the core activities, major initiatives, and priorities across all 13 departments including each department's goals and strategies. Here, we have highlighted **elements of the work plan that represent interdisciplinary and interdepartmental efforts that advance one or more of the five strategic priorities**. Below each strategic priority, you will see examples of projects that advance or implement these priorities in our region.

Our planning efforts would not be possible without the work undertaken by our Community Engagement, Communications, and Data Services departments. While not called out as often in this overview of interdepartmental projects, we encourage you to remember that almost every project at MAPC also passes through the hands of these departments. Much of the work is also advanced through our Subregions, and the coordinators play an important role in shaping and strengthening projects and connections to local stakeholders.

Since the adoption of *MetroCommon 2050*, and throughout the recent strategic planning process, MAPC leadership and staff have focused on more effectively addressing the region's greatest challenges. Solutions to these challenges require innovative approaches and the application of multiple planning lenses. In response, MAPC leadership and staff are actively improving internal collaboration and coordination. MAPC further benefits from employing nearly 120 staff members who bring diverse and multi-disciplinary experiences, perspectives, training, and expertise. Staffing projects from across several departments strengthens the work, deepens our collective knowledge, and increases our effectiveness in advancing our Work Plan, Strategic Plan, and *MetroCommon 2050*.

Strategic Priority 1

Advance the economic well-being, health, and safety of our region's residents.

- Data Services, along with Transportation and Public Health, will conduct research to better understand vehicle emissions in BIPOC and lower-income neighborhoods and to inform policy and mitigation strategies for improving air quality for residents in those communities.
- Public Health, Environment, Clean Energy, and Arts & Culture are collaborating on place-based climate change and environmental health projects that advance the health, safety, and support of residents impacted by extreme weather and high air pollution. This includes Cool Communications work, designed to increase education and information for residents at risk from extreme heat, and the implementation of the Community Heat Resilience Program in Salem, Lynn, and Somerville.
- Land Use will begin implementing the newly adopted Comprehensive Economic Development Strategy (CEDS), focusing on two primary areas: 1) workforce development in the clean energy sector; and 2) small business resilience as a means for more equitable wealth-building.

- Public Health will work with Boston Medical Center to evaluate institutional investments in black-owned businesses, community land trusts, affordable housing development, and childcare.

Strategic Priority 2

Accelerate the reduction of greenhouse gas emissions (GHG) to help achieve the Commonwealth's goal of net zero emissions by 2050, while improving the region's resilience to climate change.

- Transportation, Municipal Collaboration, and Clean Energy will continue to facilitate electrification of public vehicles through procurement projects, local charging implementation projects, and convening municipal and state officials to institute new best practices.
- Clean Energy will continue to convene the Metro Mayors Climate Task Force, with a focus on implementing regional heat preparedness and convening a Youth Climate Summit. Working with Government Affairs, the Climate Task Force will push for policy changes at the state and local level to make it easier for municipalities to site new clean energy infrastructure and implement local decarbonization efforts.
- Clean Energy and Land Use will train and support municipal officials on how to adopt and administer the Specialized Stretch Energy Code.
- Clean Energy, Environment, Data Services, and Arts & Culture will promote the first-ever Climate Resilience Playbook for the Commonwealth. As a comprehensive digital tool, the Playbook includes best practices regarding climate strategy planning, integration with other planning processes, project implementation, and community relationship building with a special focus on supporting partnerships with Indigenous people.

Strategic Priority 3

Encourage sustainable development and mobility with a focus on affordable homes, good jobs for low-income workers, a healthy environment, and non-auto transportation options throughout the region.

- Environment, Land Use, Strategic Initiatives, and Government Affairs will work together with the MAGIC subregion to address water infrastructure challenges that inhibit new development. This work will build on past and ongoing work related to MWRA expansion, PFAS issues, and subregional projects in the North Shore and South Shore.
- Environment, Land Use, and Data Services will work together to create data- and research-informed model floodplain regulation and other zoning, subdivision, and site plan review regulations that balance the need for permitting new development while being conscious of environmental concerns and resilience needs in the face of more frequent and intense weather events.
- Land Use will begin work creating the Regional Offsite Construction Strategy, which will include removing regulatory barriers, identifying a development pipeline, defining good jobs, and identifying suitable sites for future factories. This work is funded by a US HUD PRO Housing grant.

- Transportation and Land Use will work to implement Perfect Fit Parking recommendations, through local implementation of reduced parking requirements.
- Land Use will continue convening the Metro Mayors Housing Task Force and focus on implementing two local projects with Data Services that aim to remove barriers to new housing development in residential zones and identify publicly-owned land that is most suitable for affordable housing development. Government Affairs will continue to advance the policy priorities of the Task Force at both the legislative and regulatory levels.

Strategic Priority 4

Expand the region's commitment to support artists, advance the arts, and celebrate our region's diverse cultural heritage.

- Arts & Culture will be rolling out a newly developed initiative, *ArtsForward MetroBoston*, that will educate municipalities and arts and culture communities about a growing set of arts-friendly policies and encourage their adoption across the region and Commonwealth.
- Arts & Culture will work with the Government Affairs and Land Use departments to continue to identify and prototype ways that municipalities can mitigate the loss of cultural facilities and expand access to cultural and creative workspace through municipally owned spaces, financing mechanisms, and zoning initiatives through a growing portfolio of project work.
- Data Services and Arts & Culture will refine the data tools and digital prototypes developed over the last eight years into a publicly available suite of arts data resources to support research, planning, and policy making.
- Arts & Culture is continuing to support relationship building with Native American tribes and indigenous communities by identifying shared priorities and supporting outreach as part of planning and implementation, such as in the Climate Resiliency playbook. This relationship building will inform and support work in the Arts & Culture, Land Use, Environment, Clean Energy, Public Health, and Transportation Departments.

Strategic Priority 5

Assist local governments to become more effective, efficient, and inclusive through capacity building, convening and collaboration, and community engagement.

- Municipal Collaboration will partner with Data Services and Community Engagement to close the digital divide and ensure more moderate and low-income households have access to high-quality internet services by providing procurement and grant management support to such efforts funded by the Massachusetts Broadband Institute.
- Community Engagement will build on the success of FY25 Community Conversations series to develop a regional Community Engagement Working Group consisting of key stakeholders from around the region to improve communication among municipalities, advocacy groups, community-based organizations, and residents.
- Data Services will roll out the updated DataCommon tool and highlight MAPC's other novel data products and tools like the Rental Listings Database, MassBuilds, Zoning Atlas, and more to promote data-driven local governments.

- Municipal Collaboration will lead research and implementation efforts to identify and implement procurement practices that increase purchasing from diverse businesses.
- Municipal Collaboration's Emergency Preparedness team and Public Health Department will build on findings from climate change roundtables to enhance local preparedness and response capabilities for extreme weather events. This includes partnering with local public health departments, as well as shared service public health arrangements, to develop and sustain public health emergency response capabilities with specific focus on expanding use of data and community input, development of public policies and practices, and testing of community interventions and communications.

Appendix A:

2026-2027 Departmental Work Plan Sections

Reader's Guide



The following sections each include a brief description of the department or work group (e.g., Equity Team), goals they are working towards over the next two years, and strategies that will help achieve these goals. Iconography draws attention to where department efforts align with *MetroCommon 2050* Goals.

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Arts & Culture

MetroCommon x 2050
Connections

 Getting Around the Region	 Homes for All	 Climate Resilient	 Net Zero	 Dynamic/Representative Government
 Healthy Environment	 Economic Security	 Economic Prosperity	 Healthy and Safe Neighborhoods	 Thriving Arts, Culture, and Heritage

Who We Are

The Arts & Culture Department, launched in 2017, is comprised of the director and four full-time staff with expertise in arts and culture planning, public humanities, cultural preservation, and arts-based engagement and often, lived experiences as artists themselves. In FY26, we will also hire an assistant director. Since 2023, the department has been focused on building out two related practice areas – arts and culture planning, and the history, heritage, and humanities practice. Both practice areas include a mix of technical assistance project-based work; field-building efforts including resource development, workshops, and trainings; and data, research, and policy initiatives. The following goals and strategies encompass work across both practice areas.

Goals & Strategies

Expand arts friendly policies and arts data infrastructure.

- Launch *ArtsForward MetroBoston* as a new initiative to educate municipalities and arts and culture communities about a growing set of arts-friendly policies, and encourage their adoption across the region and Commonwealth.
- Provide technical assistance and facilitate partnerships among state, regional, and local entities to expand visibility and awareness of arts and culture venues and assets.
- Use technical assistance to generate housing, economic, public health, transportation and land use strategies that support artistic production and cultural enterprises and remove barriers to arts and cultural development in our cities and towns.
- Facilitate inclusion of public art and cultural space in publicly owned properties, landscapes, new developments and infrastructure.
- With Data Services, develop public data infrastructure to make existing arts and culture data resources more useful and accessible across the region. Integrate data infrastructure elements into MAPC public data portals and recruit partners to support data maintenance and sharing.
- Initiate new data and research projects to fill knowledge gaps about 1) building pathways to good jobs in arts, culture, and heritage and 2) equitable commemoration and public history.

Expand creativity, impact, and cultural resonance of planning work by integrating art, creative placemaking, and humanities practices into projects across disciplines.

- Accelerate progress on climate resilience by resolving tensions between historic and cultural preservation and climate goals and by engaging arts and culture to mitigate impacts of climate change, particularly among communities most vulnerable to those impacts.
- Promote a welcoming and inclusive region, particularly for marginalized communities and indigenous peoples and nations by engaging artists and elevating diverse cultural heritage in our public realm through public art, historic preservation, commemoration, and creative placemaking.
- Collaborate with the Land Use Department and state and non-profit partners to expand work on historic preservation, cultural asset mapping, and equity in historic preservation and interpretation.
- Experiment with arts-based engagement and humanities-based engagement practices as components of planning processes and seek opportunities to collaborate and learn with other departments across the agency.
- Use techniques of storytelling, creative practices, and imagination to elicit new visions for a more resilient and equitable region where people routinely live lives imbued with arts, culture, heritage, and meaning.

Strengthen coalition building efforts and increase municipal readiness to engage in arts, culture, and humanities planning and policy work.

- Invest and host field-building initiatives, such as trainings and shared learning forums with municipal, cultural and community organizations as well as individuals in the creative sector to build regional knowledge and awareness about the intersections of arts, culture, and heritage with planning and community development.
- Provide resources and training on planning and policy solutions to increase the local capacity to support arts, culture, and the humanities with a focus on affordable and accessible places for artists and cultural practitioners to live and work.
- Advance initiatives and support cross-agency work that build partnerships with Native American tribes in New England and serve the indigenous individuals and communities that live, work, and hold cultural connections in the MAPC region.
- Engage with MAPC's subregional program to share learnings, refine planning and policy solutions developed within the *ArtsForward MetroBoston* initiative, and build municipal capacity to undertake arts, culture, and humanities plans and initiatives.
- Facilitate partnerships among municipalities, public entities, artists, arts organizations, stewards of history and culture, and related entities to embed arts, culture, and heritage considerations as public priorities.

Clean Energy

MetroCommon x 2050
Connections

				
Getting Around the Region	Homes for All	Climate Resilient	Net Zero	Dynamic/Representative Government
				
Healthy Environment	Economic Security	Economic Prosperity	Healthy and Safe Neighborhoods	Thriving Arts, Culture, and Heritage

Who We Are

The Clean Energy Department is comprised of the director, assistant director, and five additional full-time staff with expertise in clean energy and climate planning, building decarbonization and resilience, transportation electrification, and other clean energy and climate topics. Our work aims to rapidly drive down greenhouse gas emissions, end dependence on fossil fuel consumption in the Commonwealth, build community resilience, and support a just clean energy transition. In FY26, we will expand our team and hire an additional Clean Energy Planner II. The department specializes in local and regional climate and clean energy planning, program design and implementation, and other related technical assistance. The department also supports clean energy and climate policy development at the state level and provides municipal perspectives on regulatory processes. We ground our work in inclusive community engagement.

Goals & Strategies

Support equity-forward clean energy and climate planning.

- Complete the development of the Greater Boston Regional Climate Action Plan as part of the Climate Pollution Reduction Grant (CPRG), centering [Justice40](#) communities in the process and outcomes. Begin implementation of key strategies in the plan.
- Develop new resources, like the Climate Resilience Playbook, to support communities' efforts to develop climate action plans (CAPs) and to analyze, track, and evaluate their progress. This includes developing resources to support local climate action plans, including a CAP Strategy Database, a top ten list of key strategies for municipalities to pursue, and a solar parking canopy guide.
- Continue to support local and regional climate action plans in the region, particularly for Environmental Justice communities.
- Continue to invest in creating and strengthening trusted relationships with community-based organizations focused on climate justice and energy equity.
- With the Communications and Environment Departments, develop and amplify a communications strategy to promote the Clean Energy Department's work, including funding opportunities, equitable climate plan implementation, net zero and affordable housing, building energy codes, energy affordability, and extreme heat resilience.

Prioritize and accelerate implementation of climate and clean energy strategies locally and regionally in collaboration with other MAPC departments and community-based organizations.

- Convene municipal and community partners to help share best practices, project creation, and strategy implementation.
 - Working with the Land Use Department's Housing Division, educate and provide resources and technical assistance for cities and towns to adopt the Specialized Stretch Energy Code.
 - Connect municipalities and their community-based partners to energy efficiency and decarbonization resources, particularly for low- and moderate-income households and affordable housing providers via programs like Electrify Everett and explore expanding this model.
 - Implement the Community Heat Resilience Program with the Public Health Department, focusing on Salem, Lynn, and Somerville.
 - Implement the Metro Mayors Climate Taskforce's regional heat preparedness plan, focusing especially on testing and operationalizing cool roofs.
 - Organize and convene a Metro Mayors Youth Climate Summit.
 - Implement a training program for new municipal energy and sustainability managers in partnership with National Grid, Eversource, and Merrimack Valley Planning Commission (MVPC).
 - Continue to collaborate with the Economic Development Department to implement the Good Jobs Metro Boston Coalition.
 - Strengthen partnerships with public housing authorities to improve comfort and access to clean energy among public housing residents and housing choice voucher holders via the Energy Secure Homes Program with the Boston Housing Authority.
- Support communities in adopting bylaws and processes that accelerate clean energy deployment while ensuring historical inequities are not exacerbated. This includes the state's development of a model battery energy storage bylaw, aligning local zoning with the updated stretch and new specialized code, and exploring zoning and regulatory barriers and opportunities for networked geothermal.
- Facilitate municipal and community dialogues to move climate and energy plans to implementation, including in Malden and with Chelsea and Revere via NSORS.

Advocate for affordable, accessible, and equitable climate policies and programming that support municipal and regional goals.

- Actively participate in stakeholder processes and consult with municipalities to support the development and implementation of state regulatory changes, including new small and large energy infrastructure siting rules, and the development of model battery energy storage system zoning guidelines.

- Advocate for policies and funding that build community capacity to reduce GHG emissions across sectors, provide resilience benefits, and adopt net zero building strategies that also support affordable housing goals.
- Advocate for equitable implementation of the 2025-2027 Energy Efficiency Plan that guides the Mass Save Program.
- Continue to advance dialogues with nonprofit partners to support implementation and advocacy efforts to improve programs, including the potential for a future Building Decarbonization Clearinghouse.
- Encourage more equitable grid modernization and rate design in the regulatory realm with the Department of Public Utilities. Continue participating in the Grid Modernization Advisory Council and encourage greater transparency and participation for municipalities in the grid upgrade processes.
- Collaborate with Environment and Public Health Departments to advocate for policies that reduce exposure to harm from climate disruption, prioritizing Environmental Justice communities. Examples include policies to address utility shut offs, or requiring access to cooling, or creating maximum temperature standards.
- Co-facilitate the Community Heat Resilience Community of Practice (COP) to develop a state-wide advocacy strategy on extreme heat and draft a policy whitepaper on advancing cool roof/climate smart roof policies.

Communications

MetroCommon x 2050

Connections

				
Getting Around the Region	Homes for All	Climate Resilient	Net Zero	Dynamic/Representative Government
				
Healthy Environment	Economic Security	Economic Prosperity	Healthy and Safe Neighborhoods	Thriving Arts, Culture, and Heritage

Who We Are

The Communications Department is composed of the Communications Director, Media Relations Manager, with expertise in press and social media, Marketing Specialist with expertise in strategic outreach and website management including accessibility, and two Visual Designers who oversee our brand standards and events. The department oversees all of the agencywide communications, including monthly newsletters, managing the website, blog, and social media platforms, and media relations. Communications staff also support the development of visual and promotional materials for planning projects.

Goals & Strategies

Strengthen MAPC's presence across the Boston media landscape, telling our story effectively and creatively through a wide variety of influential channels and publications.

- Position our new leadership in regular interviews with key media targets to elevate their voice on policy issues on behalf of MAPC.
- Identify junior staff within each department for specialized in-house training to build core skills for working with the press, so that each team starts building a deeper bench of staff who are comfortable talking to the media
- Translate our legislative agenda into media opportunities in collaboration with the Government Affairs team, working on both long-term and short-term opportunities.
- Help staff share accomplishments, including speaking engagements, conference presentations, political testimony, and other professional milestones, amplifying those accomplishments across social media and in local and regional press outlets, focusing in particular on our fast-growing LinkedIn audience.

Ensure visual materials and events are useful and informative, and that they lead with equity, elegance, and accessibility. Shepherd the agency's brand identity.

- Create dynamic, engaging visual designs and digital content that are easy to understand and highly shareable by key audiences.
- Deploy the MetroCommon 2050 visual identity as the agency's default branding, creating sub-families for projects, research releases, legislative priorities and outreach campaigns.
- Using our new Sharepoint events toolkit, and the new package of tradeshow materials we designed and ordered for in-person tabling and conferences this year, manage all agency events in partnership with staff, ensuring strong outreach and engagement, appropriate branding, and effective follow-up.
- Launch the new employee Intranet in collaboration with HR and Digital Services, finalizing the content based on staff engagement with the draft site conducted this year.
- Working with our in-house photographer and hiring external staff when necessary, continue to add photo assets to our library of images for staff to use when designing reports, marketing materials and web pages.
- Continue working on an accessibility audit of our website in preparation for compliance with new federal disability access guidelines and the latest Web Content Accessibility Standards (WCAG 2.0). Use the audit to inform the upcoming redesign of mapc.org.
- Help all MAPC staff incorporate our creative team into their projects by using the tools located on the digital Communications Hub. Continue onboarding all new staff into how to work with the Communications team within their first two weeks of work at MAPC.

Community Engagement

MetroCommon x 2050

Connections

 Getting Around the Region	 Homes for All	 Climate Resilient	 Net Zero	 Dynamic/Representative Government
 Healthy Environment	 Economic Security	 Economic Prosperity	 Healthy and Safe Neighborhoods	 Thriving Arts, Culture, and Heritage

Who We Are

The Community Engagement Department, created in 2023, is comprised of the Director, Community Engagement Manager, and three full-time staff with expertise in community-led planning processes, neighborhood organizing, and board/council engagement. The Department supports municipalities in integrating residents' input into policy and planning projects. Our work is centered around engaging those who have not historically had a seat at the table in planning and policymaking throughout the MAPC region. The Department provides consulting services to facilitate meetings, organize and implement engagement activities, and create custom engagement strategies to reach diverse and varied audiences.

Goals & Strategies

Engage more diverse communities and ensure their perspectives are reflected in planning processes.

- Provide technical assistance, training, and municipal capacity building to MAPC's communities on their community engagement practices and planning projects.
- Oversee scoping of community engagement elements in MAPC's projects and provide MAPC staff with scoping guidance and training for community engagement.
- Provide guidance and support for implementing language access practices and evaluation practices in agency and municipal projects.

Increase knowledge among MAPC and municipal planning staff, so that we can design and implement equitable civic engagement and planning processes.

- Develop and implement agency-wide Community Engagement standards of practice, including an update to the Community Engagement Guide.
- Implement an evaluation process for MAPC's Community Engagement work to reflect current processes, hold project teams accountable for equity goals, and promote continual improvement.

- Research and develop best practices in Community Engagement on topics such as language access, digital engagement platforms, qualitative methods, and hybrid practices. Share best practices research and work with MAPC staff and regional stakeholders through the CE newsletter, webinar series, TA projects, and other avenues.

Support development and implementation of municipal diversity, equity, and inclusion (DEI) initiatives.

- Collaborate and expand on DEI initiatives, Language Access initiatives, and Evaluation Initiatives and processes related to engagement at MAPC.
- Lead DEI initiatives and projects with municipal, subregional, and regional partners, including the DEI Coalition and municipal DEI technical assistance projects.

Connect local organizations and both municipal and regional decision-makers to ensure that planning processes and decision-making aligns with community needs and priorities.

- Support the administrative and relationship management of the Subregional Program and MAPC's council.
- Identify and implement best practices for MAPC and municipal staff to develop partnerships with community-based organizations and other regional stakeholders of MAPC. Document and track these relationships.
- Build, nurture, and maintain long-term relationships through relational building with key networks, coalitions, and other partners in the region, for example, the Massachusetts Immigrant Support Network, the I-LEAD project, the DEI Coalition, and the Language Access Roundtable, and Commonwealth Seminar.
- Develop a regional Community Engagement Working Group consisting of key stakeholders from around the region to improve communication among municipalities, advocacy groups, community-based organizations, and residents.

SUBREGIONAL PROGRAM

The Community Engagement Manager oversees the subregional program, managing overall strategic program direction and consistency across subregions. The program currently has 12 coordinators, with 1-2 coordinators for each of the eight sub regions, who liaise between subregional tables and MAPC. Each subregion includes municipal officials and regional and community stakeholders, all of whom work together to develop an annual work plan and priorities.

Goals & Strategies

Strengthen MAPC's relationships with our member communities and their constituencies.

- Build relationships with community-based organizations to create opportunities for longer-term collaboration on projects that support and empower historically disadvantaged groups.

- Provide technical support and resources as well as a peer support space to Subregional Council Members while maintaining a reciprocal pathway for information gathering and sharing of best practices through regular meetings and ongoing communication.
- Identify and coordinate leadership development for Subregional Council Members, including participation in MAPC Council meetings, assuming other leadership roles such as Legislative and Executive Committees, and helping to implement the goals of MetroCommon2050 and the Strategic Plan.
- Create a collaborative and supportive peer environment for local elected officials, municipal staff, and community partners through coordinated discussions and the development of innovative, multi-municipal projects that will advance equity and sustainability in the region.
- Fulfill the Subregional Program's responsibilities to the Boston Region MPO by encouraging input in the development of regional transportation plans (e.g., TIP, UPWP, and LRTP).
- Advance equity, sustainability, and regional collaboration.
- Increase understanding of the racial equity framework across the Subregions to advance racial equity within subregions.
- Contribute to the development of innovative project ideas through the TAP Program, MPO Project Solicitation Process, and through Special Assessment funds (for the MAGIC and MWRC Subregions).
- Diversify membership and voices on the Subregion Councils by adding new stakeholders from municipalities, institutions, advocacy groups, and community-based organizations.

DATA SERVICES

MetroCommon x 2050

Connections



Who We Are

The Data Services Department is comprised of three Divisions: Analytical Services, Digital Services, and Research. The Director and managers of the three divisions are joined by 12 other full-time staff in varying roles. Data Services staff have expertise in planning, GIS, quantitative and qualitative research and analysis, web development, and civic technology. The Department produces custom analysis, research, and digital tools, supports the agency's technical support initiatives, and works to close the digital divide. Data Services maintains a clearinghouse and repository for a variety of different datasets, tools, and resources that strengthen not only MAPC's regional and local planning, but also that of the state and our regional and community partners.

Goals & Strategies

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

- Continue to develop and implement the MAPC Research Agenda. Implement quantitative, qualitative, and mixed-methods research from the FY26 Research Agenda, focused on research and data development to support the implementation of MetroCommon and the Strategic Plan, and to assist MAPC projects and policy initiatives.
- Continue to collect data for, maintain, and improve MAPC's novel data products and tools, such as the Metro Boston Rental Listings Database, the MassBuilds development database, the MAPC Zoning Atlas, and more. Promote their use within and outside MAPC and apply them in Data Services research and analytical work. Advance the infrastructure and tools for aggregating and standardizing data from multiple municipalities (and other local sources) into regional data assets.
- Continue to establish a qualitative and mixed-methods research practice at MAPC in collaboration with Community Engagement; implement a framework for conducting rigorous and reproducible qualitative research to support MAPC's planning and policy priorities; identify opportunities to develop participatory action research (PAR) projects with community partners.
- Update MAPC's MetroCommon Regional Indicators with the latest data, a new set of high-priority equity-focused indicators, and a new user-friendly website. Produce indicators with reproducible scripted analysis that can be built into a web platform for semi-automated updates.
- Serve as the definitive source for socioeconomic, housing, and land use projections for Metro Boston and Massachusetts. Promote MAPC's 2023 Long-Range Transportation Plan (LRTP) household and housing demand projections, and the alternative scenarios developed for the Executive Office of Housing and Livable Community's 2025 Statewide Housing Plan; support their incorporation into policy development and local planning work; and begin to prepare for the 2027 LRTP update.

Use data and digital tools to inform the agency's work, improve the effectiveness of local government, and enable more people to participate in planning decisions.

- Continue to update the Metro Boston DataCommon for increased functionality and useability based on documented user testing and feedback and a long-term product roadmap.
- Support the digital tools and services that are providing documented value to external partners, such as the DataCommon, MassBuilds, Trailmap, Rental Listings Database, the MetroCommon digital hub, and more.
- Democratize access to Massachusetts trails data by continuing to update MAPC's trails data, and working collaboratively with other Massachusetts RPAs and MassGIS to publish statewide data via the recently developed statewide trails data standard and website.
- Explore the need to assist municipalities with the selection and procurement of software and digital services that will improve municipal efficiency and effectiveness.

Undertake high-quality data, mapping, and analytical services to benefit MAPC planning projects and external clients.

- Provide customized, insightful, and engaging quantitative and qualitative analysis, data management, visuals, and written content for MAPC's technical assistance planning work.
- Develop a framework and reproducible analytical approach for assessing displacement risk and anti-displacement response for municipal planning work, in coordination with the Land Use Department.
- Continue to conduct innovative analyses on the impacts of coastal and riverine flooding and rising temperatures on vulnerable populations, property, and infrastructure, and opportunities for mitigation. Collaborate with Environment and Government Affairs on policy recommendations.
- Provide and improve upon advanced data analysis and decision support tools for MAPC's planning projects, building off existing work such as the 3A district suitability analysis and the Cool Roofs siting tool.
- Continue to improve our toolbox of approaches for communicating quantitative data in ways that are accessible and compelling to people with different backgrounds, learning styles, and physical limitations (e.g., colorblindness).

Bridge the digital divide by ensuring more moderate and low-income households have access to high-quality internet services.

- With funding from the Massachusetts Broadband Institute's Digital Equity Planning program, assist municipalities with the implementation of local and regional digital equity plans developed with MAPC, and continue to identify policies and funding opportunities to help municipalities close the digital divide.
- In partnership with MAPC's Municipal Collaboration department, continue to implement a statewide Affordable Housing WiFi program to install free wifi in thousands of public and affordable housing units statewide, funded by a \$14.6 million grant from MBI's Digital Equity Partnerships program.
- Implement a program evaluation for the Apartment Wi-Fi program, focusing on lessons learned and program impact based on the experiences of housing providers and residents living in apartments where free Wi-Fi has been or will be installed.

Increase the department's impact and reach internally and externally.

- 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.
- Strategically curate data storytelling through project websites, interactive and intuitive maps, research publications, and more frequent short-form data visualizations and share publications with MAPC staff and agency partners to facilitate use of our work in policy and planning applications.

- Promote project partnership with Analytical Services staff so that projects can benefit from their analytical offerings as well as their subject matter expertise. Work with MAPC leadership and staff to clarify best practice for their engagement.
- Improve the technical and data capacity of MAPC staff through data orientations for new MAPC staff, written guidance on the Analytical Services SharePoint site, and on-call support through email and Slack. Expand these resources to cover new tools at MAPC, such as ArcPro and ArcOnline.

Environment

MetroCommon x 2050

Connections

 Getting Around the Region	 Homes for All	 Climate Resilient	 Net Zero	 Dynamic/Representative Government
 Healthy Environment	 Economic Security	 Economic Prosperity	 Healthy and Safe Neighborhoods	 Thriving Arts, Culture, and Heritage

Who We Are

The Environment Department is comprised of the Director, two environmental planners, and a senior adviser. The Department provides technical assistance and policy guidance to municipalities on issues ranging from climate vulnerability assessments and resilience planning to natural hazard mitigation and sustainable water management. Staff have expertise in delivering recommendations on local environmental regulations, informing low impact development standards, climate action planning, and building regional coalitions for advancing climate resilience strategies. The Department works closely with Clean Energy as well.

Goals & Strategies

Prepare the region for the impacts of climate change, including sea level rise, changing precipitation patterns, extreme storms, and heat, with a focus on centering equity, promoting nature-based solutions, and improving public health.

- Update flood plain regulations and other zoning, subdivision, and site plan review regulations to consider more frequent and intense precipitation and other impacts of climate change, protect natural resources, and develop safe and resilient communities. Support municipalities with integrating climate considerations into their planning process.
- Assess the future need for relocation and retreat from the most vulnerable areas. Ensure MAPC's active participation in state's coastal resilience planning efforts, particularly CZM's Resilient Coasts Plan.
- Expand on the "EEA Flood Vulnerability Assessment in EJ Communities" project to continue working with municipalities on stormwater flooding solutions and best management

practices. Continue working with state agencies (EEA, DCR) and other RPAs to develop actionable strategies, particularly in Environmental Justice communities.

- Maintain and update MAPC's Climate Resilient Land Use online resource to support this work internally, as well as for the use of participating cities and towns. Integrate climate adaptation into local plans such as comprehensive plans, open space, economic development, hazard mitigation plans and housing plans, in coordination with the Land Use Department.
- Continue promoting and updating content of the statewide Climate Resilience Playbook to support municipalities with a guide on best practices regarding climate strategy planning, project implementation, and community relationship building.
- Pursue climate resilience projects and develop scope of work with emphasis on climate justice and equity.
- Develop regional and watershed-scale climate resilience projects, in cooperation with watershed associations and other community-based organizations (CBOs). Seek opportunities to build on and extend work already begun in the Neponset and Charles River watersheds and pilot efforts with OARS and other watersheds or subregions in the MAPC region.

Promote the adoption and implementation of sustainable water resources policies and practices at the state, regional and local level through coordination, advocacy, and technical assistance.

- Contribute to the development of state water policy through MAPC's role on the Massachusetts Statewide Stormwater Coalition, the MWRA Water Supply and Wastewater Advisory Committees, and the Water Infrastructure Alliance.
- Facilitate knowledge sharing, community outreach, funding opportunities, and local implementation of Nature-Based Solutions such as Green Infrastructure and Low Impact Development through technical assistance and local partnerships with municipalities, watershed associations and environmental and community-based organizations.
- Support collaborative approaches, such as the North Shore Water Resilience Task Force, to address water supply and water quality issues; MAGIC and South Shore have been identified as new regions for collaboration in FY26.
- Provide leadership for efforts to fund water supply, wastewater, and stormwater infrastructure adequately and equitably, and to ensure that communities have access to federal and state funds. Focus on equity, ensuring safe and adequate drinking water for all communities, regardless of wealth or other advantages.
- Prepare municipalities (through education and technical assistance) for changes to federal and state level stormwater regulations and requirements.

Expand the Environmental Program, through collaborations with other MAPC departments, to deepen relationships with municipalities and community partners and advance emerging areas of practice that contribute to climate and social resilience.

- Continue to develop new program ideas and areas of practice in collaborations/partnerships with local grassroots, community-based organizations, watershed associations and tribal partners on climate justice efforts such as urban forestry, green infrastructure stormwater management, wetlands restoration, public realm improvements, and placemaking for social resilience, in collaboration with other MAPC departments.
- Pursue opportunities to build capacity and provide services for topics such as urban forestry, PFAS contamination of water supplies, and other environmental opportunities (conservation, brownfield redevelopment, etc.), and particularly in EJ locations.
- Continue participating in the Green Infrastructure Leadership Exchange to learn and share in partnership with other organizations promoting equitable green infrastructure planning and implementation nationwide.

Work to implement state policies, legislation, and local regulations that advance equity, sustainable development, and climate resilience.

- Prioritize MEPA review of projects that both raise critical environmental and equity issues. Some examples include, Equitable Transit Oriented Development, mixed use, multi-mode transportation accessibility, pedestrian and bicycle accommodations, climate mitigation and/ adaptation, sustainable water, wastewater, or stormwater practices, and preservation of critical open space, wetland, and habitat resources.
- Continue participating in the Global Warming Solutions Act (GWSA) Implementation Advisory Committee (IAC) and Natural and Working Lands initiative to support the State's climate change legislation initiatives (e.g., An Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy, and the Massachusetts Clean Energy and Climate Plan for 2025 and 2030).
- Work with Government Affairs to support and advocate for implementation of state climate change adaptation strategies and funding of adaptation planning, capacity building, and implementation of resilience strategies at the regional and local levels.
- Continue participating in EEA's Resilient Mass Financing Working Group.
- Work with the MWRA, MWRA Advisory Board, EEA, 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.

EQUITY TEAM

MetroCommon x 2050

Connections

 Getting Around the Region	 Homes for All	 Climate Resilient	 Net Zero	 Dynamic/Representative Government
 Healthy Environment	 Economic Security	 Economic Prosperity	 Healthy and Safe Neighborhoods	 Thriving Arts, Culture, and Heritage

Who We Are

The Equity Team is a cross-departmental group that meets regularly to influence the agency's policies, programs, and office culture to advance racial equity recommendations included in the agency strategic plan and 2024 Diversity, Equity, and Inclusion Assessment report.

Goals & Strategies

Advance hiring and retention practices to ensure that people of color make up a significant portion of candidates in MAPC hiring processes, and staff of color are retained at the same or better rate as white staff.

- Support successful outreach and recruitment of staff of color.
- Create spaces to recognize and celebrate the diverse cultures of the region and staff so that staff of color feel a sense of inclusion and belonging.
- Improve professional development procedures and increase opportunities for leadership development.

Communicate new MAPC policies effectively and ensure that existing MAPC policies are easy to find and understand with an emphasis on those identified in the Key Equity Improvements

- Support leadership's completion of communication focused strategies as indicated in the Key Equity Improvements section of the Strategic Plan.
- Communicate schedule and progress of Key Equity Improvements so that staff know changes are happening and how to engage with changes.
- Help create and support protocols for how new information will be communicated and logged.

Ensure that MAPC projects and policy work are inspired by, and have clear connections to, equity principles

- Elevate key equity principles and resources to become agency-wide commitments.
- Ensure resources exist that enable departments and staff to integrate equity principles into agency work.

- Support departmental efforts to incorporate equitable practices in work planning and develop department-level approaches to more equitable work.
- Ensure MAPC staff and departments have the capacity, resources, and support to center equity within the work that they lead or manage.

GOVERNMENT AFFAIRS

MetroCommon x 2050

Connections



Who We Are

The Government Affairs Department is comprised of the director and two senior government affairs specialists with expertise in legislative processes and policy. The Department works closely across all departments at MAPC to promote policies that improve outcomes at local, regional, state, and federal levels. The Department develops and shapes the agency's legislative agenda, taking direction from the MAPC Legislative Committee and Executive Committee. Once priorities are set, the department actively promotes the agenda with State legislators.

Goals & Strategies

MAPC is a source of influence, expertise, and research on Beacon Hill, with state agencies and our federal delegation. MAPC is effective at proposing legislation and moving the conversation among legislators and advocates to pass legislation and allocate resources to advance equity and create a stronger foundation for our region.

- Outreach to legislators of the MAPC Region, including building relationships with new legislators, so they are aware of the role MAPC plays in their communities.
- Highlight projects we are working on throughout the region, share relevant reports and research, and emphasize our value to municipal, state, and federal partners.
- Advance budget priorities of the agency with a focus on the following priorities:
 - **District Local Technical Assistance (DLTA).** Maintain and, working closely with Communications and DLTA Manager, increase funding for DLTA to enable more municipalities to receive technical assistance from MAPC. Assist with seeking support for competitive state and federal grant applications and increase awareness of projects funded through DLTA among legislators and members of the Administration.

- **Charles E. Shannon Community Safety Initiative.** Increase funding for the Shannon program to enable outreach to more youth at risk of involvement in gang violence. Work closely with the Municipal Collaboration team on the annual Safety Day on the Hill and summer event, improving relationships among youth, police, legislators and community leaders. Look for opportunities to work with municipal leaders on expanded criminal justice work.
- **Critical Programs to advance MetroCommon2050 Priorities.** Advocate to maintain or increase funding for programs associated with the implementation of key MetroCommon priorities. This includes advocacy for funding directly available to municipalities and to regional planning agencies in these categories.
- Serve as a liaison between state/regional/local needs to better understand and navigate the federal fiscal landscape as well as identify opportunities for collaboration on advancing an equitable and resilient region and ensuring information is reaching municipal leaders.
- Develop and promote legislative priorities that help to lift the burden faced by underserved and underinvested communities.

MAPC's priorities are developed and refined with member cities and town and external partners, including other coalitions and regions.

- Solicit input from cities, towns, subregions, community-based organizations, and other stakeholders to build and advance MAPC's legislative agenda. This will enable MAPC to learn more about the priorities of these stakeholders, while also helping these stakeholders to increase their awareness of MAPC's work.
- Enable the Metropolitan Mayors' Coalition and the North Shore Coalition to serve as forums to advance collaboration among member communities and to elevate their priorities to the Legislature and Administration.
- 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 and support applications for federal funding. We will continue to oppose legislation that might negatively impact the finance or operations of RPAs.
- Work with transportation, housing, climate, immigration, and other topic area coalitions to call for intersectional solutions to challenges facing the commonwealth.
- Increase relationships with members of the business community, labor community, and other economic development partnerships, where our goals intersect.

MAPC staff are knowledgeable and aware of Government Affairs work.

- Develop an overview of Government Affairs work, the Massachusetts legislative context and MAPC Legislative priorities and present to staff regularly.
- Support the subregional coordinators in building the agency's strong local relationships with legislators and municipal leaders.

- Increase advocacy on key priorities through blog posts and regular updates to MAPC's website.
- Coordinate with MAPC departments to advance MAPC's legislative agenda for the current legislative session, giving staff opportunities to testify in the State House, meet with legislators on relevant topics, and inform on any new policy positions for consideration of the next Legislative Session.
- Collaborate with Data Services to shape research products that support our legislative priorities and create a data-driven approach to our testimony.
- 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.

LAND USE

MetroCommon x 2050

Connections

 Getting Around the Region	 Homes for All	 Climate Resilient	 Net Zero	 Dynamic/Representative Government
 Healthy Environment	 Economic Security	 Economic Prosperity	 Healthy and Safe Neighborhoods	 Thriving Arts, Culture, and Heritage

Who We Are

The Land Use Department is comprised of three Divisions: Economic Development, General Land Use, and Housing. The Director and managers of the three divisions are joined by 15 full-time planners (principals, seniors, and more junior staff). The team has a range of expertise ranging from urban design, architecture, and green infrastructure to workforce development and housing policy. As the largest department at MAPC, Land Use works closely with all of the planning departments to further sustainable and equitable development in line with other priorities such as climate resilience, mobility, and net zero goals.

Goals & Strategies

Advance sustainable development and economic prosperity regionwide. Affordable housing and good jobs for people with low incomes are prioritized. Barriers to new development, particularly near transit and existing infrastructure, will be removed.

- Continue working with the City of Boston and our non-profit/school partners to implement the 4-year, \$23 million Good Jobs Metro Boston Coalition Project with the goal of training and placing 4,600 participants into good jobs in the Child Care, Clean Energy, and Health Care sectors.

- Work with participating cities and towns, state partners, and other stakeholders to implement the HUD grant, Greater Boston Regional Offsite Construction Strategy.
- Implement findings from “Rethinking the Retail Strip” by working with municipalities, chambers, property owners, and other stakeholders to retrofit suburban malls and shopping plazas with mixed-use development and compact buildings connected with multi-modal facilities.
- Guide municipalities, colleges, and non-profit groups through EDA and other federal, state, and other funding applications using the CEDS, MetroCommon, and strategic priorities.
- Continue to convene the Metro Mayors Coalition Housing Task Force to collectively work towards the 2030 Housing Production Goal.
- Grow reliable, productive, and active knowledge sharing and collaboration opportunities that municipal leaders, practitioners, and stakeholders use to advance regional goals such as economic resiliency, housing affordability incentives, co-location of housing and public facilities, and climate resilience.
- Host interactive virtual convenings on special topics of interest, including commercial displacement, commercial community land trusts, and related matters; affordable housing administration and shared services offices, shared ownership models/community land trusts, etc.
- Lead multi-municipal projects to increase local housing capacity and develop best practices for expanding housing choice in all communities.
- Inform municipalities about state and local funding opportunities that can implement regional and local plans to further sustainable and equitable development. Support municipalities as they apply for grants through assistance with applications and matching funds, when possible.
- Work with other MAPC departments to address interdisciplinary regional challenges.
 - Lead land use, housing, and economic development-related research in partnership with the Research and Analytical Services Divisions to understand and communicate opportunities and barriers to local implementation.
 - Collaborate with Clean Energy to implement carbon neutral development and decarbonize existing residential buildings.
 - Collaborate with the Municipal Collaboration and Subregions to increase awareness of how MAPC’s procurement practice can help address municipal and small business purchasing issues through cooperative purchasing.
 - Collaborate with Environment to enact more resilient local land use regulations and consider climate impacts when planning for new growth in long-range plans.
 - Lead projects, in partnership with Transportation, to advance transit-oriented development and transit-supportive densities, access to alternative modes of transportation, and reduced parking requirements.
 - Collaborate with the Arts & Culture Department and state and non-profit partners to expand historic preservation, to improve cultural asset mapping, and to increase the

understanding and interpretation of contributions to our history that have been ignored or underappreciated.

Direct technical assistance to cities and towns advances local and regional priorities and includes equity-forward mitigation strategies when displacement or other impacts on local communities may occur.

- Provide a range of planning services to MAPC communities, in collaboration with other MAPC departments, when possible, to further MetroCommon 2050 and Strategic Plan goals for sustainable and equitable communities (where people can afford their homes, access good jobs, be outside, and use their cars less). These planning services include:
 - Visioning and comprehensive plans
 - Equitable Transit-Oriented Development plans
 - Neighborhood plans, strengthened through urban design, historic preservation, development visualizations, etc.
 - General land use studies, including housing production plans, economic development plans, and open space and recreation plans
 - Zoning modernization projects that include mixed-use design guidelines, multi-family zoning, resilient zoning (floodplain, green infrastructure/low impact development, coastal resilience, etc.), inclusionary zoning, and accessory dwelling units
 - Parking regulation modernization
 - Economic resilience and recovery plans, including small business development and support strategies
 - Downtown / town center revitalization plans, including market analyses and redevelopment scenarios
 - Corridor studies
 - Historic preservation plans
- Expand the local housing capacity of cities and towns by providing technical assistance to undertake Municipal Affordable Housing Trust five-year strategic plans and local fair housing plans.
- Work with cities and towns to modernize site plan review and permitting/development review processes. This can reduce development costs, which can, overtime, decrease overall real estate prices and rents.
- Continue to refine development feasibility modeling and apply analyses for cities and towns to maximize the amount of affordable housing achieved through:
 - Public land disposition and site-specific redevelopment scenarios
 - Inclusionary zoning policies
 - Mixed-use zoning, when first-floor retail or other community benefits are required

Statewide policy changes are aligned with MAPC's Strategic Plan and MetroCommon.

- Promote alternative land use development practices such as cottage cluster developments, open space residential design by-right, transfer of development rights programs, etc.
- Advocate for state-level requirements and resources to train volunteers serving on boards/committees involved in planning decisions. This includes Planning Boards, Boards of Zoning Appeals, Conservation Commissions, etc. Promote municipal participation in the Citizen Planner Training Collaborative.
- Leverage state policy and regulatory changes to implement relevant recommendations in the 2025-2030 Comprehensive Economic Development Strategy (CEDS).
- Inform and shape and, where appropriate, advance policies and programs at the regional, state, and federal level that support sustainable and equitable development, regional collaboration and equitable economic development while minimizing and mitigating residential and commercial displacement.
- Refine and advance MAPC's existing housing policy priorities and identify regulatory changes to make it easier and more cost effective to develop income-restricted affordable housing. This includes expanding the policy recommendations outlined in Data Opens Doors: Measuring the Affordable Housing Gap.
- Strengthen relationships with state, regional, and local housing and economic development organizations and identify opportunities for collaboration through projects, capacity building programming, and events.
- Provide data and facilitation expertise to support the strategic planning efforts of key partner organizations.
- Cultivate and grow relationships with partner organizations, primarily led by or serving people of color, people with lower incomes, women, people with disabilities, or other historically marginalized groups to expand the impact of MAPC's work.

Plan and implement projects with municipalities and partners where efforts can have the greatest impact on advancing strategic priorities.

- Seek opportunities to advance projects in collaboration with community-based organizations, community groups, and other outside organizations to broaden public participation in planning programs, advance equity by ensuring inclusion in the planning process, and establish long-term strategic alliances to carry our future efforts to implement MetroCommon2050. Develop and utilize criteria to assess the equity rationale for doing certain projects in certain places. This includes key questions including whom the project serves, who benefits, the extent to which marginalized communities are prioritized, and how the project addresses economic disparities.
 - Target housing stability and fair housing projects to communities with higher rates of renters.
 - Target economic development work to areas experiencing economic distress and are at greater risk of commercial and cultural displacement.

- Prioritize working in communities with established or emerging pro-housing coalitions.
- Prioritize economic development projects that best align and advance with the 2025-2030 CEDS.
- Collaborate with other MAPC departments to undertake coordinated planning processes over several years within the same geography to implement key aspects of MetroCommon (e.g., 3A Zoning work followed by economic development assistance to support small businesses and Complete Streets improvements).
- Develop post-project strategies to support municipal implementation. Consider past implementation activity levels when evaluating municipal requests for additional TAP funds. In other cases, work with municipalities to implement programs and policies consistent with MetroCommon even when MAPC was not involved in the planning process.

MUNICIPAL COLLABORATION

MetroCommon x 2050

Connections



Who We Are

The Municipal Collaboration Department is comprised of the Director, an emergency preparedness manager who oversees this work area, a procurement services manager who oversees procurement initiatives, seven specialists with expertise in municipal services, emergency preparedness, procurement, and grants, and two grants and procurement coordinators. The department is committed to lifting the administrative burden from municipalities, providing technical expertise in the areas of municipal management, procurement, and emergency preparedness, and facilitating multi-municipal partnerships to better address problems at scale – this includes leveraging joint purchases for better procurement deals but also sharing information and resources across boundaries to be better prepared for emergencies, natural and manmade disasters, etc.

Goals & Strategies

Procurement

Advance equitable and compliant procurement practices.

- Lead agency efforts to increase purchasing from diverse businesses through research and subsequent implementation of new ways to utilize the agency's procurement practices to promote equity.

- Continue to develop and improve procurements for fruit and vegetables for area schools and work with the Public Health Department to promote values-based food procurement approaches, including supporting districts to purchase directly from area farmers.
- Continue to refine best practices regarding public Wi-Fi procurements to advance digital equity in the region through the MBI Partnerships Grant, as well as procurements related to our other grant programs including the Statewide Homeland Security Program and the Region 3 Health and Medical Coordinating Coalition.
- Provide procurement expertise to other MAPC departments, namely the Clean Energy and Transportation Departments, to implement and promote electric vehicle and infrastructure procurements, parking meters, and materials and services for cool roof infrastructure.
- Explore new procurement opportunities for equipment, services, and technology that public safety and public works professionals may need to perform their duties, as well as develop creative solutions to address supply chain and price volatility challenges that impact the purchase of vehicles and equipment and functioning of current collective procurement contracts.

Emergency Preparedness and Public Safety

Enhance health, safety, and resiliency for all, with a focus on vulnerable populations.

- Continue to work with various MAPC departments including Environment, Clean Energy, Public Health, Government Affairs, Land Use, and Data Services to identify and engage a variety of communities in Massachusetts, with a focus on cities and towns with Environmental Justice populations, that could benefit from our emergency preparedness planning services including developing emergency plans, providing trainings and exercises, supporting a range of homeland security and health and medical preparedness activities, and mitigating risks to residents most vulnerable to regional climate emergencies.
- Provide stakeholders 24/7 support and assistance by serving as the Region 3 HMCC Duty Officer and collaborating with all HMCC member organizations to provide situational awareness and facilitate resource sharing, resulting in a common operating picture across the communities and agencies in the region. Also, assist hospitals in the Region 3 HMCC with patient transfer needs as requested.
- Encourage the prioritization of equity considerations in NERAC projects and perform increased appropriate outreach to Environmental Justice communities within the region during the annual inventory process to ensure these communities are aware of the resources offered through NERAC.
- Work with public safety and public health departments to explore non-armed public safety response functions, as well as alternative substance use response approaches, enabling them to share best practices, programs, and services and provide better assistance to residents.
- Work in collaboration with other departments within MAPC (Public Health, Arts & Culture, Government Affairs, Land Use, etc.) to develop ideas for new programs and initiatives that can be funded through the Shannon Grant, with a focus on youth mental health, and work with grant partners to develop and implement those programs.

Government Effectiveness and Efficiencies

Maximize the impact of government funds.

- Execute our work on behalf of the four homeland security councils and the Region 3 Health and Medical Coordinating Coalition (including additional coordination services for the Region 3 Hospitals and 3D Public Health Coalition) and the Shannon Grant, prioritizing stakeholder satisfaction, while advocating for projects that benefit multiple regions and ensure a whole community approach to emergency preparedness and public safety.
- Collaborate with the Environment and Government Affairs Departments to understand and integrate the new federal framework for hazard- and risk-based emergency planning into our work.
- Develop partner funding factors in collaboration with the Government Affairs and Community Engagement Departments to enhance the equitable dispersion of Shannon Grant funds.
- Continue to work with MAPC's Data Services and Community Engagement teams 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 in their efforts to provide open-access community broadband networks by providing procurement and grant management support to such efforts funded by the Massachusetts Broadband Institute.
- Assist communities in developing and implementing inter-municipal projects that focus on equity.

PUBLIC HEALTH

MetroCommon x 2050

Connections



Who We Are

The Public Health Department is comprised of the Director, Assistant Director, four public health planners, two public health trainers, two resource coordinators, a regional epidemiologist, and a social worker. The staff have a wide array of public health expertise, from policy and systems planning to in-the-field expertise. The Department integrates public health perspectives into planning projects, data collection and analysis, and policy development at MAPC, ensuring the agency is at the forefront of linking health and planning to make communities safer, healthier, and more equitable. The Department relies heavily on a Health in All Policies (HiAP) approach.

Goals & Strategies

Increase community resilience and health 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 to address racial health disparities. Provide policymaking process with public health research, data, and strategies that address risks to human health from pollution, extreme temperatures and storms, and changes in disease vectors.
- Implement place-based climate change and environmental health projects that address exposure to extreme weather (e.g., urban heat island, flooding) 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, creative placemaking).
- Facilitate community-led climate change and environmental justice planning projects that elevate community ownership of change, power sharing and action, and food access and production to address racial health disparities.
- Host 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.
- 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.
- Develop communications (e.g., webpages, articles, blogs, arts) that highlight our work on climate change, health impacts and public health response strategies in the Greater Boston region.

Expand regional and municipal public health capabilities and capacity.

- Promote and assist implementation of state policy changes that strengthen local public health infrastructure and provision of foundational public health services through shared service and multi-municipal public health department initiatives.
- Partner with city and town public health departments, as well as shared service public health arrangements, to develop and sustain public health emergency response capabilities with specific focus expanding use of data and community input, development of public policies and practices, and testing of community interventions and communications.
- Implement public health projects that utilize the MDPH's Foundational Public Health Services Framework to enhance and expand public health collaborations between municipal, community and health care organizations.
- Support municipal and state policy changes, programs and investments aimed at improving mental and behavioral health by working downstream (e.g., municipal work groups) as well as upstream (e.g., economic stability, youth mental health, trauma-informed practices).

- Facilitate public health training for staff of public health departments, shared service arrangements, and Boards of Health to increase workforce credentials, capabilities, and experiences in support of recommendations of the Special Commission on Local and Regional Public Health.
- Produce communications (e.g., fact sheet, research brief) and events (e.g., webinars) to assist public health departments, shared service arrangements, and Boards of Health with adoption and implementation of innovative practices that address health inequities.

Catalyze community, environmental and economic changes in neighborhoods, municipalities, and the Metro Boston region in order to support equitable health, well-being, and safety.

- Engage in food system, housing, transportation and economic opportunity related policy change efforts by providing input and analysis about public health evidence, strategies, and systemic health inequities.
- Provide state, regional, and local food system technical assistance and resources (e.g., data, research) in support of equitable and resilient food systems, food security, healthy and local food procurement, and increased access to nutritious, culturally affirming, affordable foods.
- Identify and implement policy, systems, and environmental changes that alter neighborhood and community conditions contributing to premature mortality and inequitable difference in life expectancy.
- Initiate and sustain partnerships with municipalities, community-based organizations, and Indigenous peoples and nations to explore and address inequitable health outcomes related to housing, economic opportunity, transportation, and social environments.
- Increase the capabilities of municipalities and community organizations to implement equitable changes in housing, economic opportunity, transportation, and community networks by offering training, networking, and shared learning forums as well as through communication, data and mapping resources.

Address the root cause of health inequities by leading and supporting innovative efforts that target the foundations of community health.

- Undertake narrative change initiatives that connect local public health departments and community-based organizations to address the role of community power and justice in achieving health equity.
- Lead and participate in projects that track and assess investments by hospitals and health systems, community health centers, and community development organizations in housing, economic mobility, community ownership of land, and public health social work as social determinants of health.
- Develop white papers and research briefs to fill evidence gaps on the impact of social and environmental risk factors on physical and mental health, social cohesion, injury prevention, maternal and child health, and health equities.

- Innovate and apply mixed-methods research methods in assessments and evaluation efforts, including use of participatory action research (PAR) and root cause-focused data to action projects.
- Increase partnership with arts and cultural organizations on design and implementation of interventions with specific focus on creating greater inclusion and belonging for marginalized communities and Indigenous peoples and nations whose roots and lives include the Metro Boston region.

STRATEGIC INITIATIVES

MetroCommon x 2050

Connections

				
Getting Around the Region	Homes for All	Climate Resilient	Net Zero	Dynamic/Representative Government
				
Healthy Environment	Economic Security	Economic Prosperity	Healthy and Safe Neighborhoods	Thriving Arts, Culture, and Heritage

Who We Are

The Strategic Initiatives Department is comprised of the Director and a Senior strategist for evaluation and learning. The team oversees implementation of MetroCommon 2050 and the Strategic Plan. They also work with all planning and programmatic departments to track and evaluate projects.

Goals & Strategies

MAPC will, with the support of our partners, work to implement MAPC's Strategic Plan and help keep MetroCommon 2050 relevant in our region and at MAPC.

- Work with agency leadership and directors to align department and agency strategy and structures with the Strategic Plan to encourage the plan's recommendations are implemented and monitored effectively.
- Working with various departments, advance the agency's work in the following key strategic arenas:
 - Complete the I-90 priority development and preservation project;
 - Develop teams and mechanisms to carry out and monitor the other strategic priorities;
 - Work with Environment and Government Affairs, advance efforts to address expansion of the MWRA and to address PFAS issues;
 - Expand the agency's focus on age-friendly planning and policies;

- Track state & municipal adoption of key climate and housing strategies.
- Support the development of the next generation MetroCommon research agenda and provide leadership and coordination on research releases.
- Help staff understand and communicate the linkages between MetroCommon 2050, our Strategic Plan, and our project and policy work.
- Hold quarterly orientations on MetroCommon 2050 and the Strategic Plan for new staff and annually for the SPURs program at MIT.

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

- Oversee the of Climate Resiliency and Mobility Grant from the Barr Foundation.
- Assist with policy, legislative, and coordination on strategic initiatives of the agency.
- Cultivate new sources of support for the plan implementation, including foundations that have not recently provided financial support to MAPC. Serve as a grant application resource to colleagues.
- Help the Executive Director and Deputy Executive Director to manage internal resources in ways that will develop new lines of work to meet changing needs, implement the Strategic Plan, and address racial inequities in the region.

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.
- Using the Strategic Plan Organizational Improvements, identify a learning agenda that addresses pressing challenges MAPC faces. Coordinate discussions with leadership and staff to develop and implement improvements based on findings.
- Streamline and improve the Project Inventory so it assists in identifying innovative strategies and lessons learned, while also informing Council leadership of MAPC's work products.
- Lead the Equity Team's Connect Equity Principles to External Project Work group, which seeks to create opportunities for equity at the agency, department, and/or the project management level.
- In collaboration with the Deputy Executive Director, Communications, HR, and Operations, finalize an intranet that houses MAPC's internal practices and procedures so that staff can access them quickly and easily.
- In collaboration with the Transportation and Land Use Departments create a set of Project Management Practices and convene MAPC's Project Managers to reflect on them and commit to using them.

- Work with HR to manage staff participation in conferences and convene staff to identify best practices from other regional planning commissions and similar public agencies as well as from conferences and webinars and share them via lunch and learns.

Provide departments with the structure and support to pursue Strategic Plan outcomes, evaluate progress towards those outcomes, and identify and implement improvements.

- Ensure departments feel ownership over the Strategic Plan Outcomes and support departments' integration and implementation of the strategies necessary to reach the Outcomes.
- Assist departments in establishing routines that identify and solve problems, evaluate the effectiveness of strategies and projects, and increase communication between directors/managers and staff so they can share learnings and develop improvements.
- 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.
- Support each department's annual contribution to the agency work plan as well as their monitoring, evaluation, and improvement practices.
- 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.

TRANSPORTATION

MetroCommon x 2050

Connections



Who We Are

The Transportation Department is comprised of the Director, Assistant Director, and five transportation planners with expertise in active transportation, micromobility, emerging technologies, and long-range planning. The Department promotes sustainable transportation and strong infrastructure throughout the region, through transportation corridor planning, parking studies, coordinating transportation funding, and advocating for policy reform.

Goals & Strategies

Improve public transportation with a focus on transit dependent populations.

- Advocate for increased capital and operating funds for the MBTA and municipalities. Educate policy makers, coordinate with stakeholders, and testify in support of priority legislation.
- Provide technical assistance for municipalities to implement dedicated bus lanes and other street-level bus and transit priority measures, and assist the MBTA with their roll out of Bus Network Redesign Phase 2 by supporting the coordination of capital improvements between the MBTA and municipalities
- Provide technical assistance for suburban municipalities to plan for the needs of seniors, people with disabilities, and low-income people to access critical destinations.
- Identify areas in the region that are experiencing transportation insecurity by conducting a quantitative review of existing data, including car ownership, transit access, and pedestrian access. Use these insights to develop strategies – such as electric vehicle carsharing – while incorporating learnings from our “universal basic mobility” research.

Provide safe and connected walking and cycling infrastructure.

- Advance the LandLine vision of a connected network of trails and greenways through local technical assistance, funding opportunities, regional coordination, research to identify priority gaps and equitable access to the network.
- Support the Bluebikes bicycle share system, including expansion into new neighborhoods, electrification of bikes and docking stations, establishing sustainable funding sources, supporting federal grant implementation, engagement with external stakeholders, finalizing the new RFP for a system operator, and facilitating a contract negotiation process for a new vendor contract.
- Support cities and towns with strategic bicycle and pedestrian improvements, including quick build, shared streets and complete streets treatments, and applying for federal and state grant funding.
- Work with the Boston MPO, MassDOT, municipalities, and advocacy organizations to implement the recommendations of the regional Vision Zero Action Plan.

Support transit-oriented development and transportation demand management strategies so that new growth produces low vehicle miles traveled and mode shift away from single occupancy vehicles.

- Support municipalities in adopting progressive parking plans and policies for on- and off-street parking to encourage more sustainable transportation, alleviate congestion and reduce greenhouse gas emissions, reduce housing costs, and free up land area for more housing units, open space, and other community-focused uses.
- With the Land Use Department, conduct interdisciplinary planning projects and studies at the regional, corridor, or transit station level that advance equitable transit-oriented development, housing choice, and other identified community goals.

- Review and comment on new development projects through the MEPA review process with a focus on their impacts to transportation access and mobility and encourage mode shift, minimize SOV trip generation, and low vehicle miles traveled.
- Work to improve the state environmental permitting process to require strong transportation demand management.

Advance decarbonization and improved air quality.

- Advocate for and assist in the electrification of public transit vehicles (bus and rail), modernized maintenance facilities, municipal fleets, and the expansion of e-bikes.
- Support municipalities and school districts to plan for and implement electric school buses and electric vehicle charging infrastructure.
- Convene municipal and state planners bi-monthly to share learnings and best practices in the adoption of electric vehicles and charging infrastructure.

Plan for the impacts of new mobility technology.

- Develop regional e-commerce guidance that will enable municipalities and the state to better understand and sustainably manage the impact of delivery trips and promote e-cargo bikes as a solution in urban areas.
- Analyze new Transportation Network Company (TNC) data collected by the Department of Public Utilities to inform policy that sustainably manages their impact.
- Monitor developments of Automated Driving Systems both nationwide and in Massachusetts, and collaborate with MassDOT as necessary.